

**North Carolina
Capital Area Metropolitan Planning Organization**



**FFY 2026
PROGRAM GUIDEBOOK**

August 2024



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I. Introduction

In response to the 2009 Federal funding rescission, the NC Capital Area MPO's Transportation Advisory Committee (TAC), now CAMPO Executive Board, directed staff to create the Locally Administered Projects Program (LAPP) in March 2010. The following goals were established:

1. Develop a holistic approach to identifying and prioritizing small but highly effective transportation projects.
2. Utilize available funding sources in a more efficient manner.
3. Avoid future Federal rescissions to the maximum extent possible.
4. Establish an annual modal investment mix to guide locally administered investments.
5. Create an appropriate tracking system to monitor project status and better ensure obligation and expenditure of programmed funds.
6. Establish a training program for LAPP participants.

The TAC directed staff to work with the Technical Coordinating Committee (TCC) on the development of the LAPP. Following this directive from the TAC, the Locally Administered Projects Program (LAPP) was developed by CAMPO staff and members of the TCC, serving as the LAPP Committee, devoted more than 20 committee meeting hours during an intensive subcommittee process in June and July 2010. The subcommittee presented a recommendation for the LAPP at the August 5, 2010, TCC meeting; the TCC voted unanimously to forward a recommendation to the TAC to adopt the program after a public comment period. The LAPP program recommendation includes project eligibility and administrative requirements, project prioritization methodology, an annual schedule and project timeline, and the annual development of a target modal investment mix to determine the percentage of funds that should go toward highway projects, bicycle and pedestrian projects, and transit projects during a given year.

The program was adopted by the TAC on October 20, 2010. Updates to the program and guidebook occur annually.

II. Annual LAPP Schedule

The LAPP process follows a federal fiscal year outline to coincide with the need to authorize and obligate funding for all project phases in a timely fashion. One entire LAPP cycle will take 27 months, from the development of the target modal mix for the investment fiscal year all the way through the obligation of funds for all projects funded in LAPP for that fiscal year. A detailed schedule for the LAPP, including deadlines and anticipated timelines for each project phase, can be found in [Appendix I](#).

Upon obligation of funds for any project phase, the applicant has the obligation year plus two more years to complete the project and expend the funds authorized for that project phase. Since funds are anticipated to be over-programmed annually, (i.e., more funds will be programmed for projects than may be available for projects) applicants are encouraged to achieve obligation as quickly as possible for each phase requested through LAPP.

The following is a general timeline for a LAPP cycle:

| Month | Action |
|--------------|--|
| May | LAPP Technical Committee recommends target modal investment mix |
| Jun-Aug | Public Comment Period for target modal mix recommendation |
| Aug | Executive Board adopts target modal mix |
| Aug | Call for LAPP Projects opens |
| Aug | Annual LAPP Applicant Training Session |
| Sep-Oct | Applicants' Pre-Submittal Project Review |
| Oct | Call for LAPP Projects closes. |
| Nov-Dec | Project review, scoring and prioritization by LAPP Selection Panel |
| Jan | TCC considers Selection Panel recommendations and recommends projects for funding |
| Jan-Feb | Public Comment period for recommended list |
| Feb | Executive Board adopts project list |
| March | LAPP Awardee Project Management Training and begin monthly project reporting |
| March | TIP Amendments, if necessary, and projects submitted to NCDOT by CAMPO |
| June | All interlocal agreements must be approved by applicants |
| Sep | All interlocal agreements must be approved by NCDOT Board of Transportation |
| Oct | Funds become available for obligation by LAPP project applicants |
| May | Target deadline for obligation of all LAPP funds. The LAPP Committee will consider reprogramming funds that are not obligated by this month. |
| Sep | All unobligated funds for LAPP projects eligible for de-programming. |

III. Modal Investment Targets

The State Transportation Improvement Program (STIP) is developed every two years and establishes a schedule for the transportation improvements to be made over the next ten years. The MPO will develop a target investment mix based on mode; the Executive Board will allocate a certain percentage of LAPP funds to be programmed for bicycle/pedestrian projects, roadway projects, and transit projects. The LAPP Steering Committee will recommend an overall investment target for the MPO based on modal expenditures anticipated over the life of the STIP. Each year, the LAPP Steering Committee will review the target modal investment mix against the actual programming of funds made through the LAPP program and will recommend adjustments to the modal investment target mix for the upcoming year. This target modal investment mix will be released for public review and comment and adopted by the Executive Board annually. The overall funding level each year will be determined by the approximate dollars allocated to CAMPO for programming either directly by the federal government, directly by the state government, or passed through the state to the MPO. It is anticipated that programming of dollars will almost always exceed the actual dollars available for expenditure. This will ensure that, at a minimum, the actual dollars available to the MPO will be obligated to projects within a timeframe that will protect those funds from any federal or state rescission of obligation authority.

IV. Eligibility Requirements

To be eligible for LAPP funding, a project must meet the nine criteria outlined in this section. These criteria meet federal and state funding requirements, as well as the goals of the LAPP as developed and adopted by CAMPO. Projects that do not meet all the criteria will not be considered for LAPP funding.

A. Federal Aid Eligible Projects

There are eligibility requirements associated with all types of state and federal funding sources. The LAPP may, in any given year, utilize funds from Surface Transportation Block Grant Program Direct Attributable (STBGP-DA) accounts; Congestion Mitigation for Air Quality (CMAQ); Transportation Alternatives Program (TAP), which incorporates Transportation Enhancement and Safe Routes to Schools funds; or any other funds passed through to the MPO for programming. Roadway projects must be classified as a major collector or higher on the federal aid system (see the map in [Appendix III](#), or view the [NCDOT Functional Class Map](#) online). Safety projects and bridge rehabilitation or replacement projects on any road are eligible but must meet strict requirements to establish the need for the project on that basis. Bicycle and pedestrian projects that serve a transportation purpose (as opposed to a recreational-loop purpose) are eligible. A bicycle or pedestrian project must transport members of the public from one place to another to demonstrate that transportation purpose. Transit projects that encourage the development, improvement and use of public mass transportation systems are eligible. For additional details on eligibility, see [23 USC § 133](#).

B. Locally Administered

By applying for a project through LAPP, the local government or NCDOT Division is committing to sponsoring that project. The sponsor will be responsible for all federal and state reporting requirements associated with the funding source applied to their project through LAPP. There will also be reporting on a regular basis required by CAMPO to keep the Executive Board apprised of the project status of all LAPP projects. An interlocal agreement between NCDOT and the project sponsor will outline a reimbursement schedule; local sponsors will be required to front all project costs, invoice NCDOT, and get reimbursed for the federal percentage dedicated to the project.

C. Metropolitan Transportation Plan (MTP) Compliant

To be eligible for LAPP funding, a roadway project must be identified as an operational improvement, safety improvement, 1st -horizon year project or 2nd -horizon year project.

A greenway/multi-use path or on-road bicycle project must be identified as a statewide, regional, or local tier project on the MTP. Sidewalk projects are included in the MTP programmatically and are eligible. Safe Routes to Schools (SRTS) Infrastructure projects are eligible. This criterion for eligibility of Sidewalk and SRTS Infrastructure Projects is in place because the length of time required to amend the MTP to include a new project will not allow for the project to have funds obligated under the program deadlines.

Transit projects, excluding transit vehicles, are eligible. Transit projects must be infrastructure projects that are necessary for operational, safety or security improvements to existing facilities, or new capital projects identified in the adopted MTP or in adopted components of the Wake Transit Work Plan.

D. ITS Eligible Project

Submitted projects must be in the approved ITS Deployment Plan for the metropolitan area or in a local plan with NCDOT approval. Submittals must result in complete deployment systems including central computer and communication devices, such as cameras, loop detectors or other technology to measure congestion, detect incidents and communicate with the central computer. Submittals can be for one component if all other components exist. Submittals can be for individual or multiple project phases. The overall system must include all functionally beneficial locations as determined by the plan. The overall system does not necessarily need to correspond with municipal boundaries.

E. LAPP Eligible Project Phase

The LAPP is intended to assist local government members by funding transportation improvements that will have an immediate positive impact on the highway, bicycle/pedestrian, and transit networks in the region. As such, construction projects will receive priority. Phases eligible for LAPP funding are:

- NEPA/Design- for this phase, the project must include 100% design and full NEPA documentation.
- Mitigation
- Utility Relocation Related to a Transportation Project (LAPP will not assist in the relocation of municipally owned utilities)
- Land or Right-of-Way Acquisition
- Construction
- Transit Capital, excluding Transit Vehicles
- Travel Demand Management (TDM) Projects, coordinated through the CAMPO TDM Program
- ITS Projects

Planning, Feasibility or Corridor Study projects should be routed through the CAMPO Unified Planning Work Program (UPWP).

F. Shovel-Ready

Applicants should only apply for the phase of a project that can have funding authorized within the LAPP year requested. Shovel Ready projects can be the initial phases of Design and NEPA, in addition to the more complex submittals for Right-of-way and Construction. To fulfill the Shovel Ready Purpose of the program, the following schedule standards apply:

- a. **Fully Executed Agreement** including NCDOT final signature, must be received at least 15 days prior to the start of the federal fiscal year for the phase and year the project is awarded (**prior to September 15**). This deadline ensures that the applicant is ready to obtain authorization as soon as the NCDOT system re-opens in the new federal fiscal year. This deadline also allows CAMPO to re-program the funds on other projects that can move forward immediately to execute an agreement.
- b. **Final submittals** must be made to NCDOT **prior to June 1** for all approvals required for authorization of the funded phase (the final funded phase if a multi-phase project). This deadline allows time for the applicant to complete the NCDOT review and approval process so that the requested project phase(s) are authorized in the year the project is awarded. The deadline also

allows CAMPO to identify when available funding will not be utilized by the end of the federal fiscal year, allowing enough time to re-program the funds to achieve the program objectives.

- c. **Funding Authorization** must be received at least 15 days prior to the end of the federal fiscal year for that funding round (**prior to September 15**). The deadline is the core deadline of the program, allowing CAMPO to fulfill Goals 2 and 3 of the LAPP. At this deadline, CAMPO will identify projects that will did not receive funding authorization for Executive Board consideration to move the project to the next year (program the funds in the next year on the same project) or to re-program the funds on alternate projects.

For additional details on average timelines for obligating funds for the various project phases, see [Appendix I](#).

G. Highly Effective Solution to Current Transportation Problem

Projects should address an identified need in a community. A large portion of the scoring is related to the effectiveness of the project.

H. Does Not Supplant Local or NCTA Funds

LAPP funds are limited in nature, and should therefore be used to leverage, not supplant, local funds to further transportation initiatives in the region. Additionally, Toll Related Projects may not supplant North Carolina Turnpike Authority (NCTA) funding.

I. Locally Funded with Minimum Match Committed

All funds programmed through LAPP require a minimum 20% local cash match. Projects that leverage additional local funds by contributing a higher match, thus freeing up LAPP funds for use on additional projects, will receive priority.

J. TIP-Friendly

TIP amendments are allowable, but applicants should consider that the amendment process could delay the funding obligation timeline. Applicants should schedule adequate time within the project schedule for stand-alone projects to accommodate TIP amendments, when necessary.

V. Program Administrative Details

A. Project Scope

The target modal investment mix will determine an actual dollar amount targeted for programming on projects of each mode in the LAPP. This will be established prior to the MPO opening a call for LAPP projects in the fall of each year. As such, LAPP applications will not be accepted for LAPP funds exceeding the modal target dollar figure as set by the target modal investment mix. Further, due to the high administrative burden associated with LAPP projects, the total project cost is required to be at least \$200,000 for roadway and bicycle/pedestrian projects and \$100,000 for transit projects. Roadway and bicycle/pedestrian projects with the total cost more than \$100,000 but less than \$200,000 may be allowed but are subject to the approval of the CAMPO Executive Director prior to submittal.

B. Project Submittal Limits

Project submittal limits for Transit Projects are 3 per transit agency. NCDOT Divisions are permitted to submit applications for 3 Roadway Projects. Project submittal limits for other agencies for Roadway and Bicycle/Pedestrian Projects are based on population. Since they are serving a larger population, larger jurisdictions will be allowed to submit more roadway and bicycle/pedestrian projects for LAPP consideration than smaller jurisdictions. Population will be determined based on the official CAMPO population estimates for the year of application (see [Appendix IV](#)). Project submittal limits are:

- Population >200,000 = 5 highway projects, 5 bike/ped projects (10 total)
- Population 100,000 – 200,000 = 4 highway projects, 4 bike/ ped projects (8 total)
- Population <100,000 = 3 highway projects, 3 bike/ ped projects (6 total)

Starting with the LAPP FY23 Call for Projects, the applicant must reduce the number of allowable new applications in each mode by the total number of prior year LAPP projects that have not met their funding authorization. If the number of late projects outnumbers the total allowable number of projects to submit by mode, the applicant will be allowed to submit one total project.

Example: Community A is eligible to submit three projects per mode based on population. Community A has two prior year bike/ped LAPP projects that do not have their funding authorization.

The previous (prior to LAPP FY 23) policy allowed Community A to submit three roadway projects, one bike/ped project, and three transit projects. The current policy allows Community A to submit one project per mode.

If Community A had three projects outstanding, the current policy would allow Community A to submit one project.

C. No Unfunded Project Carryover

Projects submitted in one LAPP year that do not receive funding are not automatically considered for funding in subsequent LAPP years. Project information will remain in the LAPP 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.

D. Cost Estimate Requirements

Beginning with the LAPP FY2020 Call for Projects, applicants are required to adhere to three cost estimate requirements:

- Cost Estimates Must be Generated Within Two Years of the Current Application Year
- Contingency Requirements
- NCDOT Review Fees for Roadway and Bike/Ped Projects

All cost estimates must fall within 2 years of the LAPP application year. CAMPO will ask for the source of the cost estimate during pre-submittal meetings to confirm this has occurred. NCDOT provides helpful resources, including bid averages and regularly updated cost sheets, that can assist applicants who have estimates that do not fall in the 2-year range.

All LAPP project submittals must include a contingency of at least 25%.

Due to the higher level of uncertainty in projects that are at earlier stages of the implementation process, applicants should apply strongly recommended variable contingencies. These contingencies will taper down the further along a project is in execution. Applicants who have not completed the Preliminary Engineering phase for their project are recommended to apply a 45% contingency to all phases included in their LAPP cost estimate. Applicants who have completed Preliminary Engineering and are pursuing Right of Way funding and beyond are recommended to apply a 30% contingency. Applicants who have completed Preliminary Engineering and Right of Way are required to apply the 25% minimum contingency when applying for Construction funding. Applicants may request to waive the strongly recommended contingencies during their pre-submittal meeting; justification must be provided. See chart below for further guidance:

| Phases Complete | | | Recommended Contingency |
|-----------------|-------|-----|-------------------------|
| PE | ROW | CON | 45% |
| PE ✓ | ROW | CON | 30% |
| PE ✓ | ROW ✓ | CON | 25% |
| | | | |

Roadway and Bicycle/Pedestrian Applicants should consider that NCDOT can charge against these projects for reviews, and that 10% or \$5,000 (whichever is greater) should be added to cost estimates to cover this expense.

A Note on Cost Estimation: Applicants are now required to prepare cost estimates for full project implementation, even if the project is only to fund one phase of the project. This is good practice for the applicant to be aware of the full implications of funding part of the project with federal funds, since the applicant will be required to complete the project implementation within 10 years regardless of the availability of federal funds for future phases. Cost estimates should be included as attachments; for assistance preparing cost estimates, contact your local Division office or CAMPO staff. Additionally, the applicant should consider that NCDOT can charge to these projects to cover review time and should consider adding 10% or \$5000 (whichever is greater) to project estimates to cover this review.

Cost estimates must be inserted for the application phase and all future phases. For example, if you are applying only for Right-of-Way, you must insert the construction cost estimate into the Construction Cost field. For phases prior to the one for which you are applying, you may enter “0”

into the cost field. For example, if your project is only funding Construction, you may enter “0” into the Design Cost and ROW Cost sections.

A Note on Project Schedules: To ensure a fully-thought-out project proposal that will enable maximum obligation of funding as programmed through the LAPP, the applicant is asked to tentatively define a schedule for the project phases being requested for funding. Additional information on typical review timelines can be found in [Appendix I](#), and additional information regarding each item requiring approval can be found in [Appendix XII](#). Please note, these review timelines are applicable only to the reviewing piece of any phase and DO NOT include the time it will take the applicant to prepare the materials for review and submittal. Please note, to fulfill the Shovel Ready Purpose of the program, the following schedule standards apply:

- a. **Fully Executed Agreement** including NCDOT final signature, must be received at least 15 days prior to the start of the federal fiscal year for the phase and year the project is awarded (**prior to September 15**).
- b. **Final submittals** must be made to NCDOT **prior to June 1** for all approvals required for authorization of the funded phase (the final funded phase if a multi-phase project).
- c. **Funding Authorization** must be received at least 15 days prior to the end of the federal fiscal year for that funding round (**prior to September 15**). The deadline is the core deadline of the program, allowing CAMPO to fulfill Goals 2 and 3 of the LAPP.

The schedule supplied in the application is only tentative, but if a project is awarded funding, the applicant will be asked to revisit the schedule with a firmer list of dates in mind. Further, if the project is for a later phase (i.e., Right-of-Way or Construction) and the preliminary work has already been completed (such as design or NEPA documentation, etc.), the applicant should note the dates of these milestones.

E. Pre-Submittal Review

All proposed LAPP projects require a pre-submittal review prior to the final application deadline. The project applicant will attend a meeting with staff from NCDOT, CAMPO, and FHWA to discuss each project.

In the instance of new location roadway project submittals, the pre-submittal review meeting will be used to determine appropriate parallel routes being improved by new location projects for the purposes of data collection and project scoring.

Pre-submittal review meeting times are available on October 1st & 2nd. Please sign up [here](#) by September 20, 2024.

All required application fields and all attachments must be completed at least 48 hours prior to the pre-submittal review meeting date.

VI. Applying for LAPP Funds

A. Required Application Materials

| LAPP Application Submission Documents | |
|--|---|
| Pre-Submittal Requirements | Final Application Requirements |
| <p>Project Description of your project, including the total project length, beginning and end points of the project, and number of parcels impacted</p> | <p>Final versions of all pre-submittal requirements</p> |
| <p>Detailed Cost Estimates for each phase applied for and planning level estimates for the remaining phases to ultimately complete the project. (See Section D). Once an applicant utilizes LAPP (or any other federal funds) on any portion of a project, the applicant is expected to complete the project within ten years or return the federal funding used on any phase of the project.</p> | <p>TEAAS Report for project location (or parallel route for new location facilities, as approved by pre-submittal panel), if applicable. A three-year report is required for roadway projects, and a ten-year report is recommended for bicycle/pedestrian projects. ITS applicants must submit a TEAAS reports from one ‘typical’ intersection of the many locations identified in the application. A TEAAS Report is not required for transit projects, unless the proposed project is a safety enhancement that is specific to stops or routes within the transit system.</p> |
| <p>Problem Statement for Roadway and Bicycle/Pedestrian (see Appendix V). For Transit Projects, the statement must identify how the problem impacts users and describe how the project improves, enhances or benefits user experience.</p> | <p>For Projects with Rail Crossings, copies of meeting memorandum and other documentation of coordination with rail companies and agencies must be submitted with the application, including project information, such as ROW concerns, bridge concerns (length and size), and cost impacts.</p> |
| <p>Map or photo documentation, as applicable, including all information, such as transit stop locations, connections, footpaths, etc.</p> | <p>For Toll Related Projects, NC Turnpike Authority approval for access and/or project partnership information</p> |
| <p>A GIS layer for each project that depicts the project (e.g., Extent, location, length, etc.) and meets the following standards:</p> <ul style="list-style-type: none"> • Projection: NAD_1983_StatePlane_North_Carolina_FIPS_3200_Feet Geographic Coordinate System: GCS_North_American_1983 Datum: D_North_American_1983 Prime Meridian: Greenwich Angular Unit: Degree • Provide metadata with uploaded files. | <p>For ITS Projects, applicants must submit detailed information, including feasibility studies, system operations manuals and infrastructure specifications.</p> |
| <p>Project Schedule Additional information on typical review timelines can be found in Appendix I, and additional information regarding each item requiring approval can be found in Appendix XII.</p> | <p>Copy of all other pertinent project information/justification, including road safety audits, local crash reports, local crash data, etc.</p> |

B. Online Application

Please see [Appendix IV](#) for instructions.

C. Roadway Project Field Descriptions

PRIMARY PROJECT INFORMATION

Project Mode* – Select the project mode or type.

FFY – Current federal fiscal year. Automatically completed.

LAPP Cycle – Federal fiscal year for LAPP funding. Automatically completed.

Point Location - Place a point representing the relative center or midpoint of your project extent.

Project Attachments* - Please include the following attachments: Project Map, Cost Estimates, GIS Files, and TEAAS Report (mandatory for Roadway, optional for Bike/Ped)

MTP ID* - Locate the project in the MTP Map. Projects that are considered operational or safety improvements and are not associated with a MTP project number can have OI (Operational Improvement) entered in this field.

MTP Horizon Year* - Note the time period the project is listed to be open to traffic by in the CAMPO Metropolitan Transportation Plan. Only projects identified as 1st or 2nd horizon year projects are eligible for funding through LAPP. Projects that are considered operational or safety improvements should be considered 1st horizon year projects.

TIP ID – If your project is already in the TIP, include the TIP number here.

Project Location* - The physical location of a proposed project. If a project spans multiple jurisdictions, select the jurisdiction where the bulk of the physical project is located.

Submitting Agency* – The agency submitting the project application.

Sponsoring Agency* – The agency that will sponsor the project.

Sponsoring Agency Contact Name* - Name of contact in the sponsoring agency.

Sponsoring Agency Contact Email Address* - Email address of the contact in the sponsoring agency. This will also be the email address used to confirm the application submission.

Managing Agency* – The managing agency will typically be the sponsoring agency; in some cases, however, local governments have partnered with NCDOT to have the Division office administer a project.

Managing Agency Contact Name* - Provide if different from the sponsoring agency contact.

Managing Agency Contact Email Address* - Provide if different from the sponsoring agency contact.

Maintenance Agency* - The entity that will be responsible for maintenance of a project after construction is completed.

Project Name* - A descriptive name for your project (ex: First Avenue Turn Lanes; Intersection Improvement at Main Street and Broad Street in City/Town; etc.).

Project Start Point* - A specific description of the starting point of your project. For example, “From Meadow Park Drive.”

Project End Point* - A specific description of the ending point of your project. For example, “To intersection of Broad Street and Meadow Park Drive.”

New Location Route*- This is a yes or no question. If your roadway project is on a new location, you will need to provide a parallel route in the next field.

Parallel Route - If your project is on a new location, a parallel route is used to measure a project’s TEAAS (safety score), V/C, and Travel-Time Savings. The parallel route should be the current, built route that travelers are using at present day to serve their mobility purpose. Parallel routes will be discussed at pre-submittal meetings and need to be agreed upon between CAMPO and the applicant.

Project Description* - A specific description of your project, including the total project length, beginning and end points of the project, and number of parcels impacted. For example, “Construct 60 feet of new-location roadway to connect Main Street and Broad Street in eastern City/Town impacting x parcels;” or “Purchase x amount of right-of-way in City/Town for a new location roadway to be constructed to connect Main Street and Broad Street.” The description should include all phases of the project that are being requested during the current fiscal year. **Applicants are asked to propose only those project phases that can reasonably reach obligation during the application year.** See [Appendix I](#) for typical approval / obligation schedules for project phases.

Problem Statement* - To be considered for LAPP funding, a project must address a problem in a CAMPO member jurisdiction. Provide a clear and concise description of the problem; the primary goals the possible solutions are expected to accomplish; and a big picture description of the desired results. For additional information on creating an appropriate problem statement, see [Appendix V](#).

ESTIMATED COSTS AND SUPPORTING INFORMATION

Begun Work – Select “Yes” if any work has been done on this project.

Work Explanation – This field is provided for the applicant to explain what work has been done.

Design Phase – Select “Yes” if the project is requesting funding for Preliminary Engineering, NEPA documentation, and/or design work during this fiscal year.

Design Cost* – If the project is requesting funding for Preliminary Engineering, NEPA documentation, and/or 100 % design work, provide the **total** cost of the design and/or NEPA phase. Enter only whole digits, do not include “\$” or “,”.

ROW Phase – Select “Yes” if the project is requesting funding for right-of-way acquisition and/or utility relocation during this fiscal year (note: LAPP will not fund the cost of relocating municipally-owned utilities).

ROW Cost* - If the project is requesting funding for right-of-way acquisition and/or utility relocation during this fiscal year, provide the **total** cost of the ROW and/or utility phase. Enter only whole digits, do not include “\$” or “,”.

Construction Phase – Select “Yes” if the project is requesting funding for construction during this fiscal year.

Construction Cost* – If the project is requesting funding for construction and/or ROW acquisition, and/or Design/NEPA completion during this fiscal year, provide the **total** cost of the construction phase. Enter only whole digits, do not include “\$” or “,”.

Total Cost – THIS FIELD AUTO-POPULATES. Cost of all incomplete project phases.

Total Eligible Phases Cost – THIS FIELD AUTO-POPULATES. Cost of all project phases with funding requests.

Local Match Percent* - The minimum local match required on LAPP projects is 20%.

Local Match Cost – THIS FIELD AUTO-POPULATES. Calculates cost of local match based on the provided local match percent.

Cost to CAMPO - THIS FIELD AUTO-POPULATES. Calculates the amount of federal funding the applicant is requesting for the project based on the provided local match percent.

TEAAS EPDO* - Equivalent Property Damage Only (EPDO) using Traffic Engineering Accident Analysis System (TEAAS). The data for this field will come from a three-year crash report generated through the TEAAS system. The NCDOT TEAAS system provides crash analysis data for all reported crashes on North Carolina roads. The TEAAS system can be downloaded from NCDOT’s [website](#) and used to generate a crash report. Technical assistance for the system is also available [online](#). Crash reports should be generated for the period of the past **three years** to maintain consistency. NCDOT offers classes on the use of the TEAAS system, and staff is available to prepare TEAAS reports upon request. The NCDOT Traffic Safety Unit can be reached at 919-814-5000 for additional information. See [Appendix IX](#) for a sample TEAAS report. For projects covering multiple road segments, use an average of the EPDO Rate Per 100 Million Vehicles Entered scores from each TEAAS report. All reports should be added as attachments to the application.

Crash Reduction Factor (CRF) * - Use the Federal Highway’s Desktop Resource for CRF ([Appendix VIII](#)) or NCDOT’S CRF Information ([Appendix XIV](#)) to determine the highest CRF associated with your project and select the appropriate percentage from the drop-down menu.

CRF Explanation* – Specify the resource used (FHWA or NCDOT), the identified countermeasure, and the page number.

Local Priority Points (1-10)* - Each CAMPO member agency has 15 priority points to spread amongst its roadway project proposals. Each project must have at least 1 priority point assigned to it and may have no more than 10 points assigned to it. **Cumulative points for all projects in this category must equal no more than 15.**

Complete Streets Components* – Indicate with yes or no if the project includes Complete Streets components.

Complete Streets Explanation* – Describe the included Complete Streets components or explain why Complete Street components were not included.

Community Engagement – Indicate with yes or no if there has been community engagement for the project.

NCDOT Consult – Project ideas should be discussed with the Division or Modal Unit staff prior to applying for LAPP funds. Selecting “Yes” indicates the applicant has consulted with NCDOT.

Consult Explanation – Use this space to provide details about the NCDOT consultation, including staff spoken to, general discussion topics and date of meeting or discussion.

Pre-Submittal Meeting Scheduled*– If “No”, use the [link](#) to schedule a meeting with the pre-submittal review panel. Select “Yes” once the meeting has been scheduled.

Pre-Submittal Review Complete – Select “Yes” after the pre-submittal review has occurred. This indicates that the project application information has been updated and finalized after the pre-submittal meeting.

KEY SCHEDULING DATES

Municipal Agreement Approval* – Date which the local governing board approves the interlocal agreement with NCDOT.

PEF RFLOI & Award – Date of award to the selected Private Engineering Firm (PEF) following the Request for Letters of Interest (RFLOI)

Scoping Meeting – Date of meeting for initial project coordination.

Preliminary Design Review – Date for preliminary design review.

NEPA Approval* – Date which the NEPA documentation is approved by NCDOT.

Location & Design Approval – Date for Location & Design approval, including ROW plans.

Request ROW Authorization* – Date of request for right-of-way funds to be authorized by FHWA/NCDOT.

Start ROW Acquisition* – Date for right-of-way acquisition to begin (must be AFTER the ROW Authorization).

Complete ROW Acquisition *– Date for right-of-way acquisition to be completed.

Complete ROW Certification* – Date for right-of-way to receive certification by NCDOT.

Start Utility/RR Coordination – Date to begin coordinating with utilities and/or railroad.

Complete Utility/RR Certification – Date of certification for utilities and/or railroad.

Complete Contract Documents – Date for local government to complete drafting of all construction contracts.

PSE Submittal* – Date local government sends PS&E package to NCDOT for review.

PSE Review Approval* – Date for completion of NCDOT review of package.

Construction Authorization Request to FHWA*– After the PS&E package is approved by NCDOT, the date for authorization of construction funds to be requested.

DOT Notice to Proceed* – Date after funds are authorized by FHWA that NCDOT will issue a Notice to Proceed for work to begin on the project.

Bid Advertisement *– Date after funds are authorized that the local government advertises for bids on the project.

Bid Opening* – Bid opening date.

Town Council Award – Date of award of contract by local governing board.

DOT Concurrence – Date that local governing board will obtain NCDOT’s concurrence and approval of contract.

Construction Start* – Date to begin construction.

Construction Completion *– Date construction is expected to be complete.

Project Closeout* – Date of final closeout of project contracts.

D. Bicycle and Pedestrian Project Field Descriptions

PRIMARY PROJECT INFORMATION

Project Mode* – Select the project mode or type.

FFY – Current federal fiscal year. Automatically completed.

LAPP Cycle – Federal fiscal year for LAPP funding. Automatically completed.

Point Location - Place a point representing the relative center or midpoint of your project extent.

Project Attachments* - Please include the following attachments: Project Map, Cost Estimates, GIS Files, and TEAAS Report (mandatory for Roadway, optional for Bike/Ped)

TIP ID – If your project is already in the TIP, include the TIP number here.

Project Location* - The physical location of a proposed project. If a project spans multiple jurisdictions, select the jurisdiction where the bulk of the physical project is located.

Submitting Agency* – The agency submitting the project application.

Sponsoring Agency* – The agency that will sponsor the project.

Sponsoring Agency Contact Name* - Name of contact in the sponsoring agency.

Sponsoring Agency Contact Email Address* - Email address of the contact in the sponsoring agency. This will also be the email address used to confirm the application submission.

Managing Agency* – The managing agency will typically be the sponsoring agency; in some cases, however, local governments have partnered with NCDOT to have the Division office administer a project.

Managing Agency Contact Name* - Provide if different from the sponsoring agency contact.

Managing Agency Contact Email Address* - Provide if different from the sponsoring agency contact.

Maintenance Agency* - The entity that will be responsible for maintenance of a project after construction is completed.

Project Name* - A descriptive name for your project (ex: First Avenue Turn Lanes; Intersection Improvement at Main Street and Broad Street in City/Town; etc.).

Project Start Point* - A specific description of the starting point of your project. For example, “From Meadow Park Drive.”

Project End Point* - A specific description of the ending point of your project. For example, “To intersection of Broad Street and Meadow Park Drive.”

Bike/Ped Project Type* – Specify the primary features of the project.

MTP Tier – All eligible on-road bike facilities and greenways/side path projects are on the 2050 MTP. The tiers can be viewed on the online MTP Map.

On Local Plan – Indicate if the sidewalk project is on a local plan.

Project Description* - A specific description of your project, including the total project length, beginning and end points of the project, and number of parcels impacted. For example, “Construct 60 feet of new-location roadway to connect Main Street and Broad Street in eastern City/Town impacting x parcels” or “Purchase x amount of right-of-way in City/Town for a new location roadway to be constructed to connect Main Street and Broad Street.” The description should include all phases of the project that are being requested during the current fiscal year. **Applicants are asked to propose only those project phases that can reasonably reach obligation during the application year.** See [Appendix I](#) for typical approval / obligation schedules for project phases.

Problem Statement* - To be considered for LAPP funding, a project must address a problem in a CAMPO member jurisdiction. Provide a clear and concise description of the problem; the primary goals the possible solutions are expected to accomplish; and a big picture description of the desired results. For additional information on creating an appropriate problem statement, see [Appendix V](#).

ESTIMATED COSTS AND SUPPORTING INFORMATION

Begun Work – Select “Yes” if any work has been done on this project.

Work Explanation – This field is provided for the applicant to explain what work has been done.

Design Phase – Select “Yes” if the project is requesting funding for Preliminary Engineering, NEPA documentation, and/or design work during this fiscal year.

Design Cost* – If the project is requesting funding for Preliminary Engineering, NEPA documentation, and/or 100 % design work, provide the **total** cost of the design and/or NEPA phase. Enter only whole digits, do not include “\$” or “,”.

ROW Phase – Select “Yes” if the project is requesting funding for right-of-way acquisition and/or utility relocation during this fiscal year (note: LAPP will not fund the cost of relocating municipally-owned utilities).

ROW Cost* - If the project is requesting funding for right-of-way acquisition and/or utility relocation during this fiscal year, provide the **total** cost of the ROW and/or utility phase. Enter only whole digits, do not include “\$” or “,”.

Construction Phase – Select “Yes” if the project is requesting funding for construction during this fiscal year.

Construction Cost* – If the project is requesting funding for construction and/or ROW acquisition, and/or Design/NEPA completion during this fiscal year, provide the **total** cost of the construction phase. Enter only whole digits, do not include “\$” or “,”.

Total Cost – THIS FIELD AUTO-POPULATES. Cost of all incomplete project phases.

Total Eligible Phases Cost – THIS FIELD AUTO-POPULATES. Cost of all project phases with funding requests.

Local Match Percent* - The minimum local match required on LAPP projects is 20%.

Local Match Cost – THIS FIELD AUTO-POPULATES. Calculates cost of local match based on the provided local match percent.

Cost to CAMPO - THIS FIELD AUTO-POPULATES. Calculates the amount of federal funding the applicant is requesting for the project based on the provided local match percent.

Missing Link* - If a project connects on both sides to an existing pedestrian facility (either currently existing, under construction, or obligated for construction with state or federal dollars) on a residential collector or higher (see map in [Appendix III](#)) or to an existing bicycle facility, determine the total facility length as completed by a project, and select the appropriate total distance created from the drop-down menu. For instance, if a project is for 1 mile of sidewalk construction, and connects to existing sidewalk on either side, and brings the total sidewalk network length to 3 miles, select “Greater than 2 miles.” If the project does not connect on both sides to an existing bicycle or pedestrian facility, select “Is not a missing link.”

Link Explanation – If the project is a missing link, as described above, use this space to detail the beginning and end points of the **total** facility created by the project.

Major Obstacle* - Indicate if this project provides a NEW pedestrian or bicycle connection over a major obstacle.

Obstacle Explanation – Use this box to provide details about the obstacle being crossed by the new facility.

Safety Concern* – Select “Yes” if this project is in an area with documented bicycle or pedestrian crash history related to inadequate facility design.

Safety Concern Explanation: Use this box to provide details about the safety concern. A ten-year history TEAAS report is recommended as documentation of a safety concern. The NCDOT TEAAS system provides crash analysis data for all reported crashes on North Carolina roads. The TEAAS system can be downloaded from NCDOT’s [website](#) and used to generate a crash report. Technical assistance for the system is also available [online](#). NCDOT offers classes on the use of the TEAAS system, and staff is available to prepare TEAAS reports upon request. The NCDOT Traffic Safety Unit can be reached at 919-814-5000 for additional information. Other documentation of safety concerns includes a roadway safety audit, local crash report, or local crash data. All documents associated with this item should be included as attachments.

Proven Demand* - Select “Yes” if the project improves access to transit services by being within ¼-mile of transit services, or if the project serves an obvious pedestrian/bicycle path on a residential collector or higher, or if the project serves as an off-road pedestrian/bicycle parallel/alternate route to a residential collector or higher.

Proven Demand Explanation – Use this box to provide a written description about the transit service locations which must be provided on the project map or photos of obvious pedestrian footpaths or user counts documenting the demand which must be submitted with the application.

Connections* - If this project is within 1/4-mile of an activity center, high density residential development, or government facilities, it will receive one point for each connection made. Indicate the number of activity centers, high density residential developments, and/or government facilities connected by this project.

Connections Explanation – Use this space to detail to provide details about the connections.

Local Priority Points (1-10)* - Each CAMPO member agency has 15 priority points to spread amongst its bicycle / pedestrian project proposals. Each project must have at least 1 priority point assigned to it and may have no more than 10 points assigned to it. **Cumulative points for all projects in this category must equal no more than 15.**

Complete Streets Components* – Indicate with yes or no if the project includes Complete Streets components.

Complete Streets Explanation* – Describe the included Complete Streets components or explain why Complete Street components were not included.

Community Engagement – Indicate with yes or no if there has been community engagement for the project.

NCDOT Consult – Project ideas should be discussed with the Division or Modal Unit staff prior to applying for LAPP funds. Selecting “Yes” indicates the applicant has consulted with NCDOT.

Consult Explanation – Use this space to provide details about the NCDOT consultation, including staff spoken to, general discussion topics and date of meeting or discussion.

Pre-Submittal Meeting Scheduled*– If “No”, use the [link](#) to schedule a meeting with the pre-submittal review panel. Select “Yes” once the meeting has been scheduled.

Pre-Submittal Review Complete – Select “Yes” after the pre-submittal review has occurred. This indicates that the project application information has been updated and finalized after the pre-submittal meeting.

KEY SCHEDULING DATES

Municipal Agreement Approval* – Date which the local governing board approves the interlocal agreement with NCDOT.

PEF RFLOI & Award – Date of award to the selected Private Engineering Firm (PEF) following the Request for Letters of Interest (RFLOI)

Scoping Meeting – Date of meeting for initial project coordination.

Preliminary Design Review – Date for preliminary design review.

NEPA Approval* – Date which the NEPA documentation is approved by NCDOT.

Location & Design Approval – Date for Location & Design approval, including ROW plans.

Request ROW Authorization* – Date of request for right-of-way funds to be authorized by FHWA/NCDOT.

Start ROW Acquisition* – Date for right-of-way acquisition to begin (must be AFTER the ROW Authorization).

Complete ROW Acquisition *– Date for right-of-way acquisition to be completed.

Complete ROW Certification* – Date for right-of-way to receive certification by NCDOT.

Start Utility/RR Coordination – Date to begin coordinating with utilities and/or railroad.

Complete Utility/RR Certification – Date of certification for utilities and/or railroad.

Complete Contract Documents – Date for local government to complete drafting of all construction contracts.

PSE Submittal* – Date local government sends PS&E package to NCDOT for review.

PSE Review Approval* – Date for completion of NCDOT review of package.

Construction Authorization Request to FHWA*– After the PS&E package is approved by NCDOT, the date for authorization of construction funds to be requested.

DOT Notice to Proceed* – Date after funds are authorized by FHWA that NCDOT will issue a Notice to Proceed for work to begin on the project.

Bid Advertisement *– Date after funds are authorized that the local government advertises for bids on the project.

Bid Opening* – Bid opening date.

Town Council Award – Date of award of contract by local governing board.

DOT Concurrence – Date that local governing board will obtain NCDOT’s concurrence and approval of contract.

Construction Start* – Date to begin construction.

Construction Completion *– Date construction is expected to be complete.

Project Closeout* – Date of final closeout of project contracts.

E. Transit Project Field Descriptions

PRIMARY PROJECT INFORMATION

Project Mode* – Select the project mode or type.

FFY – Current federal fiscal year. Automatically completed.

LAPP Cycle – Federal fiscal year for LAPP funding. Automatically completed.

Point Location* - Place a point representing the relative center or midpoint of your project extent.

Project Attachments* - Please include the following attachments: Project Map, Cost Estimates, GIS Files, and TEAAS Report (mandatory for Roadway, optional for Bike/Ped)

MTP ID* - Locate the project in the MTP Map. Projects that are considered operational or safety improvements and are not associated with a MTP project number can have OI (Operational Improvement) entered in this field.

MTP Horizon Year* - Note the time period the project is listed to be open to traffic by in the CAMPO Metropolitan Transportation Plan. Only projects identified as 1st or 2nd horizon year projects are eligible for funding through LAPP. Projects that are considered operational or safety improvements should be considered 1st horizon year projects.

TIP ID – If your project is already in the TIP, include the TIP number here.

Project Location* - The physical location of a proposed project. If a project spans multiple jurisdictions, select the jurisdiction where the bulk of the physical project is located.

Submitting Agency* – The agency submitting the project application.

Sponsoring Agency* – The agency that will sponsor the project.

Sponsoring Agency Contact Name* - Name of contact in the sponsoring agency.

Sponsoring Agency Contact Email Address* - Email address of the contact in the sponsoring agency. This will also be the email address used to confirm the application submission.

Managing Agency* – The managing agency will typically be the sponsoring agency; in some cases, however, local governments have partnered with NCDOT to have the Division office administer a project.

Managing Agency Contact Name* - Provide if different from the sponsoring agency.

Managing Agency Contact Email Address* - Provide if different from the sponsoring agency.

Maintenance Agency* - The entity that will be responsible for maintenance of a project after construction is completed.

Project Name* - A descriptive name for your project (ex: First Avenue Turn Lanes; Intersection Improvement at Main Street and Broad Street in City/Town; etc.).

Primary Project Type*- Select primary project type from drop-down list of options. [Link to table with project types.](#)

Secondary Project Type*- Select secondary project type from drop-down list of options. [Link to table with project types.](#)

Project Start Point* - A specific description of the starting point of your project. For example, “From Meadow Park Drive.”

Project End Point* - A specific description of the ending point of your project. For example, “To intersection of Broad Street and Meadow Park Drive.”

Project Description* - A specific description of your project, including the total project length, beginning and end points of the project, and number of parcels impacted. For example, “Construct 60 feet of new-location roadway to connect Main Street and Broad Street in eastern City/Town impacting x parcels” or “Purchase x amount of right-of-way in City/Town for a new location roadway to be constructed to connect Main Street and Broad Street.” The description should include all phases of the project that are being requested during the current fiscal year. **Applicants are asked to propose only those project phases that can reasonably reach obligation during the application year.** See [Appendix I](#) for typical approval / obligation schedules for project phases.

Problem Statement* - To be considered for LAPP funding, a project must address a problem in a CAMPO member jurisdiction. Provide a clear and concise description of the problem; the primary goals the possible solutions are expected to accomplish; and a big picture description of the desired results. For additional information on creating an appropriate problem statement, see [Appendix V](#).

ESTIMATED COSTS AND SUPPORTING INFORMATION

Begun Work – Select “Yes” if any work has been done on this project.

Work Explanation – This field is provided for the applicant to explain what work has been done.

Design Phase – Select “Yes” if the project is requesting funding for Preliminary Engineering, NEPA documentation, and/or design work during this fiscal year.

Design Cost* – If the project is requesting funding for Preliminary Engineering, NEPA documentation, and/or 100 % design work, provide the **total** cost of the design and/or NEPA phase. Enter only whole digits, do not include “\$” or “,”.

ROW Phase – Select “Yes” if the project is requesting funding for right-of-way acquisition and/or utility relocation during this fiscal year (note: LAPP will not fund the cost of relocating municipally-owned utilities).

ROW Cost* - If the project is requesting funding for right-of-way acquisition and/or utility relocation during this fiscal year, provide the **total** cost of the ROW and/or utility phase. Enter only whole digits, do not include “\$” or “,”.

Construction Phase – Select “Yes” if the project is requesting funding for construction during this fiscal year.

Construction Cost* – If the project is requesting funding for construction and/or ROW acquisition, and/or Design/NEPA completion during this fiscal year, provide the **total** cost of the construction phase. Enter only whole digits, do not include “\$” or “,”.

Total Cost – THIS FIELD AUTO-POPULATES. Cost of all incomplete project phases.

Total Eligible Phases Cost – THIS FIELD AUTO-POPULATES. Cost of all project phases with funding requests.

Local Match Percent* - The minimum local match required on LAPP projects is 20%.

Local Match Cost – THIS FIELD AUTO-POPULATES. Calculates cost of local match based on the provided local match percent.

Cost to CAMPO - THIS FIELD AUTO-POPULATES. Calculates the amount of federal funding the applicant is requesting for the project based on the provided local match percent.

Wake Transit (WT) Funds- Select “Yes if the project utilizes or intends to utilize any Wake Transit Tax District Funding.

Wake Transit (WT) Funds Explanation – Use this space to detail how much funding will be requested from the Wake Transit Tax District, which Wake Transit fiscal year these funds would come from, and whether these funds are currently in an approved workplan or in draft form.

Average Daily Ridership (ADR)* – Enter the total number of anticipated average daily ridership on the route(s) served by the improvement or on the system if the improvement is system-wide. The anticipated average daily ridership should include existing plus increased, if applicable, within 12 months of the improvement being completed.

ADR Explanation – Use this space to explain how the total average daily ridership was derived (existing data plus the basis for the anticipated increase, if applicable).

Connections* - If this project directly serves riders and provides new connections between the transit system and other modes, routes, systems, or destinations, it will receive one point for each connection made. Indicate the number of modes, routes, systems, or destinations connected by this project. To qualify for these points, the other modes, routes, systems, or destinations must be existing, under construction at the time of application, or obligated for federal or state construction funding at the time of application.

Connections Explanation – If the project directly serves riders and provides connections, use this space to detail what those connections are.

Local Priority* - Each transit agency has 15 priority points to spread amongst its transit project proposals. Each project must have at least 1 priority point assigned to it and may have no more than 10 points assigned to it. **Cumulative points for all projects in this category must equal no more than 15.**

Complete Streets Components* – Indicate with yes or no if the project includes Complete Streets components.

Complete Streets Explanation* – Describe the included Complete Streets components or explain why Complete Street components were not included.

Community Engagement – Indicate with yes or no if there has been community engagement for the project.

NCDOT Consult – Project ideas should be discussed with the Division or Modal Unit staff prior to applying for LAPP funds. Selecting “Yes” indicates the applicant has consulted with NCDOT.

Consult Explanation – Use this space to provide details about the NCDOT consultation, including staff spoken to, general discussion topics and date of meeting or discussion.

Pre-Submittal Meeting Scheduled*– If “No”, use the [link](#) to schedule a meeting with the pre-submittal review panel. Select “Yes” once the meeting has been scheduled.

Pre-Submittal Review Complete – Select “Yes” after the pre-submittal review has occurred. This indicates that the project application information has been updated and finalized after the pre-submittal meeting.

KEY SCHEDULING DATES

Municipal Agreement Approval* – Date which the local governing board approves the interlocal agreement with NCDOT.

PEF RFLOI & Award – Date of award to the selected Private Engineering Firm (PEF) following the Request for Letters of Interest (RFLOI)

Scoping Meeting – Date of meeting for initial project coordination.

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NEPA Approval* – Date which the NEPA documentation is approved by NCDOT.

Location & Design Approval – Date for Location & Design approval, including ROW plans.

Request ROW Authorization* – Date of request for right-of-way funds to be authorized by FHWA/NCDOT.

Start ROW Acquisition* – Date for right-of-way acquisition to begin (must be AFTER the ROW Authorization).

Complete ROW Acquisition * – Date for right-of-way acquisition to be completed.

Complete ROW Certification* – Date for right-of-way to receive certification by NCDOT.

Start Utility/RR Coordination – Date to begin coordinating with utilities and/or railroad.

Complete Utility/RR Certification – Date of certification for utilities and/or railroad.

Complete Contract Documents – Date for local government to complete drafting of all construction contracts.

PSE Submittal* – Date local government sends PS&E package to NCDOT for review.

PSE Review Approval* – Date for completion of NCDOT review of package.

Construction Authorization Request to FHWA* – After the PS&E package is approved by NCDOT, the date for authorization of construction funds to be requested.

DOT Notice to Proceed* – Date after funds are authorized by FHWA that NCDOT will issue a Notice to Proceed for work to begin on the project.

Bid Advertisement * – Date after funds are authorized that the local government advertises for bids on the project.

Bid Opening* – Bid opening date.

Town Council Award – Date of award of contract by local governing board.

DOT Concurrence – Date that local governing board will obtain NCDOT’s concurrence and approval of contract.

Construction Start* – Date to begin construction.

Construction Completion *– Date construction is expected to be complete.

Project Closeout* – Date of final closeout of project contracts.

F. Equity Field Descriptions

- 1. Does your project provide one or more Communities of Concern (CofCs) with safe and affordable access to opportunity destinations?** A map of CAMPO CofCs and opportunity destinations are available [here](#).

If yes, provide the number of Communities of Concern and list the opportunity destinations.

Opportunity destinations include:

- Colleges and Universities
- Public Schools
- Private Schools
- Supplemental Colleges
- Child Care Centers
- Parks
- Libraries
- Recreational Facilities

- 2. Does your project provide one or more CofCs with safe and affordable access to health resources?**

If yes, provide the number of Communities of Concern and list the health resources.

Health resources include:

- Hospitals
- Nursing Homes
- Urgent Care Facilities
- Medical Practices
- Dental Practices
- Grocery Stores
- Local Fresh Food Market/Community Garden

- 3. Is your project within a quarter mile of a CofC?** Yes/No
- 4. Is your project within a quarter mile of a key activity center?** Yes/No
- 5. Do you anticipate travel time savings as the result of your project?** Yes/No
- 6. Does your project include safety improvements within a CofC?**

If yes, describe the safety improvements or countermeasures.

- 7. Does your project address documented safety concerns within a CofC?**

If yes, has documentation of the safety concerns been uploaded? Documentation must be included for points to be counted towards a documented concern.

- 8. Select the predicted impact(s) of your project.**

Indicate if each impact is anticipated outside of a CofC, inside of a CofC, or not anticipated at all.

VII. Project Prioritization Scoring Criteria

Projects will be scored using an 80-point scale. Roadway projects will be scored against other roadway projects; bicycle and pedestrian projects will be scored against other bicycle and pedestrian projects; and transit projects will be scored against other transit projects. As such, the scoring criteria for these three modes are slightly different. [Appendix VI](#) contains a simplified outline of the scoring criteria.

All projects are expected to score at least 50% of the points awarded to the top-scoring project in each mode. If a project does not score at least 50% of the top project's point value, the project will be routed to the LAPP Selection Panel to determine if the project should be funded, or if the funds from that modal mix element should be reallocated to the other modal mix element to fund higher-scoring projects. All recommendations from the LAPP Selection Panel will be submitted to the TCC for review and the TAC for final approval.

A. Roadway Project Scoring

ROADWAY EFFECTIVENESS – Maximum 50 Points

The Roadway Effectiveness score will be comprised of four components and a project phase multiplier, as described below:

Current Volume-to-Capacity Ratio (V/C) – The current V/C on an existing facility, or, for new location projects, the V/C on parallel facilities being improved by the proposed project. Parallel facilities used will be at the discretion of the LAPP Committee. This data will come from the Triangle Regional Travel Demand Model, and will be scored on the following scale:

| | | |
|-----------|-----|-----------|
| V/C < 0.2 | ... | 0 Points |
| V/C < 0.4 | ... | 2 Points |
| V/C < 0.6 | ... | 6 Points |
| V/C < 0.8 | ... | 8 Points |
| V/C > 0.8 | ... | 10 Points |

Benefit/Cost – This will be calculated using the travel time savings anticipated by the implementation of the project, as identified using the regional travel demand model compared to the cost of the project to the LAPP program.

$$\text{Travel Time Savings} / \text{LAPP Cost}$$

Scores will be awarded on a scaled basis for all submitted projects, with the top project receiving 20 points. By utilizing the cost to the LAPP program as the cost factor, this will give priority to projects submitted with a higher local match that use less in LAPP funding to achieve the project.

Federal Crash Reduction Factors (CRF) – The Federal Highway Administration has documented the estimates of crash reduction that may be experienced when certain countermeasures are implemented. [Appendix VIII](#) contains the complete FHWA Desktop Reference for CRF. An additional resource is [Appendix XIV](#), NCDOT’s NC Project Development CRF Information. If multiple countermeasures are implemented by a single project, the highest CRF associated with the countermeasures should be applied. This item will be scored on the following scale:

| | | |
|----------------|-----|-----------|
| CRF < or = 10% | ... | 0 Points |
| CRF > 10% | ... | 2 Point |
| CRF > 20% | ... | 4 Points |
| CRF > 30% | ... | 6 Points |
| CRF > 40% | ... | 8 Points |
| CRF > 50% | ... | 10 Points |

Equivalent Property Damage Only (EPDO) Rate Per 100 Million Vehicles Entered Score – To receive these points, documentation must be provided. The NCDOT TEAAS system provides crash analysis data for all reported crashes on North Carolina roads. The TEAAS system can be downloaded from NCDOT’s [website](#) and used to generate a crash report. Technical assistance for the system is also available [online](#). Crash reports should be generated for the past **three years** to maintain consistency. NCDOT offers classes on the use of the TEAAS system, and staff is available to prepare TEAAS reports upon request. The NCDOT Traffic Safety Unit can be reached at 919-814-5000 for additional information. The EPDO Rate Per 100 Million Vehicles Entered provides a consistent measurement to enable comparisons of crash frequency and severity across many locations. This item will be scored based on a scale created using all EPDO Rate Per 100 Million Vehicles Entered scores on all submitted projects, up to a maximum of 10 points. [Appendix IX](#) contains a sample TEAAS report. For projects on multiple locations or road segments, an average of all EPDO Rate Per 100 Million Vehicles Entered scores should be used or if the number of locations makes this less feasible, a ‘typical’ score may be approved by CAMPO staff.

Roadway Effectiveness Multiplier – In order to direct LAPP funds toward highly effective solutions to current transportation problems, the effectiveness score of a submitted project will be multiplied by a project phase multiplier to determine its final score in this category. The multipliers are:

| | | |
|--------------------|-----|------|
| Construction Phase | ... | 100% |
| Right-of-Way Phase | ... | 50% |
| PE/NEPA Phase | ... | 10% |

ROADWAY PLANNING CONSISTENCY – Maximum 10 Points

All LAPP projects must be in the CAMPO Metropolitan Transportation Plan as first- or second-decade projects, or as operational or safety improvement projects. Projects will be scored based on their horizon year in the document. This is to encourage air quality conformity and to further the implementation of the MTP priorities. [Appendix X](#) contains the most recent CAMPO MTP maps or you can use the interactive [online MTP maps](#). The Roadway Planning Consistency will be scored on the following scale:

| | | |
|--------------------------------------|-----|-----------|
| 2 nd Horizon Year Project | ... | 5 Points |
| 1 st Horizon Year Project | ... | 10 Points |

Projects considered operational or safety improvement projects will be scored as 1st Horizon year projects.

LOCAL PRIORITY POINTS – Maximum 10 Points Per Project

Each applicant agency will have a maximum of 15 points to distribute across its roadway project submittals. Each project must have at least one local priority point, and no project can have more than 10 local priority points. If an agency submits only one project, that agency forfeits 5 of its local priority points.

PRIOR AGENCY FUNDING – Maximum 10 Points

In an effort to ensure that LAPP funds are used equitably across the geography of the MPO, local agency sponsors will receive more points for having received fewer dollars per capita through LAPP in the preceding five years. Likewise, local agency sponsors that have received more dollars per capita from the LAPP in the past five years will receive fewer points. Prior agency funding will be calculated based on the applicant for the project (even if the project is not in the applicant’s jurisdiction), except for the NCDOT Division or Unit projects as noted below. This will be scored on the following scale:

| | | |
|--|-----|-----------|
| Prior LAPP Funding >= \$200 per capita | ... | 0 Points |
| < \$200 per capita | ... | 2 Points |
| < \$150 per capita | ... | 4 Points |
| < \$100 per capita | ... | 6 Points |
| < \$50 per capita | ... | 8 Points |
| = \$0 per capita | ... | 10 Points |

Several caveats are in place for this item for those projects submitted by an NCDOT Division or Unit:

- NCDOT projects will be awarded these points based on project location (i.e., the jurisdiction where the project is physically located will be used for a per capita determination for the project).

- NCDOT projects will be included in prior funding for the local government where the project is physically located (i.e., the jurisdiction receiving the NCDOT-sponsored project will have the cost of that project accounted for in that jurisdiction's prior funding of LAPP funds calculation).
- Regionally significant projects such as interchanges, ITS projects, safety projects, etc. sponsored by NCDOT using LAPP funding will *not* count towards the prior funding for the jurisdiction where the project is located.
- Population estimates used for this criterion will be the certified estimates used to determine dues paid to the MPO by the local governments in the year of application. These estimates can be found in [Appendix IV](#).

TOTAL POSSIBLE ROADWAY SCORE – 80 Points

B. Bicycle and Pedestrian Project Scoring

BICYCLE / PEDESTRIAN EFFECTIVENESS – Maximum 50 Points

This effectiveness score will be comprised of six elements that will be scored as follows:

Missing Link – The project must connect on both sides to an existing bicycle or pedestrian facility to qualify for these points. *These points will only be awarded if this project is the final link in a bicycle or pedestrian facility; to qualify for points, the remainder of the existing system must be existing on the ground, under construction at time of application, or obligated for federal or state construction funding at the time of application.* The total length of the facility completed by the project will be used to award points. Applicants should note that the total length of a facility will be calculated only on collector street roads or higher-level facilities for sidewalks or bike lanes; internal neighborhood street sidewalk or bike lane networks will not count toward an overall facility length for the purposes of this criterion. The following scale will be used to score this:

| <u>Total Length of Facility as Completed Via the Project</u> | | <u>Points</u> |
|--|-----|---------------|
| < 0.5 miles | ... | 1 |
| 0.5 – 2 miles | ... | 5 |
| > 2.0 miles | ... | 10 |

Major Obstacle – The project must provide a NEW pedestrian or bicycle connection over a river, railroad, roadway with four or more lanes, or limited access roadway. If the link is provided by the project, the project will receive points as follows:

- New connection created across a river, railroad, or limited-access multi-lane freeway – 5 points
- New connection created across a roadway containing four or more lanes – 3 points

Safety Concern – If the project is in an area with documented bicycle or pedestrian crash history related to inadequate facility design, the project will receive 5 points. To receive these points, documentation must be provided. A ten-year TEAAS report is recommended to obtain documentation on a safety concern. Other acceptable documentation includes a recent roadway safety audit, local crash reports, or local crash data.

Proven Demand – If the project improves access to transit services by being within ¼-mile of transit services, or if the project serves an obvious pedestrian/bicycle path on a residential collector or higher, or if the project serves as an off-road pedestrian/bicycle parallel/alternate route to a residential collector or higher, the project will receive 5 points. To receive these points, transit service locations must be provided on the project map or photos of obvious pedestrian footpaths or user counts documenting the demand must be submitted with the application.

Network Connections – The project must be within approximately ¼-mile of activity centers, high density residential development, or government facilities. To qualify for these points, the activity centers, etc. must be existing, under construction at the time of application, or obligated for federal or state construction funding at the time of application. The project will receive one point for each connection made, up to a maximum of 15 points. To receive these points, network connections must be identified on the project map and/or listed in the application.

Benefit/Cost – This will be calculated using the bicycle pedestrian effectiveness score compared to the cost of the project to the LAPP program:

$$\text{Bicycle Pedestrian Effectiveness} / \text{LAPP Cost}$$

Scores will be awarded on a scaled basis for all submitted projects, with the top project receiving 10 points. By utilizing the cost to the LAPP program as the cost factor, this will give priority to projects submitted with a higher local match that use less in LAPP funding to achieve the project.

Bicycle/Pedestrian Effectiveness Multiplier – In order to direct LAPP funds toward highly effective solutions to current transportation problems, the effectiveness score of a submitted project will be multiplied by a project phase multiplier to determine its final score in this category. The multipliers are:

| | |
|------------------------|------|
| Construction Phase ... | 100% |
| Right-of-Way Phase ... | 50% |
| PE/NEPA Phase ... | 10% |

BICYCLE / PEDESTRIAN PLANNING CONSISTENCY – Maximum 10 Points

To promote the implementation of local pedestrian planning efforts, a sidewalk project will receive 5 points for being specifically identified on a locally adopted pedestrian plan. Off-road multi-use/greenway facilities and on-road bicycle facilities will be scored according to their classification on the MTP, as follows:

| | |
|----------------------------------|-----------|
| Local MTP Classification ... | 3 points |
| Regional MTP Classification ... | 5 points |
| Statewide MTP Classification ... | 10 points |

LOCAL PRIORITY POINTS (1-10) – Maximum 10 Points Per Project

Each applicant agency will have a maximum of 15 points to distribute across its bicycle and pedestrian project submittals. Each project must have at least one local priority point, and no project can have more than 10 local priority points. If an agency submits only one project, that agency forfeits 5 of its local priority points.

PRIOR AGENCY FUNDING – Maximum 10 Points

In an effort to ensure that LAPP funds are used equitably across the geography of the MPO, local agency sponsors will receive more points for having received fewer dollars per capita through LAPP in the preceding five years. Likewise, local agency sponsors that have received more dollars per capita from the LAPP in the past five years will receive fewer points. This will be scored on the following scale:

| | | |
|--|-----|-----------|
| Prior LAPP Funding \geq \$200 per capita | ... | 0 Points |
| < \$200 per capita | ... | 2 Points |
| < \$150 per capita | ... | 4 Points |
| < \$100 per capita | ... | 6 Points |
| < \$50 per capita | ... | 8 Points |
| = \$0 per capita | ... | 10 Points |

Several caveats are in place for this item for those projects submitted by an NCDOT Division or Unit:

- NCDOT projects will be awarded these points based on project location (i.e., the jurisdiction where the project is physically located will be used for a per capita determination for the project).
- NCDOT projects will be included in prior funding for the local government where the project is physically located (i.e., the jurisdiction receiving the NCDOT-sponsored project will have the cost of that project accounted for in that jurisdiction’s prior funding of LAPP funds calculation).
- Population estimates used for this criterion will be the certified estimates used to determine dues paid to the MPO by the local governments in the year of application. These estimates can be found in [Appendix IV](#).

TOTAL POSSIBLE BICYCLE AND PEDESTRIAN SCORE – 80 Points

C. Transit Project Scoring

TRANSIT EFFECTIVENESS – Maximum 50 Points

Effectiveness scores will be comprised of six elements, plus a multiplier. In each element, the applicant must describe how the project improves, enhances or benefits user experience, as follows:

Safety & Security Concerns – Enhances safety and security of the system, rider, or user. The proposed project must address a documented safety or security concern or policy. Projects will receive points ranging from 0-5 based on the relative impact the project primary and secondary type impacts safety & security.

Rider Experience – Enhances amenities that contribute to a more comfortable and convenient user experience. The proposed project must improve or enhance the rider experience. Projects will receive points ranging from 0-5 based on the relative impact the project primary and secondary type impacts the rider experience.

Reliability Improvements – Improves time reliability and reduces delays across the system. Projects will receive points ranging from 0-10 based on the relative impacts of the primary and secondary project types to reliability.

| Combined Proposed Tiered Scoring for Reliability Improvements, Safety & Security, and Rider Experience | | | | |
|--|---------------------------------------|--------------------------|------------------------|------------------------|
| Primary Project Types | Secondary Project Types | Reliability Improvements | Safety and Security | Rider Experience |
| Admin/Maintenance Facilities | All | Low Impact (1 pt.) | Low Impact (1 pt.) | Low Impact (1 pt.) |
| Customer Facilities | Bus Stop/ Shelter Improvements | Low Impact (1 pt.) | Medium Impact (3 pts.) | High Impact (5 pts.) |
| Customer Facilities | Transit Centers/ Stations | Medium Impact (5 pts.) | High Impact (5 pts.) | High Impact (5 pts.) |
| Customer Facilities | Bike/Ped Access Infrastructure | Low Impact (1 pt.) | Medium Impact (3 pts.) | High Impact (5 pts.) |
| Infrastructure Improvements | Bus on Shoulder | High Impact (10 pts.) | Low Impact (1 pt.) | High Impact (5 pts.) |
| Technology/Equipment | Administrative | Low Impact (1 pt.) | Low Impact (1 pt.) | Low Impact (1 pt.) |
| Technology/Equipment | Operations Support | Medium Impact (5 pts.) | Medium Impact (3 pts.) | Medium Impact (3 pts.) |
| Technology/Equipment | Onboard Systems — ITS/Communications | High Impact (10 pts.) | Medium Impact (3 pts.) | High Impact (5 pts.) |
| Technology/Equipment | Onboard Systems — Safety | No Impact (0 pts.) | High Impact (5 pts.) | Low Impact (1 pt.) |
| Technology/ITS | Signal Coordination/ Priority Systems | High Impact (10 pts.) | Low Impact (1 pt.) | Medium Impact (3 pts.) |

Connectivity – Directly connects the transit user with other modes, routes, systems, or destinations. The project directly serves riders and provides new connections between the transit system and other modes, routes, systems, or destinations. To qualify for these points, the other modes, routes, systems, or destinations must be existing, under construction at the time of application, or obligated for federal or state construction funding at the time of application. The project will receive one point for each connection made by the project, up to a maximum of 10 points.

Improves Facilities – Improves facilities that contribute to the system’s state of good repair and/or supports improved operations and/or benefits users. The project will be scored based on the number of anticipated average daily ridership on the route(s) served by the improvement within 12 months of the improvement being completed. Scores will be awarded on scaled basis for all submitted projects with the top project receiving 10 points.

Benefit / Cost – This will be calculated using the total transit effectiveness score compared to the cost of the project to the LAPP program:

$$\text{Transit Effectiveness} / \text{LAPP Cost}$$

Scores will be awarded on a scaled basis for all submitted projects, with the top project receiving 10 points. By utilizing the cost to the LAPP program as the cost factor, this will give priority to projects submitted with a higher local match that use less in LAPP funding to achieve the project.

Transit Effectiveness Multiplier – In order to direct LAPP funds toward highly effective solutions to current transportation problems, the effectiveness score of a submitted project will be multiplied by a project phase multiplier to determine its final score in this category. The multipliers are:

| | |
|--|------|
| Construction, Capital, Maintenance, Operations Phase ... | 100% |
| Right-of-Way or Land Acquisition Phase ... | 50% |
| PE/NEPA Phase ... | 10% |

PLANNING CONSISTENCY – Maximum 10 Points

All new capital projects must be in the adopted Metropolitan Transportation Plan as 1st or 2nd decade projects or in the adopted components of the Wake Transit Work Plan. Transit infrastructure projects that are necessary for operational, safety or security improvements to existing facilities may be submitted. To further implementation of plan priorities, projects will be scored based on their horizon year in the document. The Transit Planning Consistency will be scored on the following scale:

- 2nd Horizon Year MTP Project... 5 Points
- 1st Horizon Year MTP Project / 1st Ten Years of Wake Transit Work Plan... 10 Points

Transit Infrastructure projects to existing facilities that are necessary for operational, safety or security improvement will be scored as 1st Horizon year projects.

LOCAL PRIORITY POINTS (1-10) – Maximum 10 Points Per Project

Each applicant agency will have a maximum of 15 points to distribute across its transit project submittals. Each project must have at least one local priority point, and no project can have more than 10 local priority points. If an agency submits only one project, that agency forfeits 5 of its local priority points.

PRIOR AGENCY FUNDING – Maximum 10 Points

In an effort to ensure that LAPP funds are used equitably across the geography of the MPO, local agency sponsors will receive more points for having received fewer dollars per capita through LAPP in the preceding five years. Likewise, local agency sponsors that have received more dollars per capita from the LAPP in the past five years will receive fewer points. This will be scored on the following scale:

| | | |
|--|-----|-----------|
| Prior LAPP Funding >= \$200 per capita | ... | 0 Points |
| < \$200 per capita | ... | 2 Points |
| < \$150 per capita | ... | 4 Points |
| < \$100 per capita | ... | 6 Points |
| < \$50 per capita | ... | 8 Points |
| = \$0 per capita | ... | 10 Points |

Population estimates used for this criterion will be the certified estimates used to determine dues paid to the MPO by the local governments in the year of application. GoTriangle population estimates will be based on the remainder of the county estimates outside of the municipal boundaries of established transit agencies. These estimates can be found in [Appendix IV](#).

TOTAL POSSIBLE TRANSIT SCORE – 80 Points

VIII. Training Requirements

All LAPP Projects require designation of local agency Project Managers for Design, ROW Acquisition and Construction Contract Administration within two weeks of the funding announcement. If the Project Management Team changes during the project, the agency must notify CAMPO within two weeks of the change. All managers are required to attend the Project Management training prior to work on the project.

IX. Reporting Requirements

In addition to the requirements associated with receiving federal funding, the MPO will also require regular reporting on projects funded through the LAPP. Applicants are required to provide monthly updates to the MPO outlining where the project is in the timeline toward funding obligation of all phases awarded for the project. This includes submittals, such as NEPA, plans and right-of-way. More frequent communications are required if project location, schedule or funding changes are likely to occur. Once LAPP funding is obligated, applicants are required to include CAMPO on key date communications toward implementation of the project, such as bidding, groundbreaking and opening ceremonies. For LAPP projects, timely reimbursement submittals (minimum every six months, preferably quarterly) and project close-out is required. The applicant must inform CAMPO regarding any delays during implementation including bid delays (i.e., rebidding), contracting delays (i.e., over budget), reimbursement request delays (i.e., contractor issues) and close-out delays (due to documentation issues, legal concerns, etc.)

More information on the federal and state reporting requirements associated with these projects can be found in the NCDOT Local Programs Management Handbook (see [Appendix XII](#)).

For projects where federal funds (such as those programmed through LAPP) are used on any phase of the project, the federal government expects to see final construction on the project within ten years of the initial authorization of federal funds to the project. If that final construction does not occur, the federal government may require the repayment of the federal funds as expended by the applicant on earlier phases of the project.

X. Role of the LAPP Committee

The LAPP Committee is comprised of two parts: the LAPP Technical Committee and the LAPP Selection Panel.

The LAPP Technical Committee is comprised of MPO staff and professional staff from MPO member agencies and NCDOT. The LAPP Technical Committee is responsible for two primary activities:

- A. Develop a recommended target modal investment mix for each LAPP year. This recommendation will be considered by the TCC and the public before being offered to the Executive Board for review. This activity will typically occur in April or May of each year and will be presented to the TCC at their June meeting.
- B. Develop recommendations for improvements to the LAPP program scoring, processes, or administration. This activity will be discussed annually and will take place as needed.

The LAPP Selection Panel is comprised of MPO staff and professional staff from non-applicant agencies invited to participate. These agencies could include, but are not limited to, staff from other NC

MPO's, local university faculty or staff, local COG staff, business community representatives, various divisions, or units within NCDOT, or FHWA. The LAPP Selection Panel is responsible for assisting CAMPO staff with project scoring and prioritization to develop a recommended list of projects to be funded each year. This activity will typically occur in November and December of each year. A summary of LAPP Selection Panel recommendations will be included as a part of the annual Draft LAPP Investment Program and shared with the CAMPO TCC and Executive Board. The Selection Panel is also tasked with recommending the reprogramming of funds left unobligated by the LAPP deadline each year. This activity will typically occur in June of each year, with a recommendation to the TCC and Executive Board in August.

XI. LAPP Public Involvement and Awareness Opportunities

To have a fully transparent process, the public will be engaged at various points throughout the LAPP cycle. In addition to the regular TCC and Executive Board meetings held monthly by the MPO, the following opportunities will be available:

- Each summer in July and August, the recommended modal investment targets will be available for public review, comment, and input.
- Each winter in January, the TCC-recommended list of projects to be programmed using LAPP funds will be available for public review, comment, and input.
- Each spring in March, April and May, any TIP amendments necessary will be processed, and the normal MPO public involvement process associated with those will be conducted. This includes a 30-day public comment period on all TIP amendments proposed. The MPO Public Involvement Policy is available on the MPO website.
- LAPP Awarded Projects may be announced via multiple media channels directly by CAMPO or by the sponsoring agency. Any announcements and awareness campaigns by the sponsoring agency should include “Federal funds were provided for this project by the Capital Area Metropolitan Planning Organization through the Federal Highway Administration.”

It is anticipated that the LAPP will be a regular item on the monthly TCC and Executive Board meeting agendas; these meetings are open to the public and always include a public comment period for the public to address any issue. TCC meetings are typically the first Thursday of the month at 10 a.m. and the Executive Board meetings are typically the third Wednesday of the month at 4 p.m. Both meetings are typically held at the MPO headquarters in Raleigh, NC.

XII. Existing LAPP Project Scope or Budget Modification Request Policy

The LAPP Program does allow for requests for modifications to funding and scope. Given that LAPP is a limited funding source, approval of such requests can never be guaranteed. The CAMPO Executive Director has the authority to approve modifications that are under \$1 million. Project modification requests that are beyond this threshold as well as any projects that fall below but are chosen by the CAMPO Executive Board Director to go through formal approval will need to be reviewed and approved by the CAMPO TCC and Executive Board. Requests for project modifications need to be submitted to the CAMPO Executive Director and include an updated budget, schedule, plans, and any additional supplemental information.

XIII. APPENDIX

[Appendix I – Detailed LAPP Schedule and General Project Phase Approval Timelines](#)

[Appendix II – Prior Funding Points Score](#)

[Appendix III – Federal Functional Classification Map](#)

[Appendix IV – Official Population Estimates](#)

[Appendix V – FHWA Problem Statement Guidance](#)

[Appendix VI – LAPP Scoring Criteria Quick Reference Guide](#)

[Appendix VII – NCDOT Crash Reduction Factor Information](#)

[Appendix VIII – FHWA Desktop Reference for Crash Reduction Factors](#)

[Appendix IX – Sample TEAAS Report](#)

[Appendix X – CAMPO MTP Maps](#)

[Appendix XI – LAPP Online Application Guide](#)

[Appendix XII – NCDOT Local Programs Management Handbook](#)

[Appendix XIII – List of Terms and Acronyms](#)