WAKE TRANSIT PLAN UPDATE

2035 Wake Transit Plan Appendices

October 2025

2035 Wake Transit Plan

Appendix A
Market Analysis

WAKE TRANSIT PLAN UPDATE

Market Analysis

Updated Fall 2024

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Overview

1

Overview

The Wake Transit Plan Update will determine the strategic direction and priorities for the Wake Transit Plan for the 10-year planning horizon between 2026 and 2035. While the strategic plan will be influenced by input from stakeholders and members of the public, it will also be grounded in data, including data based on experience with existing Wake Transit Plan projects, but also the market and need for transit in Wake County.

One of the first steps involved with understanding the market and need for transit is to prepare an analysis of transit demand in the region. The Wake Transit Plan Market Analysis builds off the Wake Bus Plan, which was completed in 2022 and takes a deeper dive into the growth and development of the suburban towns in Wake County.

Findings from the market analysis will help determine where to focus bus-related transit investments throughout Wake County, but especially in the fast-growing suburban communities. The market analysis inventories where current and potential transit riders live, work, and travel to, and how that compares to where there is currently transit access. This includes looking at density, travel patterns, and other factors throughout the region, and where different types of transit would be supported.

APPROACH

To understand the demand and need for public transportation services in Wake County, the project team analyzed densities, socioeconomic factors, travel patterns, and changes over time:

- Existing population density and socioeconomic characteristics related to transit use
- Employment density, including an analysis of the location of employment types that attract additional trips.
- Composite transit demand, combining the adjusted population and employment densities, which shows the potential transit service that may be supported throughout the region.
- Current transit accessibility to jobs, and how that overlaps with demand to identify areas of high need.
- The locations of major activity centers in the region that will attract trips beyond the number of jobs.
- Population and employment density changes from 2016 to 2020 and from 2020 to 2040.
- Projections of population density, employment density, and transit demand for 2040.

KEY DATA SOURCES

Data for this market analysis comes primarily from the following sources:

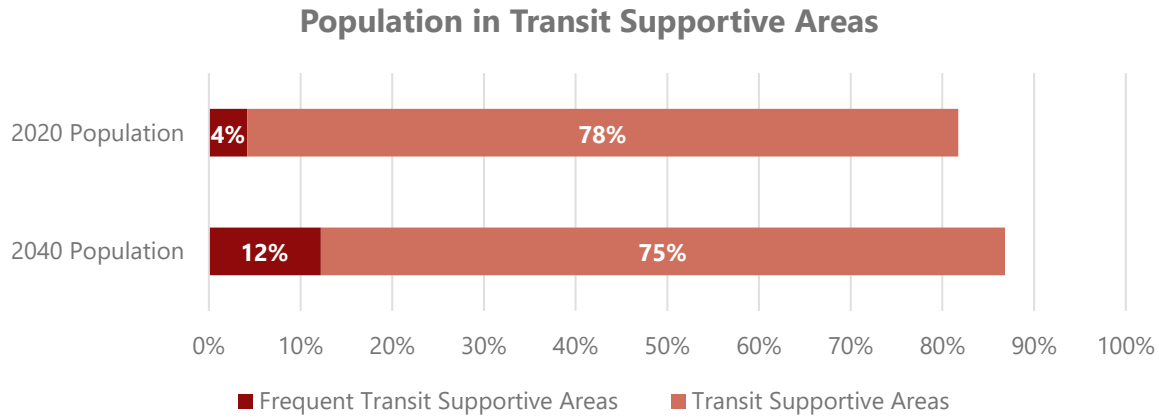
- CAMPO and DCHC MPO, from 2050 Metropolitan Transportation Plan (MTP) efforts
- US Census American Community Survey 2019 5-year estimates. Census data was not updated to 2020 because this market analysis uses data analyzed for the Wake Bus Plan, which was completed in 2022.
- Most maps in this report show data at the Transportation Analysis Zone (TAZ) level.
- More information on the data and analysis used in the Community Profile is available in Appendix A.

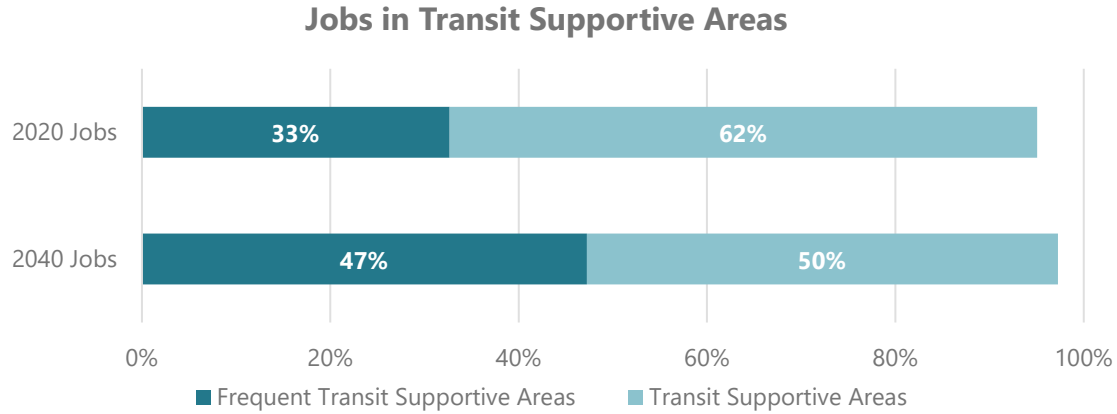
Market Analysis: Key Findings

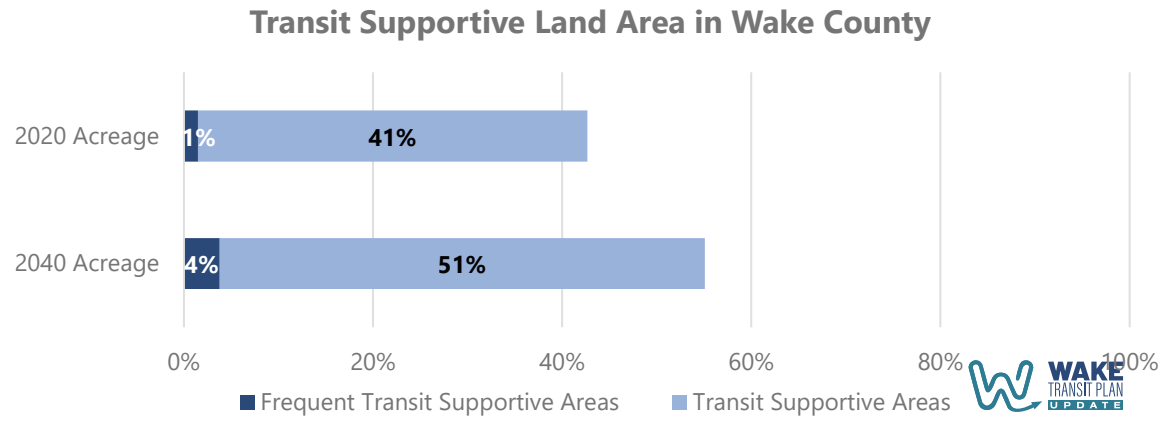
The market analysis shows:

- Population in the region is generally spread out in low density, suburban areas. The highest density concentrations are in the downtown areas of Raleigh and Cary.
- Transit need based on socioeconomic factors is strongest in the City of Raleigh, especially neighborhoods south and east of downtown.
- Jobs are concentrated in urban cores, Research Triangle Park (RTP), and along major roadways. Service and retail jobs are more concentrated in urban cores, while office jobs are in RTP.
- Transit demand is high or very high along the Raleigh-Cary-RTP-Durham Corridor, Capital Boulevard, and neighborhoods on the periphery of downtown Durham and downtown Raleigh, and northern Raleigh between I-440 and I-540, as seen in the following map.
- The region is growing fast in terms of both population and jobs. Growth is happening throughout the region, with the greatest density increase in Raleigh and Cary.
- Transit demand in 2040 parallels the current level, but with increased demand throughout the whole region, as seen in the following map.

In 2020, about 42% of the land area in Wake County supported transit service, with about 1% supporting frequent transit service. By 2040, 40% of the land area of Wake County will be supportive of fixed-route transit or microtransit and this area will contain 86% of all residents and 97% of all jobs in the area. A much smaller subset of the county will be supportive of frequent transit service, but these areas will contain half of all jobs. Maps shown on the following page show the distribution of transit supportive areas in Wake County.

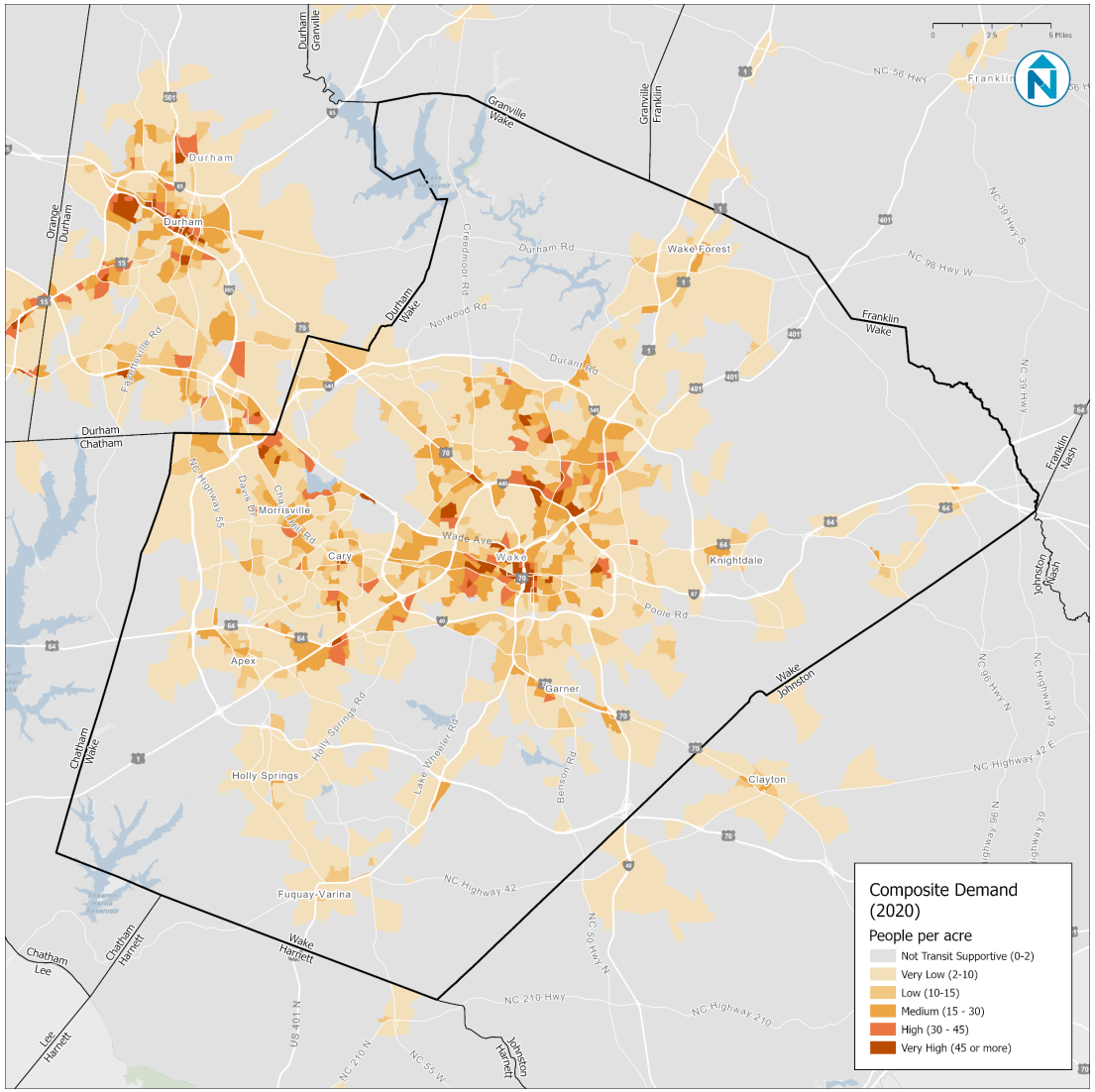


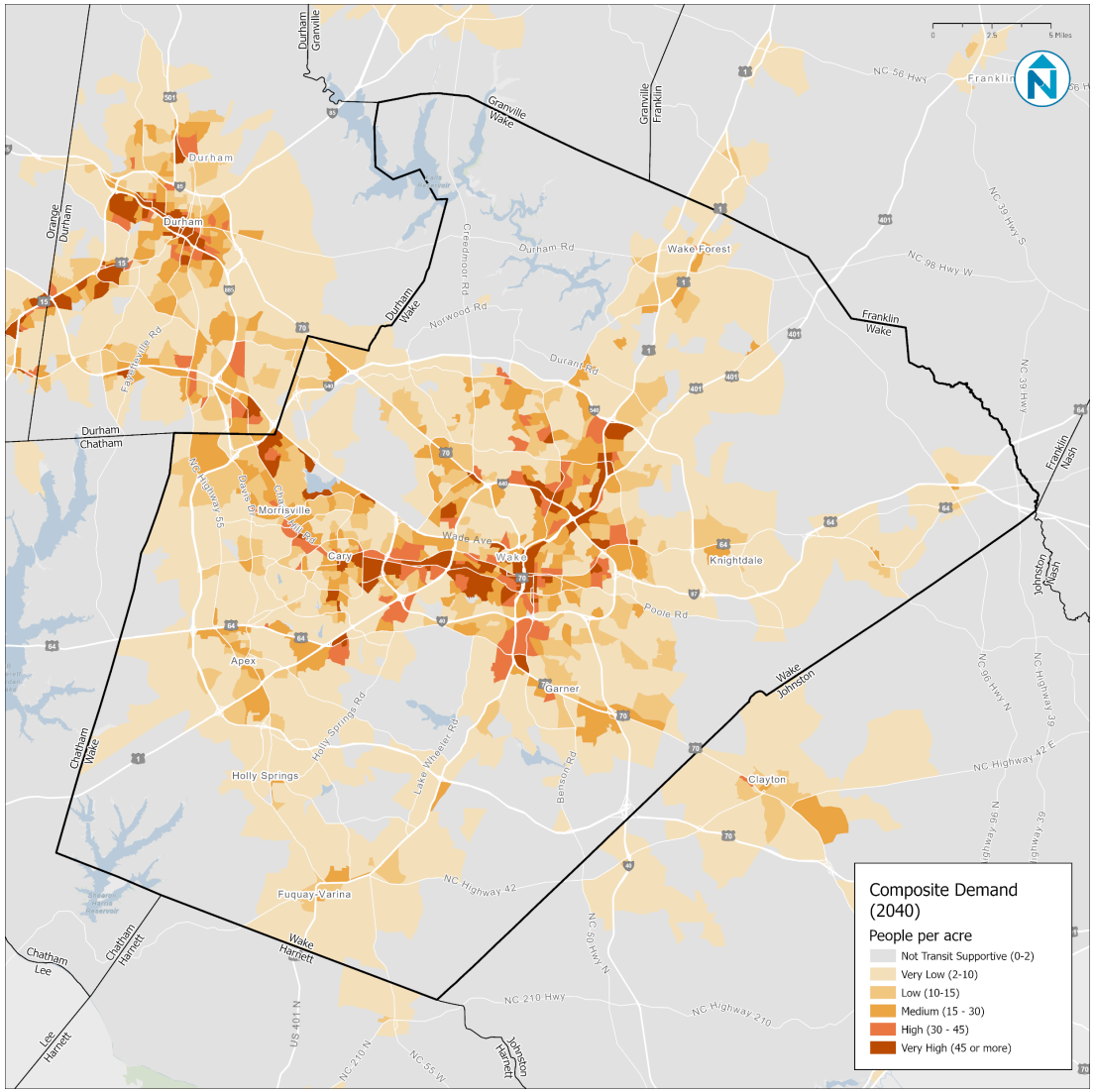




Note: Land area refers to all land within Wake County, Source: CAMPO, ACS 2019 5-Year Estimates, Triangle Region OnBoard Survey (2019)

Wake County Composite Demand: 2020 and 2040





Key Findings & Initial Recommendations

Wake County is growing rapidly and while growth is not distributed equally across the region, all communities in Wake County are adding people and jobs at a fast pace, which is changing the need and opportunity for transit services. Findings from an analysis of the ten Wake County towns (not including Raleigh or Cary) shows that the need and opportunity for transit service is changing dramatically.

1. **Suburban Towns in Wake County are growing at an unprecedented rate,** with many communities experiencing population growth rates of 30% to 50% since the Wake Transit Plan was approved in 2016. In many cases, growth is on top of a small baseline population, but the pace of growth suggests communities are changing.
2. **Towns in Wake County are actively planning for growth** with most communities recently completing comprehensive transportation plans, strategic plans and/or transit plans. In almost all cases, these plans are calling for investments in multi-modal infrastructure, including sidewalks and shared use paths.
3. **All but two Wake County communities have participated in the Community Funding Area program.** Towns are using grants to plan, design and operate local transit services as well as investments like sidewalks or bus stop improvements.
4. Data on recent and planned development shows that **most new projects are single use development largely on the outskirts of downtown centers and often near highways.** Most developments in Wake County towns do not follow best practices for creating walkable, compact communities. Suburban style master planned developments are difficult to serve with transit.

Given these findings, some initial recommendations arise around the approach and service type appropriate to serving these growing communities by transit.

- **Potential for sub-regional solutions.** Wake County is a geographically large region covering 857 square miles. Unique characteristics within Wake County suggests potential for different solutions in different parts of the County:
  - **Apex is a "sub-regional hub" in southwest Wake County.** There are over 100,000 people in Apex and Holly Springs, plus another 35,000 in Fuquay-Varina. Apex already functions as an economic activity center with regional transportation access. Creating a mini-transit hub in Apex that is connected to neighboring towns with fast, frequent services to regional destinations is a potential future model.
  - **Northwest Wake County also has nearly 100,000 people** but is more rural, spread out over a larger area, and further from Raleigh and regional employment centers. Emerging solutions in this part of Wake County include on-demand service models that connect to Wake Forest as the sub-regional hub.
  - **Garner** has more in common with the City of Raleigh than other parts of Wake County, and the planned BRT stations will change transit access. Local transit solutions may focus on first mile/last mile connections and more transit-oriented style development as compared with other parts of Wake County.
- **Development patterns suggest on-demand microtransit style service is likely the most effective solution for local mobility.** On-demand microtransit services work in low density, suburban style development by picking up and dropping off riders at or close to their destination. The services can attract riders by providing a viable option, but the cost of microtransit on a per trip basis is high, with experience showing trips can cost between $30 and $50 per ride.
  - *While microtransit is an effective strategy in the short term, if communities continue to add population by building low density residential development, the cost to maintain microtransit service levels may become prohibitive. Providing on-demand service to a larger, more distributed population will require increasing levels of investment or slower response times/reduced levels of service.*

Market Analysis

2

Understanding Transit and Density

A main factor in determining transit demand is density: where people live and work, and how those areas are concentrated. Generally, transit is accessible to people within one-quarter to one-half mile of a bus stop assuming sidewalks, crosswalks and other pedestrian infrastructure is available, and people feel safe and comfortable walking. ,

The relationship between transit services and density is highlighted in the figure to the right. This data shows how more densely designed communities can support higher levels of transit service. For example, to support service more frequent than every 30 minutes, there generally must be at least 15 residents per acre or more than 10 jobs per acre, or a combination thereof.

Densities broadly indicate demand across contiguous and nearby areas. Clusters of density throughout an area or along a corridor are strong indicators of demand, while a dense but small block in an isolated area would not produce sufficient demand in and by itself. Demand can also accumulate along corridors: for example, if there are many blocks along a corridor that each have the density to support 30-minute service, the entire corridor may be able to produce enough demand for 15-minute or better service.

Additionally, the street environment affects people's access to transit. Transit services are most effective when paired with sufficient and well-lit sidewalks and crosswalks that allow people to safely reach bus stops. Even in the places with the highest density, people may not use transit services if stops are not in a walkable environment.

Lastly, it is important to recognize that areas with minimal population and employment density may not provide an environment where fixed-route transit can be successful. In these instances, communities in Wake County could explore alternative types of transportation services, such as microtransit, shuttles, and other shared mobility services.

Land Use and Transit Service Levels

LAND USE			TRANSIT	
Land Use Type	Residents per Acre	Jobs per Acre	Appropriate Types of Transit	Frequency of Service
Downtowns & High Density Corridors	>45	>25	Light Rail, BRT, Rapid Bus, Local Bus	10 mins or better
Urban Mixed-Use	30-45	15-25	BRT, Rapid Bus, Local Bus	10-15 minutes
Neighborhood & Surburban Mixed-Use	15-30	10-15	Local Bus	15-30 minutes
Mixed Neighborhoods	10-15	5-10	Local Bus, Micro-transit	30-60 minutes
Low Density	2-10	2-5	Micro-transit, Rideshare, Volunteer Driver Pgm	60 mins or less or On Demand
Rural	<2	<2	Rideshare, Volunteer Driver Pgm	On Demand

Source: Thresholds based on research by Nelson\Nygaard.

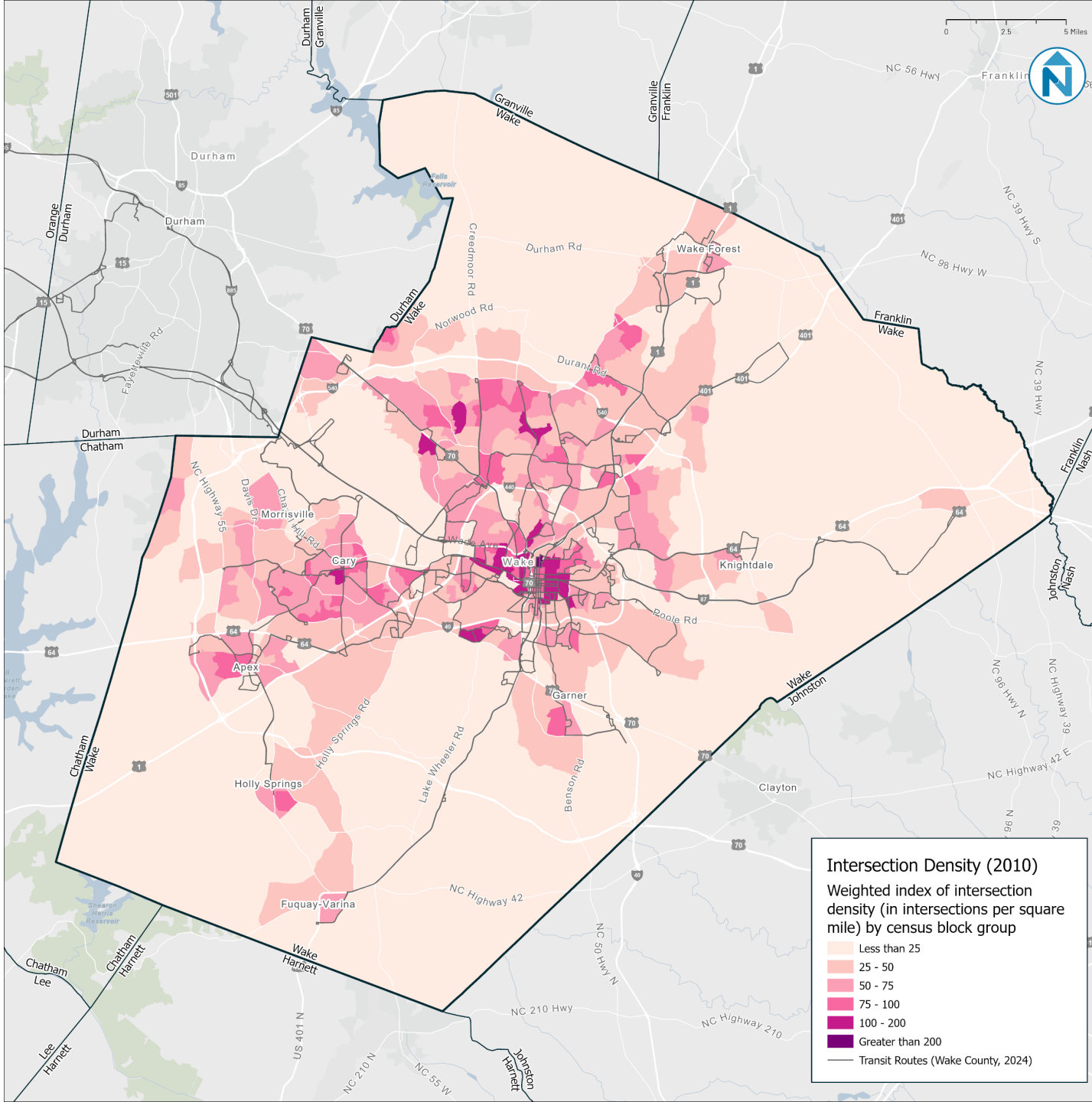
Intersection Density & Street Environment

The pedestrian environment is a major consideration for transit usage since most transit riders walk between their origin or destination and their bus stop. As a result, creating a safe, comfortable, walkable environment is an important part of encouraging transit ridership. Additionally, buses run faster and more reliably when it can stop on a major street rather than weave in and out of smaller streets, developments or parking lots, which means ideally destinations will be within close walking distance to the bus stop. Factors that affect walkability and transit ridership include, but are not limited to:

- Sidewalks, crosswalks, and lighting
- Proximity to diverse sets of housing, services, offices, and other employment sites
- Intersection density, or the number of intersections within a defined area
- Transit availability and parking prices

Due to the countywide scope of this study, the project team used intersection density as a proxy for walkability. Intersection density means there are smaller blocks, which typically mean a more walkable environment.

The following map shows a relative index of intersection density from the EPA's 2010 Walkability Index dataset. Downtown Raleigh, parts of northern Raleigh, and parts of Cary have the highest intersection density and are currently relatively well served by transit services. Most other areas of the county have low intersection density, and thus have pedestrian environments that may be difficult to serve via transit.



Analysis Components

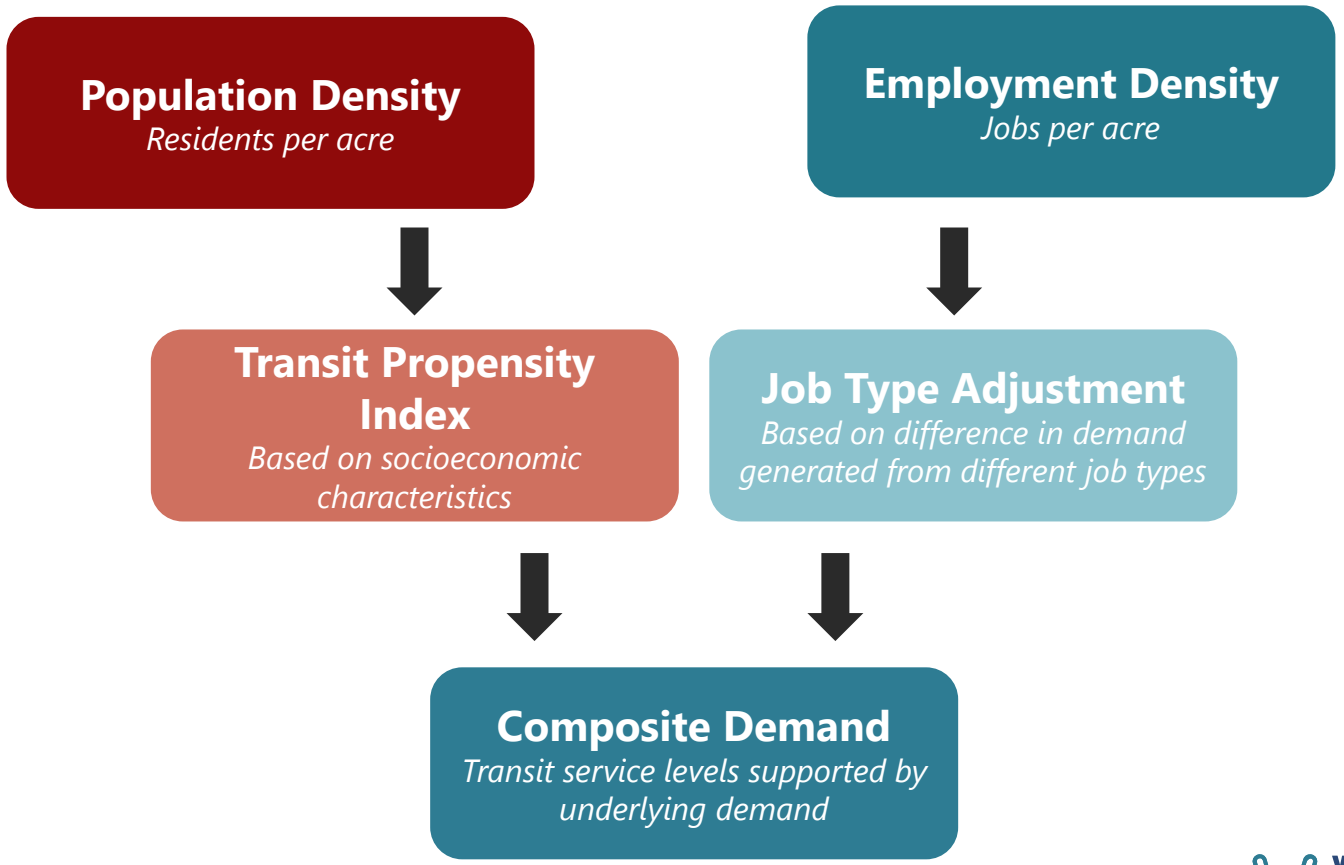
While total population and employment density are crucial to understanding transit demand, analyzing who is taking transit and what types of jobs are in an area allows for a more comprehensive look at the level of service needed. A **Transit Demand Analysis** considers the following factors:

- Population Density, in residents per acre
- Socioeconomic Characteristics, combined into a Transit Propensity Index
- Employment Density, in jobs per acre
- Types of Jobs, to determine a Job Type Adjustment

The analysis results in a **Composite Demand** score for each TAZ by combining population density adjusted by the Transit Propensity Index and employment density adjusted by job type. Composite Demand can be used to identify appropriate transit service levels supported by the underlying demand.

The following sections detail the steps and results of the Transit Demand Analysis.

Transit Demand Analysis Components

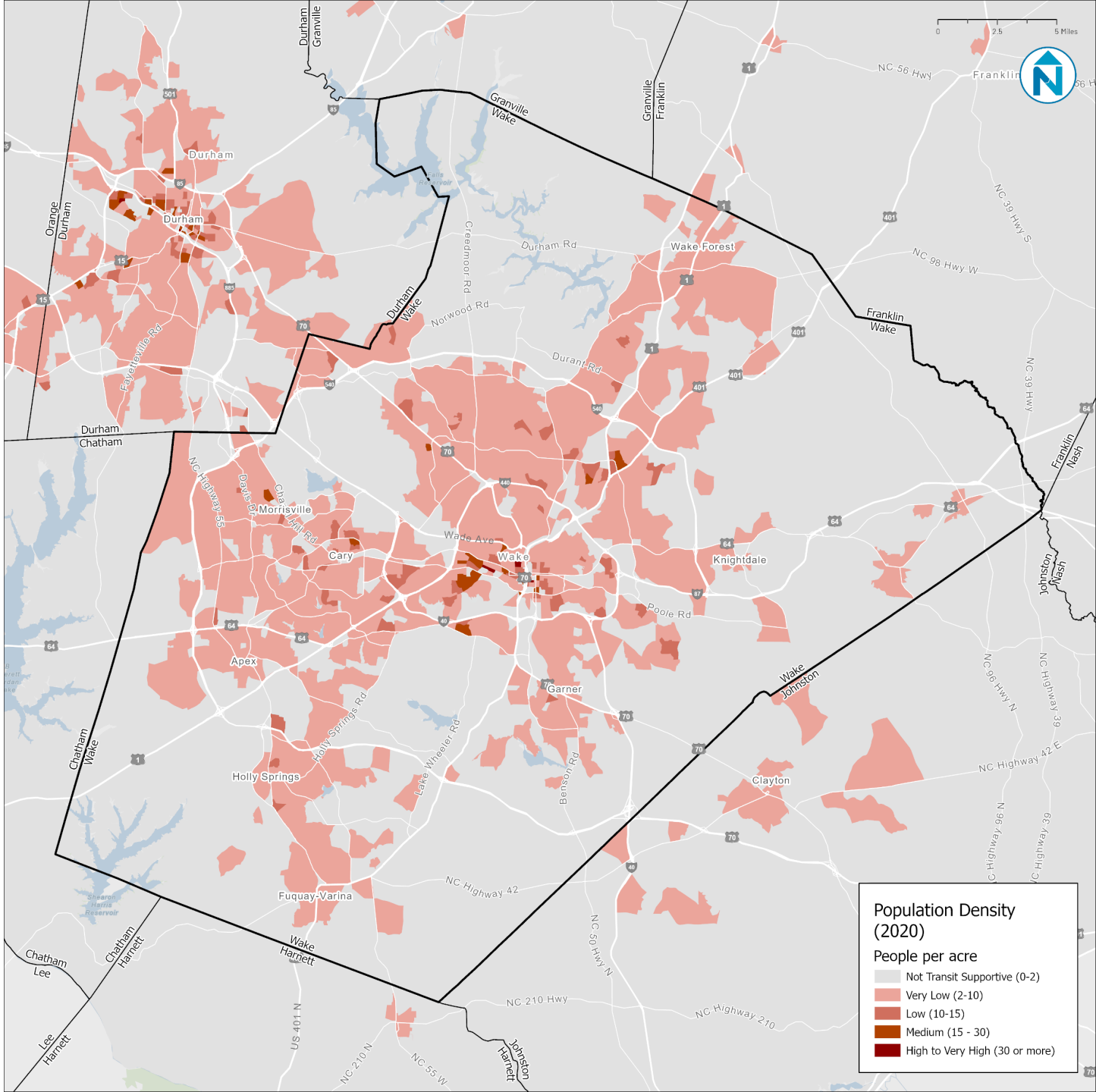


Population Density (2020)

Population density is an important indicator for transit demand, since effective transit systems require people living within walking distance to stops and stations. Additionally, denser areas tend to be more walkable and less automobile-oriented, with limited access to parking and less reason to own a private automobile.

As of 2020, Wake County overall has low population density. The following areas have relatively greater concentrations of residents:

- Downtown Raleigh
- Parts of northern Raleigh
- Near the North Carolina State University Campus
- Parts of Cary



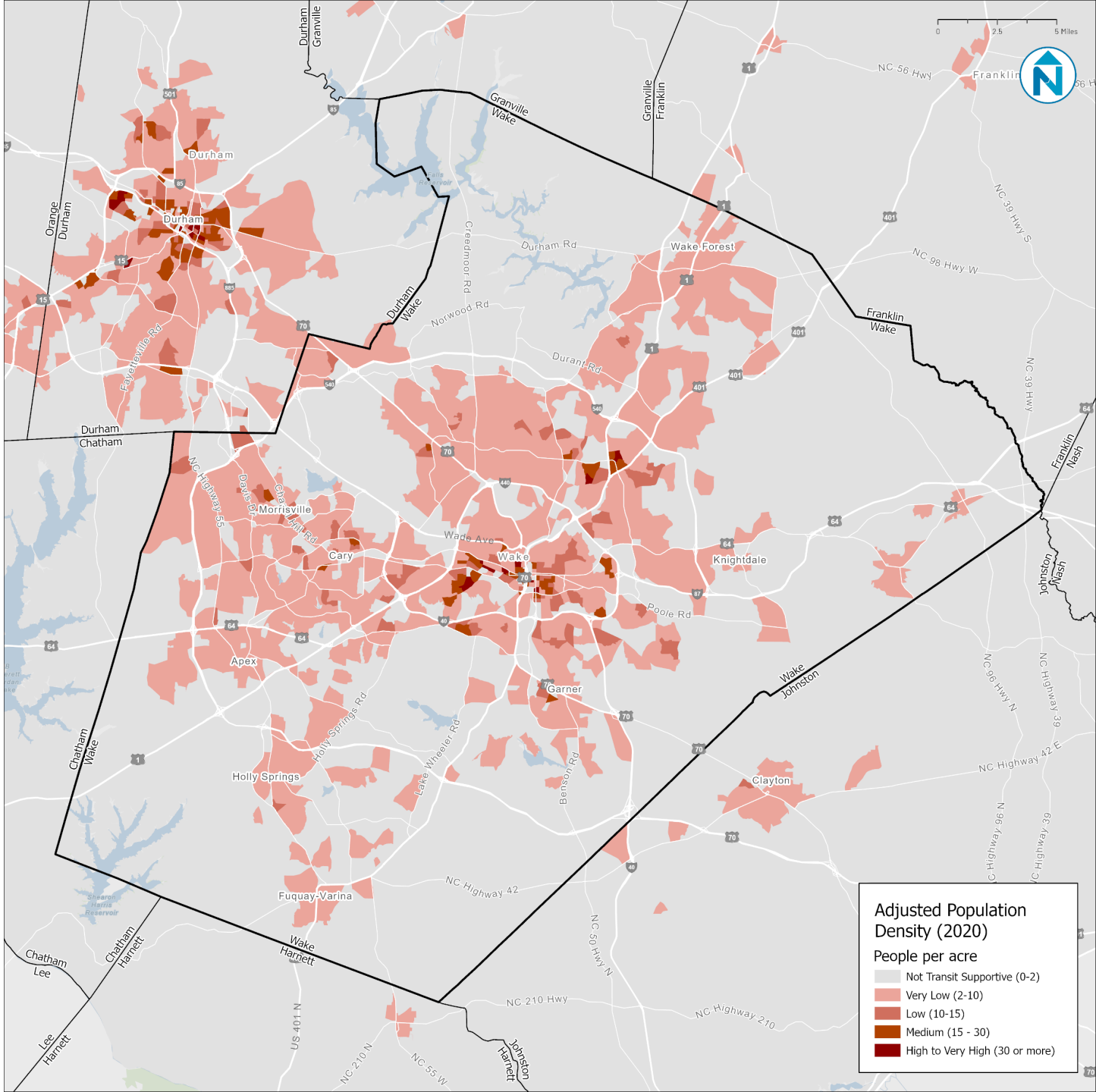
Population Density Adjusted by Transit Propensity Index (2020)

To capture a more nuanced picture of population-based transit demand, the project team adjusted the population density of each TAZ by its transit propensity factor (see Appendix A for more explanation).

When considering both population density and transit propensity, the areas with the greatest adjusted population density include:

- Downtown Raleigh
- Raleigh neighborhoods to the south and northeast of downtown
- Pockets in Garner, Cary and Morrisville

Adjusting the population density toward groups that generally use and need to use transit often intensifies transit demand in urban areas and diminishes demand in rural areas. As the map shows, outlying areas in the region show lower support for transit when socioeconomic factors are included.

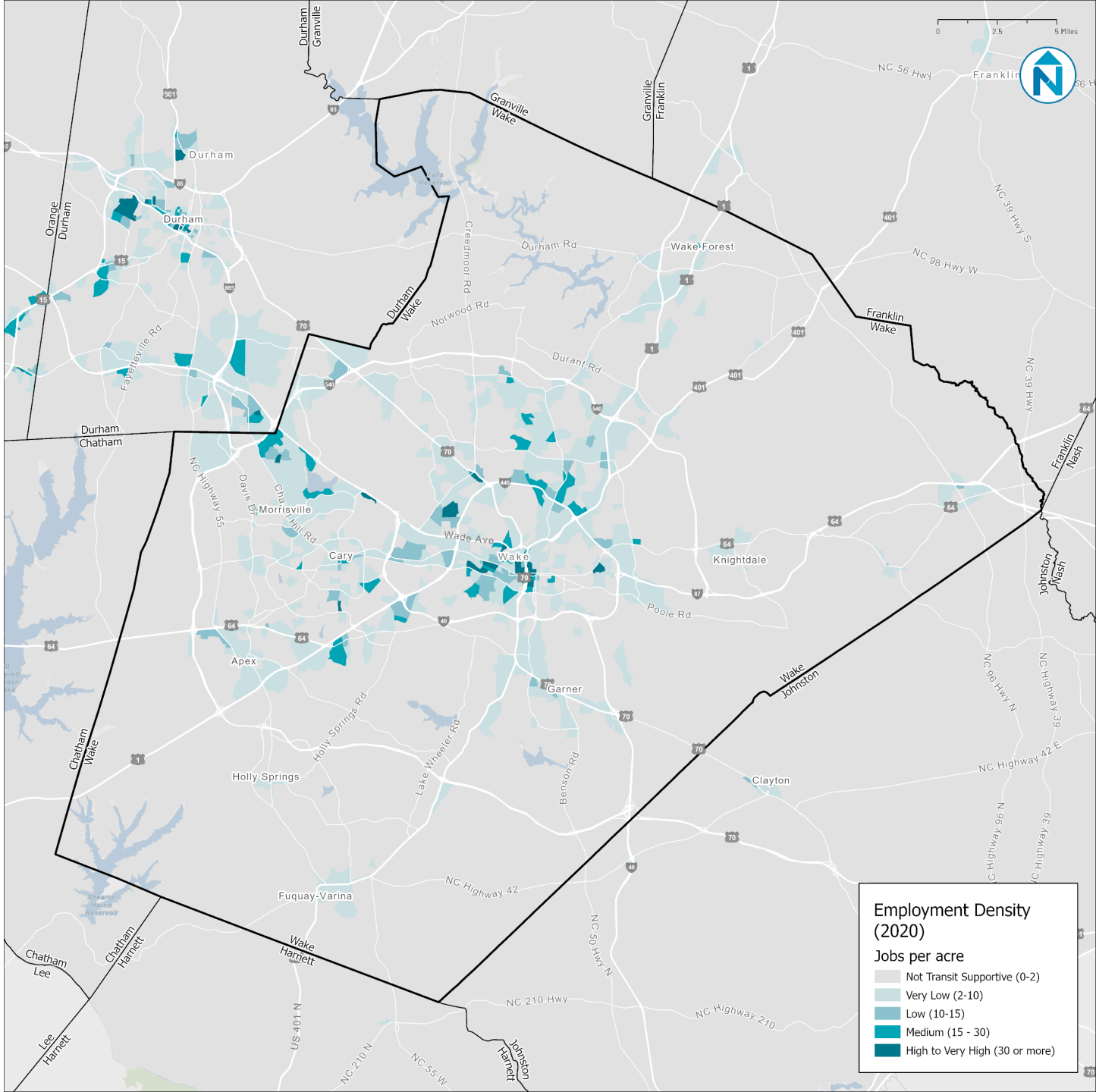


Employment Density (2020)

Like population density, employment density provides a strong indication of transit demand by people traveling to work, as well as to the services that these jobs provide. Analyzing employment density shows both the transit demand generated by the employee traveling to the job and by any customers, clients, or visitors to the job sites.

Jobs are concentrated in urban cores, large office parks, and major corridors in the region. The places in Wake County where employment density is highest include:

- Research Triangle Park (RTP)
- Downtown Raleigh and North Carolina State University
- City of Raleigh north of I-440
- Parts of Morrisville, Cary, and Apex



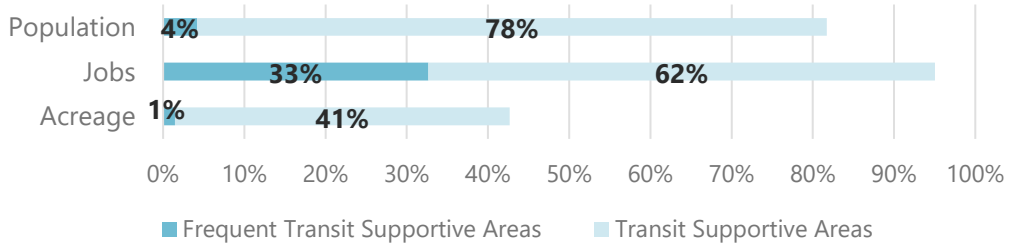
Composite Demand (2020)

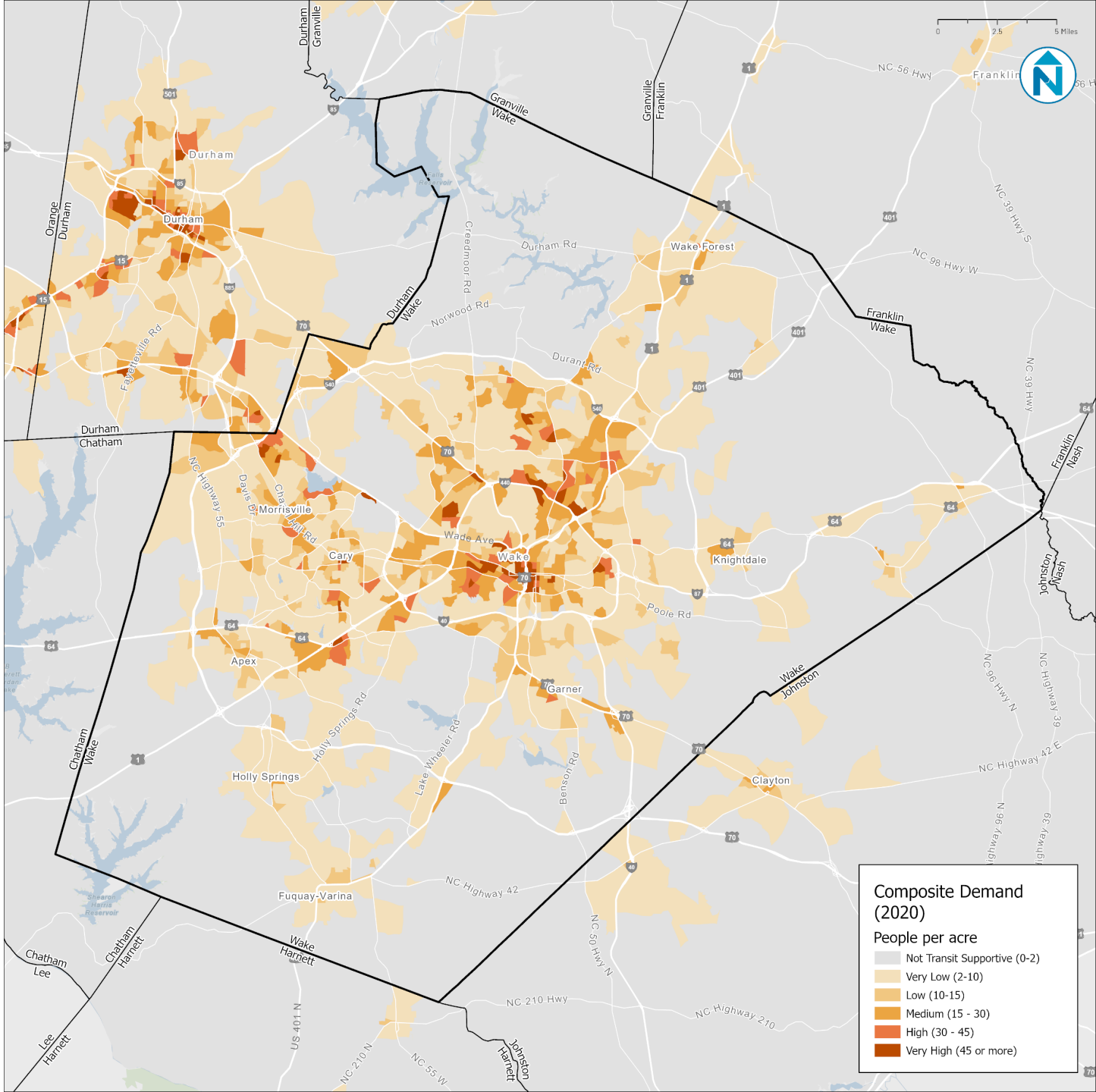
The study team combined population and employment density together with the demographic and job type adjustments to create a Composite Demand index. This analysis indicates where demand for transit is the greatest and where to focus transit investments. The map shows areas with the greatest demand in 2020 include:

- Downtown Raleigh, the area south of Wade Avenue, including North Carolina State University.
- North Raleigh, with the highest demand concentrated around the I-440 corridor, especially north of the beltline.
- The corridors connecting Cary and Research Triangle Park as well as the corridor between Raleigh and Apex, especially the area around Kildaire Farm Road.

In 2020, approximately 40% of the land area in Wake County was supportive of fixed-route transit and microtransit services based on Composite Demand analysis, with 1% of the land area supportive of frequent transit service. However, over 80% of residents and 95% of jobs are in these transit supportive areas.

Population, Jobs, and Acreage of Transit Supportive Areas in Wake County (2020)





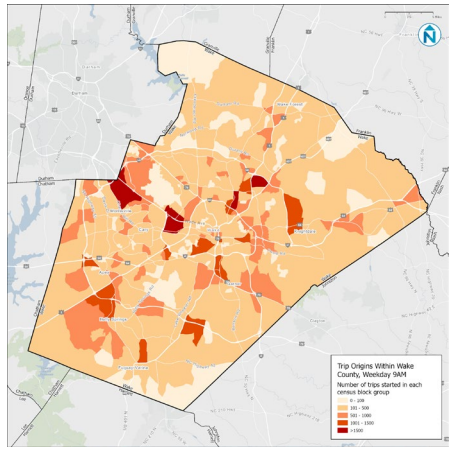
Travel Patterns

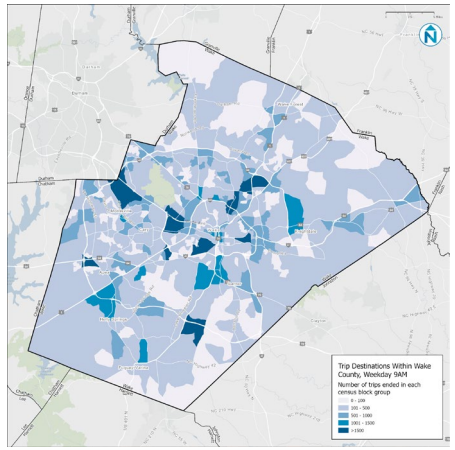
Another important part of the transit market analysis is the overall travel patterns. Nelson\Nygaard used Locational Based Service (LBS) data from Replica. Looking at all travel, separate from trips made on transit, reveals the main trip patterns for all travelers. If transit services can provide similar connections, it will serve the largest part of the market.

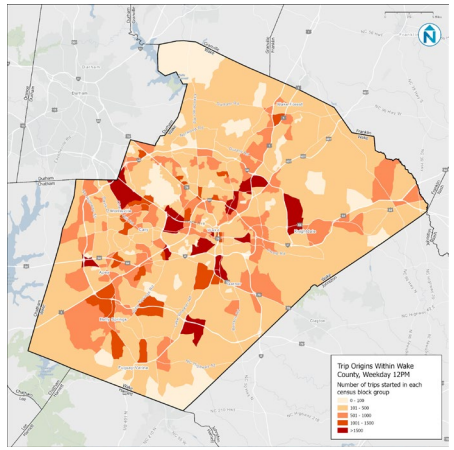
Replica data is simulated from cell phone records that track where and when people travel; the data can also estimate trip purposes. Nelson\Nygaard used Replica data collected during the Fall of 2023 to examine travel patterns for three time periods: weekday mornings (9 AM to 10 AM), weekday midday (12 PM to 1 PM) and Saturday midday (12 PM to 1 PM). These three time points provide an overview of traditional commute periods (weekday mornings), other weekday travel (midday trips) and weekend trips. The maps are shown as thumbnails here; larger maps are shown on the following pages.

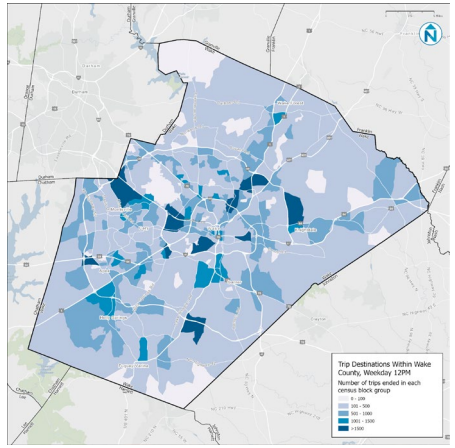
Spatially, the data suggest travel demand is similar for all time points. There is a concentration of trips in North Raleigh, the area around Wade Avenue in Raleigh, Knightdale, Southeast Raleigh, Apex and Holly Springs. During the midday and on Saturdays, travel patterns are more strongly clustered around key corridors, like the U.S. 1 corridor north of Raleigh and along the I-40 corridor between Raleigh and Durham County.

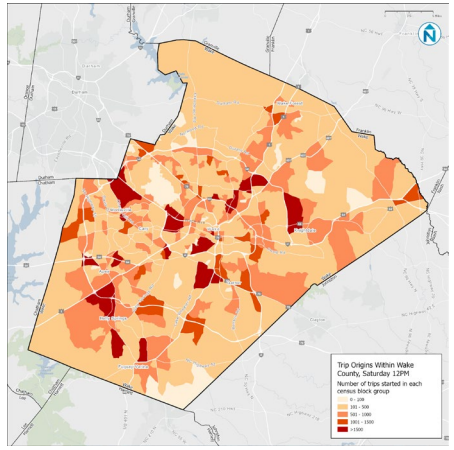
Another interesting finding is that the data indicates a stronger demand in the midday and on Saturday as compared with the weekday morning hour. This underscores the importance of providing transit service on weekdays and weekends and during the midday.

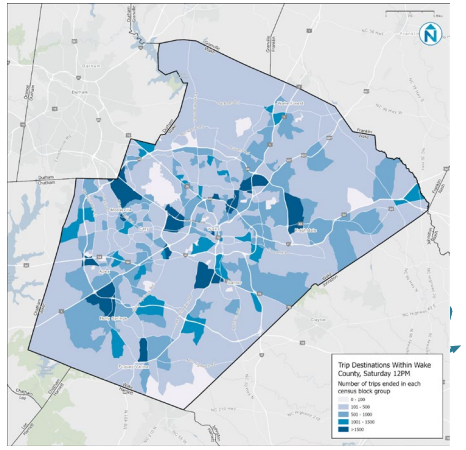




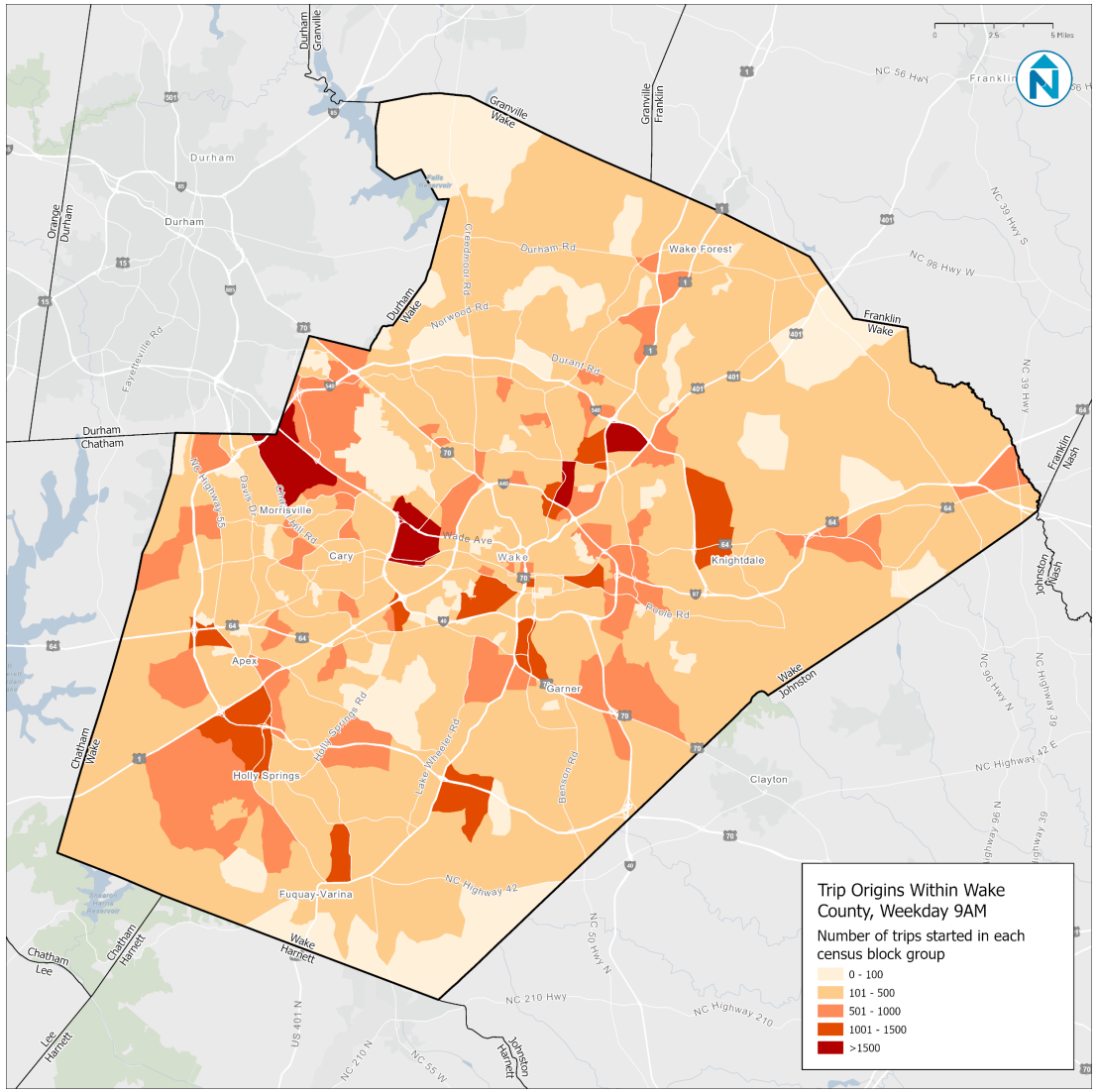


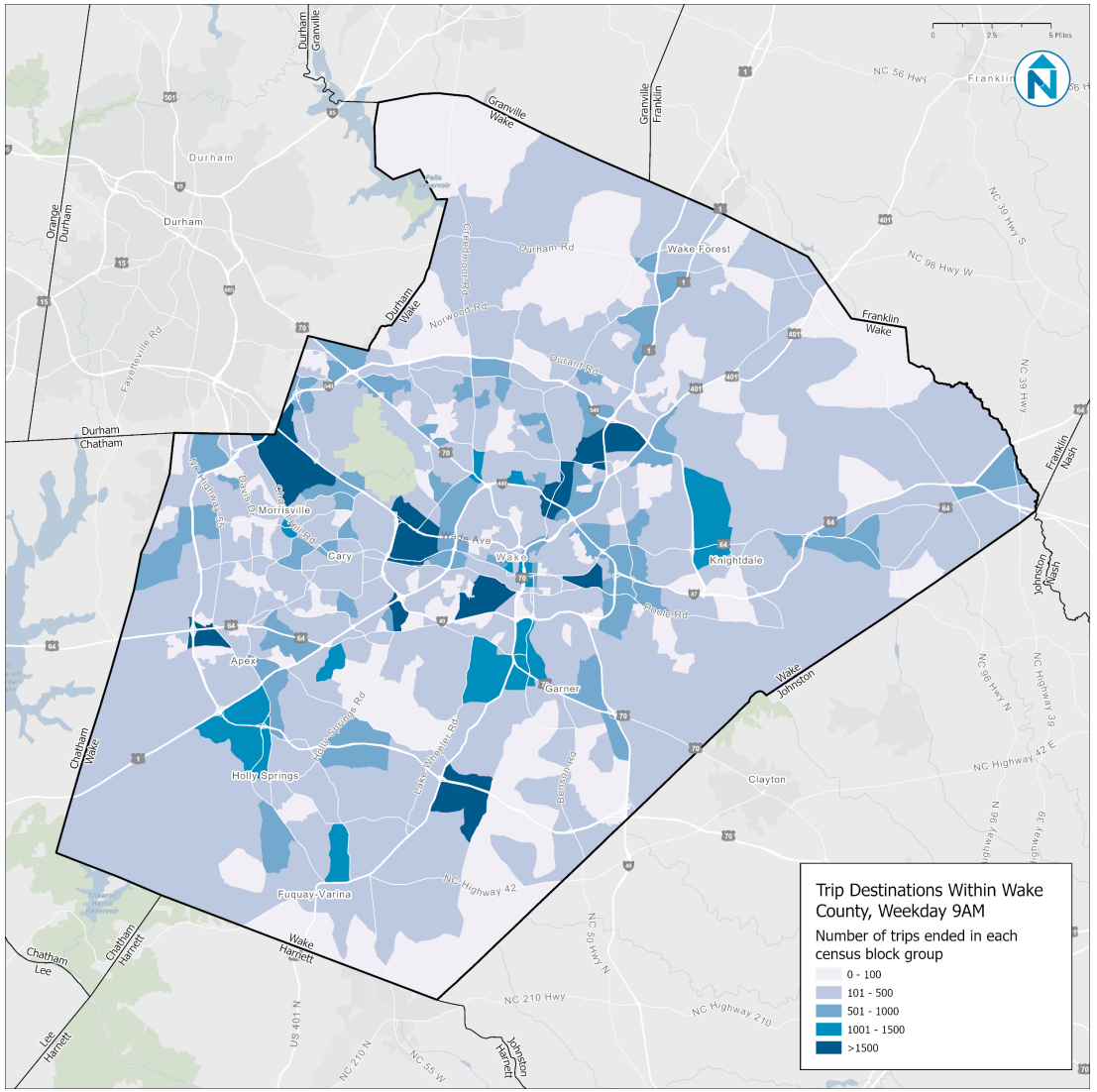






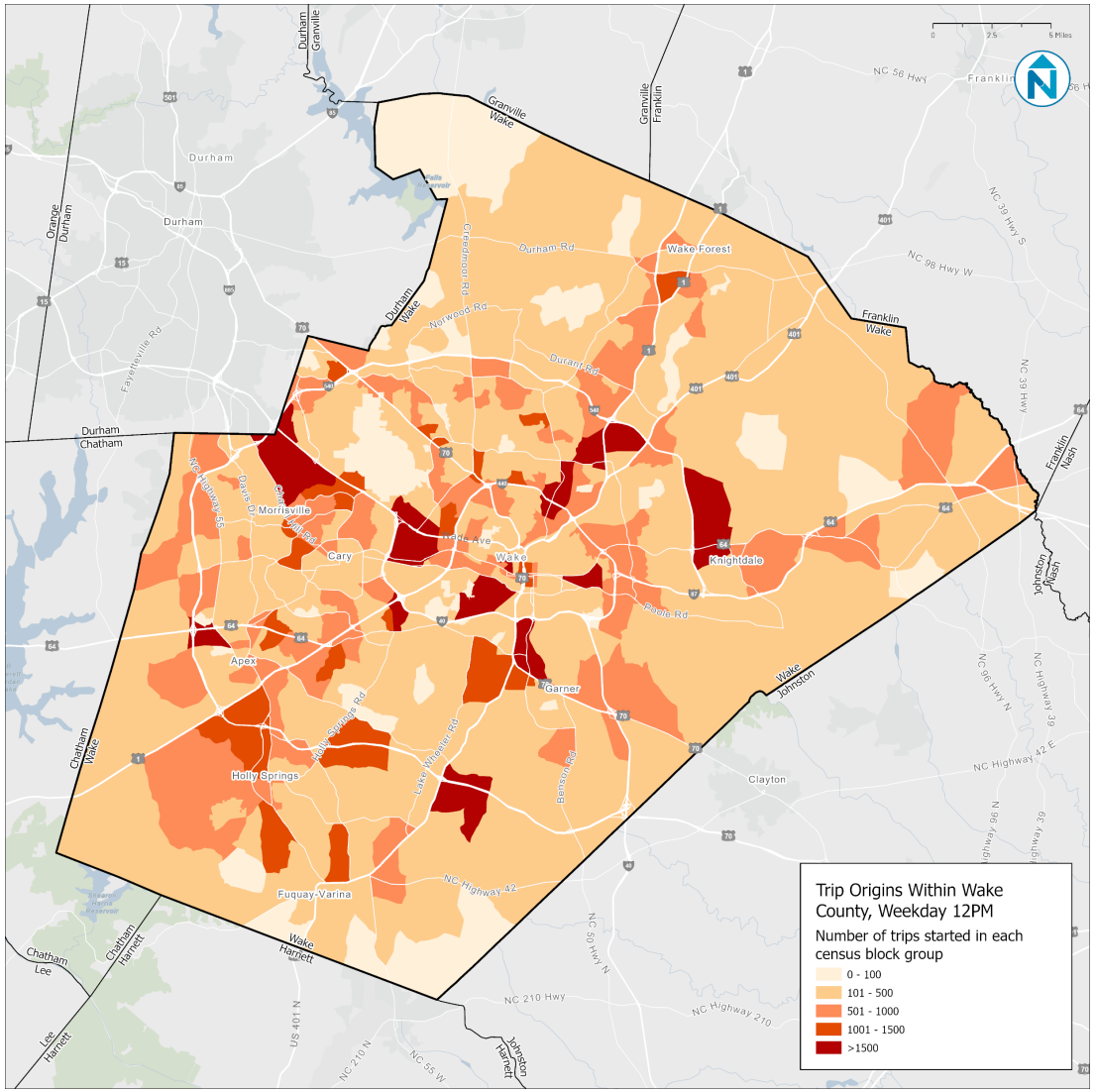
Wake County Travel Patterns: Weekday AM

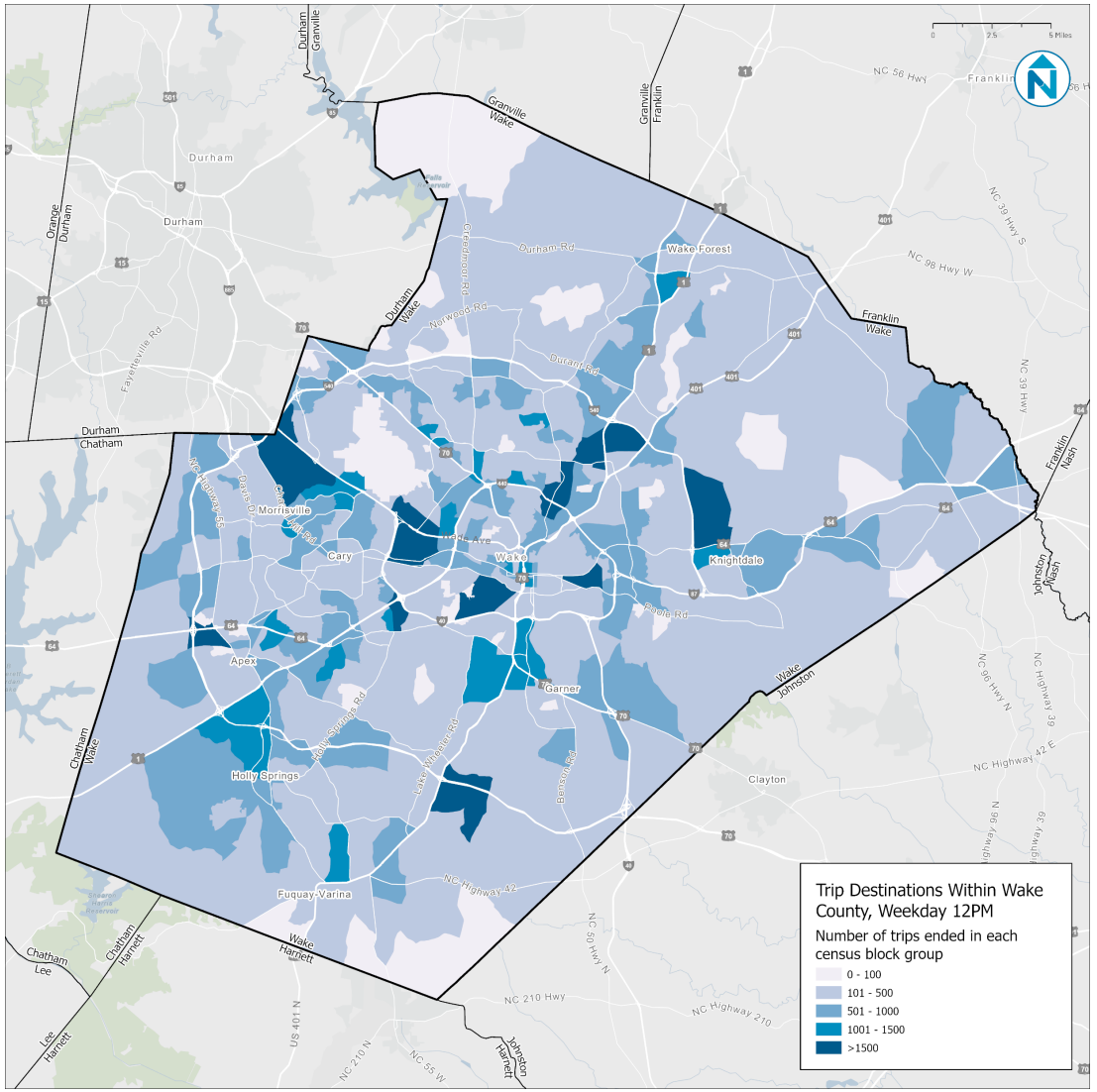




**Only includes trips that start and end within Wake County*

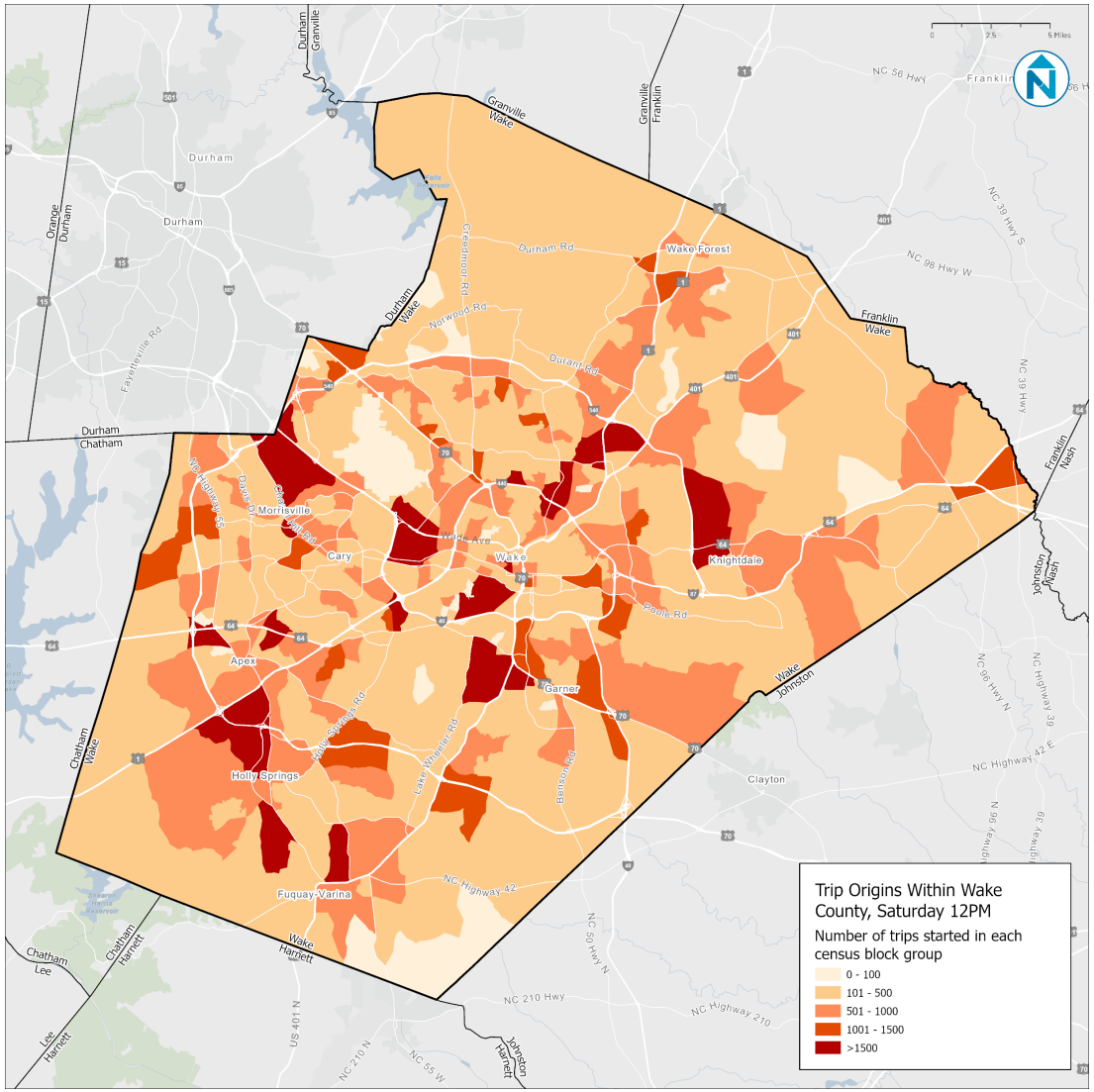
Wake County Travel Patterns: Weekday Midday

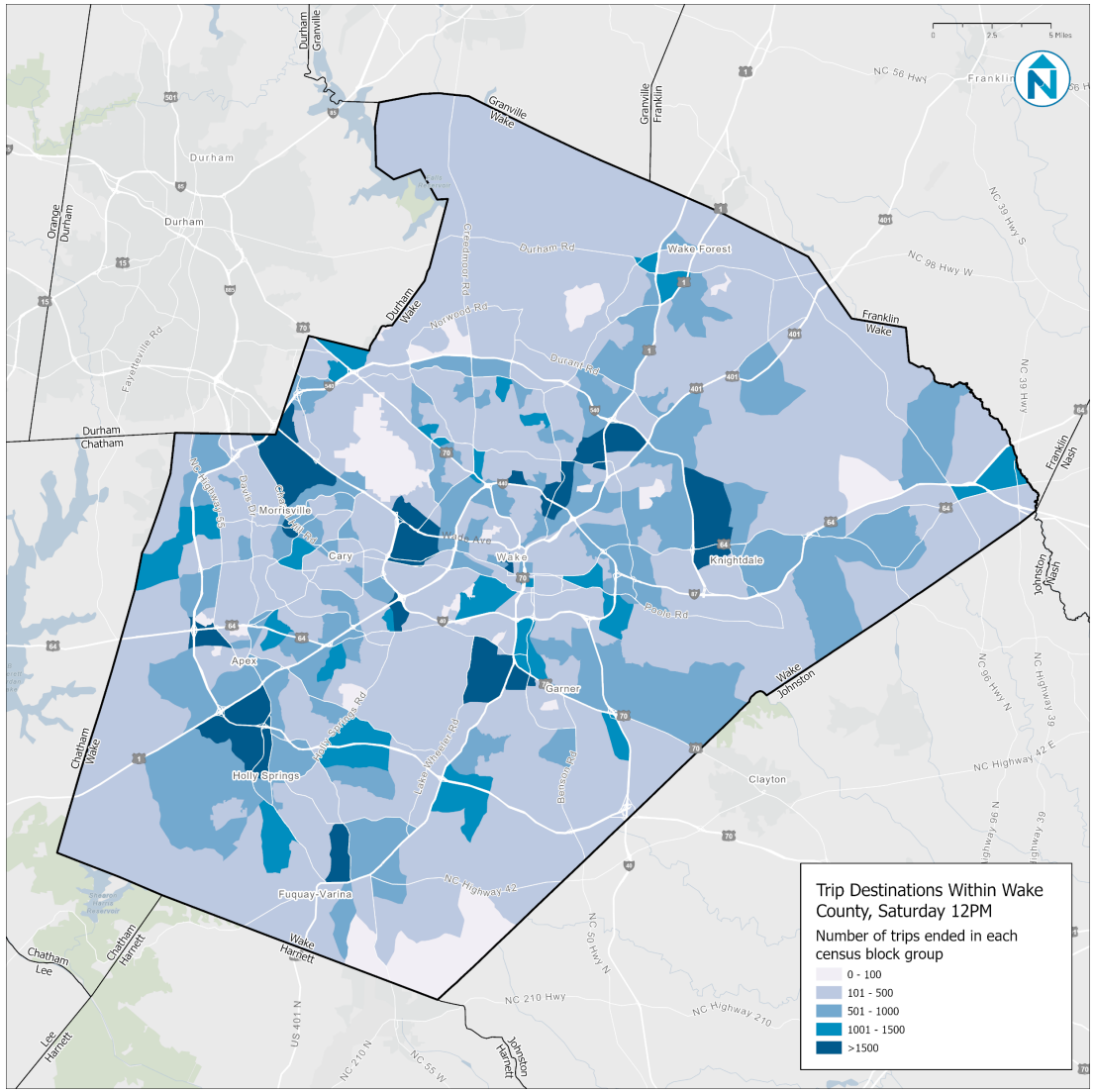




**Only includes trips that start and end within Wake County*

Wake County Travel Patterns: Saturday Midday





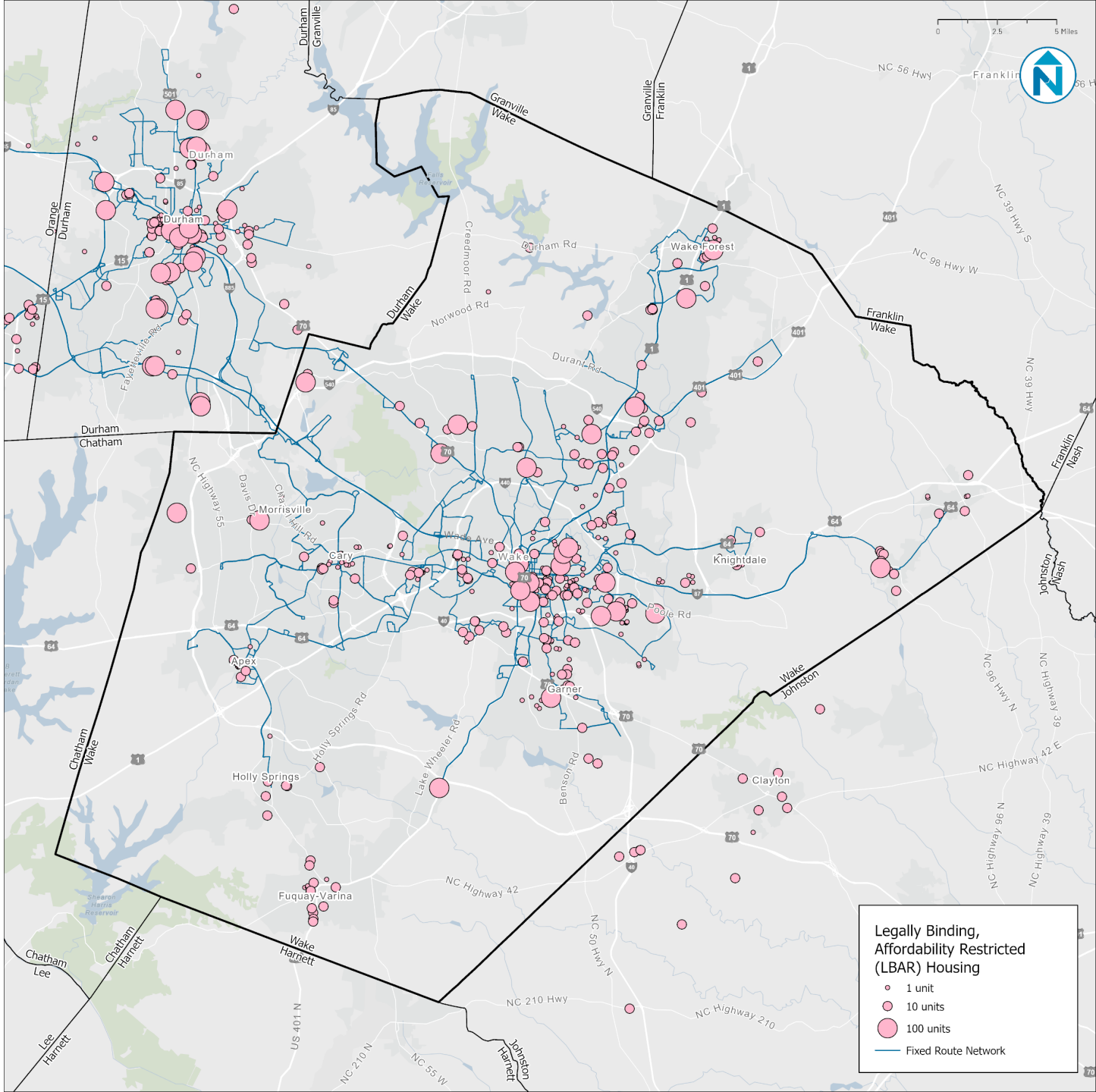
**Only includes trips that start and end within Wake County*

Affordable Housing

Density, as mentioned, is critical to understanding where transit services are needed. Affordable housing, including the size and distribution of market rate housing developments are also important considerations in transit service investment because large housing developments help create and support density. In addition, by coordinating housing and transportation investments, cities and towns can create sustainable and affordable communities. The map to the right shows Legally Binding, Affordable, Restricted (LBAR) Housing by the number of units together with the fixed route transit network.

The data generally shows that that the largest affordable housing developments are clustered in the City of Raleigh, especially in areas south and east of downtown. These areas track with other transit propensity analyzed as part in the market analysis; affordable housing is also generally located along or near to existing transit investment. However, the analysis also highlights developments and clusters of developments that are not connected to the transit network or are only connected by one route. For example:

- Morrisville and Fuquay Varina, and parts of Cary and Holly Springs have affordable housing developments that are not connected to the transit network at all.
- Wake Forest, Garner, Wendell, and part of Raleigh have both large affordable housing and clusters of smaller developments but limited access to fixed route service.



Historic and Forecasted Changes in Population and Employment

Population and Employment Changes (2016-2040)

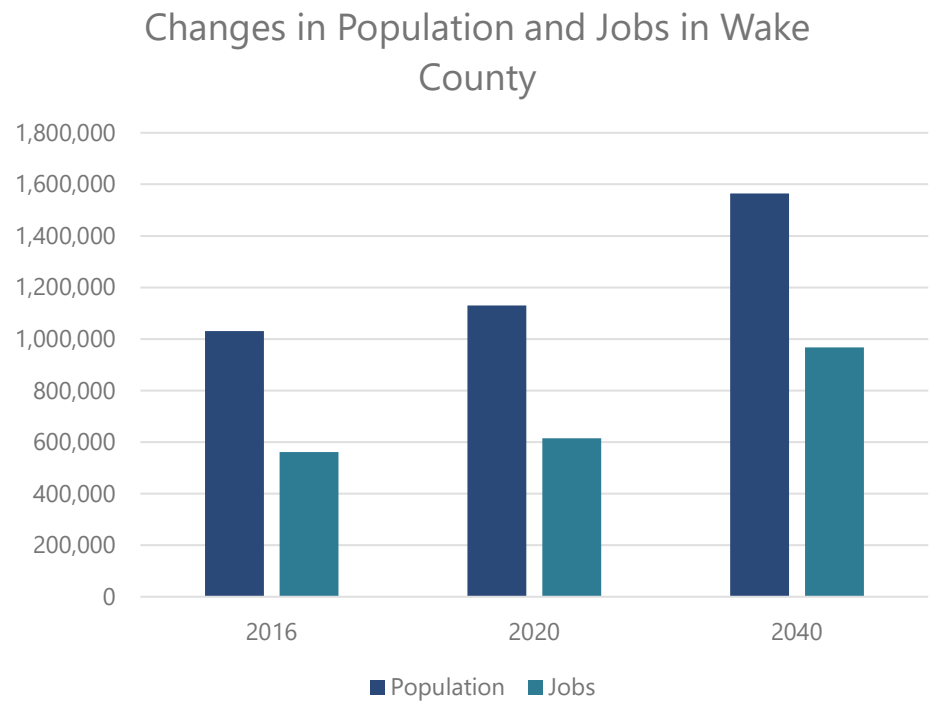
Transit improvements are long term investments, and it is important to understand future development and growth patterns. From 2016 (when the original Wake Transit Plan was enacted) to 2020, Wake County saw a steady increase in population and employment, and that growth is expected to expand over the next 20 years.

Since 2016, at the start of the Wake Transit Plan, both population and the number of jobs in Wake County have increased significantly with continued growth planned through 2040. The maps on the next two pages show how population and employment density changed over the four-year period between 2016 and 2020 and how they are expected to change over a 20-year period between 2020 and 2040. The historic data shows that while both population and employment density primarily increased in downtown areas, especially Raleigh, the rest of the region showed only minor changes in population and employment density.

Regional planning models, however, suggest that the region will continue to add density, as Wake County increases its population by an estimated 35% and the number of jobs grows by 53%. The largest population density increases are projected in Raleigh and Cary with increased density expected along the corridors connecting Raleigh and Cary plus Capital Boulevard north of downtown.

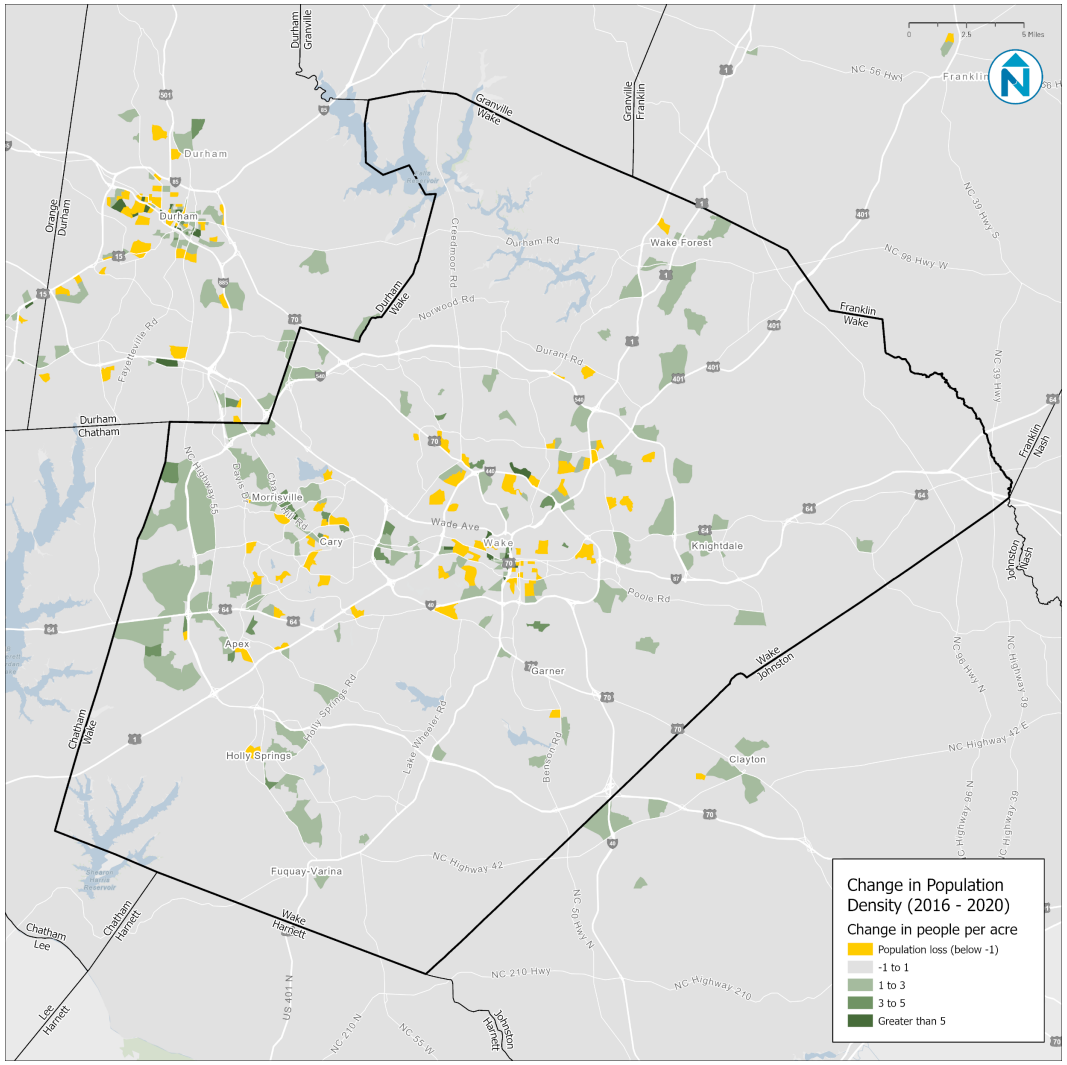
The increase in employment density is expected along the planned Wake BRT corridors in Raleigh and the corridor connecting Cary, Morrisville and the Research Triangle Park. The area south of Apex also shows increased employment density.

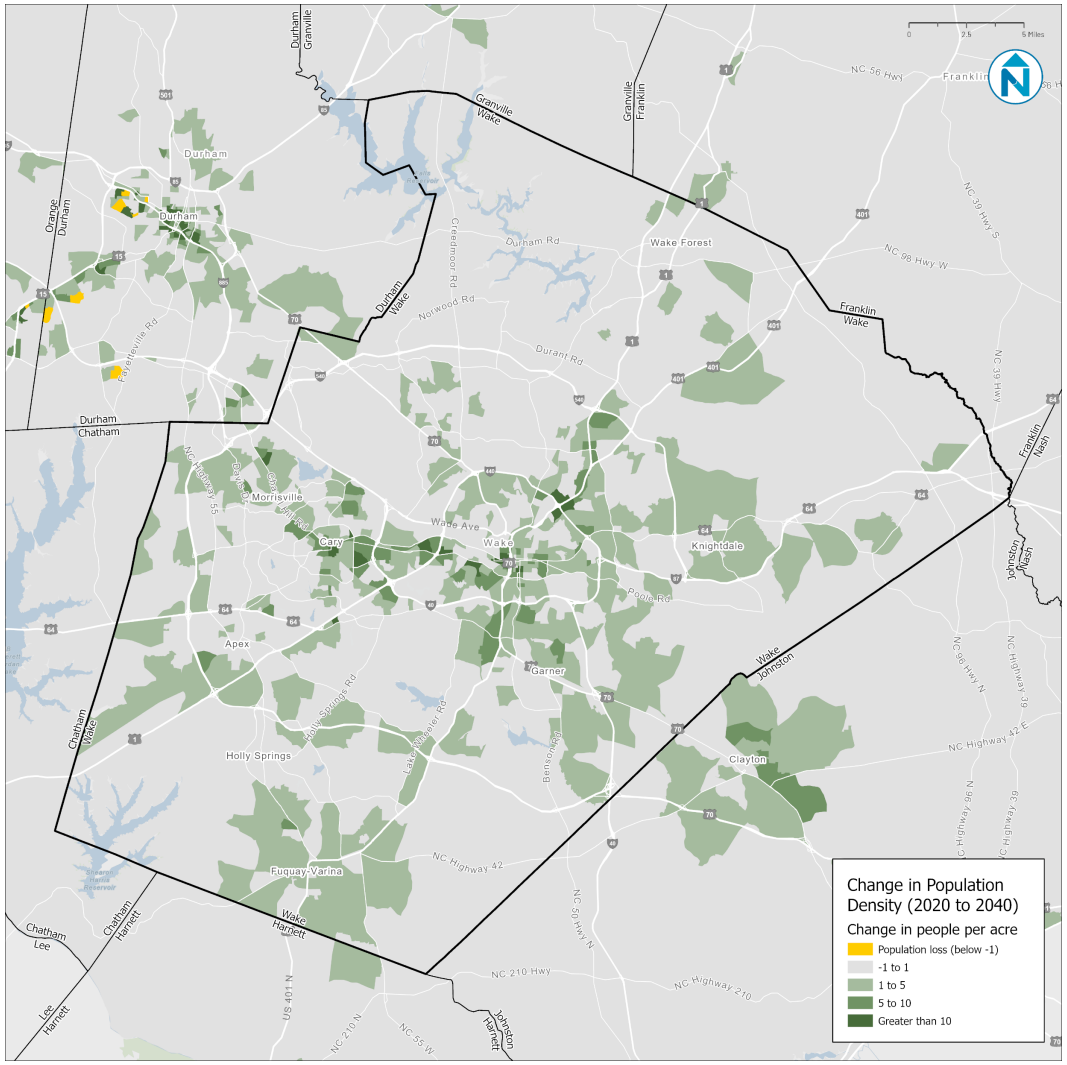
As the density of people and jobs increases in Wake County, there will be new opportunities for transit, creating an opportunity for new investments on some corridors and higher levels of service in others.



Source: CAMPO, DCHC MPO

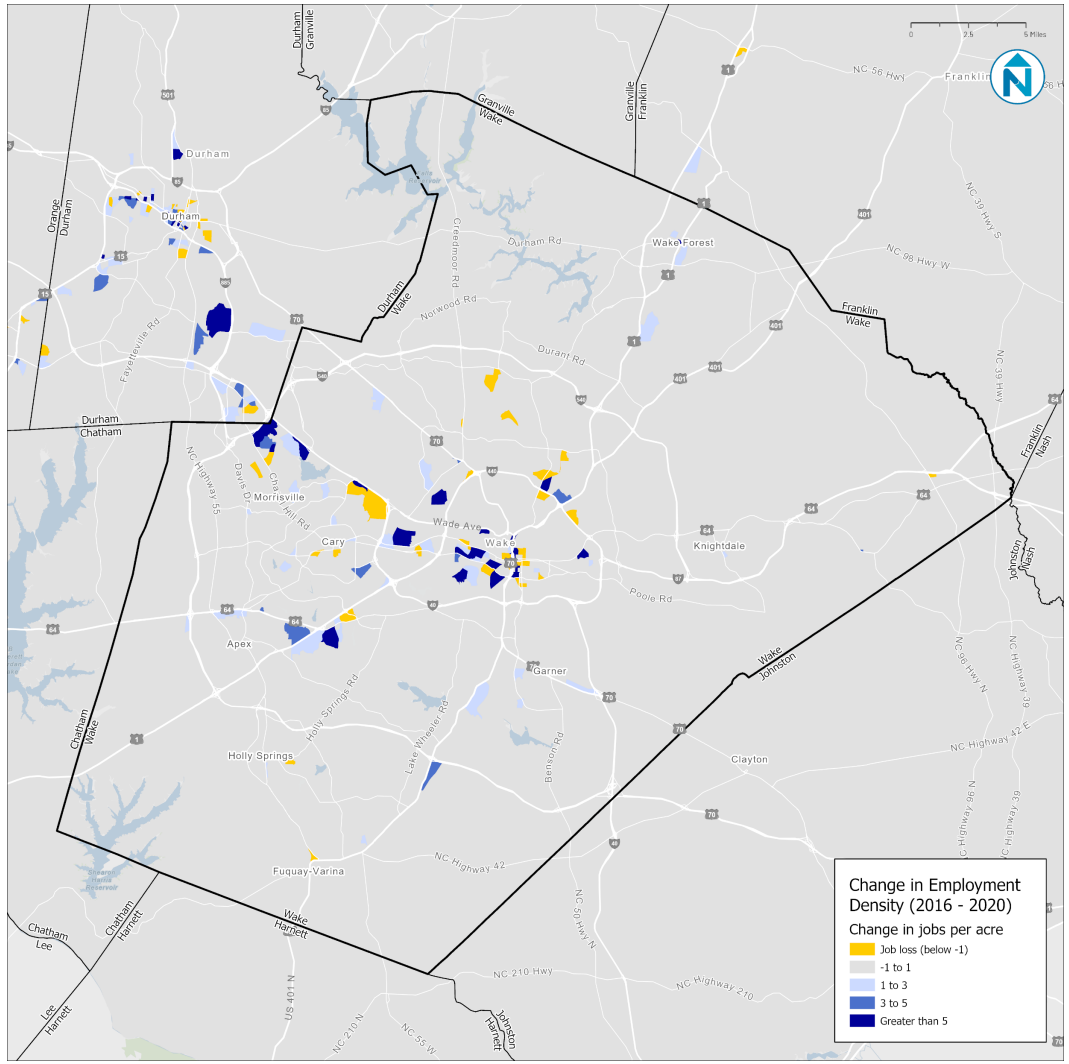
Historic and Forecast Change in Population Density

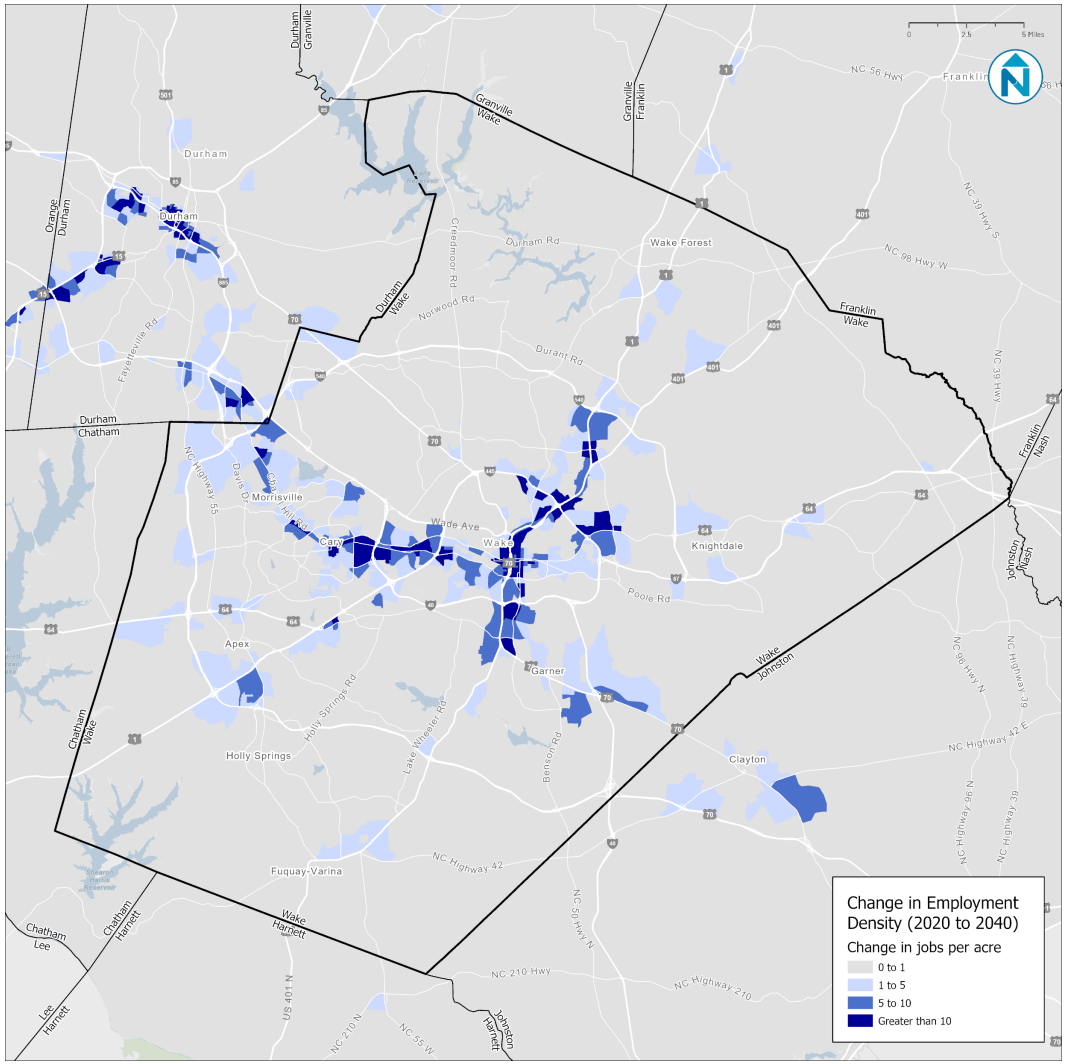




WAKE TRANSIT PLAN UPDATE

Historic and Forecast Change in Employment Density



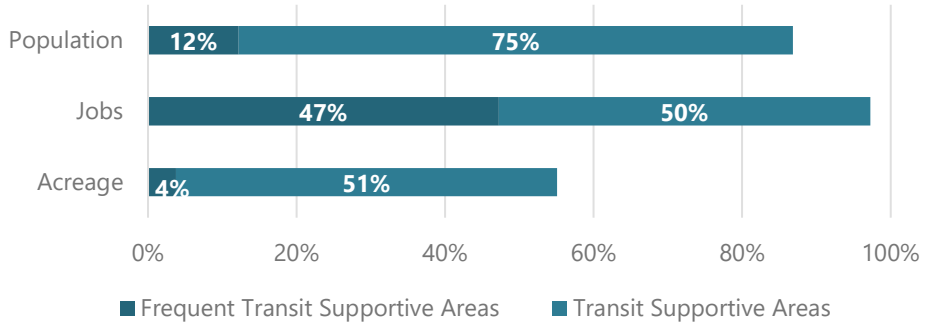


Composite Demand (2040)

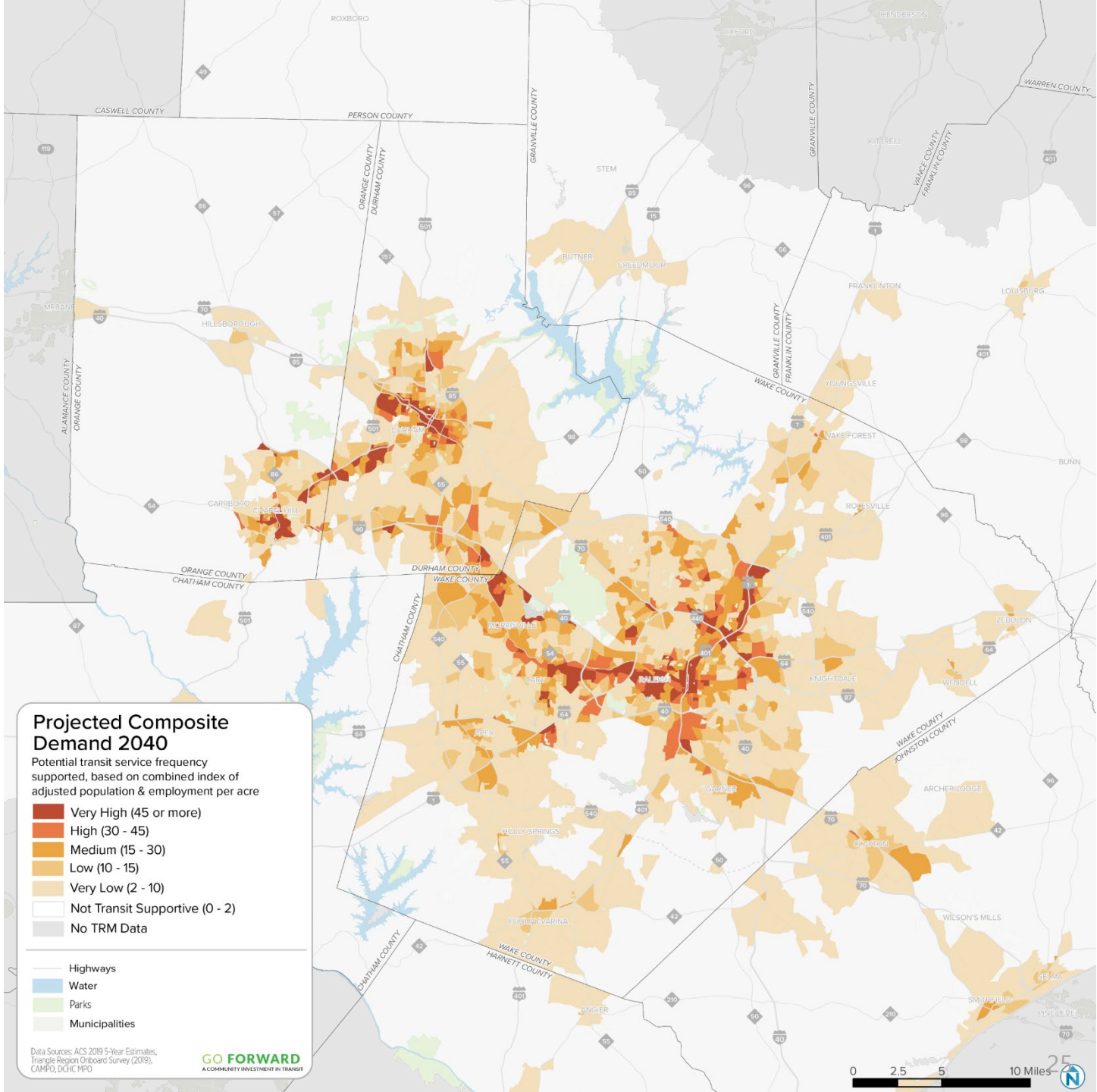
The combination of growth and changes in development patterns have – and are expected to continue to – have an ongoing impact on the demand and need for transit services in Wake County. The map to the right shows the areas that are expected to support high levels of transit service in the future. Several parts of Wake County that had moderate levels of demand will transition to areas with stronger need and potential for transit service. In addition, some areas that previously showed limited demand for transit may be able to support service by or before 2040.

Areas with the highest needs are expected to be in downtown Raleigh and Cary, around the Research Triangle Park, near North Carolina State University, south Raleigh, and north Raleigh. In addition, by 2040, more than half of the land area in Wake County is expected to support transit service. **Roughly 4% of the land area will support frequent transit service, as compared to 1% in 2020.**

Population, Jobs, and Acreage of Transit Supportive Areas in Wake County (2040)



Source: CAMPO, DCHC MPO, ACS 2019 5-Year Estimates, Triangle Region OnBoard Survey (2019)



Transit Demand in 2040

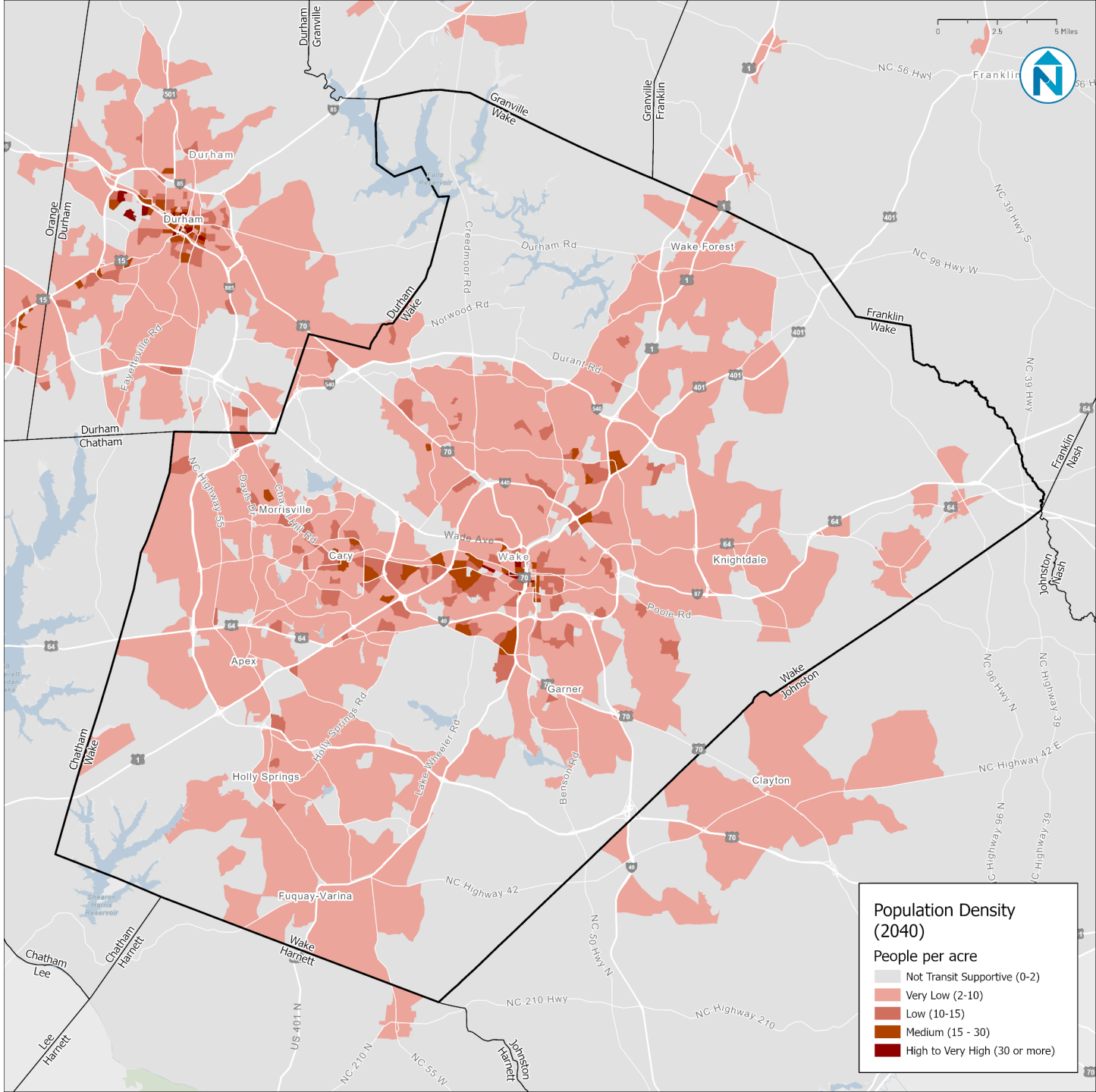
3

Population Density (2040)

Forecasts of population and population density for the future, show increased growth and development throughout Wake County, but with most parts of the County maintaining low population density into the future.

Within the overall trend of low-density development, there are several pockets and corridors that show areas of higher population density, such as the east-west corridor connecting downtown Raleigh, North Carolina State University and downtown Cary. Other pockets of greater population densities are evident in:

- Southeast Raleigh
- Just west of downtown Raleigh along the New Bern corridor and WakeMed campus
- North Raleigh
- Parts of Cary



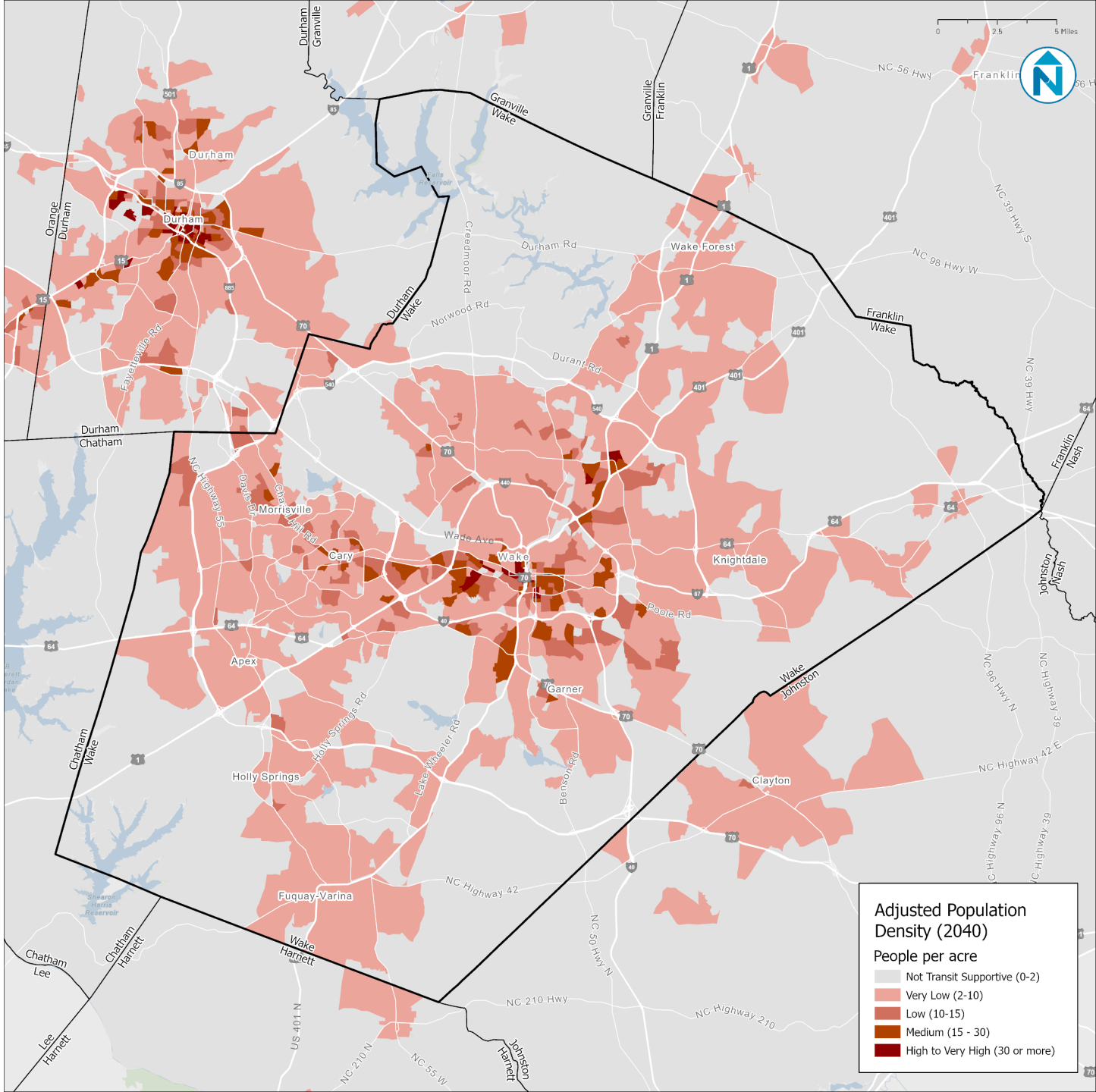
Population Density Adjusted by Transit Propensity Index (2040)

Using the same transit propensity index factors as the 2020 analysis, the population density was adjusted to reflect the impact of socioeconomic factors on potential transit demand.

When factoring in the adjustments, the following areas have high population-based demand:

- Downtown Raleigh
- Southern Raleigh
- Capital Boulevard Corridor
- Downtown Cary
- Eastern Cary Gateway

The Adjusted Population analysis relies on 2020 factors to adjust 2040 population density, since demographic and socioeconomic data are not typically projected on a long-term basis. This analysis was conducted to offer a direct comparison to the 2020 Transit Demand Analysis of this report. However, it is important to note that where different communities live may shift greatly between now and 2040, especially due to gentrification, and further planning and demographic analyses are needed on a recurring basis over the next few decades as updated data becomes available.

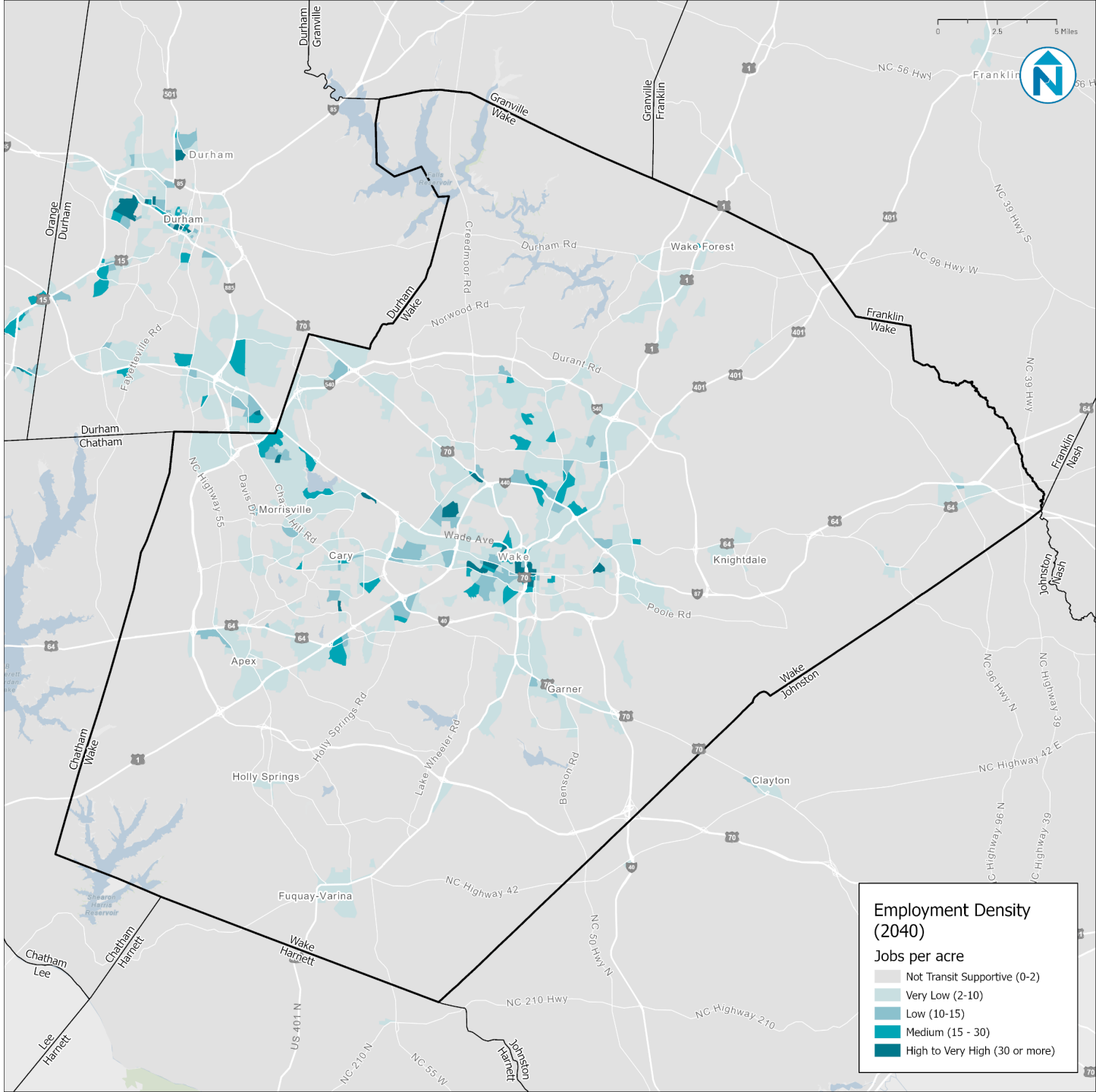


Employment Density (2040)

2040 employment density is distributed similarly to current employment density, concentrated in downtown Raleigh, Durham, Chapel Hill, and Research Park Triangle.

Employment density is highest in downtown Raleigh, Durham, and Chapel Hill, Research Triangle Park, and along major corridors, including NC-54 between Raleigh and Cary, and US-401 northeast of Raleigh.

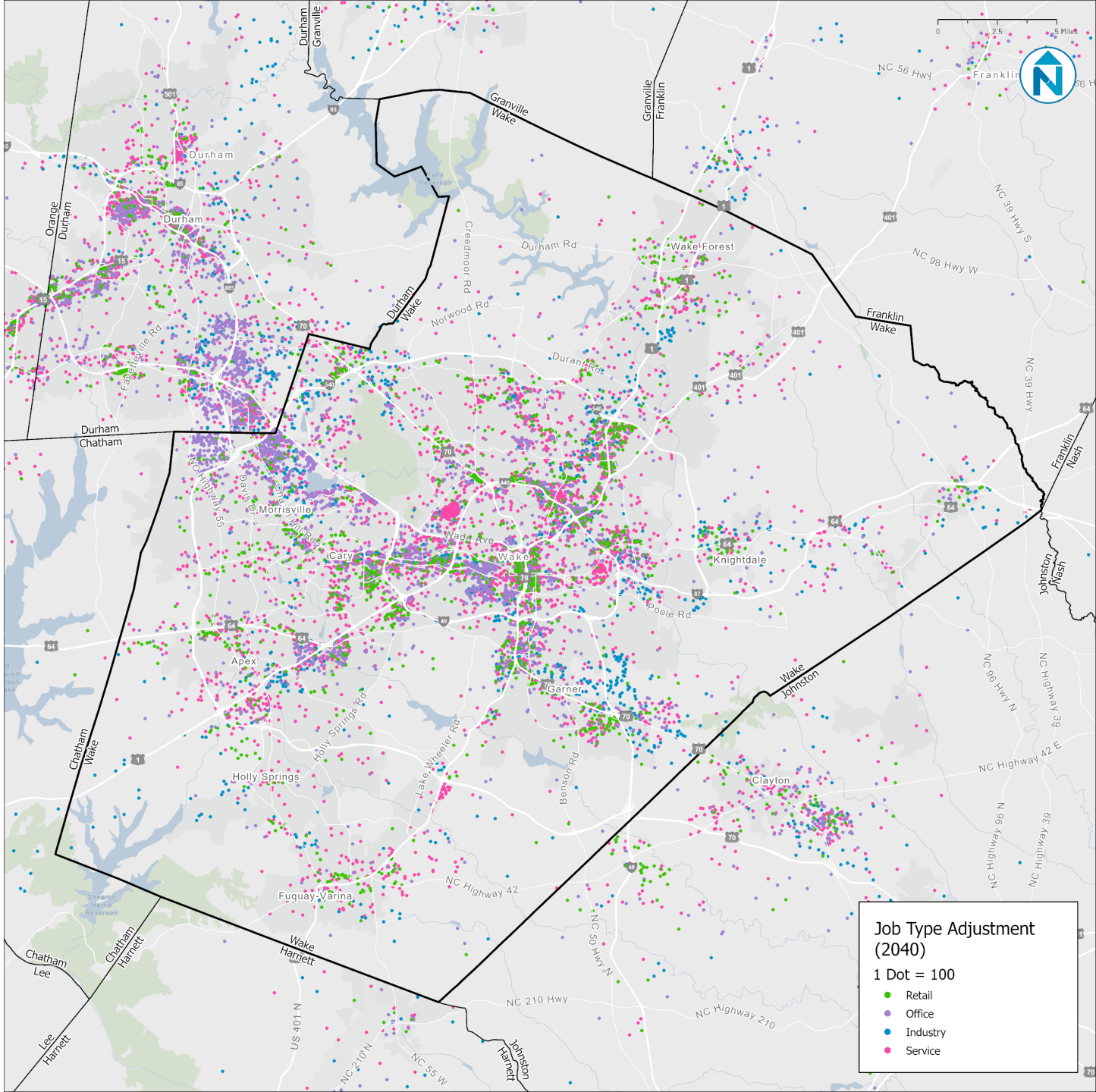
Jobs are more concentrated than population, with low job density that may not support transit outside of these areas.



Job Type Adjustment (2040)

The project team adjusted 2040 employment density using projected job types, looking at the concentrations of different industry types in the region to better reflect the travel patterns generated by different job types beyond the number of directly employed persons at that location.

The increasing job densities in the service industry-heavy downtown areas will increase the transit demand in those areas at higher rates than the outward industry growth or RTP-area office employment growth.



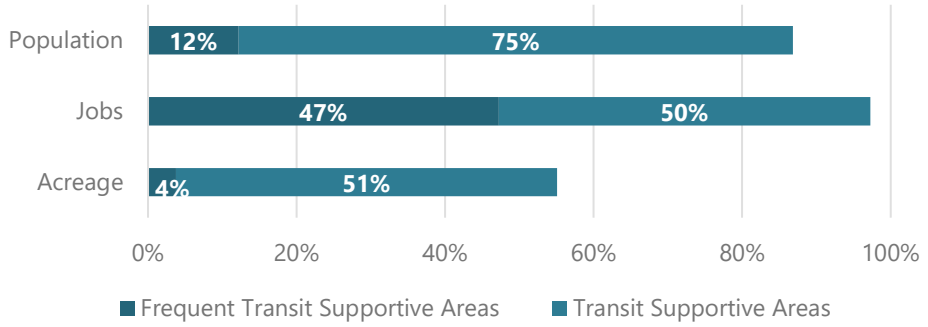
Composite Demand (2040)

The transit supportive regions in the study area show similar patterns to the 2020 composite demand, with areas previously with Medium or High levels of transit support now showing High or Very High levels of support. Some areas that previously showed no support for transit may be able to support Very Low to Medium levels of transit service in 2040.

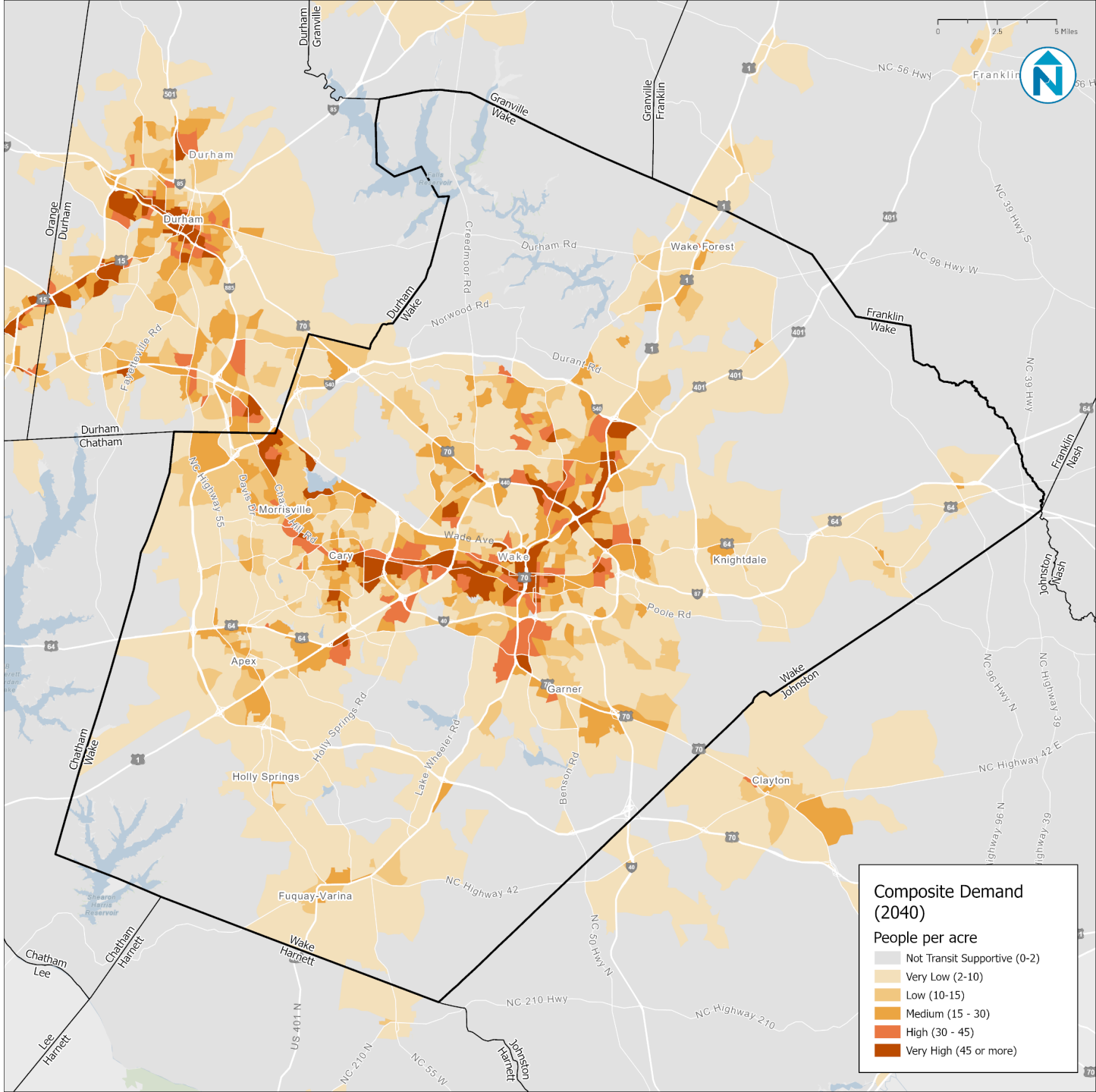
Along with the downtowns of Raleigh and Cary, there is strong demand along Capital Boulevard and northeastern I-440, in Southern Raleigh and Cary and in the Raleigh-Cary-RTP-Durham Corridor.

By 2040, about 40% of land area in Wake County is projected to be transit supportive, home to 86% of people and 97% of jobs. About 3% of land area will be supportive of frequent transit service, with approximately half of all jobs and 14% of the population.

Population, Jobs, and Acreage of Transit Supportive Areas in Wake County (2040)



Source: CAMPO, DCHC MPO, ACS 2019 5-Year Estimates, Triangle Region OnBoard Survey (2019)



Remote Work & Future Travel Patterns

The COVID pandemic impacted a lot of things, including creating increasingly amounts of full or part time remote work. As people work remotely – even part time - commuter travel patterns have also changed. While the long-term impacts of these changes are yet to be determined, the impact of remote work is changing travel patterns in expected and unexpected ways.

Statistics around regional travel

- Studies using American Community Survey data showed that between 2020-2021, certain cities (including Raleigh, NC) saw an increased net migration of remote workers.
- 2022 Census data showed that 26% of workers in the Raleigh metro area worked from home in 2022. This rate is higher than the national average of 15.2%.
- Although Raleigh's work force may be increasingly made up of remote workers, the population is still travelling around the region. Raleigh's average daily weekday vehicle miles traveled (or VMT) is 38.1 miles, higher than the U.S. average of 30.1 miles (New York is the lowest with 14.4 miles).

What this means for the region and future travel patterns

Commuting is just one trip purpose out of many that a person may take throughout the day or week. Other types of trips include those to school, the grocery store, medical appointments, or recreation/social events. The fact that less of the region is commuting to work begins to indicate that transit should be available throughout the day – not just during traditional peak commuting times around the 9am-5pm workday – to help people get to where they need to go.

https://www.nytimes.com/interactive/2023/06/17/upshot/17migration-patterns-movers.html
https://www.axios.com/local/raleigh/2023/09/19/remote-work-jobs-north-carolina-wfh-statistics
https://www.axios.com/local/raleigh/2024/06/14/we-re-a-car-city

	MOVERS WHO WORK REMOTELY	NET MIGRATION OF REMOTE WORKERS
San Francisco	42%	-32k
San Jose, Calif.	40%	-27k
New York	36%	-116k
Los Angeles	34%	-53k
Washington	33%	-11k
Austin, Texas	32%	+28k
Seattle	31%	-3k
Raleigh, N.C.	30%	+7k
Chicago	30%	-29k
Boston	29%	+8k
Denver	28%	+23k
Portland, Ore.	28%	+9k
Richmond, Va.	26%	+5k
Minn./St.Paul	26%	+1k
San Diego	26%	-1k
Philadelphia	26%	-1k
Dallas	26%	+10k

The Places Most Affected by Remote Workers' Moves Around the Country

Creating Walkable, Transit Friendly Communities

4

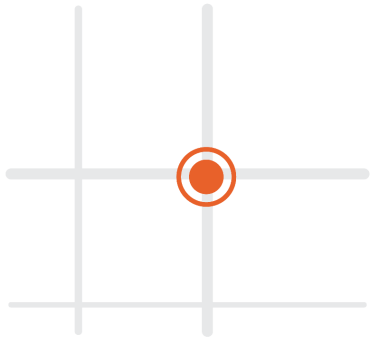
Walkable Communities and Transit Oriented Development

Wake Transit Plan constituents – people living and working in Wake County –consistently say they want fast, frequent and reliable transit. At the same time, local and national experience demonstrates that transit service can be fast, frequent and reliable when transit serves corridors and neighborhoods with compact development where people can comfortably and safely travel using a variety of transportation options (or modes), including by walking, biking, micromobility (electric scooters, etc.) and/or rolling (using mobility devices).

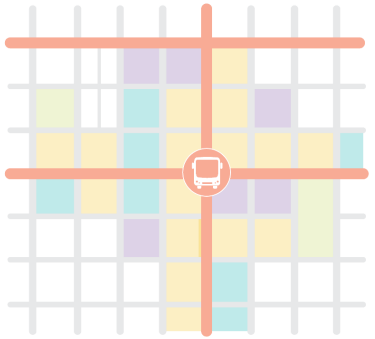
Previous sections of this report use density together with population and employment characteristics to identify existing and potential future areas that can support higher levels of transit services. In this case, density serves as a proxy for land use and urban form, however, density does not always capture how communities can use design to attract and support fast and frequent transit services. Encouraging urban design that is compact, walkable and connected to transit services is often referred to as "transit-oriented design" or TOD. Indeed, TOD has become part of many cities and regions' strategy to encourage, attract and support higher quality transit services.

TOD

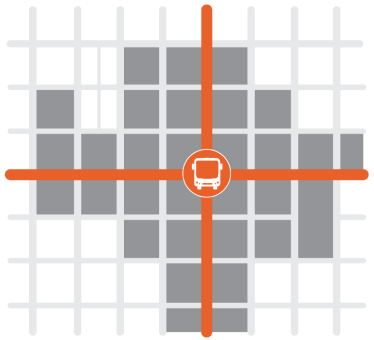
TRANSIT-ORIENTED DEVELOPMENT



1 Identify Transit Oriented Development (TOD) site

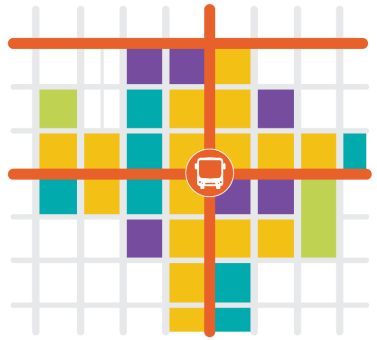


2 Develop TOD plan



3 Develop transit and walkable street corridors

4 Make zoning changes to encourage TOD



5 Complete TOD district

Planning for TOD and Walkable Communities

Wake County is a large and diverse region with a variety of community types, including urban, suburban and rural communities. Data included in the following section shows that communities across the county are growing at a rapid pace and facing common challenges related to managing growth, retaining community character and developing affordable housing.

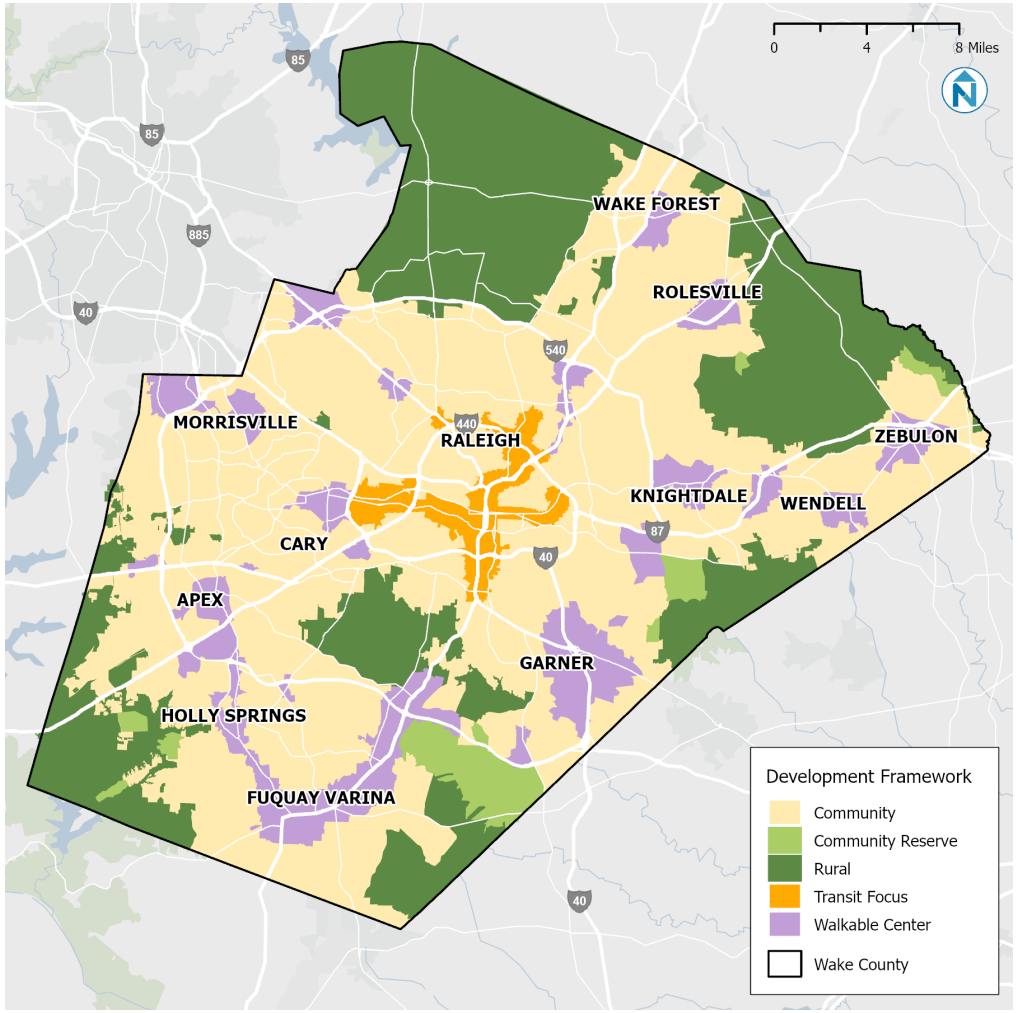
The policies and programs adopted by individual communities will vary according to local values, priorities and resources. However, in nearly all cases there are tools and strategies that can be adapted to create more walkable and transit supportive environments in communities of all types and characters.

- **Transit Oriented Development in Urbanized Areas** encourages development around existing or planned high-capacity transit stops and stations. Strategies including adjusting zoning to promote density and a mix of uses while managing parking investments and creating pedestrian connections. More recently, communities are focusing on ensuring TOD is done equitably and minimizes harm on long standing businesses and residents, including historically disadvantaged populations.
- **Transit Oriented Development in Suburban Communities** may or may not be designed around transit infrastructure. Some historic small towns or suburban communities have a train station or transit centers in their downtown, creating opportunities to encourage investment around transit by encouraging higher or moderate density housing and mixed-use development and connecting investment with parks, public spaces and pedestrian infrastructure.
- **Compact, Walkable Development in Suburban and Rural Areas**. In other cases, suburban and rural transit services may be provided at a park and ride lot located at the edge of town and/or offer service levels too low to be part of the community fabric. Creating compact, walkable communities with a mix of uses, however, still offers benefits to communities by reducing reliance on automobile travel and encouraging shared, community spaces. While short-term connections to transit services will likely require first mile/last mile connections through shuttles, microtransit and/or micromobility, long term benefits from compact, mixed-use land uses with pedestrian infrastructure include future opportunities for transit connections.

Transit Oriented Development in Wake County

Several jurisdictions in Wake County, including Wake County, the City of Raleigh and the Town of Morrisville have already developed plans and strategies to manage and guide growth, specifically by developing programs and policies to encourage compact, walkable development that is centered around historic downtowns with safe, comfortable connections to new and old neighborhoods and existing and/or planned transit services.

- **PLANWake Comprehensive Plan**, charts a course to guide growth in Wake County over the next 10 years. The PLANWake Comprehensive Plan was developed with the Wake Transit Plan in mind and includes a development framework that encouraged dense development along BRT corridors and at the same time, creates a network of walkable centers in communities. The plan recognizes the unique aspects and needs of different community types and creates a regional vision for how new development and redevelopment can be coordinated to support transit investment.
- The City of Raleigh's **Equitable Development Around Transit (EDAT),** a guidebook that is both a policy foundation and a set of design principles to leverage development for creating equitable development around the planned BRT projects in Raleigh. The guidebook sets goals for growth and equity, examines the unique characteristics of each BRT corridor, sets out design principles, and recommends an action plan to maximize community benefits from transit investments.
- The Town of **Morrisville's Transit Oriented Development and Zoning Plan** lays out a development plan of approximately 180 acres around NC54, a planned future transit corridor. Morrisville's TOD plan prioritizes higher density development and multimodal transportation options along this corridor.
- North Carolina's Department of Transportation prepared a **S-Line TOD Study** to guide development around new rail stations. The study was developed with input from nearly 2,000 people and recommends an implementation framework with shared responsibilities allocated to NCDOT and individual communities.



PLANWake Development Framework Map

PLANWake Comprehensive Plan

PLANWake Development Framework Interactive Map

Equitable TOD Development Guidebook

The Equitable Development Around Transit (EDAT) process in Raleigh helped to focus community discussions on priorities for development at and around proposed BRT lines and their stations.

The Equitable TOD Development Guidebook, which was approved by City Council in early 2021, was the culmination of the EDAT process. The guidebook laid out six urban design principles to facilitate growth near transit, defined four station area types, and developed a policy toolkit to help guide future changes. The toolkit included sections on zoning, affordable housing production, and equity programs. The final chapter of the guidebook lays out an action plan of next steps for implementation, some of which has already begun.

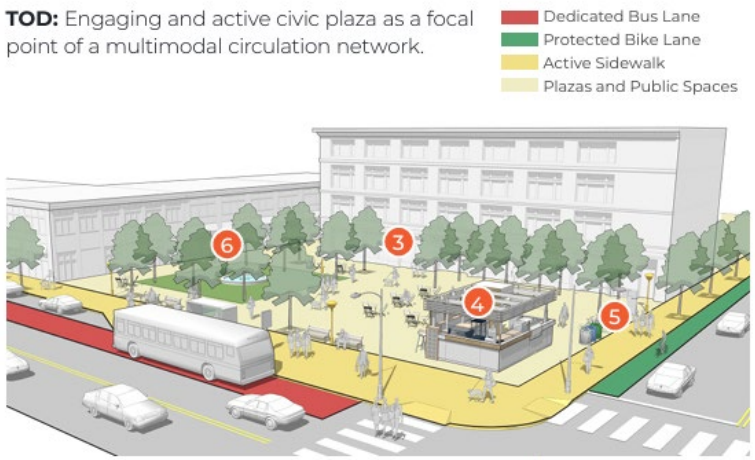


Illustration depicting the design principle, "Create Engaging Public Spaces"

Urban Design Principles:

- Encourage Mix of Uses
- Concentrate Density around Transit
- Support Repurposing and Infill Development
- Complete Streets for Better Transit, Manage Parking Effectively
- Create Engaging Public Spaces

Station Area Types:

- Downtown
- Emerging Urban Center
- Neighborhood Center
- Campus/Park

Implementation on aspects of the plan has already begun through changes to the zoning code and localized area planning.

Zoning Overlay Districts

In October 2021, a text change was adopted by the City Council to include a TOD overlay zoning district for the City of Raleigh's development code. The zoning overlay will allow for denser, more compact development near planned transit stations and modify the underlying zoning to ensure a walkable, pedestrian-friendly development footprint and design.

In the summer of 2022, the City Council then approved a TOD map, which applied the TOD zoning overlay district to areas along the Western and Southern BRT routes.

Station Area Planning

Station area planning is a community planning process for areas around the BRT stations. These planning effort help ensure a cohesive approach to development around a transit station.

- Planning for the New Bern Avenue BRT began in 2021. By summer of 2024, properties around the station areas were re-zoned to allow for the New Bern Avenue Station Area Plan vision.
- Planning for the Western and Southern BRT routes began in 2023. Surveys on planning options and concepts closes in late spring 2024.

BEST PRACTICE

Equitable TOD Policy: Project Connect, Austin, Texas

The City of Austin has several similarities with Wake County. It is one of the fastest growing communities in the United States and like Wake County, voters in the City of Austin approved a transit investment strategy, branded as Project Connect that included a tax increase. Like the Wake Transit Plan, Project Connects includes investments in rail services, rapid bus and local bus service. Project Connect also included an Equitable Transit Oriented Development strategy to ensure future developments near transit corridors support overall quality of life as well as equitable outcomes for area residents of all incomes and backgrounds.

The plan was developed with extensive community input that included some clear challenges about existing development practices and experiences, including:

- **Rising Rents** that feel out of control for commercial and residential properties.
- **Pressures on Small Businesses** from new development that has been displacing long-established Austin businesses.
- **Dissatisfaction with Current Transit Services** and the pace of improvements.
- **Lack of Good Government Support/Execution on Affordability Crisis** and frustration that interventions are too late or culturally sensitive.
- **Sustained Quality of Life Concerns**, including lack of affordable housing, childcare and small business assistance.
- **Business Diversity** – creating hubs around a diverse pool of community organizations and businesses.

Project Connect responded a Policy Plan to ensure future development around Project Connects supports all residents with a set of 46 policy tools for station area planning:

1. **Small Business and Workforce Development**, which includes programs to provide business assistance during construction, ongoing small business support and workforce development programs.
2. **Housing Affordability** strategies that use a combination of financing tools, land use strategies, and homeownership and tenant support.
3. **Mobility** programs including Transit Demand Management, mobility infrastructure improvements and parking management.
4. **Land Use and Urban Design** that set guidelines for transit support land uses, incentives, standards and regulations to promote affordable housing and encourage public amenities and investing in the public realm, including tree canopy, civic paces and bike-ped improvements.
5. **Real Estate and Finance Strategies** that leverage publicly owned land, land acquisition and gap financing.

The plan lays out detailed recommendations for each policy area and strategies, including identification of the lead agency, partners, timeline and links back to the region's overriding goals. Recommendations also consider if a similar program exists today and if so, how Project Connect could build from that experience, implementation challenges and considerations, and success metrics.

BEST PRACTICE

Strategic Land Acquisition - Oregon Metro

Another interesting case study is provided by Oregon Metro, a regional governance that encompasses 1.7 million people, 23 jurisdictions, including the City of Portland, and spans three counties (Clackamas, Multnomah and Washington). Oregon Metro is also the metropolitan planning organization for the Portland urbanized area. The combined role of being both an MPO and a regional government body gives Metro a unique role and responsibilities associated with strengthening coordination between land use planning and transportation investments. Goals set by the Metro governing council also prioritize supporting and strengthening investment in public transit.

One of the relevant and interesting strategies used by Oregon Metro is **development of a Transit Oriented Development Program that supports the creation of higher density, affordable and mixed-income housing within the region's centers** and frequent transit program. The TOD program is funded with $3.5 million per year and includes incentives to private developers and strategic property acquisitions along transit investment corridors. The program is funded through regional federal flexible funds, plus discretionary grants and some regional housing funds. Over its lifetime, the TOD program has invested or committed to over $40 million in land and projects (Oregon Metro Transit Oriented Development Program 2022 Annual Report).

While time and resource incentive, Oregon Metro reports that the strategic site acquisition has been and continues to be a powerful tool for TOD. **Ownership gives Metro complete leverage over the project and site** allowing them to control the development process. Metro typically does a lot of engagement to create a vision and value statement for the site and then does a competitive solicitation with timelines, budgets and expectations. Most projects have received multiple strong proposals, in part because the risk of site acquisition is removed. Metro has successfully used this program to support projects on enhanced bus corridors and station areas.

Some lessons learned from Oregon Metro include:

- **Partnerships with transit agencies and municipalities is key.** Oregon Metro works well with TriMet (the regional transit operator).
  - TriMet appreciates Metro's ability to acquire land, which also makes it easier for TriMet to complete projects.
  - Jurisdictions are also generally supportive of Metro acquiring land in their communities because they also have commitments to build affordable housing. The partnership means that both entities can work together to meet goals.
- **Corridor infrastructure is required before an area can support higher density development and transit investments.** Good quality pedestrian infrastructure and other corridor-level investments like bike lanes, streetscape investments, etc. are crucial to creating walkable districts.
- **The TOD Development Program selects sites and prioritizes investments in coordination with other regional and community goals, including equity and climate change.**

Axletree | Milwaukie

Blackburn Center | Portland

Community Profiles

5

Overview: Community Profiles

Wake County is growing rapidly and while growth is not distributed equally across the region, all communities in Wake County are adding people and jobs at a fast pace, which is changing the need and opportunity for transit services. This chapter includes an analysis Wake County's 10 towns: Apex, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Rolesville, Wake Forest, Wendell and Zebulon. Raleigh and Cary were included in this analysis, but at a less detailed level. This reflects:

1. The analysis was designed to capture growth, development and changes occurring in Wake County outside of Raleigh and Cary. The relative size of Raleigh and Cary mean that the market analysis' ends up focusing on growth, changes and transit needs in these two communities.
2. The 10 Wake County Towns (plus the Research Triangle Park) are eligible to participate in Community Funding Area program. This analysis will help guide and inform investments through that resource.

Each community profile consists of a set of three slides:

1. An introduction to the community, including existing and planned transit Wake Transit Plan sponsored investments, an overview of recent transit plans or studies, and experience with the Community Funding Area program.
2. Community statistics about density, characteristics and growth rates.
3. A snapshot of recent development activity by type and status, with a short description about how the development patterns could impact future transit needs.

More information about the data sources used in the Community Profiles is available in Appendix B.

Key Findings: Community Profiles

Key findings from the Community Profile analysis include:

1. **Suburban Towns in Wake County are growing at an unprecedented rate,** with many communities experiencing population growth rates of 30% to 50% since the Wake Transit Plan was approved in 2016. In many cases, growth is on top of a small baseline population, but the pace of growth suggests communities are changing.

2. **Towns in Wake County are actively planning for growth** with most communities recently completing comprehensive transportation plans, strategic plans and/or transit plans. In almost all cases, these plans are calling for investments in multi-modal infrastructure, including sidewalks and shared use paths.

3. **All but two Wake County communities have participated in the Community Funding Area program.** Towns are using grants to plan, design and operate local transit services as well as investments like sidewalks and bus stop improvements.

4. Data on recent and planned development shows that **most new projects are single use development largely on the outskirts of downtown centers and often near highways.** Most developments in Wake County towns do not follow best practices for creating walkable, compact communities. Suburban style master planned developments are difficult to serve with transit.

5. **Development patterns suggest on-demand microtransit style service is likely the most effective solution for local mobility.** On-demand microtransit services work in low density, suburban style development by picking up and dropping off riders at or close to their destination. The services can attract riders by providing a viable option, but the cost of microtransit on a per trip basis is high, with experience showing trips can cost between $30 and $50 per ride.
   - While microtransit is an effective strategy in the short term, if communities continue to add population by building low density residential development the cost to maintain microtransit service levels may become prohibitive. Providing on-demand service to a larger, more distributed population will require increasingly levels of investment or slower response times/reduced levels of service.

6. **Potential for sub-regional solutions.** Wake County is a geographically large region covering 857 square miles. Unique characteristics within Wake Region suggest potential for different solutions in different parts of the County:
   - **Apex is a "sub-regional hub" in southwest Wake County.** There are nearly 100,000 in Apex and Holly Springs, plus another 35,000 in Fuquay-Varina. Apex already functions as an economic activity center with regional transportation access. Creating a mini-transit hub in Apex that is connected to neighboring towns with fast, frequent services to regional destinations is a potential future model.
   - **Northeast Wake County also has nearly 100,000 people** but is more rural, spread out over a larger area and further from Raleigh and regional employment centers. Emerging solutions in this part of Wake County include on-demand service models that connect to Wake Forest as the sub-regional hub.
   - **Garner** has more in common with the City of Raleigh than other parts of Wake County and the planned BRT stations will change transit access. Local transit solutions may focus on first mile/last mile connections and more transit-oriented style development as compared with other parts of Wake County.

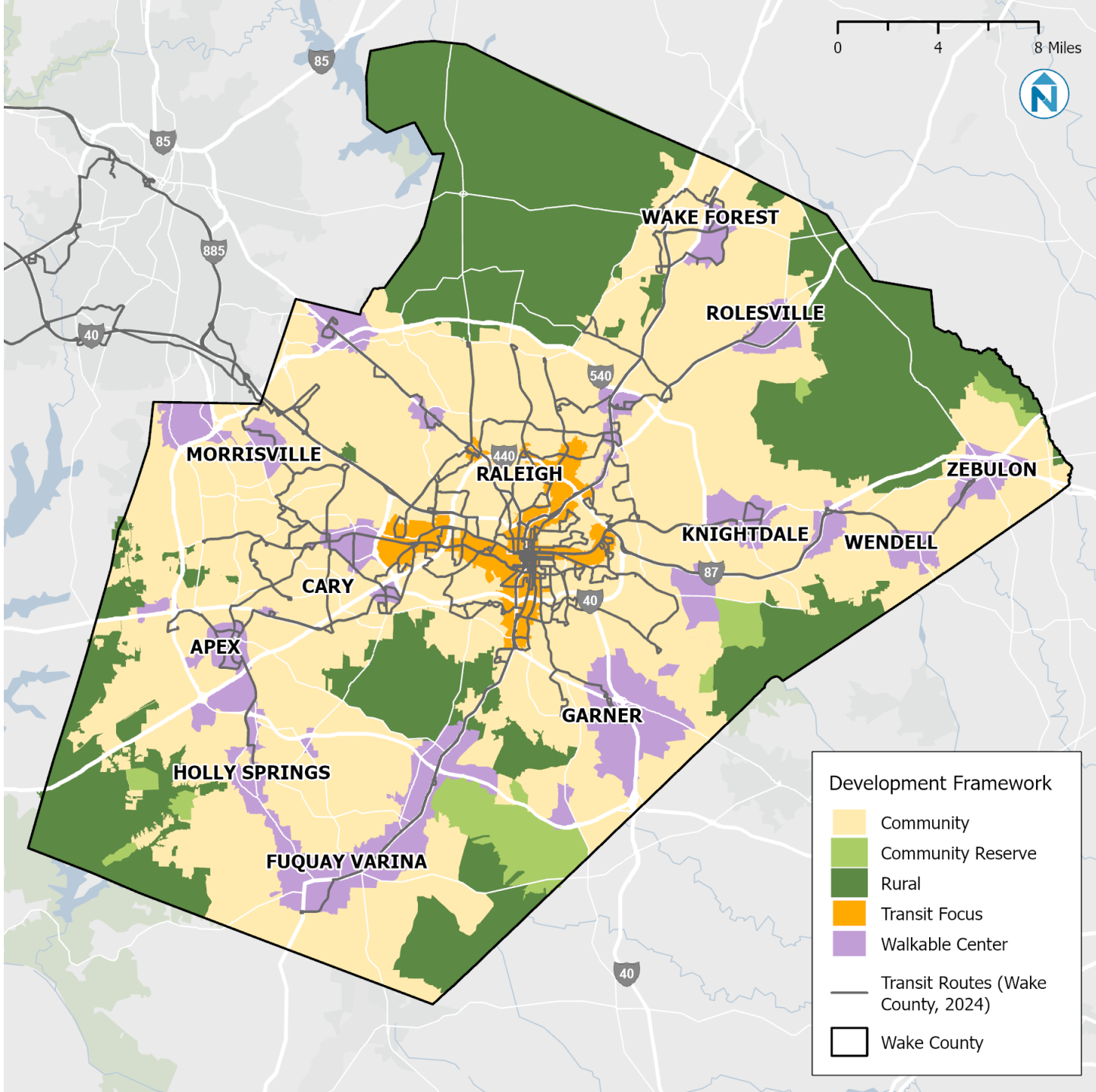
Communities Served by Transit in Wake County

The **PLANWake Comprehensive Plan** defines the following classifications as part of the Wake County Development Framework:

- **Transit Focus Areas** are the most intensively developed and densest urban areas within the county and are along the future Wake County bus rapid transit corridors.
- **Walkable Center** areas are places where redevelopment or new development is expected; they are intended to be dense, walkable transit-supportive areas close to key transportation corridors.
- **Community** areas account for a majority of the County and are predominantly residential use; municipalities have identified key locations for development and redevelopment in these areas.
- **Community Reserve** and **Rural** areas are lower-density and less developed.

With current transit services:

- **Transit Focus Areas** (mainly Raleigh) are relatively well-served by transit and will have access to the future bus rapid transit corridors.
- Most **Walkable Centers** have some transit connections, though there are plenty of opportunities to expand frequency and span of service. A major gap is Rolesville, which is currently not served by any fixed-route service.

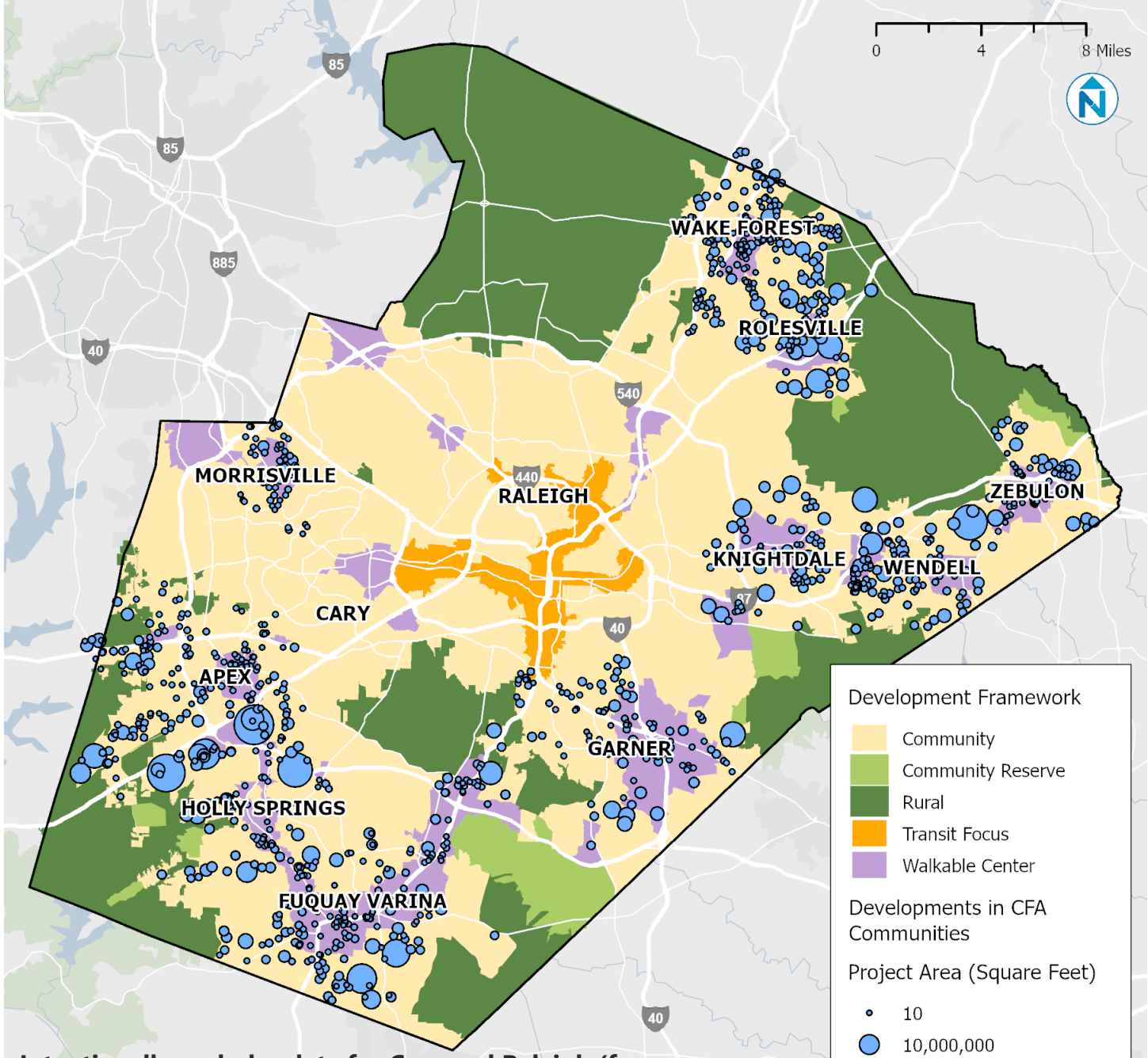


Community Funding Areas: Planned Land Use and Development

The PLANWake comprehensive map is shown together with planned development in Wake County's 10 towns. Cary and Raleigh are included in this analysis but due the scale of development, not shown on the map. Both communities are included in the individual community profiles shown at the end of this section. The PLANWake map shows the distribution and size of development projects in non-urbanized Wake County; it also shows how well development is aligned with the planned walkable centers.

This data suggests that there is a fair amount of development planned or occurring in the walkable center portions of Wake County. This is especially true for small projects. There are also lot of projects occurring around major corridors, especially in southwestern parts of Wake County.

At the same time, however, the data suggests a large amount of development, including large projects, outside of the designated walkable centers or clustered around specific corridors. Instead, these developments are occurring in areas classified as "community" and at the edge of rural areas. Development in lower density areas is more difficult to serve with transit. The transit solution currently used – microtransit – can provide service to low density areas, but the cost of the service is high and as development sprawls, costs will increase.



Intentionally excludes data for Cary and Raleigh (for more information about development in these communities see pages 48-50 and 66 – 68).

Apex: Introduction

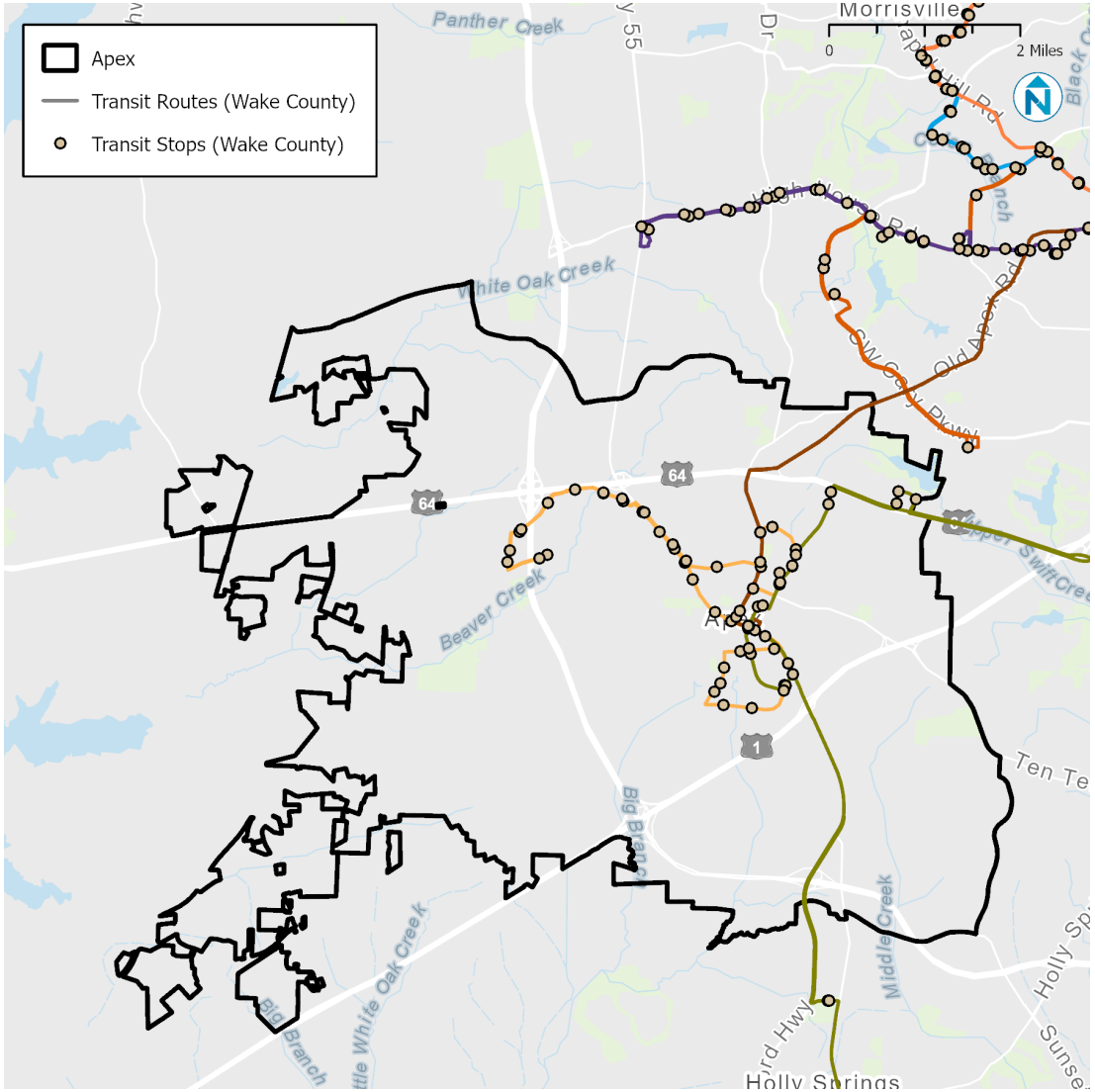
The Town of Apex is one of the largest towns in Wake County with a population of nearly 100,000 and it is also one of the fast-growing communities, increasing its population by 49% between 2016 and 2022. This compares with employment, which grew by 18% over the same period. Apex's larger population contributes to a denser population as compared with Wake County overall. In terms of demographic characteristics, Apex is wealthier, less diverse and younger as compared with the Wake County population overall.

Apex has three regional bus routes although one route (Route 311) was suspended during COVID and has not yet been re-instated.

- Apex-Cary Express (ACX) that connects Apex and Cary with peak period service on weekdays.
- Route 305: Connects Apex with North Carolina State University and Raleigh with hourly service during peak periods on weekdays. A handful of morning and evening trips extend to Holly Springs.
- Route 311: Apex-RTC that provides peak-only connections between Apex and Research Triangle Park. This service was suspended in 2020 and is planned to start again in FY27.

A fourth route – GoApex Route 1 – provides local circulation within the Town of Apex. It operates hourly on weekdays and Saturdays from 6 AM to 10 AM and is fare free.

Apex is actively pursuing several planning efforts and has been one of the largest participants in the Community Funding Area program. Funded projects include a Transit Priorization Study, bus stop improvements, GoApex Route 1 and sidewalk improvements.



Apex: Key Statistics

Population Density (Persons/Acre): 2.65

Wake County: 2.06

Employment Density (Jobs/Acre): 0.71

Wake County: 1.19

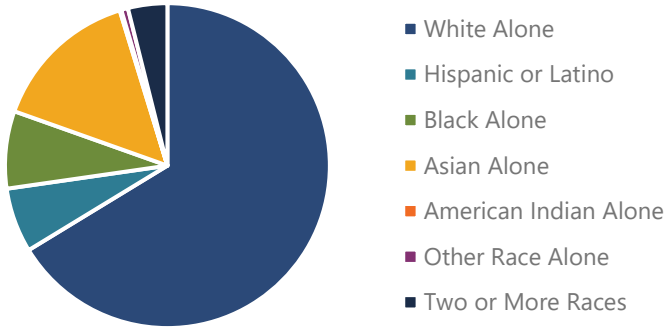
Zero Vehicle Households: 1.9%

Wake County: 4.0%

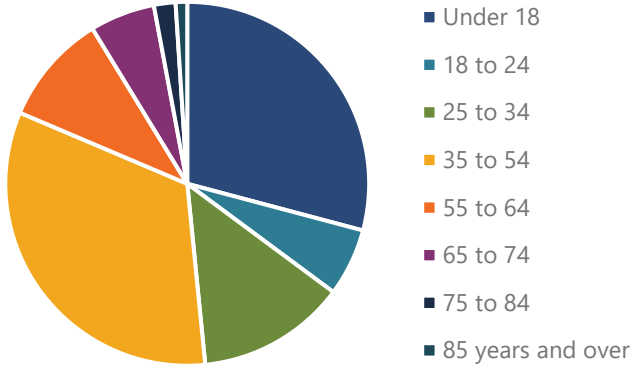
Median Household Income: $129,688

Wake County: $96,806

Race and Ethnicity

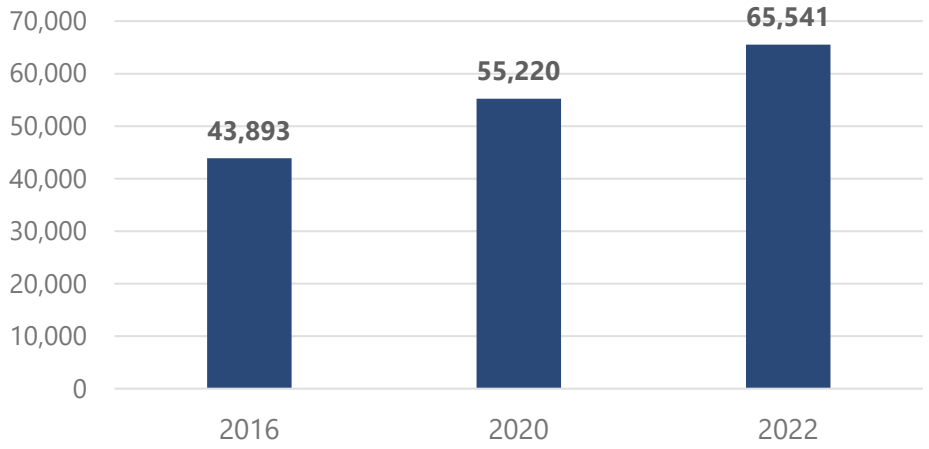


Age Groups



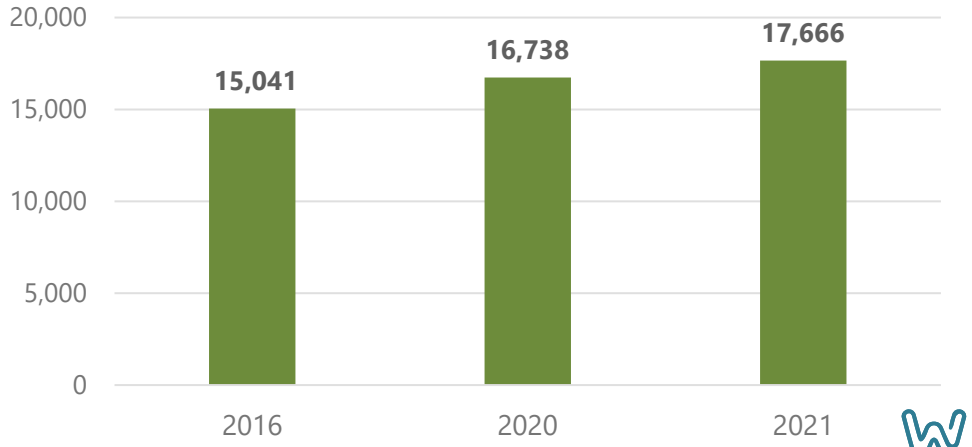
Population Growth, 2016 to 2022: **49%**

Wake County: 13%



Employment Growth, 2016 to 2021: **18%**

Wake County: 8%

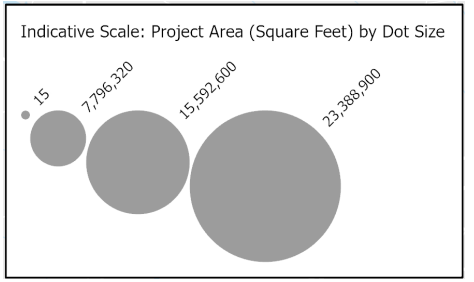


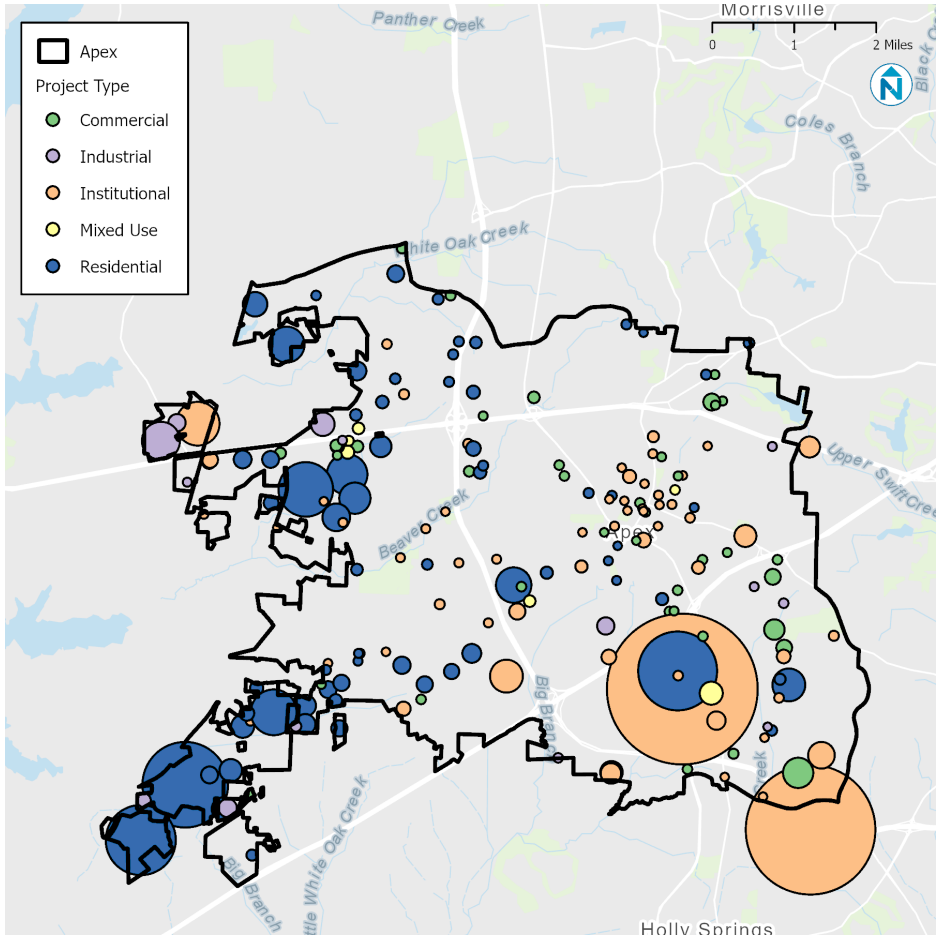
WAKE TRANSIT PLAN UPDATE

Apex: Development

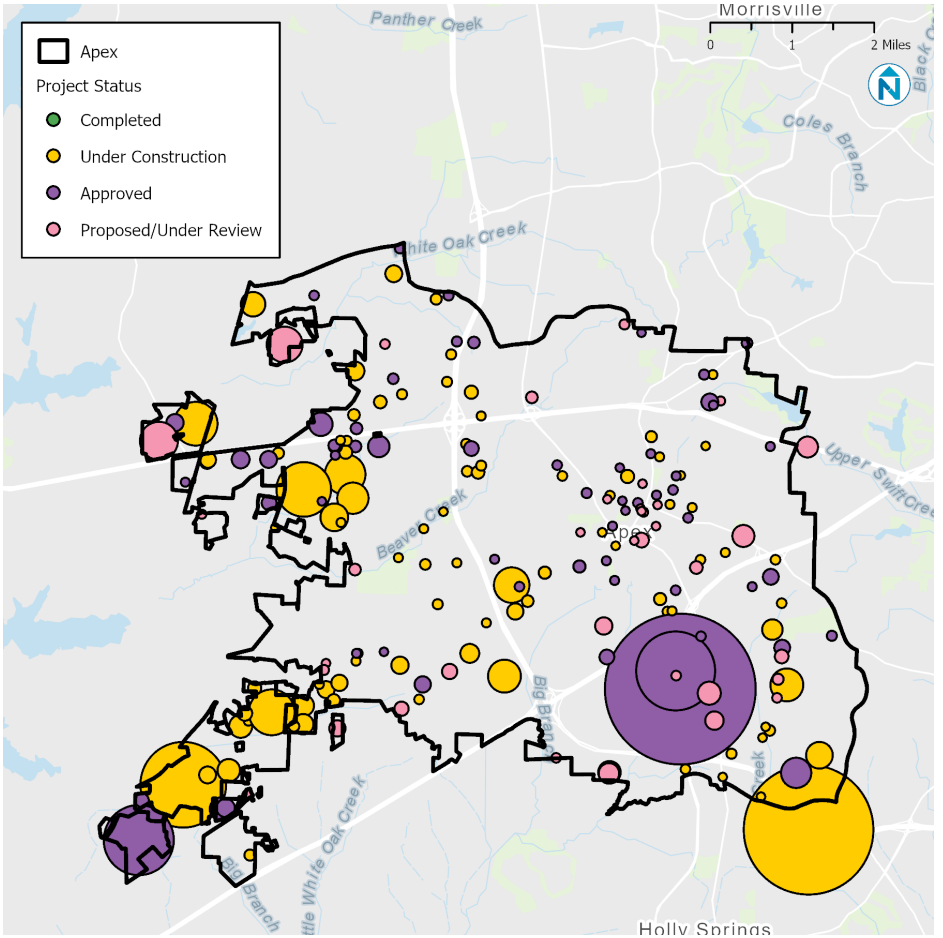
Data collected in 2024 shows Apex has a multitude of projects in various stages of development. Most projects are residential, although a handful of large institutional projects are under construction or recently completed. Most new projects are not located within walking distance of existing transit services, including GoApex Route 1. This suggests that future connections will be needed.

Apex's future rail station, combined with the Town's strategic location south and west of Raleigh mean it has potential to function as a regional transit hub for both Apex residents but also people traveling to/from Cary, Holly Springs and Fuquay Varina. Identifying a location and a facility for a future hub is a potential project.





Development by Type and Size



Development by Status and Size

Cary: Introduction

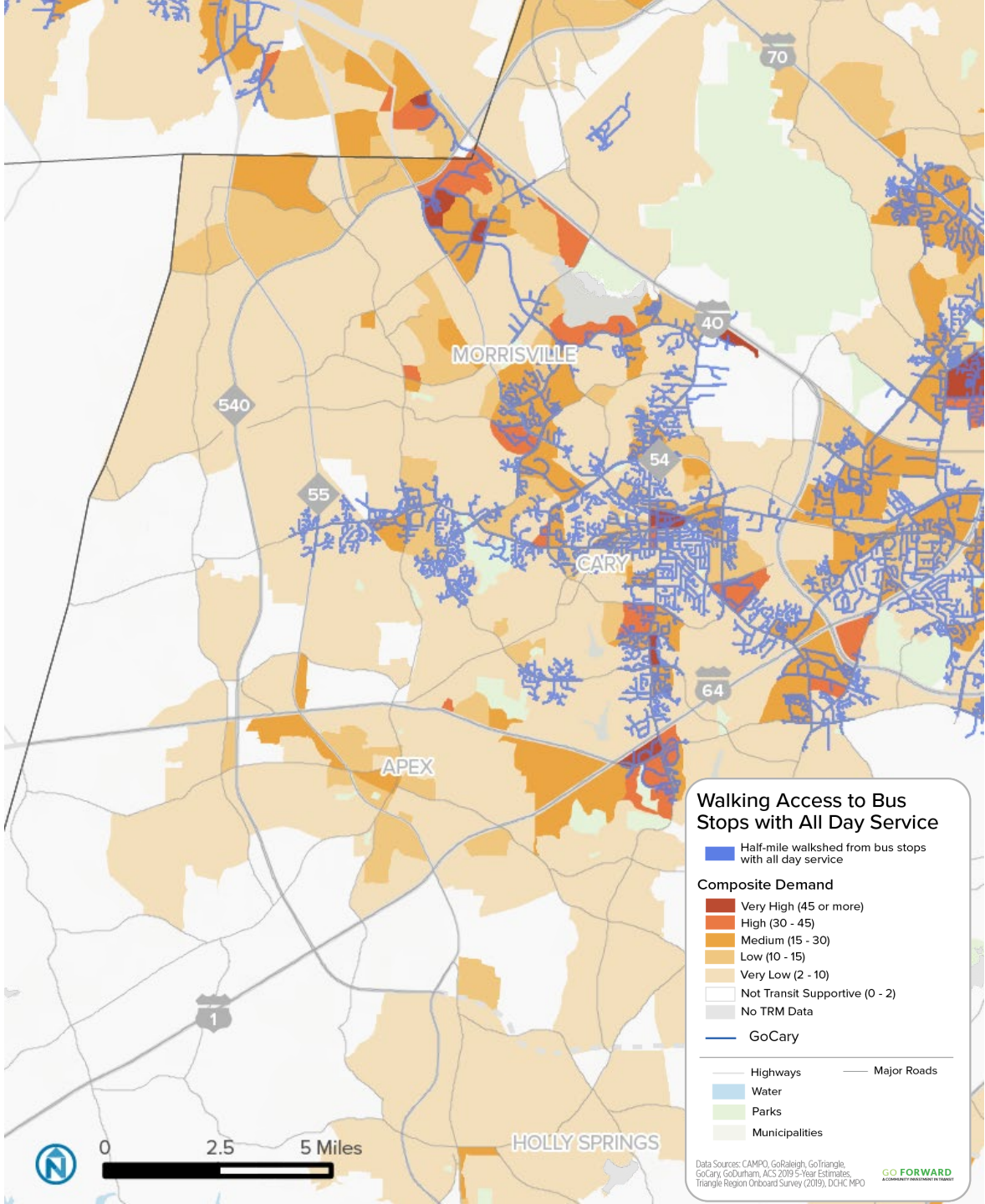
The Town of Cary, like the rest of Wake County, has been experiencing rapid growth. The U.S. Census shows Cary's population at 180,010 in July 2023, which is 33% higher than its population in 2010 and 3% higher than its population in 2020. The growth rates are notable because Cary continues to grow at a fast rate even from a relatively high base.

As compared with other communities in Wake County, Cary is more densely developed, although density is still low from a transit propensity perspective (see also map on right). Cary's population is diverse; roughly 60% identify as white alone, 21% identify as Asian and 8% as Black and 8% as Hispanic or Latino. Cary is an affluent community; median income is nearly 30% higher than the Wake County average. The percentage of households without vehicles is slightly lower than the county average.

The Town of Cary operates its own transit system, GoCary, which includes eight fixed-route bus lines, six of which operate all-day, weekdays and Saturday. There is also one bus route that operates during the midday only and peak period express service to Apex. GoTriangle service connects Cary with downtown Raleigh and the Regional Transit Center (RTC) at Research Triangle Park. Riders traveling to the RTC can connect to Raleigh Durham Airport, Durham Station and Chapel Hill.

The map on the right shows transit demand in Cary, together with the half-mile walkshed from bus stops with all day service. The analysis shows that – in 2024 - most of the densely developed areas in Cary are served by transit. Ridership on GoCary's services has been strong with ridership recovering from pre-COVID levels faster than other regional transit services. While the service remains fare-free, strong ridership suggests services are aligned with need.

Planned transit service investments may include increasing the frequency of service in the evenings and on Sundays to operate every 30 minutes. As the Town continues to add people and jobs, and transitions towards pedestrian oriented development patterns, there may be opportunities to increase the frequency of service on weekdays to every 15 minutes.



Cary: Key Statistics

Population Density (Persons/Acre): 3.98

Wake County: 2.06

Employment Density (Jobs/Acre): 2.13

Wake County: 1.19

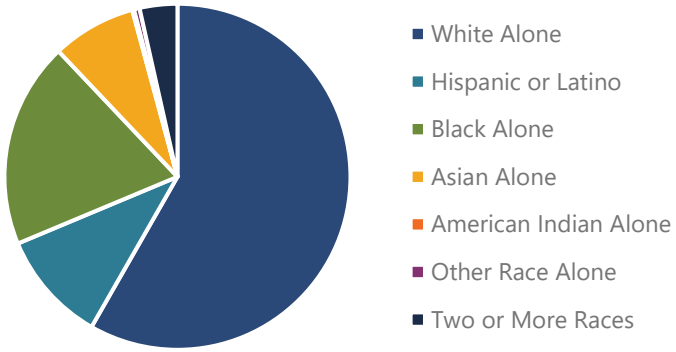
Zero Vehicle Households: 2.9%

Wake County: 4.0%

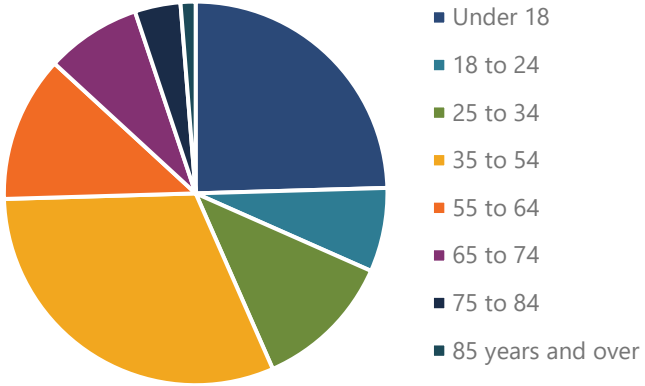
Median Household Income: $125,317

Wake County: $96,806

Race and Ethnicity

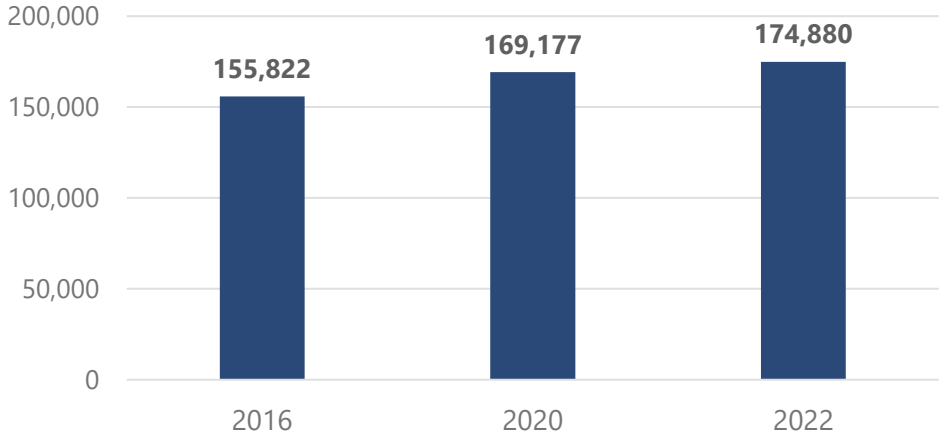


Age Groups



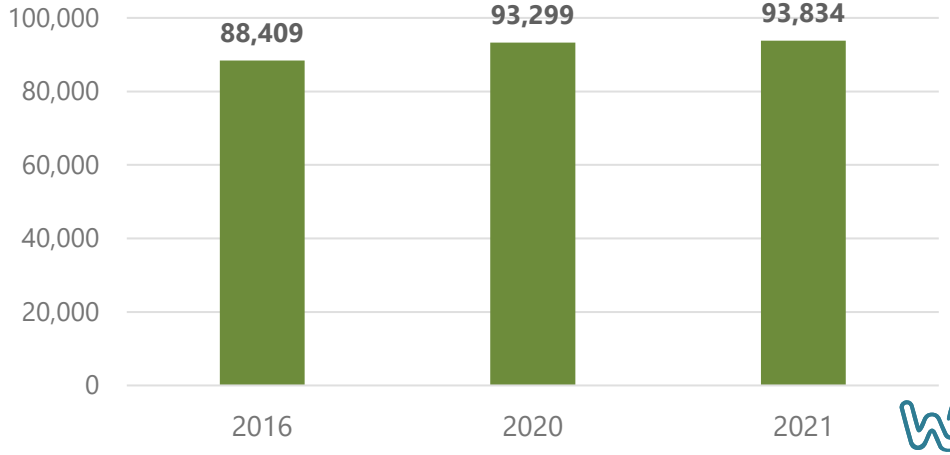
Population Growth, 2016 to 2022: **12%**

Wake County: 13%



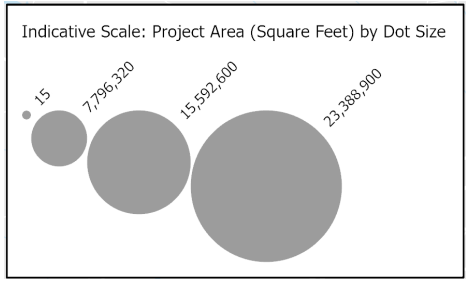
Employment Growth, 2016 to 2021: **6%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

Cary: Development

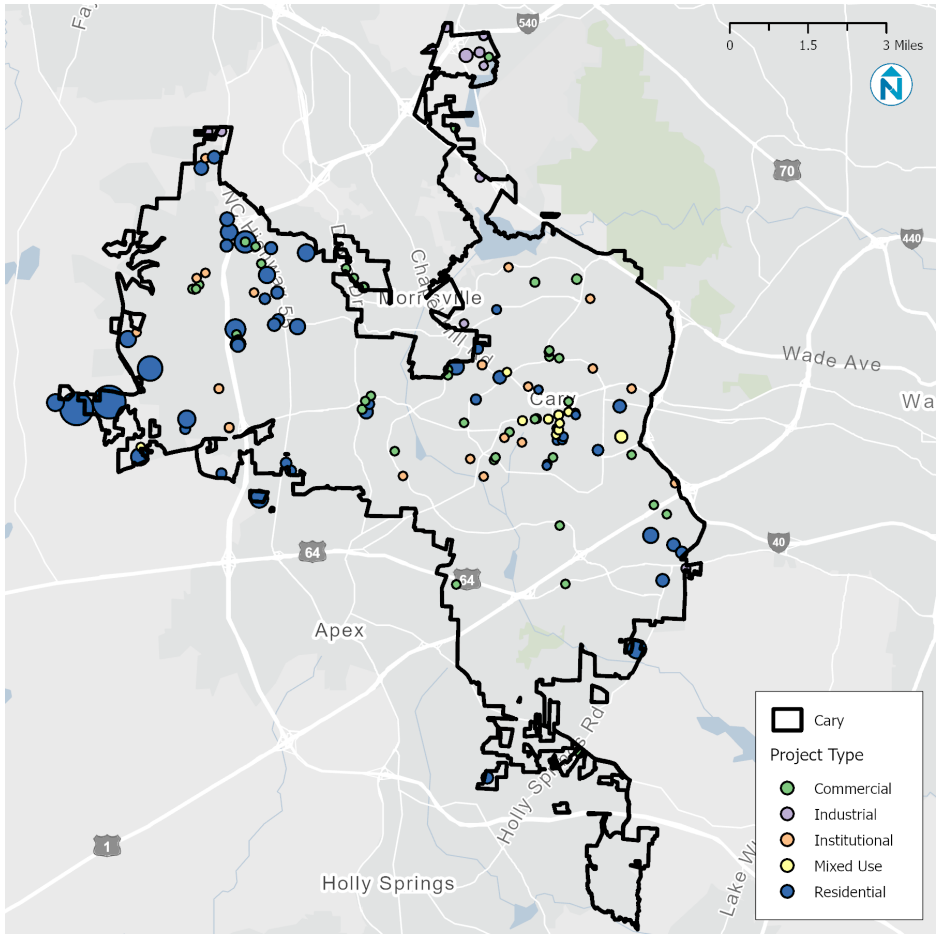


Based on data collected in 2024, Cary has a significant number of ongoing and completed development projects.

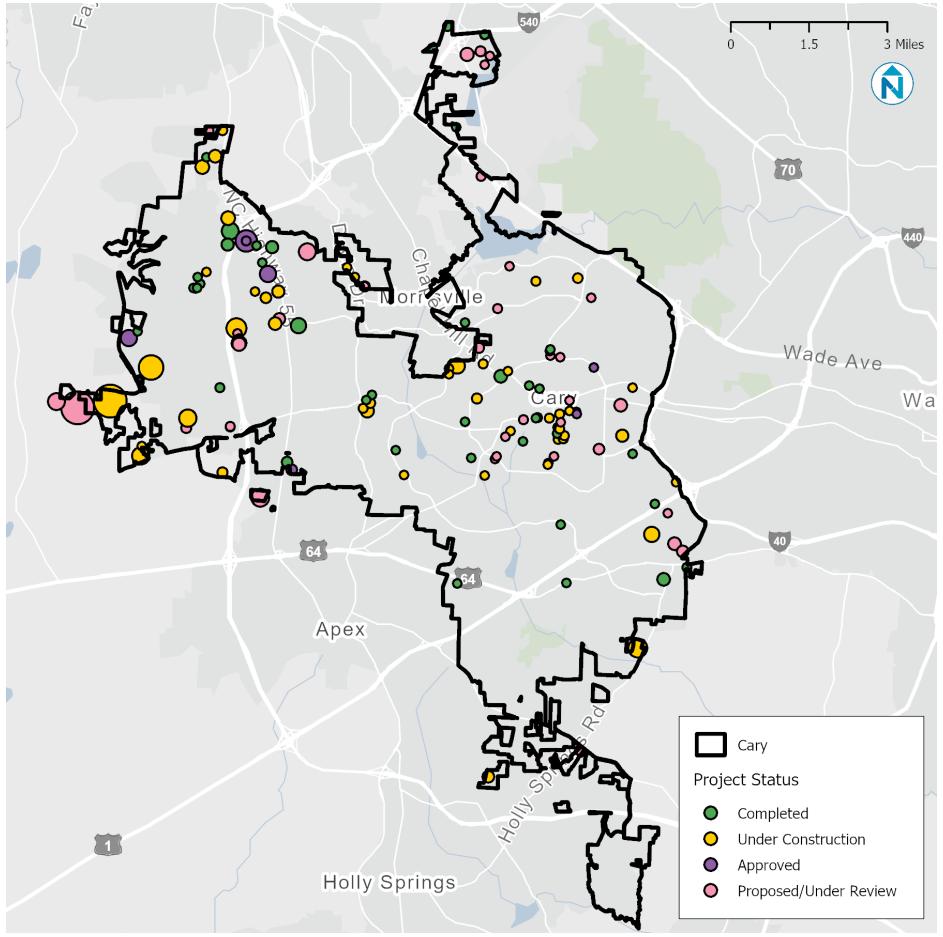
The largest developments are residential and are mainly clustered in the west Cary, near and west of the 540 corridor.

Smaller, non-residential developments are concentrated in downtown Cary and include commercial, mixed use, and institutional uses. A handful of industrial developments have been proposed at the north edge of the Town.

As discussed, Cary is served by eight GoCary fixed-route bus routes, six of which operate with 30-minute services on weekdays and Saturday. While many of the smaller developments are accessible by transit, most of the larger new residential developments are not walkable from existing GoCary services.



Development by Type and Size



Development by Status and Size

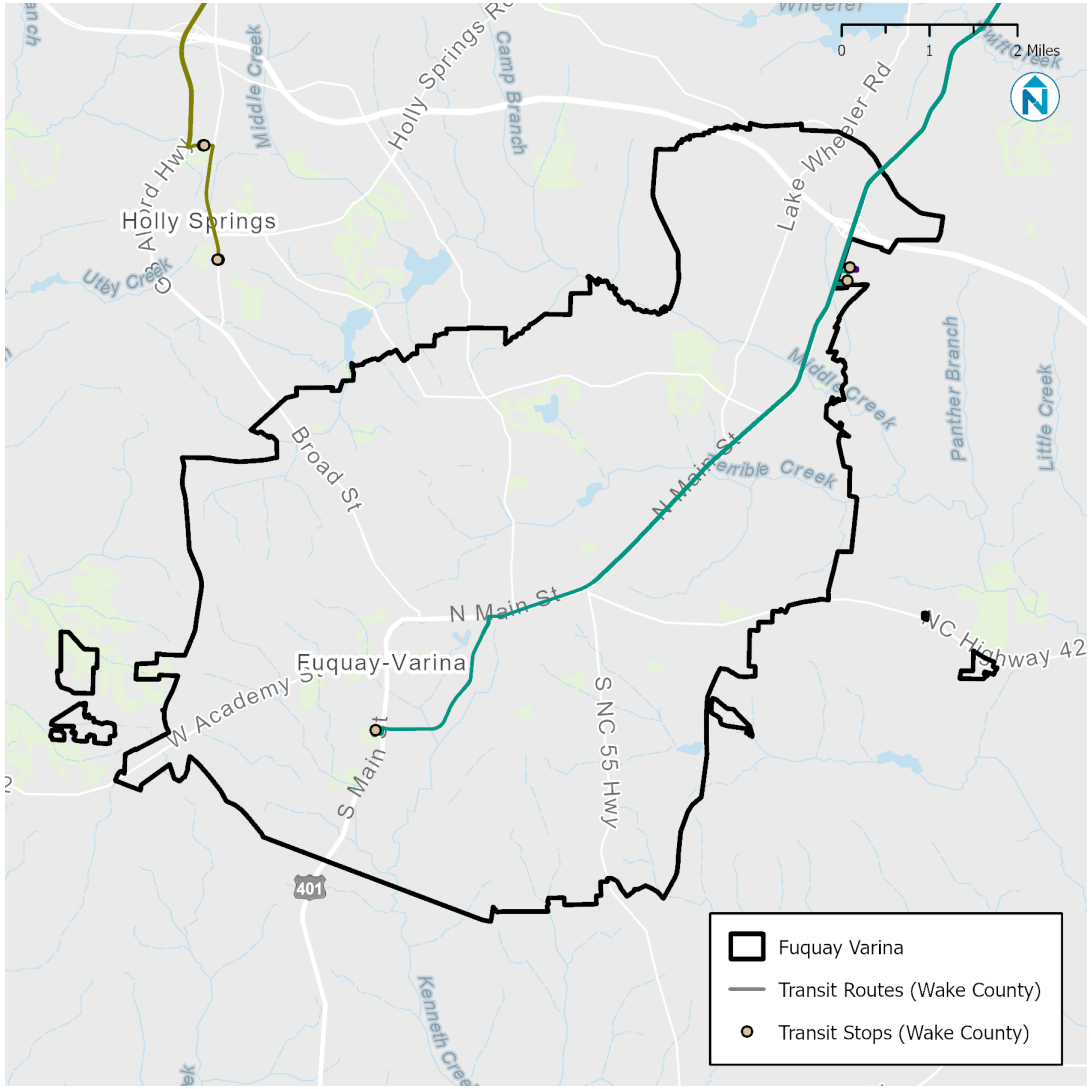
Fuquay Varina: Introduction

The Town of Fuquay-Varina grew by 56% between 2016 and 2022 to its current population of just over 35,000. In 2022, there just over 12,000 jobs in the community, meaning most residents work at jobs outside of town. Fuquay Varina incudes a large geographic area, so despite tremendous growth, outside of the downtown, the town is sparsely populated.

As compared with other communities in Wake County, Fuquay-Varina is less densely developed. Incomes are slightly lower than the Wake County average and the percentage of households without vehicles is slightly higher than the county average.

In 2024, one bus route, the Fuquay Varina Express (FRX) operated by GoTriangle, provides peak-only express service between the Fuquay-Varina Park and Ride lot and downtown Raleigh. A second route, Route 40X (the Wake Tech Express) connects Raleigh and the Wake Tech campus, just north of Fuquay Varina.

The Town of Fuquay-Varina used a Community Funding Area grant to study the potential of on-demand, microtransit style service. The analysis suggested that microtransit could be a useful service model for Fuquay-Varina, providing mobility options for people traveling in downtown Fuquay-Varina and traveling to/from the express routes to Raleigh. The study considered several different service models but ultimately, the costs of the service, even with half of the cost provided by the CFA program proved too expensive for the Town. As of 2024, no additional progress towards implementation has been made.



Fuquay Varina: Key Statistics

Population Density (Persons/Acre): 1.20

Wake County: 2.06

Employment Density (Jobs/Acre): 0.38

Wake County: 1.19

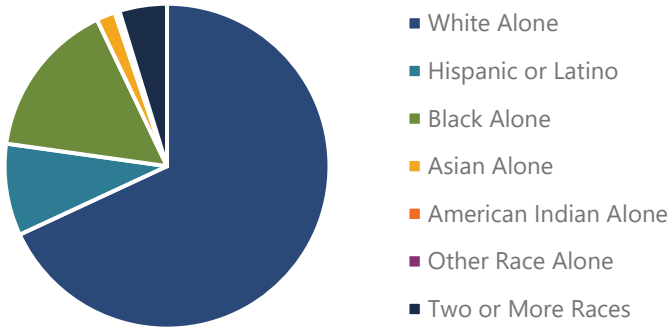
Zero Vehicle Households: 4.2%

Wake County: 4.0%

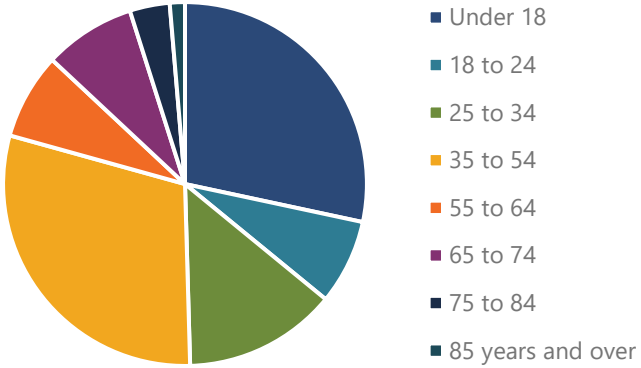
Median Household Income: $94,142

Wake County: $96,806

Race and Ethnicity

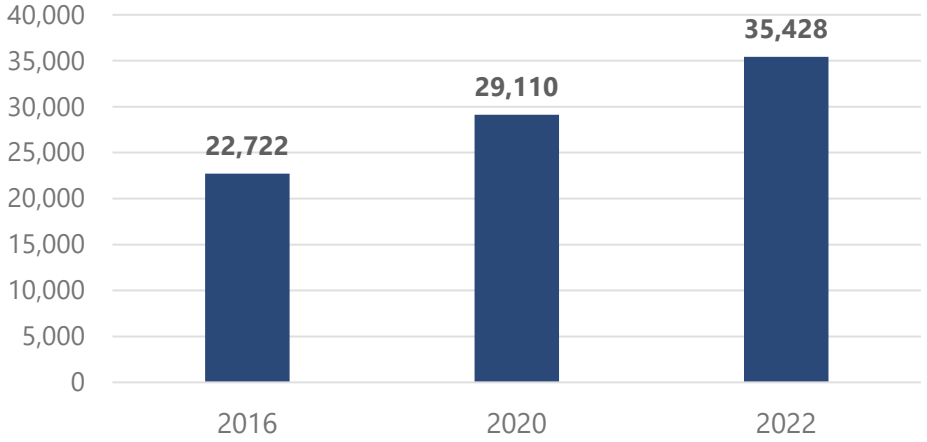


Age Groups



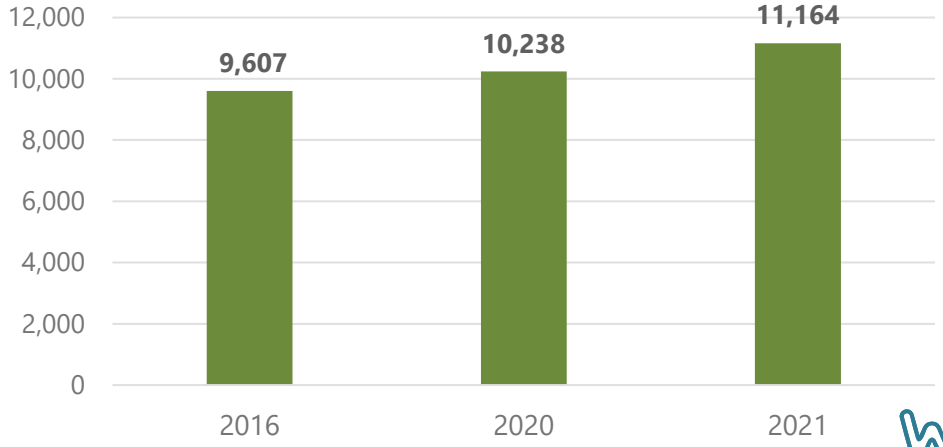
Population Growth, 2016 to 2022: **56%**

Wake County: 13%



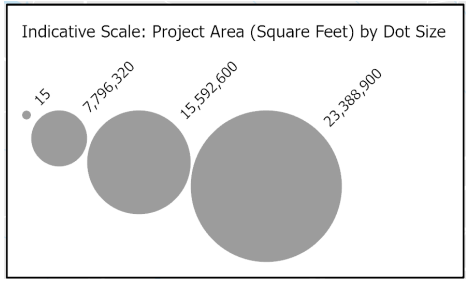
Employment Growth, 2016 to 2021: **16%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

Fuquay Varina: Development

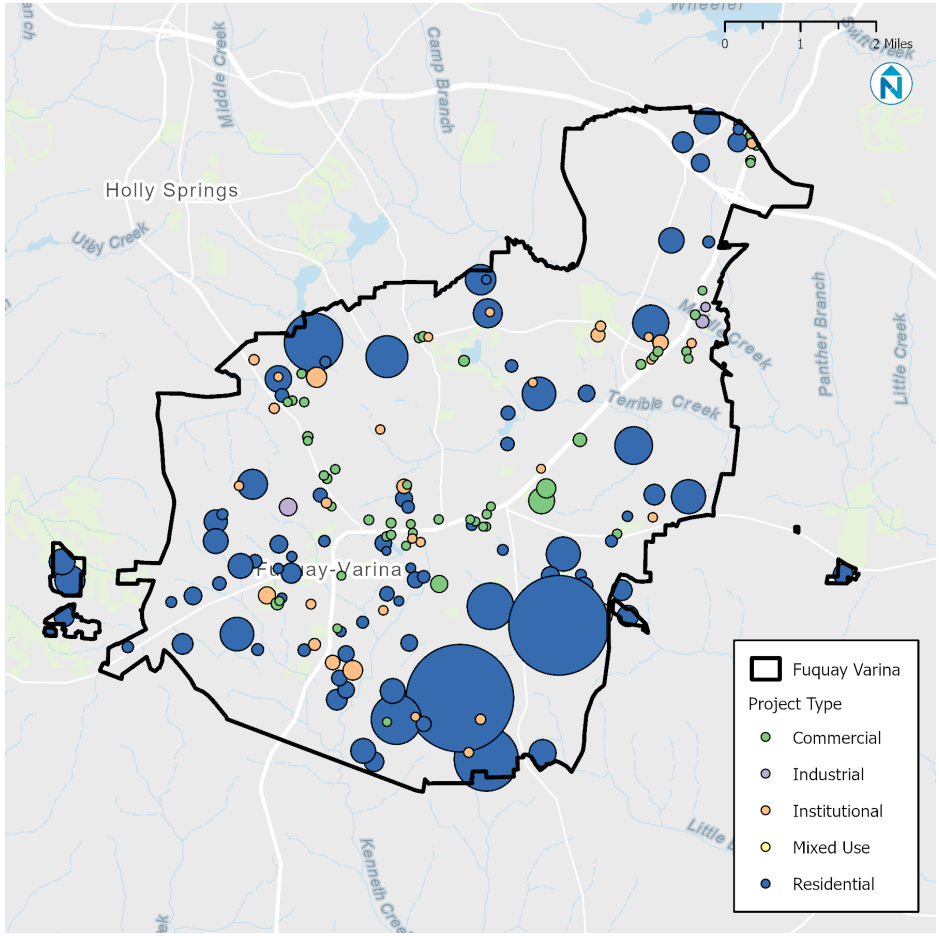


In 2024, Fuquay Varina has limited service provided by the FRX, which travels on Route 401, connecting Fuquay, Wake Tech and Raleigh.

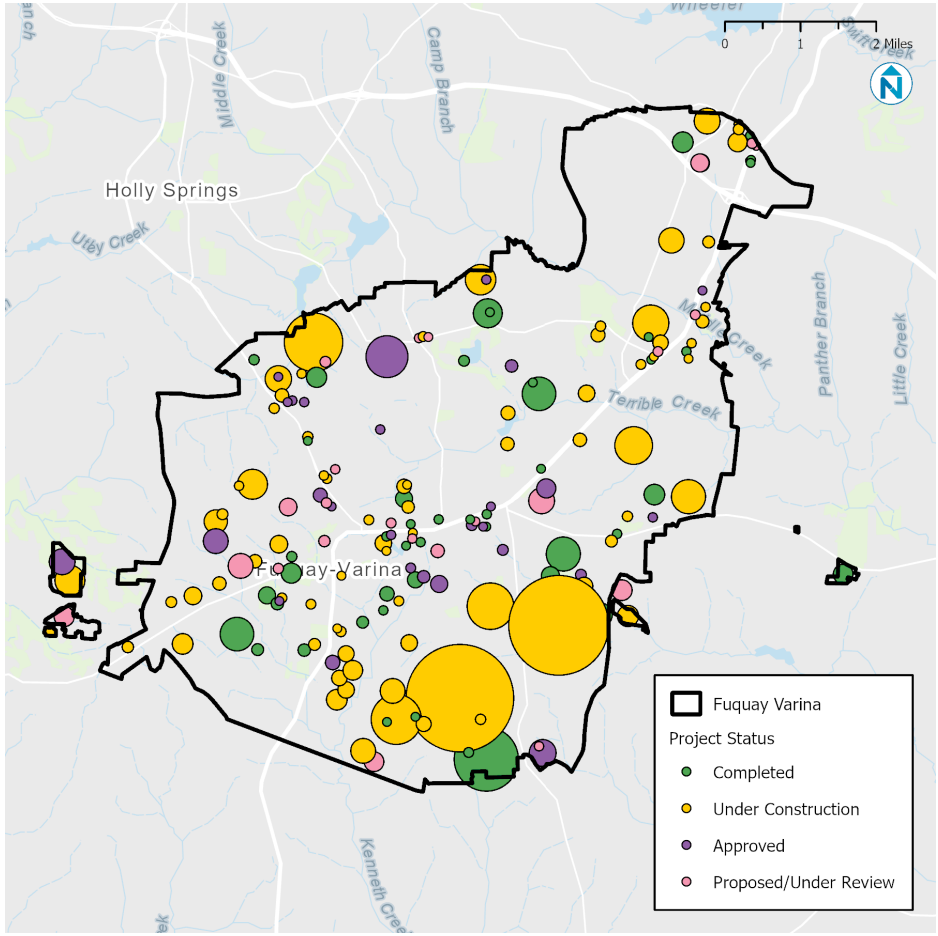
While there is significant development under construction or planned for along the 401 corridor, many projects are planned for the area south of downtown.

Given the land use patterns and low-density development, on-demand microtransit services are likely the best options for travel within Fuquay-Varina. Other mobility options could include on-demand services, like rideshare subsidies.

Other transit improvements might include fixed-route connections between Fuquay-Varina, Holly Springs, and Apex. By connecting to Apex, riders could travel to most regional destinations, including Raleigh, Cary, NC State, and RTP.



Development by Type and Size



Development by Status and Size

Garner: Overview

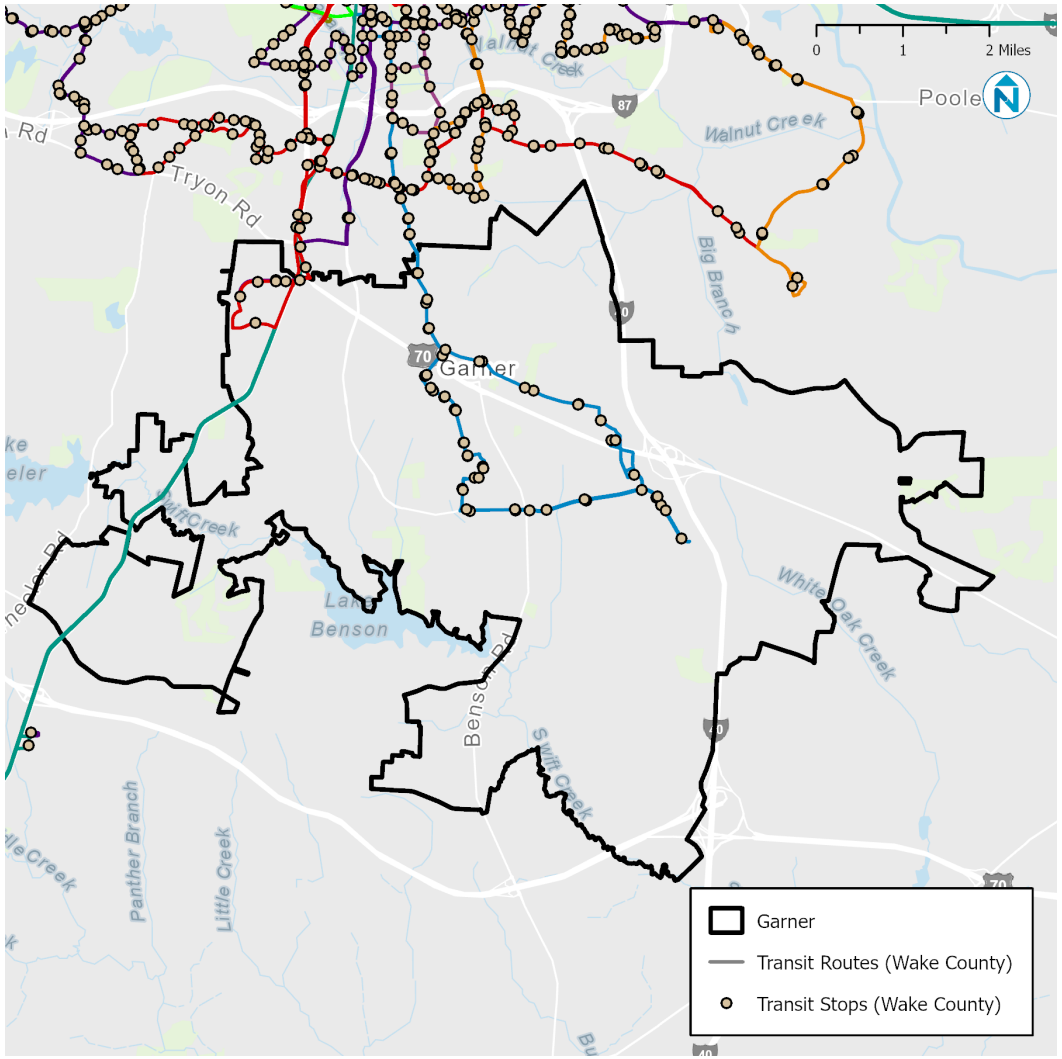
Garner is one of the fast-growing communities in Wake County. In 2022, it had a population of nearly 32,000 people and grew by 15% between 2016 and 2022. Notable characteristics include:

- Garner is one of a few suburban communities in Wake County that has more jobs than people. It also has a higher employment density as compared with Wake County overall. Combined this information suggests potential for people to live and work in the same place. There is also potential for reverse commute patterns as many people will travel to Garner for work.
- Growth has been especially strong in the past few years, with 123 active projects in various stages of development between 2020 and 2024. Of these projects 27 have already been completed. There are also 50 residential projects that will collectively add 116 million square feet of housing.

Garner has relatively limited transit services available today, with two transit routes serving the community. Route 7L Carolina Pines (red line in map to right) provides access to downtown Raleigh, while Route 20 Garner Loop provides a combination of local access and connections to downtown Raleigh (blue line). A third route, the 40X Wake Tech Express, also stops in Garner.

The largest and most significant planned transit project in Garner is the Route 7 "South Sanders" (Planned Southern BRT). This project is advancing into final design with implementation scheduled for the next few years. Route 7 will transition to Southern/Wilmington BRT connecting downtown Raleigh and Garner, with stations at Walmart and North-South Station Shopping Center. Once BRT is implemented service, on Route 7 will offer 15-minutes all day and on weekdays and weekends.

Other planned investments include increased investment in Route 7L, which will operate every 30 minutes, starting in FY25. and a new Route 29L that will connect Garner with Wake Technical Community College. Route 29L does not yet have a scheduled implementation date.



Garner: Key Statistics

Population Density (Persons/Acre): 1.25

Wake County: 2.06

Employment Density (Jobs/Acre): 1.84

Wake County: 1.19

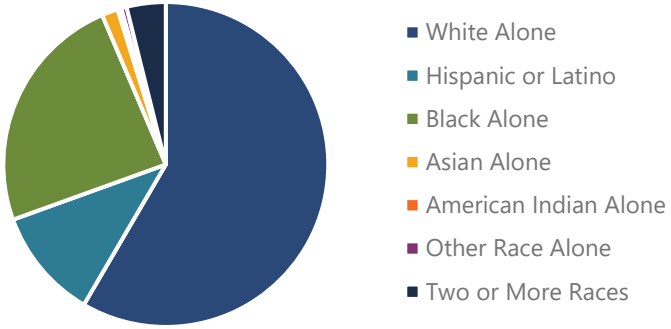
Zero Vehicle Households: 3.9%

Wake County: 4.0%

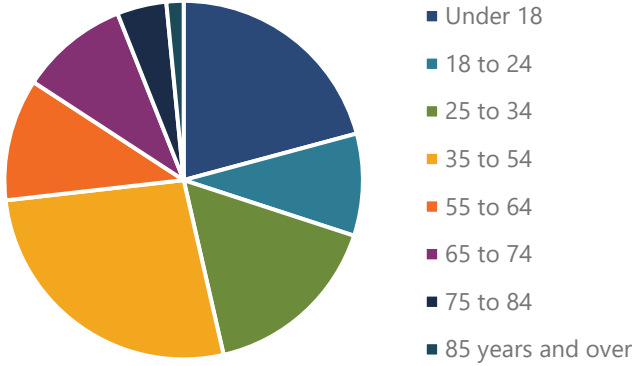
Median Household Income: $77,171

Wake County: $96,806

Race and Ethnicity

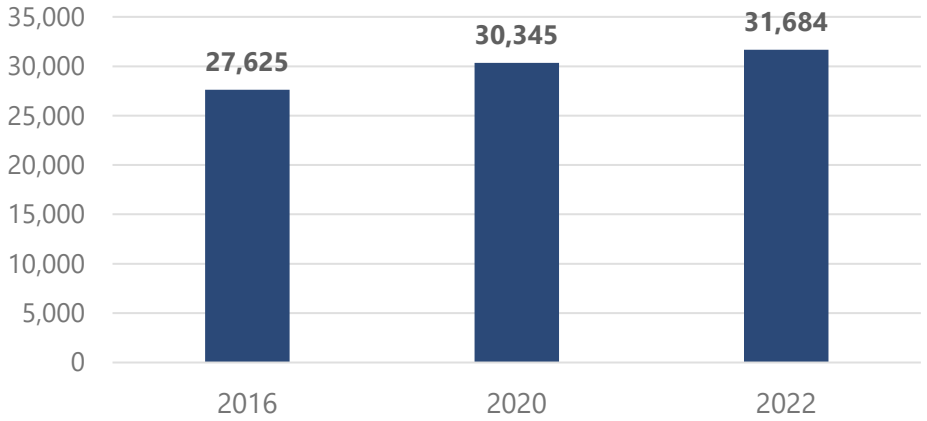


Age Groups



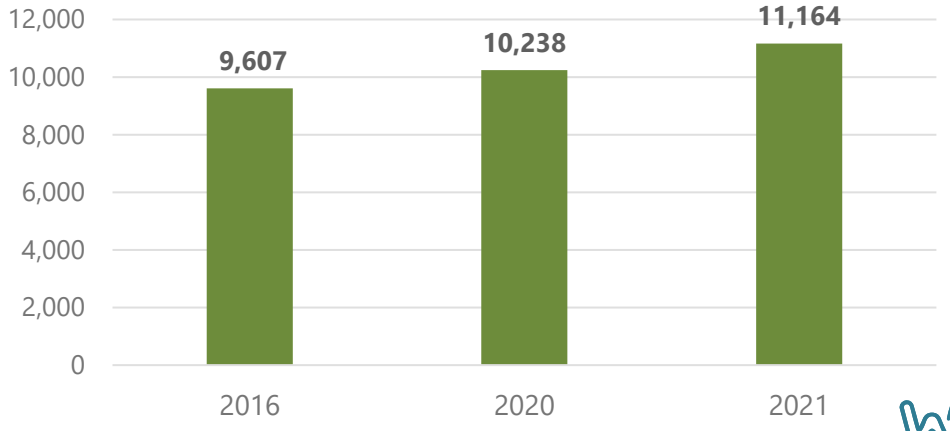
Population Growth, 2016 to 2022: **15%**

Wake County: 13%



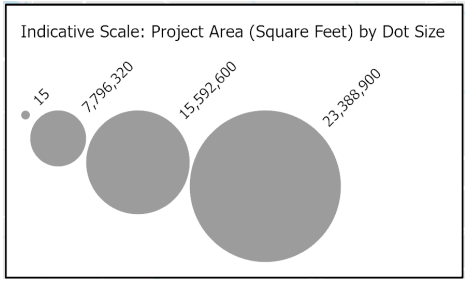
Employment Growth, 2016 to 2021: **18%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

Garner: Development

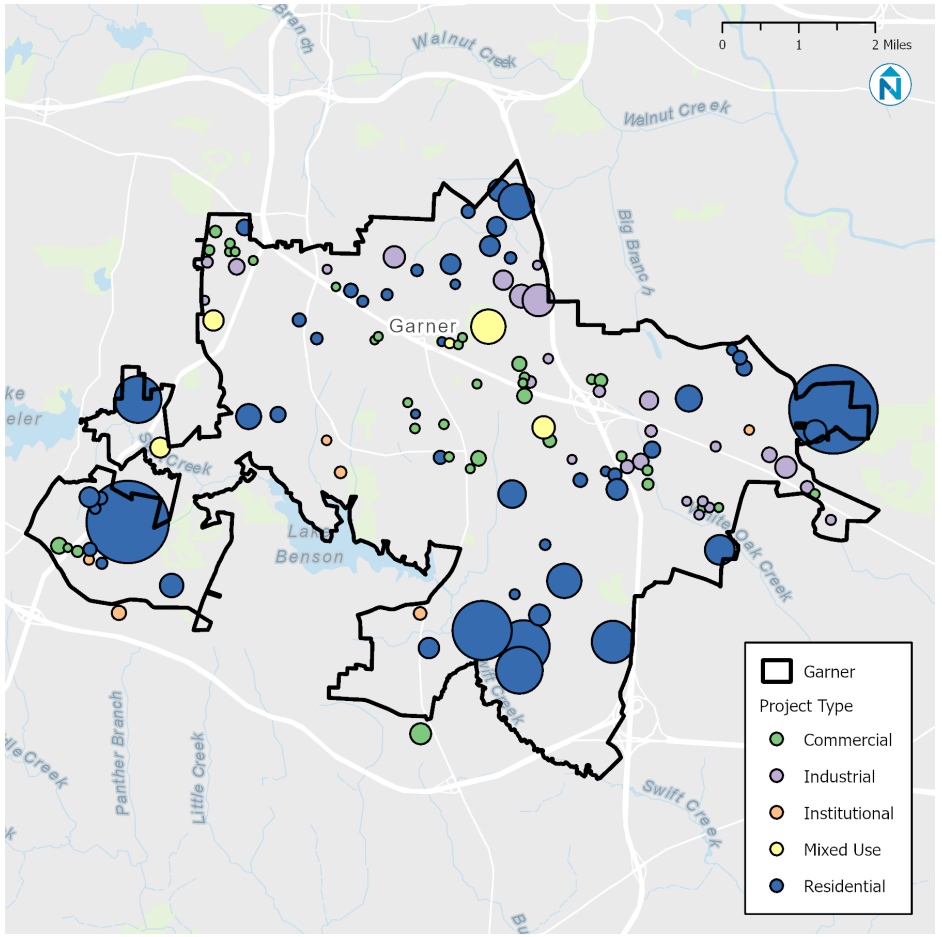


Development patterns show a focus on residential development, with most projects occurring along the southern edge of Garner.

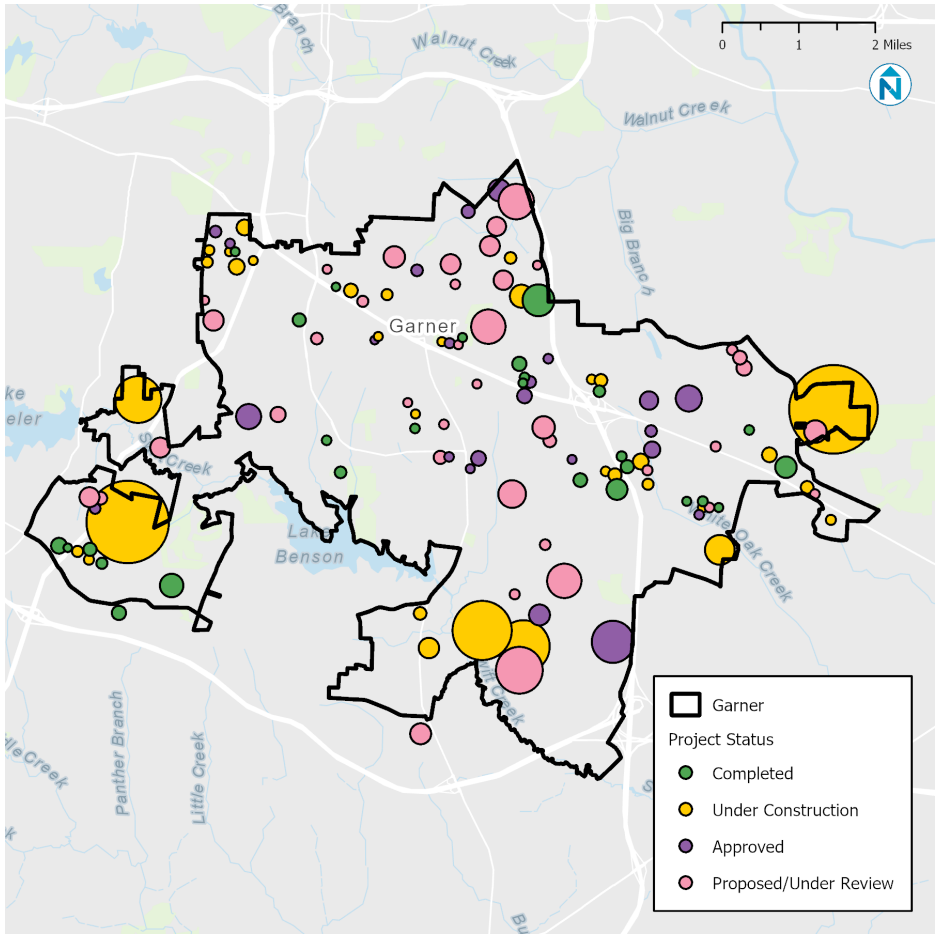
Potential emerging challenges for Garner with regards to transit access are two-fold:

- Most new development projects are not located near the planned BRT stations
- Much of the planned development and projects under construction appear to be single use residential, suggesting a need for connectivity to reach services.

The data does suggest an increased need for local circulation and connections, including first-mile/last-mile connection to future BRT stations and local circulation connecting residential areas to other public transit as well as employment and service centers.



Development by Type and Size



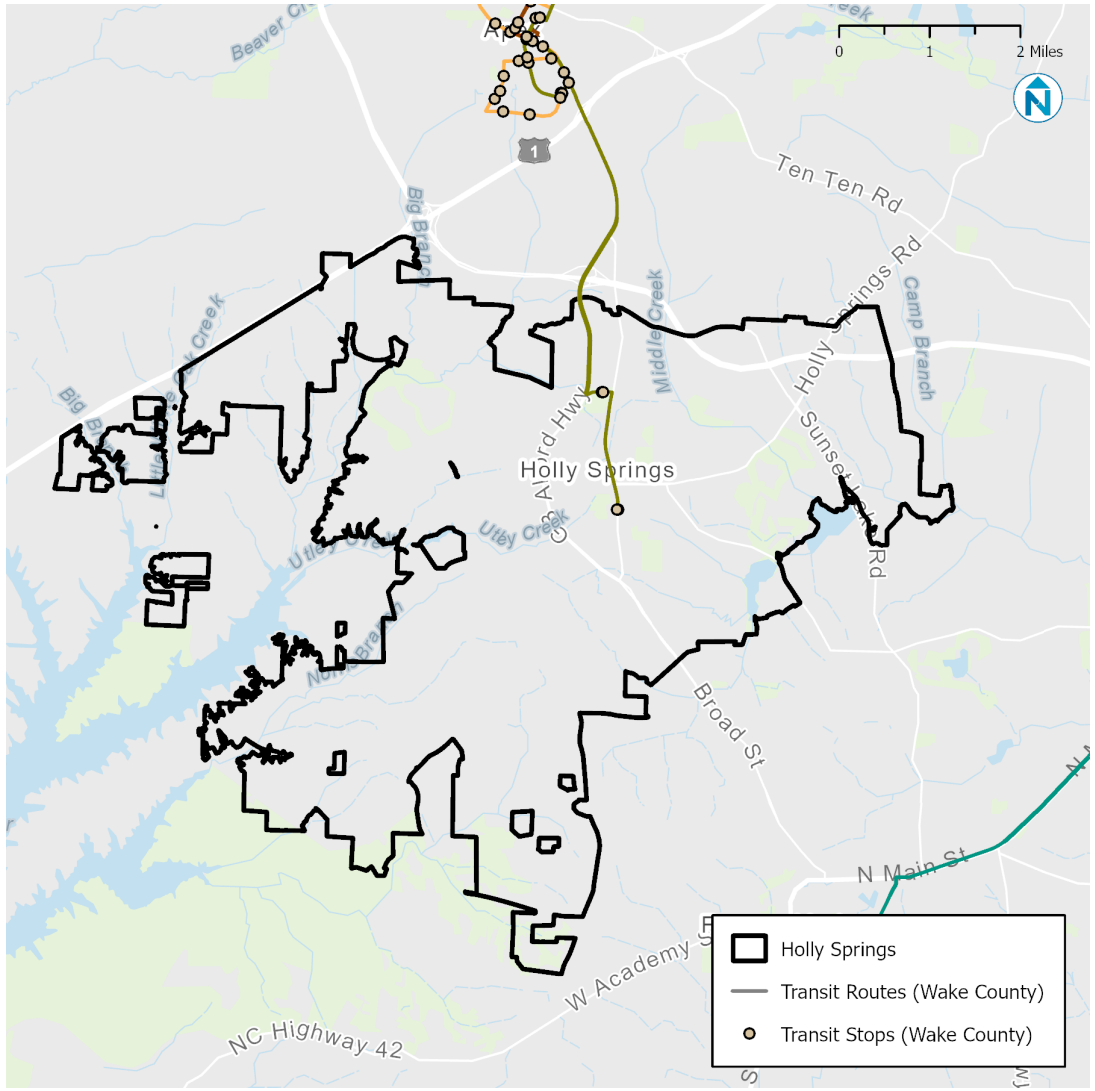
Development by Status and Size

Holly Springs: Overview

There are just over 42,000 people living in Holly Springs (2022), a town in southwest Wake County. Holly Spring is located just south of Apex and north of Fuquay Varina. Population growth has been strong; Holly Springs added nearly 40% more people between 2016 and 2022. During the same period, employment grew by 54%. As compared with other parts of Wake County, Holly Springs is less densely developed and has fewer zero vehicle households. The Town is also more affluent, less diverse and younger as compared with other Towns in Wake County.

Holly Springs is connected to the regional transit network by a single bus route, Route 305 that connects Holly Springs with Apex, Cary and downtown Raleigh. While more service is available between Apex, Cary and Raleigh, in 2023 there are only three morning and afternoon trips departing from Holly Springs. There are, however, planned investments for Route 305 with all day service scheduled to start in 2024, weekend service in FY25 and all trips connecting to Holly Springs in FY27.

The Town of Holly Springs is one of only two communities that has not yet participated in the Community Funding Areas program. The Town's Strategic Plan is focused on maintaining small town character through coordinated transportation and land use planning, including a focus on sustaining a vibrant downtown with multimodal transportation connections.



Holly Springs: Key Statistics

Population Density (Persons/Acre): 2.04

Wake County: 2.06

Employment Density (Jobs/Acre): 0.51

Wake County: 1.19

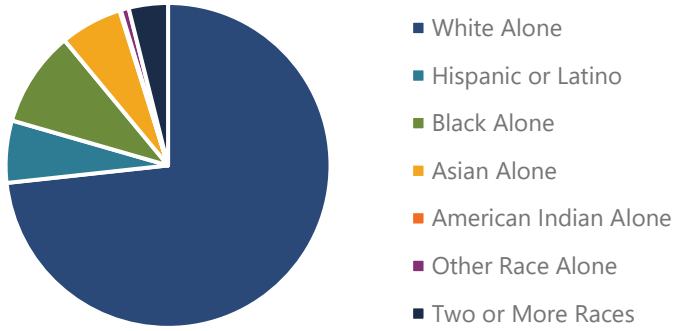
Zero Vehicle Households: 1.1%

Wake County: 4.0%

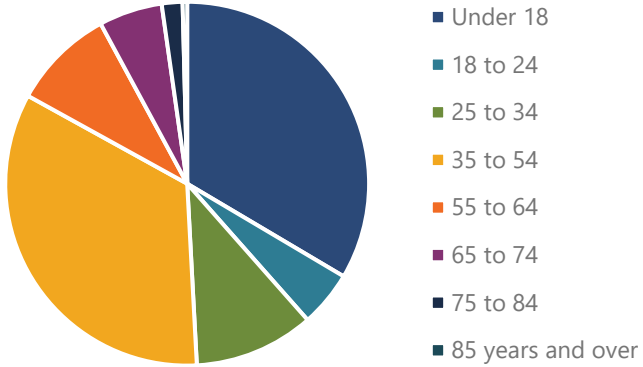
Median Household Income: $127,755

Wake County: $96,806

Race and Ethnicity

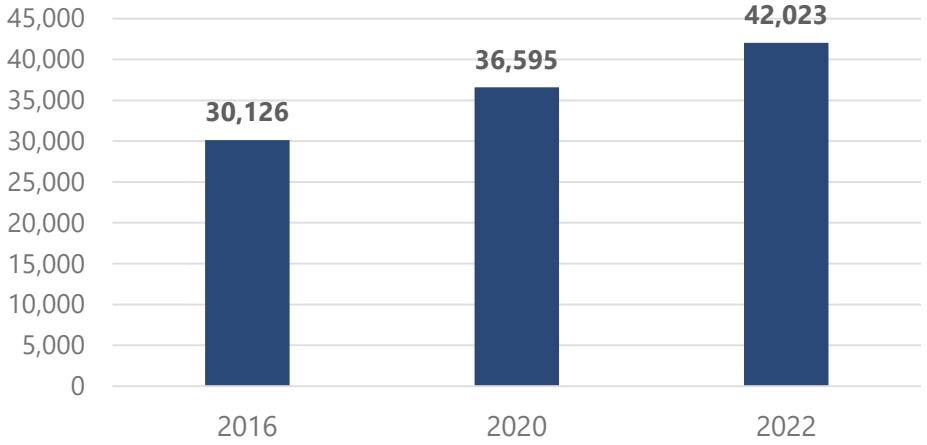


Age Groups



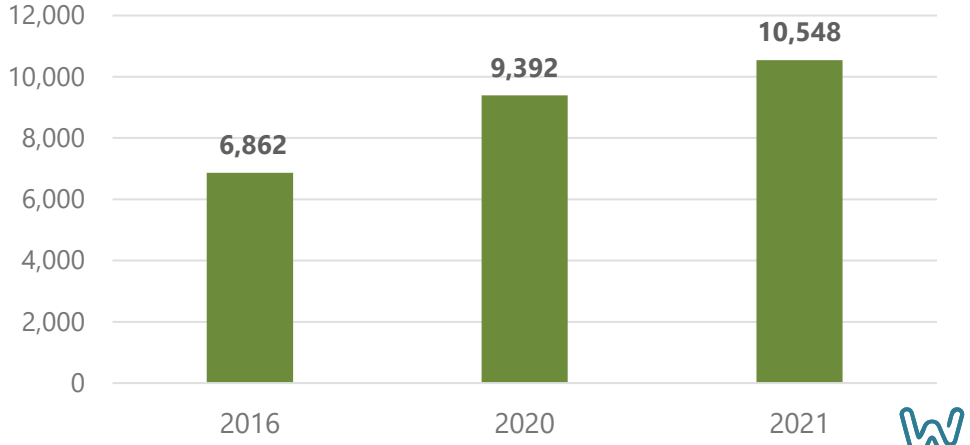
Population Growth, 2016 to 2022: **40%**

Wake County: 13%



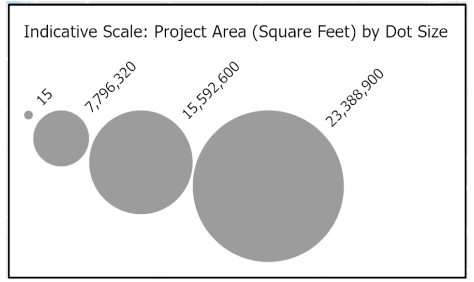
Employment Growth, 2016 to 2021: **54%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

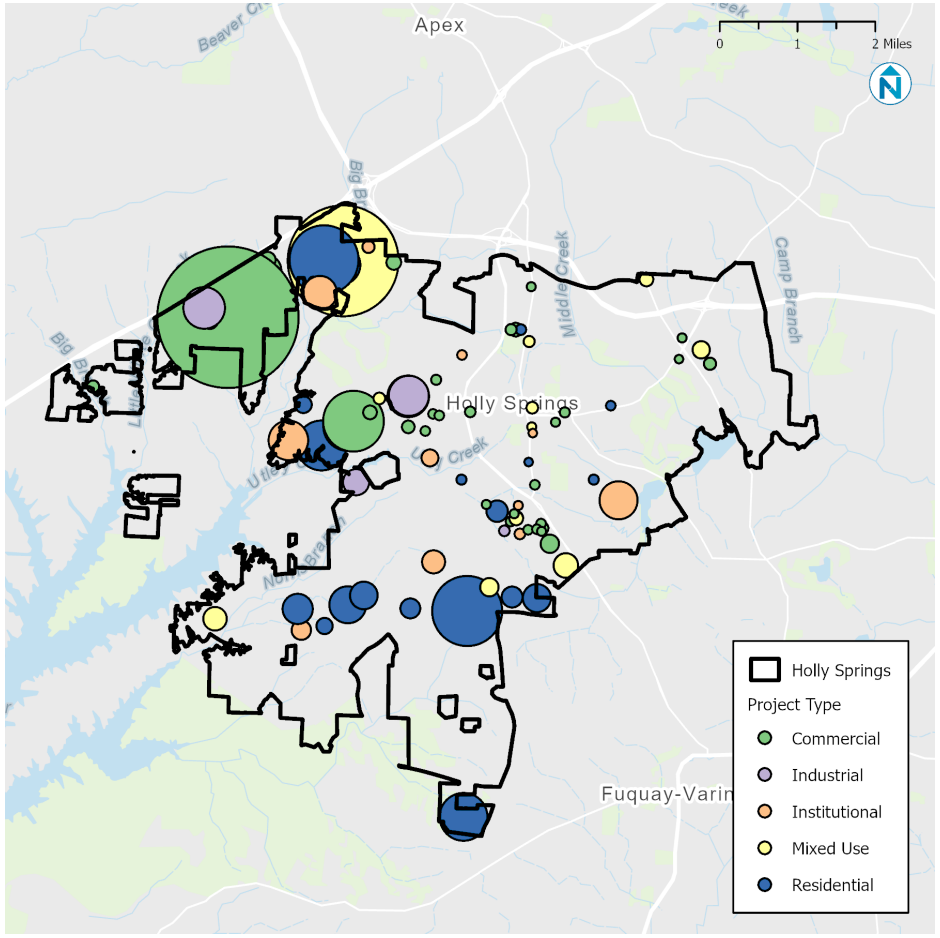
Holly Springs: Development



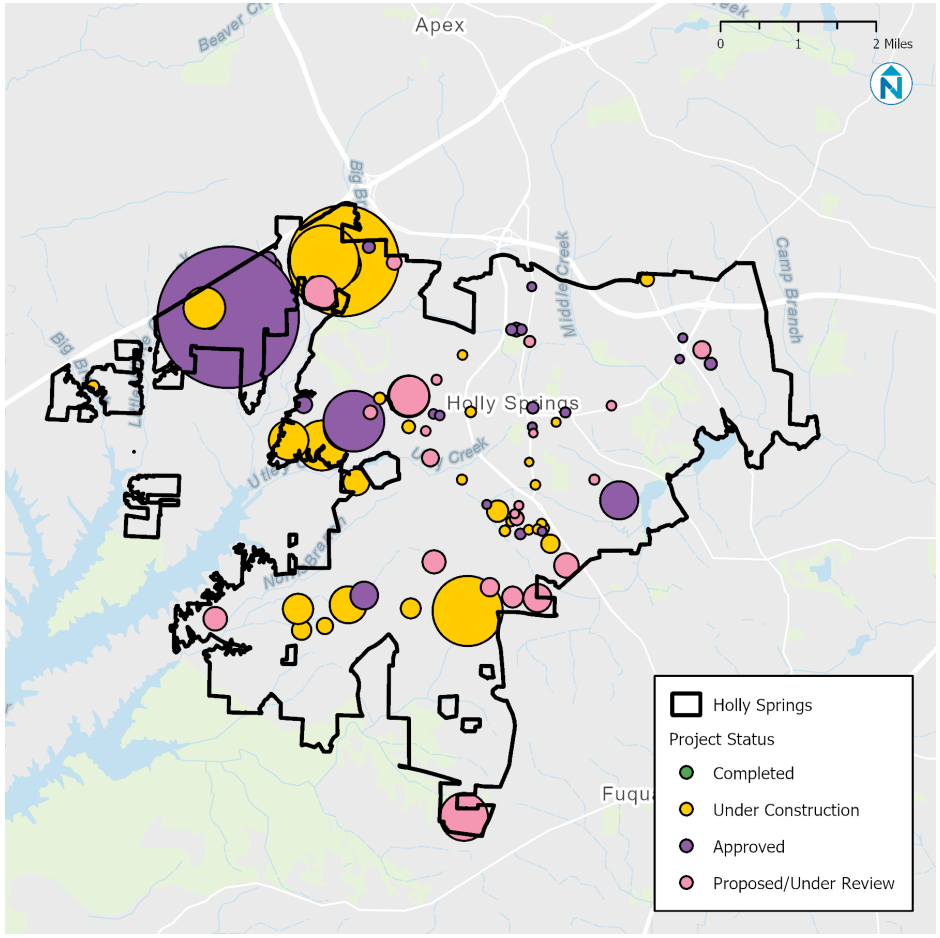
Data collected in 2024 show several projects in Holly Springs, including mixed use, commercial and residential development. The largest cluster of projects is located just south of US-1, which includes investment from the bio-pharma sector. Other development clusters in Holly Spring are to the west and south of the city center and closer to Main Street.

The Town of Holly Springs may consider supporting north-south transit connections linking the Town to Apex and potentially Fuquay-Varina. A north-south connection would give Holly Springs residents access to regional destinations.

Holly Springs development patterns suggest that local transit connections will be needed, and low-density land uses suggest on-demand microtransit type service may be the most effective way to connect people with community resources, including regional transit.



Development by Type and Size



Development by Status and Size

Knightdale: Overview

Knightdale is located just east of the City of Raleigh. In 2022, its population was 19,217, some 5,000 more people as compared with 2016. Jobs grew more slowly – by 9% - over the same period and in 2022, Knightdale had just over 6,600 jobs. Like other communities in Wake County, Knightdale has significantly more people than jobs. Knightdale has lower population and employment density as compared with Wake County. However, average incomes are lower and there are only slightly fewer zero vehicle households as compared with other Wake County communities. Knightdale's population is also young and diverse.

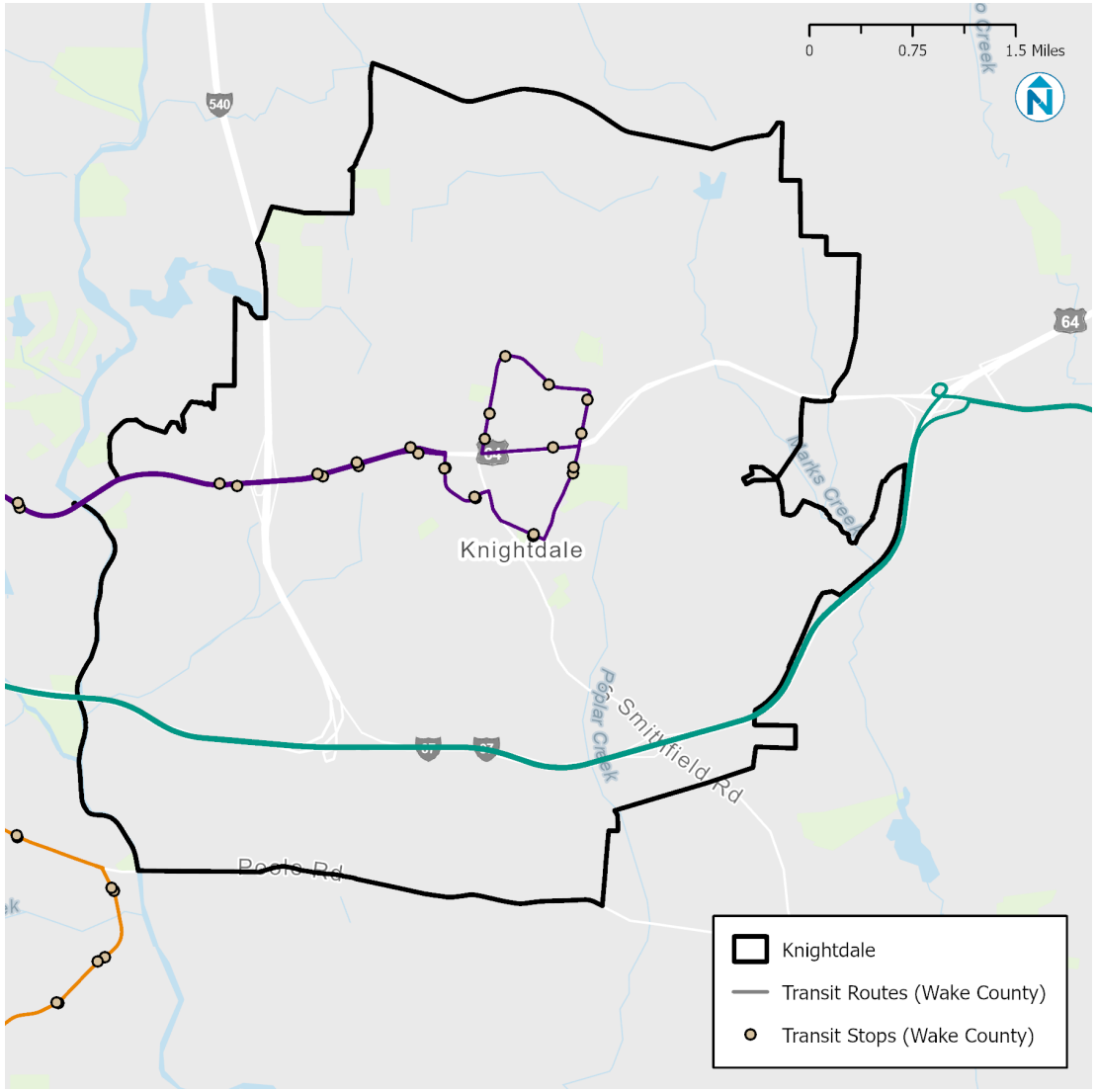
There are two bus routes that begin/end in Knightdale:

- GoRaleigh Route 33, connects Knightdale and New Hope Commons, and provides local connections. It operates hourly on weekdays.
- NE SmartRide provides on-demand microtransit service for travel in Knightdale and northeast Wake County, including to/from Rolesville, Wendell and Zebulon. This service is fare-free and operates on weekdays between 6 AM and 7 PM.

Before the COVID pandemic, the Knightdale-Raleigh Express (KRX) operated between Knightdale, WakeMed and downtown Raleigh during peak periods on weekdays. The KRX was suspended during the pandemic; service is scheduled to resume in FY27.

Knightdale has used the Community Funding Area program for capital improvements, including pedestrian improvements to strengthen access to Route 33.

Knightdale's Comprehensive Transportation Plan (CTP), focuses on a multimodal transportation network and includes short term recommendations to strengthen transit-oriented development. It also recommends improving on-demand microtransit, adding a stop to the ZWX at Wendell Falls, adding trips to the ZWX and extending the New Bern BRT to Rolesville.



Knightdale: Key Statistics

Population Density (Persons/Acre): 1.19

Wake County: 2.06

Employment Density (Jobs/Acre): 0.41

Wake County: 1.19

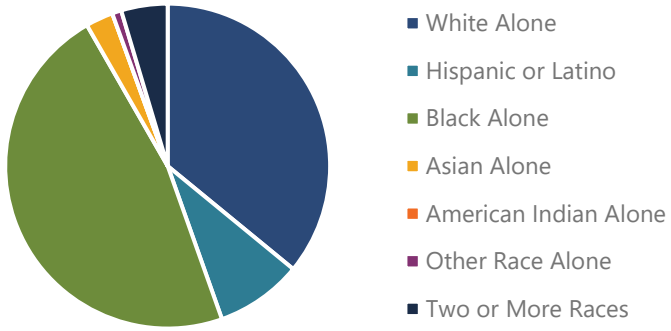
Zero Vehicle Households: 3.8%

Wake County: 4.0%

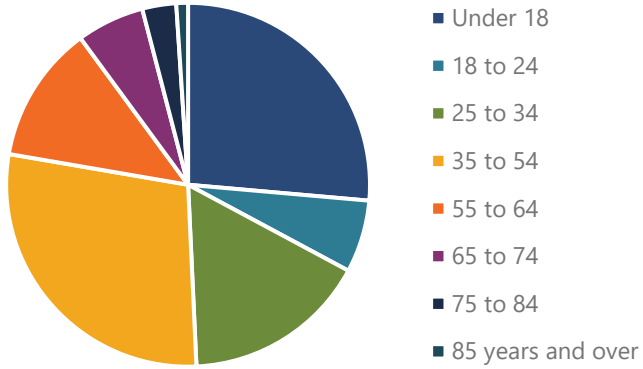
Median Household Income: $79,364

Wake County: $96,806

Race and Ethnicity

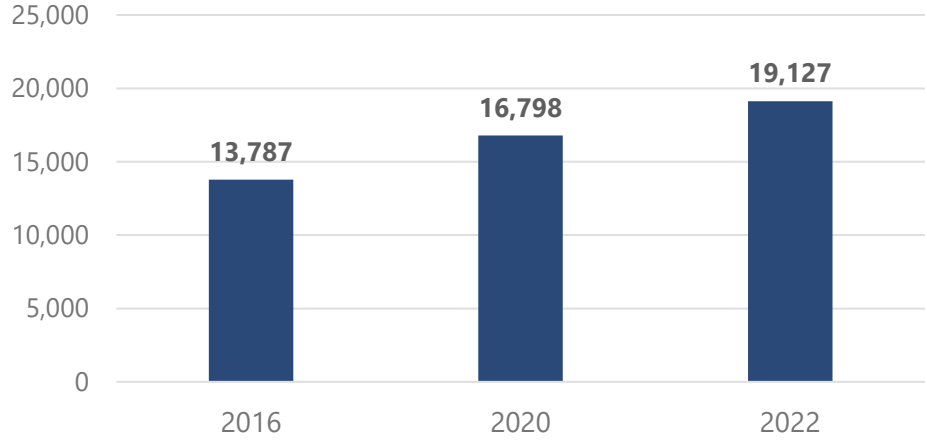


Age Groups



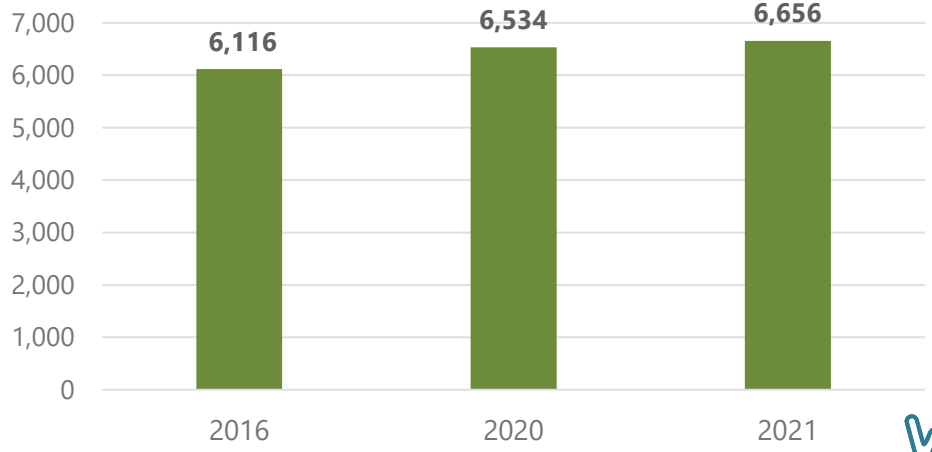
Population Growth, 2016 to 2022: **39%**

Wake County: 13%



Employment Growth, 2016 to 2021: **9%**

Wake County: 8%

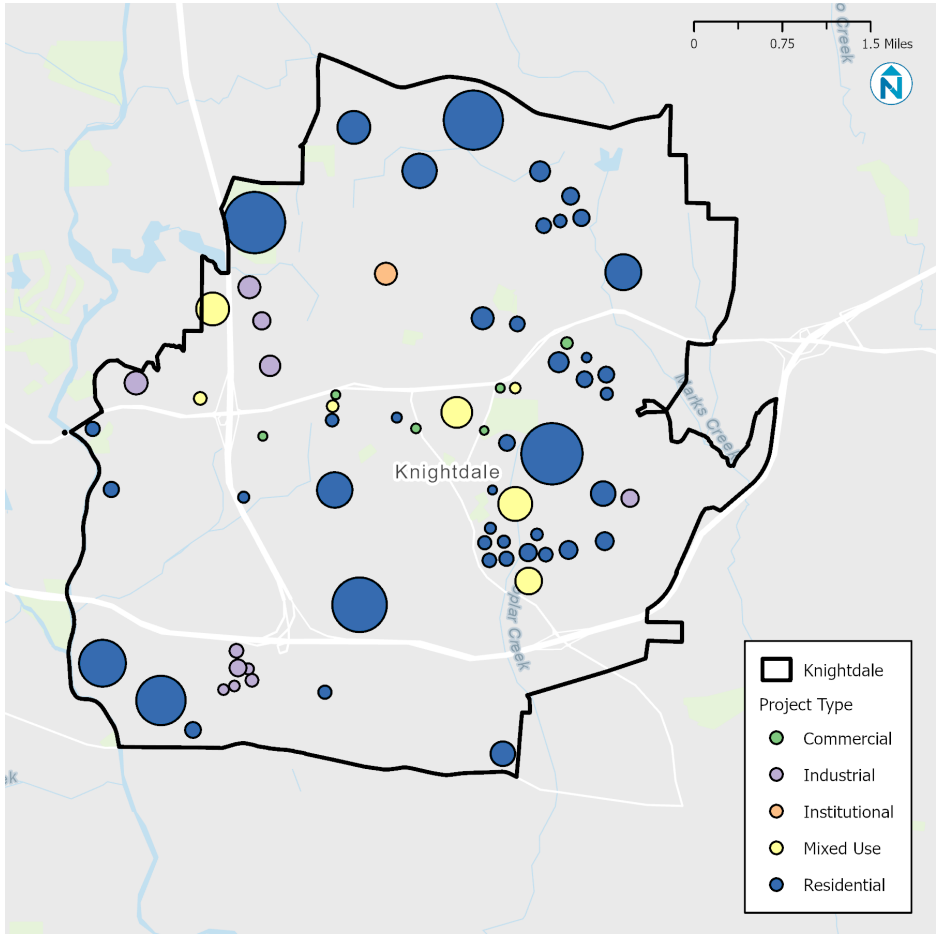


WAKE TRANSIT PLAN UPDATE

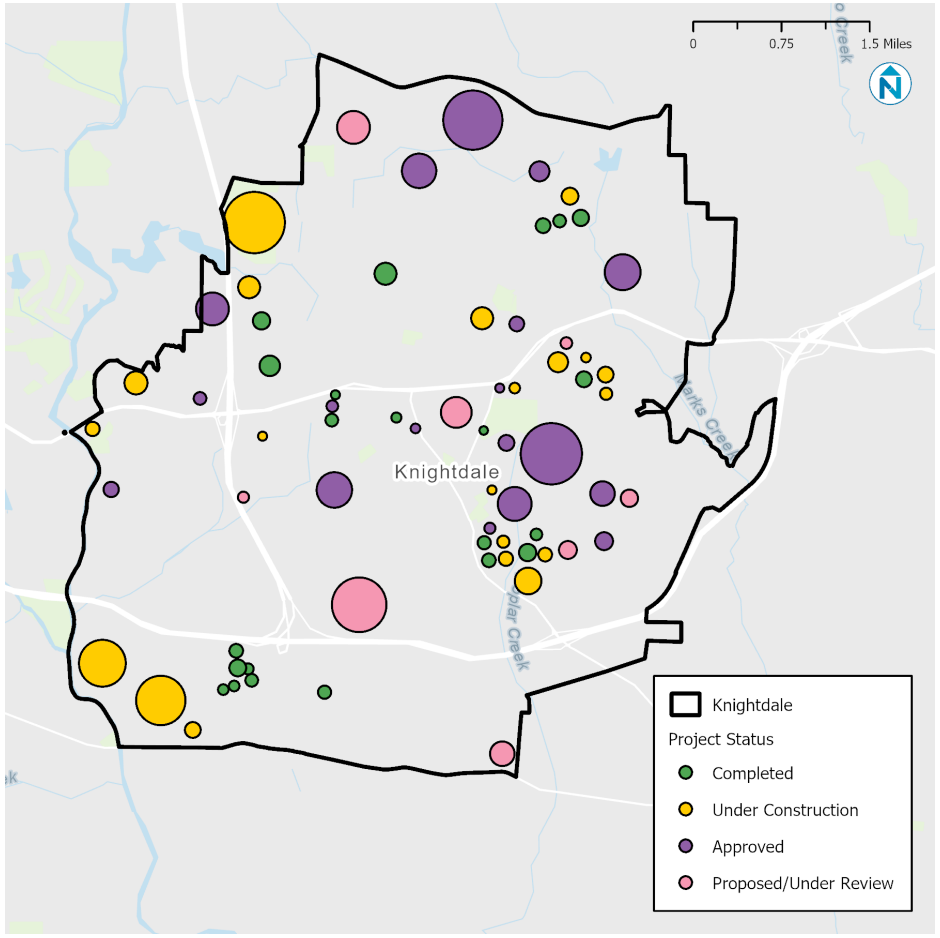
Knightdale: Development

Knightdale has a significant number of new development, including projects planned and under construction. Most new projects are residential developments, with several projects located at the northern edge of the town. Another large cluster of development is near to downtown Knightdale and includes a combination of residential and mixed- use development. This type of development is consistent with the principles identified in the CTP and will promote a walkable downtown.

Given Knightdale's proximity to Raleigh, its rapid growth and socio-economic characteristics, there are opportunities for better connections to downtown Raleigh and major destinations on Raleigh's east side, like WakeMed and Triangle Town Center. On-demand microtransit is also a potential consideration for first mile/last mile connections and local circulation within the community.



Development by Type and Size



Development by Status and Size

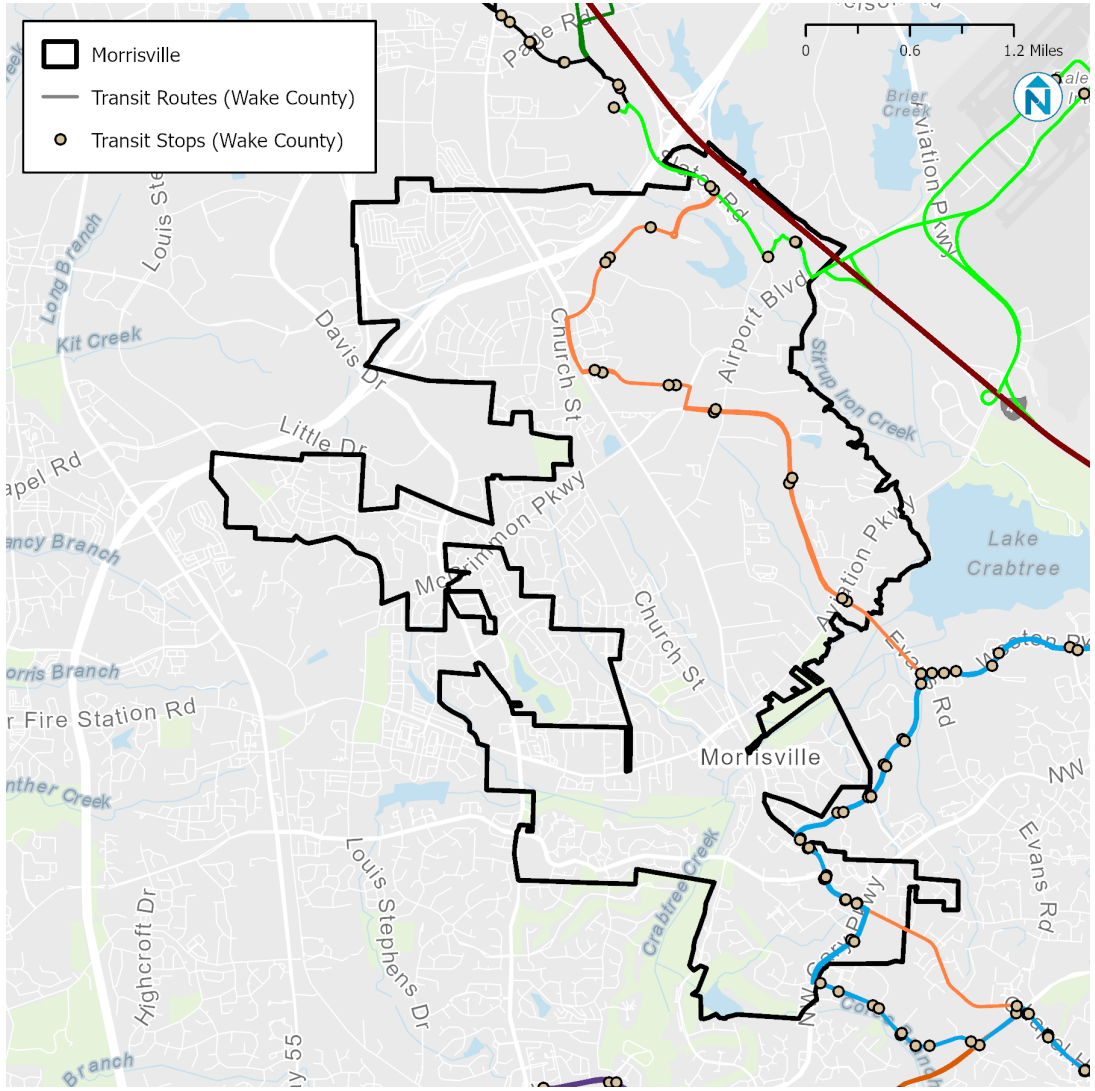
Morrisville: Overview

Morrisville is in the western part of Wake County, adjacent to Durham County and the Research Triangle Park. In 2022, it was home to roughly 30,000 people and 32,000 jobs, making it one of the few communities with more jobs than people. The density of development in Morrisville is also higher than the Wake County average. It also has a diverse population, with no single racial group accounting for more than half of the total population.

The Town of Morrisville has a Transit Oriented Development and Zoning Plan that is designed to create a district in Central Morrisville within walking distance of planned transit services long NC54. Morrisville's goal with this plan is to create a mixed-use, higher density and walkable community in the center of Morrisville.

One fixed-route bus service – Route 310 – operated by GoTriangle connects the Cary Depot with the Wake Tech RTP Campus in Morrisville and the Regional Transit Center. Route 310 operates on weekdays with hourly service. Service improvements, including increased service levels, are planned for FY28. Future transit development under consideration by the Wake Transit Plan include a BRT extension along NC54 connecting Cary with the Regional Transit Center. This potential future service would operate through the center of Morrisville.

The Town of Morrisville received funding from the Community Funding Area program in 2019 to plan and design transit service, with an additional grant in 2021 to operate on-demand "Smart Shuttle" microtransit service. The Smart Shuttle uses a node-base service model that picks people up at nodes (or virtual stops) located throughout Morrisville; riders can also travel to the Regional Transit Service and connect to other transit services. The service is fare free, available daily and operated by GoGary with branded vehicles. In FY23, the Smart Shuttle carried 21,445 riders, nearly doubling ridership in 2023.



Morrisville: Key Statistics

Population Density (Persons/Acre): 4.72

Wake County: 2.06

Employment Density (Jobs/Acre): 5.05

Wake County: 1.19

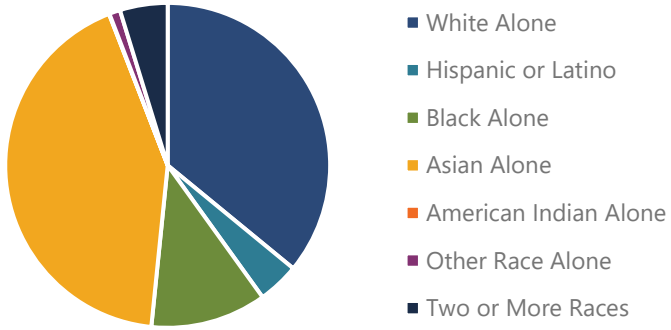
Zero Vehicle Households: 2.3%

Wake County: 4.0%

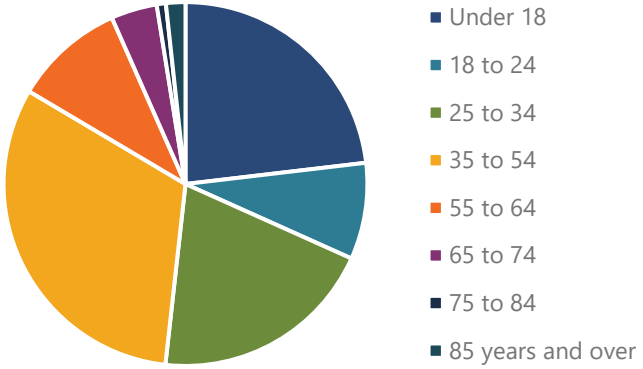
Median Household Income: $114,075

Wake County: $96,806

Race and Ethnicity

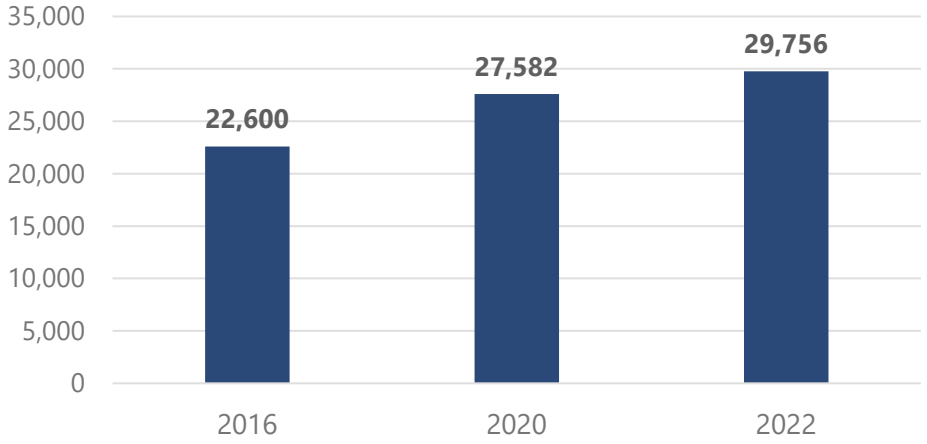


Age Groups



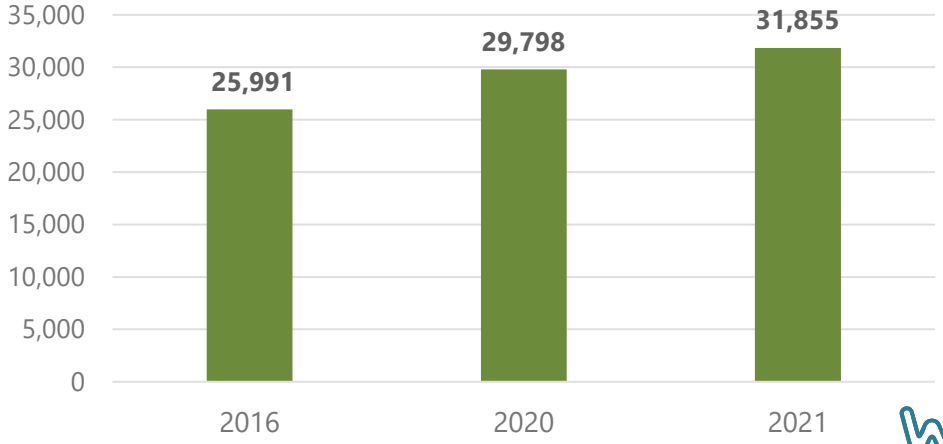
Population Growth, 2016 to 2022: **32%**

Wake County: 13%



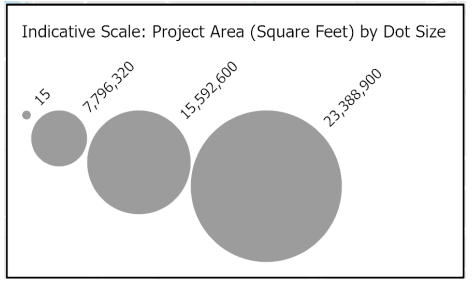
Employment Growth, 2016 to 2021: **23%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

Morrisville: Development

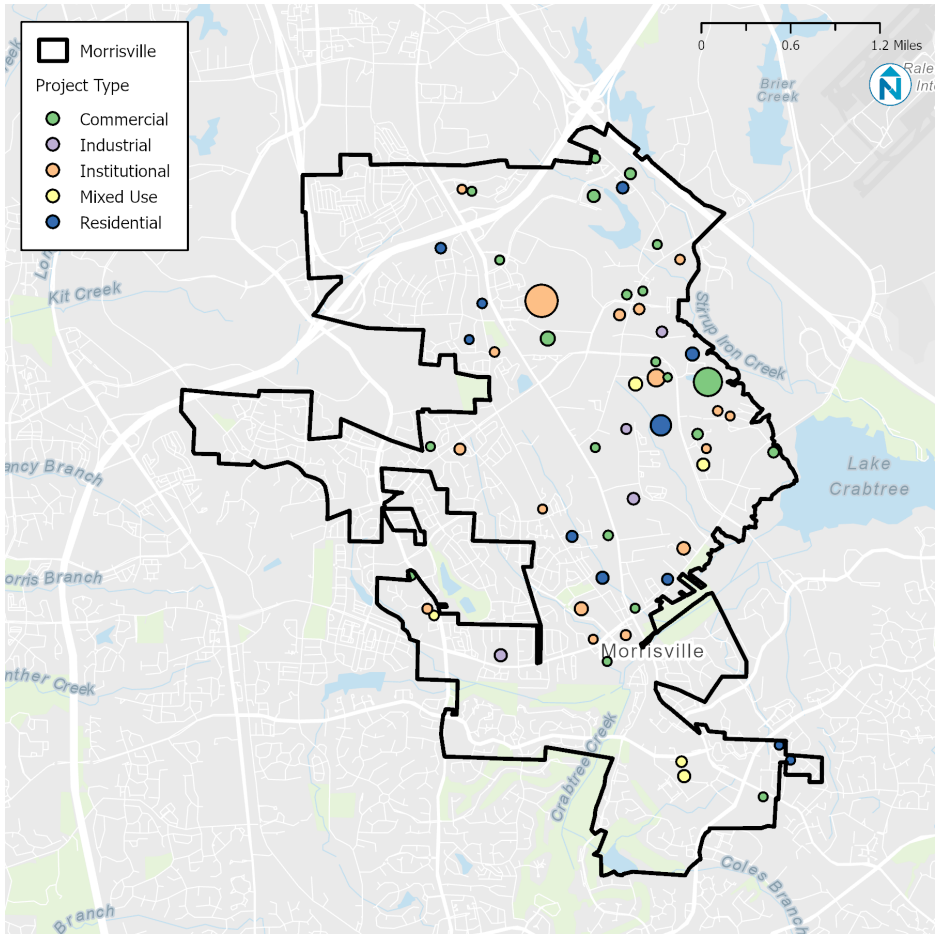


Data collected in 2024 shows two pockets of development in Morrisville. One large development under construction near the intersection of McCrimmon Parkway and NC54 is within Morrisville's planned TOD East district.

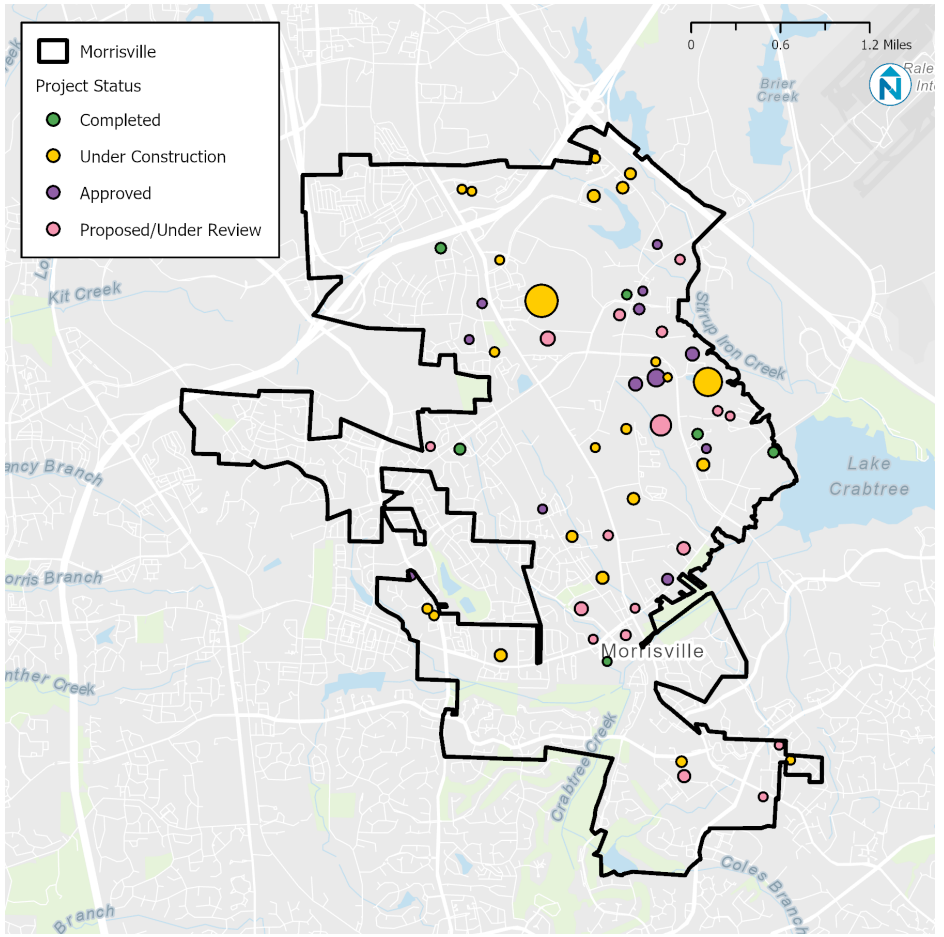
The second pocket of development is north of Aviation Parkway, with projects located on the east and west sides of McCrimmon Parkway. This area, especially the development north of McCrimmon Parkway is not easily accessible to planned transit services on NC54.

Outsides of these two areas, the Town of Morrisville's development is smaller and scattered throughout the community.

In terms transit needs, the Smart Shuttle service is demonstrating its effectiveness in serving the existing community. Town plans are designed to focus future development around planned transit corridors.



Development by Type and Size



Development by Status and Size

Raleigh: Overview

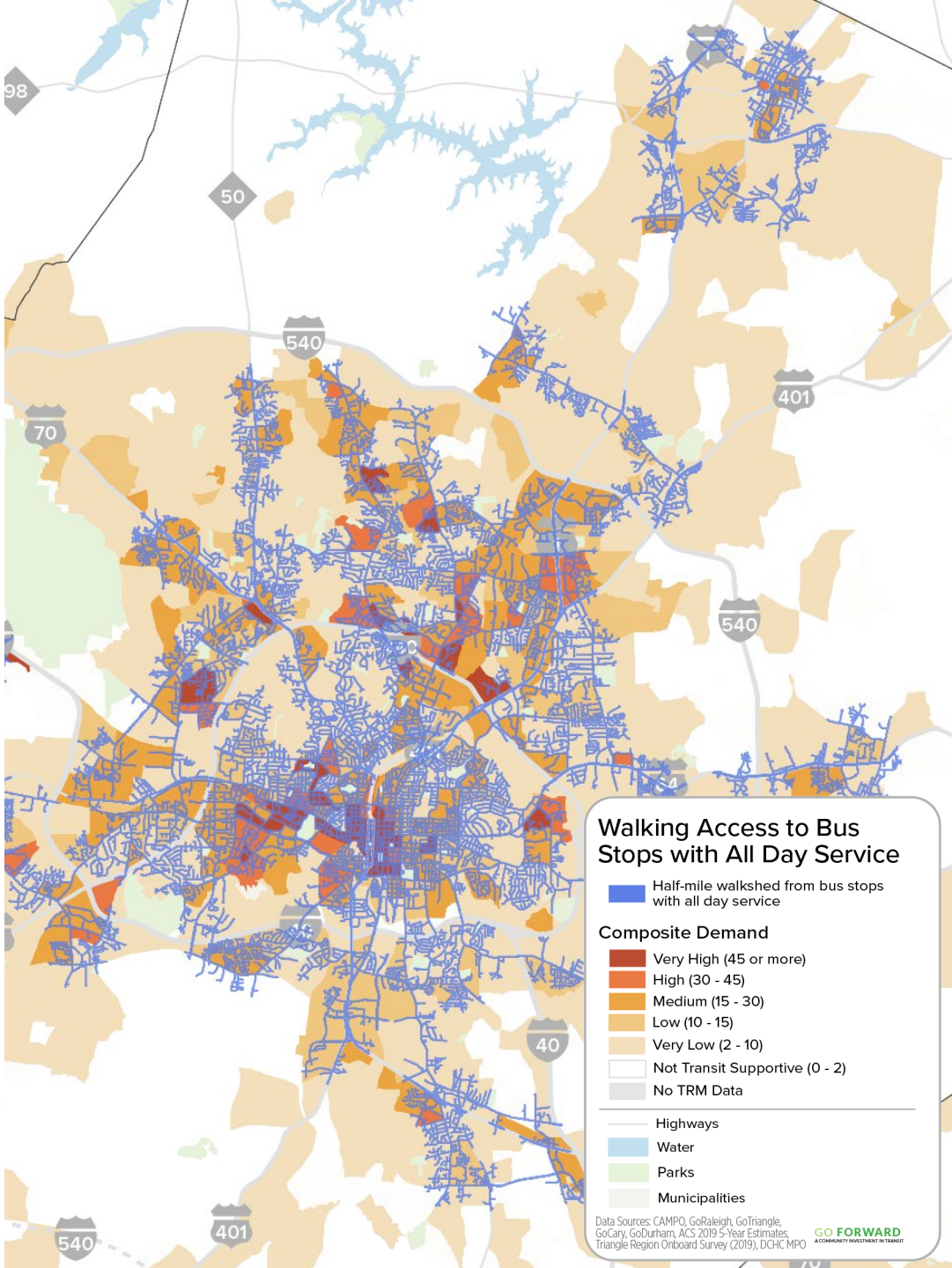
Raleigh sits in the center of Wake County and is the heart of the region's urbanized area. According to the U.S. Census, there were 482,295 people living in Raleigh in 2023. The population has grown by 3% in the past three years and 19% since 2010, meaning there are 80,000 more residents today, than there was in 2010.

Raleigh is the densest community in Wake County; density reflects concentrations of employment in downtown Raleigh, North Carolina State University, along several corridors in the city and around activity centers, including regional medical facilities and complexes. Raleigh is also the most diverse communities in Wake County and one of the youngest. Just over half (52%) identify as white alone, with 28% identifying as Black and 12% as Hispanic or Latino. In addition, 59% of the population is aged 39 or less.

Raleigh is becoming denser, in part through deliberate policies and practices that have encouraged infill development, and multifamily units. Transit services are aligned with growth; GoRaleigh, the city's transit operator, has an active equitable TOD framework designed to help match development around planned transit development.

The map to the right combines transit propensity (the likelihood of the underlying population to use transit) and areas within a half-mile walkshed of all day transit service. This suggests that while there are some pockets where additional services might be needed, transit is well aligned with need.

GoRaleigh, a department within the city, has the largest and most concentrated network of bus services in Wake County. The Wake Transit Plan continues to make investments in and around Raleigh, including the development of bus rapid transit (BRT) lines that will connect north, south, east and west from downtown. Potential future development of transit services in Raleigh include increased investment in the frequency of service, longer hours of operation and the potential of expanded services, especially in North Raleigh.



Raleigh: Key Statistics

Population Density (Persons/Acre): 3.98

Wake County: 2.06

Employment Density (Jobs/Acre): 3.21

Wake County: 1.19

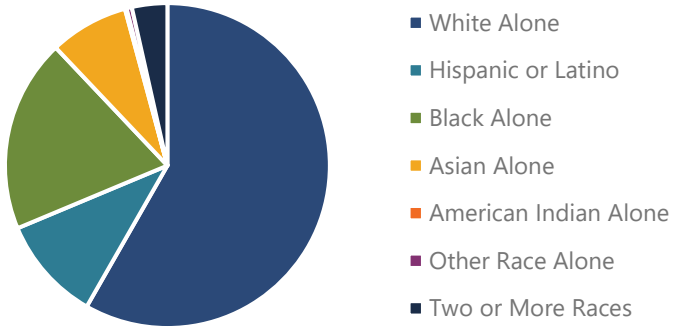
Zero Vehicle Households: 5.7%

Wake County: 4.0%

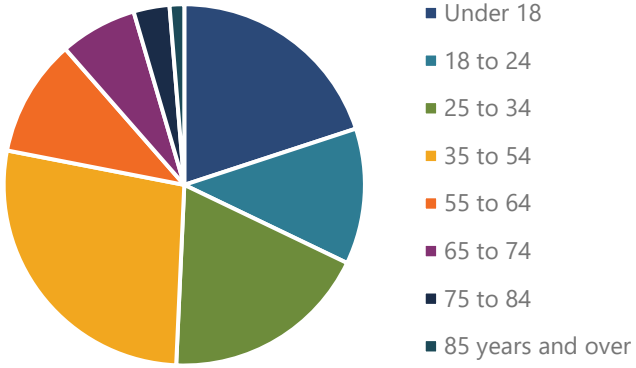
Median Household Income: $78,631

Wake County: $96,806

Race and Ethnicity

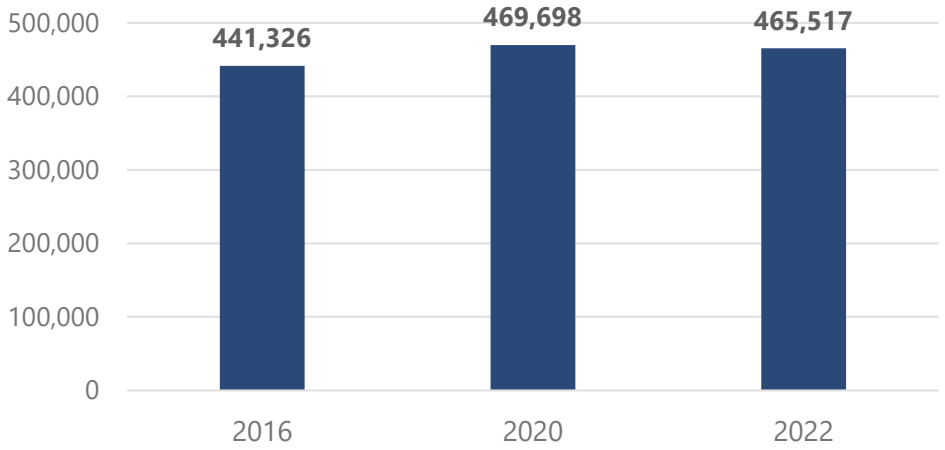


Age Groups



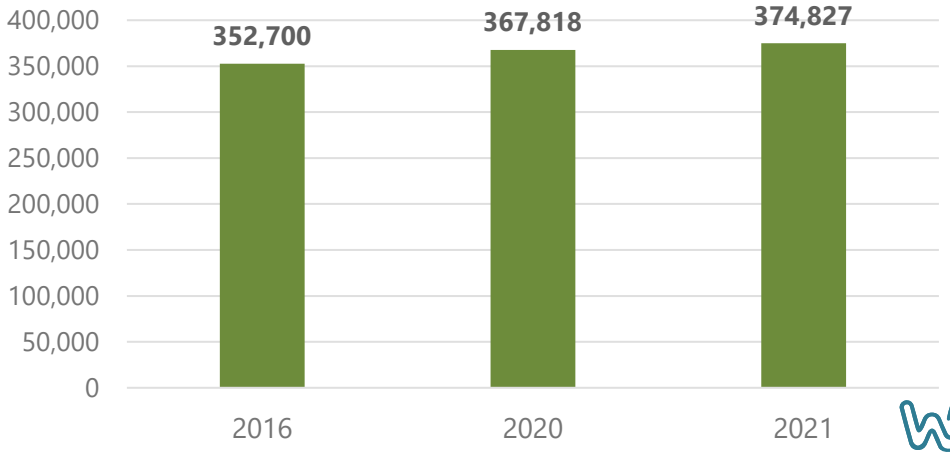
Population Growth, 2016 to 2022: **5%**

Wake County: 13%



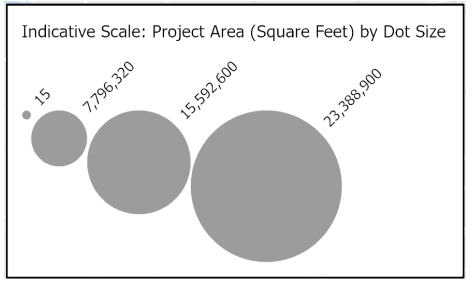
Employment Growth, 2016 to 2021: **6%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

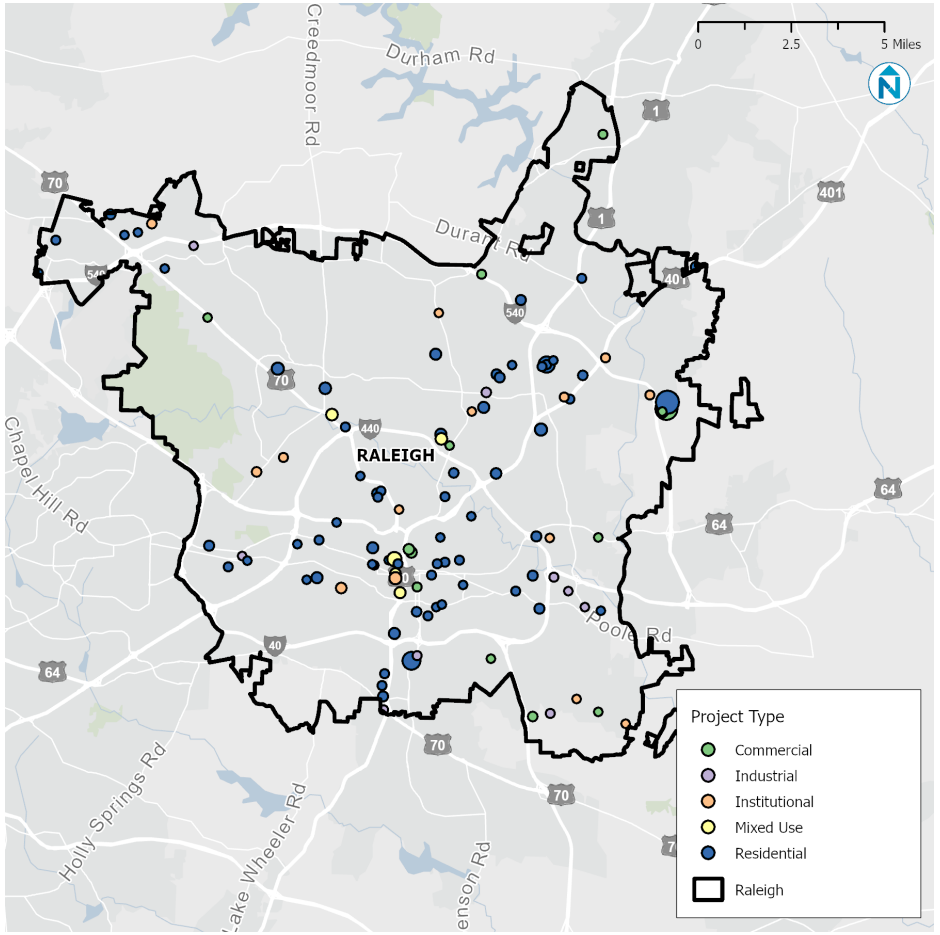
Raleigh: Development



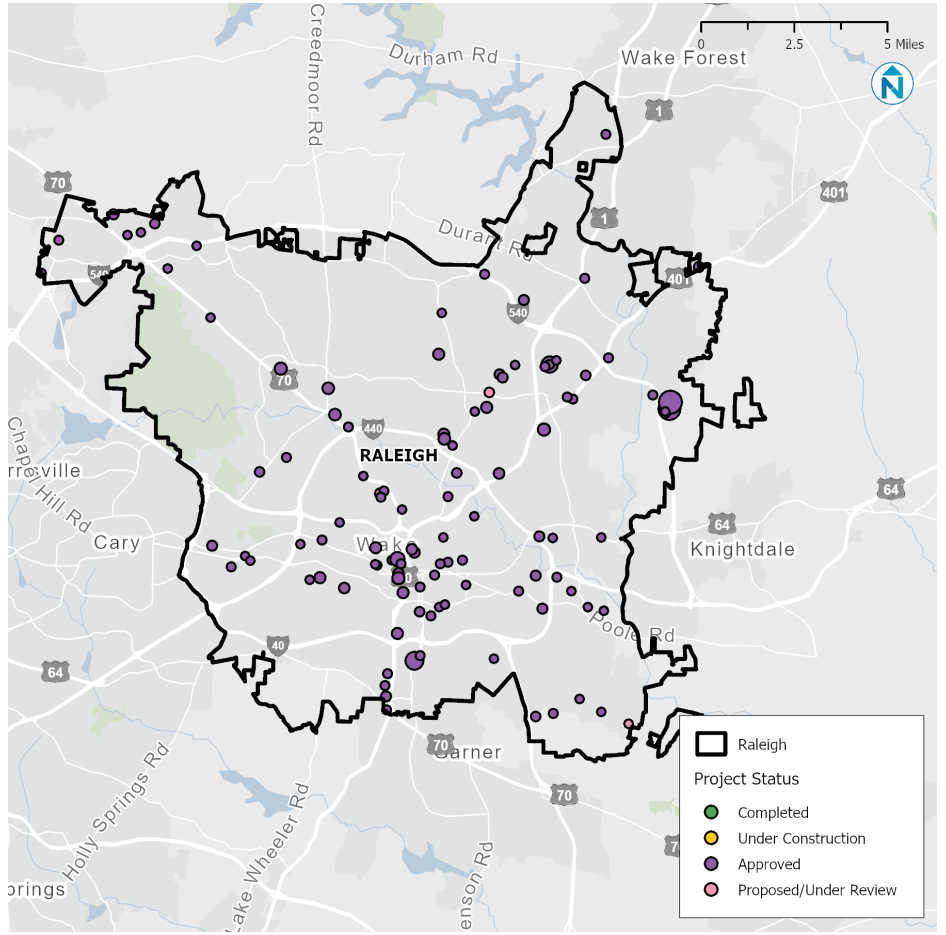
Proposed and approved development in Raleigh is concentrated in the downtown area. New residential development addresses a variety of housing needs: these include several luxury, mixed-use high-rise apartments with ground-floor retail located near downtown as well as a significant number of affordable housing developments planned along future BRT routes. In general, individual developments are much smaller than those in the surrounding suburban towns.

Raleigh is serviced by GoRaleigh, which has the largest and most concentrated network of bus services in Wake County. There is less new development in North Raleigh, where GoRaleigh service is relatively sparser.

Note that this development data does not indicate whether proposed developments are under construction and/or have been completed.



Development by Type and Size



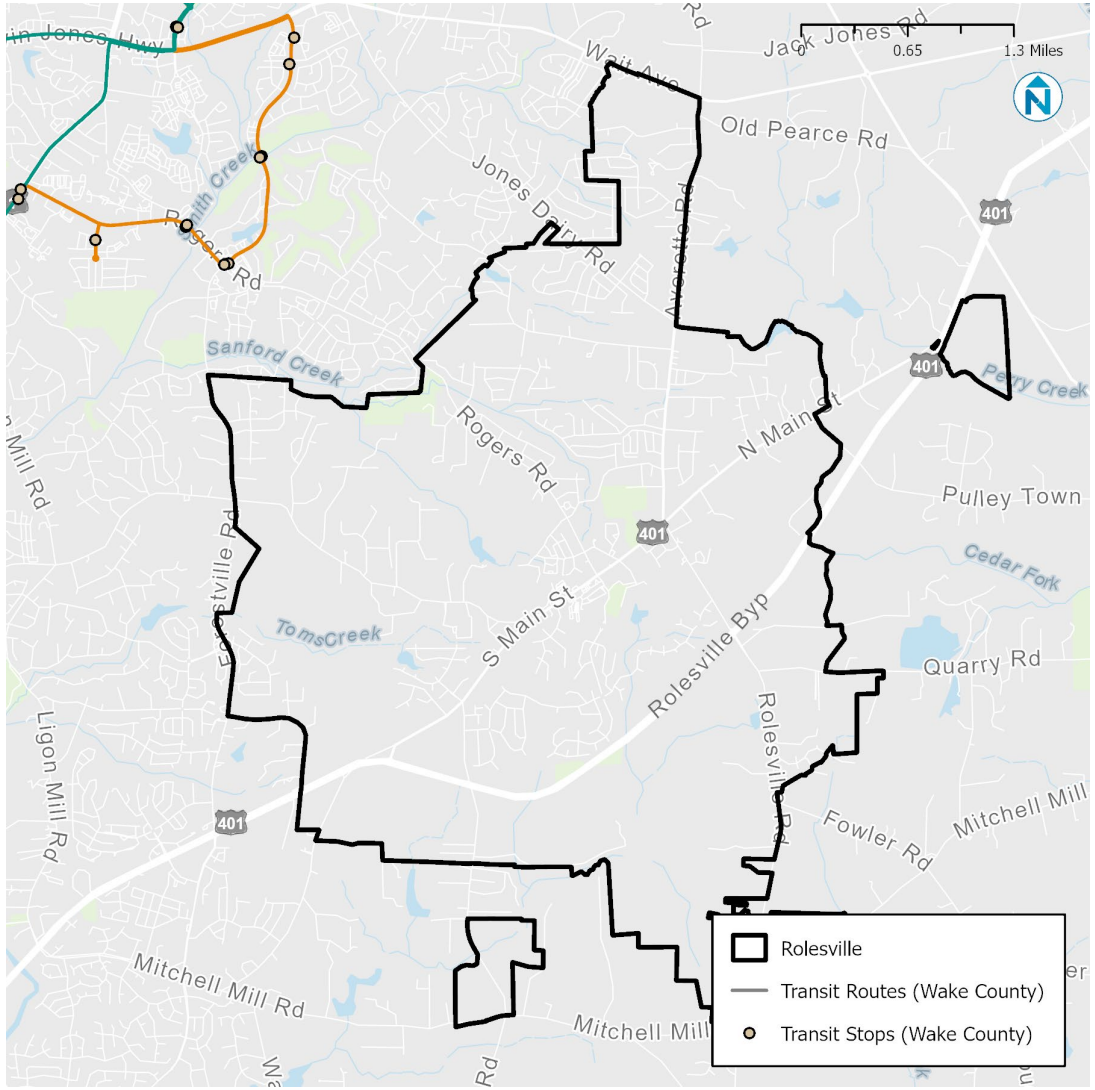
Development by Status and Size

Rolesville: Overview

Rolesville's population grew by 74% and employment grew by 54% between 2016 and 2022, making it one of the fastest growing Towns in Wake County. Growth is over a small base, however, and in 2022, Rolesville had fewer than 10,000 people and 2,000 jobs. As compared with other communities in Wake County, Rolesville is less densely developed, has higher incomes and fewer zero vehicle households. Demographic data show a diverse and young population.

Rolesville currently does not have access to fixed route transit services. Route 401X, which connected Raleigh and Rolesville with express service was suspended after low ridership and the COVID pandemic. In Spring 2024, Rolesville has access to the SmartRide on-demand microtransit service operated by GoWake Access. SmartRide serves people traveling in northeast Wake County, including Knightdale, Rolesville, Wendell, and Zebulon. SmartRide operates fare free on weekdays between 6 AM and 7 PM. GoRaleigh is also planning to implement microtransit service in 2024 to connect Rolesville and Wake Forest as a replacement to the 401X.

The combination of the microtransit services mean people will be able to travel between Rolesville and other communities in northeast Wake County. The service design reflects a combination of experience and community input that emphasized the importance of town-to-town connections over access to downtown Raleigh. People wanting to travel to Raleigh can connect to the Wake Forest Express service in Wake Forest.



Rolesville: Key Statistics

Population Density (Persons/Acre): 1.14

Wake County: 2.06

Employment Density (Jobs/Acre): 0.20

Wake County: 1.19

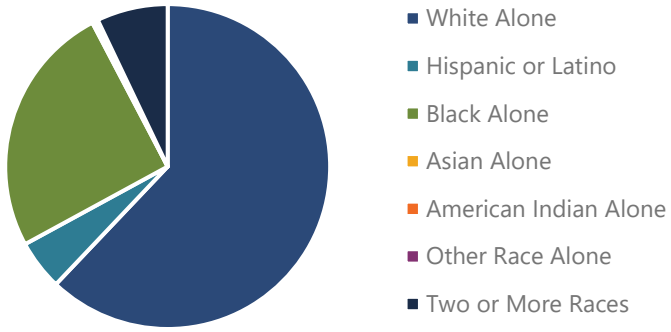
Zero Vehicle Households: 0.5%

Wake County: 4.0%

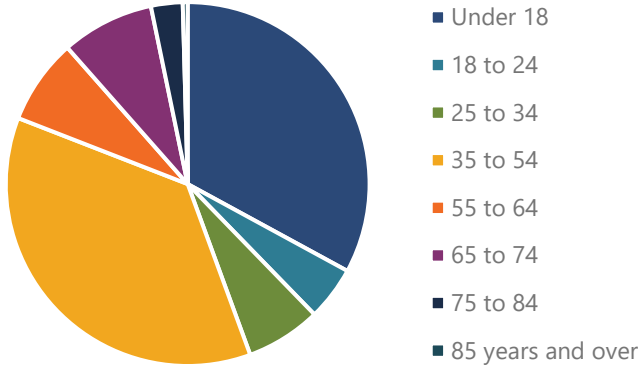
Median Household Income: $145,166

Wake County: $96,806

Race and Ethnicity

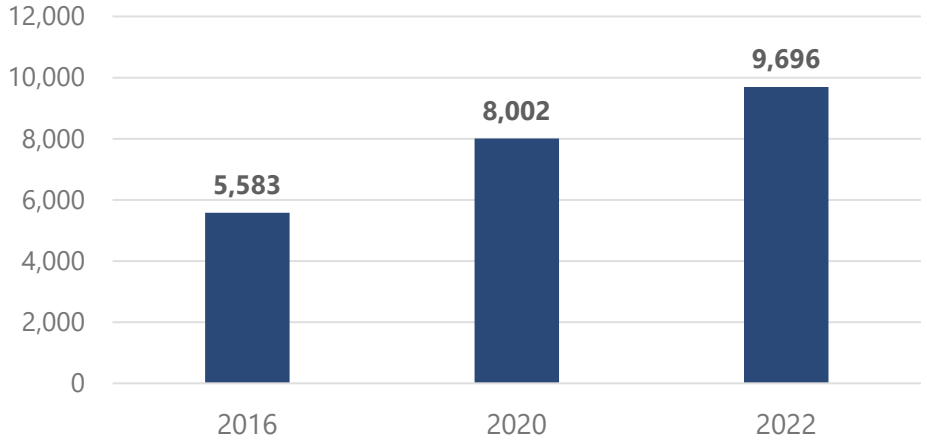


Age Groups



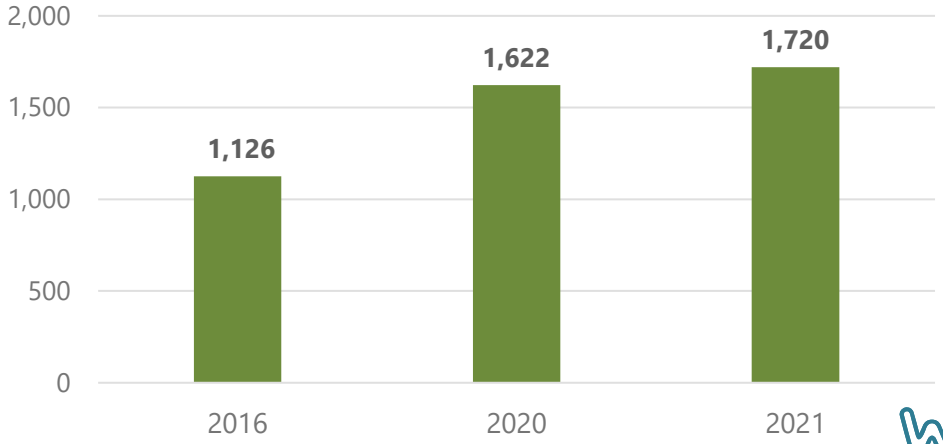
Population Growth, 2016 to 2022: **74%**

Wake County: 13%



Employment Growth, 2016 to 2021: **53%**

Wake County: 8%

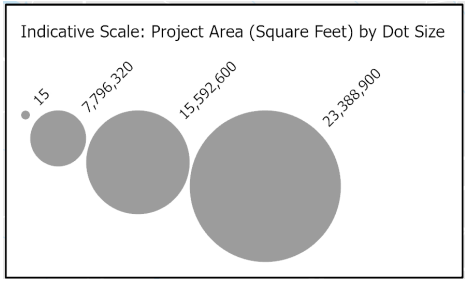


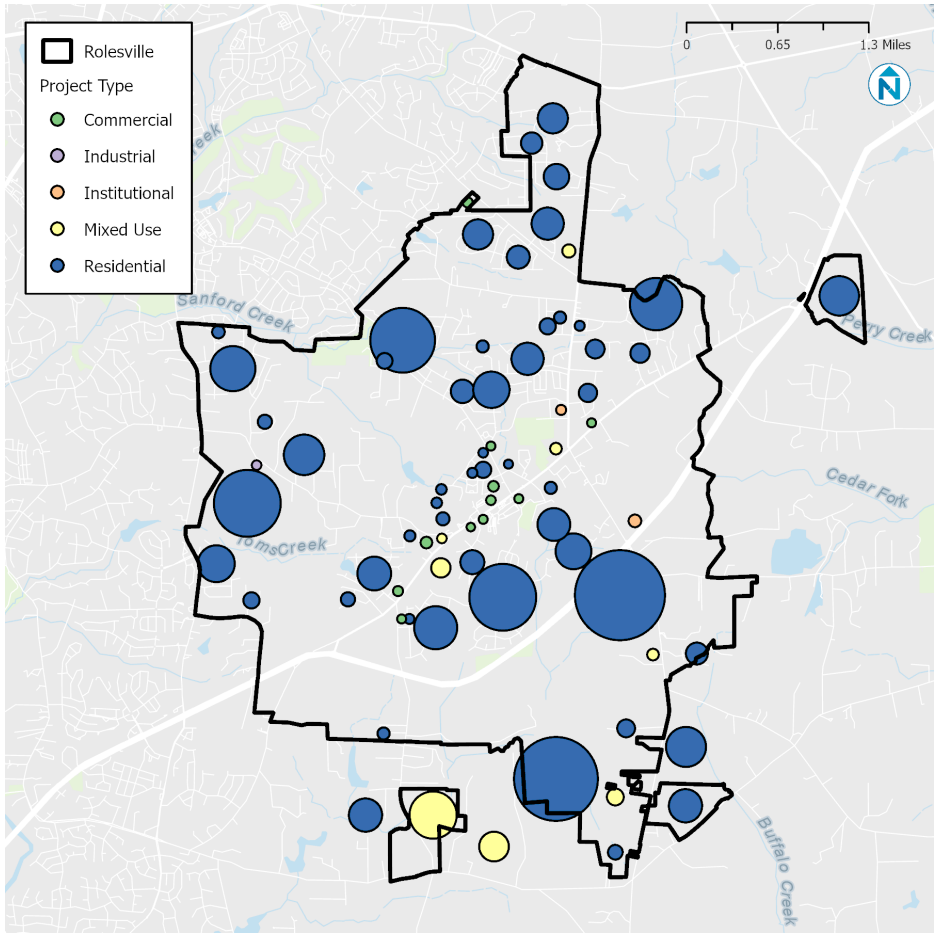
WAKE TRANSIT PLAN UPDATE

Rolesville: Development

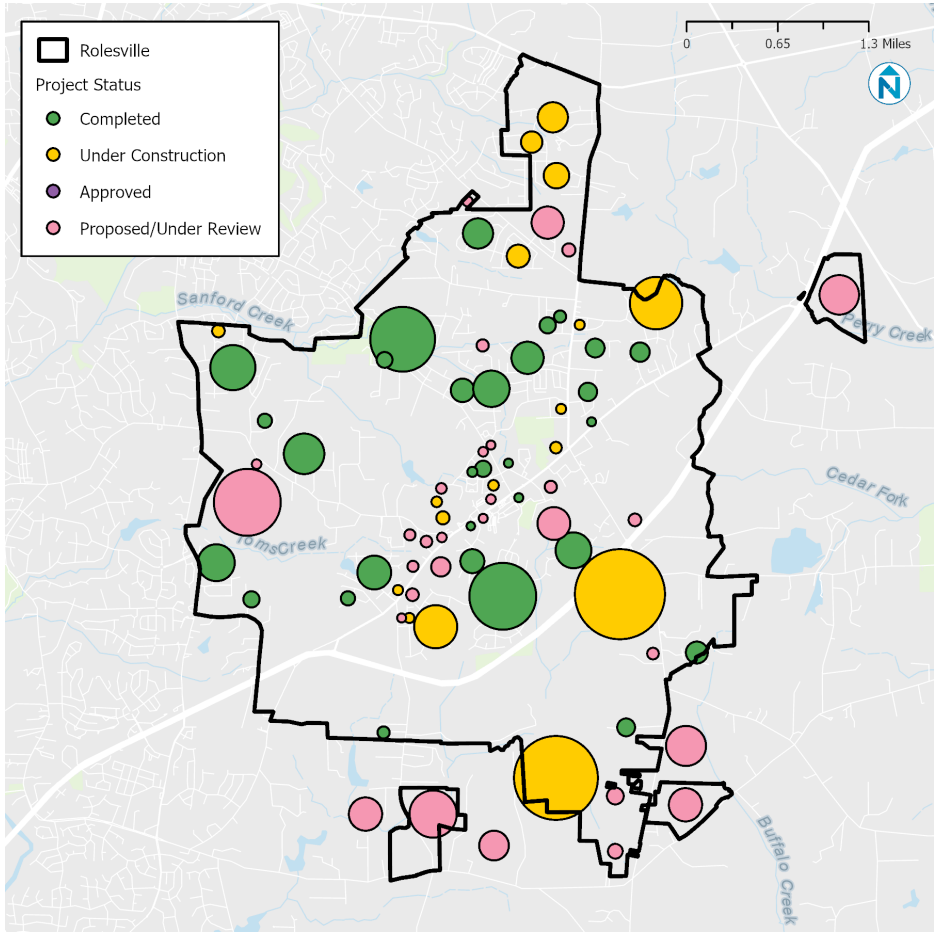
Data collected in 2024 shows a significant amount of development in Rolesville, including several completed projects, projects under construction and projects under review. Most of the recent development are residential only, with recent projects located throughout the town.

Data implies that Rolesville will continue to have an imbalance between population and jobs; this suggests future needs for connections to other communities for services including jobs, employment, medical services and shopping.





Development by Type and Size



Development by Status and Size

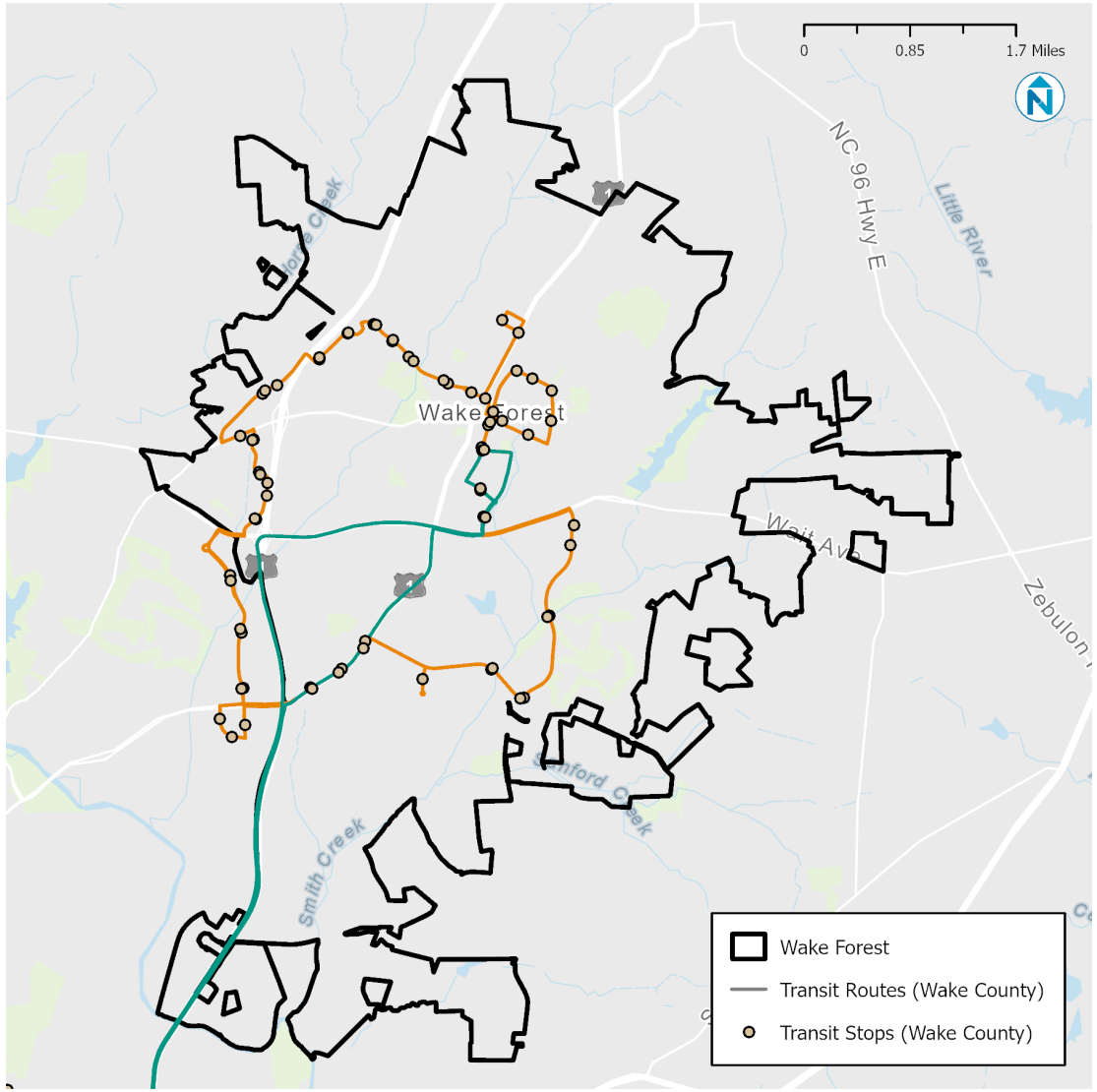
Wake Forest: Overview

Wake Forest is home to roughly 50,000 people, making it the largest town in northeast Wake County. Like other towns in the area, Wake Forest is fast growing; the town grew by 32% between 2016 and 2024. Wake Forest is largely a bedroom community with fewer than 16,000 jobs. As compared with other communities in Wake County, Wake Forest is less densely developed, more affluent and has fewer zero vehicle households.

Transit services in Wake Forest include the Wake Forest-Raleigh Express (WRX) route, which provides hourly service between Wake forest, Triangle Town Center and downtown Raleigh. The Town of Wake Forest currently operates a circulator route, the Wake Forest Loop; however, the Wake Forest Transit Plan, recommended that the Wake Forest circulators transition from fixed route service to a microtransit model.

Other transit services planned for Wake Forest include:

- The Town of Rolesville and GoRaleigh are planning a new microtransit service in the Town of Rolesville to replace Route 401X, which had not seen ridership return since the pandemic. This service is scheduled to begin operations as a pilot in July 2024.
- Route 2L Falls of Neuse North, which will connect downtown Wake Forest with WakeMed North. Route 2L will provide hourly service on weekdays and is scheduled for implementation in FY 29.
- Track improvements planned for the “S Line” will connect Wake Forest, Raleigh and Apex to each other as well as regional destinations including Charlotte and Richmond, Virginia. In Spring 2024, there is no planned date for when services will begin.



Wake Forest – Key Statistics

Population Density (Persons/Acre): 3.29

Wake County: 2.06

Employment Density (Jobs/Acre): 1.08

Wake County: 1.19

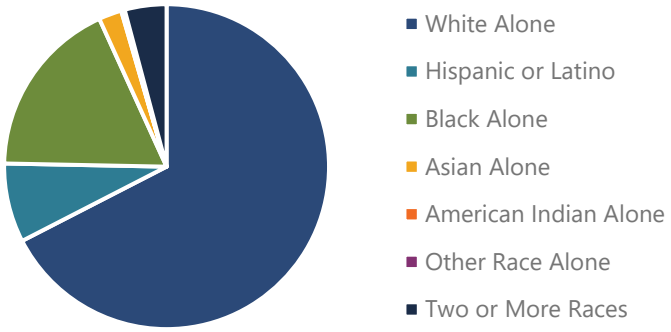
Zero Vehicle Households: 2.7%

Wake County: 4.0%

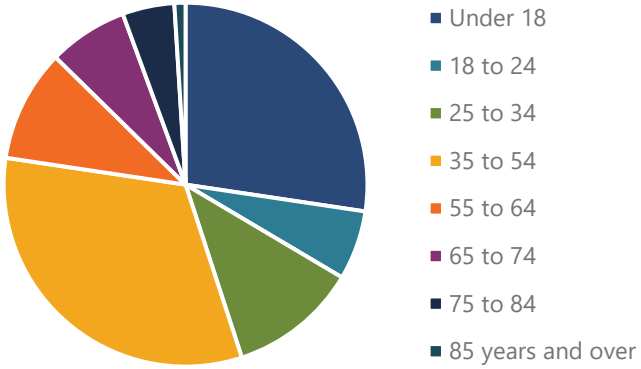
Median Household Income: $115,159

Wake County: $96,806

Race and Ethnicity

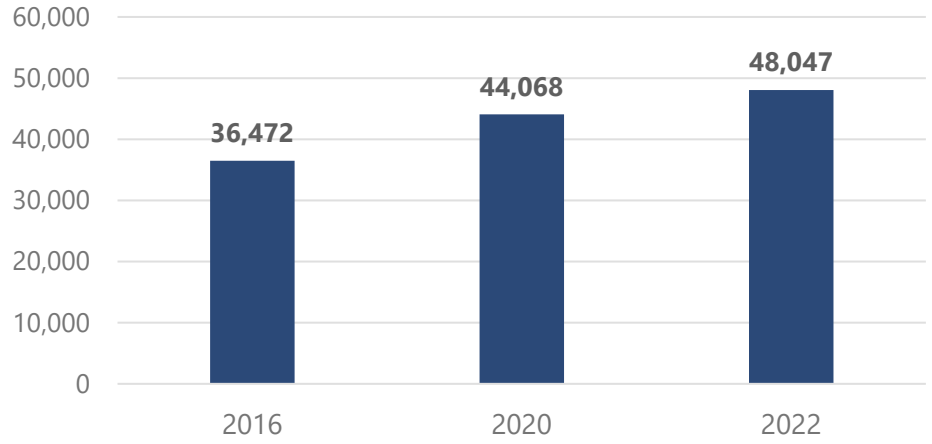


Age Groups



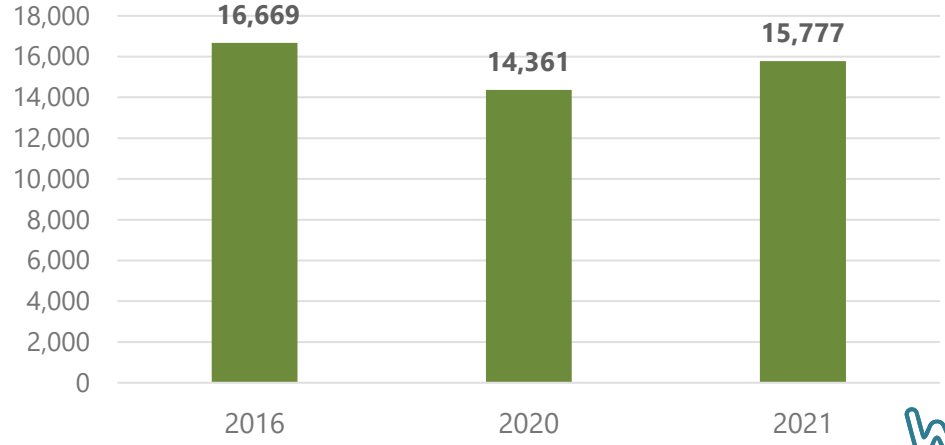
Population Growth, 2016 to 2022: **32%**

Wake County: 13%



Employment Growth, 2016 to 2021: **-5%**

Wake County: 8%



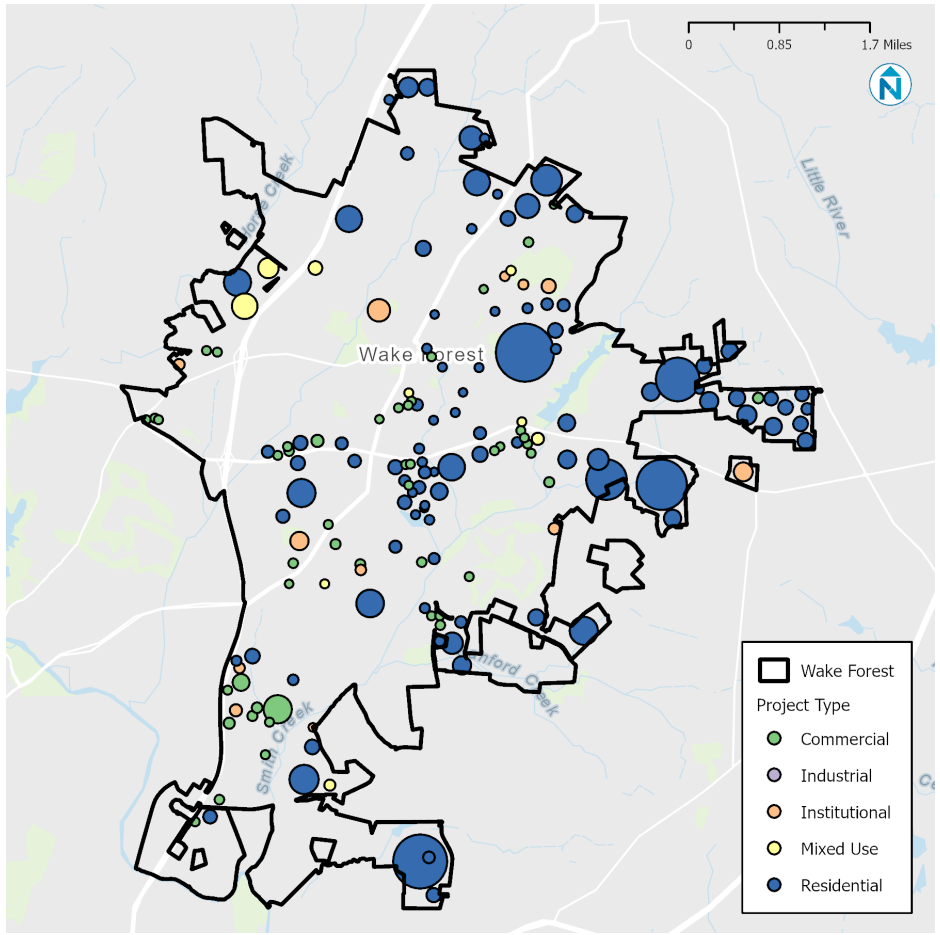
WAKE TRANSIT PLAN UPDATE

Wake Forest: Development

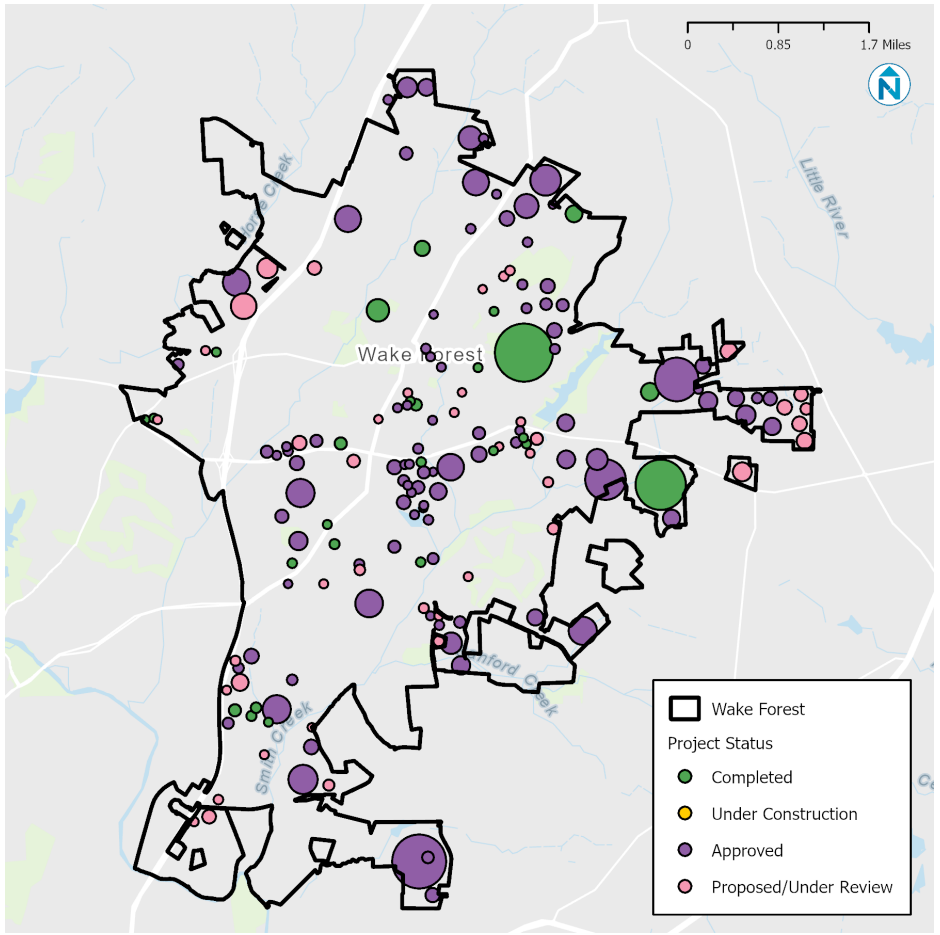
Wake Forest's development data (2024) shows several residential development projects including projects that have been completed, approved and under review.

While there are a handful of mixed-use and commercial developments, most recent and pending projects are for residential development. Several small developments are approved for downtown Wake Forest and along the Wait Avenue corridor, but there are also large projects approved at the edge of town.

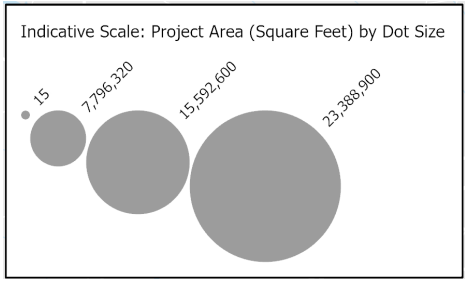
The Town of Wake Forest is already contemplating changing its community circulator into an on-demand microtransit type service. The development patterns suggest that this model could help the community accommodate new development at the edge of town. Offering multimodal connections and opportunities such as shared use paths and sidewalks will also help increase accessibility and reduce reliance on automobiles.



Development by Type and Size



Development by Status and Size



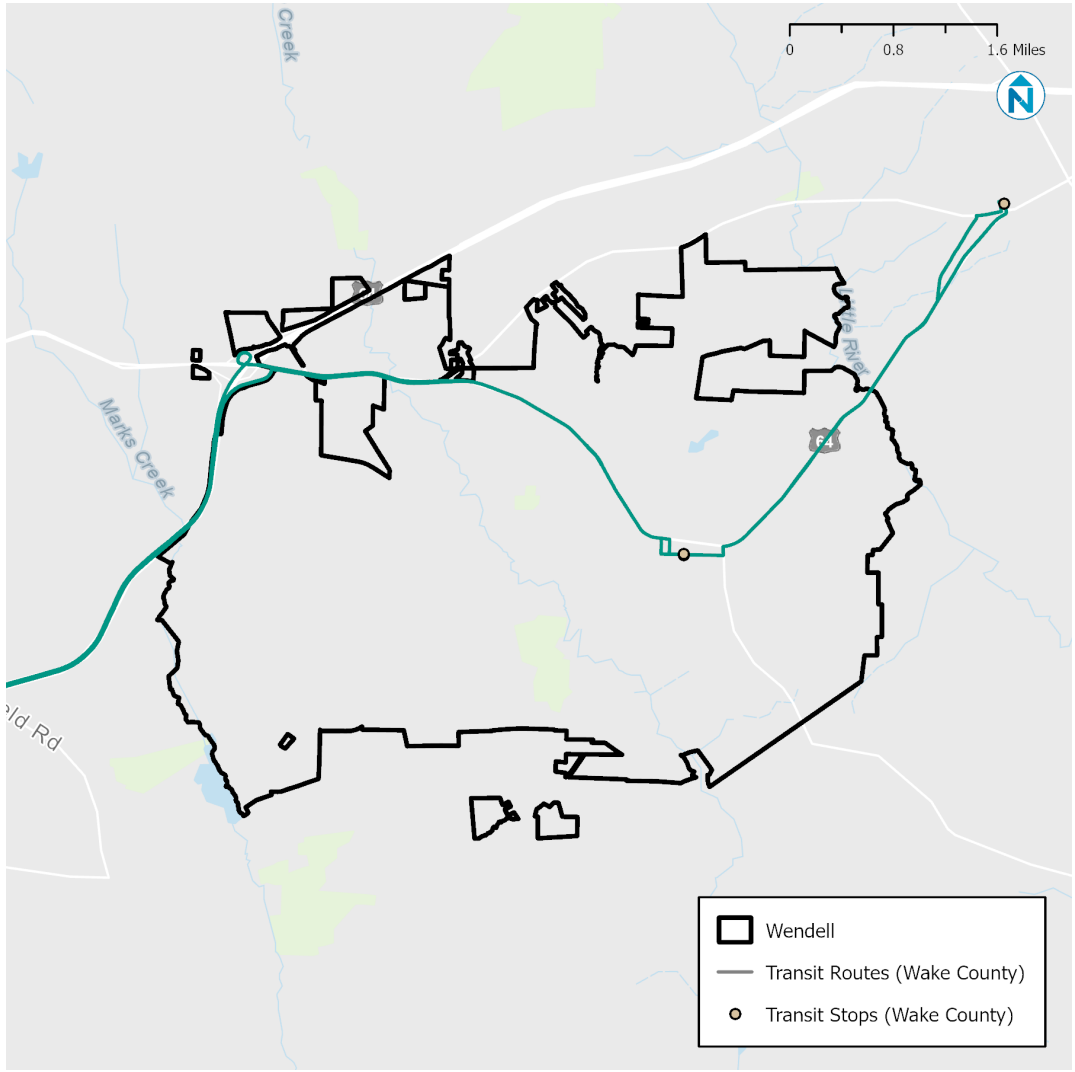
Wendell: Overview

Wendell, located in eastern Wake County, had a population of 10,575 people and fewer than 2,000 jobs in 2022. Despite low numbers the Town is growing rapidly, increasing its population by 68% between 2016 and 2022 and increasing employment by 4%. Population and employment density are lower than other parts of Wake County. Household incomes are also lower than Wake County overall and the percentage of zero vehicle households is higher than the county average. Community demographics suggest a young and diverse population.

Wendel is currently connected the Triangle Town Center in Raleigh by the Zebulon-Wendell Express (ZWX). The ZWX provides one morning inbound trip and three afternoon outbound trips during peak periods. The Wake Bus Plan has improvements to the ZWX scheduled for FY27; these improvements will add new bus stops in Zebulon and Wendell and provide all day hourly service.

People traveling in Wendell also have access to GoWake Access' SmartRide on-demand microtransit service that supports travel within the Town of Wendell as well as to Knightdale, Rolesville and Wendell. GoWake SmartRide is available on weekdays between 6 AM and 7 PM and currently operates fare-free.

Development in Wendell is guided by the Town's Strategic Plan, which focuses on creating and sustaining a vibrant downtown as well as managed growth through investments in land use and transportation. The plan also supports infill development, streetscape projects and investments in pedestrian infrastructure to improve the walkability of Wendell.



Wendell: Key Statistics

Population Density (Persons/Acre): 0.95

Wake County: 2.06

Employment Density (Jobs/Acre): 0.15

Wake County: 1.19

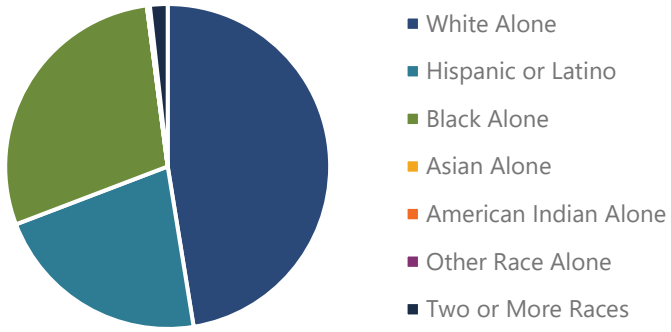
Zero Vehicle Households: 5.9%

Wake County: 4.0%

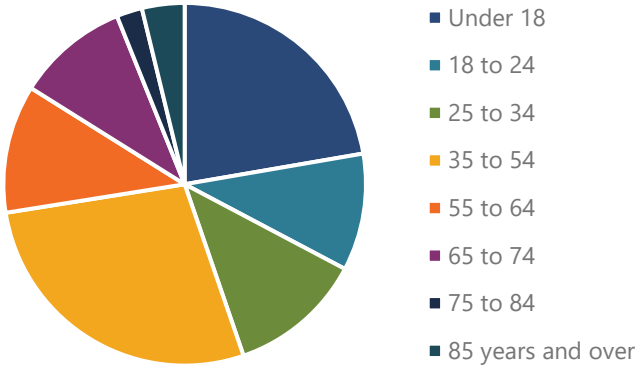
Median Household Income: $91,316

Wake County: $96,806

Race and Ethnicity

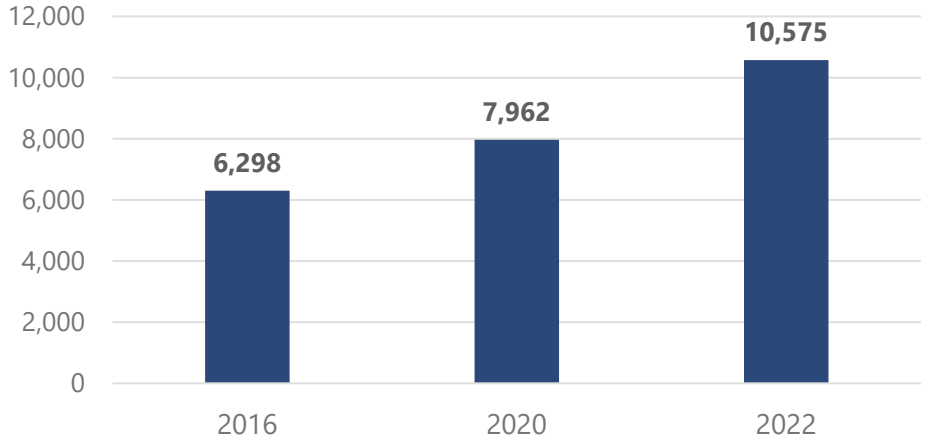


Age Groups



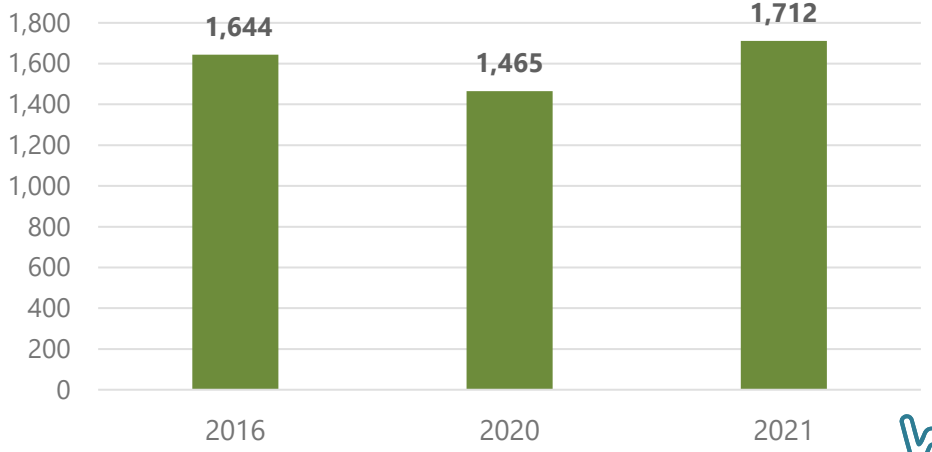
Population Growth, 2016 to 2022: **68%**

Wake County: 13%



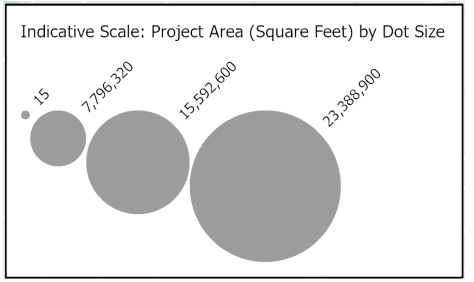
Employment Growth, 2016 to 2021: **4%**

Wake County: 8%



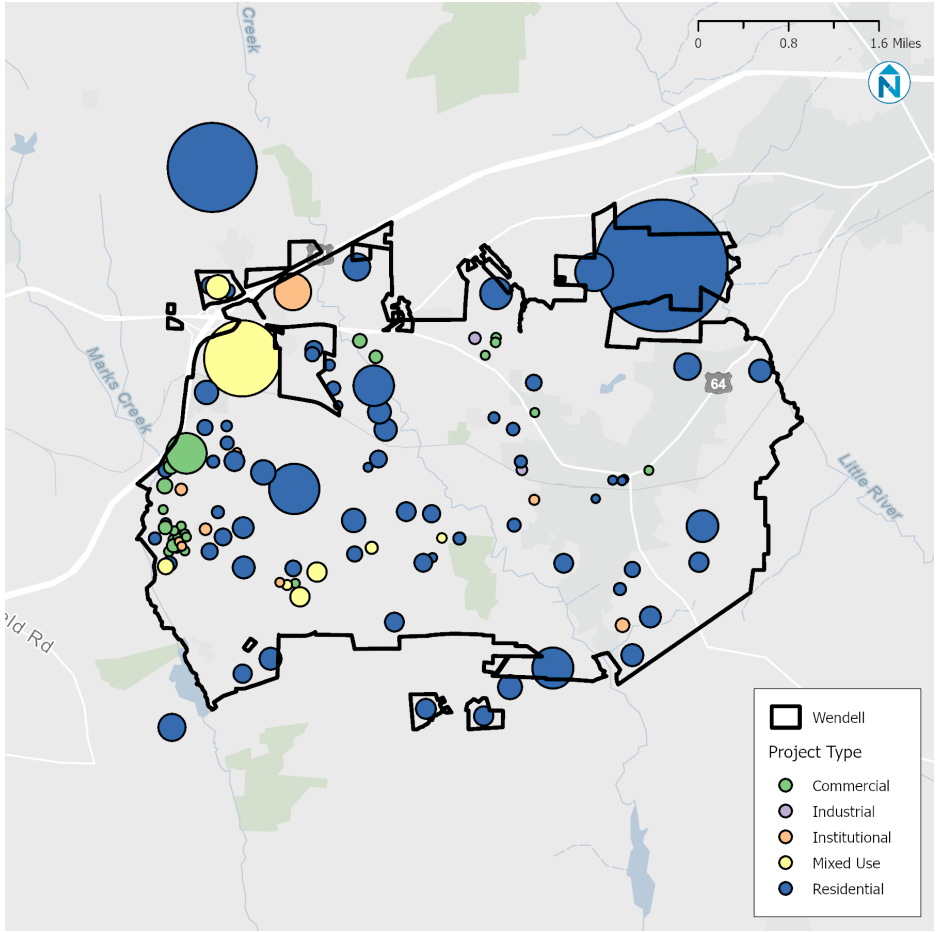
WAKE TRANSIT PLAN UPDATE

Wendell: Development

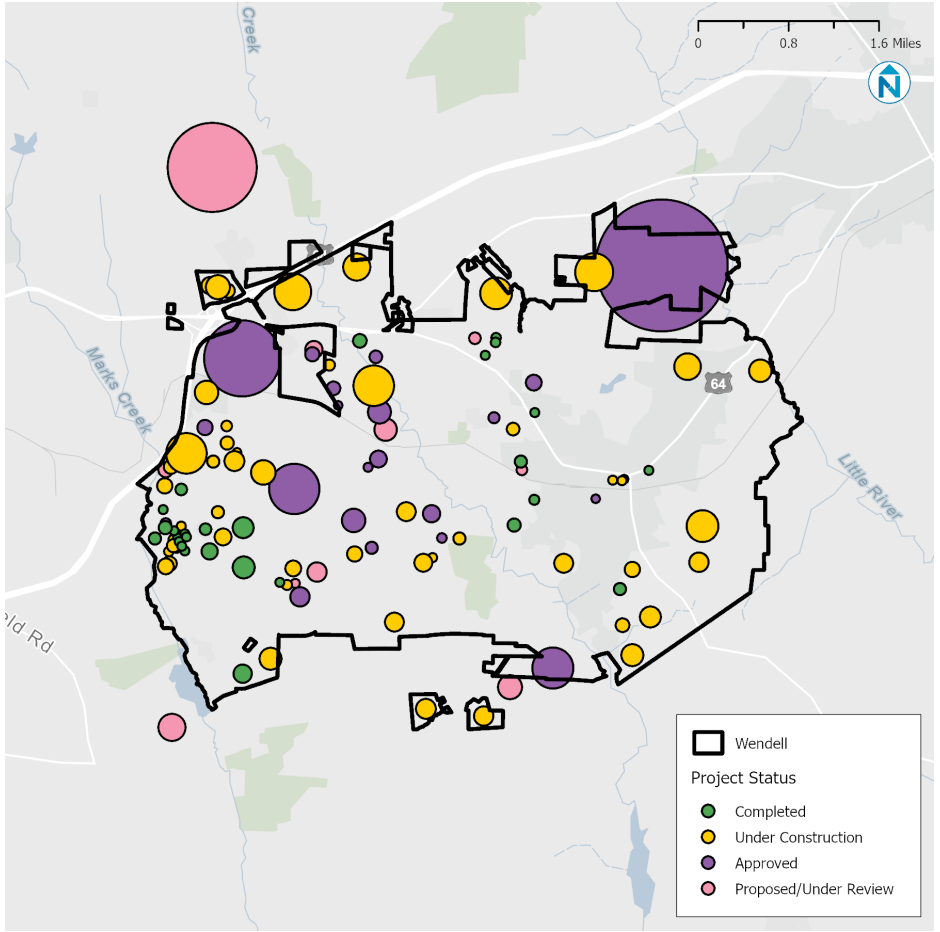


The data suggests a robust development market, with multiple projects under construction and approved, including several projects on large parcels. Experience from other communities as well as historic data suggests that many of these projects will be residential development. A significant portion of the development is occurring along US 64/Wendell Boulevard and Wendell Falls Parkway. While outside of the historic downtown area, these developments are in proximity to the Wendell Park and Ride lot, located one block south of Wendell Boulevard.

Recently completed plans suggest communities in northwest Wake County are moving away from regional express service and towards on-demand microtransit service. Over time, however, as development expands in all communities, reliance on this service model may be unsustainable if service levels are maintained.



Development by Type and Size



Development by Status and Size

WAKE TRANSIT PLAN UPDATE

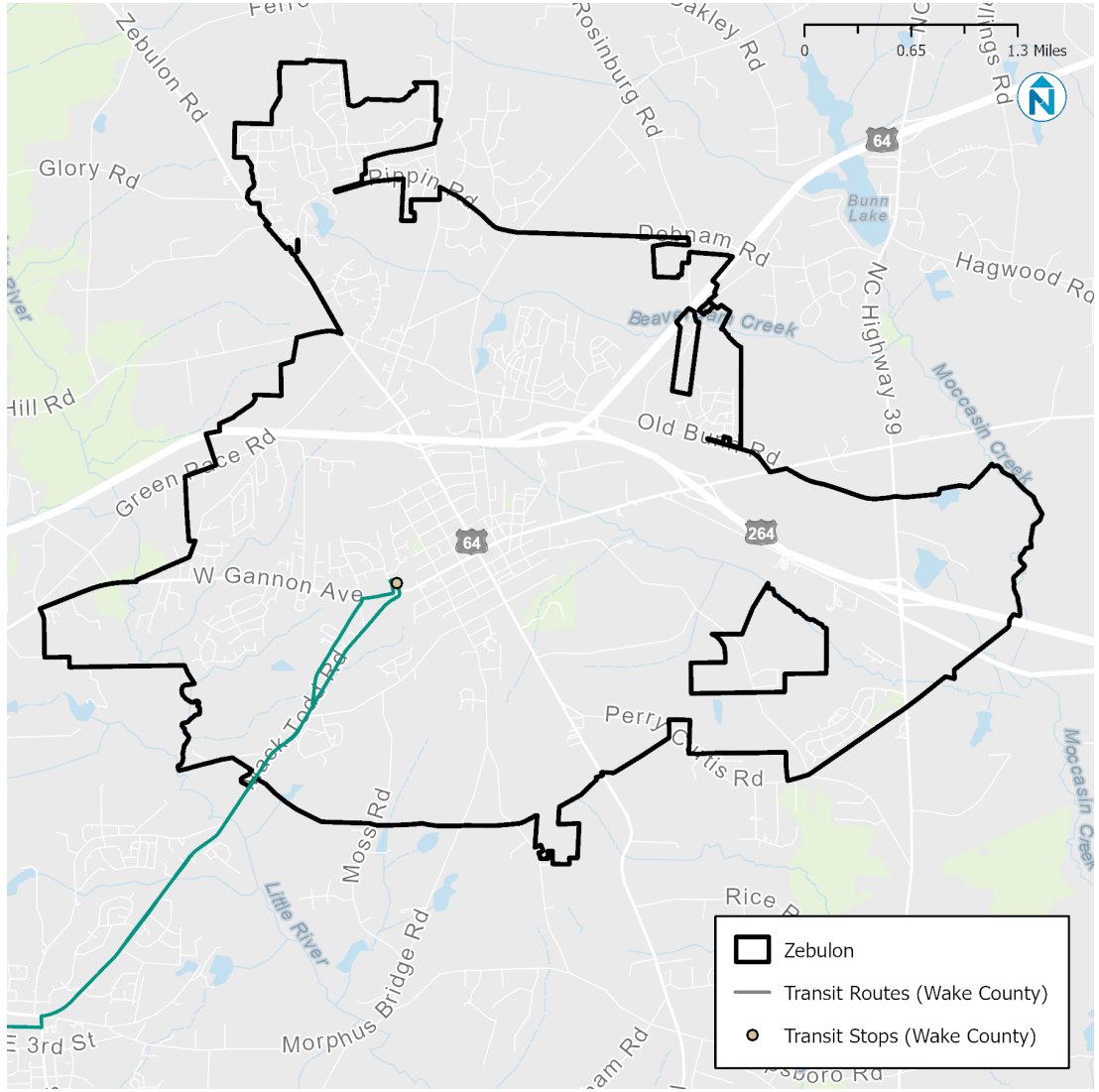
Zebulon: Overview

The Town of Zebulon is the easternmost community in Wake County, connected to Raleigh by I-87. Between 2016 and 2022, Zebulon's population grew by 54% to its current size of nearly 7,400 residents. Job growth over the same period has been flat; with 4,600 jobs, the Town has a relatively strong balance of people and jobs. Community statistics show development in Zebulon is less dense as compared to other parts of Wake County. The Town's demographic data show a diverse and young population. Other characteristics including lower than average incomes and higher rates of zero vehicle households suggest an increased need for transit service.

Zebulon is currently connected to Wendell and the Triangle Town Center in Raleigh by the Zebulon-Wendell Express (ZWX). The ZWX begins/ends at the Zebulon Park and Ride (located just north of W Gannon Avenue) and provides one morning inbound trip and three afternoon outbound trips during peak periods. The Wake Bus Plan has improvements to the ZWX scheduled for FY27; these improvements will add new bus stops in Zebulon and Wendell and provide all day hourly service.

Zebulon residents can also use the GoWake Access SmartRide Northeast microtransit service to travel locally within the Town of Zebulon and to travel to locations in Rolesville and Wendell and connect to Knightdale. From Knightdale, travelers can connect to other transit service and reach more destinations in Wake County. SmartRide is available on weekdays between 6 AM and 7 PM and currently operates fare-free.

The Town of Zebulon completed a comprehensive Transportation Plan, "Grow Zebulon" that was adopted by the Board of Commissioners in 2022. This plan identifies a combination of greenway projects for bikers and walkers as well as a handful of road widening projects. It also suggests a potential need for a community circulator. As of 2024, the Town of Zebulon is one of only two communities that has not yet participated in the Community Funding Area Program.



Zebulon: Key Statistics

Population Density (Persons/Acre): 0.82

Wake County: 2.06

Employment Density (Jobs/Acre): 0.52

Wake County: 1.19

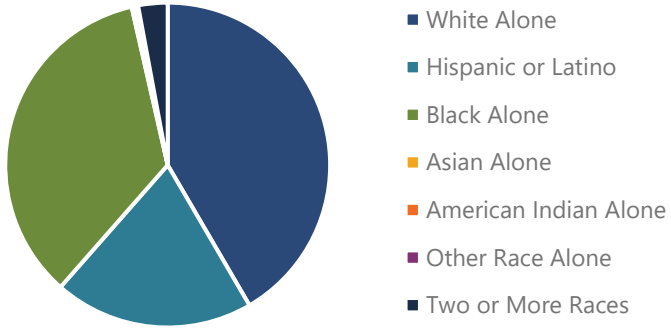
Zero Vehicle Households: 6.6%

Wake County: 4.0%

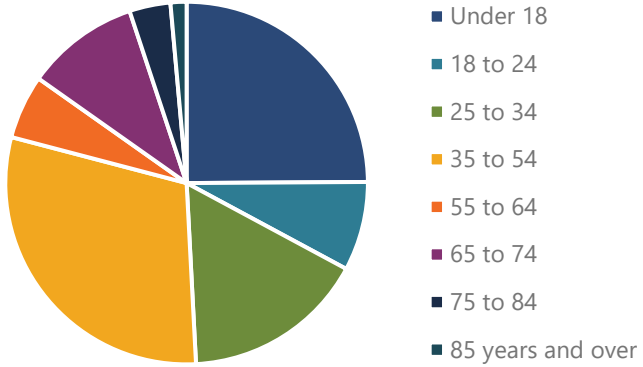
Median Household Income: $50,934

Wake County: $96,806

Race and Ethnicity

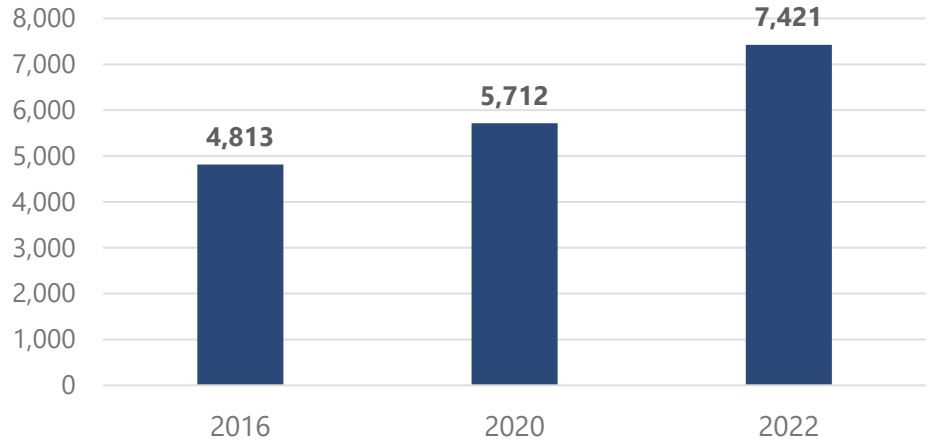


Age Groups



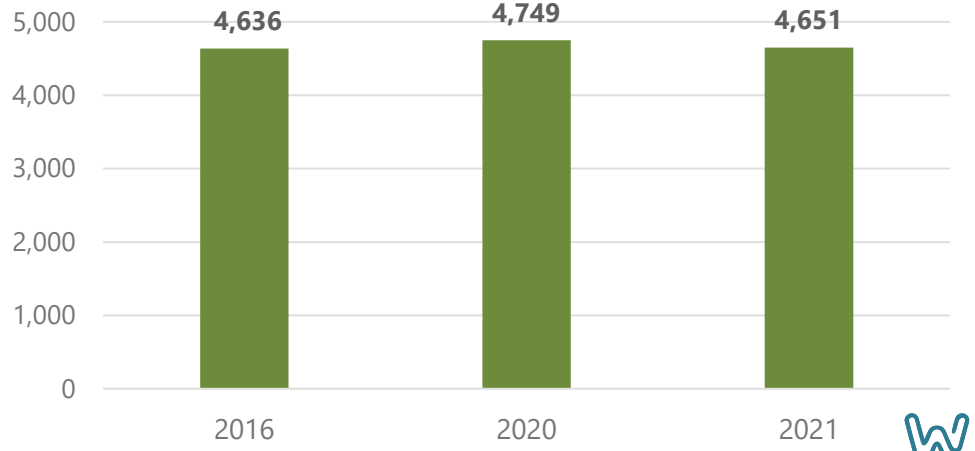
Population Growth, 2016 to 2022: **54%**

Wake County: 13%



Employment Growth, 2016 to 2021: **<1%**

Wake County: 8%



WAKE TRANSIT PLAN UPDATE

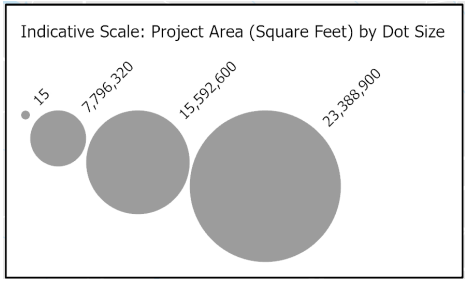
Zebulon: Development

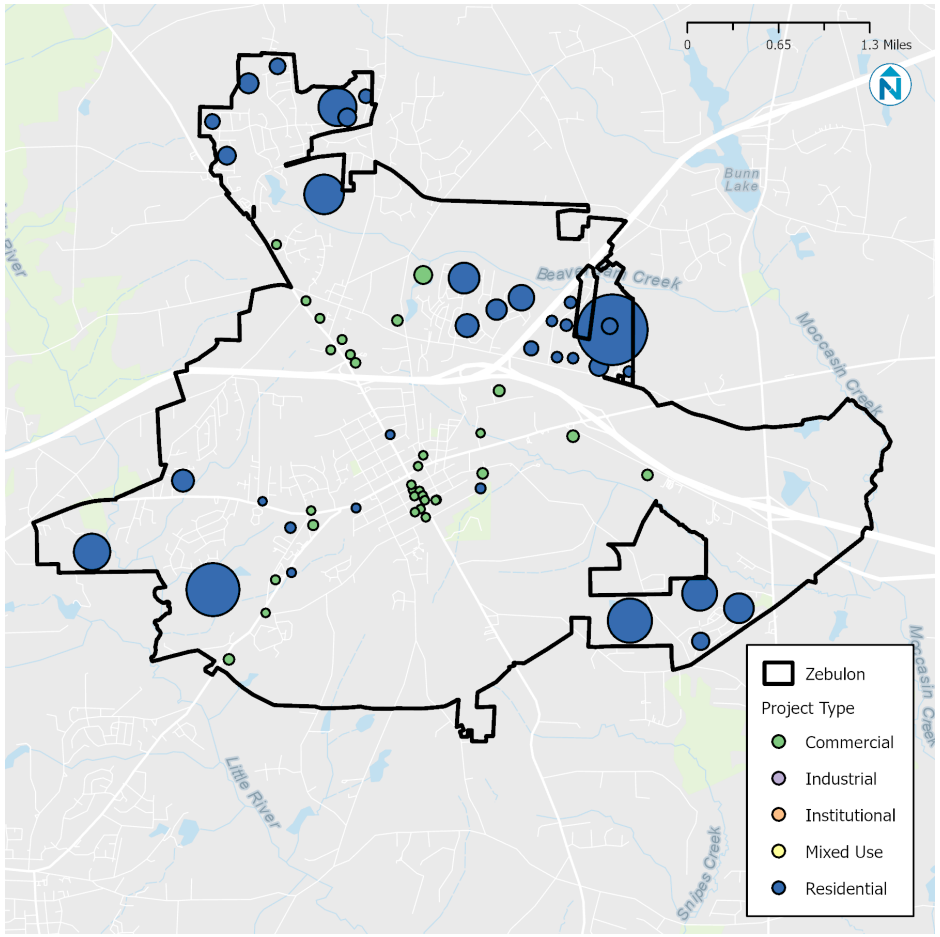
Data on development in Zebulon collected in 2024 show several projects in various stages of development.

Most projects are residential development, located outside of downtown Zebulon. The largest cluster of development under construction in 2024 is being built to the east of downtown accessible to both US-64 and US 264. Only a smattering of small projects are within walking distance of the Zebulon park and ride lot, located just north of Gannon Avenue.

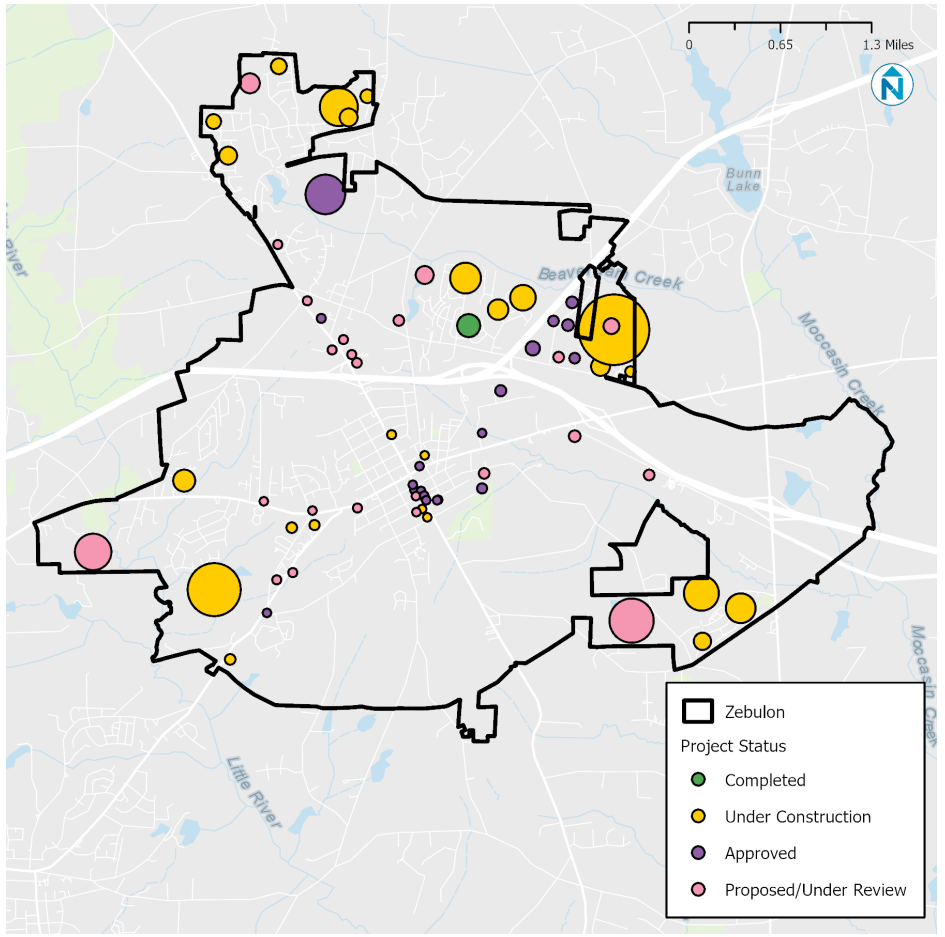
As Zebulon grows, it could focus future development closer to downtown, so more services and activities are within walking distance to each other. This would reduce the need for travel overall and make it easier to serve Zebulon with transit.

Without changes to development patterns, microtransit provides the most likely transit future for Zebulon.





Development by Type and Size



Development by Status and Size

WAKE TRANSIT PLAN UPDATE

Report Appendices

Data Sources and Methods

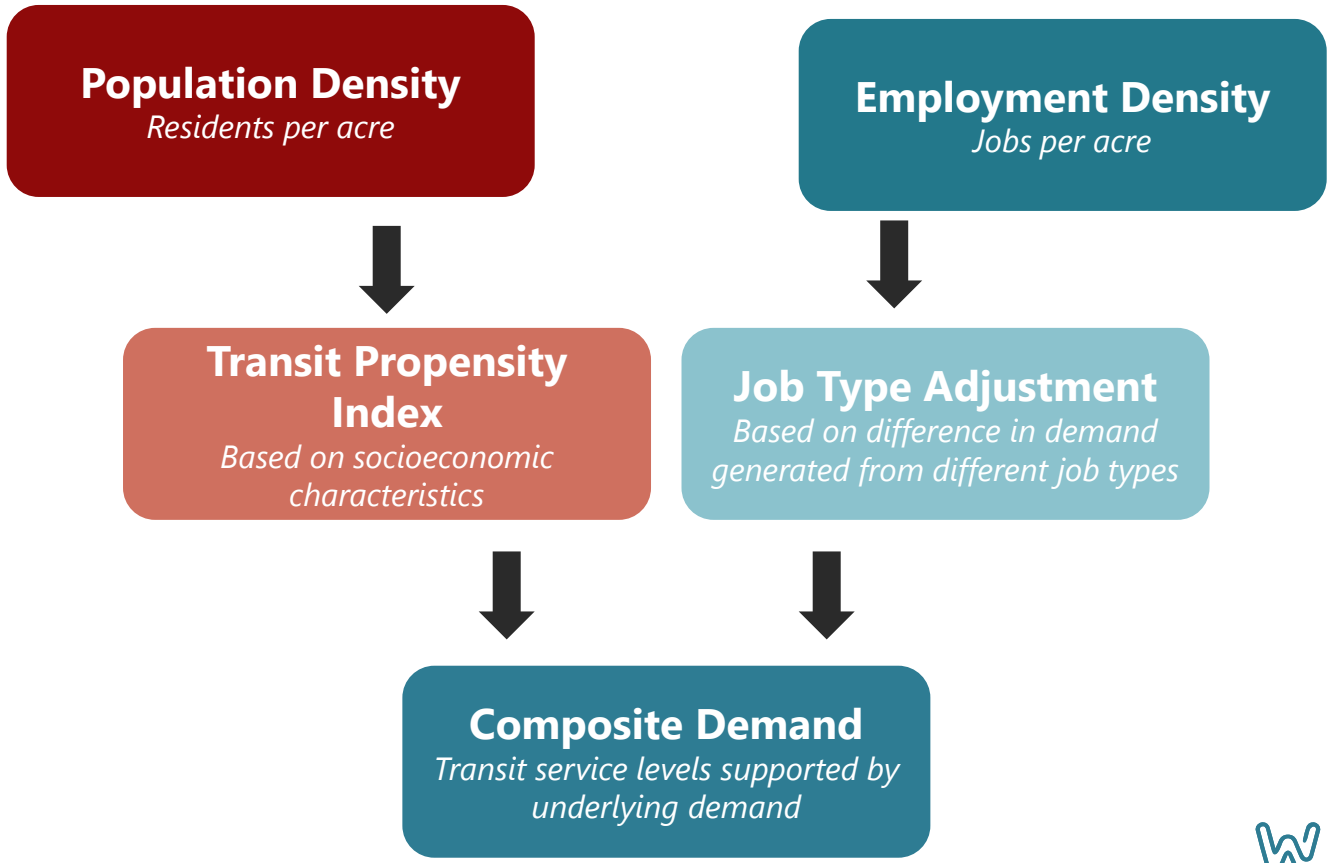
Transit Demand Analysis Calculation and Methodology

While total population and employment density are crucial to understanding transit demand, analyzing who is taking transit and what types of jobs are in an area allows for a more comprehensive look at the level of service needed. A **Transit Demand Analysis** considers the following factors:

- Population Density, in residents per acre
- Socioeconomic Characteristics, combined into a Transit Propensity Index (see slide 71)
- Employment Density, in jobs per acre
- Types of Jobs, to determine a Job Type Adjustment (see slide 72)

The analysis results in a **Composite Demand** score for each TAZ by combining population density adjusted by the Transit Propensity Index and employment density adjusted by job type. Composite Demand can be used to identify appropriate transit service levels supported by the underlying demand.

Transit Demand Analysis Components



Transit Propensity Index
Based on socioeconomic characteristics

Transit Propensity Index

The Transit Propensity Index (TPI) helps to highlight and prioritize transit dependent populations—as identified by the previous demographic analysis—by measuring their relative demand for transit.

When a significant number of people from transit-dependent socioeconomic groups live in clustered areas, the underlying demand for transit in these areas may be higher than is captured by just looking at population density. Conversely, in areas where transit-supportive groups have lower representation, the transit demand may be lower than what is captured purely by population density.

Taking these factors into account, the project team calculated the TPI for each demographic factor, which is the ratio between transit mode share for the specific group and the transit mode share for the general population and calculated at the regional level. The table to the right shows the TPI among different groups. A factor greater than 1 means that the group is x times more likely to use transit than the average population, with x signifying the value of the factor. As an example, a TPI of 12.1 for people without vehicle access means that people in that group are 12.1 times more likely to use transit than the general population.

This ratio is applied to the demographic breakdown of a particular geographic area to target communities that are more likely to use or need transit.

Regional Transit Propensity Index by Demographic Factor

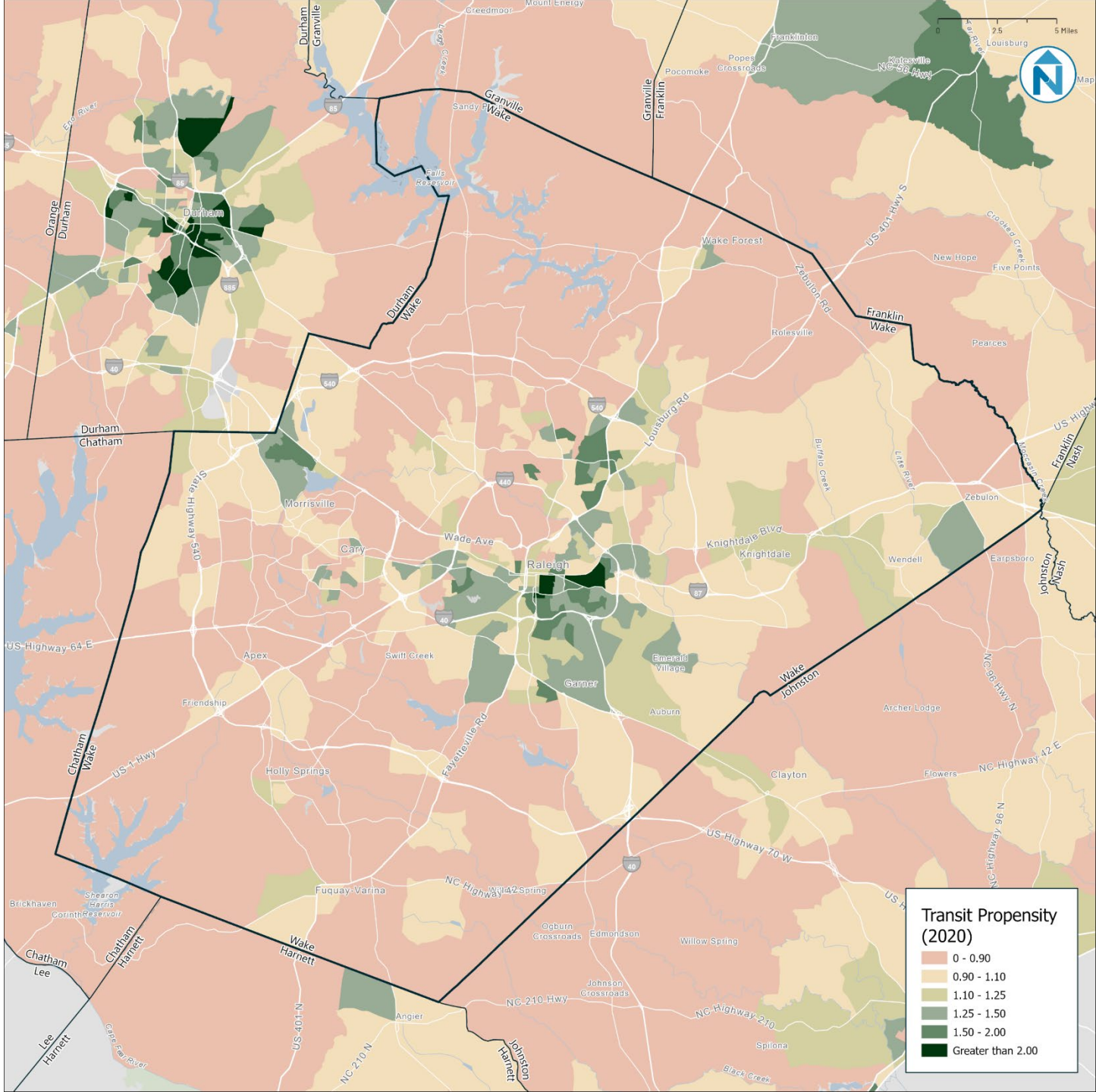
Demographic Factors	TPI
Income	
Less than $15k	6.3
$15k - $25k	3.4
$25k - $35k	1.3
$35k and above	0.3
Race/Ethnicity	
Black, Hispanic, Asian, Indigenous, and Multiracial	1.8
White (non-Hispanic)	0.4
Age (of population 18+)	
18 - 34	1.4
35 - 64	0.9
65 and older	0.5
Vehicle Access	
No vehicle access	12.1
Access to one vehicle	0.8
Access two or more vehicles	0.2

Source: ACS 2019 5-Year Estimates, Triangle Region OnBoard Survey (2019)

Transit Propensity Index (2020)

The Transit Propensity Index (TPI) was calculated for each TAZ in Wake County by measuring the relative demand for transit based on demographic factors, including the proportion of population with low-incomes, zero vehicle households and racial minorities. The calculation ensures currently and historically underserved communities who are likely to use transit at higher rates are prioritized in receiving service for more information about the TPI calculation).

The analysis (see map to the right) shows that the census blocks with the highest needs are in neighborhoods south and east of downtown Raleigh. There are also pockets of high need in North Raleigh, the area around North Carolina State University, Morrisville, and Garner. A smattering of census blocks also indicate higher need, including near Zebulon, Wendell and Knightdale.



APPENDIX A

Job Type Adjustment
Based on difference in demand generated from different job types

Job Type Adjustment

Different types of jobs generate different levels of transit demand. For examples, jobs in the service and retail sectors have customers who travel to shop and access service. Hospitals and schools, especially universities, also fall into this category because the activity at the site includes visitors, clients, and patients. These types of employment sites have people arriving and departing throughout more of their hours of operation, creating a more sustained need for transit service.

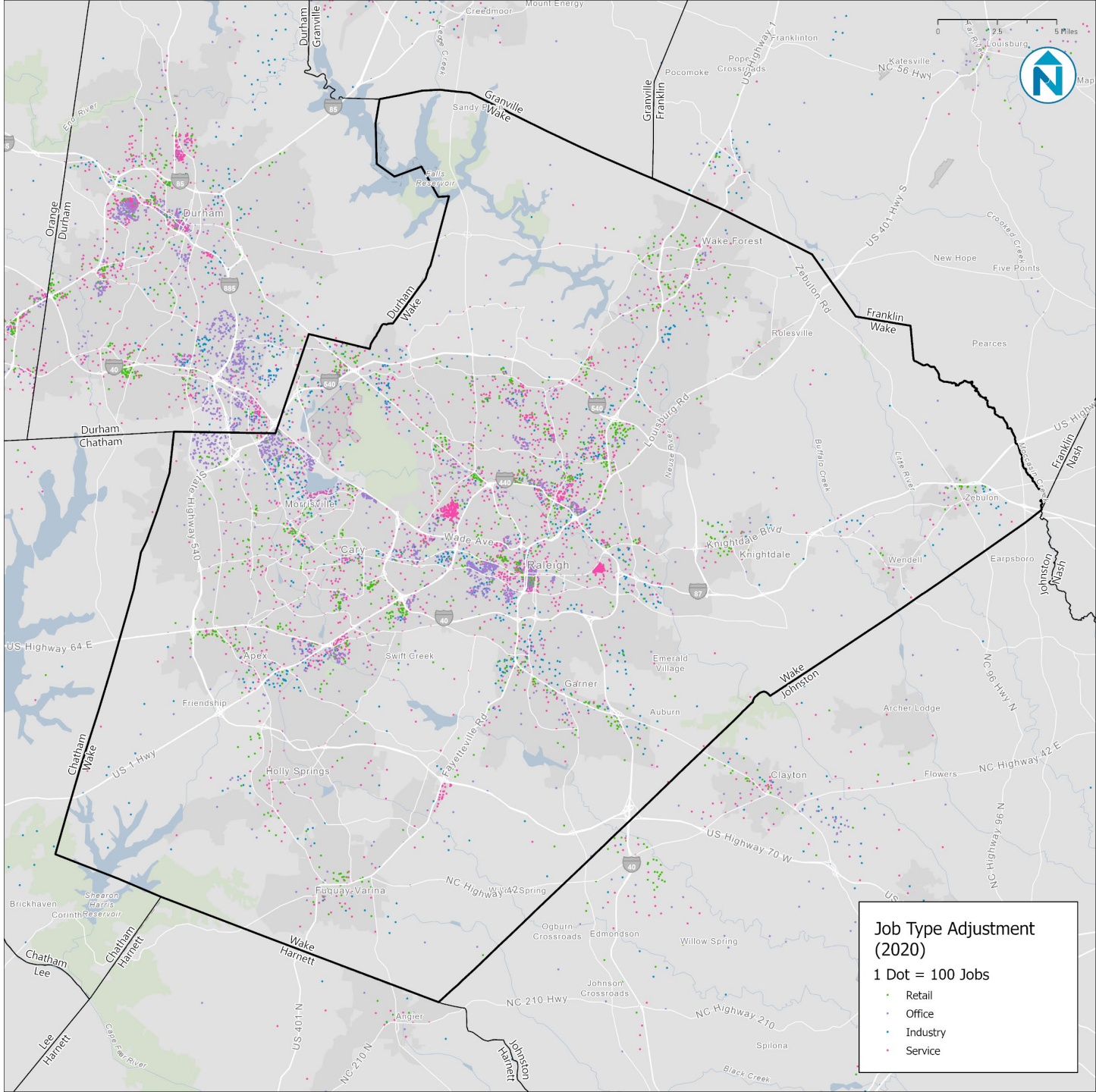
As a result, the potential for transit ridership at jobs serving clients, patients, students and customers is greater than purely office jobs. As part of understanding transit demand, therefore, the study team adjusted demand to place a greater weight on employment sites that attract workers, customers and clients (see table below).

In Wake County, this means that while job density at the Research Triangle Park is high, most jobs are in the office sector and do not generate sustained demand. Conversely, downtown Raleigh has many more service and retail jobs. Other areas with clusters of high demand include the area around Crabtree Valley Mall and UNC Rex Hospital, Triangle Town Center, North Carolina State University and the Wake Med Cary campus, at the intersection of Kildare Farm Road and Tryon Road.

Job Types and Transit Demand

Jobs by Demand Generated	Demand compared to avg job	Demand compared to residents per acre
Service & Retail	1.3	2.5
Office & Industrial	0.9	1.7

Source: Nelson\Nygaard National Research



Appendix B: Community Profile Data Sources

Key demographic statistics for each CFA community were calculated using the following data sources:

- US Census Bureau 2022 American Community Survey (ACS) 5-Year Estimates
- US Census Bureau 2021 Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics

Ongoing and upcoming development data for each CFA community were either provided directly by the community or collected using publicly available community-specific GIS data. The project team then assigned developments to standardized development type and status categories. Specific data sources for each community are described in the table on the right.

Community	Development Data Source
Apex	Development in Apex web map
Cary	Developments data
Fuquay-Varina	What's Coming to Fuquay-Varina? web map
Garner	Provided by community
Holly Springs	Provided by community
Knightdale	Provided by community
Morrisville	Provided by community
Raleigh	Development Plans data
Rolesville	Development Projects web map
Wake Forest	Active Developments web map
Wendell	Provided by community
Zebulon	Interactive Development web map

WAKE TRANSIT PLAN UPDATE

Appendix B
Engagement Files

WAKE TRANSIT VISION PLAN UPDATE

PUBLIC ENGAGEMENT PLAN

This Public Engagement Plan (PEP) will guide outreach activities for the Wake Transit Vision Plan Update. The PEP is consistent with Capital Area Metropolitan Planning Organization (CAMPO)'s Public Participation Plan (PPP) and the Wake Transit Community Engagement (CE) Policy.

Introduction

Project Understanding

In November 2016, Wake County voters approved a half-cent, transit-dedicated sales tax to invest in the public transportation network in Wake County. The Wake Transit Plan is a financially constrained plan that prioritizes public investments for the next ten years. The Wake Transit Plan is updated every four years and adopted by the CAMPO, GoTriangle, and Wake County governing boards.

Project Purpose

The Wake Transit Vision Plan Update will reassess the transit investment priorities associated with the four "Big Moves" established in the 2016 Wake Transit Plan. Public engagement will confirm these priorities and specifically evaluate community preferences associated with specific investments within each Big Moves.

The PEP is designed to solicit feedback on priorities and preferences and share draft recommendations that align with community desires. The PEP started with an engagement diagnostic, including information outlined in the Community Engagement (CE) Policy. The CE Policy establishes the engagement requirements for the planning, programming, and development of Wake Transit Plan related documents. It outlines a thoughtful set of guiding principles to assist in the development of community engagement strategies. The Wake Transit Vision Plan will be built on a foundation of strong, meaningful public engagement.

Project Timeline

It is anticipated that the Wake Transit Vision Plan Update will take approximately eighteen months to complete (see Public Engagement Phases and timeline on page 5).

Engagement Principles

Engagement principles reflect the broader strategy that will guide the engagement strategy and tactics. These principals – accountability, inclusivity and transparency – will ensure that the Wake Transit Plan will facilitate an planning process that is equitable, relies on a multifaceted approach and is designed to reach broad representation from community members who live, work, and travel in Wake County.

Accountability

- Coordinate with the Transit Planning Advisory Committee (TPAC) members to ensure they support the engagement approach, strategy, and tactics.
- Evaluate engagement steps after each phase to adjust and respond to lessons learned during the planning process.
- Report outreach results back to the public following each round of outreach, including the performance assessment results.

Inclusivity

- Implement tactics – including both where and when engagement activities are held, and the types of information shared – to ensure we reach a broad group of Wake County residents.
- Create a variety of options and platforms for the community to engage with.

Transparency

- Distribute information in a timely manner that outlines the purpose, intent, and relevance of engagement effort.
- Define the community's role in the decision-making process and clearly communicate how community feedback was incorporated into draft and final outcomes.
- Keep all staff and stakeholder groups, as well as the general public, informed of past, current, and future engagement efforts and results.

Public Engagement Phases

The Wake Transit Vision Plan is designed around three distinct phases; engagement will mirror these phases and have corresponding goals and objectives. As a result, specific tactics and strategies are specific to each phase and designed to accomplish these goals.

Phase 1: State of the Plan ***January – June 2024***

The "State of the Wake Transit Plan" will provide a "report card" or status update on the Wake Transit Plan. There are two clear engagement goals with this step:

1. Educate stakeholders and the public on the status of the plan, including successes, challenges, and new opportunities.
2. Collect feedback on satisfaction with progress towards the original Wake County Transit Plans' four "Big Moves," and ask for priorities for future investments.

Phase 2: Transit Investment Scenarios ***July – December 2024***

Phase 2 will share different investment scenarios for future Wake Transit Plan investments. This Phase will also include education of participants on underlying trade-offs and the constraints of the Wake Transit Plan and ask for preferences and priorities on the proposed options.

Phase 3: Draft Recommended Investment Strategy ***January – May 2025***

Engagement efforts in Phase 3 will focus on sharing draft recommendations and collecting feedback on these recommendations. Participants will also be asked to confirm that the recommended strategies reflect the priorities established in earlier engagement activities.

Optional

Phase 4: Recommended Investment Strategy ***June 2025***

This Phase is for sharing the final plan for public feedback. This phase may be conducted by CAMPO staff after the scoped timeline as well.

People and Parties

The outreach process is meant to facilitate the continuous coordination between the project management team—made up of CAMPO staff and the consultant team—and the stakeholders and community groups as outlined below.

Core Technical Team

The Core Technical Team (CTT) includes CAMPO staff members and stakeholders, such as transit providers and municipalities in Wake County. The CTT will meet regularly and provide feedback and insights at key decision-making milestones throughout the project. Tentative dates and topics for CTT meetings are shown in Table 1.

Table 1: Tentative CTT Meeting Schedule and Topics

Phase	Meeting Date	Meeting Topic
Phase 1	January 2024	Discuss project scope and schedule, review draft Public Engagement Plan, and provide input on plan elements.
	March 2024	Review the inventory of investments, outcomes, and spending based on the recommendations of the prior Wake Transit Plan. Review Phase 1 engagement strategy, tactics, and materials.
	May 2024	Review preliminary engagement results and discuss strategies to amplify Phase 1 engagement reach (depending on Measures of Success).
Phase 2	September 2024	Review and confirm the draft transit investment scenarios and concepts.
	November 2024	Review preliminary engagement results and discuss strategies to amplify Phase 2 engagement reach (depending on Measures of Success).
	January 2025	Review Phase 2 engagement summary and discuss crafting draft recommended investment strategy.
Phase 3	March 2025	Finalize investment scenarios and discuss how to communicate investments scenarios with different audiences.
	May 2025	Review preliminary engagement results and discuss strategies to amplify Phase 3 engagement reach (depending on Measures of Success).

Stakeholder Advisory Committee

The Stakeholder Advisory Committee (SAC) will include a broader group of community and organizational stakeholders. The SAC will meet quarterly or approximately six times throughout the development of the Wake Transit Vision Plan Update (see Table 2 for tentative dates and topics).

Table 2: Tentative SAC Meeting Schedule and Topics

Phase	Meeting Date	Meeting Topic
Phase 1	March 2024	Discuss project scope and schedule, review and provide input on Phase 1 strategies and materials for in-person and online engagement.
	June 2024	Review Phase 1 engagement summary and discuss opportunities to enhance engagement for Phase 2.
Phase 2	September 2024	Review the draft transit investment scenarios and discuss how to show investment scenarios to the public.

Phase	Meeting Date	Meeting Topic
	December 2024	Review Phase 2 engagement summary and discuss opportunities to enhance engagement for Phase 3.
Phase 3	February 2025	Review the draft recommended investment strategy and discuss how to communicate the strategy to the public.
	May 2025	Review Phase 3 engagement summary and discuss how to incorporate input into the final document.

The representatives from the following entities will be included in the SAC:

- Apex
- CAMPO
- Central Pines Regional Council
- Downtown Raleigh Alliance (DRA)
- Federal Highway Administration
- Fuquay-Varina
- Garner
- GoRaleigh
- GoTriangle
- GoWake Access Transportation
- Holly Springs
- Institute for Transportation Research and Education (ITRE)
- Knightdale
- Morrisville
- NCDOT Division 5
- NCDOT Rail
- NCDOT Transportation Planning Division (TPD)
- NC State University
- Oaks and Spokes
- Raleigh
- Regional Transportation Alliance (RTA)
- Rolesville
- Shaw University
- Wake County
- Wake Forest
- Wake Technical Community College
- WakeUp Wake County

- Wendell
- Zebulon

Outreach Tactics and Methods

A successful engagement strategy includes a variety of events that effectively share and collect information and reach a broad and targeted sample of the community. The PEP is a living, dynamic document that will be reassessed throughout the engagement process and adjusted, as necessary. There are many available strategies to ensure successful, impactful engagement both in-person and virtually. The PEP is structured to propose the following outreach events.

Public Workshops

For each phase of engagement, there will be one public meeting with consultant staff from Kimley-Horn and P3. At least one member of the consultant team will be able to speak Spanish.

Meetings will be interactive, using a combination of informational stations and activities that ask people clear, simple questions and encourage them to speak freely.

Prior to the public workshop, Kimley-Horn will prepare an engagement abstract outlining the intended purpose and details of the public workshop including staff, stations, questions, and materials needed to facilitate the workshop. The consultant team will prepare advertising materials and content for the public workshops. CAMPO staff will be responsible for sending the advertising material to the public and for securing the date, time, and location of the public workshop. The public workshops will be summarized in a brief memorandum format to be included in the appendix of the plan.

Pop-Up Events

Pop-up events will be strategically held at transit centers, key activity centers, and community events across Wake County. These events are meant to meet community members where they already are, including, but not limited to:

- Transit Riders
- Limited English Proficiency (LEP) populations
- Spanish-Speaking Community
- Racial and Ethnic Minority Populations
- People with Disabilities
- No Vehicle Households
- Low-Income Populations
- Foreign-Born Populations
- Older Adult Populations

There will be six pop-up events per phase of engagement. It is anticipated that there will be a total of eighteen pop-up events.

Kimley-Horn, P3, and the Stakeholder Advisory Committee will work to identify the dates, times, and locations of the pop-up events at the onset of each engagement

phase. Kimley-Horn will prepare and produce the pop-up event materials in both English and Spanish (in-person translation will be provided on an as-needed basis). The materials will contain information relevant to each stage of the project as well as any known future opportunities for engagement in the form of flyers, brochures, postcards, etc. P3 will be responsible for facilitating, gathering input, and summarizing the pop-up events. The pop-up events will be summarized in a brief memo format to be included in the appendix of the plan.

Additional pop-up events could be facilitated by trained CAMPO, Wake County, or GoTriangle staff after attending the "train the trainer" event (see below).

"Train the Trainer"

The "train the trainer" activities will be used to leverage resources available from Wake County Transit Plan partners. These events will be used to train CAMPO, Wake County, and GoTriangle staff to effectively explain technical materials, communicate goals and objectives of each phase of the project, respectively, successfully facilitate surveys, gather input from the community, and discuss potential outcomes with community stakeholders and members of the public at pop-up events, public workshops, and presentations/meetings with elected officials, chambers, etc. For each phase of engagement, there will be one "train the trainer" event.

Presentations and Discussions

One of the best ways to promote and encourage participation in the Wake Transit Plan will be to share information directly with key stakeholders, including Wake Transit Plan agency boards, elected officials, and other community organizations (chamber of commerce, non-profits, transit advocacy groups, etc.). Working with these groups – and bringing simple, clear information with actionable steps, like promoting a survey, encouraging attendance at a meeting, etc. – is critical to expanding the reach and impact of the Wake Transit Plan.

Making these presentations will be a shared effort with the consultant team supporting presentations by helping develop materials and "training the trainer" activities to ensure a consistent message. CAMPO staff and other Transit Plan leaders, such as TPAC members will help share presentations and materials with their stakeholders.

Focus Groups/Small Group Meetings

Focus groups or stakeholder interviews provide an opportunity for targeted feedback from community members. We propose to hold one round of focus groups during Phase 2 when there is the greatest amount of technical content for discussion and Phase 3 to follow up with the same audiences and share how their feedback was incorporated into the recommendations.

One "round" of focus groups includes three small group meetings (held in person, or potentially virtually). P3 will work with CAMPO staff to identify focus group members and Nelson\Nygaard will facilitate the technical content of the groups.

We will target different groups in the focus groups will groups oriented around target populations, such as:

- Transit riders in urbanized areas
- Transit riders outside of the urbanized areas
- Transit riders with disabilities
- Older Adult Populations
- Spanish-Speaking Community

A list of draft questions for the focus groups will be reviewed and confirmed by the Project Management Team (PMT). P3 will email meeting invitations to focus group members and provide any necessary materials prior to the meeting. P3 will be responsible for facilitating, gathering input resulting from group discussion, and summarizing the focus groups' conversations and key outcomes. The focus group summary will consist of a brief memo format to be included in the appendix of the plan.

Online Campaign

The online campaign will complement the in-person engagement efforts. As a standing, dedicated website, stakeholders, and community groups can find information on the status of the project, past and next steps of the engagement, and resources pertaining to the Wake Transit Vision Plan Update. For every phase of engagement, a summary will be created for the online campaign. The summary will be included in the appendix of the plan.

Project Website

The project website—hosted on PublicInput.com—is intended to be the engagement hub for the duration of the project. It will include project information, a project schedule, public-facing documents, and engagement and outreach activities and updates. On the project website, participants will be able to sign-up for project updates to receive information about major milestones or engagement opportunities.

The website will be available in both English and Spanish. Kimley-Horn will create content to post on the website for three major website updates to coincide with the three phases of engagement. Kimley-Horn and P3 will work with CAMPO staff to develop and maintain the project website, making updates as needed to coincide with outreach Phases 1-3. Kimley-Horn will also prepare engagement advertisements for the project website. All print materials used for other types of engagement will include the project website or a QR code directing people towards the site.

Online Survey

Three online public surveys will be created (one for each phase of engagement). Kimley-Horn will create an abstract that describes the purpose and intent of the survey, including recommended platform, initial survey content, and development timeframe. Kimley-Horn will also provide the survey in a print format to be distributed by CAMPO,

Wake County, and GoTriangle staff. P3 can also help distribute surveys as requested. The surveys and all associated materials will be provided in both English and Spanish.

Kimley-Horn will be responsible for creating print and web advertisements for each survey. CAMPO will be responsible for printing, posting, circulating, and distributing the advertisements.

Social Media

Social media posts and email content will be shared throughout the engagement phase at key points identified in the PEP to share relevant materials, surveys, and information regarding opportunities for engagement. The Kimley-Horn and Nelson Nygaard will develop materials to include graphic design support including infographics, email banners, and e-posters and flyers to support outreach and engagement activities. The materials will be formatted for ease of sharing on social media platforms and the project website. Social media advertisements will be provided in both English and Spanish.

Phase I: State of the Plan

The goal of Phase 1 will be educating stakeholders and the public on the status of the Wake County Transit Plan including successes, challenges, and opportunities and ask for priorities and preferences for future investments. Findings will be used to prioritize goals and inform development of investments scenarios (which will be shared in Phase 2).

Outreach Event	Schedule	Intended Audience	Purpose and Outcomes	Responsibilities	
				Consultant Team	CAMPO
Kickoff Meeting	December 2023	PMT	Introduce the PMT to the overarching plan goals and process	Send meeting invitation, prepare materials, summarize feedback	Identify PMT members
Branding	January 2024	General Public	Create project branding guidelines to establish project brand and feel	Create branding materials	Approve and finalize branding concepts
Project Website	January 2024	General Public	Launch the public website as the project's engagement hub	Create content, upload to project website	Maintain site as needed
SAC	March 2024	SAC	Review the draft PEP	Send meeting invitation, prepare materials, summarize, and incorporate feedback	Identify SAC members, secure meeting location
Train the Trainer	March 2024	Trainers	Train trainers to understand content, objectives, and facilitation of public survey content	Send meeting invitation, prepare materials	Secure meeting location
Social Media	March 2024	General Public	Advertise the first public workshop and survey on social media/email	Create content, translate materials into Spanish	Promote and advertise on networks and listservs
Public Meeting	April 2024	General Public	Hold one public workshop to collect input on goals and priorities	Create meeting content, create advertisements, and staff meeting	Secure meeting location and advertise meeting Help staff events
Presentations	April 2024	Stakeholders	Make presentations at city council meetings, community boards, and other scheduled activities	Create slide deck and train the trainer session	Schedule and attend meetings; make presentations
Public Survey	April 2024	General Public	Target online feedback to collect input on goals and priorities	Draft and create survey content, prepare advertisement materials, and summarize feedback	Promote survey

Outreach Event	Schedule	Intended Audience	Purpose and Outcomes	Responsibilities	
				Consultant Team	CAMPO
Pop-Ups (6)	May 2024	General Public	Target in-person feedback on goals and priorities	Create content, translate materials into Spanish Staff and support pop-ups	Promote and advertise on networks and listservs Staff and support pop-ups
SAC	June 2024	SAC	Review engagement summary	Send meeting invitation, prepare materials Facilitate meeting	Secure meeting location
TPAC	June 2024	TPAC	Project update	Prepare presentation materials	Secure spot on TPAC agenda

Notes:
PMT meetings occur bi-weekly and are not shown on the schedule
Not all CTT meetings are shown as some CTT meetings will not be related directly to engagement

Phase 2: Transit Investment Scenarios

Engagement associated with Phase 2 will be to share draft investment scenarios that show different ways of investing Wake Transit Plan funds. Information collected during this phase will inform development of draft recommendations.

Outreach Event	Schedule	Intended Audience	Purpose and Outcomes	Responsibilities	
				Consultant Team	CAMPO
Project Website	September 2024	General Public	Update the project website with Phase 2 information	Create content, upload to project website	Maintain site as needed
SAC	September 2024	SAC	Discuss how to show draft transit investment scenarios and concepts to the public	Send meeting invitation, prepare materials, summarize, and incorporate feedback	Identify SAC members, secure meeting location
Train the Trainer	October 2024	Trainers	Train trainers to understand content, objectives, and facilitation of public survey content	Send meeting invitation, prepare materials	Secure meeting location
Social Media	October 2024	General Public	Advertise the second public workshop and survey on social media/email	Create content, translate materials into Spanish	Promote and advertise on networks and listservs
Public Meeting	October 2024	General Public	Hold one public workshop to collect input on draft transit investment scenarios and concepts	Create meeting content, create advertisements, and staff meeting	Secure meeting location and advertise meeting Help staff events
Public Survey	October 2024	General Public	Target online feedback to collect input on draft transit investment scenarios and concepts	Draft and create survey content, prepare advertisement materials, and summarize feedback	Promote survey
Pop-Ups (6)	November 2024	General Public	Target in-person feedback on draft transit investment scenarios and concepts	Create content, translate materials into Spanish Staff events	Promote and advertise on networks and listservs Staff events
Focus Group (3)	November 2024	Focus Group	Interview focus groups on draft transit investment scenarios and concepts	Create content and facilitate group discussions	Identify focus group members and participants

Outreach Event	Schedule	Intended Audience	Purpose and Outcomes	Responsibilities	
				Consultant Team	CAMPO
SAC	December 2024	SAC	Review engagement summary	Send meeting invitation, prepare materials	Secure meeting location

Notes:
PMT meetings occur bi-weekly and are not shown on the schedule
Not all CTT meetings are shown as some CTT meetings will not be related directly to engagement

Phase 3: Draft Recommended Investment Strategy

Phase 3 will share draft recommendations for the Wake Transit Plan. Findings and feedback collected during this phase will be used to refine and finalize recommendations.

Outreach Event	Schedule	Intended Audience	Purpose and Outcomes	Responsibilities	
				Consultant Team	CAMPO
Project Website	February 2025	General Public	Update the project website with Phase 3 information	Create content, upload to project website	Maintain site as needed
SAC	February 2025	SAC	Discuss how to engage the public in the final phase of engagement	Send meeting invitation, prepare materials, summarize, and incorporate feedback	Identify SAC members, secure meeting location
Social Media	March 2025	General Public	Advertise the third public workshop on social media/email	Create content, translate materials into Spanish	Promote and advertise on networks and listservs
Public Meeting	March 2025	General Public	Hold public workshop to collect input on draft Vision Plan Update document	Create meeting content, create advertisements, and staff meeting	Secure meeting location and advertise meeting Help staff events
Pop-Ups (6)	April 2025	General Public	Target in-person feedback on draft Vision Plan Update document	Create content, translate materials into Spanish Staff events	Promote and advertise on networks and listservs Help staff events
Focus Group (3)	April 2025	Focus Group	Interview focus groups on draft Vision Plan Update document	Create content and facilitate group discussions	Identify focus group members and participants
SAC	May 2025	SAC	Review engagement summary	Send meeting invitation, prepare materials. Facilitate meetings	Secure meeting location

***Notes**:*
PMT meetings occur bi-weekly and are not shown on the schedule
Not all CTT meetings are shown as some CTT meetings will not be related directly to engagement

Measures of Success

The success of the overall engagement strategy and individual phases will be measured using the following metrics.

Quality

- Intentional timing of engagement with project milestones to ensure feedback aligns with critical decision-making points.
- Evaluate feedback for its value added to the planning process and planning outcomes.
- Provide opportunities for input to be open-ended and transit-adjacent to understand the holistic transportation network context.

Quantity

- Total number of active participants reached through events and social media.
- Total number of active participants by demographic subsets reached through events and social media.
- Total number of project email updates sent at the beginning and end of each public engagement phase.
- Total number of events held in each geographic location.

Inclusivity

- Ensure engagement materials are available in the following ways:
  - Across mediums (i.e., online, in-person, and passively).
  - Across geographies (i.e., urban, and rural areas of the study area).
  - Available with cognizance of user (i.e., commuter, visitors, residence, renters, recreational users, etc.)
  - Accessible for diverse audiences regardless of sex, race or ethnicity, educational level, disability, or language.
- Adjust engagement activities as necessary to provide meaningful ways to engage if previous methods fall short.

Phase 1 | Engagement Summary

Wake Transit Plan

August 2024

NELSON NYGAARD

WAKE TRANSIT PLAN UPDATE

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1 OVERVIEW

Summary

In 2024, Wake Transit Plan (WTP) stakeholders initiated an update to revisit the strategic direction and investment priorities established in the 2016 Wake Transit Plan. This plan—the WTP Update—was designed to include significant public and stakeholder engagement throughout the process.

The first phase of the engagement, which was held during Spring and Summer 2024 was specifically focused on educating stakeholders and the public about the status of the plan and asking for feedback on current investment priorities. While the Phase 1 engagement strategy included several activities, it was centered around a transit priorities survey that asked participants to spend a limited budget across a list of 12 different transit investments. In addition to order of magnitude cost information, participants were also shown information about each investment's potential impact, such as how long it would take to build the project, how it would impact transit ridership and, how the strategy would improve rider safety and comfort, as well as service speed and reliability. A copy of the priorities survey is included in Appendix A.

The survey also included a series of demographic and socioeconomic questions used by Wake Transit Plan Community Engagement team on previous efforts, to better ensure consistency and ability to measure trends in engagement over time. The demographic questions helped the team track responses across key resident groups as well as geographically. The demographic and socioeconomic data analysis was also helpful in identifying differing priorities between some of the key groups. For the purpose of this summary, results will be framed in the context of overall survey responses and responses of regular transit riders. A copy of the demographic questions is included in Appendix B.

The survey was available online between May 6, 2024, and July 23, 2024. People who participated in community engagement activities, including the Stakeholder Advisory Committee, participated in a group transit investment budgeting activity similar to the exercise included in the survey.

The Process

First, a Public Engagement Plan (PEP) was created which documented the project understanding, project purpose, and anticipated timeline for all phases of engagement throughout the Wake Transit Plan Update (between 18-24 months, total). The draft PEP was reviewed by the CE Subcommittee on February 2, 2024 and finalized on April 16, 2024.

For Phase 1, three documents were prepared to further outline the strategy for engagement:

- **Level 1 – Equity Analysis** | The Community Engagement (CE) Equity Analysis was used to determine where targeted outreach efforts were required to reach specified population groups within the geographic boundary of Wake County. In the form, each population group, specific locations, and materials and intended outreach methods used were outlined. Using Capital Area Metropolitan Planning Organization's (CAMPO's) Community of Concerns (CoC) map, vulnerable populations throughout Wake County were identified. The CoC map utilized American Community Survey (ACS) 5-Year Estimates (2017 – 2021).
- **Level 2 – GoTriangle Support Request Form** | the purpose of the GoTriangle Support Request Form was to identify general support services from GoTriangle to supplement engagement activities. The general support services included posting on GoForwardNC/Wake social media and websites, One Wake Transit social media, calendar, and blog.
- **Level 2 – Strategy for Engagement Phases document** | the purpose of the Engagement Phase document is to outline the purpose, key audiences, schedule, geographic boundary, and support requested from TPAC partners. At a high-level, this document outlines the anticipated dates of each aspect of engagement including deliverables and support descriptions requested.

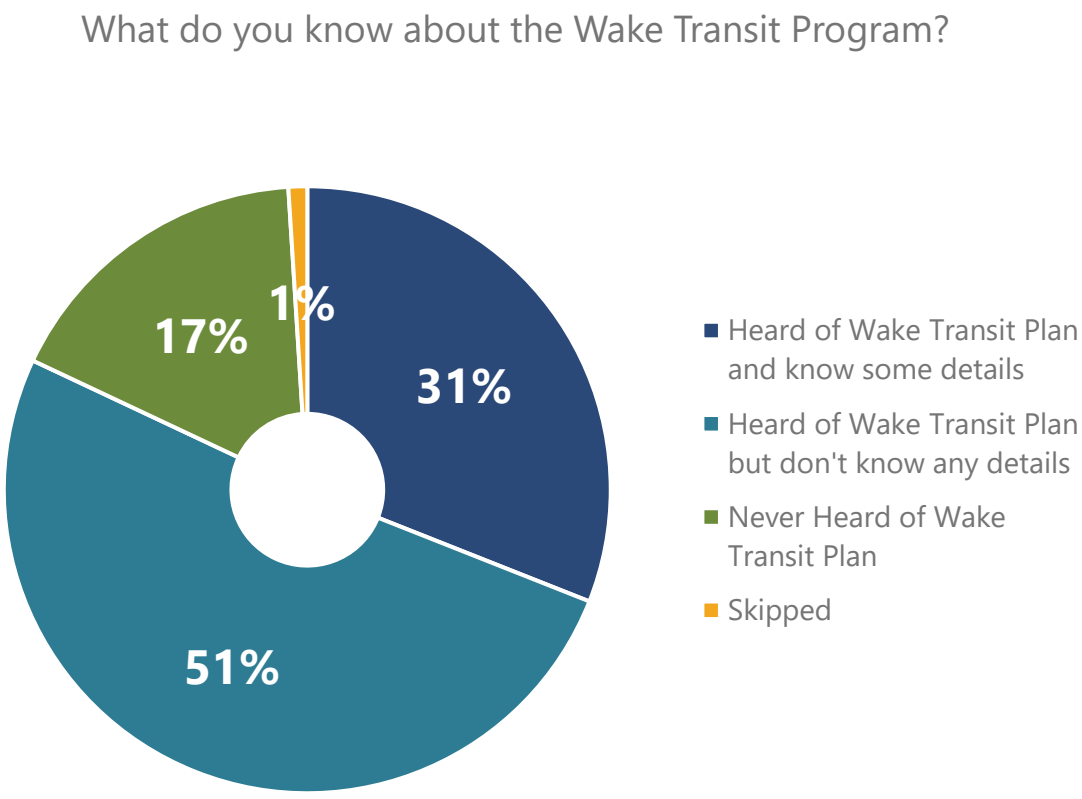
The three documents were submitted to CAMPO staff for review and approval on March 15, 2024.

2 SURVEY: KEY TAKEAWAYS

Summary of Findings: Survey

The summary of findings below, outlines the major data points collected by the close date of the survey.

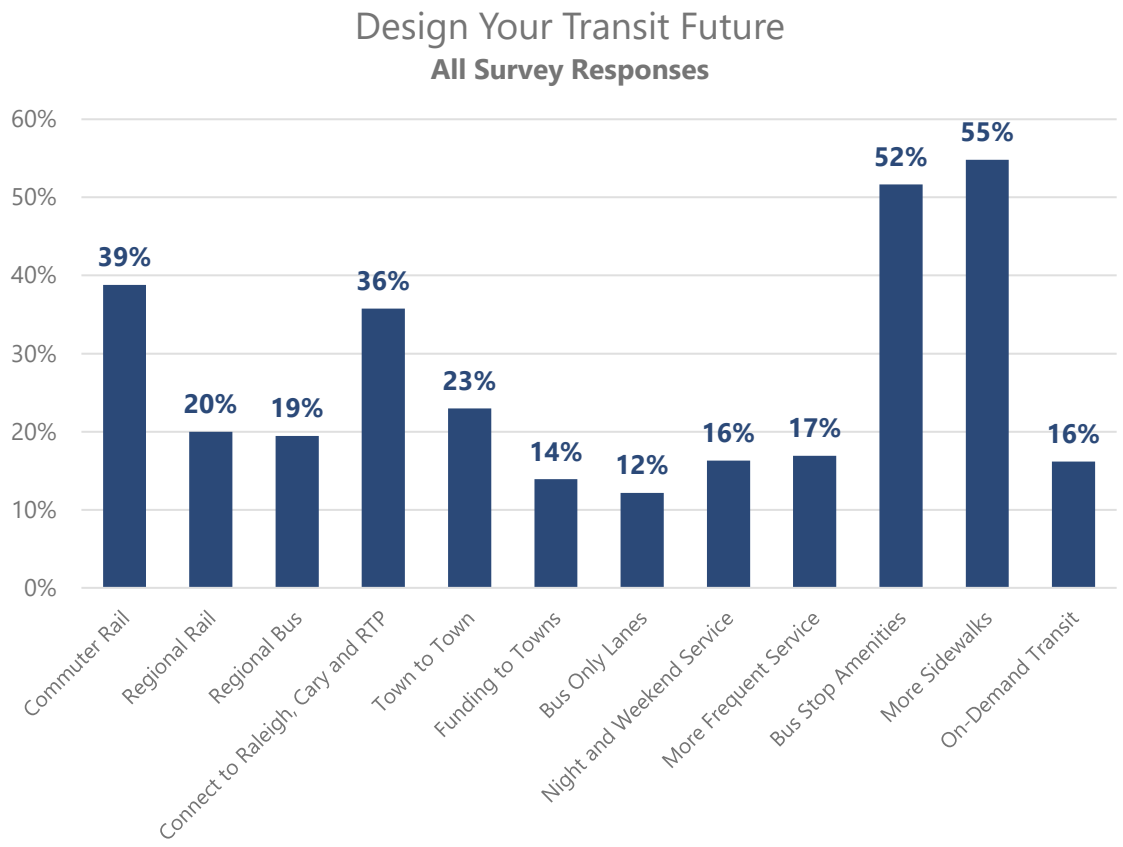
- Approximately 1,900 completed surveys
  - 1,302 completed both demographic and transit priorities sections
  - 1,578 completed priorities section, only
- 51% of the people who took the survey reported they had heard of the Wake Transit Plan but didn't know any details.
- 17% had never heard of the Wake Transit Plan.
- Among the people who completed the survey, 28% are regular or sometimes-users of transit services.



Summary of Findings: All Responses

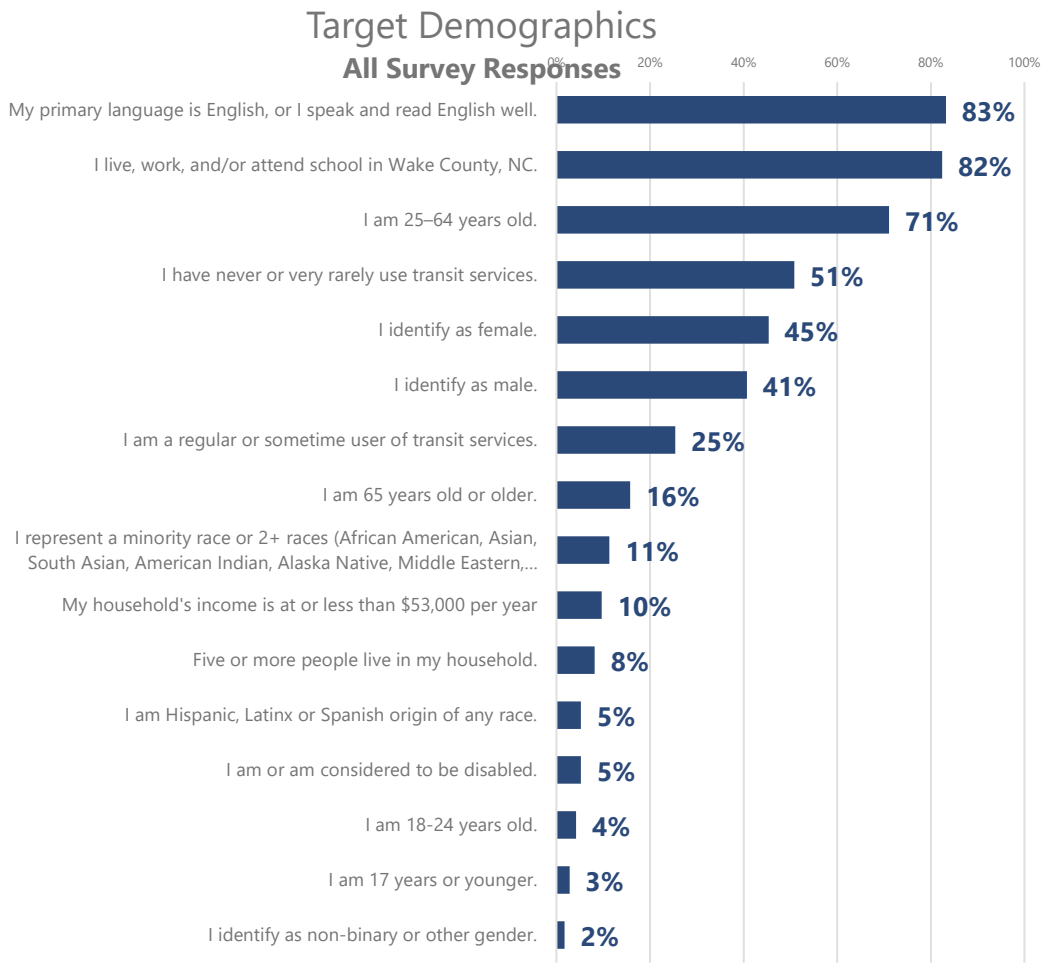
When reviewing the overall sample, regional connections are important to survey respondents. Nearly everyone selected at least one regional connection: commuter rail, connections to Raleigh Cary and RTP and regional rail or bus. The following bullets highlight the summary of all responses received on the survey. The graph below shows how participants allocated $10 to create their transit future.

- The highest priority investments included:
  - Crosswalks and sidewalks (55%)
  - Bus stop amenities (52%)
  - Connections to regional centers (Raleigh, Cary, and RTP) (36%)
  - Commuter Rail (39%)
- The lowest priority investments included:
  - Bus only lanes (12%)
  - Funding to towns (14%)
  - On-Demand transit (16%)



Key Demographic Statistics:

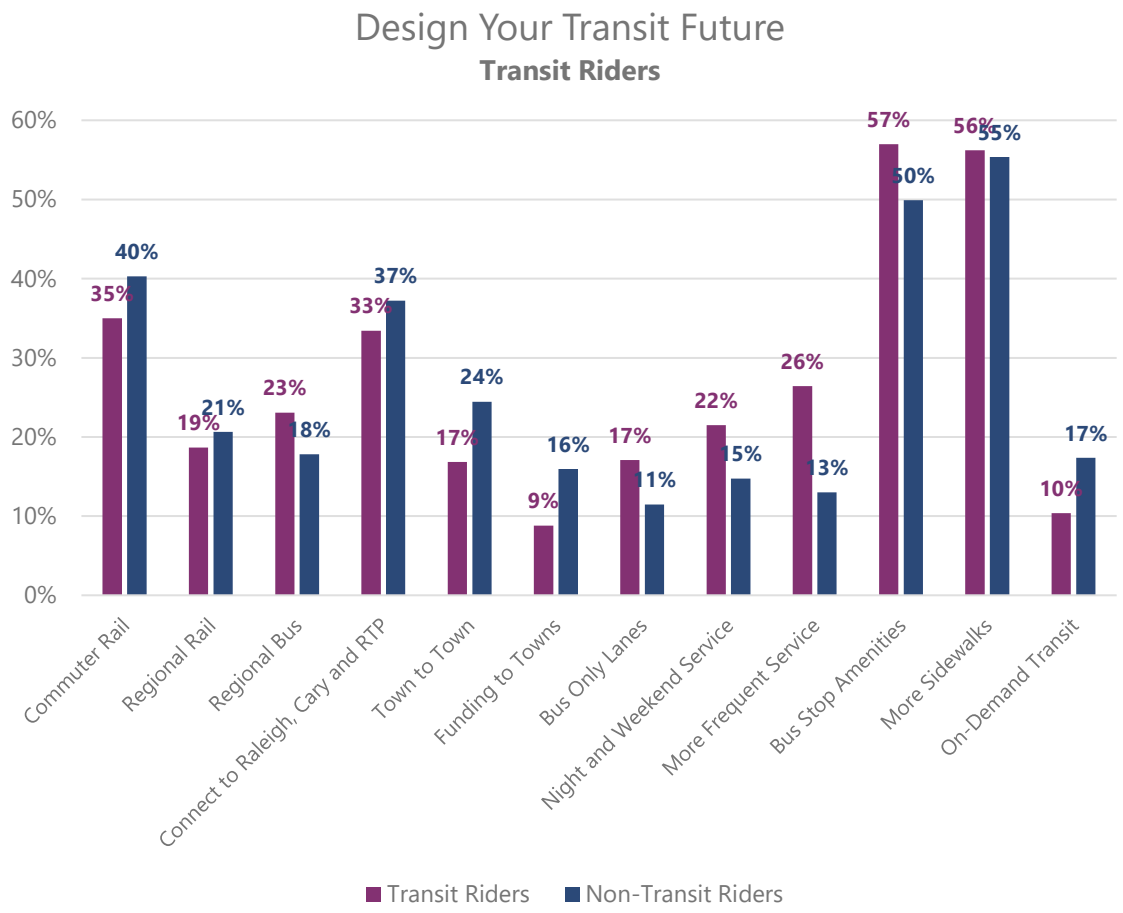
- **25%** are regular or sometimes users of transit services
  - 51% have never or rarely use transit services
- **10%** have incomes at or less than $53,000 per year
  - 7% live in households with 5 or more people
- **16%** are Hispanic or represent a minority race
- **4%** are aged 18 – 24 years and **16%** are aged 60+ years
- **5%** identified as a person with a disability



Summary of Findings: Transit Riders

To better understand the needs of transit riders, data was disaggregated to parse out responses from transit riders. Overall, out of the 1,302 total survey responses, 386 respondents reported using transit, and they notably different priorities compared to the overall sample.

- Transit reliant populations—defined as having at least one of the following characteristics: low income, 5+ households, minority, or Hispanic origin—made up 29% of respondents.
- Generally, transit riders prioritized frequent and off-peak service, improved bus stop amenities, and bus only lanes more than non-transit riders. Transit riders are also slightly less interested in commuter rail and town-to-town connections than non-transit riders.
- Overall, transit riders and transit reliant populations had similar priorities.



3 OPEN HOUSE

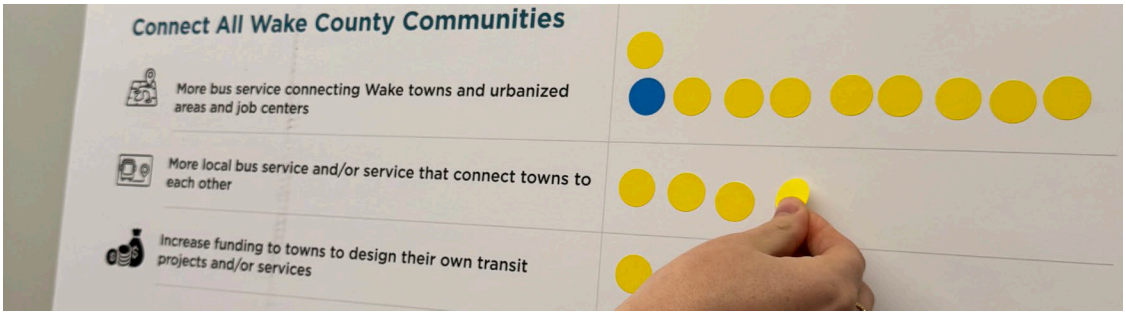
The open house was held on May 16, 2024 at the Chavis Community Center. The open house was organized as a drop-in format so participants could stop by between 6:00 pm and 8:00 pm to review exhibits, provide input on priorities, and ask staff questions. The following bullets summarize the feedback received from the open house:

- 11 paper surveys
- 3 comments received
- The top three priorities included:
  - More connections to Wake towns, urbanized areas, and job centers (45%)
  - More town to town bus service (45%)
  - More frequent bus service (45%)

4 POP-UP EVENTS

To supplement the online survey and open house, pop-up events were held around Wake County to meet the community in locations where events were already planned. The intent of the pop-up events was to reach a broad range of community members at targeted locations like transit centers and stops, key activity centers and facilities, and community events to bolster participant and spread information about the Wake Transit Plan.

At each pop-up event, an interactive activity was used to facilitate discussion about transit investments and priorities. A series of exhibits helped supplement discussion similar to the information shared at both the open house and online survey. Participants were encouraged to fill out a printed version of the survey and provide additional input on boards. These pop-up events were staffed by a variety of agency partners including staff from the Town of Apex, Town of Cary, Town of Garner, Town of Morrisville, City of Raleigh, Town of Wendell, Town of Zebulon, GoTriangle, and the consultant team. Over 40 events were held between May 3, 2024 and June 20, 2024.



Participants were asked to allocate portions of a $10 "budget" to transit improvements (simulating the public-facing survey). The prices listed below are illustrative and reflect an order of magnitude relative to $10. The following summarizes the results of the activity. The total column indicates the people that selected each category.

Category	Price	Total
Connect regionally		
Develop a new Wake County commuter rail (train service)	$7	3
Work with existing and planned train service, like Amtrak, to expand rail in Wake County	$4	5
More bus service between Wake County and neighboring counties	$3	6
Connect all Wake County communities		
More bus service connecting Wake towns and urbanized areas and job centers	$2	10
More local bus service and/or service that connects towns to each other	$2	9
Increase funding to towns to design their own transit projects and/or services	$3	7
Create frequent, reliable urban mobility		
Build travel lanes that can only be used by buses	$5	0
More bus routes available at night or on weekends	$3	10
More bus routes that are scheduled every 15 minutes	$5	8
Enhance access to transit		
Build more sidewalks and crosswalks	$2	4
More lighting at bus stops	$1	14
More shelters and benches at more bus stops	$1	15
More on-demand transit service, like microtransit, in more places	$2	0

The following table includes the list of pop-up events held from May 2024 to June 2024.

Event	Location	Date	Staffing
Bike Banaza	510 W Martin St, Raleigh, NC	Friday, May 3, 2024	Raleigh
Peak Fest	Downtown Apex	Saturday, May 4, 2024	Apex
Meet in the Street	350 S White St, Wake Forest, NC	Saturday, May 4, 2024	Wake Tech
NC State	Western Blvd	Thursday, May 9, 2024	GoTriangle
Zebulon Spring Concert Series	1003 N Arendell Ave, Zebulon, NC	Friday, May 10, 2024	Zebulon
Academy Street/Spanish Speaking Festival	316 N. Academy Street, Cary, NC	Saturday, May 11, 2024	Cary
Fuquay-Varina Grower's Market	121 N Main St, Fuquay-Varina, NC	Saturday, May 11, 2024	GoTriangle
Neighborhood Clean-Up	323 Lake Dr, Wendell, NC	Saturday, May 11, 2024	Wendell
Cary Depot	211 N Academy St, Cary, NC 27511	Monday, May 13, 2024	GoTriangle
Public Meeting	505 Martin Luther King Jr Blvd, Raleigh NC	Thursday, May 16, 2024	Consultant Team
District Drive Park and Ride	Raleigh, NC 27607	Thursday, May 16, 2024	GoTriangle
Bike to Work Day	Various Locations	Thursday, May 16, 2024	Raleigh
RTC	901 Slater Road, Durham NC 27703	Friday, May 17, 2024	GoTriangle
Asian American Festival	1030 Richardson Dr, Raleigh, NC	Saturday, May 18, 2024	CAMPO
Garner Night Market	120 East Main Street, Garner, NC	Saturday, May 18, 2024	Consultant Team
Morrisville Springfest	228 Aviation Pkwy, Morrisville NC	Saturday, May 18, 2024	Morrisville + GoTriangle
Zebulon Community Center	301 S Arendell Ave, Zebulon, NC	Monday, May 20, 2024	Consultant Team
South (Wake Tech Campus)	9101 Fayetteville Road, Raleigh, NC	Monday, May 20, 2024	Wake Tech
Northern Wake Senior Center	235 E Holding Ave, Wake Forest, NC 27587	Tuesday, May 21, 2024	Consultant Team
Cary Depot	211 N Academy St, Cary, NC 27511	Wednesday, May 22, 2024	Consultant Team
RTC	901 Slater Road, Durham NC 27703	Wednesday, May 22, 2024	GoTriangle

Event	Location	Date	Staffing
GoRaleigh Station	214 S Blount St, Raleigh, NC 27601	Thursday, May 23, 2024	Consultant Team
NC State	Hillsborough at Brooks	Thursday, May 23, 2024	GoTriangle
Parks Job Fair	514 Method Rd Raleigh, NC 27607	Wednesday, May 29, 2024	Raleigh
Raleigh Downtown Mobility Study	510 W Martin St, Raleigh, NC 20703	Wednesday, May 29, 2024	Consultant Team
Moore Square	201 S Blount Street. Raleigh, NC 27601	Thursday, May 30, 2024	GoTriangle
ZWX Bus Ride		Thursday, May 30, 2024	GoTriangle
Cary Depot	211 N Academy St, Cary, NC 27511	Tuesday, June 4, 2024	GoTriangle
North (Wake Tech Campus)	931 Durham Road Wake Forest, NC 27587	Tuesday, June 4, 2024	Wake Tech
RTC	901 Slater Road, Durham NC 27703	Thursday, June 6, 2024	GoTriangle
Moore Square	201 S Blount Street. Raleigh, NC 27601	Friday, June 7, 2024	GoTriangle
Local Government Career Expo	1101 Gorman St, Raleigh, NC	Saturday, June 8, 2024	Garner
Bike Rodeo	200 Town Hall Dr, Morrisville, NC	Saturday, June 8, 2024	Morrisville
Perry Health Science (Wake Tech Campus)	2901 Holston Lane Raleigh, NC 27610	Monday, June 10, 2024	Wake Tech
RTC	901 Slater Road, Durham NC 27703	Wednesday, June 12, 2024	GoTriangle
Zebulon Juneteenth Kick Off Concert	1003 N Arendell Ave, Zebulon, NC	Friday, June 14, 2024	Consultant Team
Knightdale African American Festival	810 N First Ave, Knightdale, NC	Saturday, June 15, 2024	GoTriangle
Bike Repair Event		Saturday, June 15, 2024	Raleigh
Rolesville Juneteenth	425 Nature Park Dr, Wake Forest, NC 27587	Wednesday, June 19, 2024	Rolesville + GoTriangle
Holly Springs Community Library	300 W Ballentine St, Holly Springs, NC	Thursday, June 20, 2024	GoTriangle
NC State	Hillsborough St	Thursday, June 20, 2024	GoTriangle

5 STAKEHOLDER ADVISORY COMMITTEE

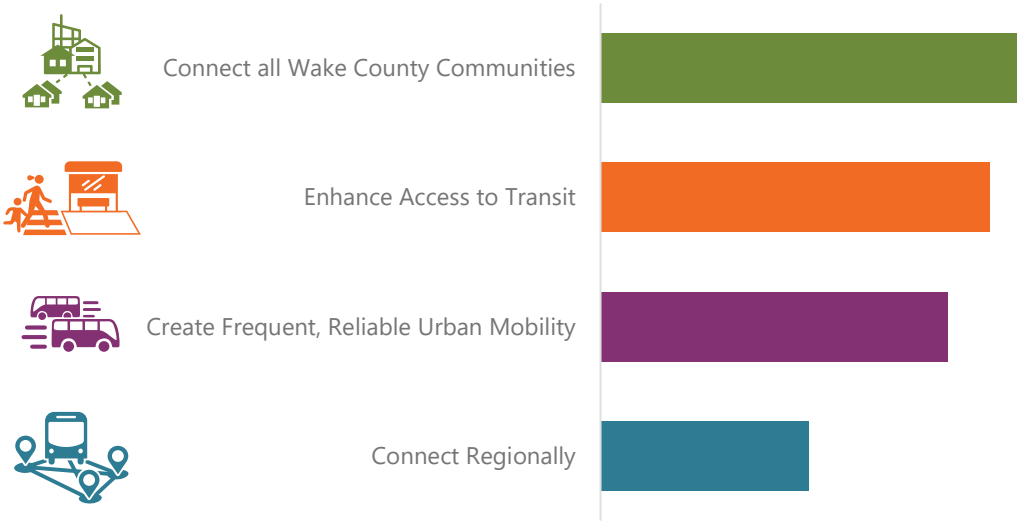
A Stakeholder Advisory Committee (SAC) was held on May 22, 2024, at the Chavis Community Center in downtown Raleigh. At the meeting, there were 49 participants representing communities across Wake County. The representatives of Stakeholder Advisory Committee who were invited to attend included:

- Apex
- CAMPO
- Cary
- Central Pines Regional Council
- Downtown Raleigh Alliance (DRA)
- Federal Highway Administration
- Fuquay-Varina
- Garner
- GoRaleigh
- GoTriangle
- GoWake Access Transportation
- Holly Springs
- ITRE
- Knightdale
- Morrisville
- NCDOT Division 5
- NCDOT Rail
- NCDOT Transportation Planning Division (TPD)
- NC State University
- Oaks and Spokes
- Raleigh
- Regional Transportation Alliance (RTA)
- Rolesville
- Shaw University
- Wake County
- Wake Forest
- Wake Technical Community College
- WakeUp Wake County
- Wendell
- Zebulon

The purpose of the Stakeholder Advisory Committee meeting was to:

- Review the State of the Wake Transit Plan
- Gather input on Wake Transit Plan priorities
- Share information on up-coming engagement events

Using an interactive online, live polling software called Mentimeter, participants were encouraged to share their agency's perspective on where the Wake Transit Plan has made the most progress.



Stakeholders were also asked what they felt was the biggest challenge facing the Wake Transit Plan. The results of the open-ended responses are summarized below:

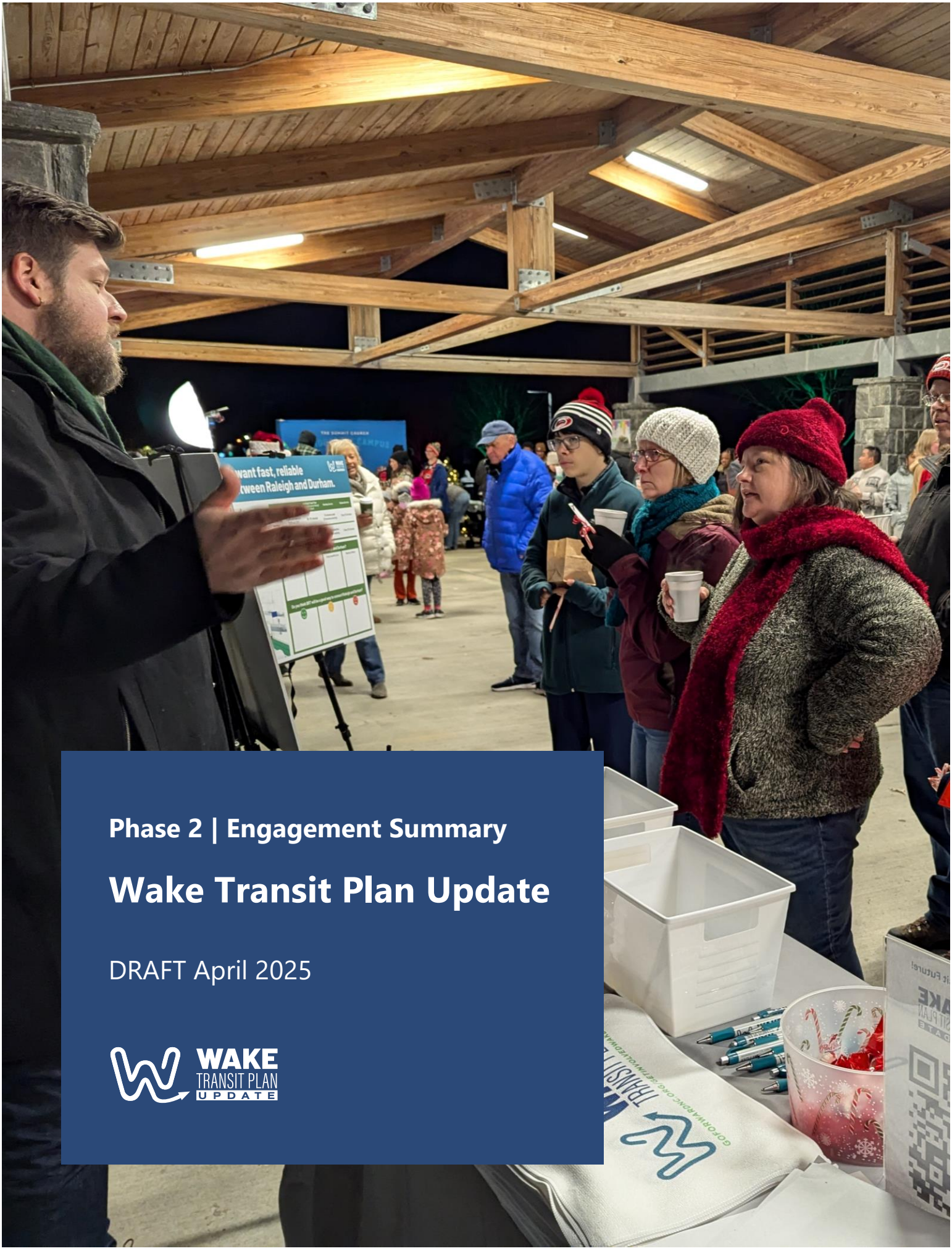
- Funding
- Ridership
- Time
- Coordinating with land use/density

Stakeholders were placed into small groups with three-to-five people and asked to allocate portions of a $10 "budget" to transit improvements (simulating the public-facing survey). The prices listed below are illustrative and reflect an order of magnitude relative to $10. The following summarizes the results of the activity. The total column indicates the number of groups that selected each category.

Category	Price	Total
Connect regionally		
Develop a new Wake County commuter rail (train service)	$7	0
Work with existing and planned train service, like Amtrak, to expand rail in Wake County	$4	1.5
More bus service between Wake County and neighboring counties	$3	2
Connect all Wake County communities		
More bus service connecting Wake towns and urbanized areas and job centers	$2	5
More local bus service and/or service that connects towns to each other	$2	5
Increase funding to towns to design their own transit projects and/or services	$3	2
Create frequent, reliable urban mobility		
Build travel lanes that can only be used by buses	$5	4
More bus routes available at night or on weekends	$3	3
More bus routes that are scheduled every 15 minutes	$5	4.5
Enhance access to transit		
Build more sidewalks and crosswalks	$2	2
More lighting at bus stops	$1	0
More shelters and benches at more bus stops	$1	5
More on-demand transit service, like microtransit, in more places	$2	6

The investments selected most often by the stakeholder small groups are listed below:

- More on-demand transit service, like microtransit, in more places (6)
- More bus service connecting Wake towns and urbanized areas and job centers (5)
- More local bus service and/or service that connects towns to each other (5)
- More shelters and benches at more bus tops (5)



Phase 2 | Engagement Summary

Wake Transit Plan Update

DRAFT April 2025

WAKE TRANSIT PLAN UPDATE

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1 OVERVIEW

Phase 2 Engagement Goals

In 2024, Wake Transit Plan (WTP) stakeholders initiated an update to confirm and adapt the strategic direction and investment priorities established in the 2016 Wake Transit Plan. The WTP Update is intended to include significant public and stakeholder engagement.

The first phase of the engagement was focused on educating stakeholders and the public about the plan's status. The second phase of engagement, held in late 2024 and early 2025, focused on receiving feedback on the following three topics:

- **Rail Investment**—How do people feel about shifting from adding a commuter rail service to expanding existing rail service in Wake County?
- **Bus Rapid Transit**—Is bus Rapid Transit (BRT) a good option for connecting Raleigh and Durham?
- **Transit Investment (People vs Places)**—Would people prioritize investment in existing services (people) or new locations across Wake County (places)?

The following engagement activities were conducted:

- Updated project website with an online survey
- 24 pop-up events held in each local jurisdiction of Wake County
- Hard copy surveys
- Paid media advertisements through Facebook and Qué Pasa Media Network
- Five presentations to local boards, committees, and councils
- Four focus group meetings with stakeholders (transit riders, people with disabilities, students, and service providers)

Key Findings

There were several key takeaways across all Phase 2 engagement activities:

- Investing in regional rail service is highly desirable. During in-person and social media discourse, some residents expressed disappointment about the loss of commuter rail.
- People want to see improvements that increase the bus service where it currently exists while also adding new routes to serve additional communities in Wake County.
- Current transit riders prioritized improving the existing bus service by increasing frequency and availability.
- Bus Rapid Transit is supported across the county.
- Rural areas generally prefer prioritizing the creation of new bus routes and mobility hubs.

2 QUANTITATIVE FINDINGS

Overview

The online survey was available between December 1, 2024, and January 31, 2025. In addition to offering the survey online, people who participated in a pop-up event could complete it in hard copy format. The survey was available in Spanish, and staff provided translation support during the events held at transit stations or centers.

The survey consisted of three questions:

1. Is expanding our existing rail service a good way of investing in rail in Wake County?
2. Is BRT a good way to connect Raleigh to Durham?
3. Which approach do you think we should do first – serve more people or more places?

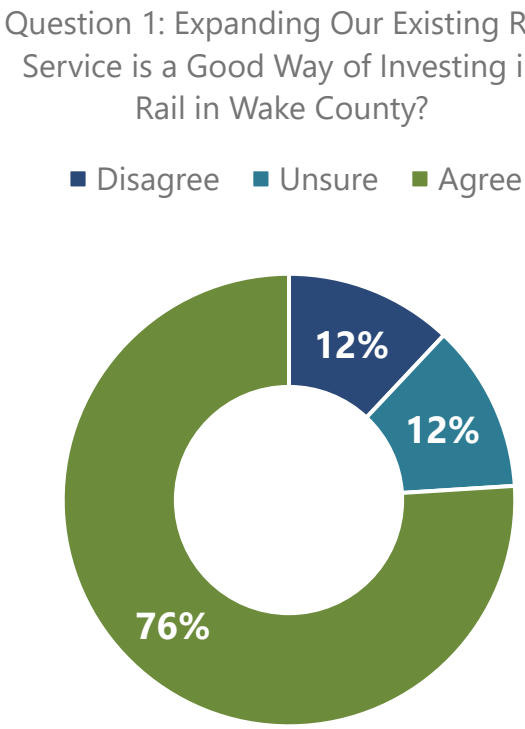
The findings below outline the feedback received through online and paper surveys:

- **1,041 completed online surveys**
  - 867 responded to the demographic and transit investment sections
  - 174 responded only to the transit investment section
- **105 paper surveys** were collected during the Pop-Up events
  - 84 of the surveys lived, worked, or attended school in Wake County
  - 18 paper surveys were either completed in Spanish or with the assistance of a translator

Rail Investment

When reviewing the online results, **most respondents (76%) agreed** that expanding the existing Amtrak infrastructure is a good way to build a rail service in Wake County.

During in-person events, when asked if prioritizing expanding existing rail services rather than building new commuter rail is a good way to build rail service in Wake County, **64% of those surveyed expressed support for improvements to the existing rail system.** People who attended events in Cary, Morrisville, and Wendell reported higher levels of support than those in Raleigh and Wake Forest.

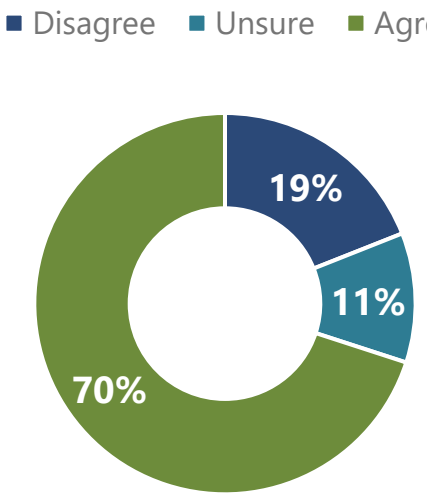


Bus Rapid Transit

Survey respondents (70%) agreed that BRT is a good way to connect Raleigh and Durham.

Regardless of where people attended an event in Wake County, **83% of paper survey responses favored BRT** to connect Raleigh and Durham. People in Cary, Raleigh, Wake Forest, Wendell, and Zebulon supported BRT, ranging from 69% to 100%.

Question 2: BRT Will be a Good Way to Connect Raleigh and Durham

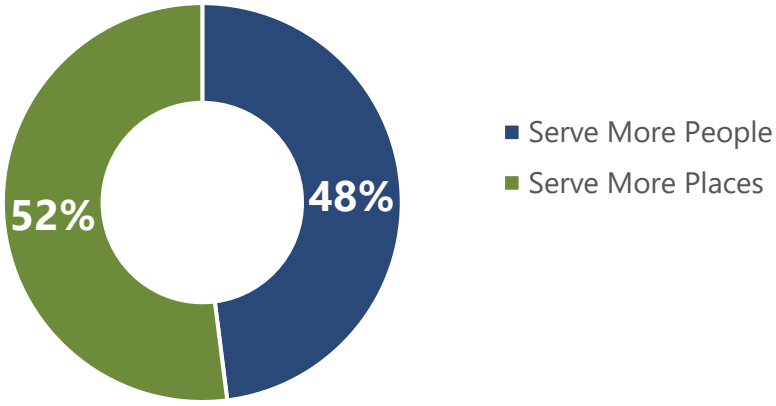


Transit Investment (People vs Places)

People were asked generally if they wanted the Wake Transit Plan to invest in projects connecting more people or places**. 48%** of online responses and **40%** of those who participated in the paper survey prioritized serving **more people** by increasing the frequency and availability of the existing transit system. These responses typically came from the more urbanized areas of the County.

52% of online responses and **42%** of those who participated in the paper survey prioritized serving more places by adding new routes and infrastructure to connect Wake County.

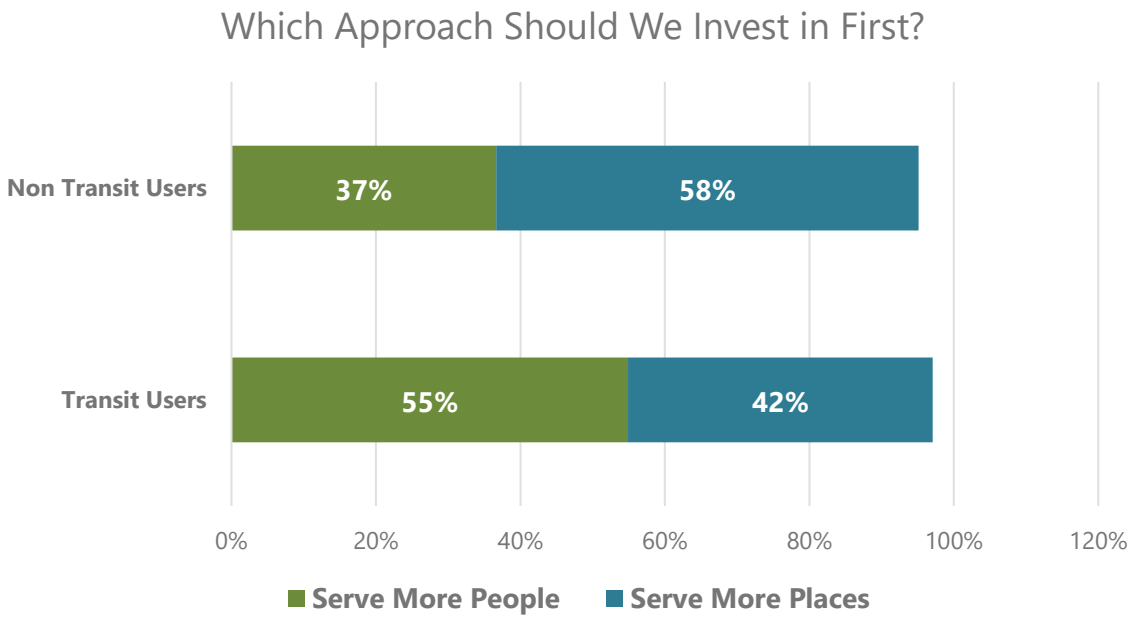
Question 3: Which Approach Do You Think We Should Do First, Serve More People or More Places?



Responses from Transit Riders

To better understand transit riders' needs, data was disaggregated to parse responses from those who identified as transit riders. Of the 1,041 survey responses, 408 reported using transit (often or occasionally), and 472 reported not using transit (rarely/never).

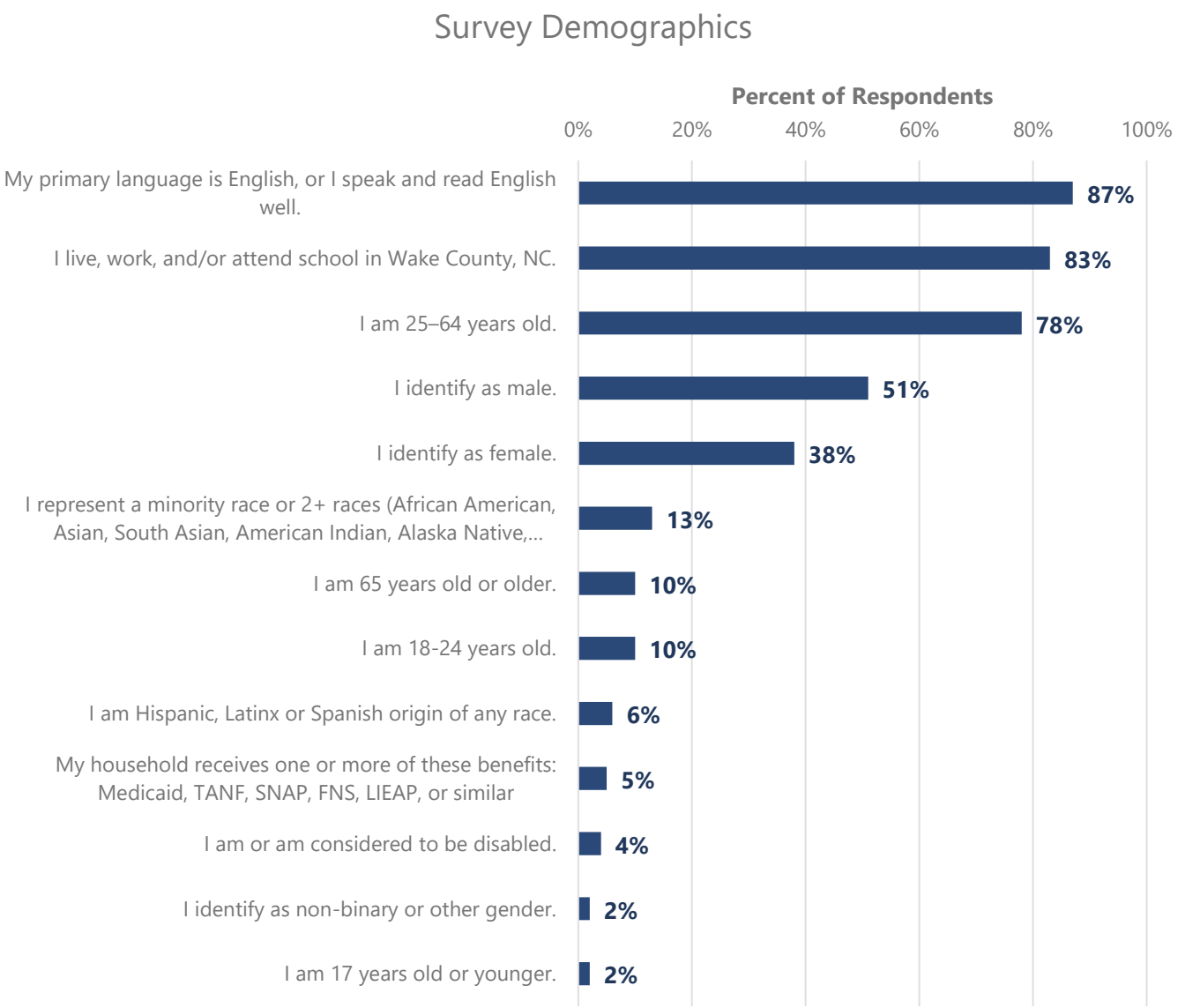
83% of transit riders who responded to the survey supported investing in rail service, and **75%** supported BRT to connect Raleigh and Durham. Transit riders have notably different priorities regarding transit investments (serving more people vs. more places) than non-transit riders. Generally, **transit riders supported investing in existing bus services by increasing frequency and accessibility** (serving more people). In contrast, non-transit riders requested new routes and services across Wake County (serving more places).



Survey Responses by Demographics or Transit Use

Online survey respondents were asked demographic questions to capture who participated in the survey and identify groups we may have missed and need to seek out during later phases of engagement. Key statistics from the Phase 2 online survey included:

- 47% of respondents use transit services a lot or occasionally
- 83% live, work, or attend school in Wake County, NC
- 19% are Hispanic or represent a minority race
- 78% are aged 24-64 years, and 10% are aged 65+ years
- 4% identified as a person with a disability



3 QUALITATIVE FINDINGS

Overview

To supplement digital engagement, several in-person events were held to meet the community in locations where events were already planned and have in-depth conversations about transit in Wake County.

Pop-Up Events

The pop-up events are intended to reach a broad range of community members at targeted locations like transit centers, libraries, and senior centers. At each pop-up event, an interactive activity (coin voting) facilitated discussion about transit investments and priorities. A series of exhibits helped supplement the discussion. Participants were encouraged to fill out a printed version of the survey and provide additional verbal feedback. Various agency partners, CAMPO staff, and the consultant team staffed these pop-up events.

24 events were held across Wake County between December 2024 and February 2025, at the following locations:

- Rolesville Tree Lighting Event (Dec 2)
- Fuquay Varina Tree Lighting Event (Dec 5)
- Apex Annual Tree Lighting (Dec 6)
- Knightdale Tree Lighting Event (Dec 6)
- Wendell Winter Wonderland Event (Dec 6)
- Garner Holiday Block Party (Dec 7)
- Holly Springs Farmers Market (Dec 7)
- Morrisville Tree Lighting Event (Dec 7)
- GoRaleigh Station (Dec 10 and Dec 11)
- Cary Depot (Dec 11)
- Northern Wake Senior Center (Dec 12)
- Garner Senior Center (Dec 13)
- Morrisville Farmers Market (Dec 14)
- Cary Library (Dec 18)
- Zebulon Community Center (Jan 7)
- Wake Forest Mobile Food Market (Jan 9)
- Dorcas Ministries (Jan 14)
- Apex Senior Center (Jan 18)
- Wendell Senior Center (Jan 24)
- Wake Forest Library (Jan 25)
- Regional Transit Center (Dec 17 and Jan 30)
- Raleigh Transit Authority Board Retreat (Feb 5)

In addition, during Phase 2 engagement, CAMPO presented to the following local partner boards, councils, or committees: Knightdale, Raleigh Transit Authority, Apex, Wake Forest, and Rolesville.

Focus Groups

Four focus group meetings were hosted to provide feedback and hear from different groups. The four groups were:

- Mobility and Human Service Providers (held virtually on 12/13/25 with 11 attendees)
- ADA Transit Riders (held virtually on 1/14/25 with 8 attendees)
- Transit Riders (held in-person at Raleigh Union Station on 1/15/25 with 11 attendees)
- Educational Institutions (held virtually on 1/15/25 with 7 attendees)

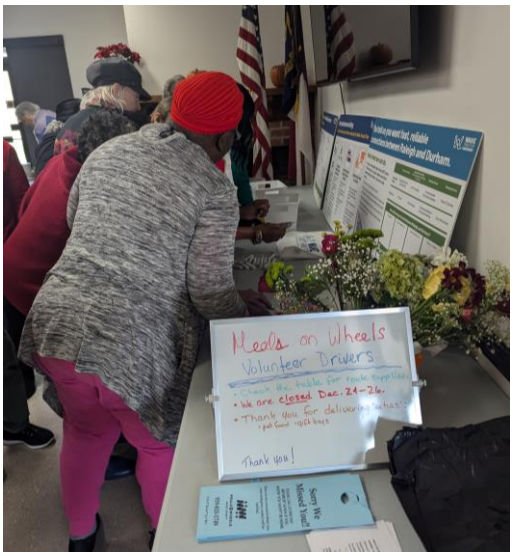
Social Media Engagement

While advertised public meetings, pop-up events, and engaging key stakeholders are essential components of a well-rounded outreach effort, social media was one of the most effective tools for generating responses to the online survey. CAMPO, GoTriangle, and local partner agencies promoted Phase 2 engagement and the online survey through their communication channels. In addition, three short video reels were produced to communicate the Four Big Moves, solicit feedback, and provide awareness about the Wake Transit Plan Update.

In the second half of the engagement period (January 15-31, 2025), paid social media ads and a partnership with Qué Pasa Media Network increased participation and engagement. In two weeks, Instagram and Facebook engagement **increased from 212 to 66,721**. This significant increase highlights the effectiveness of paid advertisements in spurring public engagement.

General Feedback

Rail Service



- Participants typically understood the funding constraints of building a new rail service but were disappointed that commuter rail was no longer a priority. However, there was support for the idea of investing in passenger rail.
- People were excited to learn about S-Line and mobility hub improvements.
- People shared positive experiences about using rail in places like Denver, New York, and California.
- People shared their concerns about the affordability of Amtrak
- The need to support rail connections with good Transit-Oriented Development (TOD) and higher-density development was identified.
- Focus group participants felt that funding in passenger rail should also include improving accessibility at current stations, modernizing cars, and expanding sensitivity training for Amtrak conductors.

Bus Rapid Transit

- Most people need more information about BRT, and additional education may be needed, such as clearly explaining what BRT is, how it will impact vehicular traffic, and where it will be implemented.
- At in-person events, the service connecting Raleigh and Durham was not a regional priority. Instead, people were interested in connecting smaller towns in Wake County.
- People were skeptical that taking transit in Wake County would be faster than driving a car.
- Regional BRT would require a lot of community involvement to ensure optimal connectivity to frequent services.

- Focus group participants discussed the following:
  - Increased frequency for regional service is a high priority, but BRT seems like a short-term fix along major corridors
  - Investing in pedestrian infrastructure (safe crossings, better stops, etc.) is a major safety issue for impaired mobility users
  - Mobility hubs were identified as a top priority
  - Students rely on regional transit connections
  - A bus on the shoulder is not sufficient and is not mandatory for drivers. BRT infrastructure would improve the reliability and safety of regional services, but Wake Transit should be open to other services.

Serving People versus Serving Places

- People generally supported improving the existing bus service but were concerned about access and reliability.
- At in-person events, prioritizing between serving more people and serving more places was typically a difficult question for the community to answer. Most people requested an option to pick both and did not want an "either/or" option.
- There was a clear interest in expanding regional transit access without transfer in Raleigh, for instance, a connection from Apex to Chapel Hill.

- Responses varied by location, with rural areas interested in a new service that serves more places. However, most users who participated were from rural areas and were not regular transit riders.
- Students prioritized serving more people with improved frequency.

Comments Received from Stakeholders

- **Staff Resources:** Many larger municipalities and transit providers have dedicated staff working solely on transit projects and helping to advocate/develop transit policy for the region. The communities in Eastern Wake County do not have this dedicated staff, and stakeholders felt that augmenting these staff resources via a dedicated transit staff member at CAMPO, Wake County, or a transit operator could benefit the tax district.
- **Funding Allocations:** Look for opportunities to wholly fund the NE Smart Ride by the Wake Tax District versus the Community Funding Area Program. This regional service includes Wendell, Zebulon, Knightdale, Raleigh (via Route 33), and unincorporated Wake County.
- **Signal Prioritization:** Knightdale Boulevard should be explored through the Eastern Wake/Raleigh ITS project or the NextGen BRT Extension MIS.
- **Safety:** Funds should be utilized for sidewalks, crosswalks, and access to transit.
- **Land Use:** Transit-supportive land use plans should be prioritized.

Comments Received through Social Media

- **Support for Light Rail:** Many people strongly support light rail, emphasizing its potential benefits for connectivity, reducing traffic, and improving access to jobs and amenities. However, concerns about high costs and long timelines (e.g., 20+ years for approval and construction) were frequently mentioned.
- **Frustration with Delays:** Numerous commenters were frustrated with the slow progress, noting that plans for rail have been discussed for decades (15-35 years) without significant action. Some feel that the region has been taxed for projects that never materialized.
- **Airport Connectivity:** Several people highlight the importance of connecting the rail system to RDU Airport, arguing it would boost ridership and make the system more practical.
- **Cost Concerns:** Many people were worried about the high price tag of rail projects, with some suggesting that investing in buses, Uber-like services, or improving existing transit options might be more cost-effective and flexible.
- **Alternative Suggestions:** Ideas like high-speed rail, express routes to cities like Charlotte or Myrtle Beach, and improved bus services (e.g., smaller, more frequent buses, sheltered stops, and dedicated lanes) were proposed.

4 LESSONS LEARNED

Overview

Phase 2 of the Wake Transit Plan Update engagement had two goals: increasing awareness about the plan and encouraging people to complete a short survey about some key investment decisions. The team used a variety of engagement strategies to reach out to and talk with Wake County taxpayers about the transit plans. Generally speaking:

- People were interested in learning more about the Wake Transit Plan and appreciated the opportunity to provide feedback.
- Paid advertisements and video reels posted to social media were the most effective ways of reaching people and encouraging them to visit the project website to complete the survey.
- Pop-up events effectively reached different demographic and socioeconomic groups and reached people across Wake County. These events focused on increasing awareness about the Wake Transit Plan Update and the planning process.
- The success of pop-ups at transit centers and community facilities, like senior centers, depended on the location and organization of the events. For example, GoRaleigh Station and Wake senior centers produced some of the highest engagement, while the Regional Transit Center and Zebulon Recreation Center had low engagement rates.
- Focus groups require more planning and time to organize and arrange, but they provide the most detailed and nuanced input. Virtual and in-person focus groups were successful.

For several reasons, including a national and statewide election in November, engagement on the Wake Transit Plan was postponed until after the holiday season. While this was a deliberate strategy, it had consequences:

- Conducting engagement during the holiday season is challenging because daylight hours are short, temperatures are unpredictable, and people are busy. The team attended multiple tree-lighting events with limited success.
- Events held in January were also hampered by unpredictable weather, which was colder than usual. As a result, fewer people were willing to stay outside to talk about Wake Transit.

General findings about the engagement process included:

- One of the successes of this round of engagement was the use of simple, clear, and short surveys that people could complete quickly and easily.
- Qualitative experience suggested that demographic questions were challenging and/or time-consuming for people to answer in person. There is no evidence to suggest this was also the case for people completing the survey online. However, roughly 17% of survey responses did not complete the demographic portion of the survey.
- The online survey should have an open-ended response option to capture general thoughts about recommendations or the Wake Transit Plan.

Phase 3 | Engagement Summary

Wake Transit Plan

June 2025

NELSON NYGAARD

WAKE TRANSIT PLAN UPDATE

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1 OVERVIEW

Summary

In 2024, Wake Transit Plan (WTP) stakeholders initiated an update to revisit the strategic direction and investment priorities established in the 2016 Wake Transit Plan. This plan—the WTP Update—was designed to include significant public and stakeholder engagement throughout the process.

The third phase of the engagement, conducted in May 2025, was focused on sharing the draft investment strategy and gathering feedback from the public. An online survey was distributed through social media, pop-up sessions, and scheduled events to garner feedback on the draft 10-year investment strategy. A copy of the survey results can be found in Appendix A.

The survey also included a series of demographic and socioeconomic questions used by Wake Transit Plan Community Engagement team on previous efforts, to better ensure consistency and ability to measure trends in engagement over time. The demographic questions helped the team track responses across key resident groups as well as geographically. The demographic and socioeconomic data analysis was also helpful in identifying differing priorities between some of the key respondent groups. For the purpose of this summary, results will be framed in the context of overall survey responses and responses of transit riders who indicate using transit "regularly."

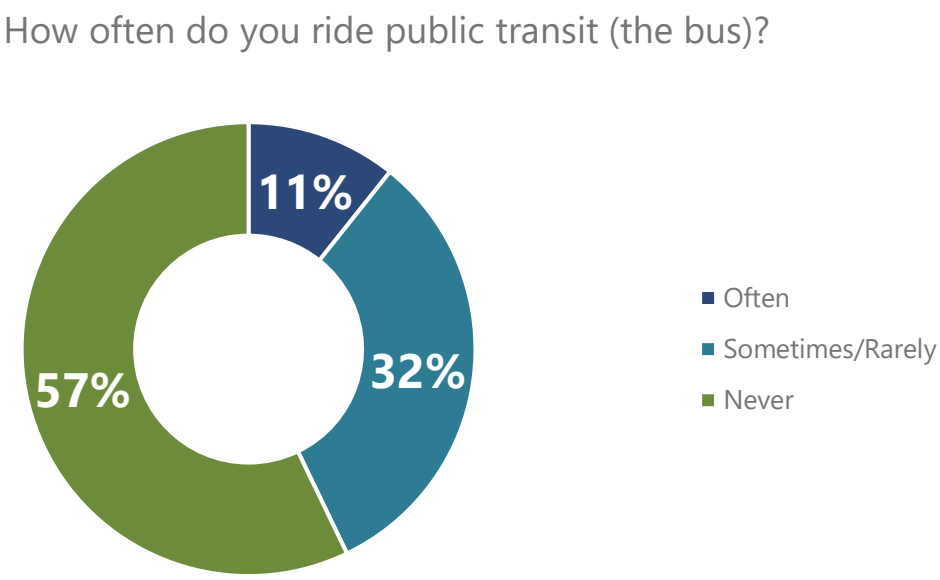
The survey was available online between May 1, 2025, and May 31, 2025.

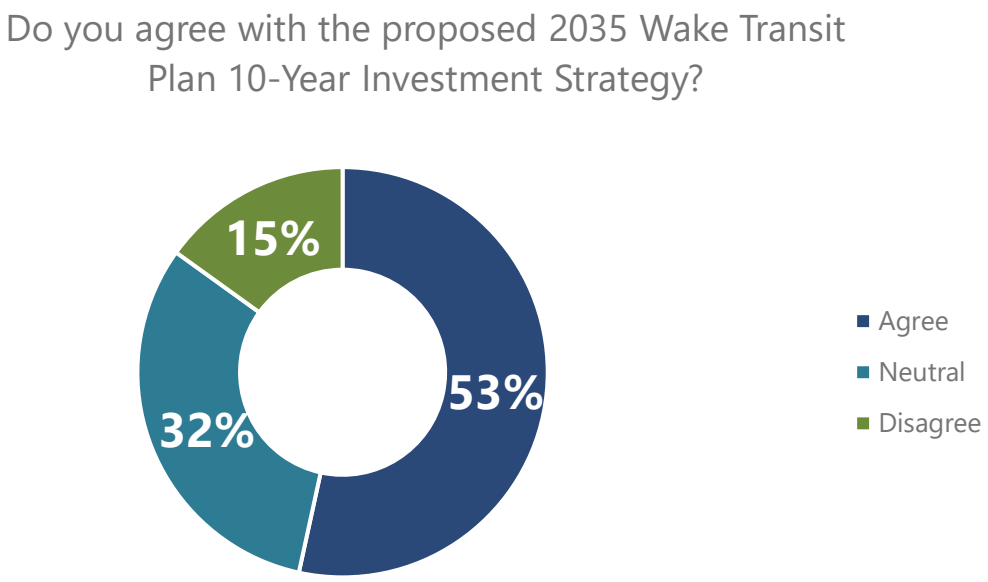
2 SURVEY KEY TAKEAWAYS

Summary of Findings: Survey

The public survey developed for Phase III was focused on understanding broad understanding and support for the final Wake Transit investment strategy. The summary of findings below, outlines the major data points collected by the close of the survey.

- Roughly 90 completed surveys
  - 40 completed both the demographic and draft investment strategy feedback sections
  - 44 completed draft investment strategy feedback section only
- 57% of respondents never use public transit
- 53% of respondents agree with the proposed 10-year investment strategy





Summary of Findings: All Responses

Overall, transit expansion was supported among survey respondents, however there were two main themes in the survey responses – those who support transit expansion in the form of bus service and those who prefer a larger focus on rail. Of those supportive of bus service expansion, survey respondents expressed the desire to expand bus transit in areas that are not focused on in the 10-year investment strategy, specifically eastern and southern areas of Wake County, while others express the desire to increase the frequency of existing high demand routes, rather than create new routes and increase connection opportunity between Wake County communities. Others believed that transit expansion should focus on rail, rather than new bus routes.

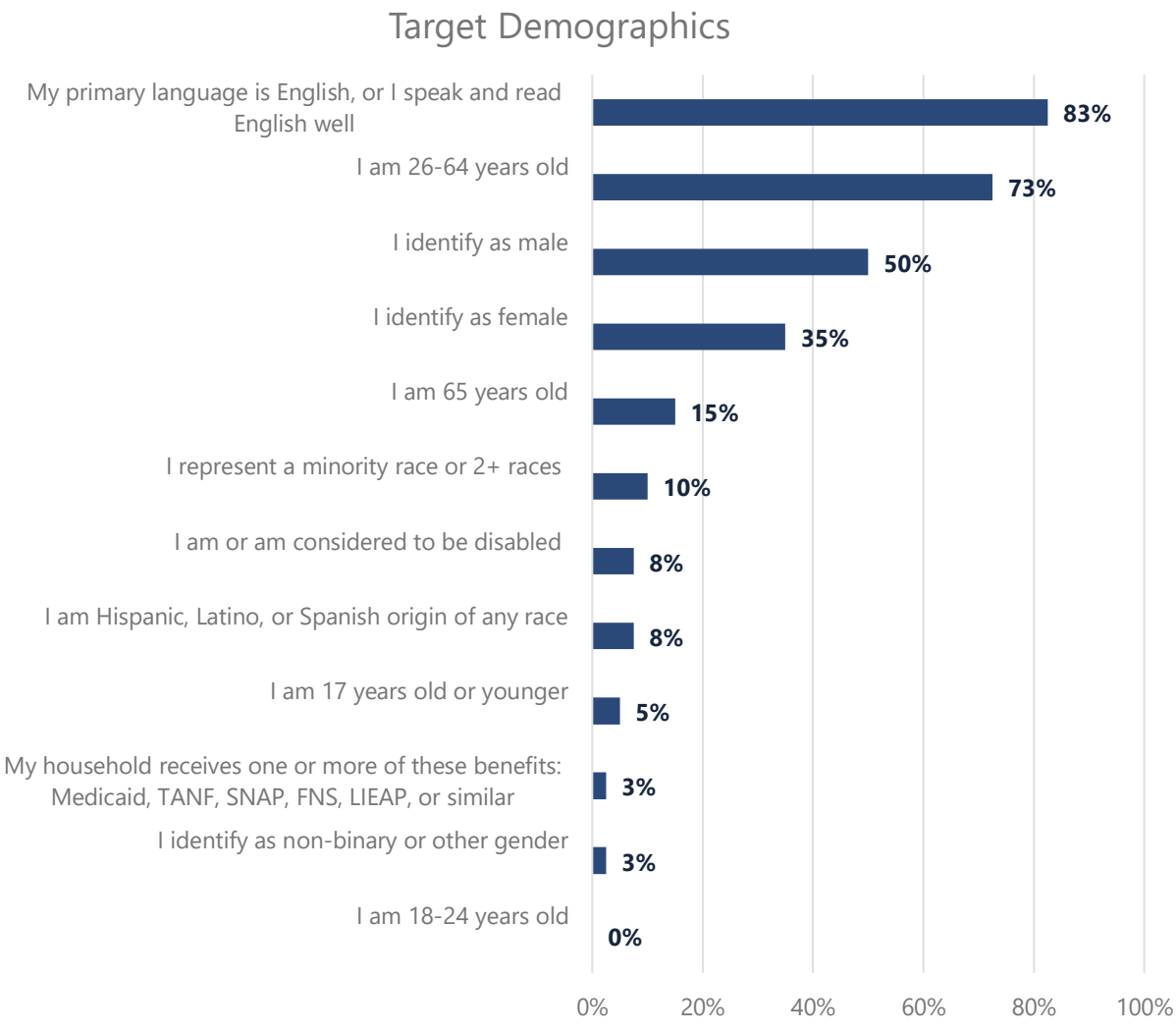
The majority of respondents agreed with the proposed changes to the Community Funding Area Program Management Plan (CFA PMP). Those who did not agree with the proposed changes believed the cap for a single applicant should be increased or removed. Feedback on the proposed Microtransit Guidelines was primarily positive. The majority of concerns about Microtransit were related to the cost of service.

Although there was skepticism from some survey respondents about whether the proposed service expansions would be enough to increase transit ridership in Wake County, overall, feedback on the proposed Wake Transit investment strategy was positive.

Demographics

Key Demographic Statistics:

- **43%** are regular or sometimes users of transit services
- **73%** are aged 26-64 years old and **15%** are 65 years or older
- **10%** are a minority race
- **8%** identified as a person with a disability



3 STAKEHOLDER MEETINGS

Several meetings with community stakeholders and elected officials were held between May 3, 2025, and May 27, 2025. Each meeting included a presentation of the proposed Wake Transit Plan Investment Strategy and allowed for feedback from the stakeholders. Meetings were held with the Town of Apex, Town of Garner, Town of Knightdale, Town of Rolesville, Town of Wendell, and the Raleigh Transit Authority.

4 POP-UP EVENTS

To supplement and expand the reach of the online survey, pop-up events were held around Wake County to meet residents in their respective communities at locations where events were already planned. At each pop-up event, boards with the proposed Wake Transit Plan Investment Strategy were displayed. Participants were invited to ask questions and fill out the online survey with comments. In total, there were 10 pop-up events held from May 3, 2025, to May 31, 2025. Below are several key takeawayrs from the pop-up events:

- There is interest in expanding transit service to connect to the southern and eastern areas of Wake County.
- Increasing the frequency of existing bus routes, specifically on weekends is supported.
- Participants were curious about how route change communications would be made.
- Future rail expansion was discussed at most events.
- Many expressed interest in expanding connections to major employers, the airport, the Town of Apex, the Town of Fuquay-Varina, the Town of Holly Springs, and the town of Morrisville.
- Frequent transit riders expressed the desire for better conditions at existing stations. Such as improved services for those with disabilities, more shelters, and increased cleanliness.

The following table includes the list of pop-up events held in May 2025.

Event	Location	Date
2025 Meet in the Streets	350 S White St, Wake Forest, NC 27587	May 3, 2025
PeakFest	237 Salem St, Apex, NC 27502	May 3, 2025
Wake Forest Toll Public Engagement	405 Brooks St, Wake Forest, NC 276587	May 5, 2025
Ritmo Latino Festival	316 N Academy St, Cary, NC 27513	May 10, 2025
NCSU Bike to Work Day Pit Stop	363 Dan Allen Dr, where Rocky Branch Trail crosses Dan Allen Drive	May 15, 2025
GoRaleigh Station Pop-Up	Wilmington Street at Hargett Street	May 15, 2025
SpringFest	101 Town Hall Dr., Indian Creek Trailhead, Morrisville, NC 27560	May 17, 2025
GoTriangle Pop-Up	901 Slater Rd, Durham, NC 27703	May 22, 2025
Famers Market	300 W Ballentine St, Holly Springs, NC 27540	May 24, 2025
Amazon Pop-Up	Garner Amazon Distribution Center	May 31, 2025

Detailed event summaries were developed for each pop-up session and can be found in Appendix B.

Appendix A:

Survey Results

WAKE TRANSIT PLAN UPDATE

FEEDBACK FORM

1. What is your home zip code?_____

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2. How often do you ride public transit (the bus)?
   - Often
   - Sometimes/rarely
   - Never

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3. The 2035 Wake Transit Plan will be the region's 10-year transit investment strategy, setting the vision for improving and expanding the public transit network in Wake County. We have developed this plan to be consistent with the Wake Transit Plan's **Four Big Moves**:
   - Connect the Region
   - Connect All Wake County Communities
   - Create Frequent, Reliable Urban Mobility
   - Enhance Access to Transit

   Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
   - Agree
   - Neutral
   - Disagree

---

4. Do you have any feedback on the proposed changes to the project prioritization policy?

_____

_____

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5. Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):

_____

_____

6. Do you have any feedback on the proposed Microtransit Guidelines?

_____

_____

7. Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.

_____

_____

_____

8. If you have an extra minute, we'd like to learn more about you! Please select all that apply.

    - I am 17 years old or younger
    - I am 26-64 years old
    - I am 18-24 years old
    - I am 65 years old
    - I identify as female
    - I identify as male
    - I identify as non-binary or other gender
    - My household receives one or more of these benefits: Medicaid, TANF, SNAP, FNS, LIEAP, or similar
    - I am Hispanic, Latino, or Spanish origin of any race
    - I represent a minority race or 2+ races (African American, Asian, South Asian, American Indian, Alaska Native, Middle Eastern, Hawaiian Pacific Islander)
    - My primary language is English, or I speak and read English well
    - I am or am considered to be disabled

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
	Often	Agree
27610	Sometimes/rarely	Agree
27592	Often	Agree
27526	Sometimes/rarely	Agree
27502	Never	Agree
27605	Sometimes/rarely	Agree
27502	Never	Agree
27502	Sometimes/rarely	Agree
27502	Sometimes/rarely	Agree
27606	Never	Agree
27502	Sometimes/rarely	Agree
27502	Sometimes/rarely	Agree
	Sometimes/rarely	Agree
27502	Sometimes/rarely	Agree
27502	Sometimes/rarely	Agree

Do you have any feedback on the proposed changes to the project prioritization policy?
No
The plan is bold. It is good. Infrastructure like this is necessary to connect our communities. I endorse transit expansion and I seek increased use of tolls to keep sprawling roads costs in check. I also hope to see long distand future plans mapped with local zoning authorities to lay the known map for where rail will eventually have to be placed. I know it can't be immediate, but it has to become inevitable. Plan for it.
Recommendation: We have seen our county grow at a very fast phase since we lived here for the past 25 years. We need Public Transportation grow and be available for people visiting just as we look for Public transport when we visit other Metros like New York, DC, LA etc.
I like that you are connecting the major universities and the downtowns of the cities.
Expanded service is the only way citizens will use the service. This a must

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
I can't really say. Although I live across the county line in Harnett. I wonder how people like me will eventually be accounted for while the system is in infancy and still needs to be seen as subsidized.

Do you have any feedback on the proposed Microtransit Guidelines?
I suggest an interactive map for citizens to place desired date/time destinations. Perhaps with the help of AI, microtransit routes could be created to optimize ridership where routes match up. The potential map would benefit from addressing parents with children for drop-off or pickup.; As self driving cars become more feasible, I *strongly* suggest collaborating with Tesla and the state/local government. Self Driving vehicles are a close to perfect answer for microtransit. It would be ideal to create a welcoming and collaborative environment for this technology which can drive real new connections.
This may be the quickest way to increase the service.

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
	My primary language is English, or I speak and read English well ; I identify as male; I identify as non-binary or other gender; I am 26-64 years old
It is good to see CAMPO trying. I approve these, but you need even more. Transit is necessary for a healthy city. We are lacking but we're better than some and getting lucky with wealth pouring in. We need to take steps NOW to last foundational opportunities in the future. Zone, blueprint, and design the future we need. I suggest a small but persistent public facing campaign that depicts "transit we need" and it's constantly updated with an optimistic future or alternate form of life in our existing city if it was already connected with transit. It's important to help people understand why long term planning is important. We will fail if all we can do is think about short term solutions. Which are also necessary solutions. I get it. The campaign is just an idea.	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 26-64 years old
	I am 65 years old; I identify as female ; My primary language is English, or I speak and read English well
	I am 65 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 65 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
27518	Never	Agree
	Sometimes/rarely	Agree
27502	Never	Agree
27502	Never	Agree
27502	Never	Agree
27523	Sometimes/rarely	Agree
27502	Never	Agree
	Never	Agree
27562	Never	Agree
27523	Sometimes/rarely	Agree
27502	Never	Disagree

Do you have any feedback on the proposed changes to the project prioritization policy?
Shortening wait times between busses to 15 minutes or less, especially during peak usage hours is important. I would also suggest investing in smaller busses that get reasonable gas mileage (non-plug in hybrid). Many of the current busses can hold 50+ passengers and the most that I see riding are 2-3. ; Continue to make this project a priority.
Growth is good, but it needs to be tightly managed. The past 5 years have been insane in Apex, large growth extremely quickly…would hate to see that continue at the current rate and change the charm of the town.
This won't directly affect us as we live outside the projection area in New Hill. However, I believe in public transportation and have used it in every city I lived in prior to the Wake County. Go Public Transport!
Wake County has spent hundreds of millions of dollars on rail with no track laid and I don't see a future where government forces a solution looking for a problem (light rial to S Line). Electric busses would meet the people where they are and solve any environmental and congestion problem at a much better cost and complexity. I am tired of trains (19th century technology) begin sold as as solution for 21st century life. Electric busses solve whatever problems new development and construction train service claims it will. Door to door only for any Apex only bussing. Make it $1 and an y Apex resident can ride from point a to point b in Apex. To relieve traffic, there should be a downtown shuttle to and from the following: RDU Airport Cary Regional station Downtown Raleigh RTP

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
Agree with the proposed changes.
no; When Horton Ridge Road is complete, it will span all of New Hill from Horton Road to Humie Olive Road. many of the new residents of New Hill live along that corridor.

Do you have any feedback on the proposed Microtransit Guidelines?
This sounds like a good idea.

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
Sounds like a good plan for the future. ; No additional comments.	I identify as female ; My primary language is English, or I speak and read English well
	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well ; I am or am considered to be disabled
I think this commitment to public transportation is worthwhile and a good use of funds, despite my limited use.	I am 26-64 years old; My primary language is English, or I speak and read English well ; I identify as male
	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
	My primary language is English, or I speak and read English well
no	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well
I support the plan update. Apex needs frequent daily connector service to Downtown Raleigh, downtown Cary, RDU airport and strong connections to Chapel Hill and Durham.	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
27502	Never	Disagree
27502	Never	Disagree
	Never	Disagree
27502	Never	Disagree
27523	Never	Disagree
27591	Never	Neutral
	Sometimes/rarely	Neutral
27597	Never	Neutral
27562	Never	Neutral
27502	Never	Neutral
27502	Never	Neutral
27502	Never	Neutral
27502	Never	Neutral

Do you have any feedback on the proposed changes to the project prioritization policy?
It would be better to implement rail system to follow inner and outer belt lines with feeder rail to RDU. Existing and future bus line routes should feed to the rail system.
Mass transit does not work in areas like Apex. The current Apex bus rides around empty most of the time and is a total waste of taxpayer money. You would be better off paying for ubers for the amount of people that use it.; We need out taxes lowered and to cut out all of the nice to have programs.
There needs to be more connectivity between RDU and the network. For example linking the RDU shuttle to transit hubs or park and rides in Cary, Apex and Holly Spring's and Fuquay's via an express service. Currently Apex, Holly Springs, and Fuquay all need to connect via downtown and take between 2 and 3 hours.
More attention needs to be paid to the eastern and southern areas of wake county. More transit options are needed to connect residents within and in between communities.
I don’t ride public transit because it’s not available in my town.

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
Actual funding is unclear considering Federal budget cutting
We need our taxes cut and not another dog park, 'free' trees, or skate parks.

Do you have any feedback on the proposed Microtransit Guidelines?
This makes the most sense to me, but I am concerned with the cost. I would like to see the cost per mile for this service, and who will be responsible for paying it.

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
	I identify as male; My household receives one or more of these benefits: Medicaid, TANF, SNAP, FNS, LIEAP, or similar ; My primary language is English, or I speak and read English well
Three billion dollars is a huge amount to spend for this. This area is historically against mass transit, and most people that are from here will not use it. Are there enough new people to make this worth while? I don't believe that there are. For example, the bus route in Apex. Every time I see the bus it is empty. This is a colossal waste of money. Please reconsider.	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well
	I am 17 years old or younger ; I identify as female ; I represent a minority race or 2+ races (African American, Asian, South Asian, American Indian, Alaska Native, Middle Eastern, Hawaiian Pacific Islander)
	I identify as female ; I am 26-64 years old; I am Hispanic, Latino, or Spanish origin of any race; My primary language is English, or I speak and read English well ; I represent a minority race or 2+ races (African American, Asian, South Asian, American Indian, Alaska Native, Middle Eastern, Hawaiian Pacific Islander)

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
27502	Never	Neutral
	Never	Neutral
27562	Never	Neutral
27502	Sometimes/rarely	Neutral
27523	Never	Neutral
27502	Never	Neutral
27502	Never	Neutral
27502	Never	Neutral
27502	Never	Neutral
27594	Never	Neutral
27312	Never	
27502	Never	
27502	Never	
27502	Never	
27502	Never	
27502	Never	

Do you have any feedback on the proposed changes to the project prioritization policy?
Do not support additional bonds or coats that will burden tax payers.
You are forgetting a BIG population off of Rt64, west of 540 in Apex. We need transportation to town from here, especially for Seniors living in developments who may not have adequate transportation in the future. Thank you
No
I'm not really interesting in having my tax money go towards public transportation beyond what is essential.

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
No additional bonds or burden to tax payers.
See above comments
No

Do you have any feedback on the proposed Microtransit Guidelines?
See above comments
No

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well
See above comments	My primary language is English, or I speak and read English well ; I identify as female ; I am 65 years old
No	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
I do not agree with the proposed Apex Mobility Hub/S-line model. There has not been adequate response to how the S Elm St parking, access, facade, traffic flow will be managed. Currently, when there are any town events and even weekend church services, S Elm basically becomes a one-way street making access extremely limited and often risky.	I am 26-64 years old; I am or am considered to be disabled
	My primary language is English, or I speak and read English well ; I identify as male; I am 65 years old
	I am 26-64 years old
	I am 65 years old; I identify as male; My primary language is English, or I speak and read English well
	I identify as female ; I am 26-64 years old; My primary language is English, or I speak and read English well
	I am 26-64 years old; I identify as male; I represent a minority race or 2+ races (African American, Asian, South Asian, American Indian, Alaska Native, Middle Eastern, Hawaiian Pacific Islander); My primary language is English, or I speak and read English well

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
	Sometimes/rarely	Agree
27603	Often	Agree
27713	Often	Agree
27606	Never	Agree
	Often	Agree
27592	Never	Agree
27591	Never	Agree
27587	Sometimes/rarely	Agree
27502	Sometimes/rarely	Agree
27545	Sometimes/rarely	Agree
27713	Often	Agree
27607	Sometimes/rarely	Agree
27614	Sometimes/rarely	Agree
27591	Never	Agree

Do you have any feedback on the proposed changes to the project prioritization policy?
No
Please prioritize I-40 BRT in Tier 3. Coordinate with emergency services to build a functional emergency lane for their vehicles, as well as buses. Repave to standard lane size and move the rumble strip slightly.
None; N/A
I'm concerned that projects featuring development of passenger facilities, BRT projects, and rail track improvements are relegated to Tier 3. I feel that these are some of the most important transportation projects that could be funded, and being in Tier 3 I feel like it's setting these up for getting funding kicked down the road to "never". If we can't get an LRT or commuter rail, we should have far more BRTs than is even currently planned. And rail improvements should be a priority, unless it's the goal to steadily reduce ridership on trains through uncomfortable trips.

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
no
I would strongly encourage the funding to be tripled to 60 million over the next ten years with the local match requirement reduced to 20-25% for operating and capital projects. Because some communities like Apex might really want to invest in transit going forward, I'd also strongly encourage the 30% cap for a single applicant to be removed. I think these changes would go a long way in getting buy-in from communities that are paying the sales tax but don't see themselves in the Wake Transit Plan right now.

Do you have any feedback on the proposed Microtransit Guidelines?
no

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
As a 6 year local of the town of Fuquay-Varina, I have watched the town sky rocket from 2017 when me and my family first moved down here. Whenever I drive through the general area of Fuquay the only thing on my mind is the potential that this town has to offer with more transit. I loved the idea of seeing a Go Transit bus running through my home town. Plans for more service to and around Fuquay will not only benefit the Triangle Transit Authority, but as well as the local businesses but part of Raleigh's greater economy. The people of Fuquay-Varina can all agree that better bus services will generate great ridership and endless possibility for the town and Raleigh.	I am 17 years old or younger ; I identify as male
I love the location of the new RTC on the north side of Hwy 54 at Wilkinson Farm Rd. The originally proposed south side of Hwy 54 would destroy too many trees.	I identify as female ; I am 26-64 years old; My primary language is English, or I speak and read English well
It's 10 years but we keep beating the growth numbers check your margins are large enough	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 26-64 years old; My primary language is English, or I speak and read English well ; I identify as male
While I appreciate the overall strategy, I feel that the current plan for the BRT in Raleigh has insufficient coverage even when completed. In particular, seeing high traffic along Knightdale Blvd I think the plan should attempt to incorporate a BRT with dedicated transit lanes through Knightdale to help reduce car dependancy in the area.	I am 26-64 years old; I identify as male; My primary language is English, or I speak and read English well
	I am 26-64 years old
	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
27560	Never	Disagree
	Often	Disagree
27603	Never	Disagree
27529	Never	Disagree

Do you have any feedback on the proposed changes to the project prioritization policy?
Idea 1: (near term) Invest in a high-speed rail corridor connecting major North Carolina hubs—Raleigh, Cary, RDU Airport, Charlotte Downtown, and CLT Airport—to significantly reduce travel time, boost regional connectivity, and encourage eco-friendly long-distance travel. Idea 2: (immediate) Enhance existing bus accessibility and visibility by partnering with rideshare platforms (like Uber or Lyft) to integrate GoTriangle and local bus services directly into their apps. This allows users to easily locate, plan, and request public transit trips through familiar technology, reducing barriers to entry and improving ridership. Idea 3: (longer term) Explore multi-state collaboration to develop a Southeast high-speed rail line from Atlanta to Washington, D.C., with stops in Greenville, Charlotte, Greensboro, Raleigh, and Richmond. This long-term vision supports regional economic development, reduces traffic congestion, and offers a sustainable alternative to car and air travel.
Make Duke pay their fair share in property taxes and be accountable for killing the Triangle light rail project.

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
Make Duke pay their fair share in property taxes and be accountable for killing the Triangle light rail project.

Do you have any feedback on the proposed Microtransit Guidelines?
Make Duke pay their fair share in property taxes and be accountable for killing the Triangle light rail project.

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
	I am 26-64 years old; I identify as male
there is so little additional investment in Raleigh...why? Almost all the proposed new service already exists in Raleigh...meanwhile Cary is proposed to get a Cadillac level of service...I don't understand that at all, when the riders are in Raleigh. There needs to be more investment in Raleigh on this plan.	
Make Duke pay their fair share in property taxes and be accountable for killing the Triangle light rail project.	I am 26-64 years old; I identify as male; My household receives one or more of these benefits: Medicaid, TANF, SNAP, FNS, LIEAP, or similar ; I represent a minority race or 2+ races (African American, Asian, South Asian, American Indian, Alaska Native, Middle Eastern, Hawaiian Pacific Islander); My primary language is English, or I speak and read English well ; I am or am considered to be disabled

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
27603	Often	Disagree
27587	Often	Neutral
27518	Never	Neutral

Do you have any feedback on the proposed changes to the project prioritization policy?
I don't support the I-40 BRT project, and I don't understand the basis for the project other than it being some attempt to connect to Durham to make up for the failed Commuter Rail. During most time, the congestion on I-40 does not warrant additional dedicated facilities. The solution could be an operation improvement, to increase frequencies to 15-minutes. The current ridership does not compare to the GoRaleigh routes being converted to BRT, and should first show proven high ridership before this is even considered. This is an operations solution, not a capital solution. Also it was a bit insulting by CAMPO staff to say at the RTA meeting that people who don't support the project, need more more education and information because we simply don't agree with CAMPO's push for the project. I am disappointed at the lack of commitment to support a high-frequency network. The lack of potential routes shown in the Raleigh region is unacceptable. There are routes that are above the wake transit thresholds, and for CAMPO staff to say that 1 new frequent route is expected to be added each year is unacceptable. High frequent routes is how we build ridership, which increases support for bus service. I also question some of the potential GoCary routes. Based off the Short Range Transit Plan FY2025-FY2027, the local ridership and boardings for routes such as the 4 and 7 seem very questionable. Hopefully, the ridership has increased, but the narrative says in June 2022, there were 138 riders per day. I would hate for the prioritization to be based on geography, and that because Raleigh has frequent routes, then other places must have them, even if they have lower ridership.
I think go cary needs a route that just goes up and down cary parkway and maybe some other main cary roads every day. But mostly cary parkway.

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
I don't agree with the shift from 50% to 35%. I view the match as a serious commitment to changing your land use and transportation policies to support transit. There needs to be a better look at the increasing use of micro-transit as a CFA project. There is no scale in these projects, and these projects should not be getting blank checks for more operations to keep adding more expensive vehicles.

Do you have any feedback on the proposed Microtransit Guidelines?
These operators often deliberately misrepresent ridership to show only when they are active, upping the real per hour ridership. Are we going to actually use real data that fixed bus operators have to use to understand the performance and make comparisons to fixed service.

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
I don't support transit facilities and hubs in the suburbs, what are we creating hubs for. What is the transfer options. Often these places don't have supportive land use policies to actually create transit demand. And then municipalities like Wake Forest actually have in the code of ordinances policies to ban multi-modal solutions such as scooters. So call me skeptical that these have any utility and are dollars that should go towards operations.	
	I am 26-64 years old; My household receives one or more of these benefits: Medicaid, TANF, SNAP, FNS, LIEAP, or similar ; My primary language is English, or I speak and read English well

What is your home zip code?	How often do you ride public transit (the bus)?	Do you agree with the proposed 2035 Wake Transit Plan 10-Year Investment Strategy (see our storymap)?
27540	Sometimes/rarely	Neutral
27603	Sometimes/rarely	Neutral
27502	Never	Neutral
27560	Sometimes/rarely	
27612	Sometimes/rarely	
27545	Sometimes/rarely	
27591	Never	
27502	Sometimes/rarely	

Do you have any feedback on the proposed changes to the project prioritization policy?
I have comments on the proposed 2035 Wake Transit Plan 10-yr investment strategy: 1. Regarding the proposed rail projects: a. Please clarify that NCDOT Rail Division and the state are making considerable contributions to these projects - not all of the funding from the Wake Transit Plan. b. Please take the commuter rail project off the 10-yr plan. It is hugely expensive at over $3B; not endorsed by the state or federal governments; ridership is too low as more people are working from home and it would only serve a limited area of the county; the freight railroads control the corridor and do not want more passenger rail traffic; the freight railroads will keep driving up the project cost with more demands; Durham County does not have the funds for their part of the system; and there are technical issues in the Durham area that are extremely difficult and expensive to resolve. 2. Has NCDOT approved the plans for BRT on I-40? 3. Need more direct service to RDU from all around the county, without multiple bus changes to get there. 4. Regarding the Community Funding Area Program, pg 5/6 notes that it is budgeted for $40M over 10 yrs. This amount should be significantly increased, and the local match significantly decreased. 5. Before spending $3B over 10 yrs mainly on bus projects: a. Has GoTriangle and CAMPO determined how to get people out of their cars to use the increased bus service? WIth gas cheap and parking costs low, how to get people to take public transportation? b. What ridership studies have been performed to substantiate the expenditure of $3B on bus projects? More people are working from home or drive their cars to work. Bus ridership has not reached the pre-pandemic levels yet.
More rail
More focus should be on rail solutions than buses

Do you have any feedback on the proposed changes to the Community Funding Area Program Management Plan (CFA PMP):
1. Regarding the increase in budget for the CFAP to $40M over 10 yrs, budgeting $4M/yr, historically have the requests for CFAP funds been greater than $4M/yr. If so, please consider increasing this budget item to address the need and requests. 2. Pg 3, Fig 2, the list of CFAs includes Unincorporated Wake County. This area was not included in the list in the Microtransit Guidelines document. Please revise the documents to be consistent. 3. What is the schedule to adopt the CFAP PMP? 4. Pg 7, Fig 3, Population Density - what are the units associated with the number for each municipality? For instance, Morrisville = 4.72 what? 5. Pg 8, 3rd paragraph, last sentence - "Holly Springs is one of two communities in the CFAP area that has not had a project funded." But the FY26 Work Plan includes CFAP funds for Holly Springs. And pg 10, 1st bullet, notes "All but one of the eligible communities have applied for CFAP funding." Please be consistent. 6. Pg 8, last paragraph, last sentence - "There is currently an all-day route connecting Knightdale to Raleigh WAS AND AN EXPRESS ROUTE, ..." Correct the wording. 7. Pg 15, "Microtransit Services - 2 Projects" - but 4 projects are listed. Please revise accordingly. In addition, regarding the GoWake Smart Ride service - revise to say "In partnership with Knightdale, Zebulon AND WENDELL ..." 8. How is the GoWake Smart Ride service to be funded beyond FY25? 9. Pg 17, Fig 9 shows a total of $7,407,749, whereas Fig 6 only shows a total of $4,454,845. Why are these amounts different? 10. Pg 23, "Funding Requirements" - mentions the minimum funding match by the municipalities is 50% of total project costs. But the updated Wake Transit Plan changed this to 35%. Please revise at all places.

Do you have any feedback on the proposed Microtransit Guidelines?
1. I'm sure the local municipalities will be appreciative of the CFAP funding match being lowered to a minimum of 35% from 50%, but consideration should be made in the future to lowering the percentage even more, say to 20%. Many of the smaller municipalities do not have the budget to fund higher percentages to obtain CFAP funding. 2. Pg 4, under Item 2, "Community Funding Area (CFA) Program" - After the last of the 10 eligible municipalities, there's a note that reads "Note: Wake County is expected to be eligible for CFA Program funds in FY27." That would mean that in FY27, Cary and Raleigh would be able to compete for CFAP funds in addition to the large sums they already get from the Wake Transit Fund. That would be a negative drain on CFAP funds taken away from the smaller municipalities. Since Cary and Raleigh already get a large share of Wake Transit funds, I suggest that this change NOT happen. Do NOT allow Cary and Raleigh to compete for CFAP funds that are desperately needed by the smaller communities. 3. What is the schedule for these guidelines to be adopted?

Please share any additional feedback regarding the 2035 Wake Transit Plan 10-Year Investment Strategy.	If you have an extra minute, we'd like to learn more about you! Please select all that apply.
I have comments on the proposed 2035 Wake Transit Plan 10-yr investment strategy: 1. Regarding the proposed rail projects: a. Please clarify that NCDOT Rail Division and the state are making considerable contributions to these projects - not all of the funding from the Wake Transit Plan. b. Please take the commuter rail project off the 10-yr plan. It is hugely expensive at over $3B; not endorsed by the state or federal governments; ridership is too low as more people are working from home and it would only serve a limited area of the county; the freight railroads control the corridor and do not want more passenger rail traffic; the freight railroads will keep driving up the project cost with more demands; Durham County does not have the funds for their part of the system; and there are technical issues in the Durham area that are extremely difficult and expensive to resolve. 2. Has NCDOT approved the plans for BRT on I-40? 3. Need more direct service to RDU from all around the county, without multiple bus changes to get there. 4. Regarding the Community Funding Area Program, pg 5/6 notes that it is budgeted for $40M over 10 yrs. This amount should be significantly increased, and the local match significantly decreased. 5. Before spending $3B over 10 yrs mainly on bus projects: a. Has GoTriangle and CAMPO determined how to get people out of their cars to use the increased bus service? WIth gas cheap and parking costs low, how to get people to take public transportation? b. What ridership studies have been performed to substantiate the expenditure of $3B on bus projects? More people are working from home or drive their cars to work. Bus ridership has not reached the pre-pandemic levels yet.; What is the schedule for the 2035 Wake Transit Plan to be adopted?	
	I am 26-64 years old; I identify as female ; My primary language is English, or I speak and read English well

PHASE 3 ENGAGEMENT – EMAILS

April 24, 2025 – Comments from Austin Stanion, GoTriangle, AStanion@gotriangle.org

Regarding the microtransit guidelines, I think this is going to be a challenge for many Microtransit programs. I'd recommend the guidelines set a goal for average wait time, and use actual average wait times from partners currently operating Microtransit as a reference.

May 28, 2025 – Comments from Scott Levitan, Research Triangle Foundation, levitan@rtp.org

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 28, 2025 – Comments from Matt West, PE, Dewberry, mwest@Dewberry.com

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 28, 2025 – Comments from Matthew J. Waligora, Martin Marietta, matt.waligora@martinmarietta.com

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 29, 2025 – Comments from John M. Boylan, The Spectrum Companies

JBoylan@SpectrumCos.com

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 29, 2025 – Comments from Mark Lawson, Cary Chamber of Commerce

mlawson@carychamber.com

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

These initiatives are critical to our community and the entire region.

Thanks again to each of you for your tireless efforts to bring about constant improvements in transportation.

May 29, 2025 – Comments from Cheryl R. Howard, MSPH, Howard Consulting, LLC

choward@howardconsultingllc.org

Thank you for the opportunity to comment.

Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 29, 2025 – Comments from Greg S. Purvis, PE, Wetherill Engineering

GPurvis@wetherilleng.com

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

Thanks for all your hard work improving transportation in the Triangle area.

May 29, 2025 – Comments from Yovannie Rodriguez, Esq. A.A.E, Raleigh-Durham Airport Authority yovannie.rodriguez@rdu.com

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 29, 2025 – Comments from Michael Haley, Raleigh Chamber of Commerce mhaley@raleighchamber.org

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 30, 2025 – Comments from Dennis Edwards, Greater Raleigh Convention and Visitors Bureau dedwards@visitraleigh.com

The Greater Raleigh Convention & Visitors Bureau strongly supports the proposed Wake Transit 2035 plan, including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the Lenovo Center area, and a funding pool to accelerate targeted regional rail investments and service. Wake County had 18.5 million visitors who generated $3.2 billion in direct spending in 2023 and generated $307 million in state and local tax revenues. We are investing millions of dollars in tourism infrastructure throughout the county over the next five years which will bring in additional visitation year-round and have a positive economic impact for the region. In order for our past and future tourism investments to be successful, it is critical we give our visitors easy access to our various points of interest and the Wake Transit 2035 plan will help do that. We encourage rapid implementation by regional transit partners and the NCDOT.

May 30, 2025 – Comments from Adrienne Cole, The Greater Raleigh Chamber of Commerce acole@raleighchamber.org

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 30, 2025 – Comments from Joe Milazzo II, PE, Regional Transportation Alliance

Joe@letsgetmoving.org

Great speaking with you earlier this week, and thank you for the opportunity to comment.

As the voice of the regional business community on transportation for more than two decades, RTA has focused extensively on advancing the progress of rapid transit across our market.

Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service.

We encourage rapid implementation by regional transit partners and NCDOT.

One "granular" request for your team's consideration: To the extent that there is any flexibility in the plan, we would suggest incorporating or denoting as BRT at least the Harrison Avenue portion of the Cary north-south Harrison-Kildaire BRT corridor in the 10 year plan, perhaps as a "BRT light" corridor. In addition to current and future development along Harrison, that section will link I-40 and RDU Airport with Downtown Cary and the multimodal center/intercity rail station. Our understanding is that only the portion from Maynard to I-40, just over 2 miles, would be likely for dedicated lanes or significant queue jumps, so hopefully at least a BRT light corridor from Downtown Cary to I-40 would be deliverable in the plan.

The regional business community is grateful for the work of each of our regional transit partners in making the accelerated progress of Wake Transit a reality.

May 30, 2025 – Comments from Bryan Fox, IOM, Durham Chamber of Commerce

BFox@durhamchamber.org

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 30, 2025 – Comments from Annie Drees, Holly Springs Town Councilmember

annie.drees@hollyspringsnc.gov

Thank you for the opportunity to comment. Holly Springs strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

I also appreciate your presence at the Holly Springs Farmers Market last weekend to share details of the new plan. I am excited to see the increase in connectivity to our community.

May 30, 2025 – Comments from Susan Amey, CDME, Discover Durham
susan@discoverdurham.com

Thank you for the opportunity to comment.

We may be outside of Wake County, but we know in Durham that connecting our region with forward-thinking transit plans is critical for our broader community's prosperity. Discover Durham and Durham Next support the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

May 31, 2025 – Comments from Aaron M. Nelson, IOM, The Chamber For a Greater Chapel Hill-Carrboro anelson@carolinachamber.org

Thank you for the opportunity to comment.

Please include The Chamber for a Greater Chapel Hill-Carrboro among the organizations that support the proposed Wake Transit 2035 plan – including new freeway BRT along I-40 and an RDU airport exchange station over I-40, and we encourage rapid implementation by regional transit partners and NCDOT.

June 3, 2025 – Comments from Craig Albanese, MD, MBA, Duke University Health System craig.albanese@duke.edu

Wake leadership,

Thank you for the opportunity to comment. Our organization strongly supports the proposed Wake Transit 2035 plan – including new freeway BRT along I-40, an RDU airport exchange station over I-40, a BRT extension that would directly serve the arena/stadium area, and a funding pool to accelerate targeted regional rail investments and service – and we encourage rapid implementation by regional transit partners and NCDOT.

Appendix B:

Event Summaries

Summary Worksheet for Public Events & Activities

Date: 5/03/2025

Location: Peakfest, Downtown Apex

Staff/Partners Present: Steven Mott (CAMPO), Suvir Venkatesh (CAMPO), Three Oaks Staff, Apex Staff

Time set-up at event: Three Oaks set up at 9am and staffed til 11. Steven was there from 11-1 and Suvir was there from 1-3.

Indoor/Outdoor: Outdoor

Weather conditions of note: Sunny, Clear

Site conditions of note: Pop-up hosted in the Town of Apex's Planning Department tent, located opposite of a music stage. The location was very popular but made discussions with the public very difficult due to the overwhelming noise from the stage. Being hosted in the Town of Apex tent offered cross-appeal due to GoApex being a large focus.

General description of the people at the event: The crowd was not very observably diverse outside of a range of ages being present. Estimates for overall attendance at Peakfest were around 22,000 people.

Questions/comments you heard from attendees: Attendees were very interested in transit, but the majority of them have not tried to ride transit and many had not heard of Wake Transit (or even GoApex for that matter). Most discussions with the public were focused on issues directly related to the Town of Apex, rather than broader transit and transportation topics.

Things we should know/do/keep in mind for future events: Proximity to areas of festivals that may be loud and provide a difficult environment for conversation.

Summary Worksheet for Public Events & Activities: Apex

Date: 5/3/2025

Location: PeakFest, Apex

Staff/Partners Present:

- Three Oaks Engineering: Ana Santiago
- CAMPO – Suvir Venkatesh
- Local Partner: Shannon Cox

Time set-up at event: 9:00 am – 11:00 am (11:00 am-1:00 pm, CAMPO)

Indoor/Outdoor: Outdoor

Weather conditions of note: Excellent

Site conditions of note: N/A

General description of the people at the event:

Event was a joint effort to receive public feedback on various proposals for the Town of Apex. Wake Transit shared a table with GoApex to provide information and receive public input on whether they agree or disagree with the Wake Transit Plan. Most attendees were residents of Apex and surrounding towns – approximately 75 people attended.

Questions/comments you heard from attendees:

Most questions from the public centered around new/potential rail and bus service to Apex and popular destinations, including rail stations, hospitals, and the airport. Overall, comments were positive regarding transit expansion. Still, many attendees wished there was a projected service connection between Apex and major employers, such as the University of North Carolina (UNC) and Duke University Hospitals, as well as Research Triangle Park (RTP). Many attendees took bookmarks to review the website and provide input.

Things we should know/do/keep in mind for future events:

Attendees were confused about the difference between the Wake Transit Plan and other initiatives, such as the local bus service, since the materials were on the same table. Unless they were prompted to do so, attendees did not voluntarily write and add feedback to the comment box.

Feedback:

- **Agree:** 8
    - People focus vs vehicle focus
    - Just add a stop in Apex!
    - Would like to see public transit to and from big employers like UNC Chapel Hill Hospitals and Duke Hospitals and RTP for commuting to and from work
    - More public transit connecting the area is critical!

- **Disagree:** 1
    - Must have a stop at the airport.

- **Neither Agree or Disagree or Partial:** 1
    - Agree with the Connect All Communities if it connects to Fuqua

- **General Comments**
    - The GoCary and GoApex buses go from Town Hall to Town Hall, but I would like to see stops in Fuqua and Holly Springs.
    - Connect to Apex! Increase our opportunities for public transportation to Raleigh.
    - Need bus service to airport.
    - We'd love the 80-20 match for the CFA.
    - Fix the potholes.

Summary Worksheet for Public Events & Activities: Cary

Date: 5/10/2025

Location: Ritmo Latino, Cary

Staff/Partners Present:

- Three Oaks Engineering: Ana Santiago
- CAMPO: Steven Mott

Time set-up at event: 3:00 pm – 5:00 pm (1:00 pm – 3:00 pm, CAMPO)

Indoor/Outdoor: Outdoor

Weather conditions of note: Excellent

Site conditions of note: N/A

General description of the people at the event:

Event was held to receive public feedback on various proposals for the town of Cary. Wake Transit shared a table with GoCary to provide information and receive public input on whether they agree or disagree with the Wake Transit Plan. Most attendees were residents of Wake County and part of the Spanish-speaking community. Interacted with approximately 30 participants.

Questions/comments you heard from attendees:

Comments overall were positive toward transit expansion, with most attendees agreeing that any expansion of public transit in the area is good and necessary. Most questions centered on potential connections to Cary and the airport, as well as expansions to the rail service. Many attendees took fliers, bookmarks, and other materials to review at home and provide input.

Things we should know/do/keep in mind for future events:

Many attendees were unaware of the Wake Transit Plan. The materials geared towards children were popular at this event, attracting attendees to the table. Unless prompted to do so, attendees did not voluntarily write and add feedback to the comment box; however, they were willing to share their comments once engaged by the staff.

Feedback:

- **Agree:** 9
    - Would like a connection to Apex
    - We should have more transit in Wake County
    - We need more transit
    - Any expansion is good, but needs to connect to the airport.
    - This is a good idea for the citizen and people who don't have their own transport, like the old or young.

    - Agree with being able to have more accessible public transport. (Comment provided in Spanish)
- **Disagree:** 0
- **Neither Agree or Disagree or Partial:** 2
    - Agree with everything except trains. Tracks are mostly privately owned, must work around cargo trains, and since Amtrak can't operate well, how can Wake County? Trains also cannot be expanded easily or quickly.
    - More bus security in Downtown Raleigh is needed.

Summary Worksheet for Public Events & Activities

Date: May 31, 2025

Location: Garner, Amazon Distribution Center

Staff/Partners Present: Will Anderson, Kimley-Horn

Time set-up at event: 5:00pm-6:30pm

Indoor/Outdoor: Indoor

Weather conditions of note:

Raining outside but did not impact engagement. All engagement was held indoor, and all amazon employees were indoors.

Site conditions of note:

Location was set up outside of the break room in the Amazon facility. Heavy traffic from employees.

General description of the people at the event:

Only Amazon employees. Were able to visit the table during their shift changes.

Questions/comments you heard from attendees:

- Asked for increased frequency of existing bus routes in Wake County
- Would like to see a direct bus connection to the Amazon Fulfillment Center
- HR coordinator mentioned many employees asking for Amazon to cover the costs of uber/lyft charges to get to the fulfillment center. Amazon's policy does not cover these costs. Expanding transit services to connect to the fulfillment center would help these employees.
- Multiple employees mentioned having to walk home since there are no bus services in the area
- More bus stops in Apex
- Expand train services to connect to Fuquay-Varina and Garner
- Improved access to bus services in Fuquay-Varina and Garner. Include a stop at the fulfillment center
- Program a bus stop at White Oak Crossing in Garner. Would provide better access to fulfilment center and local commercial spaces.

Things we should know/do/keep in mind for future events:

Employees asked us to come back on a weekday to give other shift teams a chance to participate. Most people are very indifferent and just wanted to determine why we were there. The giveaways and the QR code handout were popular.

Summary Worksheet for Public Events & Activities: GoRaleigh

Date: 5/15/2025

Location: GoRaleigh Station, Raleigh

Staff/Partners Present:

- Three Oaks Engineering: Ana Santiago, Adrienne Lambert

Time set-up at event: 7:00 am – 9:00 am

Indoor/Outdoor: Outdoor

Weather conditions of note: Excellent

Site conditions of note: Normal

General description of the people at the event:

The event was held to receive public feedback on the updated Wake Transit Plan. Wake Transit set up a table to provide information and receive public input on whether they agree or disagree with the Wake Transit Plan. Most attendees were residents of Raleigh and bus riders, with approximately 130-150 people in attendance.

Questions/comments you heard from attendees:

Comments were overall positive towards transit expansion, with most attendees agreeing that improvements to the transit system are desirable and beneficial. Most questions and comments centered around bus service issues such as a need for better services for the handicapped, improved communication about services offered, improved safety at bus stops, more frequent services, especially on the weekends, better cleanliness and sanitation, and more shelters. The disagreements centered on the desire for more trains and concerns about affordability with the new plan. A few attendees took printed materials to review at home.

Things we should know/do/keep in mind for future events:

Many attendees at this location were familiar with the transit system and were interested in learning more about the proposed improvements and in providing feedback about the service. The promotional items were very popular at this event, attracting attendees to the table where they were informed about the Wake Transit Plan, and most were willing to provide their feedback and comments.

Feedback:

- **Agree:** 47
    - Transit is doing a good job
    - Need more regular buses on the weekends
    - Need more routes at night
    - Need more stops in more places
    - If you live far, you can miss the bus and must wait a long time

    - Need more shelters out of the rain
    - This is a good system for the homeless and the poor
    - The screens on the buses do not display the time often enough
    - The old cloth seats are unsanitary and need to be replaced with seats that can be cleaned

- **Disagree:** 3
    - Disagree, need more trains
    - Disagree with the approach if it means they are going to start charging more or get rid of the card

- **Neither Agree or Disagree or Partial:** 0

- **General Comments:**
    - Need better service for the handicapped, as they are often left on the side of the road
    - Need better customer service by the drivers; drivers are often rude to riders
    - Need more buses
    - Need new buses
    - Need to go to new places
    - Need earlier service in RTP
    - Need improved safety at the stops
    - Need better communication of services offered

Summary Worksheet for Public Events & Activities: Holly Springs

Date: 5/24/2025

Location: Holly Springs Farmer's Market, Holly Springs, NC

Staff/Partners Present:

- Three Oaks Engineering: Ana Santiago

Time set-up at event: 8 am – 10:30 am

Indoor/Outdoor: Outdoor

Weather conditions of note: Excellent

Site conditions of note: N/A

General description of the people at the event:

The event was an effort to provide information and receive public feedback on the Wake Transit Plan from the residents of Holly Springs. Wake Transit set up a table at the Farmer's Market to educate and receive public input on whether they agree or disagree with the Wake Transit Plan. Most attendees were residents of Holly Springs and surrounding towns – approximately 50 attended.

Questions/comments you heard from attendees:

Most questions centered around expanding service to Holly Springs and other options such as light rail or high-speed trains. Overall, comments were positive regarding any transit expansion, but many attendees wished for a projected service connection to Holly Springs and more transit options. Many attendees took materials to review the website and provide input.

Things we should know/do/keep in mind for future events:

Attendees were not familiar with the Wake Transit Plan but were very interested in learning about it. Unless prompted to do so, attendees did not voluntarily write and add feedback to the comment box. At this event, participants were eager to learn about the plan and shared their feedback verbally. Only a few participants shared their written comments.

Feedback:

- **Agree:** 2
    - I like how you added more stops
    - I agree with the expansion, if done correctly. I disagree with a light rail because it's too expensive.

- **Disagree:** 1
    - Disagree with the approach; we need light rail.

- **Neither Agree or Disagree or Partial:** 0
- **General Comments:**
    - Need more options in Holly Springs besides weekday bus service
    - It is a struggle to get transportation from Durham to Raleigh for the homeless. Taking transit to work is difficult due to the numerous connections and switches that must be made.
    - I would like Holly Springs to be included in the bus plan. We need public transportation here.

Summary Worksheet for Public Events & Activities: Morrisville Spring Fest

Date: 5/17/2025

Location: Springfest, Morrisville, NC

Staff/Partners Present:

- Three Oaks Engineering: Ana Santiago
- CAMPO: Suvir Venkatesh
- Local Partner: Bret Martin

Time set-up at event: 12:00 pm – 2:00 pm (10:00 am-12:00 pm)

Indoor/Outdoor: Outdoor

Weather conditions of note: Rainy, then good but windy

Site conditions of note: N/A

General description of the people at the event:

Event was a joint effort to receive public feedback on various proposals for the town of Morrisville. Wake Transit shared a table with the Morrisville Smart Shuttle Service to provide information and receive public input on whether they agree or disagree with the Wake Transit Plan. Most attendees were residents of Morrisville and surrounding towns – approximately 200 people attended.

Questions/comments you heard from attendees:

Most questions centered around the idea of adding new and potential rail service to Morrisville and popular destinations, including the airport and local universities. Overall, comments were positive toward Transit expansion, but many attendees wished there was a projected service connection to Morrisville. Some participants expressed skepticism about the completion of the proposed plan and its funding. Many attendees took materials to review the website and provide input.

Things we should know/do/keep in mind for future events:

Attendees were unfamiliar with the Wake Transit Plan but showed great interest in learning about rail service and its expansion. Unless prompted to do so, attendees did not voluntarily write and add feedback to the comment box. Therefore, staff engaged the public to obtain the desired feedback. At this event, very few participants expressed interest in sharing their views on whether they agreed or disagreed with the Wake Transit Plan.

Feedback:

- **Agree:** 2
- **Disagree:** 1
    - The plan doesn't benefit the people of Morrisville. Safe and free transport to the local universities and airports (both RDU and Charlotte) with high-speed trains would be more useful.

- **General Comments:**
  - Some participants disagreed with the approach to rail service because they wanted to see specific stops and service to and from Morrisville.
  - Some participants expressed skepticism regarding the completion of the proposed plan and its funding.
  - Most participants agreed with any expanded transit for the area.

Summary Worksheet for Public Events & Activities

Date: May 15, 2025

Location: NC State University (363 Dan Allen Dr.)

Staff/Partners Present: Brian Graham, Kimley-Horn

Time set-up at event: 7:30am-9:00am

Indoor/Outdoor: Outdoor

Weather conditions of note:

Cloudy morning with occasional light rain.

Site conditions of note:

The table was set up adjacent to a well trafficked bike route named the Rocky Branch Trail during the City of Raleigh's Bike to Work Day. The engagement table was set next to a biker's pit stop with signs directing bikers and pedestrians to the tables.

General description of the people at the event:

Most people interacted with were bikers commuting to work. Most often also use the transit system to get around and seemed familiar with the system's existing routes.

Questions/comments you heard from attendees:

- Will this improve the transit system's connection to the airport?
- The NC State to North Hills connection is expected to be well trafficked
- Is there a Gorman Street to Downtown connection?
- How will changes to routes be communicated?
- Is there any additional plans to expand to the southeast of Raleigh instead of primarily to the West?
- Will there be an Umstead Park connection?
- Does this consider other systems such as Go Cary and the Wolfline

Things we should know/do/keep in mind for future events:

All of the participants from this engagement event were participants in Raleigh's Bike to Work Day, as such this group may not be representative of the entire population of this area.

Summary Worksheet for Public Events & Activities

Date: 5/10/2025

Location: Ritmo Latino Festival, Academy St., Cary

Staff/Partners Present: Steven Mott (CAMPO), Ana (Three Oaks Staff), Fabian (GoCary Staff)

Time set-up at event: CAMPO set up at 1 and staffed til 3, Four Oaks staffed from 3-5

Indoor/Outdoor: Outdoor

Weather conditions of note: Sunny, Clear

Site conditions of note: The tent was located away from the main stage, which was very helpful for engaging with the community due to lack of loud environmental distractions.

General description of the people at the event: The festival focuses on highlighting and celebrating the culture and people from Latin America. The crowd was very diverse on all observable accounts. Staff engaged with approximately 200 people. It was remarked by several festivalgoers that the attendance was much lower than typical, likely due to current political circumstances.

Questions/comments you heard from attendees: Attendees were very engaged in transit and the growth of transit in Cary. Many had ridden GoCary or other transit systems in Wake County. They expressed disappointment in the pivot away from prioritizing commuter rail but were excited about the potential for BRT throughout Cary and Wake County in the 2035 Wake Transit investment strategy. People were disappointed about rail not being as big of a priority. Some also commented and asked about the light rail situation in Durham and Orange Counties. People who hadn't ridden transit were excited to try it out. Having a big sign highlighting the Downtown Cary Loop was very beneficial to this, as it is very popular (at least in concept, unsure about specific ridership figures for the Downtown Cary Loop at this time, though GoCary ridership has been increasing overall). Many are excited about transit growth for congestion management purposes.

Things we should know/do/keep in mind for future events: N/A

Summary Worksheet for Public Events & Activities

Date: 5/10/2025

Location: RTC, GoTriangle, RTP

Staff/Partners Present: Steven Mott (CAMPO), Suvir Venkatesh, Ana Santiago (Three Oaks Staff), Adrienne Lambert (Three Oaks)

Time set-up at event: Set up at 6:45am and staffed til 9am

Indoor/Outdoor: Outdoor

Weather conditions of note: Sunny, Clear

Site conditions of note: Nothing particular of note.

General description of the people at the event: The general population were commuters coming into RTP or transferring.

Questions/comments you heard from attendees: There were not a lot of questions of comments from people present. There were not many people there, and those that were present were not typically interested in engaging.

Things we should know/do/keep in mind for future events: I believe it is important to capture this type of transit ridership, this was not a successful event that I would recommend doing again due to the lack of people there. It was very empty and sparse. Ana and Adreinne were amazing, and I would work any event with them again!

Summary Worksheet for Public Events & Activities: RTC

Date: 5/22/2025

Location: Regional Transit Center, Durham, NC

Staff/Partners Present:

- Three Oaks Engineering: Ana Santiago, Adrienne Lambert
- CAMPO: Suvir Venkatesh, Steven Mott
- Local Partner: Robert Hayes

Time set-up at event: 7:00 am – 9:00 am

Indoor/Outdoor: Outdoor

Weather conditions of note: Excellent

Site conditions of note: N/A

General description of the people at the event:

The event aimed to provide information and gather public feedback from passengers at the Regional Transit Center. Wake Transit set up a table to educate and receive public input on whether they agree or disagree with the Wake Transit Plan – approximately 25 people attended.

Questions/comments you heard from attendees:

Participation at this location was generally passive, but we received feedback about the need for buses to run later in the evening and early hours of the morning, as well as about transit service to Morrisville and the airport. Many attendees took materials to review the website and provide input.

Things we should know/do/keep in mind for future events:

Most attendees were unfamiliar with the Wake Transit Plan but were interested in learning more about it. In general, attendees at this location did not approach the table or add any feedback to the comment box. The project team needed to move around the stops to engage the public. At this location, participants did not express interest in sharing whether they agreed or disagreed with the Wake Transit Plan.

Feedback:

- **Verbal Comments:**
  - I agree and am happy that the BRT goes to Morrisville. Morrisville doesn't show up on the GoTriangle map. It would be good to have service from North Hills to RDU.

Summary Worksheet for Public Events & Activities

Date:

5/5/2025

Location:

Renaissance Centre, Wake Forest

Staff/Partners Present:

CAMPO – Ben Howell from Wake Transit Team

Time set-up at event:

4:30pm – 7:30pm

Indoor/Outdoor:

Indoor

Weather conditions of note:

N/A

Site conditions of note:

N/A

General description of the people at the event:

Event was held to receive public feedback on proposals for tolling US 1. Wake Transit had table set up to provide information and publicize public engagement period for Wake Transit Plan. Majority of attendees were residents of Wake Forest – approximately 150 attended.

Questions/comments you heard from attendees:

Most questions centered around potential rail service and Wake Transit investment in rail. Comments were overall positive towards Transit, with many attendees taking copies of Executive Summary and stating they will review website and provide input.

Things we should know/do/keep in mind for future events:

Summary Worksheet for Public Events & Activities

Date: May 3, 2024

Location: Wake Forest, NC Meet in the Street Festival

Staff/Partners Present: Ross Whipkey, Kimley-Horn

Time set-up at event: 12:00pm-2:00pm

Indoor/Outdoor: Outdoor

Weather conditions of note:

Beautiful day, slight wind made the poster hard to display but the tent helped offset challenges.

Site conditions of note:

Location was slightly easy to miss as it was a free standing tent in a parking lot with the bike rodeo.

General description of the people at the event:

Wide range of people interacted with. Some regular transit users, some familiar, and many unfamiliar with Wake Transit.

Questions/comments you heard from attendees:

The bulk of the questions pertained to the S-Line. Some people asked about if certain fixed route locations were being considered. A majority of people to engage were excited and took a survey card to share thoughts. Generally, people just wanted to stop by quick and hear about it without many comments.

Things we should know/do/keep in mind for future events:

Some form of an activity would be helpful to facilitate conversation. Most people are very indifferent and just wanted to hear what was going on but an activity to elicit feedback could help. The giveaways and the poster were nice and effective for what it was.

Appendix C
CFA Management Plan

Wake Transit Community Funding Area Program

Management Plan Update

September 2025

NELSON NYGAARD

WAKE TRANSIT PLAN UPDATE

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GLOSSARY

- **CFA**: Community Funding Area
- **Commuter Rail Transit (CRT)**: A train operating on shared tracks with freight and Amtrak vehicles in the freight right-of-way.
- **Demand-Response**: Transit service that requires advance scheduling (usually by phone or app) and does not operate on a fixed route but may provide service within specific geographic boundaries like a city or corridor. Typical service types include dial-a-ride or paratransit.
- **Directly Operated**: Refers to using in-house resources to operate transit services. While most communities prefer to contract with third parties to operate transit services, in-house operation of transit services is a service delivery option that is allowed in the CFA program.
- **Fixed-Route Service**: Transit service that uses buses, vans, or other vehicles to operate on a specific route according to a consistent schedule.
- **Flex-Route Service**: Transit service that combines aspects of fixed-route and demand-response. It can include on-demand shuttle service with specific stops, or it can have a fixed schedule but deviate from the route to serve specific destinations.
- **Micromobility**: Any small, low-speed, human or electric-powered transportation device, including bicycles, scooters, electric-assist bicycles (e-bikes), electric scooters (e-scooters), and other small, lightweight, wheeled conveyances.1
- **Community Transportation Hub**: These hubs are generally defined as locations where people can access multiple types of transportation modes in a central location (ex. bike share, public transit, micro mobility devices). Often located adjacent to transit stops and stations, mobility hubs serve as a transfer point for multiple transportation modes and offer first and last mile connections between the hub and one's origin/destination.
- **Microtransit**: A technology-enabled service that uses multi-passenger vehicles to provide on-demand services with dynamically generated routing. Microtransit services are traditionally provided in designated service areas. Service models include first mile/last mile connections to fixed route services; hub to hub zone-based services; the commingling of ADA complementary paratransit services with general transit service; and point-to-point service within a specific zone or geography.3
- **On-demand**: Mobility service ranging from a private car to a public shuttle that varies each trip based on the need of the individual users, usually reserved and paid for through an app.

- **PMP**: Program Management Plan
- **Project Sponsor**: The agency requesting funding (applicant) and that will be responsible for delivering the project, managing the funding, and reporting on project progress to CAMPO. If these roles are performed by different agencies, then the project sponsor is the agency with ultimate accountability for the project and funding, while the agency requesting funds would be referred to as the applicant.
- **Major Vehicle Mechanical System Failure**: A failure of some mechanical element of the revenue vehicle that prevents the vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip because actual movement is limited or because of safety concerns.

1 INTRODUCTION

The Community Funding Area Program (CFAP) was initiated to support the goals of the Wake Transit Plan. The program provides an opportunity for the 10 smaller towns and the Research Triangle Park (RTP) in Wake County, which would otherwise have limited funding options, to create or accelerate local transit services and programs. The CFAP provides an opportunity for the 11 eligible applicants to participate in a competitive grant process to receive match funding for planning, capital, operating, or combined capital/operating transit projects. Funding match requirements ensure that projects include local funding to support continued transit investment. CFAP Recipients functioning as project sponsors under the program, with input from their residents, will determine the best investments for their communities. The following document lays out the Program Management Plan (PMP) for the CFAP and provides context for how the program functions under the umbrella of the Wake Transit Plan (WTP). This updated PMP was developed in tandem with the 2035 WTP update, and the program policies found in this version reflect an update from the management plan originally adopted in 2018.

Figure 1 Wake Transit Goals

Eligible Community Funding Areas:

- Town of Apex
- Town of Fuquay-Varina
- Town of Garner
- Town of Holly Springs
- Town of Knightdale
- Town of Morrisville
- Research Triangle Park
- Town of Rolesville
- Town of Wake Forest
- Town of Wendell
- Town of Zebulon
- Unincorporated Wake County

Figure 2 Eligible Community Funding Areas

PROGRAM HISTORY

In 2016, voters in Wake County approved the Wake Transit Plan (WTP) and a funding package to support its implementation. Revenue collection and transit system investment began in 2017. The primary source of funding for the plan continues to be from transit-dedicated half-cent sales tax collections. Since 2017, $747.9 million has been collected in support of improving and expanding Wake County's transit network. The upcoming ten years (FY26-FY35) are forecasted to raise another $700 million to $1 billion to invest in transit services helping Wake County keep pace with transportation demand. The combined investment strategy, branded as the Wake Transit Plan, reflects a vision for transit service development articulated as the Four Big Moves:

- Connect Regionally: Create cross-county connections by developing a combination of regional rail and bus investments.
- Connect All Wake County Communities: Connect all 10 municipalities in Wake County plus the Research Triangle Park (RTP) and Raleigh-Durham International Airport (RDU) to fixed-route transit service.
- Frequent, Reliable Urban Mobility: Develop new transit options and expand the frequent transit network connecting to Wake County's urban core.
- Enhanced Access to Transit: Improvements to passenger experience, expansion of transit operating hours, increased frequency of service on many routes, and development of demand-response and other services in lower-density areas.

The CFAP was designed to provide resources for communities interested in expanding and/or developing new local public transportation programs. The program is helping achieve the goals of the Wake Transit Plan known as the Four Big Moves.

The CFAP leverages a small portion of the annual Wake Transit Plan implementation budget and remains a key component of the countywide transit plan by enabling communities that would otherwise have limited or no public transit options to study and invest in local solutions.

PROGRAM GOVERNING STRUCTURE

The Wake County Transit Planning Advisory Committee (TPAC) coordinates the planning and implementation of the WTP. The Capital Area Metropolitan Planning Organization (CAMPO) Executive Board, GoTriangle Board of Trustees, and the Wake County Board of Commissioners created the TPAC following adoption of the WTP and an associated Governance Interlocal Agreement (ILA). The TPAC membership includes representatives from

Wake County's 12 municipal governments, CAMPO, Wake County, GoTriangle, North Carolina State University, and Research Triangle Park Foundation. The TPAC oversees implementation of the WTP, including development of the CFAP PMP. Hands on management and direction of the CFAP is provided by CAMPO. Funding allocated to the program can be used to support community-based public transportation projects. Beyond this high-level guidance, the WTP leaves much of the program development to the TPAC and the subsidiary CFAP Core Technical Team (CTT).

PROGRAM GOALS

The primary goal of the CFAP is to support transit projects in Wake County communities that would otherwise have limited opportunities to develop and operate transit services. The program is designed to encourage local communities to raise and/or direct local investments toward public transit to access CFAP funding. Key goals include:

- Supporting equity by providing service to transit dependent populations;
- Promoting geographic equity by prioritizing support in areas lacking robust transit systems;
- Rewarding communities that commit local funding and resources in support of transit projects;
- Responding to the local needs of community residents; and
- Cultivating projects that demonstrate continued investment so that they can grow beyond the CFAP program.

MEMO ORGANIZATION

This technical memo outlines the proposed management plan to implement the CFAP. The individual chapters present key aspects of the management plan including:

- **Chapter 2: CFAP Update** describes the stakeholder involvement process;
- **Chapter 3: Funding** summarizes funding level and annual spending;
- **Chapter 4: Eligibility** provides an overview of the program's eligibility criteria;
- **Chapter 5: Application Process and Guidelines** describes the CFAP application process and elements to be included in the application;
- **Chapter 6**: **Prioritization and Award** presents the proposed evaluation criteria and recommended scoring; and
- **Chapter 7: Program Management, Monitoring, and Oversight** outlines the ongoing program management procedures.

2 CFAP UPDATE

The CFAP began at the inception of the WTP in 2017 and has provided funding opportunities for eligible Wake County communities outside the urban core since FY19. The purpose of the Program Management Plan (PMP) is to provide sufficient detail on the funding program to support program management and implementation. The PMP update is intended to incorporate new data and information, as well as policy and process changes to reflect experiences to date and opportunities for improvements.

Originally, the CTT developed the draft CFAP PMP based on input from four primary sources: a quantitative survey with CFAP communities; a peer review of similar programs operated across the country; qualitative interviews with Wake County communities; and discussions and input offered during CTT meetings. This update is being conducted as part of the 2035 Wake Transit Plan Update which ensures that CFAP goals, objectives, and guidance will be accurately incorporated into the WTP when adopted. The adopted PMP will be used to develop the CFAP recommendations included in the FY27 Wake Transit Annual Work Plan.

As part of the broader update of the WTP, the consulting team developed a Market Analysis report to evaluate changes in demographics and land use patterns since the original WTP and CFAP were adopted. This report includes updated community profiles for each of the 10municipalities, as well as projections for future growth. The Market Analysis has helped shape policy recommendations for the PMP update and key takeaways are summarized below.

Following an independent program review of the CFAP, the consulting team consulted with CAMPO staff overseeing the CFAP, conducted a stakeholder survey, and interviewed representatives from each of the CFAP communities. This feedback helped gather input on current program challenges and potential program enhancements, and helped shape the recommended updates. Information gathered from the stakeholder survey and interview is also summarized below.

MARKET ANALYSIS OVERVIEW

Wake County is the most populous county in North Carolina, with 1.13 million residents spread across nearly 850 square miles, and is growing quickly (with over 25% growth between 2010 and 2020). The region’s largest city (Raleigh) and largest suburban community (Cary) account for 56% of the county's population (approximately 650,000 people), with Research Triangle Park as a significant job center. The remaining towns in Wake County include suburban and rural communities, which are the focus of the CFAP. The ten towns that comprise the CFAP areas have nearly 230,000 residents and make up just over 20% of the

county's population. Although small in actual numbers, the suburban areas of Wake County have grown at exceptionally high rates since 2016, between 30-50%.

Planning models suggest that the region will continue to add density through the 2040 horizon as Wake County increases its population by an estimated 35% and the number of jobs grows by 53%. Although the largest density increases are projected for Raleigh and Cary, employment density is expected along the future BRT corridor connecting Cary, Morrisville, and the Research Triangle Park as well as the area south of Apex.

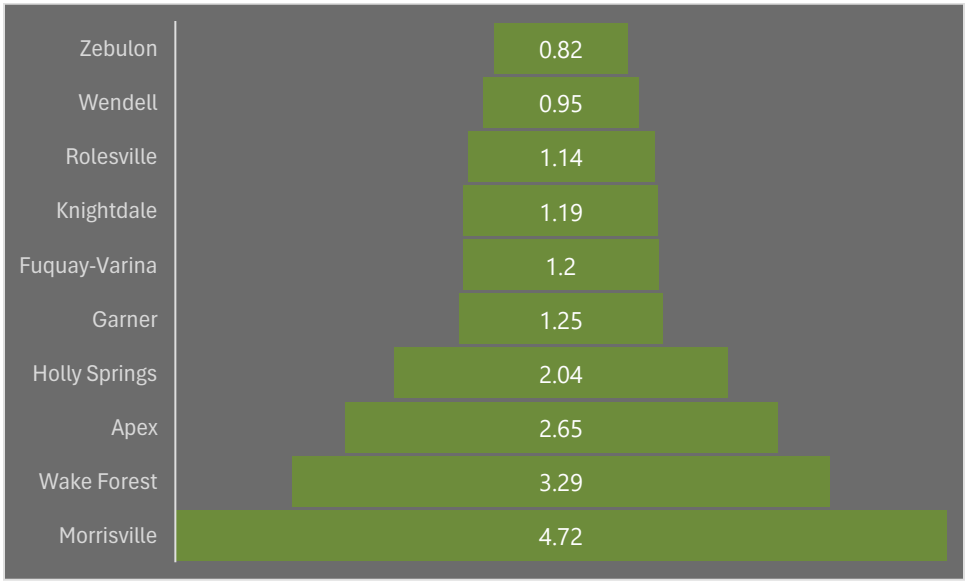


Figure 3 Population Density

The goal for the WTP has been to invest in transit where density and demand are strongest, as well as incentivizing and supporting transit-supportive land use and development. The focus of the CFAP has been to provide service to less populous areas, create connections to existing fixed route services, support mobility for transit-dependent populations and identify innovative solutions to provide transit coverage in these communities.

The CFAP communities are actively planning for transit and transportation investments, with eight planning studies funded from the CFAP over the past seven years. Unfortunately, existing and recent development patterns remain sprawling and incompatible with providing strong transit service. Most new developments have been on the outskirts of town centers, often near highways, and focused on a single use. This type of suburban development is less compatible with fixed-route bus service and is typically better served by flex-route service, which is more expensive to deliver on a per-ride basis. If communities continue to grow in this diffuse manner, transit services will either require higher investment levels or services will be less frequent and wait times longer.

This can already be seen in communities like Wake Forest where the Reverse Circulator fixed route service has the highest number of revenue hours of the three CFAP-funded services and has the lowest number of riders/revenue hour at 2.5 in FY24, making it the most expensive service to deliver on a per-ride basis ($51/ride). Although the route had much stronger metrics during the single quarter that it operated prior to the pandemic, it has been slow to recover, and the Wake Forest Transit Plan recently recommended that it and the Loop Circulator route transition to a flex-route service model. Wake Forest has among the higher populations and the highest density of the ten towns, however, with strong growth since 2016 (32%). With access to an existing express route serving downtown Raleigh and Triangle Town Center, Wake Forest could serve as a connecting point for more rural areas in Northwest Wake to access regional job centers.

Future transit-oriented development looks promising in the towns of Garner and Morrisville. The Town of Morrisville has a higher population and employment density than other towns and has an established Transit Oriented Development and Zoning Plan that calls for walkable, mixed-use development in central Morrisville. Existing fixed-route bus service provides access to the Town of Cary from the Regional Transit Center, and a BRT extension is proposed, which would operate through the center of Morrisville where future development would be concentrated. The CFAP-funded Morrisville Smart Shuttle flex-route provides good transit access today within the community. The Town of Garner will be connected to Raleigh with a planned BRT, which will create opportunities for more transit-oriented style development along that corridor, compared with other parts of Wake County. Garner already has more jobs than people, creating options to live and work in proximity. Garner completed a CFAP-funded Transit Planning Study, which can help identify local transit solutions, including first mile/last mile connections to the new BRT.

The Town of Apex has the highest population among the CFAP communities – close to 100,000 when combined with neighboring Holly Springs. Another 35,000 residents live in nearby Fuquay-Varina. Apex is envisioned as a potential "sub-regional hub" for southwest Wake County and already functions as an economic activity center with regional transportation access. The North Carolina Department of Transportation's Transit Oriented Development Study recommends development concentrated around a future Apex S-Line rail station. A north/south connection from Fuquay-Varina, through Holly Springs to Apex, would provide access for neighboring towns to fast, frequent services to regional destinations. These connections are particularly important for communities like Fuquay-Varina with higher zero-car households and lower-than-average median incomes. Holly Springs is one of two communities in the CFAP area that has not had a project funded.

The towns of Zebulon, Wendell and Knightdale all have more diverse and smaller populations, a higher share of zero-car households, and lower median incomes than the other ten CFAP communities. The Town of Zebulon has the smallest population of the ten

towns. These areas also have very few jobs, making transit connections particularly important. There is currently an all-day route connecting Knightdale to Raleigh was and an express route, Zebulon-Wendell Express (ZWX) operating between Zebulon, Wendell, and Downtown Raleigh. This route is expected to move to all-day, hourly frequence starting in FY26. The GoWake Access SmartRide, a demand-response service, provides service to Wendell and Zebulon, and a FY25 project incorporated service for Knightdale. Zebulon and Knightdale have not directly received funding from the CFAP program, although they are a partner for the GoWake SmartRide NE project.

The Town of Rolesville does not have direct access to fixed route transit, since the express service connecting to Raleigh was suspended due to very low ridership and as a result of the pandemic. Rolesville has a small population (on par with Wendell), the highest median income of the ten towns, and the lowest zero-car household share. They also have very few jobs, requiring a commute for most residents. The Microlink microtransit service operated by GoRaleigh provides on-demand access, which can support connections to Wake Forest for express service to Raleigh.

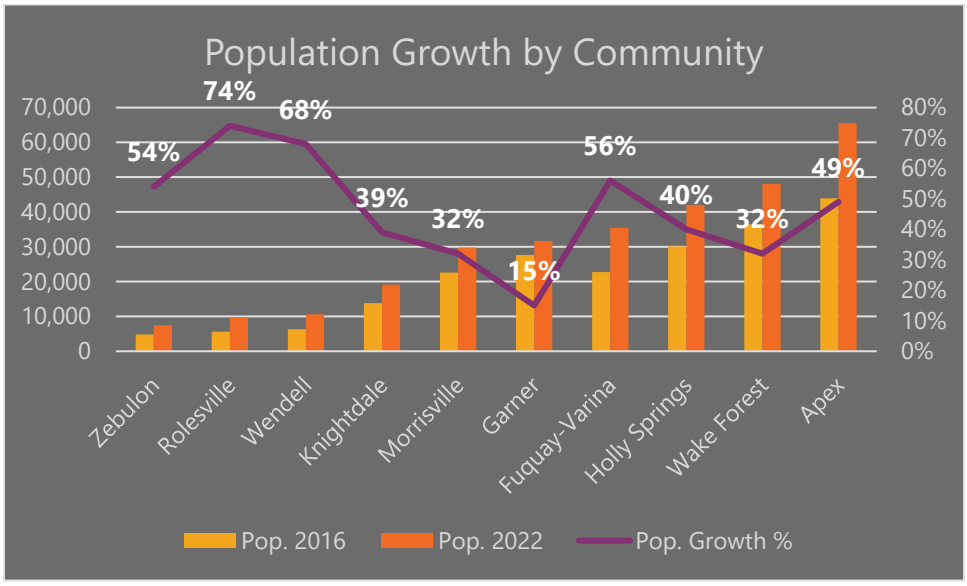


Figure 4 Population Growth by Community

A key observation from the Market Analysis was also the importance of considering transit access for affordable housing developments. The Towns of Wake Forest, Garner, and Wendell have large affordable housing developments and clusters of smaller developments with limited access to fixed route service. The Towns of Morrisville, Fuquay Varina, and Holly Springs all have affordable housing developments that are not connected to the transit network at all. The Town of Apex has existing affordable housing and Low-Income Housing Tax Credit (LIHTC) projects going through the approval process and/or under construction, all of which are located on the GoApex Route 1. Providing access to transit-dependent

residents for each of these communities, as well as prioritizing access to regional transit services and supporting transit-compatible development, are all areas for continued support and emphasis in future CFAP investments.

STAKEHOLDER SURVEY

A survey was distributed to staff from CFAP eligible communities in February 2024. The survey was designed to solicit input on questions related to their experience with the CFAP and solicit meaningful feedback to update the program and further tailor it to the community's needs. Respondents provided feedback about a range of substantial aspects of the CFAP including eligibility criteria, application process and timeline, scoring rubric, funding allocation, types of projects, and potential barriers. Twenty-one respondents completed the survey.

The eligible communities identified several key findings that were used as a starting point for subsequent discussion and program updates:

- All but one of the eligible communities have applied for CFAP funding.
- Respondents expressed concerns about ongoing population growth and their ability to provide additional transit services given current funding constraints, enhancing inter-city transit connections, and increasing funding to add more fixed-route service and other needs.
- Critical community needs include more transportation connections within communities as well as between neighboring communities, job centers/major employers, and transportation centers/hubs.
- Communities said they have a high need for other services including commuter service, vouchers for riders, and demand-response services for vulnerable populations.
- Most found CAMPO's staff to be supportive and responsive, and the eligibility requirements for the CFAP funding to be clear.
- Respondents would like to see examples of successful grants and updated guidance documents on CAMPO's website, as well as recorded content/trainings for grant applications.

A summary of survey results is included as Appendix A.

STAKEHOLDER INTERVIEW

The study team held a group interview with stakeholders from the ten municipalities eligible for CFAP funding and RTP in February 2024. The purpose of the stakeholder outreach was to

hear firsthand about participating municipalities' experience with the CFAP thus far, follow up on a few items from the stakeholder survey, and solicit input about key pieces and policies in the PMP. The most consistent themes heard from stakeholders included:

- **Addressing concerns about funding levels and match requirements** – Several stakeholders expressed that a 50% funding match for projects can be difficult to secure, especially as the cost of providing services has increased significantly due to inflation. They mentioned that their budget cycle does not align with the CFAP application cycle, and it can be difficult to secure funding and apply for projects before their budgets have been approved. Some expressed concerns that the 30% annual cap on operating projects per community needs further clarification to ascertain a course of action if/when more than 3 communities have operating projects and are requesting 30%+ of the budget.
- **Clarifying certain aspects of program eligibility** – A few stakeholders noted that additional clarity is needed to further define which type of capital, operating, and planning expenses are included and eligible for reimbursement. Stakeholders would like to see additional examples and clarification around when staff time is a qualified expense.
- **Revamping the application to a user-friendly format that enables collaboration across teams** – Overall, the application process is clear, but a few improvements would make it more streamlined, including the ability to navigate between pages/sections in the online application with more ease, and the ability to more easily collaborate internally with team members.
- **Addressing conflicting budget process timelines** – Some stakeholders shared that it can be difficult to apply for a CFAP grant because applications are due in January which occurs well before the budget approval process for some municipalities. Their budget is approved in the Spring, and they have to submit CFAP applications in advance of knowing how much funding will be allocated to projects.

A summary of the stakeholder interview is included as Appendix B.

Additional roundtable meetings were held in February and August 2024 to gather additional feedback from the CFA communities. Several of these same concerns were brought up by the partners. Additionally, a Core Design Retreat was held as part of the 2035 Wake Transit Plan Update in January 2025. During this retreat, CFA partners were invited to review the draft recommendations which addressed several of these concerns.

3 FUNDING

The CFAP provides a funding source for transit-related projects available to 10 eligible Wake County municipalities and RTP. CFAP funding has increased over time, as planned under the original assumptions of the financial model supporting the WTP. Starting in Fiscal Year 2019 (FY19) which ran from July 2018 through June 2019, $100K was first made available; funding has increased by approximately $100,000 to $250,000 per year and will likely surpass $2 million by FY30. Over $32.5 million is expected to be allocated to Planning/Technical Assistance and Capital and Operating projects by the end of FY35.

As part of the PMP Update, eligible municipalities and RTP provided feedback during the stakeholder engagement process on both the amount of funding available and the method for distributing the resources. These recommendations include:

- Reconsidering the limit of $50,000 funding level for planning studies as inflation has increased costs significantly and eligible communities may need additional funding to complete planning studies.
- Managing funding and working proactively to expand the available level of funding each year for existing and new projects.
- Taking the rate of population growth in a given community into consideration when deciding which projects receive funding. Some communities are expanding more quickly than others and may need additional funding to support existing or new services.
- Aligning the CFAP application cycle with the communities' budget cycle and delaying application due date to ease administrative burden over the winter holidays.

The following table shows the original recommended funding allocations included in the Wake Transit Plan for FY2019-FY2027, the actual work plan allocations from FY19 to FY26, and original funding programmed to spend on existing projects and allocate to new projects. See Figure 10 for New Project funding levels in FY27-FY36.

Figure 5 Wake Transit Plan Actual and Estimated CFAP Annual Funding Allocation and Spending

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Original WTP Recommendation	$200,000	$184,000	$377,000	$580,000	$793,000	$1,020,000	$1,250,000	$1,490,000	$1,750,000
Original Programmed*	$100,000	$310,000	$1,150,000	$1,499,897	$1,312,792	$1,520,484	$1,644,075	$1,685,577	$1,728,291
Original with Adds/Deducts	$75,179	$294,307	$960,154	$1,398,116	$1,665,361	$1,520,484	$1,644,075	$1,685,577	$1,728,291
Total Annual Allocated	$75,179	$294,307	$960,154	$1,398,116	$1,181,039	$1,893,011	$1,348,217	$1,879,487	TBD
New Project Awards	$75,179	$294,307	$603,000	$313,463	$50,000	$661,935	$337,495	$1,548,352	TBD
Planning/Technical Assistance	$75,179	$80,250	-	$50,000	$50,000	$24,475		-	
Capital	-	-	$455,000	$263,463	-	$637,460		$110,000	
Operating	-	$214,057	$148,000	-	-	-		$1,438,352	
Operating Needs Ongoing	-	-	$357,154	$1,084,653	$1,131,039	$1,231,076	$1,210,098	$2,643,412	$2,900,081
Carryover/Available	-	-	-	-	$484,322	$111,795	$295,858	$101,948	$1,299,969

*Estimated level of available funding, actual funding level may vary depending on sales tax revenue and other funding sources.

TYPES OF PROJECTS FUNDED

Since FY19, 10 of the 11 eligible CFAP recipients have applied for program funding, and 20 projects have been funded in 9 of the 10 eligible community funding areas. Of those funded projects, 9 have been planning studies/technical assistance projects and 11 have been capital and operating projects. A brief summary of projects is included below:

Planning and Feasibility Studies – 9 Projects

- CAMPO served as project sponsor and provided Technical Assistance Funding for Apex and Morrisville.
- Garner conducted a Transit Planning Study (FY20) to understand local needs and inform potential capital and operating projects to connect to regional transportation options.
- Rolesville and Wake Forest undertook a Joint Comprehensive Community Transportation Study (FY2020) to assess and expand transit service between the two municipalities.
- Fuquay-Varina conducted a Microtransit Feasibility Study (FY20) to understand how flex-route service could meet residents' travel needs.
- Knightdale received funding for a Transit Element Scope Enhancement (FY22) to support their Comprehensive Transportation Plan.
- Fuquay-Varina received funding for a Transit Feasibility Study (FY23) to consider a local circulator loop with potential connections to the Fuquay-Varina – Raleigh Express (FRX), and other potential destinations, employment centers, and regional connections.
- Apex received funding to conduct a Future Transit Prioritization study (FY24) to deliver the analysis of current planned transit projects, along with previous public feedback, in order to identify possible gaps; and additional public input to help establish priorities.
- Morrisville received funding for a Transit Feasibility Study (FY25) to study additional transit options to support Smart Shuttle.

Bus Stop Improvements and Enhancements – 4 Projects

- Morrisville received funding for bus stop improvements for its node-based Smart Shuttle (FY21).

- Apex received funding for GoApex Route 1 bus stop improvements (FY21), funding for bus stop enhancements (FY24), and funding for bus stop improvements (FY25, FY26).

Pedestrian Improvements – 3 Projects

- Research Triangle Park (RTP) received funding the RTP Mobility Hub pedestrian improvements (FY22).
- Apex received funding for sidewalk construction along Saunders Street and Hinton Street (FY24).
- Knightdale received funding for crosswalk and sidewalk construction along Knightdale Boulevard (FY25).

Microtransit Services – 2 Projects

- Morrisville received funding to start the Morrisville Smart Shuttle (FY21) which provides node-based flex-route service.
- In partnership with Knightdale, Zebulon, and Wake County, Wendell received funding to continue the GoWake SmartRide microtransit service (FY25).
- The Town of Wake Forest received funding for FY26 to continue and expand their on-demand Go Wake Forest Microtransit Service which launched in October 2024
- The Town of Holly Springs received CFA Funding in FY26 for the first time to launch an on-demand, corner-to-corner microtransit service.

Fixed Route Transit Services – 2 Projects

- Wake Forest received funding for the Wake Forest Reverse Circulator (FY20) to offer additional transit service along the existing Wake Forest Loop. The Wake Forest Loop/Reverse Circulator project was ended in FY25 due to low ridership and poor performance, and replaced with the Go Wake Forest Microtransit service.
- Apex received funding for the GoApex Route 1 (FY21) which provides free transit service as a circulator service within Apex.

As of Q2 in FY25, $4,454,845 has been spent on transportation projects in Wake County through the CFAP (Figure 6). The YTD values reflect total spending after new projects were awarded.

Figure 6 Projects Funded and Funds Spent Since the Inception of the Grant Program

Eligible Community Funding Area	Number of Projects Funded	Planning/Technical Assistance	Capital and Operating Projects	YTD Spending by Community
Apex	*8*	TC003-V; TO002-AB*	TC002-BE; TC002-BJ; TC002-BK; TO005-BF; TC002-BO; *TC002-BR (FY26)*	$972,914
Morrisville	4	*TC003-X (FY25);* TO002-AB*	TC002-BF; TO005-BG	$1,261,660
Rolesville	1	TC003-J		$11,517
Garner	1	TC003-I		$47,782
FQV	2	TC003-H; TC003-S		$57,253
RTF	1		TC002-BH	$263,462
Wake Forest	*2*		TO005-AA (Closed); *TO005-CP (FY26)*	$1,695,238
Knightdale	2	TC003-R	TC002-BL	$145,019
Wendell	1		TO005-CH	0
Holly Springs	*1*		*TO005-CQ (FY26)*	0
Zebulon	0			0
Total Projects	**23***	**9**	**14**	**$4,454,845**

*Project TO002-AB refers to two separate planning studies under one project ID. The work was accomplished through CAMPO as technical assistance to Morrisville and Apex.

Funding for Planning/Technical Assistance

Since the start of CFAP in FY19 through FY24, $279,904 has been allocated to 9 Planning/Technical Assistance projects across 6 eligible areas. Starting in FY25, TPAC will approve an annual Target Project Mix between Planning/Technical Assistance and Capital and Operating. The new "Target Project Mix" policy introduced in depth in the Prioritization and Award section, borrows from the Locally Administered Projects Program (LAPP)'s Target Modal Mix by enabling flexible project selection. Replacing the funding cap for Planning/Technical Assistance, the Target Project Mix sets forth a goal for splitting funding between Planning/Technical Assistance and Capital/Operating projects that can be adjusted based upon actual project submittals. Rather than a set funding allotment for

Planning/Technical Assistance projects, the Target Project Mix will establish a suggested amount.

This new policy responds to the CFA communities expressing a desire for more funding for planning projects and allows CAMPO to respond more flexibly with funding allocations. If the funding is not needed for Planning/Technical Assistance in any given year, the resources will be made available for Capital and Operating projects. Conversely, balances from Capital and Operating projects can be used to supplement budget requests for Planning/Technical Assistance projects that exceed the available funding for a given year. Figure 7 shows planning and technical assistance awards from FY19 to FY26.

Figure 7 CFAP Planning/Technical Assistance Funding Allocation (FY19-FY24)

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Total
$75,179	$80,250	-	$50,000	$50,000	$24,475	$50,000	-	$329,904

Figure 8 shows the estimated Target Project Mix allocation for Planning/Technical Assistance project funding through FY35. These values are included for planning purposes only in order to evaluate total funding targets. The actual allocation mix will be determined each year ahead of the application window opening, as described in Chapter 6.

Figure 8 CFAP Planning/Technical Assistance Funding Recommendation (FY25-FY35)

FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%

Capital and Operating Projects

Since the inception of the CFAP in FY19 through FY26, $7,407,749 has been allocated to 11 Capital and Operating projects across 6 different communities. Of these, seven projects have received capital funding for pedestrian and bus stop improvements and enhancements. The remaining four received operating funding for transit services, including fixed-route, flex-route, and demand-response, which all require ongoing operating funding and constitute a large percentage of available funding. Figure 9 below only includes funding allocation for new projects and does not include ongoing operating funding that is required to maintain transit services and micromobility services. See Figures 5 and 6 above for all program allocations and expenditures.

Figure 9 CFAP Capital and Operating Funding Allocation (FY19-FY26)

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Total
-	*$214,057*	*$960,154*	*$1,348,116*	*$1,131,039*	*$1,868,536*	*$337,495*	*$1,548,352*	*$7,407,749*

FUNDING FORECAST

CFAP has completed six funding cycles, and a clearer picture of funding needs is starting to emerge. As of summer 2024, CFAP has allocated a total of $5.8 million to projects, including recurring operating costs. Of the $5.8 million committed, approximately $3.29 million has been expended.

The FY25 funding level of $1.61 million will cover ongoing operating costs of approximately $1.26 million and provide $350,000 for new projects. Going forward, a viable budget to continue a healthy funding level for FY27-FY35 should meet the following conditions:

- Each funding cycle includes funding for new projects;
- The budget is able to support ongoing operating costs from previously approved projects;
- A percentage of the total budget is available for Planning/Technical Assistance; and
- An appropriate rate of growth is applied to keep pace with inflation.

As part of the 2035 Wake Transit Plan Update, the annual allocations for the Community Funding Area Program over the next 10 years have been increased to $40.45 million, representing an increase of roughly $16 million in addition to the amount previously programmed in the Wake Transit Plan. This number accommodates ongoing operating projects already funded by the program as well as increasing the amount available for new projects. This annual increase in funding is adjusted each year by an inflationary factor of 2.5%. The updated funding table with the new program allocation totals from FY27 to FY36 can be found in Figure 10.

The Program's total budget, also referred to as the annual program allocation, represents the total amount of funds in the program in any given year. The budget consists of the CFA Reserve and ongoing costs for CFA Operating Projects. The CFA Reserve is the amount of funding available for new project awards each year as well as the committed funding for capital projects from previous years that are still ongoing. Figure 10 represents the total allocation from FY25 and is based on the Grow and Maintain funding scenario (Appendix E)

Figure 10 Total CFA Program Allocation (FY27-FY36) *(In Millions)*

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	Total Allocation FY27-FY3
Total CFA Program Allocation	$6.508	$6.000	$6.000	$6.000	$6.000	$6.000	$6.000	$6.000	$6.000	$6.000	**$60.508**

The total funding in each column will be reduced by the amount programmed for continuing operating projects each year. CAMPO staff will maintain an ongoing funding table highlighting total program allocation, ongoing operating expenses and the amount of funding available for new projects

4 ELIGIBILITY

The CFAP is administered as a competitive process. The program is designed to encourage community-based transit projects that complement the WTP regional service development strategy and/or meet local needs in areas not adequately served by other transit services. In all cases, projects must meet specific criteria to compete for funding through this program. This chapter describes the criteria governing project eligibility.

ELIGIBILITY CHECKLIST

CFAP project eligibility is distinct from project selection and limited only by a handful of criteria. Project sponsors must demonstrate that their project:

- ✓ Meets geographic requirements
- ✓ Meets project requirements
- ✓ Commits to program administrative, funding and reporting requirements
- ✓ Demonstrates a source of matching funding
- ✓ Provides proof of partnerships, if relevant
- ✓ Meets requirements associated with state or federal funding, if eligible

More details on the most restrictive of the criteria – geography, project requirements and funding – are described in the following section. More information on the proposed application process (Chapter 5) and administrative requirements (Chapter 7) is provided in detail in subsequent Chapters.

GEOGRAPHIC REQUIREMENTS

The following geographic areas and entities are eligible for CFA funding:

- Town of Apex
- Town of Fuquay-Varina
- Town of Garner
- Town of Holly Springs
- Town of Knightdale
- Town of Morrisville
- Research Triangle Park

- Town of Rolesville
- Town of Wake Forest
- Town of Wendell
- Town of Zebulon
- Unincorporated Wake County

ELIGIBLE PROJECT TYPES

The CFAP can be used to fund Planning/Technical Assistance, operating, and capital projects that support the design and delivery of public transportation services. As per the half cent sales and use tax legislation and interagency agreements developed in 2017, "new funds should supplement and not supplant existing funds and other resources for public transportation systems." Staffing is only an eligible expense under CFA if it is related to directly operating a CFA-funded transit service, or as a one-time project-related expense. It is not intended to support ongoing staffing costs or staff extensions. This is further clarified below.

Planning/Technical Assistance

CFAP funds can be used to fund planning studies and provide technical assistance to plan, develop, and design transit operating or capital projects. Planning/Technical Assistance funds may be used to engage transit agency staff expertise, provide planning or technical assistance to assess new service concepts or providing technical oversight for a specific project. It can also be used to procure consultant assistance or contract with other entities offering needed technical expertise.

Eligible planning studies include (but are not limited to):

- Transit feasibility studies
- Transit needs assessments
- Development of a service plan
- Transit coordination studies

Eligible technical assistance includes (but is not limited to):

- Leveraging transit agency staff expertise or consultants to provide technical assistance
- Leveraging transit agency staff expertise or consultant support with project readiness
- Staff with expertise and certifications to support project planning and design

Operating Projects

CFAP funds can be used to operate, purchase, or market transit service projects. Eligible service types include:

- **Fixed-Route Service**: Uses buses, vans, or other vehicles to operate on a specific route according to a consistent schedule.
- **Demand-Response**: Transit service that requires advance scheduling (usually by phone or app) and does not operate on a fixed route. Typical service types include dial-a-ride or paratransit.
- **Flex-Route Service**: This is a transit service that combines aspects of fixed-route and demand-response. It can include on-demand shuttle service with specific stops, or it can have a fixed schedule but deviate from the route to serve specific destinations.

Project sponsors are invited to suggest new transit service delivery models, demonstrate new service types, and/or offer other innovative ideas. The CFAP can be used to support new transit services such as pilot projects, and flexible, innovative transit services such as partnerships with Transportation Network Companies (TNCs). Funds can be used to expand existing transit services, but they cannot be used to fund services that were in operation prior to the adoption of the Wake Transit Plan. If project sponsors will directly operate transit services rather than employ existing providers to operate those services, project sponsors must ensure that dispatching and information sharing software, fare collection equipment or other technology is compatible with or can feasibly be integrated with the coordinated technology systems of the other transit providers in Wake County. Compatible with or feasibly integrated with means that information from the project sponsors' fare collection and dispatching systems can be shared with and viewed in the Wake County systems, in real time, without significant customization or interface development by the transit agencies.

Eligible operating projects may include (but are not limited to):

- Fixed-Route Transit Service
    - In-house transit service operations, which can include project sponsor staffing needs associated with directly operating new transit service. This can include new transit services operated by contracted, private sector operators but managed by project sponsor staff.
    - Operations by existing transit agency (GoCary, GoRaleigh, GoTriangle).
- Third party mobility providers such as transportation network companies (TNCs) to provide dial-a-ride, paratransit or other flex-route, or demand-responsive service.

- Engagement and education for and marketing of new, expanded and ongoing funded transit services and programs. Note that these costs will be attributed to the Operating Project budget if they support a transit service.

For services provided in-house, dispatch software, fare collection technology, and other bus equipment must integrate with other Wake County transit providers. For service provided by third parties, agreements must include provisions for integration with existing fare collection technology and data/reporting requirements.

Capital Projects

CFAP funding is available to offset the cost of purchasing or leasing vehicles, equipment, and other amenities directly related to public transit services. These funds are also available for engagement and marketing requirements for transit capital projects.

Eligible capital projects include (but are not limited to):

- Purchase or lease vehicles to provide community-based circulators, shuttles, trolleys, or demand-response service.
- Multimodal enhancements (such as bicycle racks), bus stop improvements (including signage, furniture, and shelters), mobility hubs that connect transit service, other first and last mile services, and access infrastructure (sidewalks, crosswalks or bike paths to bus stops).
- Equipment used to support the deployment, implementation, and use of transit services such as communication equipment, computer hardware and data systems, dispatching software, and Americans with Disabilities Act (ADA) equipment for vehicles.
- Engagement and education for and marketing of funded capital projects.

FUNDING REQUIREMENTS

The CFAP requires all projects to provide a minimum funding match of 35% of the total project costs. The matching requirement is the same for operating, capital, and Planning/Technical Assistance projects. There are no restrictions on the funding source used to match CFAP resources.

Planning Studies/Technical Assistance

Planning/Technical Assistance projects are restricted to a single study per municipality in any single fiscal year. CFAP funding is also restricted to up to 35% of the study costs.

Capital & Operating Projects

CFAP funding is available to offset up to 65% of the cost of operating transit services,

> THE WAKE COUNTY COMMUNITY ENGAGEMENT POLICY REQUIRES THAT OPERATING AND CAPITAL PROJECTS MUST INCLUDE PUBLIC ENGAGEMENT TO ENSURE THAT COMMUNITY MEMBERS HAVE MEANINGFUL OPPORTUNITIES TO PARTICIPATE IN THE DECISION-MAKING PROCESS. PROJECT SPONSORS MUST DEVELOP A TAILORED ENGAGEMENT STRATEGY DURING THE PROJECT DEVELOPMENT PHASE. REQUIREMENTS FOR PRESENTING, REPORTING AND AFTER-ACTION REVIEW WILL BE ESTABLISHED IN COORDINATION WITH CAMPO.
>
> WAKE TRANSIT COMMUNITY ENGAGEMENT POLICY 2022 (GOFORWARDNC.ORG)

purchasing or leasing vehicles, equipment, or other transit supportive facilities.

Funding Sources

The CFAP will fund up to 65% of the cost of the proposed projects. Project sponsors will be required to identify their source of matching funds and demonstrate sufficient funding to fully execute the proposed project.

The CFAP will be funded entirely by WTP resources. This means that from the perspective of the state and federal government, the funds are local. As such, project sponsors may use federal, state or local funding sources (local property tax, sales tax, fees, other revenues, etc.) to meet the CFAP match requirement. Project sponsors should note that accepting funds from federal or state programs have their own application process and reporting requirements that are in addition to the CFAP.

5 APPLICATION PROCESS AND GUIDELINES

The goal of the CFAP is to support locally developed community-based transit projects that complement the goals of the WTP. The CFAP is a financially constrained program and, as such, funding will be awarded according to a competitive process. Eligible entities or "project sponsors" are required to apply to the CFAP for funding as part of a specified annual project selection cycle. The following section provides an overview of the application process and materials. Information on project scoring is included in Chapter 6.

OVERVIEW

CFAP applications are available in an online format. In order to enter projects for consideration into the CFAP, eligible municipalities or organizations must register with an account.

Project Type

Project sponsors will identify the project type as either Planning/Technical Assistance, Operating, Capital or combined Capital and Operating.

Project Overview, Purpose, and Need

Project sponsors will provide a clear and concise overview of their proposed project that includes:

- Project summary, goals, and impact on local mobility
- Description of local transportation needs that will be met by the project
- Overview of how the project will support and/or advance the goals of the Wake Transit Plan (see Four Big Moves)
    - Connect Regionally
    - Connect All Wake County Municipalities
    - Frequent, Reliable Urban Mobility
    - Enhanced Access to Transit

Applications for Operating and Capital projects must also refer to planning documents or other materials developed by the project sponsor that clearly show recommendations for the proposed project. In addition to an approved planning/technical assistance document from

the CFAP program, acceptable planning documents could include prior planning studies conducted by the municipality, reports from state or federal agencies, or similar planning studies from other municipalities. Applicants may provide links to the planning documents.

Demonstrated Support

By submitting the CFAP application, project sponsors are committing to providing the match funding. Project sponsors must demonstrate support and commitment for the CFAP application from community or organization leadership. This support may be demonstrated by a letter of support or other comparable documentation from organization leadership.

SCHEDULE

In each project selection cycle, CAMPO will publish due dates for application milestones by September, with a different schedule each year. Each annual cycle takes approximately 9 months from application to allocation. Historically, the Call for Projects has opened in October, with applications due in late January, selection committee meeting in February, and the TPAC including CFAP selections in the recommended Wake Transit Work Plan in April. The Work Plan is typically adopted in June and awarded funding becomes available in July. Mandatory applicant training and pre-submittal meetings have been conducted October through December. Project incubation meetings can be requested by project sponsors as needed.

Based upon requests from project sponsors to revisit the timing of the award cycle, CAMPO will publish a schedule annually by September. CAMPO will ensure that the schedule is published at least 45 days before the pre-submittal application is due. This schedule will include the steps shown below in Figure 12, but the specific steps may be in different months than what is shown. This will allow flexibility for CAMPO to respond to the requests from project sponsors, while still meeting the requirements for incorporation in the annual TPAC Work Plans.

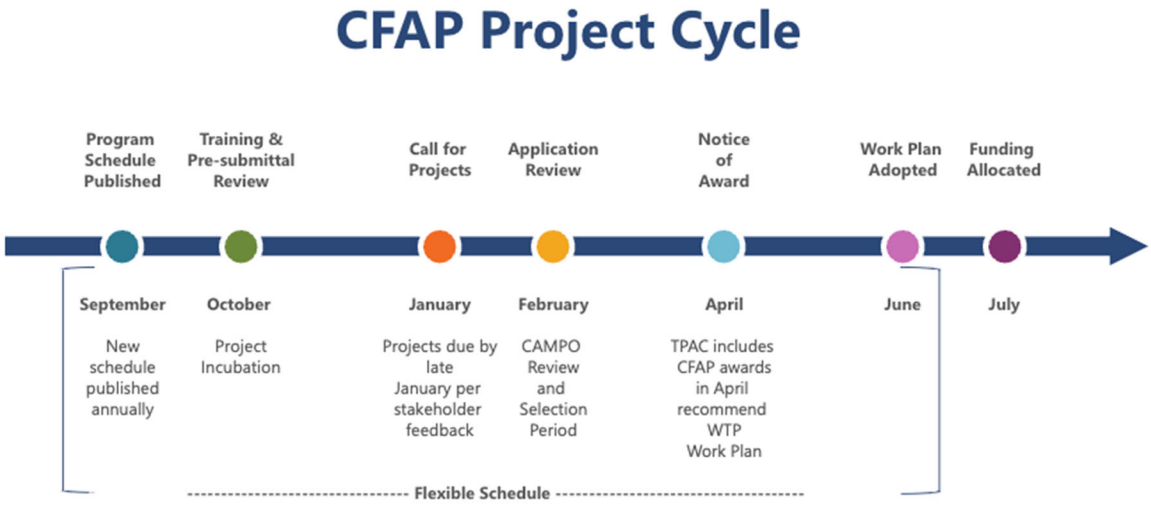


Figure 12 CFAP Application Cycle

Training and Pre-Submittal Review

Applicants must attend an applicant training session to be eligible for CFAP funds. The training session will provide an overview of the CFAP, discuss project eligibility requirements, and present various aspects of the application, including schedules and funding cycles. The training session will ensure that applicants understand program goals and requirements before submitting their application.

Also, all proposed CFAP projects will be subject to a pre-submittal review before the final application deadline. The project applicant will attend a meeting with staff from CAMPO and transit provider staff, as applicable.

Call for Projects

The call for projects occurs once annually. As shown in Figure 12, the call for projects will likely occur shortly after the start of the new year, recognizing that flexibility in the CFAP cycle each year means the timing may vary. New projects will be considered by the selection committee, and funds will be awarded based on selection criteria established for the project type. Award recommendations must be provided to TPAC in April for incorporation in the annual Work Plan, which will be adopted in June, with funds obligated in July.

Project sponsors can submit multiple projects each cycle but are recommended to limit to one project application for better scoring. The pre-submittal and project incubation meetings

can help the applicant determine the most viable project option(s) to move forward within that year's project selection process.

SCOPE OF WORK

Project sponsors should include a clear and concise Scope of Work that describes their approach to successfully carrying out the proposed project. Scope of Work requirements vary by project type.

Planning Studies/Technical Assistance

Planning/Technical Assistance projects must include a Scope of Work for the proposed study, research or design work that clearly identifies:

- **Research statement** – technical assistance needed, including a desired outcome from the effort.
- **Proposed approach** – detailing project goals with Tasks, Milestones and Deliverables.
- **Transit needs met** – if/how the effort would meet the needs of the transit dependent population including youth, individuals (ages 13-18) with low incomes, older adults, minority communities, persons with disabilities and persons without an automobile.
- **Timeline** – a clear schedule for conducting and completing the project.
- **Engagement plan** – develop a unique engagement plan for the project that includes an equity analysis of the study area, in accordance with the Wake Transit Community Engagement Policy.

In addition to identifying potential transit projects and investments, CFAP funds used for Planning/Technical Assistance may also evaluate future project sponsor staffing needs associated with directly operating new transit service.

Operating Projects

Operating project Scope of Work must clearly describe:

- **Target market** – describe target market for the proposed project including:
    - Identification/description of travel needs.
    - If/how proposed service will meet the needs of the local transit dependent population including youth, individuals with low incomes, older adults, persons with disabilities and zero-car households.
- **Performance Standards** – how the proposed service intends to meet the set performance standards and service guidelines in the 18-month launch period,

including estimated ridership, Operating Cost per Passenger and Passengers per Revenue Vehicle. The goal of this detail is to ensure estimates are transparent and will become consistent across project applications. Reference Chapter 7 PROGRAM MANAGEMENT, MONITORING, AND OVERSIGHT for performance metric details.

- **Service area** – describe areas where service will operate or be available. As appropriate, provide service area map, route map or rider eligibility limits.
- **Service design** – describe proposed service design (i.e. fixed-route, demand-response, travel subsidy, partnership with TNC) and proposed operating schedule (days of week and hours of service).
- **Operating plans** – describe proposed approach for operating and managing proposed service.
    - If sponsors intend to purchase transportation, the plan should include a subsidy management plan that describes approach for marketing subsidy, administering and overseeing use of the subsidy, and draft operating agreement with service provider (i.e., taxi operator, TNC or other transportation service provider). Letters of support from proposed partners should be provided.
    - If sponsors intend to contract for service delivery, the operating plan should describe service plan (route maps, timetables, stop locations and accommodating ADA requirements). Operating plans should also clearly delineate aspects of service managed by the project sponsor and aspects under the control of the contractor as well as note conflict resolution plans. Letters of support from proposed partners should be provided.
    - If sponsors intend to operate service themselves (directly operated model), they should describe the service plan (route maps, timetables, stop locations and accommodating ADA requirements), proposed vehicle type and plan for acquiring/maintaining vehicles, staffing plan (hiring/training drivers, dispatch and management), and approach to providing customer support and service leadership. Letters of support from any proposed partners should be provided.
- **Public Engagement** – describe the public engagement process used to develop project. Share meeting notes, attendance or materials used in the process. Public engagement used to develop project may reflect a larger study or planning effort. Include an engagement plan to describe future outreach, in accordance with the Wake Transit Community Engagement Policy. If not already completed, this should include an equity analysis of the project area (refer to the CE Policy for the equity analysis guidance).

- **Marketing and information plan** – describe proposed approach for marketing and providing information about proposed service.
- **Implementation schedule** – clearly lay out implementation schedule, including target dates for each phase of service operations.
- **Project management plan** – project sponsors should describe their proposed approach to managing the transit service. This plan should describe their staff resources and skill sets available to implement, monitor and oversee the proposed new or expanded local transit services.
- **Project budget** – estimate annual cost of service, including direct and indirect costs, and all assumptions used to estimate the project cost. If service will be contracted, estimation of contractor's operating cost per hour and/or cost per mile should be provided in detail (i.e. vehicle, vehicle maintenance, marketing, etc.).
- **WTP Coordination** – explain how the new or expanded service will tie into other existing transit services, especially how it will link to the fixed-transit network, if applicable.

Capital Projects

The Scope of Work for a capital project must clearly describe:

- **Service Area/Proposed Location** – provide a map or other tool that identifies the location of the proposed project(s) or location where investment (i.e. infrastructure) will be installed/constructed.
    - The service area and/or proposed project location(s) should clearly address equity considerations and the equity analysis for the project area developed as part of the community engagement plan (see below), including how the project will meet the goals and principles of Title VI and other equity goals.
- **Implementation timeframe** – include time required to implement the following project elements (as appropriate): project planning, project design, procurement (vendor, parts or equipment) and implementation.
- **Maintenance plan** – describe approach to maintaining investment and identify source of funds that will support proposed activities. If funding is requested for a vehicle, please provide plan for vehicle storage, plus regular (daily checks and cleaning) and heavier duty maintenance.
- **Relevant partnership agreements** – include copies of lease, cost sharing agreements or other agreements considered essential to project implementation. Commitments from partners may be documented with a letter of support.

- **Public Engagement** – describe public engagement process used to develop the project. Share meeting notes, attendance or materials used in the process. Public engagement used to develop project may reflect a larger study or planning effort. Include an engagement plan to describe future outreach, in accordance with the Wake Transit Community Engagement Policy. If not already completed, this should include an equity analysis of the project area.
- **Project management plan** – project sponsors should describe their proposed approach to manage their proposed project internally. The plan should identify staff resources and skill sets available to implement, monitor or oversee a transit capital investment project.
- **Project budget** – estimate project costs by providing a detailed project budget with costs allocated to identified project elements and phases (planning, design, parts, labor, contract, etc.).

Directly Operated Transit Project (Include Capital and Operating)

Project sponsors can submit applications for projects including both capital and operating funding requests. These types of applications may include a directly operated transit service (using in-house resources to start and operate the transit service) requesting funds to purchase a vehicle and to operate the service or funding for transit services and capital funds to support bus stop improvements. Applications for combined operating and capital funding should develop an application that includes the following:

- **Target market** – describe target ridership market including:
    - Identification/description of travel needs.
    - If/how proposed service will meet the needs of the local transit dependent population including youth, individuals with low incomes, older adults, persons with disabilities and persons without an automobile.
    - Estimate of annual ridership.
- **Service area** – describe areas where service will operate or be available. As appropriate, provide service area map, route map or rider eligibility limits.
- **Service design** – describe proposed service design (i.e. fixed-route, demand-response, travel subsidy, partnership with TNC) and proposed operating schedule (days of week and hours of service).
- **Operating plans** – describe proposed approach for operating and managing proposed service; they should describe service plan (route maps, timetables, stop

locations), proposed vehicle type and plan for acquiring/maintaining vehicles, staffing plan (hiring/training drivers, dispatch and management), approach to providing customer support and service leadership.

- **Maintenance plan** – describe approach to maintaining investment and identify source of funds that will support proposed activities. If funding is requested for a vehicle, please provide plan for vehicle storage, plus regular (daily checks and cleaning) and heavier duty maintenance.
- **Public engagement** – describe public engagement process used to develop project. Show sample meeting notes, attendance or materials used in the process. Public engagement used to develop project may reflect a larger study or planning effort. Describe any additional anticipated public engagement process that will be part of the project, if applicable.
- **Marketing and information plan** – describe proposed approach for marketing and providing information about proposed service.
- **Implementation schedule** – clearly lay out implementation scheduling, including target dates for each phase of service operations.
- **Project management plan** – project sponsors should describe their proposed approach to managing the transit service. This plan should describe their staff resources and skill sets available to implement, monitor or oversee potential local transit services.
- **Project budget** – estimate cost of project including assumptions used to estimate project cost. If service is contracted, an estimation of the contractor's operating cost per hour/cost per mile should be provided in detail (i.e. vehicle, vehicle maintenance, marketing etc.).

Financial Plan

The CFAP application will require a financial plan outlining a funding strategy for ongoing operations. The financial plan will incorporate the project budget and demonstrate funding sources for all projects costs.

The financial plan will be reviewed by the tax district, CAMPO, and the transit agency (if applicable) at a pre-submittal session before an application is finalized and must be deemed reasonable by all parties for a project to move forward in the application process.

The financial plan will include, at a minimum, the following information:

- Estimated project cost for each phase of development funded by CFAP (planning, equipment and vehicle acquisition, construction, and project oversight).

- Preliminary cost estimates for operations and maintenance coordinated with the local transit provider, if it will be providing service.
- Demonstrated financial commitments for match funding for ongoing operations. While project sponsors may use fares or other user fees as a source of matching funds, it is requested that sponsors exercise caution in over-estimating these sources. If a project sponsor includes fares or user fees as a source of funding, a back-up or auxiliary source should also be identified.
- Discussion of contingency planning for revenue shortfalls.
- Realistic project schedule for each project phase.
- Cost estimates for years of planned operation. Example may be 1-year for a pilot program or temporary service, of estimated annual expenditures through Wake Transit planning horizon

OTHER GUIDELINES

Joint Applications

Multiple municipalities/organizations may submit a joint application. If submitting a joint application, sponsors must identify a lead applicant as the primary point of contact and identify the primary recipient of the award. Additionally, joint applications must include a description of the roles and responsibilities of each sponsoring municipality/organization.

Each applicant in a joint application must be an eligible applicant. All parties to a joint application will be parties to the funding agreement for that service. Participating parties should document their participation commitment with a letter of support.

No Unfunded Project Carry-over

Projects submitted in one CFAP year that do not receive funding are not automatically considered for funding in subsequent CFAP years. Project information will remain in the CFAP database, but the project information will need to be updated or re-confirmed by the project sponsor before it will be considered for funding in a year other than the year of its initial submittal.

PROGRAM MANAGEMENT

Program Management

The CFAP will be administered and supported by CAMPO. This role is consistent with direction provided by the Governance ILA and the TPAC's designation of CAMPO as being responsible for CFAP administration.

Staffing

The CFAP will be managed by a CFAP Administrator employed by CAMPO. The staffing level is recommended as a .5 FTE for program administration and resource allocation should be reviewed when the number of active operating projects increases to between six and eight annual projects. The CFAP Administrator will also require support from other Wake Transit Plan implementation staff at key times, such as holding training events. The CFAP Administrator may also call on other partners for technical assistance on an as-needed basis.

The assumption of a .5 FTE reflects that the CFAP is expected to manage 4-5 active projects annually (i.e., one or two planning studies plus two operating projects and an additional one or two capital investments). Operating projects will require ongoing management and input, but other projects will be completed annually. The staffing level also assumes the CFAP Administrator will manage the annual selection process and confirm each application includes the required elements.

Selection Committee

The Selection Committee consists of five (5) voting individuals chosen by the CFAP Administrator who will manage but not participate in the process. The Selection Committee is selected by CAMPO using a similar process as the LAPP Selection Committee. Selection Committee members may consist of staff representatives from MPO staff and other professional staff from non-applicant agencies. These include:

1. CAMPO
2. GoTriangle
3. Wake County
4. Representatives from non-applicant Wake County agencies, including:
    a. Transit provider representatives (including GoWake Access and NCSU Wolfline staff):

i. No transit provider representative may serve on the committee if the provider is party to an application submitted for the subject fiscal year;

b. Municipalities; or

5. Research Triangle Foundation, Representatives from a Wake County community or not-for-profit organization, including but not limited to:
    a. A local social or human service agency;
    b. Educational institution;
    c. Environmental or conservation organization; or
    d. Other agency with a shared interest in community transportation.
6. Central Pines Regional Council

No representatives from organizations having a direct or substantial indirect interest in any projects for the subject fiscal year may serve on the Selection Committee.

The primary purpose of the CFAP Selection Committee is to review CAMPO staff scoring of the submitted projects, providing another check in the process. The committee is also responsible for assisting staff with addressing eligibility questions for individual projects. The committee will develop a recommended list of projects selected for inclusion in the upcoming Work Plan. The committee generally convenes during the month of February. The selection committee recommendation will be brought before the TPAC in the month of March and will go before the Lead Agency governing boards as part of the presentation on the Recommended Work Plan

Disputes and Arbitration

The TPAC, as the entity responsible for steering implementation of the Wake Transit Plan, is responsible for reviewing and resolving identified challenges, emerging priorities, or other issues to the CFAP, CFAP Administrator or Selection Committee.

6 PRIORITIZATION AND AWARDS

The scoring criteria established to evaluate each CFAP application reflects CFAP goals and are designed to ensure Wake Transit Plan funds are awarded to projects that address overall program goals and can be executed successfully and efficiently.

Funding is prioritized to the highest scoring projects and will be apportioned to each project based on its score relative to other projects until all CFAP funding for that annual cycle is allocated. In some cases, project sponsors may be offered partial funding, which they may accept or decline.

One of the goals of the CFAP is geographic equity. This goal is intended to encourage all CFAP eligible entities to apply for and receive funding through this program, to ensure that the benefits of the CFAP are distributed throughout the county. With this goal in mind, the CFAP limits the annual funding available to a single applicant to 30% of the CFAP annual funding allocation (for example, if the annual funding program is set at $1 million, the maximum project award is $300,000). Capping the maximum award at 30% balances the competing goals of supporting projects that have capital and operating components while encouraging broad participation in the grant program. The project funding cap commenced in FY21. The 30% funding cap for any applicant applies to all the projects from that applicant. The CFAP Administrator and the TPAC will consider whether to raise or waive the 30% cap annually, at the time of programming the CFAP projects, which would be executed through a vote by TPAC. As concerns were raised by the CFAP member communities during the 2024 update of the CFA PMP, it is recommended that this funding cap be discussed together with the FY27-35 CFAP funding recommendation, as part of the larger Wake transit Plan update process. The approach should ensure that project sponsors are not restricted from implementing worthwhile projects that may exceed the funding cap, while also protecting the availability of financial resources for other applicants. As a result of these discussions, it was decided that the 30% cap will remain in place.

SCORING CRITERIA

The CFAP has distinct scoring criteria for Planning /Technical Assistance projects and Capital/Operating projects. Accordingly, Planning/Technical Assistance projects will be scored against other Planning/Technical Assistance projects; Capital/Operating projects will be scored against other Capital/Operating projects.

Target Project Mix

As part of the 2024 PMP update, a new policy was included in the PMP to provide more flexibility for applicants to access Planning/Technical Assistance funds. The funding expectations for the CFAP are divided between Planning/Technical Assistance and Capital/Operating projects and vary year over year. The original PMP assumed that fewer Planning/Technical Assistance dollars would be needed as the program progressed and specified a $50,000 funding cap for these projects. Stakeholder feedback from the CFAP community suggests many towns would like more Planning/Technical Assistance dollars. The policy recommendation is to adapt the Locally Administered Projects Program's (LAPP) "Target Modal Investment Mix" into a "Target Project Mix" for the CFAP.

During each project selection cycle, the TPAC will publish targets for CFAP funding splits between Planning/Technical Assistance projects and Capital/Operating projects (i.e. x% toward Planning/Technical Assistance and x% toward Capital/Operating projects). After reviewing the submittals, the TPAC may consider adjusting the funding mix based upon the number of projects submitted for both categories. If more towns submit applications for Planning/Technical Assistance than Capital/Operating projects, the TPAC can adjust the Target Project Mix to disperse funding to Planning/Technical Assistance projects, reallocating funding from the Capital/Operating projects target to the Planning/Technical Assistance target.

Figure 13 presents the actual and recommended funding mix between Planning/Technical Assistance and Capital/Operating projects from FY19 through FY35. It currently represents the historic $50,000 cap the CFAP places on Planning/Technical Assistance projects. Each year an adjustment can be made based upon the anticipated project proposals. The Target Project Mix policy does not have any funding caps for Planning/Technical Assistance projects, but there might be reason to cap the Planning/Technical Assistance funds if they begin to supplant the capital/operating funds to the detriment of the overall goal of the CFAP.

Figure 13 Previous and Future Year Target Project Mix

Fiscal Year	Planning/Technical Assistance	Capital/Operating
FY19	0%	100%
FY20	12%	88%
FY21	77%	23%
FY22	16%	84%
FY23	100%	0%
FY24	4%	96%
FY25	3%	97%
FY26	3%	97%
FY27	3%	97%
FY28	3%	97%
FY29	3%	97%
FY30	3%	97%
FY31	3%	97%
FY32	3%	97%
FY33	3%	97%
FY34	3%	97%
FY35	3%	97%

The Target Project Mix will be reviewed and set by the TPAC each year. The review will be led by the CFAP Coordinator and approved by the TPAC for inclusion with the CFAP project incubation training period published each October.

Planning/Technical Assistance Projects

The application for Planning/Technical Assistance projects requires a Scope of Work that describes the proposed project (see Chapter 5). Additionally, by applying to the CFAP, municipalities and organizations are committing to provide the local match funds.

Planning /Technical Assistance proposals will be scored against other such projects using a 50-point scale (see Figure 14) distributed among the following categories:

- Geographic Balance (up to 20 points)
- Project Readiness (up to 30 points)

Figure 14 Scoring Criteria for Planning/Technical Assistance

Category	Criterion	Description	Points Awarded	Justification
Geographic Balance	Prior agency funding over last 5 years	Agencies receive more points for fewer CFAP dollars awarded per capita and fewer points for more CFAP dollars per capita in the past 5 years.	Prior CFAP Funding >= $200 per capita - 0 pts	Prioritizes first time planning study applicants.
			< $200 per capita - 2 pts	
			< $150 per capita - 6 pts	
			< $100 per capita - 10 pts	
			< $50 per capita - 15 pts	
			$0 per capita - 20 pts	
Planning/Technical Assistance Project Readiness	Clear and Compelling Scope of Work	Applicant must write a detailed, clear and coherent plan that meets expectations of grant and include each section of the 'Project Scope Checklist.'	Research Statement - 2 pts	While the scope is required of each applicant, following the key attributes of a scope will reward more points.
			Proposed Approach- 3 pts	
			Transit Needs Met- 3 pts	
			Timeline - 2 pts	
			Detailed, Clear and Coherent Plan that meets expectations of grant - 5pts	
	Estimated Planning Study End Date	Timeframe within which the results of the planning study are expected to be completed.	Within 12 months – 10 pts	Prioritizes planning studies that can be finished within one funding cycle, so they can be used to support. operating/planning projects proposed during the next funding cycle.
			Over 12 months – 0 pts	
	Local Match	Amount of total planning study paid for with local funds.*	>80% - 5 pts	Amount of total planning study paid for with local funds.
			71-80% - 4 pts	
			61-70% - 3 pts	
			51-60% - 2 pts	
			36-50% - 1 pt	
			35% - 0 pts	

* Contribution of internal staff resources toward the total cost of the scope for a technical assistance/planning project may be considered as a contribution of local match. However, these costs must be properly documented and must be necessary for the applicable technical assistance/planning project to be completed. The appropriateness of in-kind staff contributions toward technical assistance/planning projects will be examined on a case-by-case basis with a determination on approach rendered at the applicable pre-submittal meeting for the project.

Capital/Operating Projects

Capital/Operating projects will be scored against other capital/Operating projects. The formal application for Capital and Operating projects must demonstrate that the proposed project meets a clear need, will have a demonstrated impact on local mobility, and fully accounts for project feasibility and implementation success. It must also demonstrate transportation benefits that meet the spirit and intent of the CFAP. Merit will be demonstrated through technical attributes and industry standard methodologies.

The scoring criteria for capital/operating projects prioritize applications using a 100-point scale (see Figure 15) that are distributed according to:

- Geographic Balance (up to 20 points)
- Local/Regional Benefit (up to 20 points)
- Transit Need (up to 20 points)
- Project Readiness (up to 30 points)
- Cost Effectiveness (up to 10 points)

Data sources used for each scoring criterion shall be consistent across all applicant projects to ensure fairness in scoring.

Figure 15 Scoring Criteria for Capital/Operating Projects

Category	Criterion	Description	Points Awarded	Justification
Geographic Balance	Prior agency funding over last 5 years	Agencies receive more points for fewer CFAP dollars awarded per capita and fewer points for more CFAP dollars per capita in the past 5 years.	Prior CFAP Funding >= $200 per capita - 0 pts	Prioritizes allocating resources fairly across the residents of the CFAP communities.
			< $200 per capita - 2 pts	
			< $150 per capita - 6 pts	
			< $100 per capita - 10 pts	
			< $50 per capita - 15 pts	
			$0 per capita - 20 pts	
Local/Regional Benefit	Wake Transit Plan investments supported	Number of fixed-route bus/rail connections within 1⁄2 mile of project area.	4+ Connections - 4 pts	Prioritizes projects that support multiple WTP investments.
			3 Connections - 3 pts	
			2 Connections - 2 pts	
			1 Connection - 1 pt	
			0 Connections - 0 pts	
	Population Density	Population density (in people per square mile) within 1/2 mile of project area.	2000+ people/sq. mi. - 8 pts	Prioritizes projects in high density areas that will serve more residents.
			1000 - 1999 people/sq. mi. - 4 pts	
			<1000 people/sq. mi - 0 pts	
	Employment density within service area	Employment density (in jobs per square mile) within 1/2 mile of project area.	1000+ jobs/sq. mi. - 8 pts	Prioritizes projects in high density areas that will serve more jobs.
			500-999 jobs/sq. mi. - 4 pts	
			< 500 jobs/sq. mi.- 0 pts	
Transit Need	Population with Transit Need	CAMPO defined high-propensity transit users* with 1/2-mile of project area (round up to nearest whole number).	12% or higher - 10 pts	Prioritizes project applicants that will serve an area with larger shares of population who have a high propensity
			8-11% - 6 pts	
			4-7% - 3 pts	

Category	Criterion	Description	Points Awarded	Justification
			<4% - 0 pts	to use transit, including low-income households; zero vehicle households; residents 65 and older; racial and ethnic minorities; and residents with disabilities.
	Activity Generators and Community Connections	CAMPO defined activity generators** within 1/2-mile of project.	>= 6 - 10 pts	Prioritizes projects that connect to community resources and activity generators, such as Medical Facilities; Senior Centers; Community Centers; and Retail, among other resources.
			3 to 5 - 6 pts	
			1 to 2 - 3 pts	
			0 - 0 pts	
Operating and Capital Cost per Boarding	Operating and Capital Cost per Boarding	Operating and capital cost per boarding opening year.	< 20$/trip - 10 pts	Prioritizes cost-effective transit solutions.
			$20.01 to $35.00 - 5 pts	
			> $35.00 - 0 pts	
Project Readiness		A score is assigned based on the number of the following project readiness indicators that have been completed by the time the project application is submitted: 1) Project needed: Has a need for the proposed project been documented in other relevant planning documents? 2) Project study completed: Has a planning study for the proposed project been completed and deemed feasible and is the proposed project aligned with the study recommendation? 3) Title VI analysis / ADA assessment complete: Has a Title VI/ADA assessment been completed? 4) Realistic Cost and Timeframe: Does the project reflect a realistic cost and implementation timeframe (see Appendix F for definition of realistic cost and implementation timeframe)?	4 indicators completed - 10 pts	Rewards well-conceived projects that suggest a likelihood of project success.
			3 indicators completed - 8 pts	
			2 indicators completed - 6 pts	
			1 indicator completed - 4 pts	
			0 indicators completed - 0 pts	

Category	Criterion	Description	Points Awarded	Justification
	Estimated Opening Year	Estimated opening year of project (for Capital projects, how long until project is expected to be completed; for Operating projects, how long until operation begins?).	Within 1 year of receipt of funds - 10 pts	Prioritizes projects that can be implemented sooner.
			Within 2 years - 8 pts	
			Within 3 years - 6 pts	
			Within 4 years - 4 pts	
			More than 4 years - 0 pts	
	Best Practices	Does the project follow published best practices from elsewhere within the country or region? Applicant must cite best practice research.	If meets best practice - 5 pts	Rewards applicants who incorporate and cite best practices and lessons learned.
	Local Match	Amount of total project cost paid for with local funds.	>=65% - 5 pts	Prioritizes projects that are funded with a higher than minimum 35% local match.
			36-65% - 3 pts	
			35% - 0 pts	

For transit service projects, project boundaries/service area will reflect proposed service area. For fixed-route services this will include the proposed route alignment. For demand-response or subsidy programs, the project boundaries are defined as the entire community. For capital projects, the project service area is the location of the proposed capital improvement.

* Examples of High Propensity Transit Ridership populations include (but are not limited to): low-income households; zero vehicle households; residents 65 and older; racial and ethnic minorities; and residents with disabilities.

** Examples of activity generators include (but are not limited to): Medical Facilities; Senior Centers; Community Centers; Retail Centers; Major Employers (100+ employees); Educational Institutions; and Government Institutions.

7 PROGRAM MANAGEMENT, MONITORING, AND OVERSIGHT

Evaluating the efficacy of the CFAP investment over time is essential in order to demonstrate the impact to taxpayers and to ensure that investments are yielding community mobility benefits. The performance management, monitoring, and oversight process will include quarterly reporting by project sponsors, as well as review and technical support by CAMPO. Key metrics and processes are described below. The project implementation requirements will also be included in the CFAP Project Agreement, prepared and executed by the Tax District Administrator and CAMPO with successful project sponsors. An example Project Agreement is included in Appendix C. The Project Agreement is legally binding and will guide project implementation, ensuring compliance with all applicable regulations and performance requirements. This chapter lays out the most important elements of the Project Agreement document and project evaluation process.

PROGRAM MANAGEMENT

Kick-Off Meeting

All grantees will attend a kick-off meeting with staff from CAMPO, and any applicable transit service provider as soon as possible after contract award. CAMPO staff will use the meeting to discuss the proposed project and review the scope of work, timeline, funding request, and expected reporting requirements. If public engagement is anticipated, requirements for planning and reporting those activities will also be reviewed. The meeting will also discuss the Project Agreement, distribution of CFAP funds, performance measures and set a schedule for other project management meetings. Performance measure discussion will address the customer satisfaction evaluation and survey approach. Tracking on-time performance will also be discussed for Operating projects, including whether the sponsor will be directly tracking this or will have a third-party provider collect this metric, as well as technical approach.

Mid-Year Project Review

For first-time CFAP grantees, CAMPO staff will facilitate a mid-year project review during the first year of the grant award. CAMPO staff will use the Project Agreement as a guide to discuss project progress and address technical assistance that may be needed. If the project

sponsor is not making adequate progress towards the Project Agreement terms, these deficiencies will be noted and documented, and CAMPO staff will be available to discuss strategies to get the project back on track. Mid-year project check-in meetings may also be held in future years as requested from either the project sponsor or CAMPO.

Annual Review

All grantees will provide updated performance metrics on a quarterly basis and will participate in an annual review meeting. For projects that are meeting performance targets, are on schedule and within budget, CAMPO may waive the requirement for an individual annual meeting. The annual meeting will be used to discuss:

- Project/implementation status – discuss progress made on project.
- Scope Variations – discuss changes to the project as described in the CFAP application.
    - Minor variations to the proposed project scope will be allowed without a change in the Project Agreement.
    - Major variations, such as a service change that affects more than 10% of revenue hours or alignment miles for fixed route services, or geofence miles or revenue hours for microtransit services, will require a Project Agreement amendment, which will be completed through the Work Plan development process or Work Plan amendment process
- Project Budget – will evaluate forecasted project costs and spending of CFAP funds against the original (or revised) project budget. Grantees should be prepared to discuss any changes to the project budget or cash flow.
    - Minor variations, defined as cost variances less than 10% of the overall project budget may be allowed if sufficient funds are available.
    - Major variations, where costs vary by 10% up to 50% from the original (or revised) project budget, must be approved by CAMPO and will be accommodated if funds are available. This change will require an amendment to the Project Agreement, which will be completed through the Work Plan development process or the Work Plan Amendment process.
    - Variations over 50% of the original project budget must be approved through the annual Community Funding Area application process.
- Project Schedule – will evaluate the project implementation relative to the original project schedule. Grantees should be prepared to discuss any deviations from the original (or revised) schedule.

  - Minor schedule variations are defined as less than 6 months for launching a Planning/Technical Assistance project and less than a year for a Capital or Operating project. Minor variations may be allowed with agreement from CAMPO.
  - Generally, a delay of 6 months or more for launching a Planning/Technical Assistance project, or a delay of a year or more for a Capital or Operating project, would constitute a major delay. Major delays to project delivery will be evaluated to determine the cause, lessons learned and opportunities for technical support.

- Performance Measurements for Operating or Operating/Capital projects –will be reviewed against performance standards as identified in the section below.
- If performance issues are identified related to project management, initiation or failure to meet other requirements, CAMPO staff will discuss overall project management and execution with the project sponsor. In cases where the project sponsor is not complying with the Project Agreement, CAMPO staff will document areas of concern that are reviewed with the project sponsor and discuss strategies to correct problems. Failure to correct identified shortcomings may result in project suspension or termination, or a reduction in funding, so that funding can be reallocated to projects that are meeting project delivery requirements. All efforts will be made to support projects before terminating or reducing funding. This may include technical support, marketing the service, providing extensions where needed, and revised targets, if appropriate. If service is determined to simply not have a sufficient market and be unlikely to improve, then CAMPO can make a recommendation to the TPAC to reduce funding or terminate the project, so that funding can be reallocated to projects that are performing better. These recommendations would be decided upon by TPAC and the Governing Boards as a project amendment or during the Work Plan process.

See Appendix D for a table summarizing requirements.

PERFORMANCE REQUIREMENTS FOR OPERATING PROJECTS

Transit Operating projects and Operating/Capital projects are subject to performance measures (defined below) to ensure that funded projects are meeting a minimum standard of service. This process of evaluating individual transit services against performance criteria is consistent with the review process for other Wake Transit Plan funded projects.

Performance Requirements

The CFAP will measure transit operating performance by tracking passengers per revenue vehicle hour, and operating cost per passenger trip, which are measures consistent with the FY25-30 Wake Bus Plan Service Guidelines and Performance Measures. Overall ridership will also be collected and reviewed against original estimates, although this will not be directly used to evaluate the project's performance. Performance expectations vary by service type and by the amount of time the service is in operation, so that expectations for performance increase over time. Increasing expectations for performance over time reflects an understanding that new services will require time to build ridership, especially in new markets.

Definitions

Ridership will be measured by overall passenger boardings, which should be tracked on a monthly basis, by day (weekday, Saturday, Sunday, holiday), and divided into overall time periods for weekdays (early AM, AM Peak, Midday, PM Peak, Night). Passenger boardings per revenue vehicle hour will be calculated by dividing passengers by vehicle revenue hours (Pax/RVH). The CFAP measures operating cost per passenger boarding by dividing total operating expenses by the number of passenger trips (total cost/trips). Targets for each metric are included in the tables below (see Figures 16 to 18).

Figure 16 Performance Standards for CFAP Operating Projects: Ridership

Transit Service Type	CFAP Minimum Standard
Demand-Response and Flex Routes	Information Only - Compare to Original Forecast
Fixed-Route	Information Only - Compare to Original Forecast

Figure 17 Performance Standards for CFAP Operating Projects: Passengers per Revenue Vehicle Hour

Transit Service Type	CFAP Minimum Standard	Wake Transit Plan Weekday Standard
Demand-Response and Flex Routes	1.5 Pax / RVH	2 Pax / RVH[1]
Fixed-Route	6 Pax / RVH	8 Pax / RVH[2]

Figure 18 Performance Standards for CFAP Operating Projects: Operating Cost per Passenger

Transit Service Type	CFAP Minimum Standard	Wake Transit Plan Weekday Standard
Demand-Response and Flex Routes	$30.00	$30.00[3]
Fixed-Route	$17.00	$10.00[4]

Performance standard targets have not been revised for this CFA PMP update, as the program is still new: projects funded in 2020 have not yet reached the 5- and 6-year mark. As the program progresses and additional data is available for performance metric attainment, these goals will be revisited.

Implementation

Performance requirements increase over time, reflecting the need to create awareness of a new or modified service, and allow for new habits to be formed. The phased target attainment includes the following percentages by phase and metric:

[1] FINAL_Service-Standards-and-Performance-Guidelines--Adopted-January-2024-.pdf (nmcdn.io), "Community Route" 2 Pax/hour reflects the microtransit standard for the Wake Bus Plan.

[2] Ibid, "Community Route" target is 8 pax/hour regardless of time of day or day of week.

[3] Ibid, "Community Route" $30/boarding reflects the microtransit standard for the Wake Bus Plan.

[4] Ibid, "Community Route" target is $10/boarding for community route in Wake Bus Plan.

Figure 19 Performance Requirement Targets by Phase

Phase	Ridership Compared to Forecast	Passenger/ Revenue Hour	Cost/ Passenger
Pilot Phase (Years 1-2)	Reporting Only	Reporting Only	Reporting Only
Service Development Phase (Years 3-4)	Reporting Only	50% in Year 3 75% in Year 4	150% in Year 3 125% in Year 4
Full Implementation (Year 5+)	Reporting Only	100%	100%

- Pilot Phase (Years 1 and 2) – during the first two years of an operating project, transit services or subsidies (or other service project) will be considered as "pilot" where sponsors are expected to report on service performance, but funding is not contingent on meeting the performance standards.
- Service Development Phase (Years 3 and 4) – during years 3 and 4, transit service projects will be expected to report on the CFAP performance standards. For passengers/revenue hours, projects are expected to meet at least 50% of the target in year 3 and 75% in year 4. For the operating cost/passenger, projects are expected to meet 150% of the target in year 3 and 125% in year 4.
- Full Implementation and Operations (Year 5+) – operating projects are expected to be fully developed and meet the CFAP performance standards.

During the third and fourth year of operations, project sponsors will meet with CAMPO staff to discuss performance. If the project is not meeting performance standards, CAMPO may assist grantees with ideas to improve performance, potentially by increasing marketing or adjustments to route alignments or schedules.

By year 5, CFAP-funded transit services will be expected to reach the full targeted performance standards. If projects are meeting performance requirements and deemed to continue as a CFAP-funded transit service, they will be eligible for additional CFAP funds to continue operation. If projects are not meeting performance requirements, CAMPO may offer additional technical support, including marketing, education and engagement services. If the project sponsor works with CAMPO to address any service deficiencies, including building awareness of the service in the community, and the project continues to fall short of the performance requirements, CAMPO may support an extension of the service development phase, or a re-evaluation of the ridership target to address changed circumstances. Given the challenges with ridership during the pandemic, many projects that started in the initial years of the CFAP program may require longer time periods to reach the performance goals.

Additionally, reviews of ridership targets may help inform future projections, including development of a consistent methodology across projects at the application stage. CAMPO may also grant a project extension or a revised target if the project is supporting other critical program goals. Consistent with the Wake Transit Plan, projects that fill a critical network gap or that serve transit dependent populations may be eligible for time extensions to meet performance targets or a permanent change to project targets. These changes will be established based on discussion with the project sponsor.

After providing technical support and considering time extensions or target revisions for projects that are not meeting performance targets, if a project is still not meeting targets, CAMPO may determine that that funding should be made available for other projects. In this case, CAMPO can recommend a decrease the amount of CFAP matching funds provided to support service operations to a minimum of 30% of the project costs, requiring local funding of up to 70% to fund the balance. A timeframe for this reduced financial support would be discussed between the project sponsor and CAMPO, in lieu of project cancellation. After this time period has elapsed, the project would then be reevaluated for continuation. Recommendations for funding reductions or project terminations will be taken to TPAC and the Governing Boards for a decision. They may be considered as part of the Work Plan process or, as needed, separate project amendments. In all cases, every effort will be made to support projects before reducing funding or terminating the project.

Satisfaction Requirements

Customer service and rider satisfaction standards are a critical part of the overall transit vision for the region and help project sponsors understand how to adapt projects over time to ensure ridership growth and stronger productivity metrics. On-Time Performance and Rider Satisfaction that should be used to inform the overall evaluation of the projects' efficacy. Given challenges with capturing these metrics, however, they will not be directly used to determine future funding. Instead, CAMPO will provide a technical support role to project sponsors to develop technology strategies or contract language necessary to track on-time arrival information. CAMPO will also provide support to project sponsors for survey market research in order to capture customer satisfaction metrics. This may include creating a CFAP-specific survey instrument and rollout that could be used for existing services in CFAP communities. It could also include facilitating communication and coordination on the Wake Transit customer survey, to integrate CFAP communities and projects.

CAMPO and the project sponsor should discuss a plan for capturing these metrics during the kick-off phase of the project. Additionally, in the FY25-30 Wake Bus Plan Service Standards and Performance Guidelines update, the On-Time Performance metric was determined not to be "the most appropriate metric" for the WTP. Results from the survey of CFAP communities

also indicated that coordinating with the larger Wake Transit Plan survey effort was not seamless and requires additional support to be effective.

Definitions

On-time performance measures service reliability and whether or not a customer can reasonably count on a bus being there as scheduled.

- The CFAP recommends measuring on-time performance as a fixed-route bus arriving at a scheduled stop no more than one minute earlier and no more than five minutes later (**-1 minute to +5 minutes**) than the scheduled time at all time points. The exception to this measure would be early arrivals to the final destination.
- Demand-response services measure on-time performance for both pick-ups and drop-offs. The CFAP sets the standard of on-time as **+/- 20 minutes of the scheduled pick-up and drop-off time**.

On-time performance definition for a flex route service will depend upon the nature of the service, and whether the fixed route or demand-response metric is more appropriate – or a separate metric altogether. This will be discussed in the kick-off meeting (see above). Customer satisfaction will be measured based on customer surveys, ideally administered once during (or following) the pilot period, again during the service development phase (years 3-4) and then during the full implementation phase (years 5-6). Thereafter, a biannual (every other year) survey rate would continue to be appropriate. Projects should aim for positive ratings for overall service quality by at least 90% of the surveyed riders, although review of overall trends or specific areas of concern can also be instructive for project sponsors, operators and CAMPO, particularly as the project moves through the pilot and development phases.

Implementation

CAMPO staff will work with project sponsors to identify an approach for collecting on-time performance and customer satisfaction data. Generally, to collect on-time performance data for fixed-route transit service, the General Transit Feed Specification (GTFS) schedules are compared against the actual arrival times for specific runs at time-points along the corridor. This analysis requires both GPS-based real-time tracking on vehicles, as well as management of large datasets to track this. Service providers may be able to provide this to the project sponsors as part of contractual arrangements. CFAP sponsors may also collect on-time performance data themselves or through an agreement with another party. For demand-response service, on time performance can be tracked based on original planned time for pick-up and drop-off, relative to actuals. This data should be available from dispatch software or provided as a data/reporting requirement for third party vendors.

For the Customer Satisfaction metric, coordination with the annual Wake Transit Customer Survey would be the most cost-effective way to achieve statistically significant results. See Chapter 5 of the Wake Transit Bus Plan Service Guidelines and Performance Measures. A less scientific approach could include an online survey with the link published publicly and advertised via QR code to bus riders (in advertising space or via flyers). This approach cannot prevent riders from taking the survey multiple times (i.e. no unique link is provided) but is a good workaround where coordination with the Wake Transit Survey is not possible and still provides valuable input in targeting service adjustments or identifying trends or discrete issues. Overall, these two metrics should be considered instructive for supporting key project changes or adaptations, rather than used directly to evaluate continued project funding.

FINANCIAL TERMS

Local Funding Requirements

Per the CFAP, all projects require at least 35% of the project costs be provided by a non-Wake Transit funding source. These funds may include local resources, or funding obtained from state, federal or private sources. As project sponsors identified this as a potential barrier to entry, this is an area that will require continued analysis and discussion as the program evolves.

The CFAP Agreement will state the assumed funding source and agreed amount. Changes to the funding source can be made at the discretion of the grantee. Changes to the agreed funding amounts can be adjusted but require an amendment to the Project Agreement, which will be completed through the Work Plan development process/CFA process.

Budget Variations

As noted above under the section on annual reviews, budget variations of less than 10% of total project costs can be made without an amendment to the Project Agreement, if funds are available. Budget variations of 10% up to 50% of the total project costs require an amendment to the Project Agreement, which will be completed through the Work Plan development process or Work Plan amendment process. Budget variations over 50% of the total project costs must be approved through the annual Community Funding Area application process.

Grant Distributions

Grant funds are administered on a reimbursement basis and will be disbursed upon review and approval of a complete expense report, performance report, and consistent with the Project Agreement.

Local agency revenues provided to the appropriate transit provider (GoTriangle, GoRaleigh, GoCary) for ongoing operating assistance will be in accordance with terms identified in the cooperative funding agreement. If the agency uses an operator other than GoTriangle, GoRaleigh, or GoCary, operations will be administered on a reimbursement basis. Reimbursements requests should be made by projects sponsors and funds will be reimbursed to those project sponsors.

Once initiated, timely reimbursement submittals will be required (quarterly), in coordination with the quarterly progress reports (described below).

Project Cancellation

Projects may be suspended or cancelled if they fail to meet standards and expectations in the Project Agreement. CAMPO staff will identify and document these failures with recommended corrective strategies as part of the annual review process, as described above. For cases in which the project sponsor is not able to implement corrective measures for meeting performance standards, or the corrective measures for meeting performance standards fail to address the issue, CAMPO staff may recommend cancellation of the project to the TPAC for failing to meet established performance standards and associated corrective measures. In such cases, further project expenditures will be prohibited except where necessitated to bring the current phase to a logical conclusion. Examples of cases where a project may be cancelled include:

- Failure to participate in CFAP administrative and management strategies, such as participate in annual meetings, submit reporting documents, or sign the Project Agreement.
- Failure to spend CFAP awarded funds. Projects are expected to begin implementation within six months of executing the Project Agreement. If after 12 months, no progress has been made, the project may be cancelled.

All efforts will be made to support projects before terminating funding. This will include technical support, marketing the service, providing extensions where needed and revised targets, if appropriate. If service is determined to simply not have a sufficient market and be unlikely to improve, then CAMPO can make a recommendation to the TPAC to terminate the project. TPAC and the Governing Boards will make the decision related to terminating funding. Unspent funds may be distributed to other grants and project sponsors as

determined appropriate by CAMPO staff and the TPAC. Cancelled projects will be eligible for re-application upon resolution of issues that led to original project termination.

Operating Projects

As part of the annual review process, CFAP management staff will review the performance standards with project sponsors. Failure to meet the performance standards, however, will not necessitate cancellation of the project, unless requested by the project sponsor. As noted above, a decision to terminate a project can be recommended by CAMPO and must be voted on by the TPAC.

Consistent with other projects, funds may be distributed to other grants and project sponsors as determined appropriate by CAMPO staff and the TPAC. Cancelled projects will be eligible for re-application upon resolution of issues that led to original project termination.

Audits

As a condition of receiving Wake Transit funds, grantees may be required to participate in an audit. Municipalities must follow established accounting requirements and applicable laws regarding the use of public funds. Failure to submit to an audit in a timely manner may result in a loss of future funding.

Capital Assets

Recipients of CFAP funds for capital investment projects that develop or expand local infrastructure, such as bus stop improvements, sidewalks, crosswalks or bike paths will own the infrastructure upon completion of the project. The CFAP expects the project sponsor will maintain CFAP-funded assets for the useful life of the investment.

The CFAP will follow the useful life criteria of the Federal Transit Administration (FTA), North Carolina Department of Transportation (NCDOT), or Federal Highway Administrations (FHWA), whichever is deemed most appropriate by CFAP staff. For any vehicle or equipment assets, if the project terminates before the vehicle or equipment reaches its useful life, unless waived by the CFAP Administrator, the CFAP expects the equipment will be transferred or made available for transfer to another project sponsor implementing projects budgeted or programmed in the annual Wake Transit Work Plan. Once the equipment reaches its useful life, the project sponsor may dispose of the equipment at its discretion.

CFAP projects are subject to other adopted Wake Transit Policies, which are maintained on the TPAC document library site.

PROJECT REPORTING AND REVIEWS

Quarterly Progress Report

Project grantees must provide quarterly progress reports, both narrative and statistical, during both project implementation and, if applicable, the operation phases. CAMPO will work with grantees to establish project report terms that will be incorporated in the Project Agreement. It is expected that all projects will report on progress and performance quarterly for as long as Wake Transit funding is provided. Capital projects and Planning/Technical Assistance projects must report on project completion relative to schedule and project expenditures relative to budget. The applicant must inform CAMPO regarding any delays during implementation. Transit Operating projects must report on those metrics and should also expect to provide the following data:

- Ridership: Rider Boardings (Fixed-Route/Flex-Route) or Total Number of Trips (Demand-response), by the following categories:
    - Weekday/Saturday/Sunday/Holiday boardings
    - Time of Day for Weekday Trips (Early AM, AM Peak, Midday, PM Peak, Night)
- Schedule and Hours of Service Operations
    - Weekday Span of Service in hours
- Revenue Vehicle Hours and Miles
- Passenger Boardings (Rides) per Revenue Vehicle Hour
- Operating Cost per Passenger Boarding
- Number of Major Vehicle Mechanical System Failures

Annual Reporting Requirements (NTD, ADA, and Non-Discrimination)

In addition to the requirements associated with receiving funding, the CFAP requires additional reporting from CFAP projects consistent with state and Federal requirements. CAMPO staff will identify annual reporting projects on a project-by-project basis, but applicants should note that reporting may include, for example, National Transit Database (NTD), Americans with Disabilities Act, Title VI and other non-discrimination requirements.

Once CFAP funding is obligated, CAMPO staff will work with grantees to identify additional required reporting requirements and develop appropriate reporting processes.

More information on the Federal and state reporting requirements associated with projects collaborating with local transit providers can be found in the NCDOT Local Programs Management Handbook.

8 APPENDICES

APPENDIX A: STAKEHOLDER SURVEY

APPENDIX B: STAKEHOLDER INTERVIEW

APPENDIX C: EXAMPLE PROJECT AGREEMENT

APPENDIX D: ANNUAL REVIEW REQUIREMENTS

APPENDIX E: FUNDING SCENARIO

APPENDIX F: GRADUATION FRAMEWORK

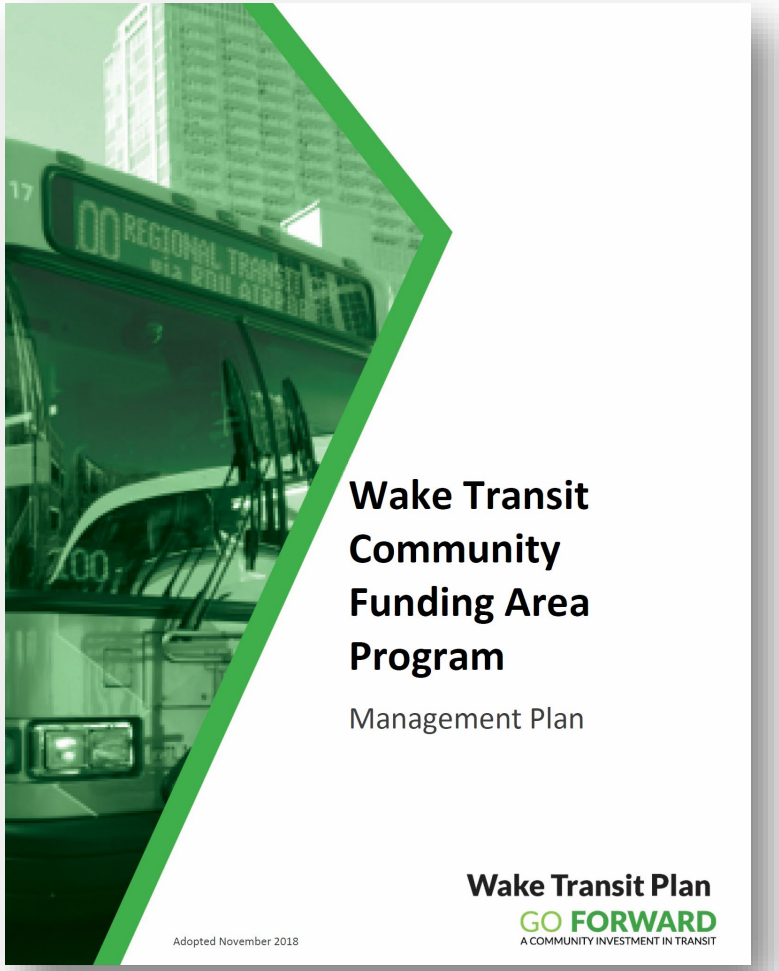
WAKE TRANSIT PLAN UPDATE

CFA Program PMP Update 2024 – Survey Synthesis

15 February 2024

Community Funding Area Program Management Plan

- Update Program Management Plan (PMP) for Wake Transit's Community Funding Area (CFA)
  - PMP last updated in 2020
- Coordinate with Wake Transit Plan (WTP) Vision Update
- Complete prior to next call for projects - October 2024



CFA PMP Tasks

Winter 2023/2024

PMP Review

- Review current PMP, scoring rubric, and funding trends
- Draw insight from eligible communities (survey and today's follow up)
- Recommend performance standards

Spring 2024

PMP Market Analysis

- Collaborate on market analysis with team leading WTP
- Review synthesis of stakeholder input to inform PMP update

Summer 2024

Recommendations and Updated PMP

- Enhancement opportunities to more closely link CFA PMP to WTP
- Policy-level opportunities, i.e. data sharing or program expansion

Survey of Eligible Communities and RTF

- A 17-question survey was sent out to CFA Program eligible communities and Research Triangle Foundation
- Questions focused on a few different areas
  - *Communities' experience with the CFA Program thus far*
  - *Ease of understanding the application and submitting relevant materials*
  - *Thoughts on the scoring rubric, performance standards, and eligibility criteria*
  - *Anticipated growth and changes to population and density in each district*
- 9 out of 10 eligible communities and Research Triangle Foundation responded, 21 unique survey entries were received

What We Heard - Overview of Survey Results

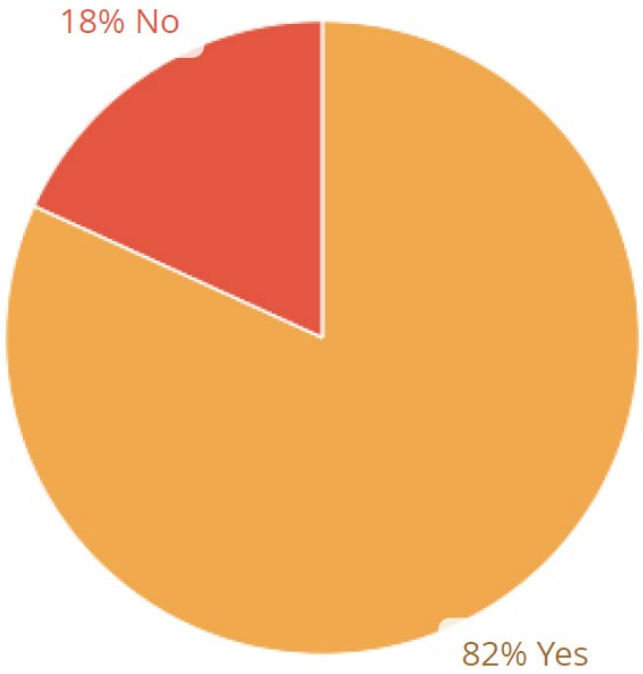
- All but one community have applied for CFA Program funding
- Most found CAMPO's staff to be supportive and responsive, and the eligibility requirements for CFA Program funding to be clear
- Community representatives would like to see examples of successful grants and updated guidance documents on CAMPO's website, as well as some kind of recorded content/trainings for grant applications
- Some concerns included recent and ongoing population growth and providing additional transit services, enhancing inter-city transit connections, increasing CFA Program funding to meet more fixed route and other needs

What We Heard Continued…

- Critical community needs include more transportation connections within communities, between neighboring communities, job centers/ major employers, and transportation centers/hubs
- Communities also said they have a high need for other services including commuter service, vouchers for rides, and demand response services for vulnerable populations

Q2: Have you applied for matching funding through the CFAP?

- If you answered “yes” to the question above, what kind of project did you apply for (skip if you answered “no” to the question above):
  - ***7*** *Capital Project*
  - ***4*** *Technical Assistance (Planning Study or Other Assistance)*
  - ***3*** *Planning Project*



11 respondents

Q2: Have you applied for matching funding through the CFAP?

- If you selected one or more project types in the question above, please enter a description for each type of project(s) you have previously applied to the CFAP for funding:
  - ***"The Town applied for two planning studies… and a capital project…"***
  - ***"Operating & Capital Funding"***
  - ***"General Capital Funding Agreement for Transit Feasibility Plan through CFAP"***
  - ***"We applied for matching funds to add pedestrian infrastructure connecting a bus stop…"***

Q3: How would you rate the clarity of the eligibility requirements of the grant application process?

- Most respondents found the eligibility requirements to be “clear” or “very clear.”
  - ***6*** *5 – Very Clear*
  - ***3*** *4 – Clear*
  - ***1*** *3 – Neutral*
  - ***0*** *2 – Somewhat Unclear*
  - ***0*** *1 – Unclear*

Q4: What specific challenges did you and/or your team encounter during the application process that were a barrier to successful receipt of a grant?

- **2** Demonstrating a source of matching funds
- **2** Inadequate training or instructions for applying and managing the grant
- **1** Length of the application
- **0** Difficulty with reporting requirements
- **0** Responding to Audits
- **5** Other:

- **"Other"** comments included:
  - ***"Editing of the submittal once it is submitted is a little challenging..."***
  - ***"...the Town's budget cycle is in conflict with the CFAP application process."***
  - ***"...the application/website interface could be more user friendly. A work document application would be preferable."***

Q5: Please assess the responsiveness and support received from the CAMPO team in relation to your overall experience with the CFA Program.

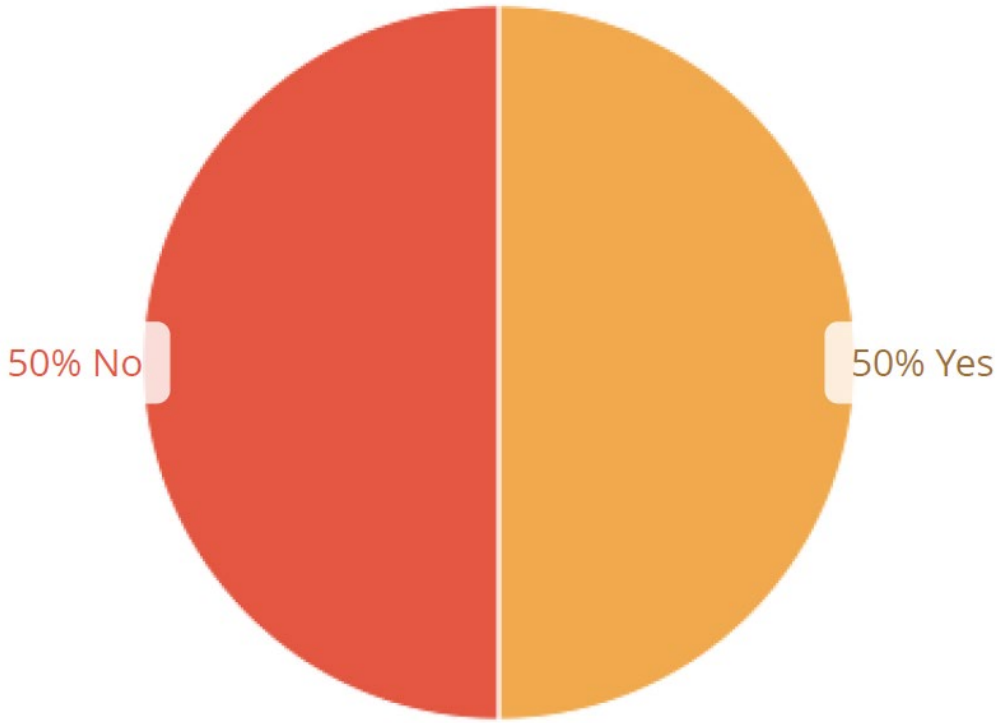
- Most respondents found the responsiveness and support from CAMPO to be "good" or "excellent."
  - ***7*** *5 – Excellent*
  - ***2*** *4 – Good*
  - ***0*** *3 – Sufficient*
  - ***0*** *2 – Poor*
  - ***0*** *1 – Inadequate*

Q6: In what ways can the eligible uses of CFA Program funds be further clarified and communicated?

- **8** Examples of successful grants
- **6** Updated guidance documents published on CAMPO website
- **2** Live training / webinars
- **2** Periodic informational sessions to ask clarifying questions
- **2** Recorded training videos
- **1** Review draft documents and provide feedback
- **0** Regular newsletter / email blast
- **1** Other (please specify): _____.

- **"Other"** comment(s) included:
  - ***"Something I've always found somewhat elusive is the general process for accepting, reviewing, and approving projects. It was made more clear during the applicant training, but maybe providing recorded trainings on this would be helpful."***

Q7: Have you implemented projects through the CFA Program (yes/no)?



10 respondents

Q8: If yes to question #7 what type of project from the list below?

- **2** Added fixed-route
- **1** Added service which improved connectivity between densifying neighborhoods and/or employment centers
- **0** Enhanced or expanded demand response service

Q9: Based on your answer to question #8 how effective was the project and use of CFA Program funds to address emerging mobility needs in your community?

- **2** Very effective, improved availability of transit and mobility options with tangible results such as a bump in ridership [provide brief details]
- **2** Mostly effective, improved some aspects of the transit network and will likely lead to positive outcomes [provide brief details]
- **1** Moderately effective, the improvements are an asset to the community, but outcomes are uncertain at this time [provide brief details]
- **0** Not very effective, the grant funding did not impact the intended community [provide brief details]
- **0** Not effective at all, the grant funding did not address community mobility needs [provide brief details]
- **1** NA

Q10: What are the most critical rural or community-based mobility needs in your community?

- **10** Travel and connections within your community.
- **10** Connections between your community and neighboring communities (i.e., from Fuquay-Varina to Holly Springs, or from Rolesville to Wake Forest).
- **10** Connections to regional employment and activity centers (i.e., downtown Raleigh, Research Triangle Park, NC State, etc.).
- **10** Connections to transit centers and connection points.
- **2** Other (please specify): _____

Q10 Continued…

- **"Other"** comment(s) included:
  - ***"Transit to adequately service commuters."***
  - ***"Shopping and community facilities."***

Q11: Given your mobility needs, which type of services is your community most interested in?

- **9** Commuter oriented services, like vanpools, carpools, and other shared use services.
- **9** Vouchers for rides through mobility service options and 3rd party services, like taxis or ride haling services like Uber or Lyft.
- **9** Demand response (or door to door) service for vulnerable populations such as older adults, people with disabilities and/or veterans.
- **9** Flex-route service (deviated fixed-route service) that offers a combination of scheduled and flexible services.
- **9** On-demand transportation services, like the Morrisville Smart Shuttle, which are designed to serve both the general and vulnerable populations.
- **2** Other (please specify): _____

Q11 Continued…

- **"Other"** comment(s) included:
  - ***"Fixed route service."***
  - ***"Sidewalks and crosswalks along fixed route bus service."***
  - ***"Regularly scheduled local service that connects to existing service."***

Q12: Are there transit capital and/or service investments (like park and ride lots, new commuter services, etc.) planned in your community in the next 3-5 years?

- Town of Morrisville: "***The Town has just recently applied for CFAP funding to study an alternative transit system to the smart shuttle. …continuously investing in additional nodes and amenities…***"
- Town of Wendell: ***"Expanded ZWX service and Route 33 expanded to Wake Tech. "***
- Town of Wake Forest: ***"Yes. New Amtrak station and mobility hub.***"
- Town of Fuquay-Varina: ***"Yes, Town Board is discussing the options from our planning study last summer (fixed-route around town or express to Holly Springs)"***

Q12 Continued…

- Town of Apex: ***"Yes - see CFA applications as well as the Town's Transit Plan map, which we will continue working to implement"***
- Town of Holly Springs: ***"Improvements in frequency then in service options of GoTriangle Route 305"***
- Town of Knightdale: ***"Route 33 extension and weekend service - January 2025"***
- Research Triangle Foundation: ***"Potential transit improvements in RTP on this time horizon are contingent upon the success of pending federal funding applications"***
- Town of Garner: ***"Expanded weekend service for Route 20. Southern BRT line."***

Q13: How should the goals of the CFA Program adapt to changing conditions in your community? Within the context of those conditions what changes would you recommend to scoring criteria for the technical assistance and capital/operating sub programs?

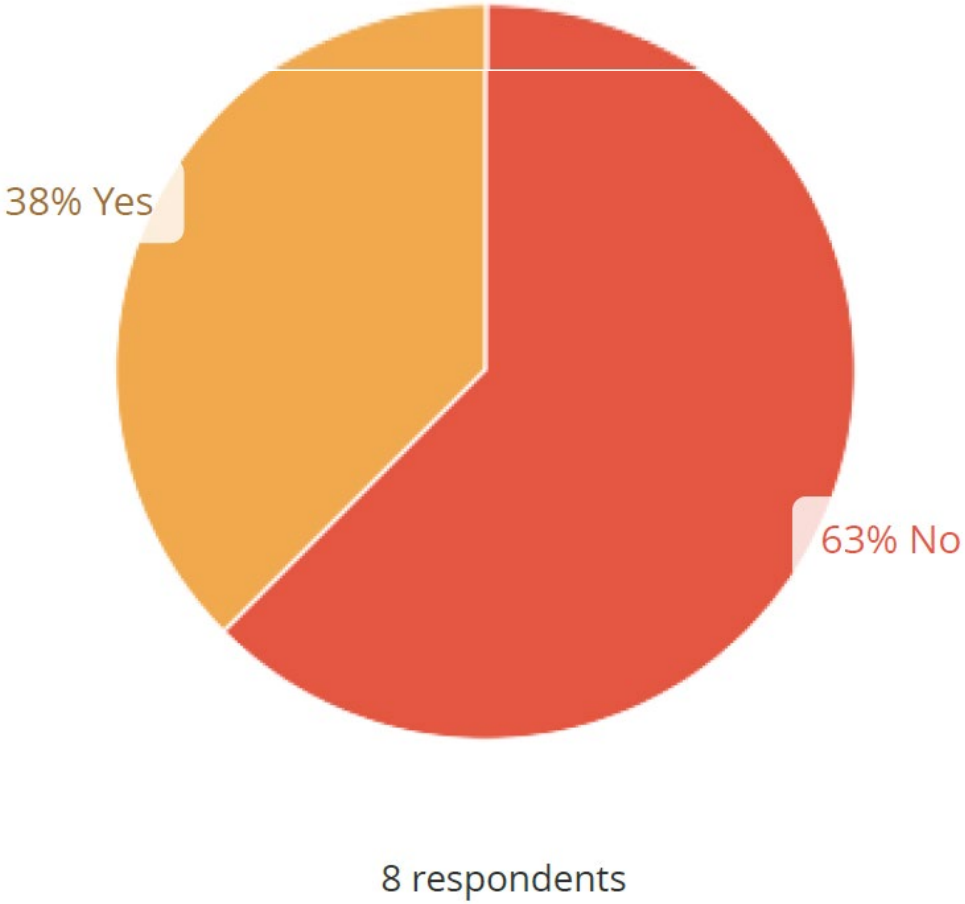
- *"As our community grows and transit expansion becomes more necessary/costly so will the importance of transitioning projects from CFAP to the Wake Transit Plan (if applicable) to ensure funding remains available as transit cost increases."*
- *"All new service needs to have amenities to accomodate a vareity of options such as uber/lyft, bike racks, shelters, lockers..etc."*
- *"...the CFA funding pot cannot meet it's original intent to allow a fixed route circulator or similar service in each of the 11 CFA communities. There is also a need to acknowledge the different level of urgencies to provide new transit services between the CFA areas... for the planning studies, we would recommend basing awards based more on merit, and less based on competition with other communities, which may require more funding in order to make that happen..."*

Q13 Continued…

- *"Consideration of a major and minor amendment option for Wake Transit projects."*
- *"I recommend that scoring criteria incorporate funding equity. Eastern Wake County municipalities (Knightdale, Wendell, Zebulon) are estimated to receive a very small amount of what they pay in."*
- *"… Rolesville is seeing a steady rise in population growth and as such the town is adapting to the incoming flux of residents. Since 2018 the area has opened up to higher density construction. This includes one mixed use apartment complex (Cobblestone almost 200 units) and there is another apartment complex being discussed across the street (almost 200* **units as well)… i believe this warrants the possibility of including more access to bus lines that run to Raleigh."**

Q14: Could additional improvements strengthen the effectiveness and transparency of the CFA Program (yes/no)? If yes, please share your suggestions:

- Comments to "yes" responses included:
  - ***"50/50 split can be hard for small towns, maybe a scaling match requirement."***
  - ***"I'd like the update to consider changing the local match requirement be 20%, similar to LAPP and federal grants…"***



Q15: If yes to question # 14, describe the improvements (for example training).

- **7** Capital Projects
- **4** Technical Assistance (Planning Study or Other Assistance)
- **3** Planning Project

Q16: Do you have any other feedback to improve the CFA Program? (Open-ended answer.)

- *"CAMPO staff were helpful and provided solid feedback."*
- *"Clarity on how capital projects impact the 30% funding cap (ex. Joint Capital & Operating Projects)."*
- *"We feel that the CFA program is a great addition to the Wake Transit investment program overall, and it has certainly made it possible for Apex to plan for and launch it's GoApex service, as we are not sure it would be here without it. We are appreciative of the support, and want to ensure that this program is as beneficial to the other CFA areas as it has been for Apex so far."*

Q17: Do you have information about the recent growth in your community that you can share with the team updating the CFA program? We are specifically looking for data (location, size, and occupancy numbers) for housing, retail, or commercial development that have been built since 2020 and is planned to be built before 2027.

- Six communities offered to share their data.

WAKE TRANSIT PLAN UPDATE

Thank You

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WAKE TRANSIT PLAN UPDATE

CFA PMP Update 2024 – Stakeholder Interview

21 February 2024

Agenda

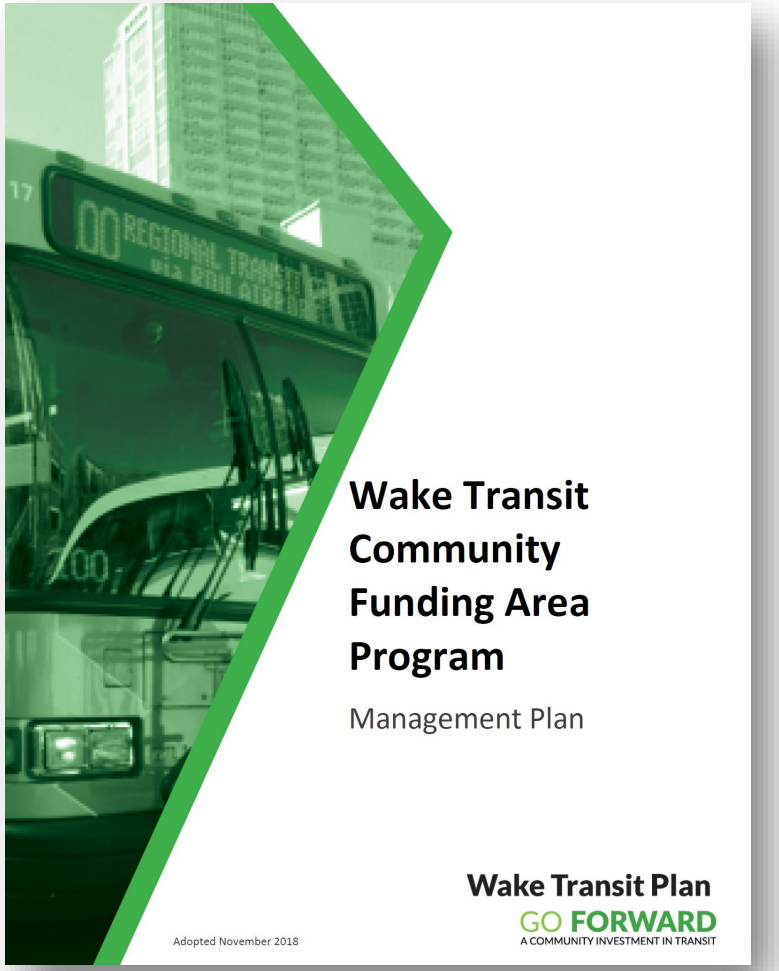
- **Introduction and Overview** – Ben Howell (CAMPO)
- **Summary of Survey Feedback** – Marina Budimir (CS)
- **Facilitated Discussion** – Ann Steedly (PC) and Gray Johnston (PC)
- **Next Steps** – Ben Howell (CAMPO)

Introductions

- Name and Agency

Community Funding Area Program Management Plan

- Update Program Management Plan (PMP) for Wake Transit's Community Funding Area (CFA)
  - PMP last updated in 2020
- Coordinate with Wake Transit Plan (WTP) Vision Update
- Complete prior to next call for projects - October 2024



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Winter 2023/2024

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Spring 2024

PMP Market Analysis

- Collaborate on market analysis with team leading WTP

Summer 2024

Recommendations and Updated PMP

- Enhancement opportunities to more closely link CFA PMP to WTP
- Policy-level opportunities, i.e. data sharing or program expansion

Summary of Survey Synthesis

Group Discussion

Key CFA Program Survey Follow Up Themes

1. Funding
   - How does the cycle of CFA Program funds align with budget cycles
2. Program Eligibility
3. Program Reporting and Documentation
   - Including need for process on reporting metrics
4. Community Mobility Needs and Concerns
   - Rapid population growth
   - Lack of transit connections within and between communities

1

CFA Program Funding

Q 1: How are the funds from the CFA Program being used?

- General opportunity to share program successes – project implementation and use of CFA Program funding
- Discussion of program effectiveness

- **Context**:
  - The Wake Transit Plan funds four big moves, this is one of the four big moves under 'Enhanced Access to Transit.'
  - The CTT *Increased the funding allotment from $7.55 to $9.2 mil - add funding supports continued ops of projects over lifetime of grant program & increases flexibility to develop projects in the original Wake Transit planning process*

Q 2: How are the CFA Program's matching fund requirements working?

- Level of match, sources
- Criteria for matching funds

- **Context**:
  - 50% match on all projects
  - BUT for TA projects 50% only up to $50,000 (i.e. will fund $50k of $100k study)
  - For all projects – all funding is eligible for matching – local, state and fed funding
  - Comments from survey suggest the 50% match is too high

Q 3: How well is the funding cycle working?

- Call for projects – October of each year
- Application Review – February of each year
- Allocation – July of each year

- **Context**:
  - Comment from survey that the funding cycle could be revisited

2

CFA Program Eligibility

Q 1: Are communities satisfied with the CFA Program eligibility checklist, including geographic requirements?

- Checklist:
  - Project, admin/reporting, matching, geographic, partnership, and state/federal requirements
- Geographic Requirement:
  - Apex, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Research Triangle Park, Rolesville, Wake Forest, Wendell, Zebulon

Q 2: How effective are each of the project categories and their funding criteria?

- Do the project categories need to expand/clarify their definitions for what is eligible for funding (i.e. staffing, non-Wake Transit Plan projects)?

- **Project Categories:**
  - **Capital**
  - *Purchasing/leasing vehicles, equipment and other necessities for transit services*
  - *Marketing funds*
  - *Multimodal enhancements:*
  - *Bike racks, bus stop improvements, access infrastructure (sidewalks, bike paths, crosswalks, etc.)*
  - *Equipment for deploying transit*
  - **Technical Assistance (TA)**
  - *Internal staff support, procure third parties/consultants*
  - *Transit Feasibility Studies, transit needs assessment, service plan, transit coordination, etc.*
  - **Operations**
  - *Pilots, TNC contracting*
  - *Expanded (new) transit service*
    - *If operated in-house must prove they have - dispatching software, fare collection tech, info software to integrate with other transit providers*

Q3: Funding Areas / Limitations

- Does the maximum funding level need to be adjusted?
  - Currently is 30% of CFA Program

- Do parameters for funding frequency need to be revised?
  - Planning/Technical Assistance funds once every five years for awardees
  - Adding capital funding to awarded operating projects in subsequent years

- **Context**: TA limited to once every 5 years

3

CFA Program Reporting & Documentation

Q1: Do you have suggestions for improving the CFA Program Application process?

- Would a uniform CFA Program-specific reporting template be useful?
- Do you have feedback about the current application portal?

Q2: What performance metrics should be used to measure CFA project performance ?

- Are there existing or standardized metrics that your community tracks or recommends?
- How can metrics help in refining the step up to WTP from CFAP funding?

- **Context**: Operating fund metrics:
  - RIDERSHIP METRICS: Passenger trips/Revenue Hours & Passenger Trips/Vehicle Trips
  - COST METRICS: Total Operating Cost/Total Passenger Trips
  - SATISFACTION METRICS: On-time Performance (vague standards) + rider satisfaction surveys (bi-annually) (also vague)

Q3: What approach should be taken to performance-based reporting?

- Should this align with the current quarterly reporting and invoicing?

- **Context**:
  - CAMPO would like a process for reporting on each metric
  - PMP: Leaves the reporting up to project-by-project basis, could be more standardized.

4

Meeting Community Mobility Needs with the CFA Program

Q1: How successfully is the CFA Program meeting community mobility needs?

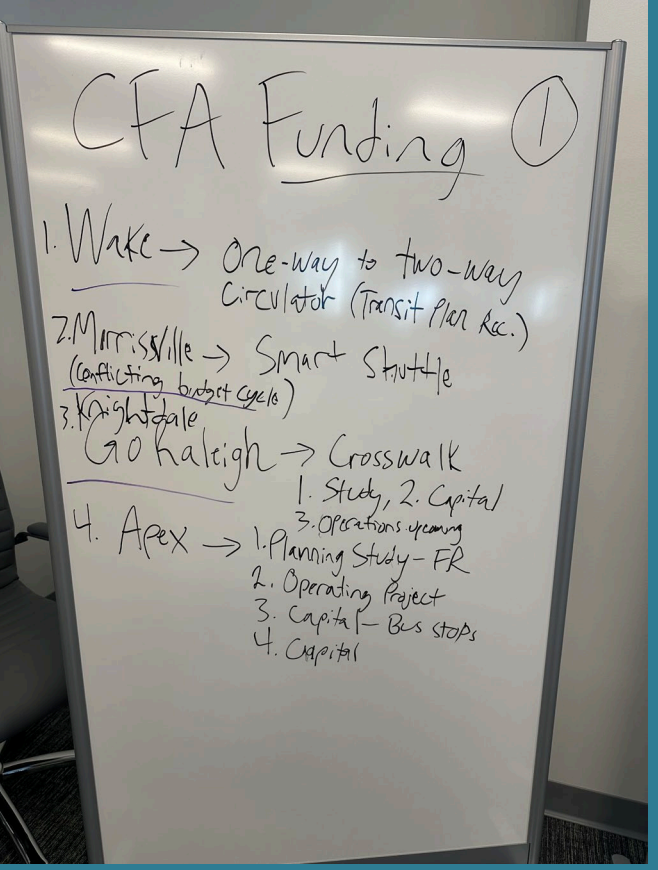
- Share specific examples
- How can the current WTP update inform CFA PMP changes needed to reflect evolving mobility needs?

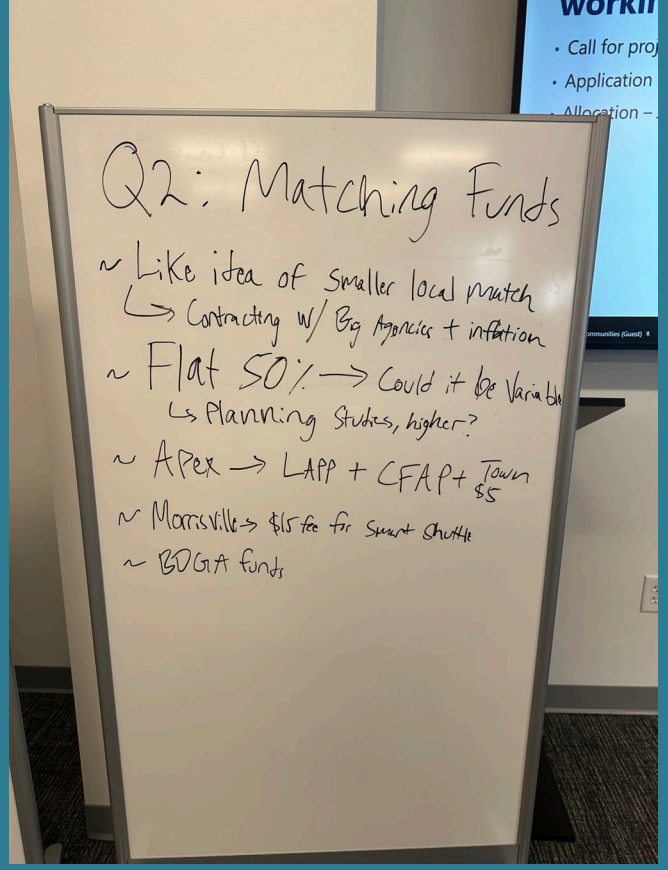
Q2: What can we do to support successful implementation?

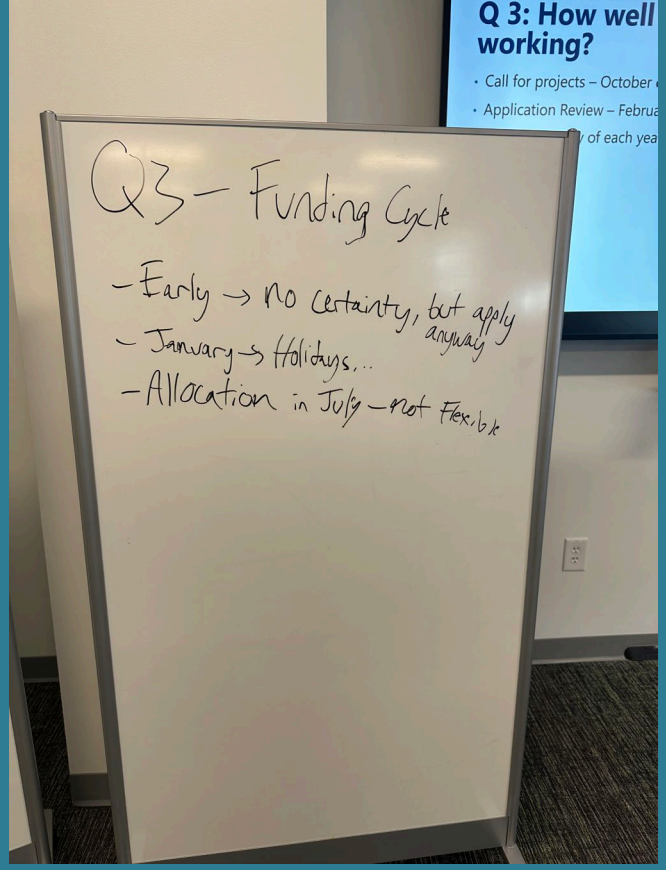
- Implementation questions
- Feedback/Suggestions on support from CAMPO
- Collected experiences / shared lessons

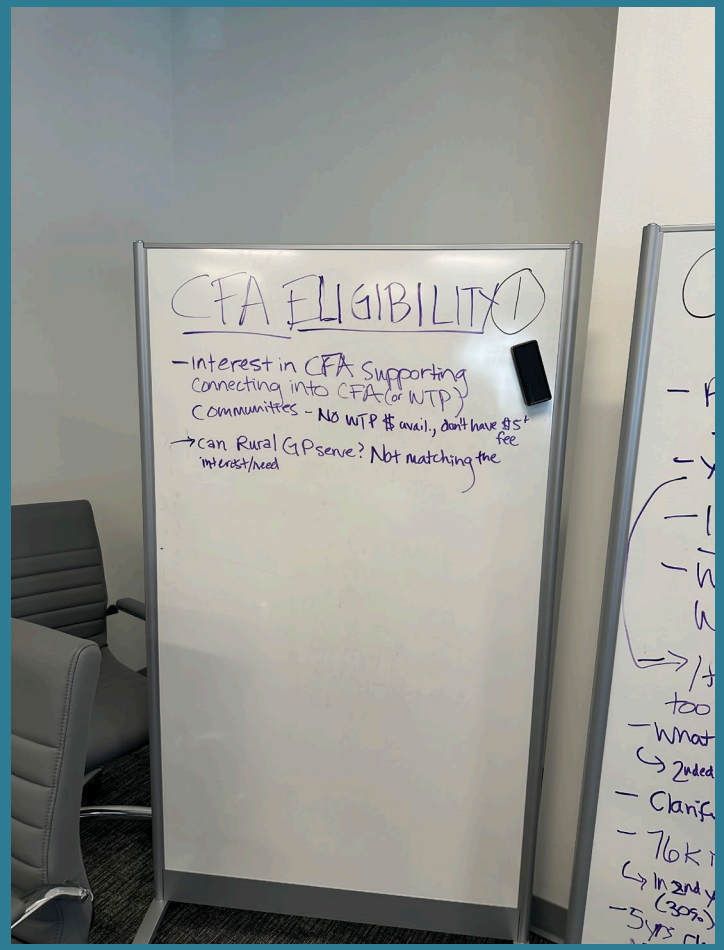
- **Context**:
  - Clarifying any of the previous discussion items
  - Open forum to discuss shared lessons

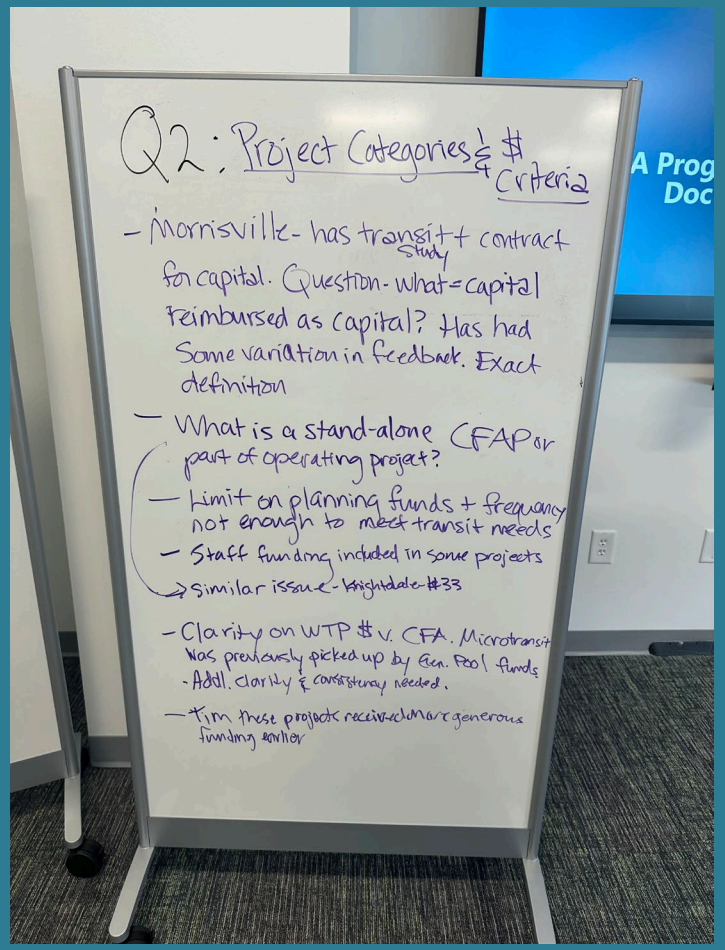
Photos of Whiteboard Notes

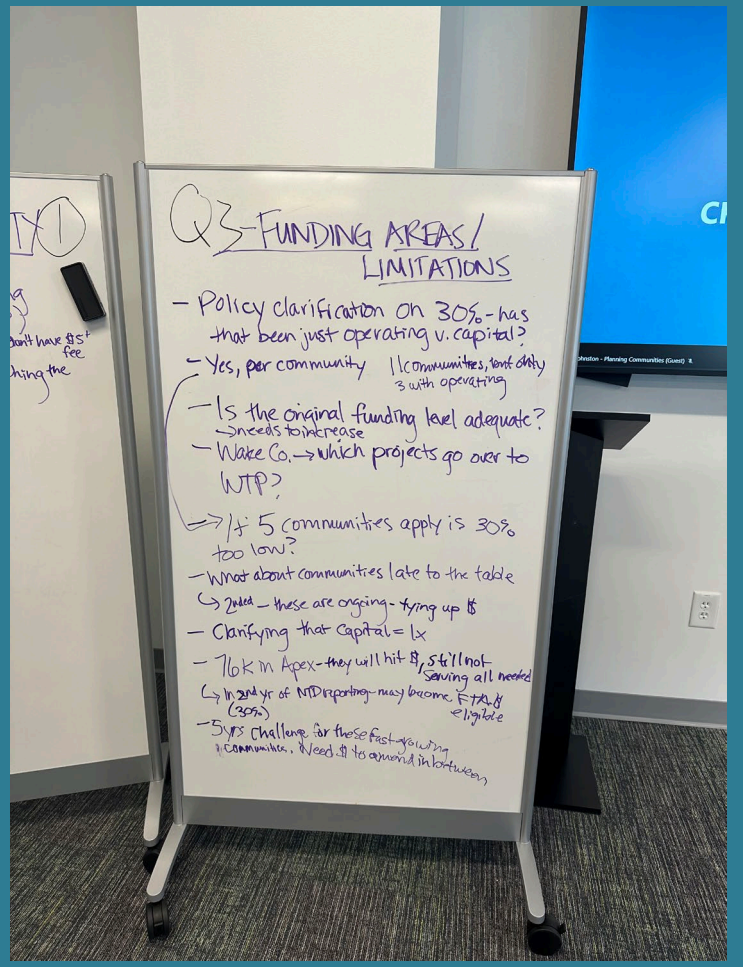

CFA Funding (1)
1. Wake → One-way to two-way Circulator (Transit Plan Rec.)
2. Morrisville → Smart Shuttle (Conflicting budget cycle)
3. Knightdale
GoRaleigh → Crosswalk
1. Study, 2. Capital
3. Operations upcoming
4. Apex → 1. Planning Study – FR
2. Operating Project
3. Capital – Bus stops
4. Capital

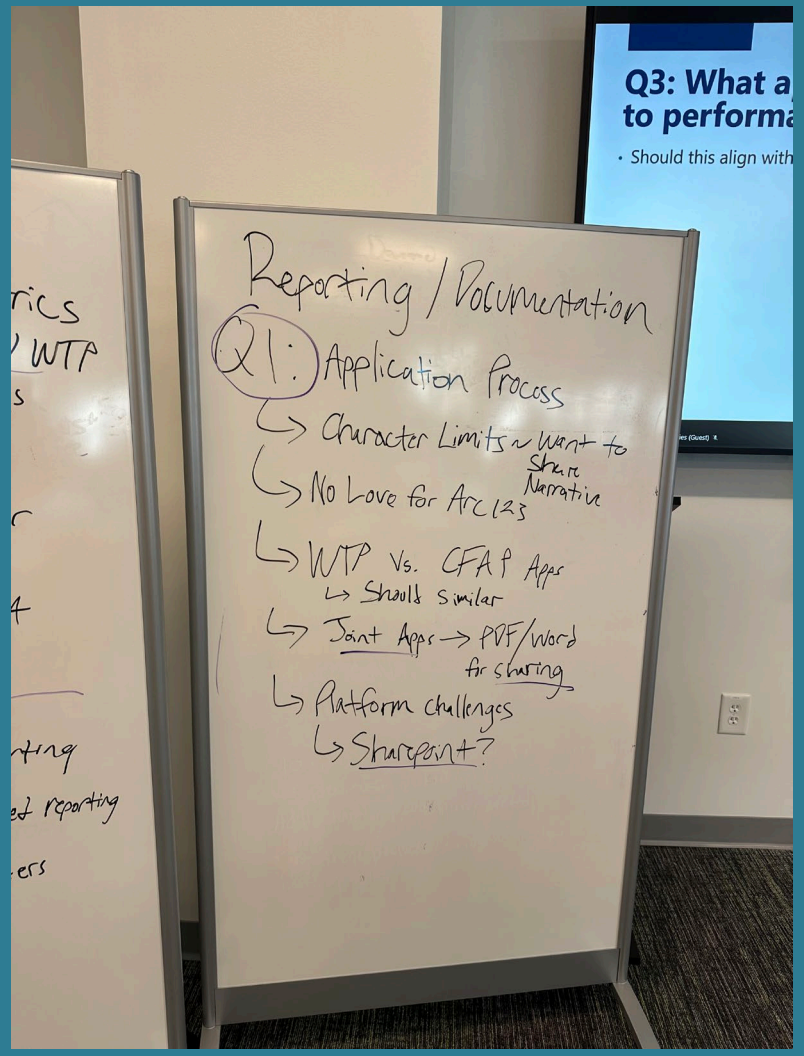

Q2: Matching Funds
~ Like idea of smaller local match
↳ Contracting w/ Big Agencies + inflation
~ Flat 50% → Could it be Variable
↳ Planning Studies, higher?
~ Apex → LAPP + CFAP + Town $5
~ Morrisville → $15 fee for Smart Shuttle
~ BOGA funds

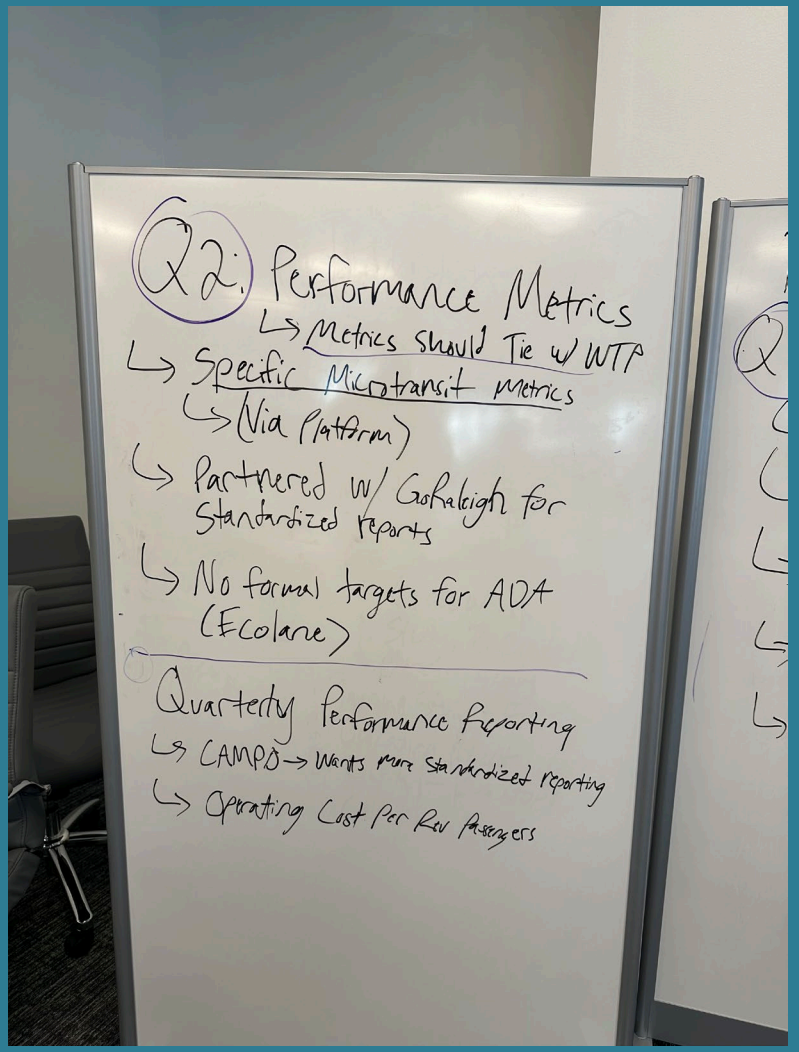

Q3 – Funding Cycle
– Early → no certainty, but apply anyway
– January → Holidays...
– Allocation in July – not flexible

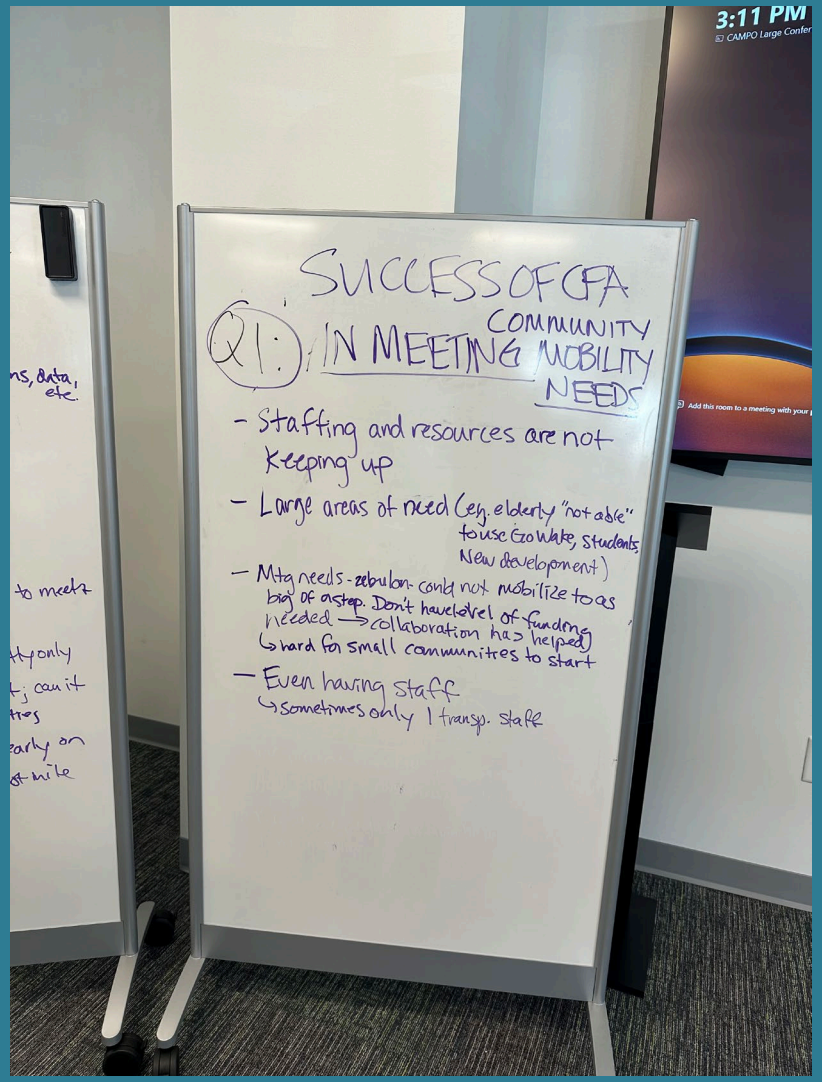

CFA ELIGIBILITY (1)
- Interest in CFA Supporting connecting into CFA (or WTP) communities - No WTP $ avail., don't have $ for fee
→ can Rural GP serve? Not matching the interest/need

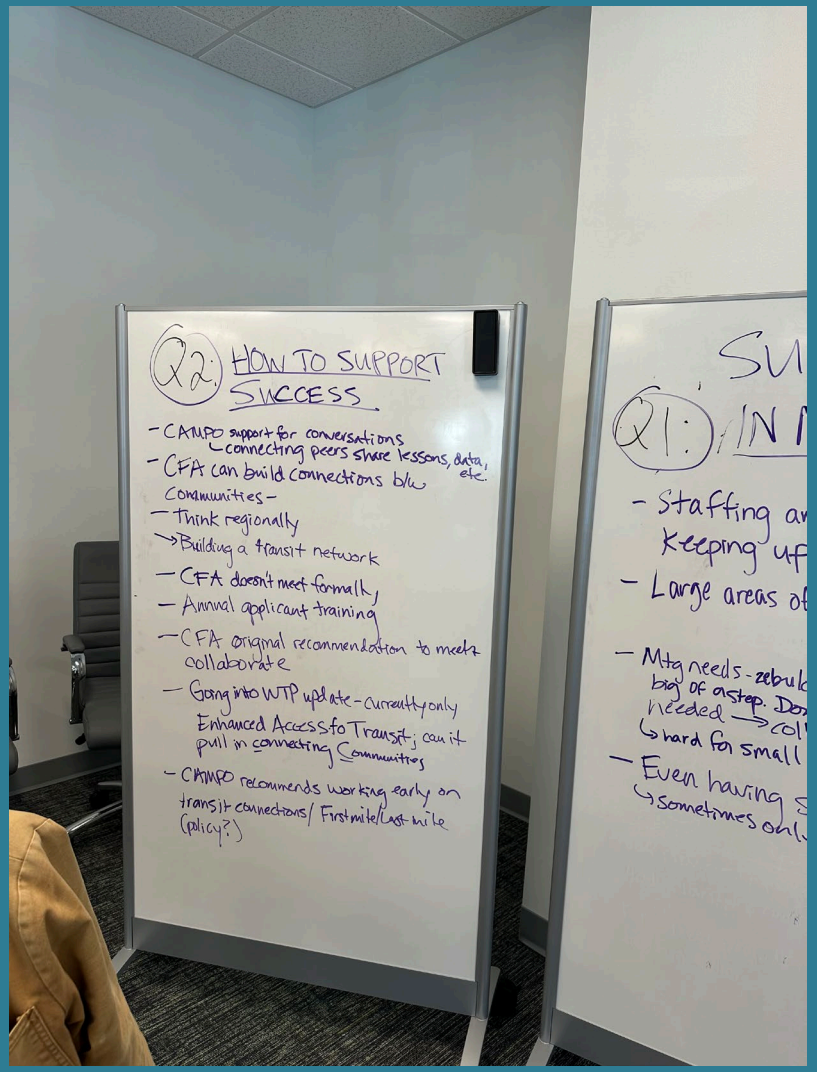

Q2: Project Categories & $ Criteria
- Morrisville - has transit study + contract for capital. Question - what = capital reimbursed as capital? Has had some variation in feedback. Exact definition
- What is a stand-alone CFAP or part of operating project?
- Limit on planning funds + frequency not enough to meet transit needs
- Staff funding included in some projects
→ Similar issue - Knightdale #33
- Clarity on WTP $ v. CFA. Microtransit was previously picked up by Gen. Pool funds - Addl. clarity & consistency needed.
- Tim these projects receive/can generous funding earlier


Q3 - FUNDING AREAS / LIMITATIONS
- Policy clarification on 30% - has that been just operating v. capital?
- Yes, per community 11 communities, rent daily 3 with operating
- Is the original funding level adequate? → needs to increase
- Wake Co. → which projects go over to WTP?
→ If 5 communities apply is 30% too low?
- What about communities late to the table
↳ 2nded - these are ongoing - tying up $
- Clarifying that capital = 1x
- 76k in Apex - they will hit $, still not serving all needed
↳ In 2nd yr of NTD reporting - may become FTA $ eligible (35%)
- 5 yrs challenge for these fast-growing communities. Need $ to expand in between


Q3: What a
to performa
• Should this align with
Reporting / Documentation
Q1: Application Process
↳ Character Limits ~ want to Share Narrative
↳ No Love for Arc 123
↳ WTP Vs. CFAP Apps
↳ Should similar
↳ Joint Apps → PDF/Word for sharing
↳ Platform challenges
↳ Sharepoint?


Q2: Performance Metrics
↳ Metrics should Tie w/ WTP
↳ Specific Microtransit metrics
↳ (Via Platform)
↳ Partnered w/ GoRaleigh for Standardized reports
↳ No formal targets for ADA (Ecolane)
Quarterly Performance Reporting
↳ CAMPO → Wants more standardized reporting
↳ Operating Cost Per Rev Passengers


3:11 PM
CAMPO Large Confer
SUCCESS OF CFA
Q1: IN MEETING COMMUNITY MOBILITY NEEDS
- Staffing and resources are not keeping up
- Large areas of need (eg. elderly "not able" to use Go Wake, students, New development)
- Mtg needs - zebulon could not mobilize to as big of a step. Don't have level of funding needed → collaboration has helped
↳ hard for small communities to start
- Even having staff
↳ sometimes only 1 transp. staff


Q2: HOW TO SUPPORT SUCCESS
- CAMPO support for conversations
↳ connecting peers share lessons, data, etc.
- CFA can build connections b/w communities -
- Think regionally
→ Building a transit network
- CFA doesn't meet formally
- Annual applicant training
- CFA original recommendation to meet collaborate
- Going into WTP update - currently only Enhanced Access to Transit; can it pull in connecting Communities
- CAMPO recommends working early on transit connections / First mile/Last mile (policy?)

Data Request

Data Request – Market Assessment

- Do you have information about the recent growth in your community to share that will inform a Market Assessment that correlates to the CFA program?
  - Specifically, data (location, size, and occupancy numbers) for housing, retail, or commercial development that have been built since 2020 and is planned to be built before 2027.
  - If yes, please **send information directly to Jenny Choi (JChoi@nelsonnygaard.com)** or leave your name and email, so we can follow up with you directly.

Next Steps

- **CAMPO and Consultant Team**: Synthesize feedback from group interview
- **Communities**: Please submit data for market assessment to Jenny Choi (JChoi@nelsonnygaard.com)

WAKE TRANSIT PLAN UPDATE

Thank You

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Ann Steedly

asteedly@planningcommunities.com

Marina Budimir

mbudimir@camsys.com

Bethany Whitaker

bwhitaker@nelsonnygaard.com

GENERAL OPERATING FUNDING AGREEMENT
FOR BUS OPERATIONS – COMMUNITY FUNDING AREA PROGRAM

WAKE TRANSIT FY 2024

This Operating Funding Agreement ("Agreement") is made by and between Research Triangle Regional Public Transportation Authority, d/b/a GoTriangle ("GoTriangle") and the Town of Apex ("Implementing Party") and the Capital Area Metropolitan Planning Organization ("CAMPO"). The foregoing may collectively be referred to as "Parties."

WHEREAS, the Parties to Agreement, who have or may have specific roles in the implementation of public transit and the support of public transit infrastructure in the Wake County area, have determined that it is in their best interest and the best interest of the constituents they represent to coordinate future public transit planning, funding, expansion and construction; and

WHEREAS, an extensive community driven process was used to develop a strategic transit vision document that set forth an enhanced public transit plan for Wake County, referred to as the "Wake County Transit Plan" ("Wake Transit Plan"), and this plan was unveiled on or about December 8, 2015, and adopted by the GoTriangle Board of Trustees on May 25, 2016, the Capital Area Metropolitan Planning Organization's ("CAMPO") Executive Board on May 18, 2016, and the Wake County Board of Commissioners on June 6, 2016; and was subsequently updated and adopted by the CAMPO Executive Board on April 21, 2021, and the GoTriangle Board of Trustees on April 28, 2021; and

WHEREAS, in conjunction with the Wake Transit Plan, GoTriangle, Wake County, and CAMPO (collectively, "the Governance ILA Parties") adopted the Wake Transit Governance Interlocal Agreement ("Governance ILA") that creates a governance structure for the implementation of the Wake Transit Plan by and through the annual Wake Transit Work Plan; and

WHEREAS, pursuant to Section 3.02c of the Governance ILA, CAMPO has been designated as the lead agency for administering the Community Funding Area Program and has the authority to enter into this Agreement and enforce the provisions thereof and is a necessary Party to this Agreement; and

WHEREAS, the Governance ILA specifically created the Transit Planning Advisory Committee ("TPAC") and charged the TPAC with coordinating and recommending the planning and implementation aspects of the Wake Transit Work Plan; and

WHEREAS, the Governance ILA Parties, together with the Implementing Party, numerous Wake County municipalities, and other entities, entered into a Master Participation Agreement ("Participation Agreement"), which, among other purposes, established standards that govern the Participation Agreement Parties' eligibility for inclusion of sponsored Implementation Elements in the Wake Transit Work Plan, receipt of funding allocations from Wake County Transit Tax Revenue, and confirmed the Participation Agreement Parties' roles in carrying out TPAC responsibilities; and

WHEREAS, the FY 2024 Wake Transit Work Plan was developed and recommended by the TPAC, presented for public comment, and adopted, as required, by the Boards of CAMPO and GoTriangle; and

WHEREAS, the FY 2024 Triangle Tax District Wake Operating Ordinance was adopted by the GoTriangle Board of Trustees June 28, 2023; and

WHEREAS, the Parties desire to implement the components of the FY 2024 Wake Transit Work Plan as adopted by GoTriangle and CAMPO; and

WHEREAS, as stated in the Participation Agreement, all Implementation Elements contained in the Wake Transit Work Plan, whether partially or fully funded with Wake County Transit Tax Revenues, will not move forward until Implementation Agreements, which shall include a Capital Funding Agreement and an Operating Agreement, are executed by and between the Implementing Party; GoTriangle, as administrator of the Special District, and CAMPO, if the Implementing Agreement involves federal or state funding that is otherwise under the distribution and program management responsibility of CAMPO or, regardless of funding source, constitutes a regionally significant project as defined in 23 CFR § 450.104; and

WHEREAS, no Implementation Elements awarded funding through the Community Funding Area Program will move forward until an Implementation Agreement, which shall include Capital Funding Agreements or Operating Agreements, is executed by and between the Implementing Party; GoTriangle, as administrator of the Special District; and CAMPO.

WHEREAS, the Parties are authorized to enter into this Agreement pursuant to, inter alia, N.C.G.S. §§ 160A-20.1; 160A-312; 160A-313; 160A-610; 153A-275; 153A-276; and 153A-449.

NOW, THEREFORE, in consideration of the above recitals and the mutual

covenants herein contained, the Parties hereto agree as follows:

1. **Term:**

The Agreement shall become effective upon execution by all Parties ("Effective Date"). The term of this Agreement shall be from the Effective Date until December 31, 2024. The Parties may extend the term of this Agreement or may otherwise amend this Agreement as set forth in Section 7.

2. **Purpose:**

The purpose of this Agreement is to outline the details of how the Project(s) listed in Exhibit A attached hereto and incorporated herein by reference, being an approved Project(s) in the Wake County Transit Annual Work Plan, shall be implemented, in accordance with the requirements of the Participation Agreement.

3. **Responsibilities:**

A. Responsibilities of the Implementing Party.

(1) The Implementing Party shall provide the Projects listed in Exhibit A and fund the cost of the Projects on an up-front basis, except as provided herein. The Implementing Party is responsible for ensuring funds are available to pay for the Projects prior to requesting reimbursement from GoTriangle.

(2) The Wake Transit Work Plan Reimbursement Request and Financial Report Template ("Reimbursement Request Template") must be submitted by the Implementing Party at least quarterly but may be as often as is efficient and effective for the Implementing Party. The reimbursement request shall be emailed to waketransitreimbursement@gotriangle.org with a copy to CAMPO, Evan.Koff@campo-nc.us.

All Reimbursement Requests must be made using the Wake Transit Work Plan Reimbursement Request and Financial Report template agreed to by the Parties and must include a signed statement by the Implementing Party's Finance Officer or designee stating that funds were spent in accordance with the Wake Transit Work Plan and with all applicable laws, rules, and regulations, and that the Reimbursement Request includes items due and payable. All Reimbursement Requests shall be based on actual expenses incurred as recorded in the financial system.

(3) In special circumstances where an advance payment may be required, Reimbursement Requests must be submitted using the Reimbursement

Request Template and with a justification for the advance payment request. Advance payments received by the Implementing Party must be disbursed within 72 hours of receipt from GoTriangle.

(4) Any performance on which an Implementing Party receives reimbursement must be performed by June 30 of that fiscal year.

(5) Reimbursement Requests for expenses incurred as of June 30, 2024 shall be submitted by August 10 for the fiscal year in which the work was done.

(6) Further, the Implementing Party shall:

(a) Ensure that Wake Transit funds provided by GoTriangle are not misappropriated or misdirected to any other account, need, project, or line item, other than as listed in Exhibit A. The Implementing Party shall have an obligation to return any reimbursed or advanced payments that were misappropriated or expended outside the approved Project(s) listed in Exhibit A.

(b) Ensure that a minimum of 50 percent of the total costs associated with the project, as described in Exhibit A, are expended from the Implementing Party's funds that were demonstrated through its application to the Community Funding Area Program to be provided as the required matching funds for the program. All Reimbursement Requests submitted by the Implementing Party shall detail total costs expended for the project along with the reimbursable amount. The total of Reimbursement Requests for reimbursable costs shall not exceed the amount allocated to the project as described in Exhibit A.

(c) Monitor award activities, to include sub-awards, to provide reasonable assurance that funds are spent in compliance with applicable requirements. Responsibilities include accounting for receipts and expenditures, cash management, maintaining adequate financial records, and refunding disallowed expenditures.

(d) Maintain a financial management system adequate for monitoring the accumulation of costs.

(e) Meet with staff from CAMPO within sixty (60) days of the execution of this agreement to discuss the scope of work, timeline, reporting requirements, public engagement activities, reimbursement requirements for the project, as well as to discuss a schedule for any subsequent project oversight meetings.

(7) The Implementing Party shall coordinate with CAMPO to ensure the Project is considered for inclusion in the CAMPO Transportation Improvement Program.

B. Responsibilities of GoTriangle.

(1) GoTriangle, as administrator of the Triangle Tax District, shall have the responsibilities and duties as set forth in the Governance ILA, including appropriating funds from the FY 2024 Triangle Tax District Wake Operating Ordinance in accordance with the Governance ILA. The specific appropriation and approved project budgets are further detailed in Exhibit A and in the FY 2024 Wake Transit Work Plan.

(2) GoTriangle, upon receipt of a Reimbursement Request, shall verify within five business days whether the Reimbursement Request is complete; is within the approved budget; is within the annual work plan; and is in accordance with the Wake Transit Billing, Payment, and Reimbursement Policy and Guidelines, adopted by GoTriangle on June 28, 2017 and CAMPO on June 21, 2017 and subsequently amended and adopted by GoTriangle on June 23, 2021 and CAMPO on June 16, 2021. Payment will be remitted within thirty (30) days of verification to the Implementing Party according to the payment instructions on file.

If GoTriangle is unable to verify the Reimbursement Request, GoTriangle shall, within two (2) business days, notify the Implementing Party in writing of the deficiencies in the Reimbursement Request. The Implementing Party may thereafter submit a revised Reimbursement Request ("Revised Reimbursement Request"), which shall be verified within five business days of receipt. If the Revised Reimbursement Request is denied, CAMPO or the Implementing Party may place the item on the next TPAC agenda for discussion and a recommendation to GoTriangle, CAMPO, and the Implementing Party.

(3) Where advance payments are requested, GoTriangle, after due consideration of the request, will remit funds via payment instructions on file.

(4) All disbursements from GoTriangle shall be in accordance with North Carolina General Statute 159 Article 3, known as the North Carolina Budget and Fiscal Control Act, and the Wake Transit Financial Policies and Guidelines, adopted by GoTriangle on June 28, 2017, and CAMPO on June 21, 2017, and subsequently amended and adopted by GoTriangle on June 23, 2021 and CAMPO on June 16, 2021.

C. Responsibilities of CAMPO

(1) CAMPO shall work with the Implementing Party to have the Project considered for inclusion in the CAMPO Transportation Improvement Program.

(2) Within five (5) business days of receiving a Reimbursement Request from the Implementing Party, CAMPO shall verify that the Reimbursement Request is complete, is within the approved budget, and is consistent with the scope of the project as reflected in Exhibit A and any other applicable scope-related attachments or exhibits to this Agreement.

(3) Meet with staff from the Implementing Party within sixty (60) days of the execution of this agreement to discuss scope of work, timeline, reporting requirements, public engagement activities, reimbursement requirements for the project, as well as to discuss a schedule for any subsequent project oversight meetings.

4. **Minimum Service Standards:**

For the Projects listed in Exhibit A, the Implementing Party agrees to provide for:

A. Maintenance of all vehicles and facilities in accordance with a preventative maintenance program.
B. Maintenance of all vehicles and facilities in a safe and dependable condition and cleaning of all vehicles and facilities regularly.
C. Monitoring of services and responding to incidents in a timely and professional manner.
D. Regular reviews of service including: safety, on-time performance, customer satisfaction, accessibility, cleanliness, security, and customer service training.
E. Public engagement activities in accordance with state and federal guidelines and agency and municipal policies and procedures, if applicable.

5. **Performance Reporting:**

Unless otherwise agreed in writing between Parties, the Implementing Party shall report operating statistics and ridership to the National Transit Database and to the North Carolina Department of Transportation Public Transportation Division.

The Implementing Agency also agrees to provide quarterly and annual reporting per the Master Participation Agreement for the Reported Deliverables as identified in Exhibit A using a Reporting Template agreed to by the Parties. The Implementing Agency shall include in its quarterly reports any details of

issues that may impact delivery of the Projects identified in Exhibit A

The Annual Wake Transit Report prepared by GoTriangle shall provide information regarding how strategic public transit objectives have been met and shall include the performance achieved, the strategies being followed, and performance targets and key milestones for capital projects and operating services.

Quarterly Status Reports prepared by GoTriangle and/or CAMPO shall provide information regarding progress toward strategic objectives outlined in the Wake Transit Work Plan and include the performance achieved, the strategies being following, and performance targets and key milestones for Capital Projects and operating services identified in the Wake Transit Work Plan. GoTriangle shall include in its Quarterly Status Reports any details of issues that may impact delivery of funding for the Projects identified in Exhibit A.

The Parties agree to share supporting documentation, if requested, in addition to their quarterly and annual reporting, in a timely manner.

6. **Further Agreements:**

The Parties agree that they will, from time to time, execute, acknowledge and deliver, or cause to be executed, acknowledged and delivered, such supplements hereto and such further instruments as may reasonably be required for carrying out the intention of this Agreement. The Parties agree to work together in good faith and with all due diligence to provide for and carry out the purpose of this Agreement.

7. **Amendment:**

Any extension of the term of this Agreement and/or change to the content of this Agreement shall be by written amendment signed by all Parties.

8. **Breach; Termination:**

In the event that (1) the Implementing Party is not able or fails to provide a Project(s) as required by the Agreement; or (2) GoTriangle is not able or fails to provide funding for a Project(s) as required by the Agreement; or (3) GoTriangle fails to fulfill its responsibilities and duties as set out in the Governance ILA; or (4) any Party fails to fulfill a responsibility or duty of this Agreement; or (5) any Party withdraws from the Master Participation Agreement (separately each a “breach”),

any Party to this Agreement shall notify the Clerk to the TPAC Committee and the other Parties to this Agreement. The Non-Breaching party may place the item on a TPAC agenda for discussion and a non-binding recommendation to the Parties.
The Non-breaching Party may provide the Breaching Party with a period of time to cure the breach to the reasonable satisfaction of the Non-breaching Party. If the breach is not timely cured, or cannot be cured, the Non-breaching Party may (1) elect to terminate this Agreement in full; or (2) elect to terminate this Agreement only as to one or more Projects listed in Exhibit A. In the event of breach of this Agreement, the Parties shall be entitled to such legal or equitable remedy as may be available, including specific performance.

In the event the Agreement is terminated for any reason other than by the end of the Term of the Agreement:

(a) The Implementing Party shall not be required to continue implementing the Projects, but may elect to continue implementing the Projects using funds from sources other than the Wake Transit Tax.
(b) GoTriangle shall reimburse the Implementing Party for any expenses for the Projects that have been approved in the annual work plan and made in reliance on this Agreement, whether or not a Reimbursement Request has been made by Implementing Party at the time of termination. The Implementing Party shall have sixty (60) days after the date of termination to submit all Reimbursement Requests.
(c) The Implementing Party shall report the final status for its deliverable and GoTriangle shall do a final quarterly report and shall issue the annual report required by this Agreement.

9. **ADA and Paratransit Requirements:**

The Implementing Party shall provide paratransit service as required by law within the ADA-required radius of the all-day fixed-route bus services implemented as Projects pursuant to this Agreement.

10. **Record Retention:**

All parties must adhere to record retention guidelines as set forth in North Carolina General Statutes or federal guidelines as appropriate

11. **Notices:**

Any notice given pursuant to this Agreement shall be deemed given if

delivered by hand or if deposited in the United States Mail, postage paid, certified mail, return receipt requested and addressed as follows:

If to GoTriangle:

GoTriangle
Attn: President and CEO
GoTriangle
4600 Emperor Blvd, Suite 100
Durham, NC 27703

And with a copy to:

GoTriangle
Attn: General Counsel
GoTriangle
4600 Emperor Blvd, Suite 100
Durham, NC 27703

If to Clerk to the TPAC Committee:

CAMPO
Attn: Clerk to the TPAC Committee
One Fenton Main Street, Suite 201
Cary, NC 27511

If to CAMPO:

CAMPO
Attn: Executive Director
One Fenton Main Street, Suite 201
Cary, NC 27511

If to Town of Apex:

Town of Apex
Attn: Deputy Town Manager
Apex Town Hall
73 Hunter Street
P.O. Box 250
Apex, NC 27502

And with a copy to:

Town of Apex
Attn: Town Attorney
Apex Town Hall
73 Hunter Street

P.O. Box 250
Apex, NC 27502

12. **Representations and Warranties:**

The Parties each represent, covenant and warrant for the other's benefit as follows:

A. Each Party has all necessary power and authority to enter into this Agreement and to carry out the transactions contemplated by this Agreement, and the individuals signing this Agreement have the right and power to do so. This Agreement is a valid and binding obligation of each Party.
B. To the knowledge of each Party, neither the execution and delivery of this Agreement, nor the fulfillment of or compliance with its terms and conditions, nor the consummation of the transactions contemplated by this Agreement, results in a breach of the terms, conditions and provisions of any agreement or instrument to which a Party is bound, or constitutes a default under any of the foregoing.
C. To the knowledge of each Party, there is no litigation or other court or administrative proceeding pending or threatened against such party (or against any other person) affecting such Party's rights to execute or deliver this Agreement or to comply with its obligations under this Agreement. Neither such Party's execution and delivery of this Agreement, nor its compliance with its obligations under this Agreement, requires the approval of any regulatory body or any other entity the approval of which has not been obtained.
D. The Parties agree to work together in good faith and with all due diligence to provide for and carry out the purpose of this Operating Agreement.

13. **Merger and Precedence:**

The provisions of this Agreement, including all Exhibits and attachments, constitute the entire agreement by and between the Parties hereto and shall supersede all previous communications, representations or agreements, either oral or written between the Parties hereto with respect to the subject matter hereof. Notwithstanding the foregoing, in the event of any inconsistency or conflict between this Agreement and the Participation Agreement or the Governance ILA, the terms of the Participation Agreement and Governance ILA have precedence.

14. **Dispute Resolution:**

In the event of conflict or default that might arise for matters associated with this Agreement, the Parties agree to informally communicate to resolve the conflict. If any such dispute cannot be informally resolved, then such dispute, or any other matter arising under this Agreement, shall be subject to resolution in a court of competent jurisdiction. Such disputes, or any other claims, disputes or other controversies arising out of, and between the Parties shall be subject to and decided exclusively by the appropriate general court of justice of Wake County, North Carolina.

15. **No Waiver of Non-Compliance with Agreement:**

No provision of this Agreement shall be deemed to have been waived by any Party hereto unless such waiver shall be in writing and executed by the same formality as this Agreement. The failure of any Party hereto at any time to require strict performance by the other of any provision hereof shall in no way affect the right of the other Party to thereafter enforce the same. In addition, no waiver or acquiescence by a Party hereto of any breach of any provision hereof by another Party shall be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself.

16. **Governing Law:**

The Parties intend that this Agreement be governed by the law of the State of North Carolina. Proper venue for any action shall solely be Wake County.

17. **Assignment:**

No Party may sell or assign any interest in or obligation under this Agreement without the prior express written consent of the other Parties.

18. **Independence of the Parties:**

Nothing herein shall be construed to modify, abridge, or deny the authority or discretion of any Party to independently develop, administer, or control transportation projects pursuant to enumerated authority or funding sources separate from those in this Agreement.

19. **Execution in Counterparts/Electronic Version of Agreement:**

This Agreement may be executed in any number of counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument. Any Party may convert a signed original of the Agreement to an electronic record pursuant to a North Carolina Department of Natural and Cultural Resources approved procedure and process for converting paper records to electronic records for record retention purposes. Such electronic record of the Agreement shall be deemed for all purposes to be an original signed Agreement.

20. **No Waiver of Sovereign Immunity:**

Nothing in this Agreement shall be construed to mandate purchase of insurance by any municipality pursuant to N.C.G.S. 160A-485; or to in any other way waive any Party's defense of sovereign or governmental immunity from any cause of action alleged or brought against any Party for any reason if otherwise available as a matter of law.

21. **No Waiver of Qualified Immunity:**

No officer, agent or employee of any Party shall be subject to any personal liability by reason of the execution of this Agreement or any other documents related to the transactions contemplated hereby. Such officers, agents, or employees shall be deemed to execute this Agreement in their official capacities only, and not in their individual capacities. This section shall not relieve any such officer, agent or employee from the performance of any official duty provided by law.

22. **Verification of Work Authorization; Iran Divestment Act:**

All Parties, and any permitted subcontractors, shall comply with Article 2, Chapter 64, of the North Carolina General Statutes. The Parties hereby certify that they, and all permitted subcontractors, if any, are not on the Iran Final Divestment List created by the North Carolina State Treasurer pursuant to N.C.G.S. 147-86.59.

23. **No third-Party Beneficiaries:**

There are no third-party beneficiaries to this Agreement.

24. **E – Verify:**

Contractor shall comply with *E-Verify*, the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law and as in accordance with N.C.G.S. §64-25 *et seq*. In addition, to the best of Contractor's knowledge, any subcontractor

employed by Contractor as a part of this contract shall be in compliance with the requirements of E-Verify and N.C.G.S. §64-25 *et seq.* In cases of conflict between this Contract and any of the above incorporated attachments or references, the terms of this Contract shall prevail.

25. **Companies Boycotting Israel Divestment Act Certification:**
Contractor certifies that it has not been designated by the North Carolina State Treasurer as a company engaged in the boycott of Israel pursuant to N.C.G.S. 147-86.81.

26. **Electronic Signatures:**

Parties acknowledge and agree that the electronic signature application Adobe Sign may be used to execute this Agreement and any associated documents. By selecting "I Agree," "I Accept," or other similar item, button, or icon via use of a keypad, mouse, or other device, as part of the Adobe Sign application, Parties consent to be legally bound by the terms and conditions of this Agreement and that such act constitutes Parties' signatures as if signed by Parties in writing. Parties also agree that no certification authority or other third-party verification is necessary to validate the electronic signature and that the lack of such certification or third-party verification will not in any way affect the enforceability of the electronic signature. Parties acknowledge and agree that delivery of a copy of this Agreement or any other document contemplated hereby, through the Adobe Sign application, will have the same effect as physical delivery of the paper document bearing an original written signature.

SIGNATURE PAGES FOLLOW

RESEARCH TRIANGLE REGIONAL PUBLIC TRANSPORTATION AUTHORITY (d/b/a GoTriangle) By:_____ Charles E. Lattuca President and CEO This, the ___ day of _____, 2023.	This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act. _____ Saundra Freeman, Chief Financial Officer for GoTriangle This, the ___ day of _____, 2023.
	Reviewed and Approved as to legal form. _____ T. Byron, Smith, General Counsel

NC CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION “CAMPO”

By: _____
Chris Lukasina, Executive Director

TOWN OF APEX By:_____ Shawn Purviz, Deputy Town Manager This, the ___ day of _____, 2023.	This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act. _____ Antwan Morrison, Finance Director This, the ___ day of _____, 2023.
ATTEST: By: _____ Allen Coleman, Town Clerk	

Appendix D: Annual Review Requirements

Category	Project Change Type	Action
Project Scope	Minor changes to scope (i.e. affecting less than 10% of transit services operating miles or hours)	Discuss with CAMPO and document in Annual Review notes.
Project Scope	Major changes to scope (i.e. affecting 10% or more of transit services operating miles or hours)	Requires an amendment to the Project Agreement, which will be completed through the Work Plan development process/CFA process. Discuss with CAMPO, and document in Annual Review notes.
Project Budget	Budget increases by less than 10% (from original or revised budget)	Discuss with CAMPO and document in Annual Review notes. Additional funds will be allocated, if available.
Project Budget	Budget increases by 10% or more (from original or revised budget)	Requires an amendment to the Project Agreement, which will be completed through the Work Plan development process/CFA process. Discuss with CAMPO and document in Annual Review notes. Additional funds will be allocated, if available.
Project Schedule	Schedule increases by less than 6 months (from original or revised schedule)	Discuss with CAMPO and document in Annual Review notes.
Project Schedule	Schedule increases by 6 months or more (from original or revised schedule)	Requires an amendment to the Project Agreement, which will be completed through the Work Plan development process/CFA process. Discuss with CAMPO and document in Annual Review notes. Major delays to project delivery will be evaluated to determine the cause, lessons learned and opportunities for technical support.

Appendix E: Funding Scenarios

Capped Growth	FY19-24	Share	Average Annual	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
New Project Awards	**$1,998,000**		**$333,000**	$382,886	$136,208	$139,613	$143,103	$146,681	$150,348	$289,923	$0	$0	$0	$0
Planning/Technical Assistance	$280,000	14%	$47,000	$50,000	$51,250	$52,531	$53,845	$55,191	$56,570	$0	$0	$0	$0	$0
Capital	$1,356,000	68%	$226,000	$82,886	$84,958	$87,082	$89,259	$91,490	$93,777	$0	$0	$0	$0	$0
New Operating (Every 3 Years)	$362,000	18%	$60,000	**$250,000**	$0	$0	$0	$0	$0	**$289,923**	$0	$0	$0	$0
Ongoing Operating				$1,261,189	**$1,548,969**	$1,587,693	$1,627,386	$1,668,070	$1,709,772	$1,752,516	**$2,093,501**	$2,145,838	$2,199,484	$2,254,471
Growth Rate				8.1%	2.5%	2.5%	2.5%	2.5%	2.5%	**9.8%**	2.5%	2.5%	2.5%	2.5%
Total				**$1,644,075**	**$1,685,177**	**$1,727,306**	**$1,770,489**	**$1,814,751**	**$1,860,120**	**$2,042,440**	**$2,093,501**	**$2,145,838**	**$2,199,484**	**$2,254,471**
30% Share				**$493,223**	**$505,553**	**$518,192**	**$531,147**	**$544,425**	**$558,036**	**$612,732**	**$628,050**	**$643,752**	**$659,845**	**$676,341**

Grow & Maintain	FY19-24	Share	Average Annual	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
New Project Awards	**$1,998,000**		**$333,000**	$350,000	$358,750	$367,719	$376,912	$386,335	$395,993	$405,893	$416,040	$426,441	$437,102	$448,030
Planning/Technical Assistance	$280,000	14%	$47,000	$50,000	$51,250	$52,531	$53,845	$55,191	$56,570	$57,985	$59,434	$60,920	$62,443	$64,004
Capital	$1,356,000	68%	$226,000	$50,000	$307,500	$315,188	$53,845	$331,144	$339,422	$57,985	$356,606	$365,521	$62,443	$384,025
New Operating (Every 3 Years)	$362,000	18%	$60,000	**$250,000**	$0	$0	**$269,223**	$0	$0	**$289,923**	$0	$0	**$312,216**	$0
Ongoing Operating				$1,261,189	**$1,548,969**	$1,587,693	$1,627,386	**$1,944,024**	$1,992,624	$2,042,440	**$2,390,672**	$2,450,439	$2,511,700	**$2,894,514**
Growth Rate				6.0%	18.4%	2.5%	2.5%	16.3%	2.5%	2.5%	14.6%	2.5%	2.5%	13.4%
Total				**$1,611,189**	**$1,907,719**	**$1,955,412**	**$2,004,297**	**$2,330,358**	**$2,388,617**	**$2,448,333**	**$2,806,712**	**$2,876,880**	**$2,948,802**	**$3,342,543**
30% Share				**$483,357**	**$572,316**	**$586,624**	**$601,289**	**$699,107**	**$716,585**	**$734,500**	**$842,014**	**$863,064**	**$884,641**	**$1,002,763**

Augmented	FY19-24	Share	Average Annual	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
New Project Awards	**$1,998,000**		**$333,000**	$600,000	$627,000	$655,215	$684,700	$715,511	$747,709	$781,356	$816,517	$853,260	$891,657	$931,782
Planning/Technical Assistance	$280,000	14%	$47,000	$50,000	$52,250	$54,601	$57,058	$59,626	$62,309	$65,113	$68,043	$71,105	$74,305	$77,648
Capital Projects	$1,356,000	68%	$226,000	$150,000	$574,750	$600,614	$171,175	$655,885	$685,400	$195,339	$748,474	$782,155	$222,914	$854,133
New Operating (Every 3 Years)	$362,000	18%	$60,000	**$400,000**	$0	$0	**$456,466**		$0	**$520,904**			**$594,438**	
Ongoing Operating				$1,261,189	**$1,735,943**	$1,814,060	$1,895,693	**$2,458,007**	$2,568,617	$2,684,205	**$3,349,339**	$3,500,059	$3,657,562	**$4,443,340**
Overall Growth Rate				22.4%	27.0%	4.5%	4.5%	23.0%	4.5%	4.5%	20.2%	4.5%	4.5%	18.2%
Total				**$1,861,189**	**$2,362,943**	**$2,469,275**	**$2,580,393**	**$3,173,518**	**$3,316,326**	**$3,465,561**	**$4,165,856**	**$4,353,319**	**$4,549,219**	**$5,375,121**
30% Share				**$558,357**	**$708,883**	**$740,783**	**$774,118**	**$952,055**	**$994,898**	**$1,039,668**	**$1,249,757**	**$1,305,996**	**$1,364,766**	**$1,612,536**

Appendix F: Community Funding Area Program (CFAP) Graduation Framework

August 20, 2024

Background: When the Wake Transit funding stream was first created, to expand transit services within Wake County, the CFAP was established as a set-aside for smaller communities outside the primary transit service areas for Raleigh, Cary and Go Triangle. The CFAP was created to seed funding for new transit services, projects and plans within the outlying suburban communities, and to create an opportunity for taxed communities to receive investment from the new transit funding stream. When the CFAP was created, the PMP included a five-year period implementation period for new transit services, with the goal of reaching performance targets by the fifth year. A process for graduation to the Wake Transit funding stream (aka "Big Wake"), however, was not described in detail. The purpose of this document is to provide a framework for CAMPO and the CFA member communities to develop an approach for "graduating" from the CFAP to "Big Wake." The framework document includes both key policy considerations as well as an example process to serve as a starting point for further review and refinement.

Policy Considerations:

1. Developing consensus on the **goals for the CFAP** is important to establish a final graduation process. This will help clarify whether the CFAP should grow over time, to support a growing number of services, or should remain a relatively level source of seed funding, by transferring ongoing services to the larger Wake Transit program. The following are possible goals for the CFAP that may influence the approach to graduation:

    a. **CFAP primarily focused on mobility**, with less emphasis on efficiency, allowing taxed communities to benefit from the transit investment funding stream. There would not be an emphasis on moving projects into Big Wake long-term, and likely a need to grow this pot over time to support additional services. Given less emphasis on efficiency, a total "cap" on funded services may need to be discussed.

    b. CFAP as a service to **connect suburban residents (via flex routes or on-demand) to more frequent fixed-route services** offered by the Wake County transit agencies. This is likely a more efficient approach than in (a), as it leverages existing fixed-route services, within the context of existing suburban land use patterns. In this scenario, the higher-efficiency CFAP-funded services that are flex-route (or even fixed-route), versus demand-response, could shift to the Big Wake program, once they met targets. This would imply some shifting to Big Wake and some long-term growth of the CFAP.

    c. CFAP as seed funding only, with a **long-term emphasis on incentivizing transit-supportive land use** in CFAP communities, prioritizing investments in places with strong land use planning and more efficient services. The ultimate goal would be to create a better environment for transit services to be productive countywide, which would be tracked in future market studies. This would imply more shifting of services

to Big Wake in the long term, with less efficient services funded primarily locally to support regional mobility.

2. Another key area of discussion is the role of **local share** in the graduation process. The CFAP requires communities to provide 35% local funding for all projects, plans and services. The Big Wake program fully funds all new items (100%) but does not cover any existing services (prior to the authorization of the funding stream). While the Wake Transit funding provides a new funding source for the transit agencies, they are already funding a significant level of service as a baseline (from other local, state and federal funding sources, including fare revenue). Given this, a key question is whether any project that graduates from CFAP to Big Wake should continue to pay a 35% local share, or whether they should be 100% funded by Wake Transit funds.

3. Whether transit services in CFAP communities need to meet **Wake Transit performance targets** to be eligible for funding through the Big Wake funding stream, or whether they simply need to meet the CFAP targets is another important consideration. Although performance targets did not change in the 2024 update of the CFA PMP (due to limited CFAP service data and the pandemic impact), future iterations may adjust targets to be more attainable for the CFAP communities. This would make them less aligned with Wake Transit targets. Alternatively, the next update could focus on aligning the metrics more fully with the Wake Transit targets, which would support a more seamless graduation process but would create less flexibility for CFAP targets to align with actual CFAP transit service performance.

   The most recent Wake Transit Bus Plan Service Guidelines and Performance Measures document (Jan 2024) identifies service types that align with CFAP-funded services, including Community Routes, Microtransit Services[1],and Demand-Response services (see Pg. 9 for definitions). In the CFA PMP update, the performance targets for Demand-Response service and Flex-Route is 1.5 passengers/revenue vehicle hour (Pax/RVH), compared with the Wake Transit target of 2 Pax/RVH for Microtransit (which includes both node-based flex-route and door-to-door). The Fixed-Route service target is 6 Pax/RVH for CFAP, while the Wake Transit target is 8 Pax/RVH for Community Routes (a roughly comparable service type). While the targeted operating cost/passenger (Cost/Pax) is the same for the CFAP Demand-Response/Flex Route as the Wake Transit Microtransit services ($30/Pax), the target for the Fixed-Route services is fairly different ($17/Pax for CFAP versus $10/Pax).

4. Considering the aligning and revising of targets leads directly to the question of **whether under-performing services should be revised or canceled**. Specifically, if a less-frequent Fixed-Route service in the CFAP is not able to meet CFAP (or Wake Transit) Fixed-Route targets, it could be "downgraded" from a regular Fixed-Route service to a demand-based service. If demand-based services cannot meet the Microtransit (Wake Transit) targets after the 5-year mark, should they be eligible for more lenient targets within the CFAP program (which could be established in a future PMP update)? Or should they have funding reduced or eliminated, to free up transit funding for more productive services? Productivity metrics are highly variable

[1] Microtransit is an on-demand service in rural or low-density communities and can be operated directly by the transit agency or contracted with Transportation Network Companies. Services are typically curb-to-curb or door-to-door within a specified zone or based around designated "nodes".

across transit services nationwide, depending upon the level of density, demand and service type. The degree to which local transit funding resources are used to support broad mobility (coverage) versus productivity (ridership) is a local policy question, and it may also shape the resulting land use decisions.

5. The role of **equity** in the mobility/productivity tradeoff will also influence the approach to setting targets, considering levels of subsidy for CFAP services, and setting the bar for graduation. In particular, the Wake Transit Performance Metric Guidelines identify an equity exception for meeting targets. To the degree that services provide access for low-income and historically disadvantaged communities, the guidelines allow for "relaxed standards" to account for "added impact of serving low-income and historically disadvantaged communities".[2] This concept is incorporated in the PMP update as well.[3] This language could be strengthened in future PMP updates, particularly as targets are hardened for longer-term financial support of CFAP services. Opportunities to continue supporting services that address gaps in mobility for lower-income and disadvantaged communities, even if they are not meeting targets, may serve other important countywide goals. As noted in the Market Study, land use decisions will also impact the degree to which this exception is needed. If affordable housing is built proximate to existing transit (as was done in Apex), those equity-focused services may already meet targets. If affordable housing is built in areas without existing services, particularly in less-dense outlying areas, and new services must be established specific to those areas, this will likely result in less efficient equity-focused services that require more exceptions. And land use decisions will contribute significantly to the ability for all CFAP services to meet more rigorous targets – not just for equity focused communities.

6. Finally, the companion analysis on the **role for Microtransit** should also be considered, with respect to the most appropriate types of transit service for CFAP communities, including what is most likely to be successful, as well as their ability to "compete" for funds with more traditional fixed-route services in the Big Wake program. This should also consider the bigger picture investment strategy for Wake Transit funding, including how much should be set aside to address mobility goals versus productivity goals, as noted in #4 above. The more funding that is used on less efficient services, the less funding remains to support more efficient services that support regional sustainability and transit-supportive land-use goals.

Example Graduation Methodology:

[2] "Productivity and cost effectiveness alone cannot capture the full impact and importance of transit service to individual neighborhoods and the region overall. A route that has low productivity, for example, may serve residents in neighborhoods with historic disinvestment and/or higher concentrations of individuals and families with low incomes. The value – or impact – of these bus routes may not be reflected purely in cost per rider or rider per hour (or trip). Rather than a standard, the Service Impact measure qualifies bus routes for a relaxed standard, given the added impact of serving low-income and historically disadvantaged communities" (Wake Transit Service Guidelines and Performance Measures, pp 21-22).

[3] "Consistent with the Wake Transit Plan, projects that fill a critical network gap or that serve transit dependent populations may be eligible for time extensions to meet performance targets, or a permanent change to project targets. These changes will be established, based on discussion with the project sponsor" (CFA PMP Update V3, pg. 48).

The description below is intended to provide an example of a graduation process approach for the CFAP transit services. This could be adopted by CAMPO and TPAC, with or without revisions; or it could simply be a starting place for discussions with the CFA member communities.

1) A CFAP-funded transit service project that has been in operation for up to five years and is now **meeting CFAP targets** would be eligible for graduation to the Wake Transit program. If it is a fixed-route service, it would need to meet the 6 Pax/RVH and $17/Pax **CFAP targets** (or the CFAP fixed-route targets in place at that time). If it is a demand-response or flex route service, it would need to meet the 1.5 Pax/RVH and $30/Pax targets (or the existing CFAP targets). Once these are met, either within the five years, or at the end of the five-year timeframe, the project would be **automatically considered** for incorporation in the annual Wake Transit Work Plan. This would be addressed by CAMPO and **voted on by the TPAC**. Once approved, it would be removed from the CFA funding program and added to the Wake Transit funding program. The service would continue to be subsidized at the **65% rate** and would need to continue meeting targets annually to stay eligible. If the service no longer met the targets in a future year, it would receive up to two years of technical support from CAMPO as a next step, including support for analysis of service realignments, or support for additional marketing or necessary capital investments (from CFAP funding), in order to restore ridership and productivity. It would continue to be subsidized at the 65% rate during this technical support period.

   If a fixed-route transit service began meeting the **higher Wake Transit targets** (currently 8 Pax/RVH and $10/Pax for a Community Bus Route), either at (or before) the five-year mark, or after it had graduated to Big Wake at the 65%-subsidy level, it would become eligible for an **80% subsidy rate**. This would be recommended by CAMPO for the subsequent annual Work Plan and be voted on by TPAC. This reflects the added value of a more productive service, and provides an incentive for local communities to make land use decisions that facilitate stronger transit performance. However, it does not provide 100% subsidy because a **continued local contribution** would better align with the funding structure of the transit agencies, which utilize separate local funding streams to support their core pre-Wake-Transit services. Additionally, **flex-route** services that meet the **fixed route** Wake Transit targets (8 Pax/RVH and $10/Pax) could also become eligible for the **80% subsidy**. Flex-route services that continue to meet the CFAP goal (1.5 Pax/RVH and $30/Pax) would remain eligible for the 65% subsidy. Door-to-door demand-response services would not be eligible for the 80% subsidy. First, they are unlikely to meet a fixed-route service level; second, even if they met the Wake Transit Microtransit targets (2 Pax/RVH, $30/Pax), it would divert a larger share of the Wake Transit funding to less productive services, which is likely misaligned with the Wake Transit Plan goals.

2) For CFAP-funded transit projects that are **not meeting CFAP targets** at the end of the 5-year incubation period, they would be considered for an additional **two years of technical support** from CAMPO, in order to support increased productivity. An extension process is addressed at a high level in Chapter 7 (Implementation Section) of the updated CFA PMP document. The two-year technical support period, envisioned for this example process, would include creation of a **Service Improvement Plan (SIP)** addressing elements such as service realignments, marketing and education, customer surveys, and capital investments, in order to increase awareness of the service and overall ridership. Service realignments could include

"downgrading" a service from a regular fixed route to a flex-route or demand-response service, or it could include routing, frequency or span changes to better align the service with demand. To remain eligible, the CFAP community would need to stay compliant with meetings and reporting to CAMPO, including developing and implementing the SIP. If the service is still not meeting CFAP targets at the seven-year mark, the project could be considered for an exception, if it met key **equity policy** goals. If it did not meet equity goals, it could be recommended for a **reduced CFAP subsidy (30%),** where the local contribution would provide additional subsidy to warrant its continuation, while preserving resources for other services. Alternatively, if the performance metrics indicated that the service was unlikely to provide much utility to the local community, the **service could be discontinued** all together. CAMPO could also authorize **an additional extension of one year**, if the service is close to meeting targets. These decisions would be made by the TPAC, following CAMPO and community discussions, with CAMPO providing a recommendation to the TPAC, as described in the CFA PMP. Given the impact of the pandemic on transit services nationally, *discontinuing a service would only be done after all other measures had been exhausted*.

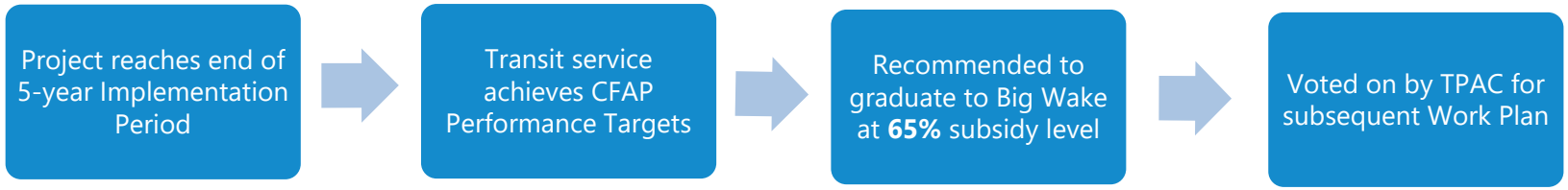
Longer-term exceptions can be made for CFAP transit services that meet an equity need, such as a serving low-income and historically disadvantaged communities. Equity-focused services which have not met the CFAP targets following the **seven-year period** (five-year incubation + 2-year SIP) could be considered for an **additional two-year extension period**, based on CAMPO's recommendation and without approval of the TPAC. Additional extensions would be considered when the service's performance metrics are *trending toward targets*. If the performance metrics are unlikely to meet targets, even with an additional two-year extension period, a relaxed standard could be developed. For example, it could increase the total targeted Cost/Pax for a Flex-Route or Demand-Response service to $40 or $45. Recommendations for revised targets would be developed with CAMPO and the project sponsor, and would need to be approved by the TPAC as part of the annual Work Plan. The equity-focused transit services that begin meeting the revised (relaxed) targets would then become eligible for graduation to the Wake Transit program, at the 65% subsidy level, similar to the process outlined in section 1 above.

It is worth noting that projects within an extension period would continue to be funded by the CFAP. The CFAP should be funded at a level that would accommodate these ongoing projects through a 7-9 year period, while funding new projects simultaneously.

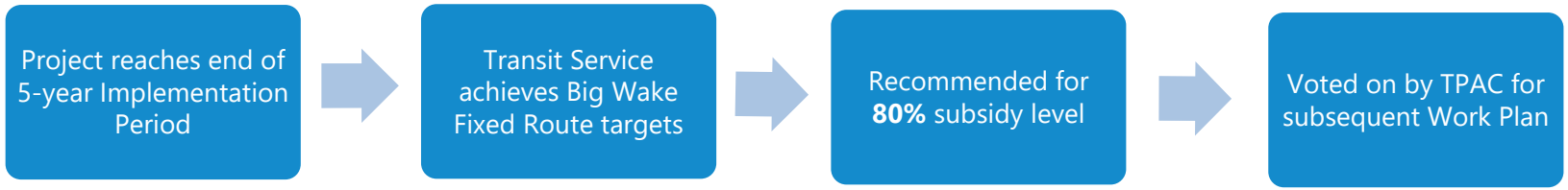
3) Finally, additional provisions should be considered for communities that do not have a strong local tax base, where the **35% (or 70%) local share over the long-term is overly burdensome**. Future discussions should address alternate funding sources, such as subsidies from businesses for employer-focused services, utilizing Section 5310 funding for demand-response services (where program guidelines are met), or seeking new State-level resources (particularly for unincorporated Wake County which is more rural in character). This is a policy element that could be incorporated into ongoing discussions on the Wake Transit Plan update.

Graduation Process Diagrams

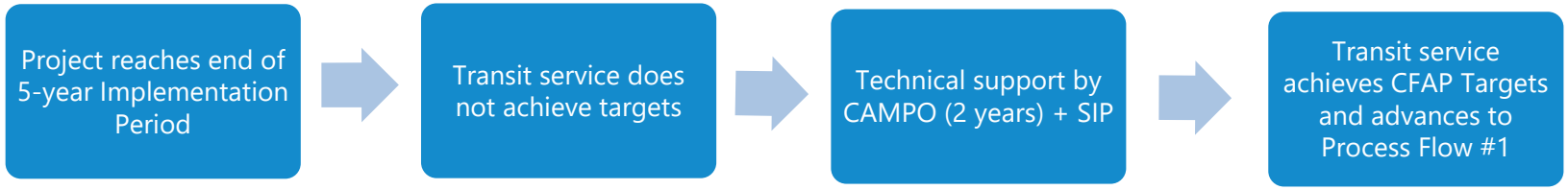
Process Flow #1: Graduation to Big Wake at 65% Level



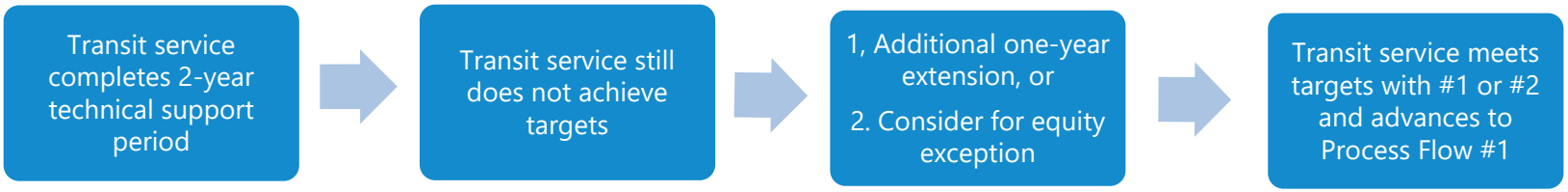
Process Flow #2: Graduation to Big Wake at 80% Level



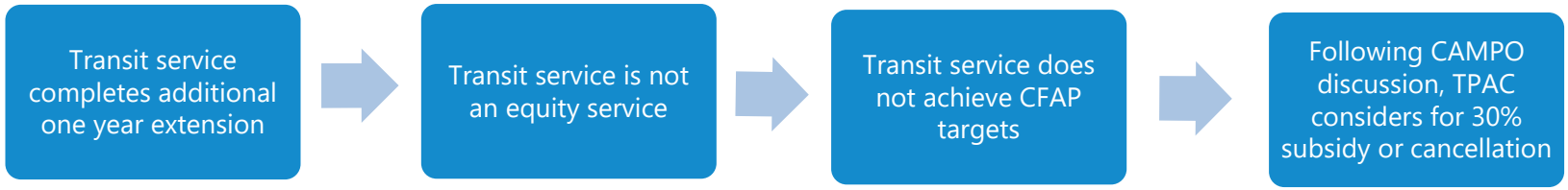
Process Flow #3: Technical Support and Service Improvement Plan (SIP)



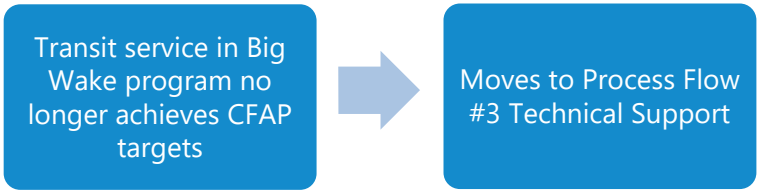
Process Flow #4: Additional Extensions and Equity Service Exception



Process Flow #5: Extensions exhausted, Not an Equity Service



Process Flow #6: Graduated project stops hitting targets



Process Flow #7: Project at 80% subsidy stops hitting Big Wake targets

2035 Wake Transit Plan

Appendix D
Microtransit Guidelines

MICROTRANSIT GUIDELINES

The Wake Transit Plan facilitates the funding of a variety of transit services and mode types to achieve the established "Four Big Moves":

Connect the Region | **Connect All Wake County Communities** | **Create Frequent, Reliable, Urban Mobility** | **Enhance Access to Transit**

Microtransit is a flexible, shared-ride transportation service that uses specific technology applications to allow passengers to request on-demand trips in multi-passenger vehicles.

HOW MICROTRANSIT WORKS

- Passengers contact the transit agency through an app, phone call, etc., to book shared transit services.
- Trips are scheduled based on a passenger's starting location, final requested destination, and other passenger trip requests within the same time frame and general area, with a goal of grouping as many trips as possible.
- Typically utilizing smaller vehicles, the agency picks up the passenger(s) at their location and drops them off at their requested destination.

Potential Benefits of Microtransit

Flexibility:

- For Passengers –
    - Trips can be requested on-demand and are not limited to a fixed-route bus schedule.
    - Based on the service model type, there is more flexibility in trip starting and ending points.

- For Transit Agencies –
    - Service may be provided with smaller vehicles, removing limitations for drivers who do not have a commercial driver license.
    - Microtransit can be customized to each transit provider's needs. No two microtransit systems are exactly alike in terms of vehicle type, service model, technology platform, etc.

Efficiency:

- Transit providers can respond to changes in demand in real-time, allowing operators to scale service to demand.
- Service can be more cost-effective and productive than traditional fixed-route in low density areas—where there may be demand/need, but not the density to support fixed-route bus service.
- In some cases, on-demand services can be combined with ADA paratransit services trips to provide service efficiencies.

Role of Microtransit within Wake Transit

Microtransit services are an emerging mobility tool for transit operators and communities in Wake County. Transit operators, municipalities, and private entities have been developing and testing different ways to provide flexible, shared-ride transportation services. Communities piloting microtransit services have been utilizing varied technologies and service models to best fit the unique needs of participating communities.

Microtransit services in Wake County have been providing:

- First mile/last mile connections to/from regional transit services.
- Local trips within and between communities.
- Integrated services for seniors and people with disabilities.

The early success of microtransit systems in Wake County is encouraging other transit operators and communities to develop new or expand existing programs. The guidelines identified in this document recognize the importance and continued expansion of microtransit services and provide the base to support that expansion with the delivery of a consistent service structure.

PURPOSE AND GOALS

The Wake Transit Plan utilizes transit service design guidelines and performance measures to match the appropriate type and level of transit service with the corresponding need. These guidelines and policies frame decisions related to funding and implementation and ensure similar services are implemented consistently across the entire service area. Service guidelines also set standards and expectations for each service type, including span (hours/days of operation), vehicle accessibility, passenger wait time, etc.

The Wake Transit Microtransit Guidelines build upon two other Wake Transit Plan documents: the Wake Transit Bus Plan Service Standards and the Wake and Durham Bus Plans Microtransit Toolkit. The guidelines include findings and recommendations identified in these documents and describe how Wake Transit funds will be used to support Transit Plan priorities and increase consistency in the way microtransit is implemented and funded. The guidelines set policy for how Wake Transit Plan funding will be used to support microtransit services in the following ways:

- Define Wake Transit's microtransit funding priorities
- Provide flexibility for communities to meet their local transportation needs and goals
- Ensure Wake Transit's investments are cost-effective, sustainable, and equitable.

The guidelines are focused on two aspects of service:

1) Design, operations, and passenger systems
2) Evaluation and measurement

These guidelines will help determine which funding bucket microtransit services will be funded from: the general Wake Transit Plan budget or through the Community Funding Area (CFA) Program – a fund set-aside within the larger Wake Transit Plan budget.

Wake County Transit Funding

Wake Transit Plan funds can be used to conduct service/planning studies, operate services, or implement capital projects associated with a microtransit program. Local (Wake County) funding for transit service and capital investments administered through the Wake Transit Plan is largely distributed through one of two programs:

1) **Wake Transit Plan Funds** are available to transit providers in Wake County for projects that are identified and funded through the Wake Transit Annual Work Plan development process. Historically, these funds have been allocated to the Town of Cary (GoCary), City of Raleigh (GoRaleigh), GoTriangle and Wake County (GoWakeAccess).
    - There is no local funding match associated with Wake Transit Plan funds, but local municipalities are required to maintain transit service levels that were in place before Wake Transit Plan funds were available. In addition, Wake Transit general funding typically has a higher level of operational consistency required (agency sponsor,

minimum service spans, frequencies, fares, etc.) and service performance standards as compared with CFA program funded service projects.

2) **Community Funding Area (CFA) Program** is a competitive grant program offering matching funds to smaller Wake County communities enabling them to create new travel options or expand current transit services to meet their local travel demands. As of January 2025, the following 10 municipalities, as well as Research Triangle Park (RTP), are eligible for funding by the Community Funding Area Program:
    1. Morrisville
    2. Apex
    3. Holly Springs
    4. Fuquay-Varina
    5. Garner
    6. Wendell
    7. Knightdale
    8. Zebulon
    9. Rolesville
    10. Wake Forest

    Note: Wake County is expected to be eligible for CFA Program funds in FY27.

Local communities must fund at least 35% of the cost of service, with the CFA Program providing the matching 65%. There is more flexibility given to services funded through the CFA Program in terms of service characteristics because service model, operator, branding, fare pricing, technology platform, etc. are not strictly prescribed. However, through policy decisions, Wake Transit can guide communities towards service standards and characteristics that create a more consistent rider experience across all services.

Although, there are two potential funding paths for microtransit services, in most cases, eligible communities will fund a microtransit service through the CFA Program. An exception to this rule occurs when a Wake Transit Plan-funded fixed-route service consistently does not meet Wake Transit performance standards. In these cases, communities may work with Wake Transit partners and the service operator (e.g., GoRaleigh) to shift Wake Transit dollars from the operation of a fixed-route service to funding microtransit. No local match would be required in this scenario, but as market conditions and demand levels change, the microtransit service could potentially be reverted to fixed-route service again.

MICROTRANSIT SERVICE GUIDELINES

Design, Operations and Passenger Systems

Both the Wake Transit Plan and the CFA Program provide the project sponsor flexibility in how services are implemented. The Microtransit Guidelines seek to balance the need for local preference and control of services with the overarching goal of developing a regional transit network that is consistent across Wake County.

Wake Transit Microtransit Guidelines	
Encouraged	Encouraged program component but not required for funding.
Required	Program component must be included to receive funding.

With these overarching goals in mind, the Wake Transit Plan has established guidelines for each aspect of microtransit service, noting which are required and which are encouraged. The guidelines aim to encourage consistency in service delivery with minimum standards, while also providing flexibility for agencies to administer service that meets their unique needs. The following characteristics will be discussed and service level requirements for each funding path identified:

- Service Goals
- Operating Characteristics
- Service Model (Pick-Up/Drop-Off Standards)
- ADA Accessibility
- Fare Policy
- Technology System/Platform
- Branding
- Contract Model

Microtransit Service Guidelines

The guidelines detailed below provide guidance to those planning, implementing, and operating microtransit programs through the Wake Transit Plan. Minimum standards are associated with the eligible funding source, with microtransit services funded with Wake Transit Funds generally having more prescriptive program characteristics.

Service Model Standards

Service model characteristics address the policies for trip pick-up and drop-off locations within a defined geographic zone. There are different models for how microtransit service operates, primarily if the service picks up and drops off at the passenger's doorstep (known as door-to-door or curb-to-curb) or if the service requires travelers to walk to a specific location (node-based or corner-to-corner).

Service Type	Description	CFA Program Funded	Wake Transit Funded
Curb-to-Curb or Door-to-Door	Customers are picked up and dropped off as close as possible to the requested destination.	Encouraged	Encouraged
Node-Based	Provides passenger trips to and from designated points. Points are typically high demand destinations—major employers, healthcare facilities, shopping centers, and social service providers. The designated drop-off "nodes", or "stations" may have some level of passenger amenities.	Encouraged	Encouraged
Corner-to-Corner	Customers are picked up and dropped off at designated corners or intersections, rather than directly at their doorsteps. This approach increases efficiency by utilizing pre-determined stops but requires customers to walk a short distance to a nearby intersection. Ideally, the corners or intersections chosen are signalized with safe crossings and sidewalk connections.	Encouraged	Encouraged

Operating Characteristics

Operating characteristics refer to the way the service works, including span (the days and hours of service), customer wait times[1], late trips[2], and missed trips[3]. The Wake Transit Plan is working towards consistent operating characteristics so riders can expect a similar level of service no matter which transit operator or town is providing the service.

Technology Solution	Description	CFA Program Funded	Wake Transit Funded
Span	Service provided at least 12 hours per weekday.	Required	Required
	Service span matches or exceeds the span of the connecting transit service.[4]	Encouraged	Required
Customer Wait Times	Passenger wait times should not exceed 30 minutes.	Encouraged	Required
Late Trips	Late trips should be <10% of total trips fulfilled.	Required	Required
Missed Trips	Missed trips should be <10% of total trips fulfilled.	Required	Required
Service Availability	Weekdays	Required	Required
	Saturdays	Encouraged	Encouraged
	Sundays	Encouraged	Encouraged

[1] For microtransit services, a rider's wait is measured in the time between a trip booking and the arrival of a microtransit vehicle. Whereas for fixed route transit services, a rider's wait is measured in service frequency.

[2] A late trip is measured as any passenger not picked up within an additional 10 minutes beyond the pickup window provided by the microtransit service customer interface, but the trip was completed. If the microtransit service does not have a customer interface that provides a pickup window, then a late trip is defined as any trip where a passenger is not picked up within a 40-minute window from the time the ride was requested and confirmed by the microtransit service.

[3] A missed trip is measured by the inability of a service provider to pick up a passenger within the pickup window provided by the microtransit service customer interface, plus an additional 10 minutes, and the trip was not completed. If the microtransit service does not have a customer interface that provides a pickup window, then a missed trip is any trip that is not completed after a 40-minute wait time for the customer, measured from the time the trip was booked and confirmed by the microtransit service.

[4] If there are multiple connecting transit services/routes, the span of the microtransit service is encouraged or required (depending on funding source) to match the span of at least one of the connecting services/routes.

ADA Accessibility

The American with Disabilities Act (ADA) requires public transit systems to provide equal access and opportunity to people with disabilities. As a result, microtransit services must be accessible to people with disabilities. Although not every vehicle must be accessible, the same quality of service must be provided to people with and without disabilities.

Accessibility Type	Description	CFA Program Funded	Wake Transit Funded
Vehicle Accessibility	A portion of vehicles have lifts or ramps to facilitate boardings for passengers with mobility impairments and an interior securement area for passengers using wheelchairs.	Required	Required
Trip Booking Systems	Provide systems to book trips that are available to people with different abilities, such as apps with screen- readers, and a number to local call centers with staff to assist with trip booking.	Required	Required
Facility Accessibility	If node-based, all permanent nodes* should be ADA accessible with a paved concrete boarding area. All nodes built using Wake Transit funds are required to be ADA accessible. If a microtransit system is curb-to-curb or door-to-door, operators should identify the nearest safe, ADA accessible location for passengers in need of such assistance to exit and board the vehicle.	Encouraged	Required

**All temporary nodes must be either converted to a permanent node or removed at the end of a 2-year pilot phase.*

Fare Policy

The Wake Transit Plan allows individual transit operators to set their own fares. However, the largest regional transit operators participate in a shared fare system allowing riders to access most transit systems in the region and support free transfers between services.[5] A clear fare policy and process that is consistent across operators helps riders by making services easier to understand and access. For the options below, if a fare is charged, the fare should either be equivalent to the Wake Transit Plan regional fare structure or may be a unique fare if funded through the CFA Program. Microtransit services may choose to have a fare free pilot but then must follow the fare structure below once the service begins charging fares.

Fare Policy	Description	CFA Program Funded	Wake Transit Funded
Fare Free	Service operates with no fare and with no plans to introduce a fare.	Encouraged	Encouraged
Fare Free Pilot	Implemented with initial fare-free phase, but with planned implementation of fare structure. End date of fare free period must be established in initial planning phase and be clearly documented in public engagement and marketing materials for the service.	Encouraged	Encouraged
Unique Fare	Service operated with a fare based on opinion of decision-makers within the community and not tied to any operator fare or connecting transit service fare.	Encouraged	N/A
Base Fare	Microtransit base fare must be equivalent to the Wake Transit Plan regional fare structure.	Encouraged	Required

[5] In January 2025, GoRaleigh and GoTriangle both charge fares and participate in UMO, a shared fare system. GoCary is planning to remain fare free at least through June 2025.

Technology Platform/System

Microtransit technology platforms, or scheduling systems, use software to connect transit riders with vehicles in real-time. The technology platform includes software used by the transit agency to schedule and assign trips as well as the system (or app) used by the passenger to schedule a ride. Best practices show that consistent trip booking systems, where a rider can book and pay for multiple services using the same app, makes the service easier to use, understand, and will attract more riders.

At a minimum, microtransit services (funded through either the CFA Program or Wake Transit) should provide an option for passengers to schedule trips via an app or desktop computer, in addition to maintaining a call-in option for those without internet enabled devices. All Wake Transit funded microtransit services should also facilitate collection of data and service performance information via a dashboard or alternative report generating tool. To maximize customer convenience and service efficiency, interoperability between transit service providers' technology platforms is encouraged whenever possible.

Technology Solution	Description	CFA Program Funded	Wake Transit Funded
Customer-Facing Software Platform	Passengers have access to a trip booking system via an app or desktop computer.	Required	Required
Scheduling and Vehicle Deployment Software	A software platform allowing transit agencies to assign trips to other systems.	Encouraged	Encouraged

Branding

Branding refers to the visual identity of the service, including the name, color scheme, and logo. Wake Transit partners have historically worked together to establish branding parameters that meet local and regional objectives. Most transit operators in the Triangle Region share the "Go" brand to tie services together and present common branding features for riders and members of the public. As more microtransit services have been implemented across the County, there is a continued desire for coordinated branding of local services to provide a consistent rider experience and set of expectations.

Agencies and communities should strive for microtransit service branding that is recognizable within the community as a Wake Transit service, consistent with operator and/or Wake Transit colors and naming conventions. This level of branding adoption is encouraged for CFA funded services in order to provide a level of flexibility in meeting local needs. If a transit provider is operating a microtransit service in a community as part of the agency's service offerings, branding consistency with colors, naming, and logo is required. However, if an agency is contracted to operate a service on behalf of a community as a local service option, incorporating the agency's branding is not required.

The Transit Planning Advisory Committee (TPAC) is developing a branding manual to include guidance for microtransit services. Until that manual is published, Wake Transit partners planning a new service or modifying an existing service must present their proposed branding package to the TPAC, or designated subcommittee, for review and discussion with partners to avoid potential conflicts. TPAC approval must be provided before a new branding package is finalized. As the Wake Transit branding policy is refined, guidelines will be updated accordingly and included in the TPAC branding manual.

Contracting Model

Contracting models refer to how public entities work with private transportation providers in the delivery of service.

Model Type	Description	CFA Program Funded	Wake Transit Funded
Software as a Service	The service is operated using agency-owned vehicles and employed operators, but scheduling and dispatching software is purchased/contracted to manage trip booking, vehicle dispatching, and payment. Wake County communities may partner with transit agencies to operate agency vehicles through this model.	Encouraged	Encouraged
Turnkey Purchased Transportation	Hiring a private contractor to provide the vehicles, operators, and the software platform necessary to operate the service.	Encouraged	Encouraged
Non-Dedicated Transportation Providers*	Communities partner with transportation network companies (TNCs) like Lyft and Uber to provide trips and software platform. Agencies pay a portion of the fare.	Encouraged	Encouraged

**If a TNC-style model is utilized, ADA accessibility requirements of the service will still apply. If a portion of the TNC fleet cannot be guaranteed ADA accessible, then the agency and/or community will provide an alternative option for seniors and passengers with disabilities to utilize if they need a vehicle with a ramp or lift.*

Service Evaluation/Performance Measures

Services must be reviewed and evaluated annually to assess whether a microtransit service is successful, productive, financially sustainable, and meeting the goals of the Wake Transit Plan. Below are the performance measures to be assessed:

Evaluation Metric	Description	Suggested Benchmarks*
Ridership (weekday boardings)	The average number of passengers using the on-demand service per hour.	2-5 passengers per revenue hour
Cost per passenger trip	The cost per revenue hour divided by the average number of customers per hour.	$15-$30 per passenger trip
Wait time	The time between a trip booking and the arrival of a microtransit vehicle	30 min-customer wait times

** Community Funding Area projects will be assessed based on the performance targets established in the CFA Program Management Plan for demand-response services.*

All transit services funded through the Wake Transit Plan and CFA Program are evaluated annually as part of a standardized performance review process. After an initial 24-month service initiation phase, microtransit programs not meeting the set performance measures will be evaluated for adjustment. On the other hand, microtransit programs that consistently exceed the performance standards will be evaluated to consider if partial or full conversion to fixed-route service would be appropriate.

Wake Transit partners are encouraged to use microtransit services to assess the potential for future fixed route transit. By identifying common origins and destinations, trip patterns, and ridership trends, microtransit operators can determine viable routes and service options for future fixed routes.

Planning for Microtransit

Transit planning typically follows a process that includes understanding markets and demand for transit (needs assessment), setting and prioritizing goals and evaluating service models relative to goals and needs. This document provides planning guidance to help communities in planning stages work towards service consistency by tying service goals to microtransit goals, objectives, and measures.

Wake Transit Funded Service

Wake Transit funded transit projects are identified through a robust planning process that begins with identifying countywide transit investment priorities (Wake Transit Plan), developing a multi-year service plan (Wake Bus Plan) and adopting an annual budget (Wake Transit Work Plan).

The table below provides guidelines for a planning process that must be undertaken prior to requesting funding for microtransit services. Additional goals, objectives, and measures may be included in the visioning and planning process for new microtransit services but are not required to qualify for Wake Transit Funding.

Wake Transit Funded Microtransit Planning Process Requirements		
Goal	**Objective**	**Measure**
Provide Enhanced Service	Improve service for current customers and/or attract and serve new customers.	Demonstrate how service can be provided at a higher level than what currently is available. Provide ridership estimates and description of methodology used to generate the estimate.
	Integrate with existing public transportation services.	Identify existing transit centers, routes, stops, etc., and detail how microtransit service will provide connections to the service network.
	Learn and test new strategies for leveraging technology to improve the customer experience.	Identify specific technology improvements for app-based trip scheduling, vehicle tracking, etc. the program will incorporate. The interoperability of microtransit service software platforms should be prioritized whenever possible, to allow for scheduling trips across platforms and services.
Connect People to Lifeline Service	Improve access to employment, healthcare, and other services.	Identify major destinations within the proposed service zone and detail how the microtransit service will improve access.
Design Equitable Service that Improves Access to Opportunity	Commit to a standard of service accessibility.	Ensure at least a portion of all vehicles are ADA accessible. If operating a stop or node-based microtransit service, boarding areas should be ADA accessible.

CFA Program Funded Services

The CFA Program recognizes local needs by design; service design and development should be based in community needs, priorities, and preferences. In addition to service and infrastructure funding, the CFA Program also provides matching funds for planning efforts which provides support to communities to evaluate travel needs, including the size and distribution of the highest need residents as well as evaluate various strategies and ways to provide transit services.

Once community priorities are established, the service model, including recommendations for microtransit service, should both reflect these priorities and set specific goals and objectives for the service, as well as a strategy to track and measure success. Potential goals, objectives and measures are listed here for reference:

CFA Program Funded Microtransit Planning Process Requirements		
Goal	**Objective**	**Measure and Output**
Provide Enhanced Service	Improve service for current customers and/or attract and serve new customers.	**Measure:** Demonstrate how service is being improved over current systems and/or being utilized to attract and serve new customers. **Output:** Provide ridership estimates and description of methodology used.
	Integrate with existing public transportation services.	**Measure:** Detail how microtransit service will provide connections to the current service network. **Output:** Identify existing transit centers, routes, stops, etc., within proposed microtransit service zone.
	Learn and test new strategies for leveraging technology to improve customer experience.	**Measure:** The service should include the ability to book trips via an app, on desktop and by phone call. **Output:** Identify specific technology platforms for trip booking, vehicle tracking, etc. that the service will incorporate. *****_The interoperability of microtransit service software platforms should be prioritized whenever possible, to allow for scheduling trips across platforms and services._
Connect People to Lifeline Services	Improve access to employment, healthcare, and other services.	**Measure:** The microtransit service improves/provides access to lifeline service destinations. **Output:** Identify specific lifeline destinations within the proposed service zone.
Design Equitable Service that Improves Access to Opportunity	Serve high need communities.	**Measure:** The microtransit service reaches populations with higher transportation needs. **Output:** Identify areas within the service zone containing high concentrations of key demographic groups and socioeconomic characteristics (see CAMPO's "communities of concern" maps).

	Commit to a standard of service accessibility.	**Measure:** Ensure a portion of vehicles are ADA accessible. **Output:** Document total number of service vehicles required and the ratio of accessible to non-accessible vehicles. **If operating a stop or node-based microtransit service model, boarding areas should be ADA accessible wherever possible.*
Create a Sustainable Service Model	Understand the financial and technical feasibility of on-demand mobility options.	**Measure:** Develop a multi-year operating and capital plan for the microtransit service. **Output:** Provide an operating and capital plan that identifies initial costs for program set-up, ongoing operation, and capital improvements. This includes vehicle type, number of vehicles, hours of operation, and service frequency and/or vehicle response time, an infrastructure support needs.
	Incorporate travel demand data into program planning (and later, evaluation) to understand transit demand and travel flows.	**Measure:** Identify major travel demand flows across the proposed service area zone. **Output:** Perform and document a travel demand analysis to help establish major destinations that must be included in the service zone.
	Identify a dedicated, consistent funding source.	**Measure:** Identify a dedicated, sustained local funding source for the microtransit service. **Output:** Provide documentation of local matching funds earmarked/approved to pay the local share of the service.
	Develop a phased implementation strategy that accommodates increased demand and productivity of a microtransit system over time.	**Measure:** Identify ridership and/or financial thresholds that would warrant potential scaling-up of a microtransit service from door-to-door, to node-to-node, and/or fixed route service. **Output:** Document operating and capital program costs and assumed ridership, vehicle needs, and service hours the budget would support. Identify potential thresholds that would warrant program adjustments to maintain service quality and financial feasibility.

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Appendix E
Prioritization Guidance