Wake Transit Community Funding Area Program

Management Plan

Wake Transit Plan

GO FORWARD

A COMMUNITY INVESTMENT IN TRANSIT

Adopted November 2018

Table of Contents

Table of Figures

1 Introduction

In 2016, voters in Wake County approved a funding package that will invest $2.3 billion in public transit services over the 10-year period between 2017 and 2027. The combined investment strategy, branded as the Wake Transit Plan, reflects a vision for transit service development articulated as "Four Big Moves":

- **Connect Regionally:** Create cross-county connections by developing a combination of regional rail and bus investments. The investment plan reflects a Durham-Wake commuter rail project as well as a series of regional express routes.
- **Connect All Wake County Communities:** Connect all 12 municipalities in Wake County plus the Research Triangle Park (RTP) and Raleigh-Durham International Airport (RDU). This investment will include a combination of regional and express bus routes.
- **Frequent, Reliable Urban Mobility**: Develop a frequent transit network in Wake County's urban core. The frequent transit network will include development of bus rapid transit services, plus high frequency bus services along major corridors in the County's most developed communities.
- **Enhanced Access to Transit:** Direct investment to existing fixed-route services to make service more convenient. This investment will include expansion of transit operating hours, increased frequency of service on many routes, and development of demand-response services in lower density areas.

One of the "Four Big Moves", Enhanced Access to Transit, includes the creation of a Community Funding Area Program (CFAP) designed to provide resources for communities interested in developing local public transportation programs. This program leverages Wake Transit tax revenue and local funding to develop community-based public transportation and make transit supportive investments in Wake County municipalities that otherwise will have limited fixed-route service through the Wake Transit Plan.

OVERVIEW

The Wake County Transit Planning Advisory Committee (TPAC) coordinates planning and implementation of the Wake Transit Plan. The CAMPO Executive Board, GoTriangle Board of Trustees, and the Wake County Board of Commissioners created the TPAC following adoption of the Wake County Transit Plan and an associated Interlocal Governance Agreement (ILA). Its membership includes representatives from Wake County's municipal governments, CAMPO, Wake County, the region's transit providers (GoTriangle, City of Raleigh, Town of Cary, and GoWake Access), North Carolina State University, and the Research Triangle Park Foundation. The TPAC oversees implementation of the Wake Transit Plan, including development of the Community Funding Areas Program (CFAP) Management Plan. Hands on management and direction of the CFAP is provided by CAMPO.

The Wake Transit Plan identifies 10 municipalities, plus Research Triangle Park (RTP), as eligible for funding by the Community Funding Area Program. Funding can be used to support community-based public transportation projects. Beyond this high-level guidance, the Wake Transit Plan leaves much of the program development to the TPAC and the subsidiary Core Technical Team (CTT).

Program Goals

The Community Funding Areas Program provides an opportunity for towns and the RTP in Wake County, that would otherwise have limited fixed-route transit services, to create or accelerate public transportation services and programs. Eligible municipalities or organizations functioning as project sponsors under the program, with input from their residents, will determine the best investments for their communities.

MEMO ORGANIZATION

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

- **Chapter 2: CFAP Development** - describes the process used to develop the program
- **Chapter 3: Funding –** recommends funding level and annual spending limits
- **Chapter 4: Eligibility** – provides an overview of the program's eligibility criteria
- **Chapter 5: Application Process and Guidelines** – describes the Community Funding Areas Program application process and elements to be included in the application
- **Chapter 6**: **Prioritization and Award** – presents the proposed evaluation criteria and recommended scoring
- **Chapter 7: Program Management, Oversight and Monitoring** – outlines the ongoing program management procedures

2 CFAP Development

Wake County is a large and diverse region encompassing one million people and 900 square miles. The region's largest city (Raleigh) and largest suburban community (Cary) account for 60% (approximately 600,000 people) of the population, and 25% (approximately 200 square miles) of the geographic area. The Research Triangle Park adds about 50,000 jobs to the region. The remaining cities and towns in Wake County include suburban and rural communities.

The CFAP is a brand new funding opportunity available to Wake County communities. The purpose of this technical memo is to provide sufficient detail on the program design to support program management and implementation. The CTT developed the draft CFAP plan based on input from four primary sources: a quantitative survey with CFAP communities; a peer review of similar programs operated across the country; qualitative interviews with Wake County communities; and discussions and input offered during CTT meetings.

SURVEY OF MUNICIPALITIES

One of the early tasks of the CFAP development process was an interactive survey with staff from municipalities eligible for CFAP funding conducted on September 17, 2017. The survey was designed to solicit input on questions related to the development of the CFAP, such as eligibility, project evaluation criteria, potential barriers to CFAP success, and application/award frequency. Nineteen respondents completed the survey.

The stakeholder surveys identified several key findings that were used as a starting point for subsequent outreach efforts:

- The majority of stakeholders believe that operating (93%), planning (87%), and capital (80%) projects should be eligible for CFAP funds.
- Over half of respondents (56%) stated that obtaining funding for a 50% local share would be a big obstacle for their municipality to use the CFAP.
- Most peers believe that filling transportation gaps (87%), targeting disadvantaged populations (73%), and transit-supportive infrastructure (66%) should be used as evaluation criteria for distributing CFAP funds.

A summary of survey results is included as Appendix A.

PEER REVIEW

There are other state and regional grant programs that fund local public transportation projects. The CTT surveyed these programs to understand how these peer programs provide ongoing subsidies for transit operations and planning, as well as capital expenses.

The CTT recommended using a local funding program as one of the peers, the Locally Administered Projects Program (LAPP). The LAPP program is administered by the Capital Area Metropolitan Planning Organization (CAMPO) and prioritizes the distribution of federal funding to local communities in the MPO region. In addition to the LAPP program, the CTT narrowed a long list of potential peers to four national peers (see Figure 2-1 and Figure 2-2):

1. **North Carolina Capital Area Metropolitan Planning Organization Locally Administered Projects Program (LAPP);**
2. **Orange County (California) Transportation Authority (OCTA) Project V**
3. **Northern Virginia Transportation Authority (NVTA) Regional Six Year Funding Program**
4. **Washington State Department of Transportation (WSDOT) Rural Mobility Grant Program**
5. **The San Francisco Bay Area Metropolitan Transportation Commission (MTC) Lifeline Transportation Program**

Figure 2-1 Map of Peer Agencies

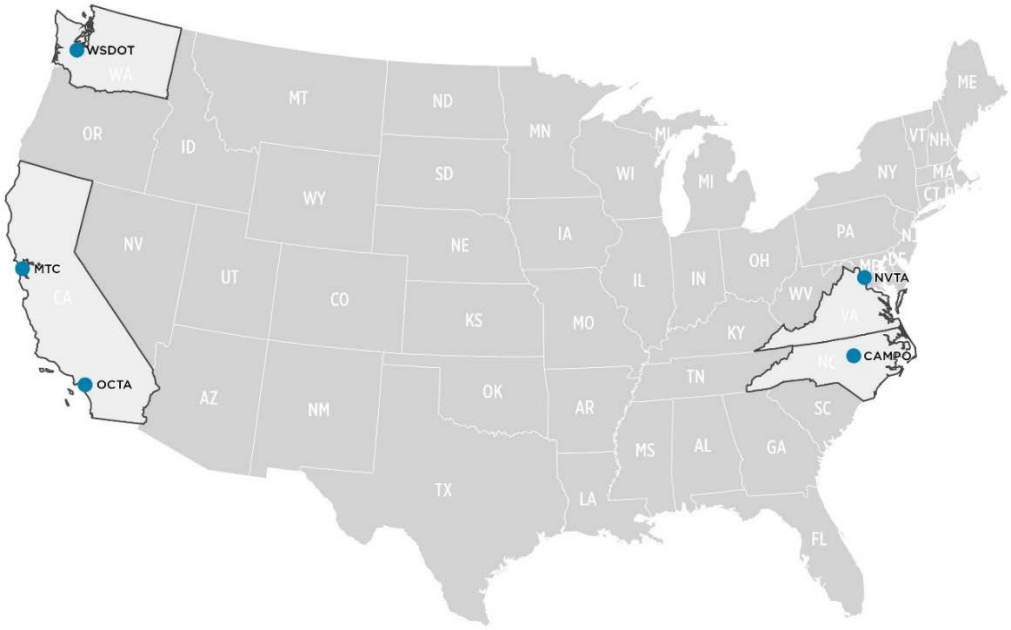


Figure 2-2 Peer Programs Selected for Study

Entity Operating	Program Name	Location	Funding Pool Size	Pop. Density and Community Types
CAMPO	Locally Administered Projects Program	Five counties and 19 municipal jurisdictions around Raleigh, NC	$25 million, of which $2 million is set aside for transit for FY 2020	1,700/sq. mile Mix of large urban centers, suburban, exurban, and farming communities
OCTA	Project V	Orange County, CA	$20 million for transit	3,200/sq. mile Suburban, office parks
NVTA	Six Year Regional Funding Program	Arlington, Fairfax, Loudoun, Prince William Counties and cities of Alexandria, Fairfax, Falls Church, Manassas, Manassas Park	$100 million for transit in FY 2014	1,100/sq. mile Mix of large urban centers, suburban, exurban, and farming communities
WSDOT	Rural Mobility Grant Program	Washington State	$17 million for transit, of which $8.5 is competitive	103/sq. mile Census-designated rural, small towns with fewer than 2,500 people
MTC	Lifeline Transportation Program	Nine-county San Francisco Bay Area	$13 million in FY 2016	1,100/sq. mile Mix of very large urban, suburban, small towns

The peer review identified a handful of key findings:

- **Simple, Clear and Transparent** – Best practices in program administration include an application and evaluation process that is clear, understandable, easily replicated, and supports applicants through training and technical assistance.
- **Local Match** – Nearly all of the peer programs require recipients to contribute some local funds. In most cases, local match requirements vary for capital and operating programs. The amount of local match requirements is set as a percentage of total program costs. Across the peers, operating programs and capital programs typically have a similar matching requirement of between 10% and 20%. Some peers had low initial matching requirements, but increased local funding responsibility over time. In most cases, proposed projects were prioritized if they included a higher than minimum local match.

- **Funding Planning Studies** – The peers were mixed about funding planning studies; some funded them but others did not. All of the peers that did fund planning studies capped the cost for planning studies at $50,000 per study.
- **Demonstration of Need** - In nearly every case, proposed projects had to be identified in a regional or community planning document.
- **Flexibility of Funded Operations** - Some peers were more flexible in the types of services funded. For example, at least one peer allows ride-hailing trips (e.g. Uber and Lyft) to be subsidized by their program, in addition to fixed-route shuttles and circulators.
- **Performance Measures** – Most peers use performance measures to track program status and progress. Performance measures are also used as an evaluation tool.
- **Clear Reporting Requirements** – Peers stress the importance of developing stringent reporting requirements that are strong enough to ensure projects funded through the grant are delivered as promised and comply with federal rules and regulations.

STAKEHOLDER MEETINGS

The study team interviewed stakeholders from the ten municipalities eligible for CFAP funding, plus the RTP between December 11 and December 13, 2017. The purpose of the stakeholder outreach was to identify transit needs and priorities in participating municipalities and to solicit input from stakeholders about key pieces of the CFAP Management Plan. The most consistent themes heard from stakeholders included:

- **Support for the LAPP** – There is a strong level of support for the CAMPO Locally Administered Projects Program (LAPP) among the stakeholders. Many stakeholders said the LAPP program should be used as a model for developing the CFAP, as it is easy to use, transparent, and fair.
- **Joint Application** – Several stakeholders expressed that municipalities should be able to enter joint applications for projects that will operate in and provide benefit to two or more municipalities.
- **Range of Transit Desires** – Several stakeholders stated that their municipality would like to consider fixed-route transit, such as a circulator route or the extension of an existing GoRaleigh or GoTriangle route. At the same time, several other stakeholders recognized that their municipality is not yet ready for fixed-route transit service and stated that they would be more interested in developing more innovative and flexible transit service or in an increase in paratransit or human service transportation services.
- **Evaluation Criteria** – Stakeholders also felt strongly that CFAP evaluation criteria should consider geographic equity in order to ensure that funding is distributed to all of the eligible municipalities.

Input solicited through the stakeholder meetings was used to ensure that the CFAP Management Plan would meet the unique needs of the municipalities or organizations eligible for funding through the program.

MEETINGS WITH CFAP CORE TECHNICAL TEAM

Consistent with other implementation tasks associated with the Wake Transit Plan, the TPAC directed development of the CFAP to a Core Technical Team (CTT). The CTT is directing the overall effort and is providing experience, guidance, and suggestions for the development of the program management plan.

3 Funding

The CFAP provides a new funding source available to the 10 Wake County municipalities, plus the Research Triangle Park (RTP). Some of the CFAP eligible communities may not be prepared to implement projects immediately; the original assumptions for the Community Funding Area Program in the Wake Transit Plan assumed its funding would increase over time. Under the original (and currently adopted) assumptions of the financial model supporting the Wake Transit Plan, limited funding is first available in Fiscal Year 2020 (FY20) ($184,000) and increases by approximately $250,000 per year until it reaches close to $2 million annually by 2027 (see Figure 3-1).

As part of developing the CFAP Management Plan, the CTT provided strategic direction on both the amount of funding and the method for distributing the resources. These recommendations include:

- Administering the CFAP funding as two interdependent but separate sub-programs, with resources allocated to fund technical assistance and other resources to fund capital and operating projects.
- Increasing the amount of funding provided from $7.55 million to $9.2 million. Additional funding supports continued operation of projects over the lifetime of the grant program and increases the flexibility for CFAP communities to develop projects.
- Changing the pace of spending, so more resources are available earlier in the CFAP schedule. Making more funds available early reflects the interest and readiness of many CFAP-eligible partners.

A discussion paper that guided development of these recommendations is included with this technical memo as Appendix B.

Figure 3-1 Wake Transit Plan Estimated Community Funding Program Annual Funding Allocation

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Included in Wake Transit Plan								
$100k	$184k	$377k	$580k	$793k	$1.02M	$1.25M	$1.49M	$1.75M
Recommended by the CFAP Core Technical Team								
$100k	$310k	$1.087M	$1.342M	$1.097M	$1.244M	$1.304M	$1.337M	$1.371M

Funding for Planning and Technical Assistance

The CTT recommends setting aside $750,000 to fund planning and technical assistance projects with $500,000 allocated for the first four years of the program (FY19 – FY22) and $50,000 for each year thereafter (see Figure 3-2). This funding schedule will support a minimum of 15 technical assistance grants overall. It also supports a technical assistance grant to each of the 11 applicants in the first five years of the program.

Setting aside funding recognizes the need for some planning and technical assistance work to ensure any resulting projects are realistic and thoroughly vetted. If the funding is not needed for technical assistance in any given year, the resources will be made available for capital and operating projects.

The funding schedule recognizes that the need for technical assistance is more likely to occur in the beginning of the CFAP, but will reduce over time as projects are implemented. Separated funding also acknowledges the challenge associated with scoring planning and technical assistance projects in the same context as operating / capital projects.

Figure 3-2 CFAP Planning / Technical Assistance Funding Set Aside

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
$100k	$150k	$150k	$100k	$50k	$50k	$50k	$50k	$50k

Capital and Operating Projects

As discussed, the CTT recommends increasing the amount of funding available to support the CFAP. Most of this increased funding will be used to support capital and operating projects and, in particular, will allow communities to implement more projects sooner. The increased funding also allows the CFAP to continue to support operating projects as long as they meet the established performance standards.

The CTT's recommendations include funding the CFAP Capital and Operating project budget at $8.5 million over the 9-year period (see Figure 3-3). The recommended funding level and annual allocation assumes project sponsors will begin to implement projects in FY20.

Figure 3-3 CFAP Capital and Operating Funding

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
$-	$160k	$940k	$1.2M	$1.1M	$1.2M	$1.3M	$1.3M	$1.3M

4 Eligibility

The Community Funding Areas Program (CFAP) will be administered as a competitive process. The program is designed to encourage community-based transit projects that complement the Wake Transit Plan regional service development and/or meet local needs in areas not adequately served by transit. In all cases, projects must meet specific criteria in order to compete for funding through this program. This chapter describes the criteria governing project eligibility.

Eligibility Checklist

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

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

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

Geographic Requirements

There are eleven entities eligible to apply for CFAP funding. They include ten municipalities in Wake County, plus the Research Triangle Park, specifically:

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

- Rolesville
- Wake Forest
- Wendell
- Zebulon

Eligible Project Types

The CFAP can be used to fund planning, operating and capital projects that support the design and delivery of public transportation services. Projects must support or supplement rather than supplant existing transit services or funding.

Planning Studies/Technical Assistance

CFAP funds can be used to fund planning studies or technical assistance to plan, develop or design transit operating or capital projects. Planning / technical assistance funds may be used to support internal staff, procure consultant assistance or contract with other entities offering needed technical expertise.

Eligible planning studies may include (but are not limited to) transit feasibility studies for community-based transit/circulator service, transit needs assessments, development of a service plan, and transit coordination studies.

Operating Projects

CFAP funds can be used to operate, purchase, or market transit service projects. Project sponsors are invited to suggest new transit service delivery models, demonstrate new service types and/or offer other innovative ideas. The CFAP can be used to support new transit services, such as pilot projects and flexible, innovative transit services such as partnerships with Transportation Network Companies. Funds can be used to expand existing transit services, but they cannot be used to fund services already in operation. If project sponsors will directly operate transit services rather than employ existing providers to operate those services, project sponsors must ensure that any dispatching software, fare collection equipment or technology, or information software is compatible with or can feasibly be integrated with the coordinated technology systems of the other transit providers in Wake County.

Capital Projects

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

Eligible capital projects may include (but are not limited to) purchase or lease of vehicles for the purpose of providing community-based circulators, shuttles, trolleys, or demand response service. Funding may also be used for multimodal enhancements (such as bicycle racks), bus stop improvements (including signage, furniture, and shelters), access infrastructure (sidewalks, crosswalks or bike paths to bus stops) and equipment used to support the deployment, implementation, and use of transit service such as communication equipment, computer hardware and data systems, dispatching software, and ADA equipment for vehicles.

Funding Requirements

The CFAP requires all projects provide a minimum funding match of 50% of the total project costs[1]. The matching requirement is the same for operating, capital, and planning projects. There are no restrictions on the funding source used to match CFAP resources.

Planning Studies/Technical Assistance

Planning/Technical assistance projects are restricted to a single study per municipality in any single fiscal year. CFAP funding is also restricted to up to 50% of the study costs or $50,000 per study, whichever is lower. For example, CFAP will contribute up to $25,000 towards a planning study/technical assistance effort that costs $50,000 or up to $50,000 for a planning study/technical assistance effort valued at $100,000.

Capital Projects

CFAP funding is available to offset up to 50% of the cost of purchasing or leasing vehicles, equipment, or other transit supportive amenities.

Funding Sources

The CFAP will fund up to 50% of the cost of the proposed projects. Project sponsors will be required to identify their source of matching funds and demonstrate sufficient funding to fully execute the proposed project.

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

1 The CFAP recommends a local match of 50%. This is not consistent with the findings from the survey with CFA municipalities. The program design carried forward a 50% match requirement to encourage joint projects and to maximize the impact of available funds, which is also in alignment with the original assumptions of the Wake Transit Plan.

5 Application Process and Guidelines

The goal of the CFAP is to support locally-developed community-based transit projects that complement the Wake Transit Plan. The CFAP is a financially constrained program and, as such, funding will be awarded according to a competitive process. Eligible entities or "project sponsors" will be required to apply to the CFAP for funding. The following section provides an overview of the application process and materials. Once approved, this information will be used to create the final application materials. Information on project scoring is included in Chapter 6.

OVERVIEW

CFAP applications will be made available in an online format for calls for projects for FY 2021 and beyond. In order to enter projects for consideration into the CFAP, eligible municipalities or organizations must register with an account.

Project Type

Project sponsors will identify the project type as either planning, operating or capital or combined capital and operating.

Project Overview, Purpose and Need

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

- Project summary, goals, and impact on local mobility
- Description of local transportation needs met by the project
- Overview of how the project will support and/or advance the goals of the Wake Transit Plan (see Four Big Moves)

Applications for operating and capital projects must also reference planning documents or other materials developed by the project sponsor that clearly show recommendations for the proposed project. Applicants may provide links to the planning documents.

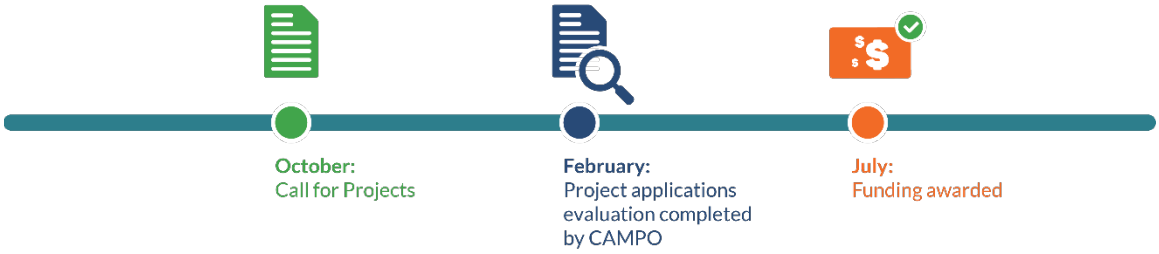
Demonstrated Support

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

SCHEDULE

The CFAP application process will be administered according to the Wake Transit Work Plan schedule. With this schedule, sponsors submit applications annually in response to a Call for Projects during the fall. The first CFAP Call for Projects will occur in the fall of 2018, with projects selected by February or March of 2019 and funding awarded by June 30, 2019. One CFAP cycle will take approximately 9 months, from the application all the way through the obligation of funds for all projects funded by the CFAP for that fiscal year.

CFAP Application Cycle



Operating Projects: Occurs annually throughout the course of the CFAP
Capital Projects: Occurs annually throughout the course of the CFAP
Planning Studies: Occurs annually throughout the course of the CFAP

Call for Projects

A Call for Projects for operating projects will occur annually. Sponsors will be allowed to submit an application for funding from either the technical

assistance or the operating and capital funds, but not both.

Assuming project sponsors submit a complete application, the CFAP will support at least one planning or technical assistance study for each eligible project sponsor over the nine-year period. Preference will be given to project sponsors who have not yet received planning/technical assistance funds. However, project sponsors may apply for additional planning/technical assistance funds five years from their original grant.

Project sponsors are encouraged to limit applications to the operating and capital fund to one per year. However, exceptions are allowed in cases where a single project has both capital and operating components. Project sponsors may also submit multiple applications if one of them is submitted as part of a joint application.

Training and Pre-Submittal Review

Applicants will be required to attend an applicant training session to be eligible for CFAP funds. The training session will provide an overview of the CFAP, discuss project eligibility requirements, and present various aspects of the application, including schedules and funding cycles. The training session will ensure

that applicants have a detailed understanding of program goals and requirements prior to submitting their application.

Additionally, all proposed CFAP projects will be subject to a pre-submittal review prior to the final application deadline. The project applicant will attend a meeting with staff from CAMPO, GoTriangle (as tax district administrator), and transit provider staff, as applicable.

WORK PLAN

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

Planning Studies/Technical Assistance

Planning/technical assistance work plans must include a scope of work for the proposed study, research or design work that clearly identifies:

- Research statement/technical assistance needed, including a desired outcome from the effort.
- Proposed approach to complete planning/technical assistance effort, including planned efforts to engage the community members.
- If/how the effort would meet the needs of the transit dependent population including individuals with low incomes, older adults, persons with disabilities and persons without an automobile
- A clear schedule for conducting and completing the project

In addition to identifying potential transit projects and investments, CFAP funds used for planning studies and technical assistance may also evaluate project sponsor staffing needs associated with managing or implementing potential future projects.

A sample “best practice” planning study/technical assistance scope of work and checklist recommended by the CFAP is available in Appendix C.

Operating Projects

Operating project work plans must clearly describe:

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

- **Operating plans –** describe proposed approach for operating and managing proposed service
    - If sponsors intend to purchase transportation, plan should include a subsidy management plan that describes approach for marketing subsidy, administering and overseeing use of the subsidy, and confirmed operating agreement with service provider (i.e., taxi operator, TNC or other transportation service provider). Letters of support from proposed partners should be provided.
    - If sponsors intend to contract for service delivery, operating plan should describe service plan (route maps, timetables, stop locations and accommodating ADA requirements). Operating plans should also clearly delineate aspects of service managed by project sponsor and aspects under control of the contractor as well as note conflict resolution plans. Letters of support from proposed partners should be provided.
    - If sponsors intend to operate service themselves (directly operated model), they should describe service plan (route maps, timetables, stop locations and accommodating ADA requirements), proposed vehicle type and plan for acquiring/maintaining vehicles, staffing plan (hiring/training drivers, dispatch and management), approach to providing customer support and service leadership. Letters of support from any proposed partners should be provided.
- **Public Engagement -** describe public engagement process used to develop project. Show sample meeting notes, attendance or materials used in the process. Public engagement used to develop project may reflect a larger study or planning effort. Describe any additional anticipated public engagement process that will be part of the project, if applicable.
- **Marketing and information plan** –describe proposed approach for marketing and providing information about proposed service.
- **Implementation schedule** – clearly lay out implementation scheduling, including target dates for each phase of service operations.
- **Project management plan** – project sponsors should describe their proposed approach to managing the transit service. This plan should describe their staff resources and skill sets available to implement, monitor or oversee potential local transit services.
- **Project budget** – estimate cost of project including assumptions used to estimate project cost. If service will be contracted, estimation of contractor's operating cost per hour/cost per mile should be provided in detail (i.e. vehicle, vehicle maintenance, marketing etc.).

A sample work plan for a transit operating project is provided in Appendix D as a reference.

Capital Projects

The scope of work for a capital project must clearly describe:

- **Service Area/Proposed Location** – provide map or other tool that highlights the location of the proposed project or location where investment (i.e. vehicle) will be deployed.
    - The service area and/or proposed project location should clearly address equity considerations and how project will meet the goals and principles of Title VI

- **Implementation timeframe** – include time required to implement the following project elements (as appropriate): project planning, project design, procurement (vendor, parts or equipment) and implementation.
- **Maintenance plan** – describe approach to maintaining investment and identify source of funds that will support proposed activities. If funding is requested for a vehicle, please provide plan for vehicle storage, plus regular (daily checks and cleaning) and heavier duty maintenance.
- **Relevant partnership agreements** including copies of lease, cost sharing agreement or other agreements considered essential to project implementation. Commitments from partners may be documented with a letter of support.
- **Public Engagement -** describe public engagement process used to develop project. Show sample meeting notes, attendance or materials used in the process. Public engagement used to develop project may reflect a larger study or planning effort. Describe any additional anticipated public engagement process that will be part of the project, if applicable.
- **Project management plan** – project sponsors should describe their proposed approach to manage their proposed project internally. The plan should identify staff resources and skill sets available to implement, monitor or oversee a transit capital investment project.
- **Project budget** – estimate project costs by providing a detailed project budget with costs allocated to project elements (planning, design, parts, labor, contract, etc.).

A sample work plan for a capital project is provided in Appendix E as a reference.

Directly Operated Transit Project (Include Capital and Operating)

Project sponsors are allowed to propose projects that include capital and operating funds. These types of projects may include, for example, directly operating transit services. A directly operated transit service could request funds to purchase a vehicle and to operate the service. Other examples could include funding for transit services and capital funds to support bus stop improvements. Applications for combined Operating and Capital projects should develop an application that includes the following:

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

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

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

Financial Plan

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

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

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

- Estimated project cost for each phase of development funded by CFAP (planning, equipment and vehicle acquisition, construction, and project oversight)
- Preliminary cost estimates for operations and maintenance should be coordinated with local transit provider, if it will be providing service
- Demonstrated financial commitments for match funding and ongoing operations. While project sponsors may use fares or other user fees as a source of matching funds, it is requested that sponsors exercise caution in over-estimating these sources. If a project sponsor includes fares or user fees as a source of funding, a back-up or auxiliary source should also be identified.
- Discussion of contingency planning for revenue shortfalls
- Realistic project schedule for each project phase

OTHER GUIDELINES

Joint Applications

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

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

No Unfunded Project Carry-over

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

PROGRAM MANAGEMENT

Program Management

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

Staffing

The CFAP will be managed by a CFAP Administrator. The staffing level is recommended as a .5 FTE for the first four years of program administration (FY19 – FY22). The TPAC should review the need to increase staffing resources in FY 22, as the total allocated FTE can reasonably be expected to increase to 1.0 in FY 24 and beyond when the number of active projects increases to between six and eight annual projects. The CFAP Administrator will also require support from other Wake Transit Plan implementation staff at key times, such as holding training events. The CFAP Administrator may also call on other partners for technical assistance on an as-needed basis.

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

Selection Committee

The Selection Committee should consist of five (5) individuals, assuming the CFAP Administrator will manage but not participate in the process. Selection Committee members may consist of staff representatives from:

1. CAMPO
2. GoTriangle (as tax district administrator and if there is no conflict of interest as a supporting transit provider)
3. Wake County
4. Representatives from non-applicant Wake County agencies, including transit provider representatives (including GoWake Access, NCSU Wolfline staff), municipalities, or RTP. No transit provider representative may serve on the committee if the provider is supporting any projects for the subject fiscal year.
5. Representatives from a Wake County community or not-for-profit organization, including but not limited to a local social or human service agency, educational institution, environmental or conservation organization, or other agency with shared interest in community transportation. No representatives from organizations having a direct or substantial indirect interest in any projects for the subject fiscal year may serve on the Selection Committee.

Disputes and Arbitration

The TPAC, as the entity responsible for steering implementation of the Wake Transit Plan, will work to resolve any challenges to the CFAP, CFAP Administrator or Selection Committee.

6 Prioritization and Awards

The scoring criteria reflect the Community Funding Area Program goals and are designed to ensure Wake Transit Plan funds are awarded to projects that address program goals and can be executed successfully and efficiently.

The Wake Transit Work Plans will fund the highest scoring projects first, and will fund each lower-scoring project subsequently until all CFAP funding for that funding round is used. In some cases, project sponsors may be offered partial funding, which they may accept or decline.

One of the goals of the CFAP is geographic equity. This goal is intended to encourage all CFAP eligible entities to apply for and receive funding through this program. With this goal in mind, the CFAP limits the annual funding available to a single applicant to 30% of a CFAP annual funding allocation (for example, if the annual funding program is set at $1 million, the maximum project award is $300,000). Capping the maximum award at 30% balances the competing goals of supporting projects that have capital and operating components with encouraging broad participation in the grant program. The project funding cap should commence in FY 21 once the funding allocation is large enough to warrant this limitation. The CFAP Administrator and the TPAC should periodically review this funding cap to ensure that it does not unintentionally restrict project sponsors from implementing worthwhile projects that may exceed the funding cap and that do not jeopardize the availability of financial resources for other applicants.

SCORING CRITERIA

The CFAP has distinct scoring criteria for planning projects and operations/capital projects. Accordingly, planning projects will be scored against other planning projects; capital, operating and maintenance projects will be scored against other capital, operating, and maintenance projects.

Planning/Technical Assistance Projects

Planning/technical assistance projects allow a single one-time payment from CFAP to conduct a study for a transit capital/operations project that, if proven to be feasible, would be eligible for CFAP funding. CFAP planning/technical assistance projects have a maximum award amount of $50,000.

The application for planning/technical assistance projects requires a work plan that describes the proposed project (see Chapter 5). Additionally, by applying to the CFAP, municipalities and organizations are committing to provide the local matching funds.

Planning study/technical assistance proposals will be scored using a 50-point scale (see Table 5) distributed among the following categories.

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

Additional details about these categories and associated criteria can be found in Appendix F.

Figure 6-1 Scoring Criteria for Planning Studies / Technical Assistance

Category	Criterion	Description	Points Awarded	Justification
Geographic Balance	**Last Time Applicant Awarded CFAP Funds for Planning**	Last time applicant was awarded CFAP funds for a planning study.	20: None within last 10 years	Prioritizes first-time planning study applicants and favors at least a five-year gap between funded planning studies/technical assistance grants.
			10: Within last 5 to 10 years	
			0: Within last 5 years	
Planning Study Readiness	**Clear and Compelling Scope of Work**	Applicant must provide a scope of work for the proposed planning document requesting CFAP funds with required content.	15	This is a requirement of all applications to demonstrate applicant has a focused scope of work that fits within the CFAP funding constraints.
	Estimated Planning Study End Date	Timeframe within which the results of the planning study are expected to be completed	10: Within 12 months	Prioritizes planning studies that can be finished within one funding cycle, so they can be used to support operations/planning projects proposed during the next funding cycle.
			0: Over 12 months	
	Local Match	Amount of total planning study paid for with local funds*	**5:** >80%	Prioritizes planning studies that are funded with a higher than minimum 50% local match.
			4: 76-80%	
			3: 71-75%	
			2: 61-70%	
			1: 51-60%	
			0: 50%	

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

Capital/Operations Projects

Capital/operations projects will be scored against other capital/operations projects.

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

The scoring criteria for capital/operations projects prioritize applications using a 100-point scale (see Table 6) that are distributed according to:

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

Additional details about these categories and associated criteria can be found in Appendix F. Data sources used for each scoring criterion shall be consistent across all applicant projects to ensure fairness in scoring.

Figure 6-2 Scoring Criteria for Capital/Operations Projects

Category	Criterion	Description	Points Awarded	Justification
Geographic Balance	**Last Time Applicant Awarded CFAP Funds for Capital/Operating**	Last time applicant was awarded CFAP funds for capital/operating projects.	**20** None within last 10 years **10** Within last 5 to 10 years **0** Within last 5 years	Prioritizes first-time capital/operating applicants and favors at least a five-year gap between funded operating/capital grants.
Local/Regional Benefits	**Fixed-route Wake Transit Plan investments supported**	Number of fixed-route bus/rail connections within ½ mile of project area.	**4** 4+ connections **3** 3 connections **2** 2 connections **1** 1 connection	Prioritizes projects that support multiple WTP investments.
	Population density within service area	Population density (in people per square mile) within 1/2 mile of project area.	**8** 2000+ people/sq. mi. **4** 1000-1999 people/sq. mi. **0** less than 1000 people/sq. mi.	Prioritizes projects in high density areas that will serve more residents.
	Employment density within service area	Employment density (in jobs per square mile) within 1/2 mile of project area.	**8** 1000+ jobs/sq. mi. **4** 500-999 jobs/sq. mi. **0** less than 500 jobs/sq. mi.	Prioritizes projects in high density areas that will serve more jobs.
Transit Need	**Population with Transit Need**	Percent of population with high propensity to use transit (including residents living below the poverty line, older adults age 65 and above, total households with zero vehicles, individuals with disabilities) within ½ mile of project area.	**10** 12% or higher **6** 8% - 12% **3** 4% - 8% **0** less than 4%	Prioritizes project applicants that will serve an area with larger shares of population who have a high propensity to use transit.
	Activity Generators and Community Connections	Number of activity generators and community connections within ½ mile of project area. Activity generators and community connections include medical facilities, senior centers/community centers, retail centers, major employers (100+ employees), schools, and government centers.	**10** 6 or more **6** 3 to 5 **3** 1 to 2 **0** none	Prioritizes applicants with larger shares of population who have a greater propensity for transit use.

Category	Criterion	Description	Points Awarded	Justification
Cost Effectiveness	**Operating and Capital Cost per Boarding**	Operating and capital cost per boarding opening year.	**10** <$10.00	Prioritizes cost-effective transit solutions.
			5 $10.01 - $20.00	
			0 >20.00	
Project Readiness	**Project Readiness**	A score is assigned based on the number of the following project readiness indicators that have been completed by the time the project application is submitted: 1) Project needed: Has a need for the proposed project been documented in other relevant planning documents? 2) Project study completed: Has a planning study for the proposed project been completed and deemed feasible and is the proposed project aligned with the study recommendation? 3) Title VI analysis / ADA assessment complete: Has a Title VI/ADA assessment been completed? 4) Realistic Cost and Timeframe: Does the project reflect a realistic cost and implementation timeframe (see Appendix F for definition of realistic cost and implementation timeframe)?	**10** 4 indicators completed	Rewards well-conceived projects that suggest a likelihood of project success.
			8 3 indicators completed	
			6 2 indicators completed	
			4 1 indicator completed	
	Estimated Opening Year	Estimated opening year of project (for capital projects, how long until project is expected to be completed; for operations projects, how long until operation begins?)	**10** Within 1 year of receipt of funds	Prioritizes projects that can be implemented sooner.
			8 Within 2 years	
			6 Within 3 years	
			4 Within 4 years	
	Best Practices	Does project follow published best practices from elsewhere within the country or region? Applicant must cite best practice research.	**5** if meets best practice	Rewards applicants who incorporate best practices and lessons learned.
	Local Match	Amount of total project cost paid for with local funds	**5** >75%	Prioritizes projects that are funded with a higher than minimum 50% local match.
			3 51-75%	
			0 50%	

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

7 Program Management, Monitoring and Oversight

The tax district administrator and CAMPO will prepare and execute a legally binding CFAP Project Agreement with successful project sponsors. The Project Agreement will guide project implementation and ensure compliance with all applicable regulations and performance requirements. This chapter lays out the most important elements of the Project Agreement document.

Program Management

Kick off Meeting

All grantees will attend a kick-off meeting with staff from CAMPO, GoTriangle, and any applicable transit service provided as soon as possible after contract award. CAMPO staff will use the meeting to discuss the proposed project and review the scope of work, timeline, funding request, and expected reporting requirements. If public engagement is anticipated, it will also be discussed with CAMPO staff. The meeting will also discuss the Project Agreement, distribution of grant funds and performance measures and set a schedule for other grant management meetings.

Mid-Year Project Review

For first-time CFAP grantees, the CAMPO staff will also schedule a mid-year project review during the first year of the grant award. CAMPO staff will use the Project Agreement as a guide to discuss project progress and address technical assistance that may need attention. If the project sponsor is not making adequate progress towards the Project Agreement terms, these deficiencies will be noted and documented, and CAMPO staff will be available to discuss strategies to get the project back on track.

After the first year of project implementation, mid-year project check-in meetings will not be required, but may be held upon request from either the project sponsor or CAMPO staff.

Annual Review

All grantees will participate in an annual review. This meeting will be used to discuss:

- Project / implementation status – discuss progress made on project.
- Variations – discuss changes to the project as described in the CFAP application. Minor variations to the CFAP funding required to complete the proposed project will be allowed without a change in the agreed upon project budget or funding distribution schedule.

  - Major variations, such as a service change that affects more than 10% of a transit service operating hours or miles or more than 10% of a capital project budget will require project agreement amendments.

- Project Budget – compare and contrast spending of CFAP funds against planned and actual overall project costs and implementation schedule. Grantees should be prepared to discuss any deviations from proposed schedule and discuss changes to the project budget.
  - Minor variations, defined as costs that vary up to 9.9% of the overall project budget may be allowed if sufficient funds are available. Variations greater than 10% of project budget will be accommodated as possible and will require an amendment to the Project Agreement.
- Performance Measurements – transit operating projects will be reviewed against performance standards. The CFAP sets the following timetable for performance standards:
  - Pilot Phase (Years 1 and 2) – during the first two years of an operating project, transit services or subsidies (or other service project) will be considered as "pilot" where sponsors are expected to report on service performance, but funding is not contingent on meeting the performance standards.
  - Service Development (Years 3 and 4) – during years 3 and 4, transit service projects will be expected to report on the CFAP performance standards. Service projects are expected to meet at least 50% of the performance standards in year 3 and 75% of the performance standards in year 4. If the project does not meet the performance standards, the CFAP manager will work with project sponsors to consider strategies to improve service performance. These strategies may include improved marketing, reviewing service design or other adjustments.
  - Full Implementation and Operations (Years 5 and 6) – operating projects are expected to be fully developed and meet the CFAP performance standards. If the project sponsor works with the CFAP Administrator to address service deficiencies and the project continues to fall short of the performance standards, the CFAP resources match may be reduced to 30% of the project costs (i.e. other sources will need to cover the remaining 70% of project costs).
- If performance Issues related to project management, initiation or failure to meet other requirements – as part of the annual review process manifest, CAMPO staff will discuss overall project management and execution with the project sponsor. In cases where the project sponsor is not complying with the Project Agreement, CAMPO staff will document shortcomings and discuss strategies to correct problems. Failure to correct identified shortcomings may result in project termination.

Performance Requirements

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

Performance Requirements

The CFAP will measure transit operating performance using passengers per revenue vehicle hour and operating cost per passenger trip, measures consistent with the Wake Bus Plan Service Guidelines and Performance Measures. Performance expectations vary by service type and by the amount of time the service is in operation, so that expectations for performance increase over time. Increasing expectations for performance over time reflects an understanding that new services will require time to build ridership, especially in new markets. This approach is also consistent with the Wake Bus Plan Service Guidelines and Performance Measures.

Definitions

Passenger boardings per revenue vehicle hour (Pax/VRH) will be calculated by dividing passengers by vehicle revenue hours. Passengers per trip (Pax/trip) will be measured by dividing the number of passengers by total vehicle trips (see Figure 7-1).

The CFAP measures operating cost per passenger boarding by dividing total operating expenses by the number of passenger trips (see Figure 7-2).

Implementation

Performance requirements increase over time. In the first two years of operations, project sponsors are required to submit performance data annually, but there are no penalties or consequences for not meeting the required standard. In the third year, transit operating projects are expected to meet 50% of the passengers per vehicle revenue hour standard and in the fourth year, projects must meet 75% of this standard. For the operating cost per passenger standard, transit services are expected to meet 150% of the standard in year 3 and 125% of the standard in year 4.

During the third and fourth year of operations, project sponsors will meet with CAMPO staff to discuss performance. If necessary, CAMPO may assist grantees with ideas to improve performance, potentially by increasing marketing or adjustments to route alignments or schedules.

Starting in year 5, CFAP funded transit services will be expected to meet the performance standards. If projects are meeting performance requirements and deemed to continue as a CFAP-funded transit service, they will be eligible for additional CFAP funds to continue operation. If projects are not meeting performance requirements, CAMPO may decrease the amount of matching funds provided to support service operations to 30% of the project costs.

Figure 7-1 Performance Standards for CFAP Operating Projects: Passengers per Revenue Vehicle Hour

Transit Service Type	CFAP Minimum Standard	Wake Transit Plan Weekday Standard
Demand-Response/Rideshare	1.5 Pax / RVH	1.5 Pax / Trip
Fixed-Route (Including flex routes)	6 Pax / RVH	10 Pax / RVH
Subscription Services	2 Pax / RVH	n/a

Figure 7-2 Performance Standards for CFAP Operating Projects: Operating Cost per Passenger

Transit Service Type	CFAP Minimum Standard	Wake Transit Plan Weekday Standard
Demand-Response/Rideshare	$30.00	$30.00
Fixed-Route (Including flex routes)	$17.00	$10.00
Subscription Services	$10.00	n/a

Satisfaction Requirements

The CFAP sets customer service and rider satisfaction standards by measuring on-time performance and rider satisfaction.

Definitions

On-time performance measures service reliability and whether or not a customer can reasonably count on a bus being there as scheduled. The CFAP recommends measuring on-time performance as a bus arriving at a scheduled stop no more than one minute earlier and no more than five minutes later (-1 minute to +5 minutes) than the scheduled time at all time points. The only exception to this measure would be early arrivals to the final destination. Demand response services measure on-time performance for both pick-ups and drop-offs. The CFAP sets the standard of on-time as +/- 20 minutes of the scheduled pick-up and drop-off time. These definitions are consistent with the Wake Bus Plan Service Guidelines and Performance Measures.

Customer satisfaction will be measured based on customer surveys, administered at least bi-annually. The exact wording of the questions and approach for administering the survey may vary by project, but projects are expected to achieve positive ratings for overall service quality by at least 90% of the surveyed riders.

Implementation

CAMPO staff will work with project sponsors to identify an approach for collecting on-time performance and customer satisfaction data. CFAP sponsors may collect on-time performance data themselves or through an agreement with another party, including service contractors. In addition, CFAP sponsors may collect customer satisfaction as part of Wake County's overall customer survey process, which is conducted once every three years.

FINANCIAL TERMS

Local Funding Requirements

Per the CFAP, all projects require at least 50% of the project costs provided by another source. These funds may include local resources, or funding obtained from state, federal or private sources.

The CFAP Agreement will state the assumed funding source and agreed amount. Changes to the funding source can be made at the discretion of the grantee. Changes to the agreed funding amounts can be adjusted but require a contract amendment.

BUDGET VARIATIONS

Budget variations of up to 10% of total project costs can be made without a program agreement amendment, if funds are available. Budget variations of 11% or more of the total project costs require a project agreement amendment.

GRANT DISTRIBUTIONS

Grant funds are administered on a reimbursement basis and will be disbursed upon review and approval of a complete expense report, performance report, and consistent with the cooperative funding agreement.

Local agency revenues provided to the appropriate transit provider (GoTriangle, GoRaleigh, GoCary) for ongoing operating assistance will be in accordance with terms identified in the cooperative funding agreement. If the agency uses an operator other than GoTriangle, GoRaleigh, or GoCary, operations will be administered on a reimbursement basis.

Project Cancellation

Projects may be cancelled if they fail to meet standards and expectations in the Project Agreement. CAMPO staff will identify and document these failures, if any, together with recommended corrective strategies as part of the Annual Review process. For cases in which the project sponsor is not able to implement corrective measures for meeting performance standards, or the corrective measures for meeting performance standards fail to address the issue, CAMPO staff may recommend cancellation of the project to the TPAC and Wake Transit Governing Boards for failing to meet established performance standards and associated corrective measures. In such cases, further project expenditures will be prohibited except where necessitated to bring the current phase to a logical conclusion. Examples of cases where a project may be cancelled include:

- Failure to participate in CFAP administrative and management strategies, such as participate in annual meetings, submit reporting or sign Project Agreement.
- Failure to spend CFAP awarded funds. Projects are expected to begin implementation within six months of executing the Project Agreement. If after 12 months, no progress has been made, the project may be cancelled.

Unspent funds may be distributed to other grants and project sponsors as determined appropriate by CAMPO staff and the TPAC. Cancelled projects will be eligible for re-application upon resolution of issues that led to original project termination.

Operating Projects

As part of the annual review process, CFAP management staff will review the performance standards with project sponsors. Failure to meet the performance standards, however, will not necessitate cancellation of the project, unless requested by the project sponsors.

Consistent with other projects, funds may be distributed to other grants and project sponsors as determined appropriate by CAMPO staff and the TPAC. Cancelled projects will be eligible for re-application upon resolution of issues that led to original project termination.

Audits

As a condition of receiving Wake Transit funds, grantees may be required to participate in an audit. Municipalities must follow established accounting requirements and applicable laws regarding the use of public funds. Failure to submit to an audit in a timely manner may result in a loss of future funding.

Capital Assets

Recipients of CFAP funds for capital investment projects that develop or expand local infrastructure, such as bus stop improvements, sidewalks, crosswalk or bike paths will own the infrastructure upon completion of the project. The CFAP expects the project sponsor will maintain CFAP-funded investments for the useful life of the investment. The CFAP will follow the useful life criteria used by the North Carolina Department of Transportation (NCDOT) or Federal Highway Administration (FHWA).

Recipients of CFAP funds for vehicles or other mobility equipment are expected to effectively maintain and operate the investment for the useful life of the vehicle or equipment. The CFAP will follow the useful criteria as set by the Federal Transit Administration (FTA). If the project terminates before the vehicle or equipment reaches its useful life, unless waived by the CFAP Administrator, the CFAP expects the equipment will be transferred or made available for transfer to another project sponsor implementing projects budgeted or programmed in the annual Wake Transit Work Plan. Once the equipment reaches its useful life, the project sponsor may dispose of the equipment at its discretion.

Project Reporting and Reviews

Quarterly Progress Report

Project grantees must provide quarterly progress reports, both narrative and statistical, during both project implementation and operations phases. CAMPO will work with grantees to establish progress report terms. It is expected that all projects will report on progress and performance quarterly for as long as CFAP funding is provided. Transit operating projects should expect to provide the following data:

- Rider Boardings (Fixed-Route) or Total Number of Trips (Demand Response)
- Schedule and Hours of Service Operations
- Vehicle Revenue Hours and Miles
- Number of Vehicle System Failures
- Weekday Span of Service in hours
- Operating Cost per Revenue Vehicle Hour

The applicant must inform CAMPO regarding any delays during implementation

Annual Reporting Requirements (NTD, ADA, and Non-Discrimination)

In addition to the requirements associated with receiving funding, the CFAP requires additional reporting from CFAP projects consistent with state and federal requirements. CAMPO staff will identify annual reporting projects on a project-by-project basis but applicants should note that reporting may include, for example, National Transit Database (NTD), Americans with Disabilities Act, Title VI and other Non-discrimination requirements.

Once CFAP funding is obligated, CAMPO staff will work with grantees to identify required reporting requirements and develop appropriate reporting processes. Once initiated, timely reimbursement submittals will be required (minimum every six months, preferably quarterly).

More information on the federal and state reporting requirements associated with projects collaborating with local transit providers can be found in the NCDOT Local Programs Management Handbook.

Appendix A:

Community Funding Area
Program Survey Results

Wake Transit Plan

Community Funding Area Program Survey

September 2017

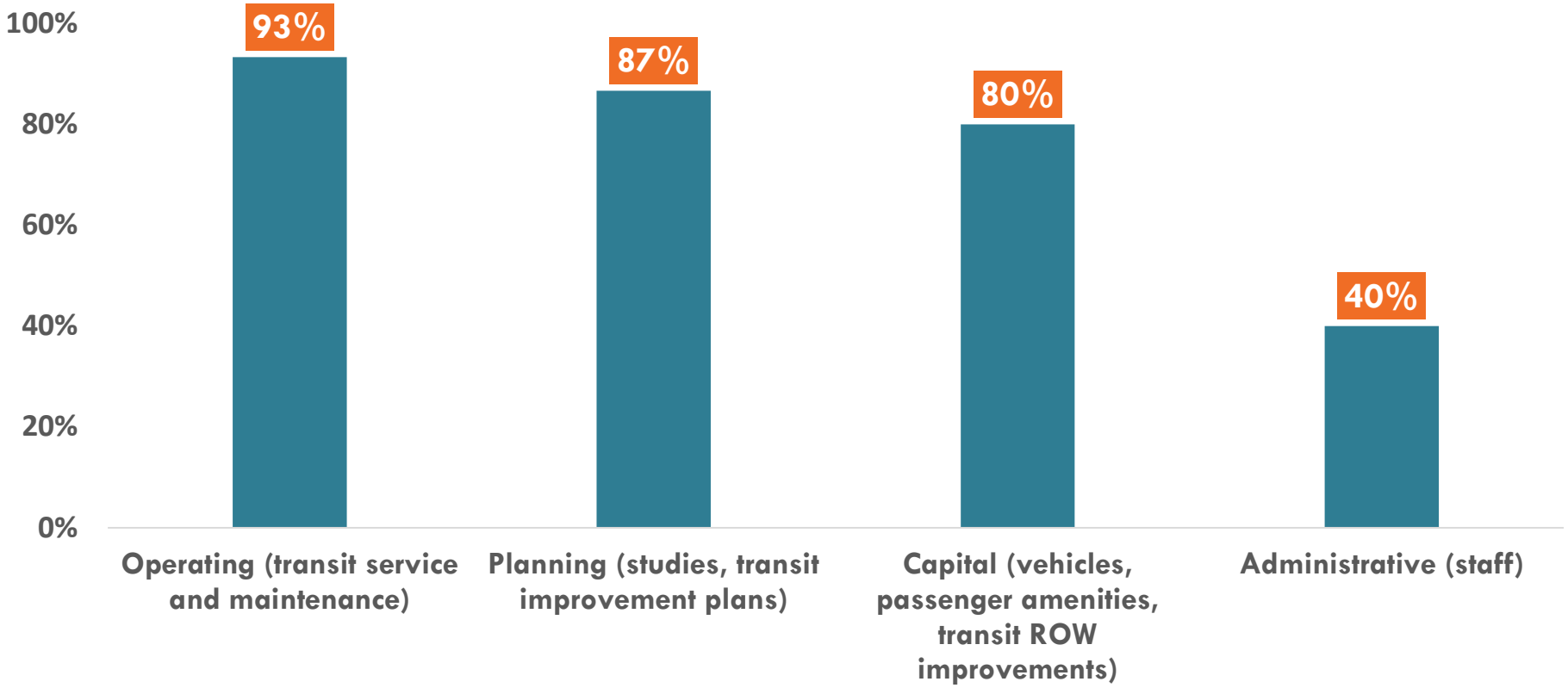
Survey Overview

- Survey completed by **19** respondents

- Municipalities and organizations represented
  - Apex
  - Cary
  - CAMPO
  - Garner
  - GoTriangle
  - Fuquay-Varina
  - Holly Springs
  - Knightdale
  - Morrisville
  - Raleigh
  - Research Triangle Park
  - Rolesville
  - Wake County
  - Wake Forest
  - Wendell
  - Zebulon

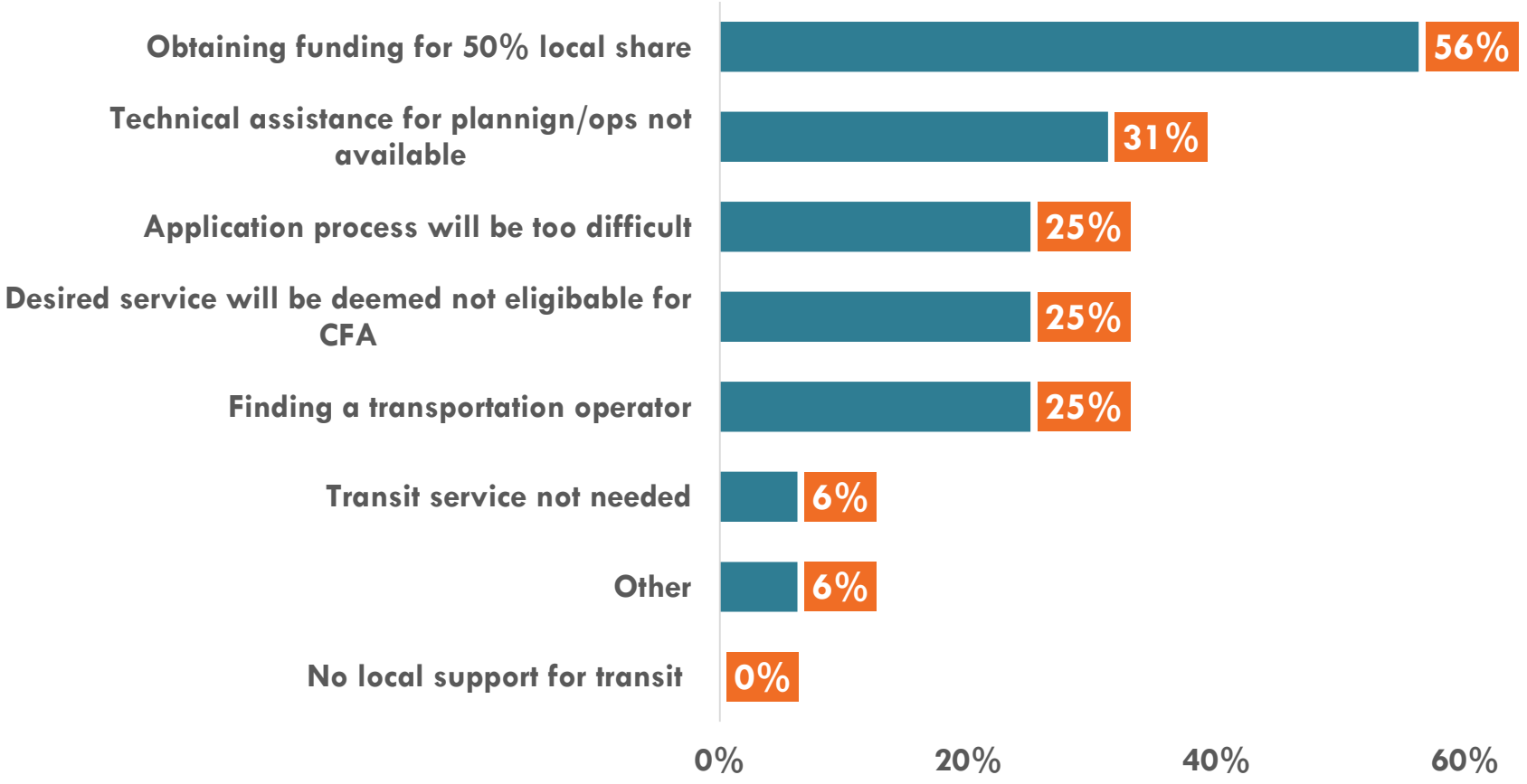
CFA Program Eligibility

Which functions should be eligible for CFA funds?



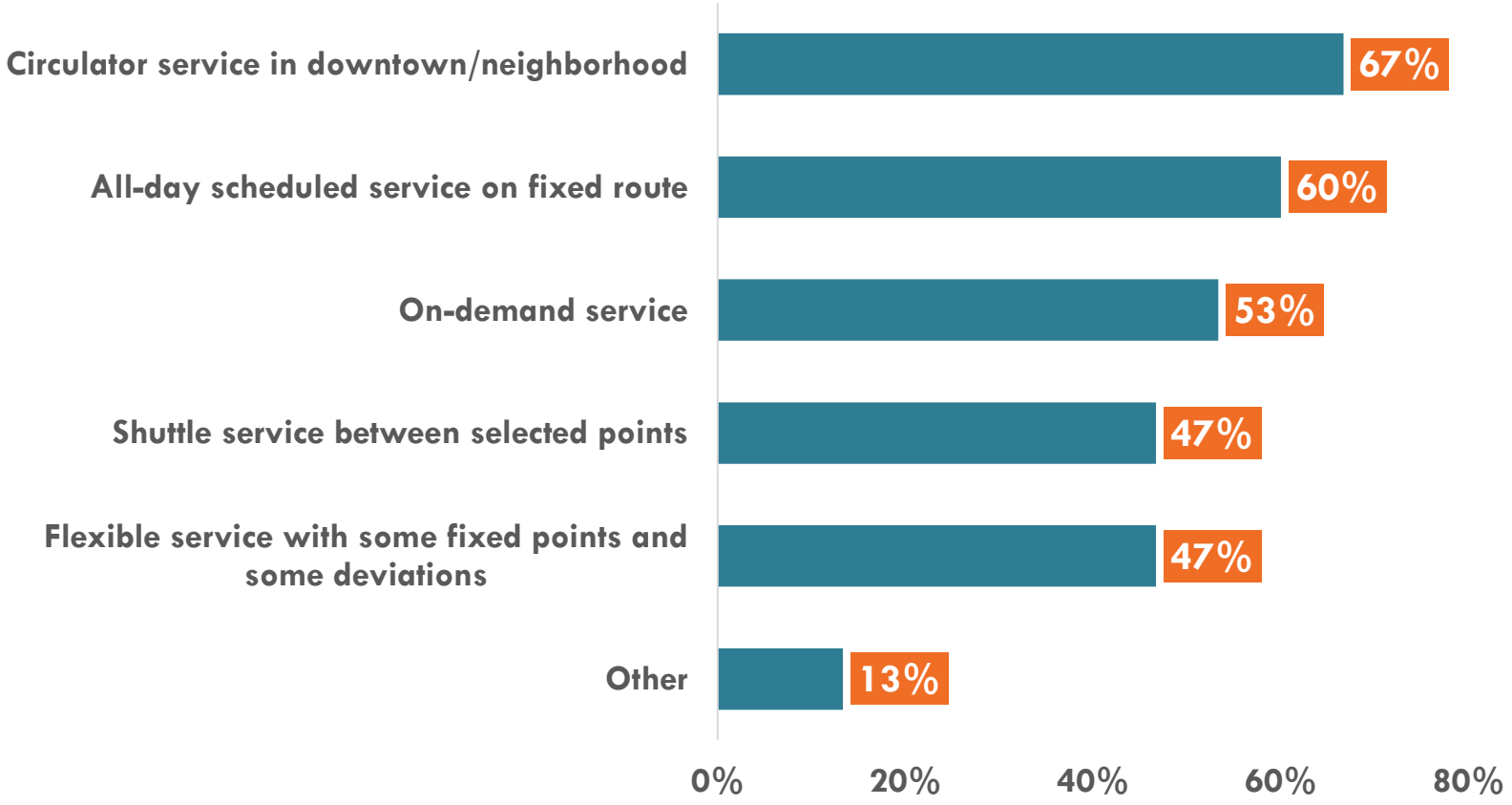
CFA Program Concerns

Which of the following is a significant concern or potential obstacle for your municipality/agency to use the CFA program?



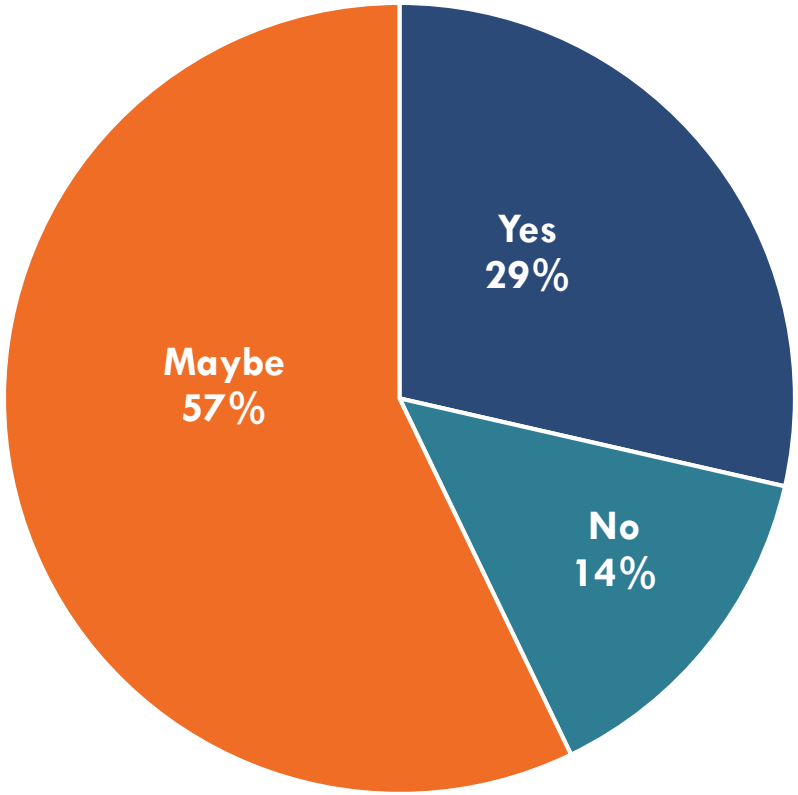
Transit Services

Which of the following types of transit service are you considering?



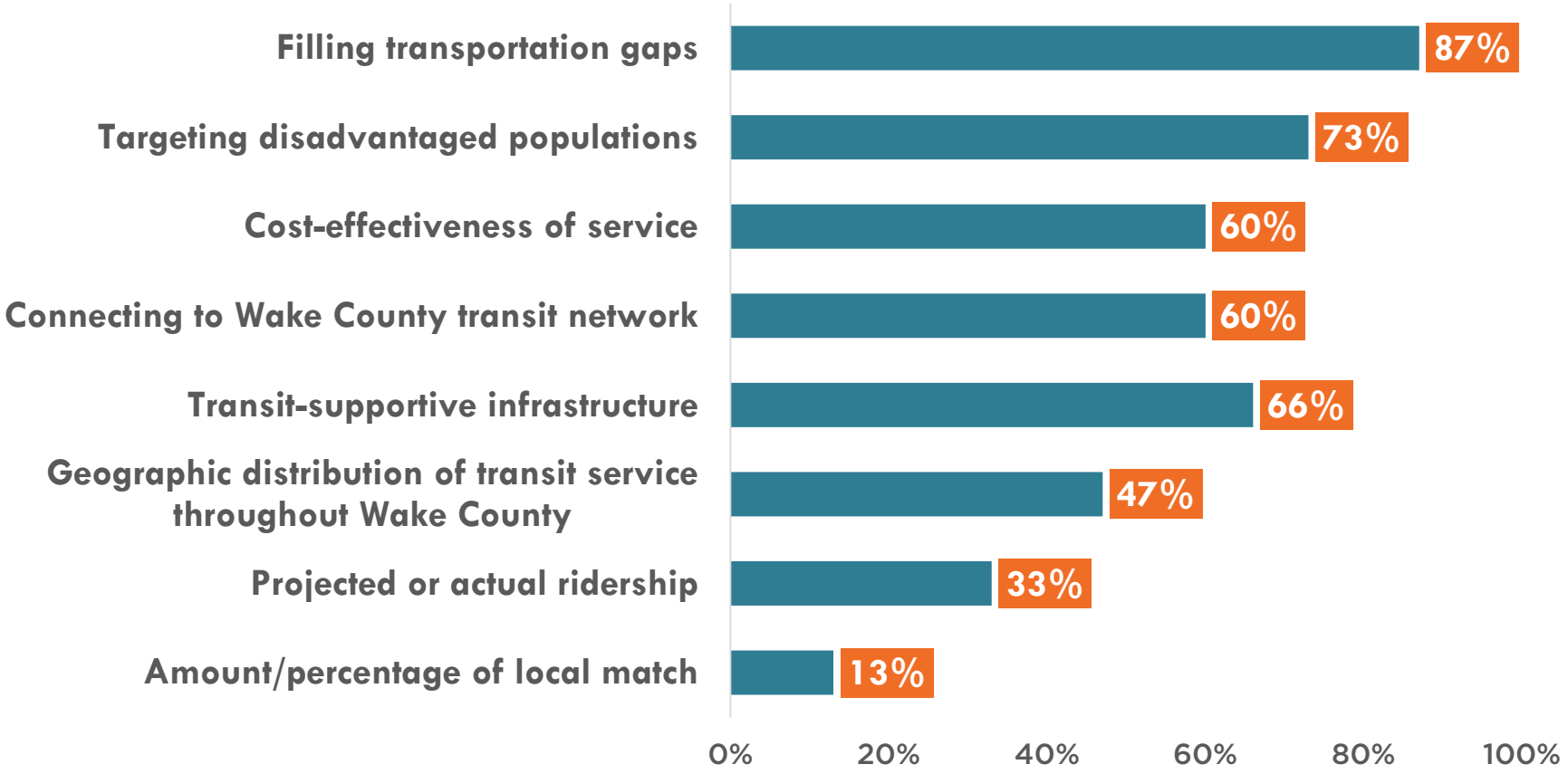
Emerging Mobility

Are you considering contracting with mobility providers such as Uber and Lyft?



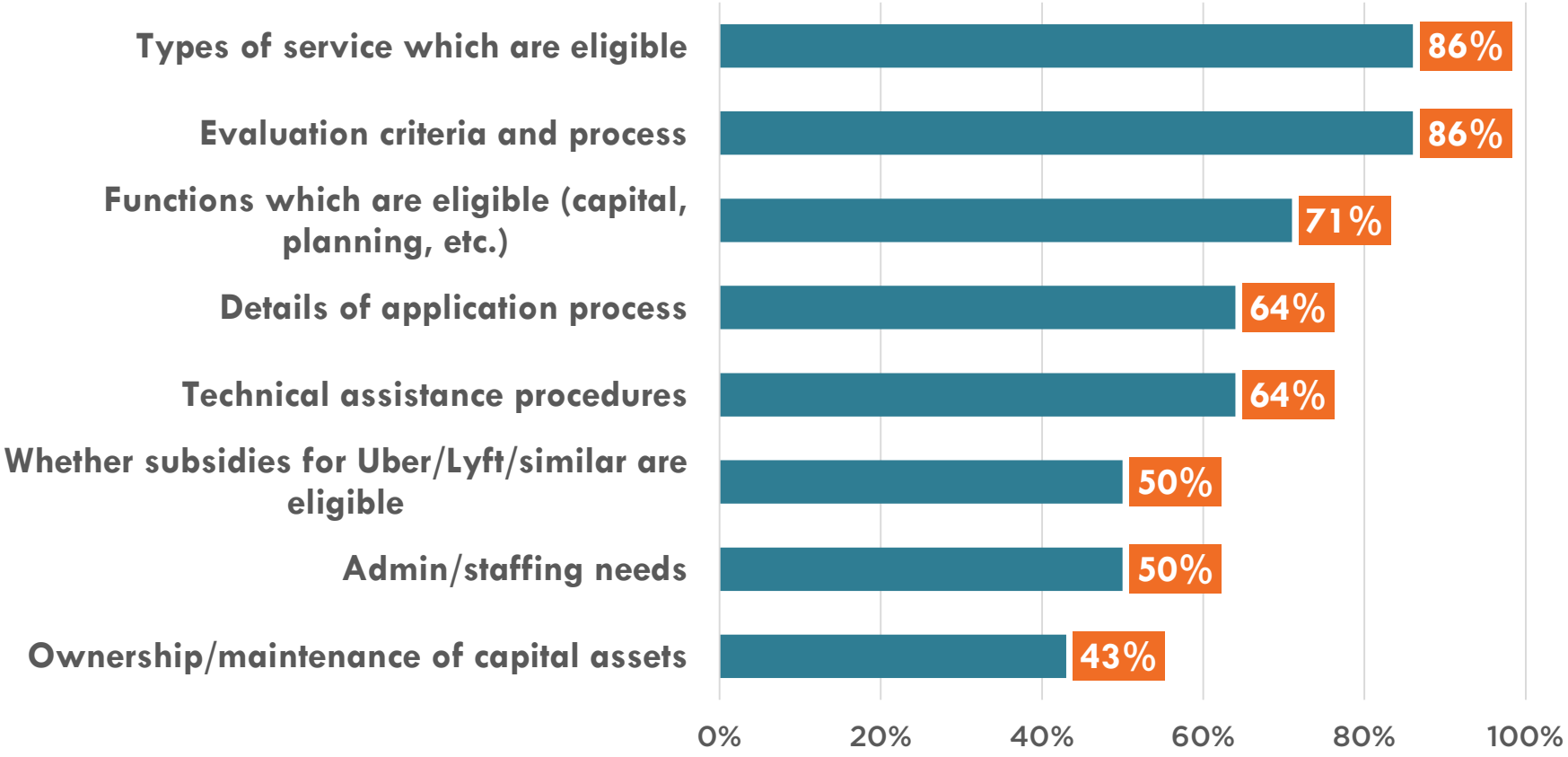
Distributing CFA Program Funds

Which of the following should be evaluation criteria for distributing CFA funds?



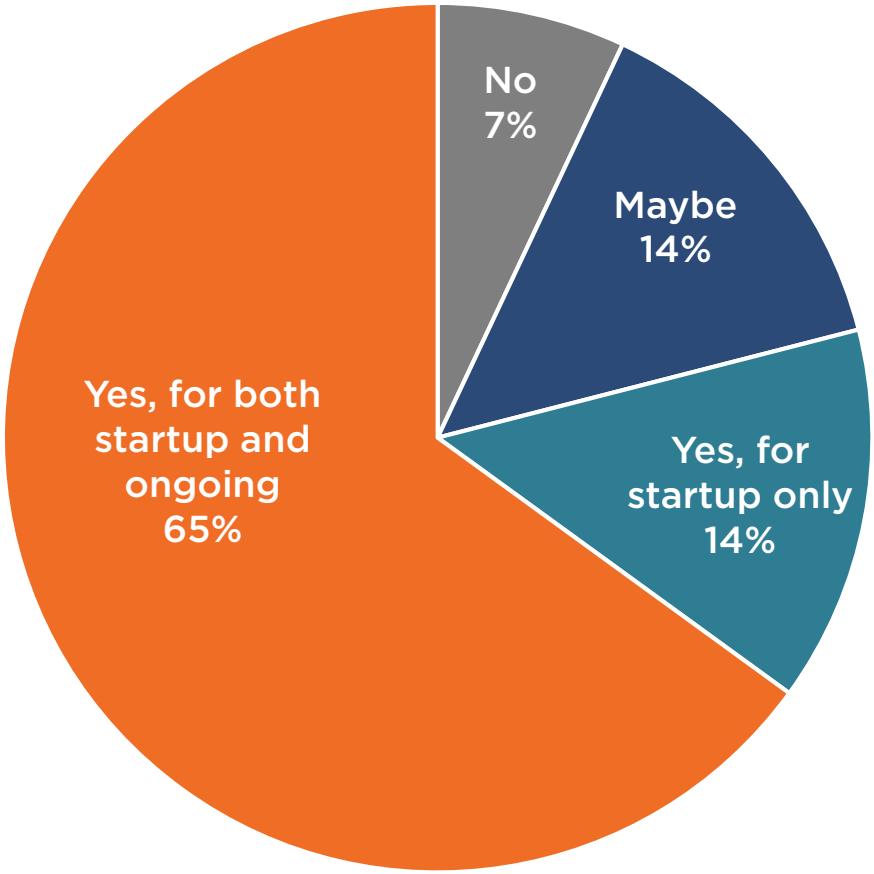
Information Sharing

What information would you like to know from a survey of CFA peer programs?



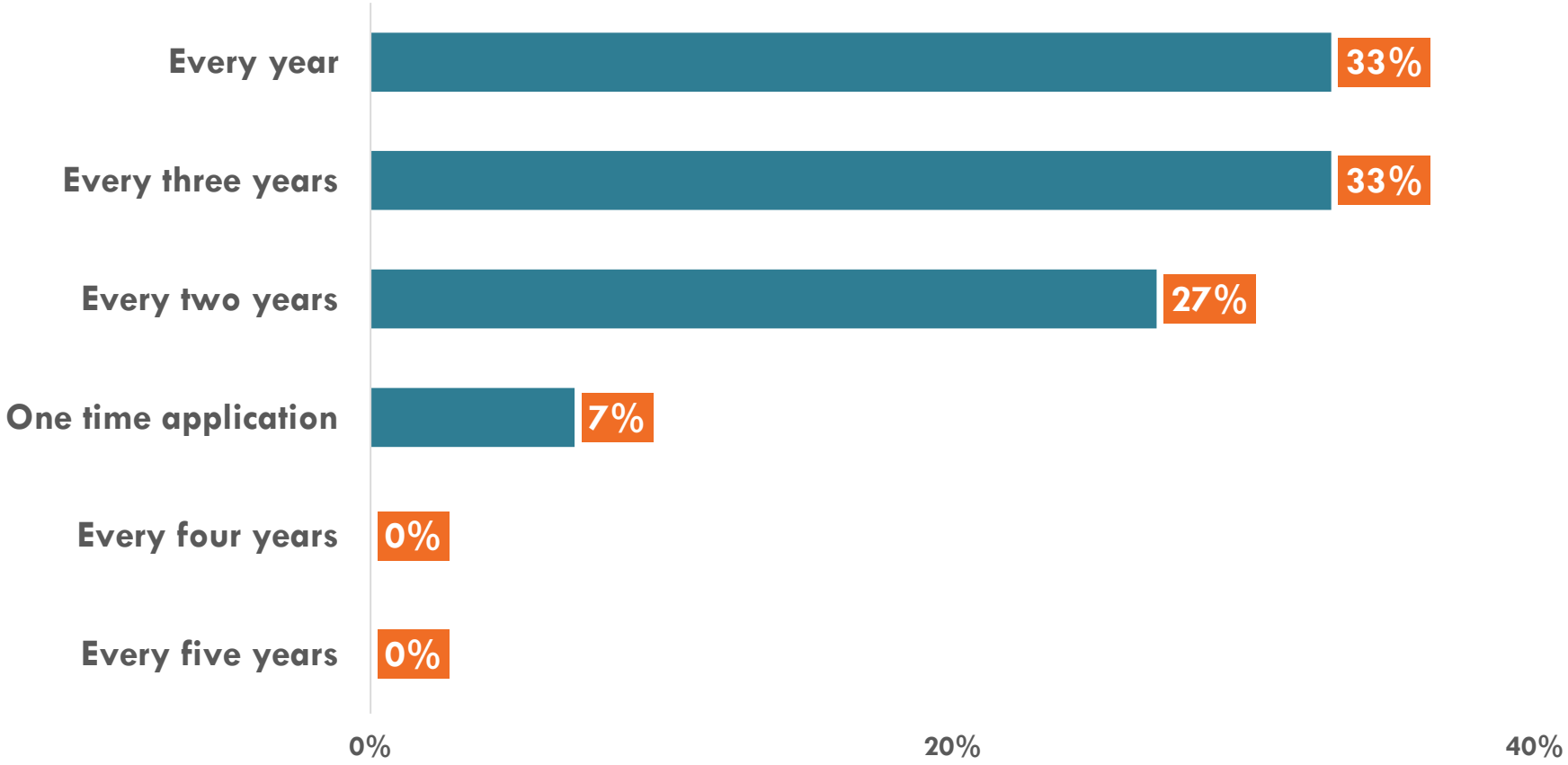
Technical Assistance

Will you likely need technical assistance for planning or operations?



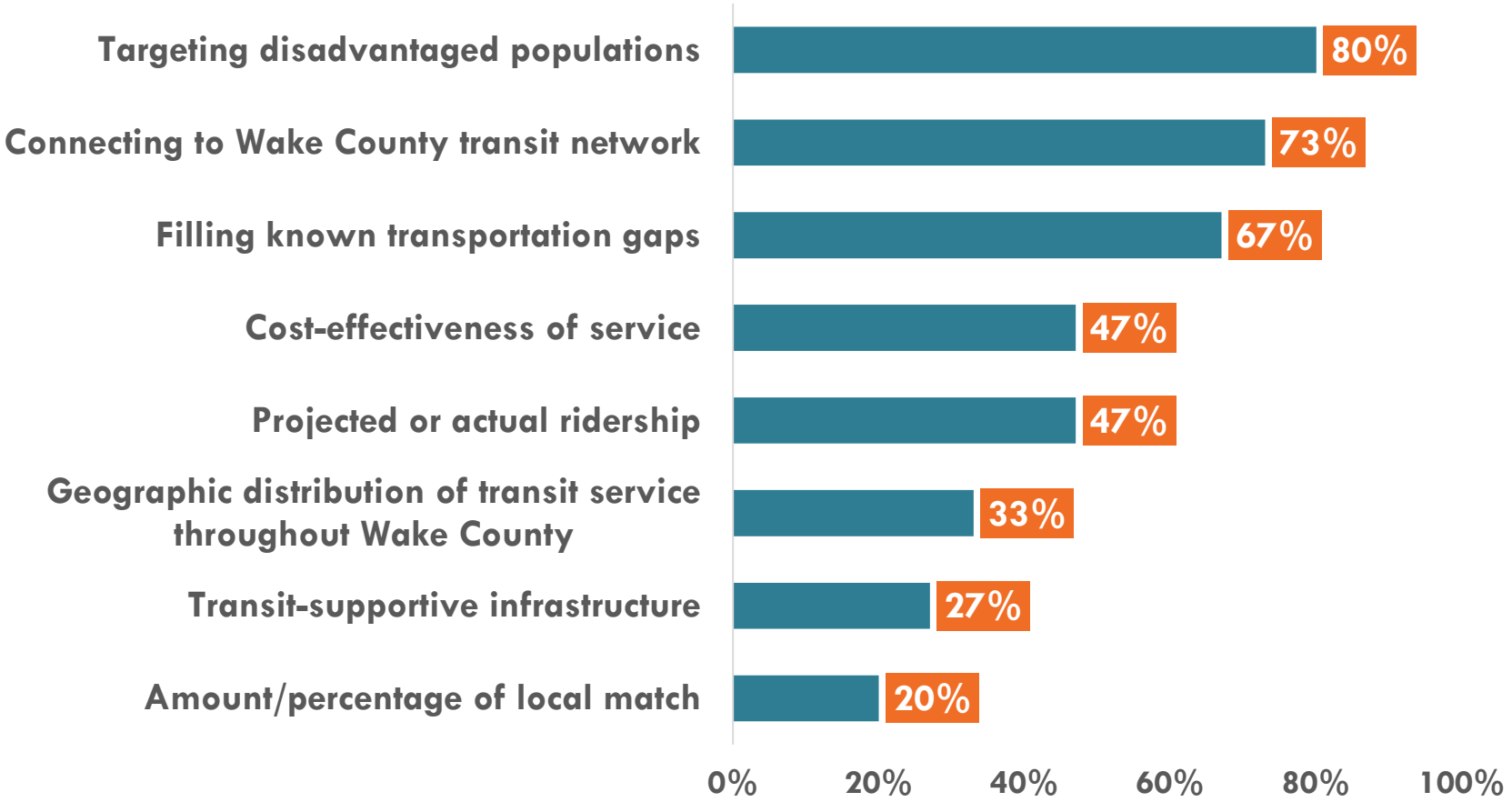
Applying for CFA Program Funds

How often should programs be required to apply for CFA funding?



Project Evaluation

How should projects be evaluated for performance once implemented?



Wake TRANSIT

Thank you!

APPENDIX B:

Community Funding Area Program: Program Funding

Challenge:

Current funding amount (see Table 1) assumed to be too low. CTT requested an estimate of recommended/appropriate funding levels.

Evaluate total funding allocation and needed annual allocations

Table 1: CFAP Funding Schedule

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
$100k	$184k	$377k	$580k	$793k	$1.02m	$1.25m	$1.49m	$1.75m

Overall Assumptions:

- Available funding =$7.5m (see Table 1).
- 11 potential applicants
- Funding will be divided into two pots – one for technical assistance and one for operating / capital projects.
- Technical Assistance Funding
    - Communities are eligible to apply for TA funding first and use funds to identify/refine project and develop CFAP application materials.
    - All applicants are eligible to receive one round of technical assistance, valued at up to $50k per application (reflects 50% match for $100k planning effort).
    - Additional TA funding will be available in later years for potential round two of studies and/or assistance with service expansion or marketing (for example).
- Operating and Capital Project Funding
    - Interest in transit service operations is high.
    - CTT recommends funding continues as long as service is meeting established performance measures internal to the CFAP.
    - Not all communities will operate circulators. Of the 11 potential applicants, Nelson\Nygaard estimates roughly 5 could reasonably expect to support shuttle services.
    - Other potential options for communities include 1) subsidized transit tickets/passes; 2) ride subsidy programs; and 3) sidewalk/bike path investments to support access to transit.
- ***Discussed proposals are intended to illustrate and estimate funding needs. They are illustrative ONLY and NOT prescriptive.***
- Funding estimates cannot be predicted with 100% accuracy. They reflect an estimate of expected needs and potential examples of funding requests.

Draft Recommendation: Planning/TA Funding

Table 2: CFAP Proposed Planning/TA Set Aside Funding Schedule

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
$100k	$150k	$150k	$100k	$50k	$50k	$50k	$50k	$50k

Goal:

- Provide funding for planning/technical assistance to support use of CFAP funds

Proposal:

- Total budget = $750,000 – accounts for 10% of existing program budget.
- Allows up to 15 studies/technical assistance grants
- Sets aside $500k in first four years to allow up to 10 of the 11 eligible areas to receive grant
- Remaining $250k allows for ongoing assistance as needed
    - Constrained funding estimate will not fund any FY27 TA program
- Unused funding will be rolled over into Capital/Operating Fund
- It is assumed that the budgeting for the CFAP will involve a segregated fund balance or equivalent specific to the program

Draft Recommendation: Operating and Capital Funding

Option 1: Increased CFAP Funding

Goal:

- Meet expected needs and interests of CFAP eligible communities.
- Estimate is unconstrained by budgeted CFAP resources.

Proposal:

- Recommends funding program at $9.2 million over 9-year period. This represents a $1.7m increase over existing funding.
    - Funding estimate includes funds set aside for technical assistance.
- Spending schedule is accelerated
- A source for additional funding needs ($1.7 m) is not identified

Table 3: CFAP Proposed Funding Schedule

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
$100k	$309k	$1.1m	$1.3m	$1.1m	$1.2m	$1.3m	$1.4m	$1.4m

Assumptions:

- Assumes all 11 CFAP eligible areas will implement at least one transit service project, either a local circulator, transit bus pass program or subsidy program. In FY27, Wake County will fund 10 transit service projects as part of the CFAP.
    - Capital projects are in addition to operating projects.
- Wake Forest Circulator is funded at $154,700 (50% of existing costs). Funding will be awarded in FY20 and continue through FY 2027.
    - Costs increase at 2.5% per year. Consistent with bus plan assumptions
- **Five shuttles in addition to Wake Forest Circulator** (2 in 2021, 2 in 2022 and 1 in 2025)
    - Uses same cost structure as WF (includes bus, driver, fuel, etc.)
    - All shuttles assumed to use a turn-key implementation. If project sponsors want to operate service themselves, proposals will be cost competitive.
- **Two bus** or "GoPass" programs. Funding for free (or half-price) transit pass program.
    - Assumes GoTriangle's Regional Bus Pass cost of $76.50/31-day pass with growth of 2.5% p.a.
    - Assumes communities will let people have free bus pass for one year (or access to GoPass). Note GoPass programs will be less expensive because pay per trip
    - Program will be funded by CFAP for four years and then transition into other programs – one shuttle and one TNC subsidy.

- **Four subsidy programs,** which once started, are funded through life of the project.
    - Assumes $10 subsidy per trip for up to 20 trips per day (5,000 per year). No assumptions about implementation (i.e. 5,000 people making 1 trip each or 20 people taking 250 trips.
- S**ix capital projects,** all are one-time investments.
    - Cost estimate reflects bus stop investments for the five shuttles. Assumes that each shuttle will invest in 10 bus stops that cost about $20,500 each for a total of $205,000. Total cost for each project (i.e., collection of 10 bus stops at 50% match) is $102,500.
    - Also includes an annual allocation of ($75k) to support marketing or other capital projects.

Draft Recommendation: Operating and Capital Funding

Option 2: Work within Available CFAP Funding but Adjust Annual Spending

Goal:

- Meet expected needs and interests of CFAP-eligible communities within constraints of available funding.

Proposal:

- Funds program at $7.5 million over 9-year period
- Spending schedule is adjusted

Table 4: CFAP Proposed Funding Schedule

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
$100k	$309k	$740	$842k	$984k	$1.2m	$1.1m	$1.1m	$1.1m

Justification:

- All 10 CFAP eligible areas will implement an operating project, either a local circulator, transit bus pass program or subsidy program.
- All circulator/shuttles will also include a bus stop improvement project.
- Cost savings achieved by 1) later implementation of shuttle services, 2) ending support of the Wake Forest Circulator or equivalent service starting in FY25, 3) one less subsidy program and 4) slightly smaller capital program.
- Wake Forest Circulator or equivalent service funded at $154,700 (50% of existing costs) starting in FY20. Funding ends after FY24. Continued funding provided by Wake Transit Plan.
    - Costs increase at 2.5% per year. Consistent with bus plan assumptions
- **Five shuttles** in addition to Wake Forest Circulator (one each in 2021, 2022, 2023, 2024 and 2025)
- **Two bus or "GoPass" subsidy programs.** Funding for free (or half-price) transit passes.
- **Three TNC / rideshare / demand response subsidy programs.**
    - Assumes $10 subsidy per trip for up to 20 trips per day (5,000 per year). No assumptions about implementation (i.e. 5000 people making 1 trip each or 20 people taking 250 trips.
- **Six capital projects** consistent with unconstrained program, inclusive of a smaller pot of funds for marketing and information systems.

Background

Existing Wake County Weekday Service Statistics and Productivity

Route	Ridership per Trip	Cost per Rider
Wake Forest Loop	9.1	$8.06
102 Raleigh-Garner	6.9	$9.33
311 Apex-RTC	3.9	$13.06
RTP Shuttles	1.5 -3.3	$15.35 - $35.66
Fuquay-Varina-Raleigh Express FRX	11.9	$17.49
Knightdale-Raleigh Express KRX	3.7	$11.99
Wake Forest-Raleigh Express WRX	5.1	$13.43
Zebulon-Wendell Express ZWX	7.8	$10.95
System Average (All Operators)	12.3	$4.11

Addendum to the Community Funding Area Program Management Plan's (CFA PMP) Appendix B: Justification for the Addition of Complementary ADA/Paratransit Funding to the CFA Program Allocation in the Annual Wake Transit Work Plan

Introduction:

When the Wake Transit Community Funding Area Program Management Plan (CFA PMP) was adopted by its relevant governing bodies in November 2018, it included a white paper on program funding in its Appendix B. This white paper provided an overview of and justification for possible funding allocations for planning/technical assistance, capital, and operating projects under the Community Funding Area Program (CFAP). The selected funding option was based on a plan to implement six (6) community circulators, two Transportation Demand Management (TDM) programs, four (4) subsidy programs, and six (6) capital projects in CFAP communities by the close of fiscal year 2027. What this funding plan did not include was an assumption of funding for the additional cost of operating required complementary paratransit services that must be provided when fixed-route services are operated[1].

The purpose of this addendum to the white paper in Appendix B is to document the process taken by Capital Area Metropolitan Planning Organization (CAMPO) staff and members of the Transit Planning Advisory Committee (TPAC) subcommittees to revisit and rectify this funding oversight. This process included the development of a methodology for estimating paratransit ridership and cost in new transit markets, presenting those estimations to the relevant committees, and incorporating the decision made by those bodies on necessary funding assumptions into the current FY21 Wake Transit Work Plan's multi-year operating and capital programs.

Methodology:

CAMPO staff employed two methodologies for estimating annual paratransit ridership and service cost in the Community Funding Area markets. First, staff used the sketch planning model built for the Transit Cooperative Research Program (TCRP), as described in the 2007 article, "Improving ADA Complementary Paratransit Demand Estimation".[2] The ridership estimations from the sketch planning model appeared higher than anticipated when compared to local historic paratransit ridership when adjusted for service area population. Therefore, CAMPO staff developed a second set of ridership and cost estimations based upon the available local paratransit ridership data. Staff presented both pairs of estimates to the TPAC Planning & Prioritization and Budget & Finance Subcommittees at a joint meeting on December 5, 2019.

TCRP developed its sketch modeling process by considering data on trips, fares, service reliability, program eligibility, fixed-route service use, and market area population (including density, disability, and snowfall) from 28 representative transit providers in 2005. This process produced a regression model with five statistically significant independent variables: paratransit base fare; percent of applicants for ADA paratransit found to be conditionally eligible; whether a system uses conditional trip determination; percent of the population under the poverty line; and effective on-time window for ADA paratransit.

Considering local trends in provider/municipal partnerships, CAMPO staff paired each Community Funding Area Program (CFAP) community with its most likely partnered transit provider, inputted the five local independent variables, and calculated each community's annual paratransit ridership coefficient and margin of error at a statistical confidence level of 90 percent.

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[1] Required for all day fixed route service by the Americans with Disabilities Act (ADA) of 1990

[2] National Academies of Sciences, Engineering, and Medicine 2007. *Improving ADA Complementary Paratransit Demand Estimation*. Washington, DC: The National Academies Press. https://doi.org/10.17226/23146.

Staff multiplied these coefficients by the community's municipal or service area population to calculate the estimated annual complementary paratransit ridership. Staff then multiplied that ridership estimate by the cost per paratransit trip as given by the service providers. All the described estimations can be seen in Table 1: TCRP Model Annual CFAP Paratransit Ridership and Cost Estimations. Cost estimations for the towns of Knightdale, Rolesville, Wendell, and Zebulon were not included because the original assumptions of the white paper, as noted in this addendum's introduction, only called for the completion of six (6) community circulators/ shuttles in the most populous CFA-eligible municipalities.

Table 1: TCRP Model Annual CFAP Annual Paratransit Ridership and Cost Estimations

CFAP Partner	Wake Forest[3]	Apex	Morrisville	Fuquay-Varina	Garner	Holly-Springs	Knightdale	Rolesville	Wendell	Zebulon
Per Capita Annual Ridership Coefficient	0.41	0.77	1.02	0.73	0.29	0.89	0.46	0.55	0.35	0.36
Annual Ridership (90% Confidence Margin of Error)	~10,444 (6,311-17,284)	~18,482 (11,168-30,586)	~25,064 (15,145-41,478)	~17,516 (10,585-28,988)	~8,104 (4,897-13,411)	~28,114 (16,987-46,522)	~6,566 (3,968-10,866)	~3,489 (2,108-5,774)	~2,228 (1,347-3,688)	~1,765 (1,067-2,921)
Estimated Cost Per Trip Range[4]	$10.97 - $21.00	$15.64 – $31.28	$15.64 – $31.28	$15.64 – $31.28	$10.97 - $21.00	$15.64 – $31.28	N/A	N/A	N/A	N/A
Annual Cost (Low Estimate)	$114,571	$289,058	$392,001	$273,950	$88,901	$439,703	N/A	N/A	N/A	N/A
Annual Cost (High Estimate)	$219,324	$578,117	$784,002	$547,900	$170,184	$879,406	N/A	N/A	N/A	N/A

When CAMPO staff followed the methodology laid out in the TCRP model, it became clear that even the ridership estimate's lower limits were higher than the historical data produced by the service providers. This was made particularly evident by the Town of Wake Forest, whose paratransit service operated by the City of Raleigh, produced only 2,734 rides in 2018 at a cost of $29,992 (less than the TCRP model estimate by approximately a factor of four).

There are several vectors that could be contributing to the unusually high estimates. The TCRP model does not consider proximity of population to fixed-route transit, nor does it consider the integration of taxis into paratransit service or any recent cultural/technological trends such as the use of Transportation Network Companies (TNC) like Uber or Lyft. To give greater context to the TCRP model estimates, CAMPO staff used the Town of Wake Forest's 2018 ridership per trip coefficient (Actual Ridership divided by Service Area Population) of 0.1075 as a plumb line to estimate ridership and service costs for the other five municipalities as seen in Table 2.

Table 2: Historically Based CFAP Annual Paratransit Ridership and Cost Estimations

CFAP Partner	Wake Forest	Apex	Morrisville	Fuquay-Varina	Garner	Holly-Springs
Reference (2018 Town of Wake Forest) Ridership Coefficient	0.1075	0.1075	0.1075	0.1075	0.1075	0.1075
Transit Service Area Population or Municipal Population	25,414	24,059	24,691	24,156	27,750	31,646
Annual Ridership Estimation	2,734	2,588	2,656	2.599	2,985	3,404
Estimated Cost Per Trip Range	$10.97 - $21.00	$15.64 – $31.28	$15.64 – $31.28	$15.64 – $31.28	$10.97 - $21.00	$15.64 – $31.28
Annual Cost (Low Estimate)	$29,992	$40,476	$41,540	$40,648	$32,745	$53,238
Annual Cost (High Estimate)	$57,414	$80,953	$83,080	$81,297	$83,685	$106,477

[3] Town of Wake Forest: Actual Annual ADA Ridership = 2,734; Actual Annual Cost = $29,992

[4] Cost estimation only for municipalities assumed to produce a fixed-route circulator service or a service of equivalent cost.

One reality that applies to both ADA/Paratransit planning and the paratransit planning for Wake County is the fact that there are future CFAP paratransit service areas that will overlap with existing paratransit service areas operated by the City of Raleigh, the Town of Cary, and GoTriangle. Therefore, it was recommended that CAMPO staff determine how many people in the Town of Apex and the Town of Garner (the two qualifying municipalities closest to implementing a local all-day fixed route service) are not currently served by existing paratransit service. Using ESRI's ArcGIS platform with block group-level population data from the US Census Bureau's 2017 American Community Survey, staff determined that approximately 16,213 people are currently not covered by paratransit service operating in the Town of Garner, and approximately 16,379 people are currently not being served by said service in the Town of Apex.

These estimates were presented to the TPAC Planning & Prioritization and Budget & Finance Subcommittees at a joint meeting on December 5, 2019, to yield a recommendation to the TPAC for additional CFAP funding allocations based on the need to provide complementary paratransit service.

Presentations to Relevant Committees:

On December 5, 2019, in a joint meeting of the TPAC Budget & Finance and Planning & Prioritization Subcommittees, members were presented with the annual ridership and cost estimations described in the above methodology section. Specifically, this information was laid out in a series of scenarios showing different levels of programmatic participation. The first, "Long Term" scenario presented the cost estimates for providing complementary paratransit for six community circulator projects. This scenario would be considered a full build out of the CFAP. The second "Long Term" scenario assumed only half program participation, allowing for paratransit costs for three community circulators. These "Long Term" scenarios were presented with estimates from both the TCRP model and the historical data specific to Wake Forest.

Lastly, two "Short Term" scenarios were presented to the subcommittees. These scenarios described implementing service in the towns of Garner and Apex, which have both either completed or are completing a CFAP planning project for all-day fixed-route service. Using the population currently not served by paratransit service for both municipalities (16,213 and 16,379 respectively), annual ridership and service costs were estimated by staff using both the TCRP model and the historical data from the Town of Wake Forest. A discussion among the subcommittee participants ensued over (1) which estimation method should be considered most reliable, and (2) how much program participation should be assumed. By the end of the joint subcommittee meeting, it was recommended that $60,000 be added to the CFAP allocation for FY 2021 to account for the cost of providing complementary ADA service in the Town of Apex. The subcommittees also recommended that operating funding to account for complementary paratransit service for four (4) additional community circulators be added to the CFAP allocation at a rate of one (1) new community circulator per year from FY 2022 through FY 2025. Therefore, the additional funding assumes that the new funding can accommodate five (5) additional community circulators/shuttles in CFAP communities by FY 2025. Further increases to the ADA/paratransit operating budget after FY2025 would be at a rate of 2.5% to simply cover the cost of inflation.

In preparation for the April release of the Fiscal Year 2021 Recommended Wake Transit Work Plan, CAMPO staff presented to the TPAC on March 11, 2020, the recommended CFAP funding increases for paratransit services as discussed by the TPAC Planning & Prioritization and Budget & Finance Subcommittees. These specific increases are noted below in Table 3. These recommendations were accepted by the TPAC and eventually incorporated into the adopted FY21 Work Plan.

Table 3: CFAP Funding Allocations for FY21 Recommended Work Plan

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
FY20 Wake Transit Work Plan CFAP Allocation	$100,000	$310,000	$1,087,000	$1,342,000	$1,097,000	$1,244,000	$1,304,000	$1,337,000	$1,371,000
Additional CFAP Funding for Paratransit	$0	$0	$103,000[5]	$157,000	$215,000	$276,000	$340,000	$348,000	$357,000
FY21 Wake Transit Work Plan CFAP Allocation	$100,000	$310,000	$1,190,000	$1,499,000	$1,312,000	$1,520,000	$1,644,000	$1,685,000	$1,728,000

Conclusions and Further Recommendations:

For a program that requires a minimum of a 50 percent local match, it was determined to be necessary that additional funding be allocated to the CFAP to assist in covering the cost of providing paratransit service in a new market that does not benefit from either economies of scale or an established ridership market. It was recognized through this study that the TCRP's "sketch planning model" did not suffice in providing reliable estimates. The authors of the 2007 article described the model as a "first step in understanding the travel behavior of people with disabilities" in which the building of a disaggregate model would have been preferable if it were not for "the difficulty and expense of obtaining sufficient data for a disaggregate model".

In conducting further research, CAMPO staff discovered that the authors of the 2007 TCRP model did in fact build a disaggregate model for estimating paratransit ridership, and they describe that model in an updated 2012 article entitled, "Improving ADA Paratransit Demand Estimation: Regional Modeling". It is the recommendation of CAMPO staff that this methodology be considered for further estimation efforts. However, it does require locally specific data be collected, so it should be studied in tandem with a larger-scale CAMPO surveying project such as one that may be completed for a Metropolitan Transportation Plan update.

[5] $60,000 for paratransit services plus $43,000 of funding that carried over from previous fiscal year fund balance.

APPENDIX C:

SAMPLE Transit Planning Study Scope of Work

Request For Proposals

NH Route 120 Transit
Claremont-Lebanon, Hanover, NH

Upper Valley Lake Sunapee Regional Planning Commission,
10 Water Street, Suite 225
Lebanon, NH 037666

REQUEST FOR PROPOSALS

Transit Planning Services
NH Route 120 Claremont-Lebanon/Hanover, NH
Upper Valley Lake Sunapee Regional Planning Commission

Background

The Upper Valley Lake Sunapee Regional Planning Commission region encompasses 27 communities on the New Hampshire side of the Connecticut River, including: Grafton County's Lebanon-Hanover job center, Sullivan County and its Claremont-Newport socioeconomic center and the Lake Sunapee area on the border between Sullivan and Merrimack Counties. UVLSRPC has been providing professional planning assistance to municipal boards since 1963. Our current staff's areas of expertise include comprehensive planning, land use regulations, development review, transportation planning, natural resource conservation planning, community and economic development, public participation, affordable housing, and hazard mitigation planning.

The UVLSRPC has partnered with Community Alliance of Human Services Transportation (CAHS) in administering this study to design a new public transit route along the NH Route 120 corridor between Claremont and Lebanon/Hanover, NH. The UVLSRPC is seeking a consultant to provide transit planning services in an effort to determine the most feasible and cost effective way to provide public transportation to connect the Claremont and Lebanon/Hanover employment centers and the communities along the NH Route 120 corridor.

This public transit connection has been a longstanding statewide and regional transit development priority. This route was cited in the NHDOT Long Range Transportation Plan, the Upper Valley Lake Sunapee Regional Transportation Plan, Sullivan County Public Transit-Human Services Coordination Plan, and Community Alliance of Human Services Transportation (CAHS) Short-Range Transit Plan. The development of a Service Design, Operations Plan, and Financial Plan are essential first steps in the implementation of this route. The scope of work will inform that effort. The transit planning scope of work begins on page 3 of this Request for Proposals. While cost alone will not be the main basis for selection, comparative costs of the qualified proposals will be a consideration.

All questions related to this Request for Proposals may be presented in writing, sent by FAX or E-mailed to:

Patricia Crocker, Planner or
Christine Walker, Executive Director
Upper Valley Lake Sunapee Regional Planning Commission
10 Water Street, Lebanon, NH 03766
Fax: 603-448-0170
E-mail: **pcrocker@uvlsrpc.org** or **cwalker@uvlsrpc.org**

Deadline for Submitting Proposals
Ten (10) copies of the proposal **must be received by 4:00 PM on Monday, November 1, 2010** clearly marked "Transit Planning Services" to:

Patricia Crocker, Planner or
Christine Walker, Executive Director
Upper Valley Lake Sunapee Regional Planning Commission
10 Water Street, Suite 225
Lebanon, NH 03766

Faxed or e-mailed proposals will not be considered. Proposals or amendments received after this deadline will not be considered. Proposals must not exceed 25 type-written pages in 12 point type, including appendices and illustrations.

Transit Planning Scope of Services
The UVLSRPC is seeking proposals for transit planning services along the Route 120 corridor and between Claremont-Lebanon/Hanover, NH employment centers and the communities adjacent to the proposed route.

UVLSRPC will lead implementation of the prescribed planning services in cooperation with CAHS using a team approach. In addition, UVLSRPC and CAHS will convene a Project Advisory Committee that will provide guidance during the course of the project that will include an array of stakeholders including municipal officials, local area employers and human service providers, representatives of the Regional Transportation Coordinating Council, and ex-officio representation by NHDOT. UVLSRPC and CAHS along with members of this Project Advisory Committee will solicit proposals for professional services to provide analysis and develop alternatives for the proposed transit service.

The Scope of Work will consist of the following:

Tasks 1 and 2 will be the responsibility of UVLSRPC:

Task 1: General Planning
- Serve as Project Manager and Point of Contact;
- Lead and facilitate outreach efforts and communications with the general public and other stakeholders;
- Prepare for and facilitate Advisory Group Meetings and communications with the Advisory Group;
- Oversee the development, production and distribution of the Route 120 Transit Service Design Report.

Task 2: General Administration
- Oversee all reporting requirements to New Hampshire DOT; and
- Administer all disbursement and billing of all finances associated with the project.

Task 3 will be the responsibility of UVLSRPC and the CAHS:

Task 3: Liaison Services for Consultant

- Both parties, in conjunction with the Project Advisory Committee, will administer a procurement process for hiring the Professional Consultant;
- UVLSRPC will provide the Professional Consultant with general data such as preexisting GIS layers, census, town and UVLSRPC data as needed;
- CAHS will provide the Professional Consultant with existing transit capital and operations information as needed; and
- Both parties will review and comment on all materials submitted by the Professional Consultant as needed.

Tasks 4 and 5 will be the responsibility of the Professional Consultant:

Task 4: Development of Service Design & Operations Plan

- Examine existing services and develop route design alternatives based on the location of housing and employment centers, and connections to existing transit services;
- Develop demand estimates for each transit service design alternative;
- Conduct research as necessary to understand regional and local market characteristics;
- Meet with Project Advisory Committee to gather input on possible routes/schedules;
- Work with local law enforcement or other appropriate officials to assure location of transit stops meet all applicable municipal regulations and/or ordinances;
- Address any seasonal traffic variations or potential emergencies that require adjustments to any proposed route or schedule;
- Develop draft schedule(s) and route(s). Once a final route/schedule is developed and approved by the Project Advisory Committee, provide a schedule and route map(s) suitable for use as a stand-alone piece and able to be utilized in existing brochures, guides, newsletters, and advertising materials;
- Develop recommendations for vehicle type, number of vehicles needed for service, and rough vehicle specifications;
- Facilitate 3 public meetings: Two meetings early on in the process will be held to gather transit needs information; a third public meeting will be held to present proposed route and schedule information in order to gather feedback from area residents and visitors.

Task 5: Development of Financial Plan

Working with UVLSRPC, CAHS, NHDOT and the Project Advisory Committee,

- Develop both a short and long term financial plan for capital and operating costs;
- Develop operating cost estimates including personnel/indirect costs, insurance, vehicle maintenance/repair, fuel, marketing, and capital depreciation. Cost estimates should be based on current industry costs for labor, equipment, services, and facilities in the region;

- Produce estimates of revenue, which may include fares, advertising, State, Federal, local sources, and direct contributions from private sources;
- Develop capital cost estimates based on the recommended vehicle type and number of vehicles. Capital costs may include shelters, signs and other items to improve ridership and service delivery;
- Research and propose current and future funding sources for the purchase of vehicles and proposed operating costs;
- Develop a five-year implementation plan, with key milestones, action items, and responsible agencies to carry out financial obligations; and
- Establish milestones to determine service expansion (additional vehicles, routes, etc.).
- A contingency plan for the option of phasing the project in terms of the number of vehicles and structure of the initial route.

Task 6 will be the responsibility of UVLSRPC, CAHS, and the Consultant:

Task 6: Meetings & Correspondence with Project Partners

- Meetings with UVLSRPC, CAHS, and the Project Advisory Committee as needed. It is expected that there will be 4-6 meetings during the planning portion of the project.

Consultant Deliverables

Consistent with the Scope of Work as outlined under Tasks 4 and 5, and the project schedule, provide:

1. *Progress Reports and Final Reports outlining a Service Design and Operations plan.*
   A digital copy of the final report with all illustrations and maps shall be delivered on compact disc in Adobe Acrobat PDF format. The text portion of the final report shall also be provided as a Microsoft Word (.doc) file. Maps and graphic content will be made available in shape files and exportable graphic file formats.
2. *Technical Evaluation of Transit Service Operations and Financial Plan Final Report.*
   A digital copy of the final report with all illustrations and maps shall be delivered on compact disc in Adobe Acrobat PDF format. The text portion of the final report shall also be provided as a Microsoft Word (.doc) file. Maps and graphic content will be made available in shape files and exportable graphic file formats. All copies of draft and final reports shall be double-sided.
3. Presentation(s) of Preliminary Analysis Findings for two (2) public meetings.
   A digital copy of the final presentations with all illustrations and maps shall be delivered on compact disc in Microsoft PowerPoint (.ppt) format as well as any consultant presentational aids such as maps.

   The consultant will provide twelve (12) bound copies of the draft report and provide twelve (12) bound copies of the final report. Reports must be submitted a minimum of one full week prior to meetings at which they will be discussed. In addition, one unbound, single-sided camera-ready copy of both the draft and final reports will be provided to UVLSRPC. Original copies of the draft and final reports must be submitted to UVLSPRC.

All data, databases, reports, plans, programs and materials in digital and hard copy format created under this project shall be transferred to UVLSRPC upon completion of the project and will be treated by UVLSRPC as public information. Digital map data products shall be compiled and delivered to UVLSRPC in New Hampshire State Plane Coordinates (NAD 1983 Meters). Preferably, deliverables will be provided in ESRI shape file format.

The maximum amount that may be awarded for this work is **$20,000.**

Project Schedule

The following schedule depicts the timeline for key milestone association with this project beginning August, 2010 and ending on June 30, 2011. The Consultant work will commence in November.

KEY MILESTONES	2010						2011				
	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Form Advisory Committee											
Advisory Committee Meeting 1: Background & Scope RFP Discussion											
Form RFP for Professional Consultant Services											
Issue an RFP for Consultant											
Consultant Selection Committee: Meet to evaluate responses to RFP and recommend consultant.											
Advisory Committee Meeting 2: Hire Consultant											
Advisory Committee Meeting 3: Project Kick-Off Meeting with Consultant											
Public Meeting 1 & 2 (Public Transit Needs)											
Service Design & Operations Plan Development											
Advisory Committee Meeting 4: Routing & Scheduling											
Public Meeting 3 (Route & Schedule Feedback)											
Financial Plan Development											
Advisory Committee Meeting 5: Service Design & Operations Plan Presentation											
Advisory Committee Meeting 6: Financial Plan Presentation											
Advisory Committee Meeting 7: Review Draft Plan											
Final Report											

Submittal Requirements

Ten (10) copies of the technical proposal not exceeding 25 type-written pages in 12 point type, including appendices and illustrations, **and a separate cost proposal, shall be submitted to:**

Patricia Crocker, Planner or
Christine Walker, Executive Director
Upper Valley Lake Sunapee Regional Planning Commission
10 Water Street, Lebanon, NH 03766

Faxed or E-mailed proposals will not be considered. The cost proposals must be in a sealed envelope and clearly labeled with the firm's name, project name and the title "COST PROPOSAL." Proposals should be concise, and must include:

1. The Technical Proposal must include:

a) Summary
The Summary shall include a brief description of the consultant's understanding of the project, and examples of relevant knowledge/experience. Provide information on all collaborators if more than one firm is involved.

b) Work Plan
The Work Plan shall include an outline of the approach proposed to accomplish the scope of services, and the manner in which the consultant will work with the Project Manager in coordinating the project. Suggestions for additional work, which may be beneficial to the project, may be considered. Creative approaches to completing the study are encouraged.

c) Qualifications
The Qualifications shall include a description of the consultant's capabilities, and organizational structure. Identification of the project team including experience, and specific responsibilities of the project manager and staff that will be assigned to the project (include a resume for each person).

d) Relevant Work Experience and References
Include three (3) examples of projects similar in scope and scale completed by the consultant (and by the staff that would be assigned to this project if possible). Provide a brief description including completion date, type and scope of project, and contact person with telephone number for reference.

e) Work Schedule
The work shall begin in November 2010, and the project must be complete by June 30, 2011.

2. Cost Proposal

The consultant's proposed budget and cost for completing the feasibility study must be in a **separate** sealed envelope clearly labeled with the firm's name, project name, and the title

"COST PROPOSAL." The cost proposal **must** include a task breakdown of project cost by Task for each staff/team member and hours assigned to each staff/team member.

Modification of Proposals
Modifications to proposals received prior to the submission deadline will be accepted, and must be submitted in a sealed envelope identifying the name and address of the consultant and clearly marked "Modification to Proposal – NH Route 120- Transit Planning Services"

Ten (10) copies of modifications to the proposal shall be submitted. Modifications shall include insertion pages or replacement pages and a transmittal letter explaining and indexing the modifications.

Selection Process
Upon release of this RFP, the Project Manager will form a Consultant Selection Committee who will be responsible for the review of project proposals and the selection of a qualified project consultant. All Proposals will be opened after the "Deadline for Submitting Proposals", in the presence of one or more witnesses, and a register of all applications will be prepared.

Proposals will be evaluated based on technical merit and on the criteria listed below. Finalists may be interviewed as part of the evaluation process. After the evaluation and interviews are completed, the Consultant Selection Committee will rank the finalists and a contract will be awarded to the consultant submitting the proposal most favorable to the Project Manager and the NHDOT. **The consultant should be prepared to begin work in November 2010, and must complete the project by June 30, 2011**.

Proposal Evaluation Criteria
A contractor will be selected by UVLSRPC in consultation with the partner agency after analysis of all information provided in the proposals. Respondents should be available for interviews prior to the selection of a contractor, if UVLSRPC decides that interviews will be necessary. UVLSRPC reserves the right to negotiate the scope of work with any respondent or other qualified party.

The Consultant Review Selection Committee will review and evaluate all proposals based on the following criteria (Total is 100 points):

1. Qualifications of the firm and the personnel to be assigned to this project. (15 Pts.)
2. Submission of a complete proposal with the consultant's approach to the project containing all information, services, and requirements in this RFP. (10 Pts.)
3. Clarity of the proposal and creativity/thoroughness in addressing the scope of work. (20 Pts.)
4. Demonstrated knowledge of project area. (12 Pts.)
5. Overall firm experience and past performance on similar projects, as well as the experience of the consultant personnel working together as a team to complete similar projects. (10 Pts.)

6. Demonstration of overall project understanding and insights into local conditions and potential issues. (15 Pts.)
7. Quality of representative work sample. Preferably, one that is similar to this project (10 Pts.)
8. Additional creative suggestions from the consultant firm (5 Pts.)
9. Qualification as a disadvantage business enterprise registered with the State of New Hampshire (3 Pts.)

**Comparative costs of the proposals may be considered, but will not be the main basis for selection.*

Project Manager's responsibilities during the Project

1. Facilitate the formation and activities of the Consultant Selection Committee responsible for reviewing and selecting a project consultant for this study.
2. Coordinate administrative tasks with the consultant and NHDOT regarding meetings, agendas, and related tasks.
3. On behalf of the NHDOT, enter into an agreement with the selected consultant; manage and administer project activities with the consultant and NHDOT officials as necessary.
4. Help coordinate public participation throughout the duration of project.
5. Review draft documents and provide recommendations.

Miscellaneous

1. Claims and Insurance Requirements – The consultant shall, at its sole expense, obtain and maintain in force liability insurance and shall be solely responsible for all claims of whatever nature arising out of the rendering of services during the term of the contract. The following insurance shall be required:
   a. Commercial or comprehensive general liability insurance including contractual coverage, for all claims of bodily injury, death, or property damage, in policy amounts of not less than $250,000 per occurrence and $2,000,000 in aggregate (The consultant shall indemnify and hold harmless the Commission and the NHDOT against the same to the extent permitted by law); and
   b. Comprehensive automobile liability insurance covering all motor vehicles, including owned, hired, borrowed, and non-owned vehicles, for all claims of bodily injury, death, or property damage, in policy amounts of not less than $500,000 combined single limit; and
   c. Professional liability (errors and omissions) insurance coverage of not less than $2,000,000 in the aggregate. If coverage is "claims-made", the period to report claims shall extend for not less than three years from the date of substantial completion of the contract. No retention (deductible) shall be more than $25,000; and
   d. Workers' compensation and employer's liability insurance as required by law.
2. Equal Opportunity – The Commission and NHDOT are Equal Opportunity Employers. The selection of a consultant shall be made without regard to race, color, sex, age, religion, national origin, or political affiliation. The Commission and NHDOT encourage proposals

from qualified Disadvantaged Business Enterprises (DBE). The DBE goal for this project is 8%.

3. The Commission reserves the right to withdraw this Request for Proposals, to accept or reject any or all proposals, to advertise for new proposals if it is in the best interest of the NHDOT and the Commission to do so and to award a contract as deemed to be in the best interest of the NHDOT and the Commission.
4. Compliance with Law – The selected consultant shall comply with all applicable federal, state, and local laws and regulations in the performance of service. The selected consultant must be certified to conduct business legally in the State of New Hampshire.
5. All proposals submitted in response to this RFP become the property of the Commission. The Commission has the right to disclose information contained in the proposals after an award has been made. All reports, documents and materials developed by the consultant for this project shall be considered public information and shall be the property of the Commission and NHDOT. All products, both paper and digital, and borrowed materials shall be delivered to the Project Manager prior to final payment.
6. Consultant will be required to utilize all applicable previous studies, including but not limited to Community Alliance of Human Services Short Range Transit Plan, to the extent it is applicable to this project. The consultant will conduct the study with consideration to the greater community goals and vision identified in previous public involvement and planning efforts.
7. Each consultant, by submitting its proposal, understands, represents, and acknowledges that:
   a. The consultant has read and understands the terms and conditions of the Request for Proposals and the proposal are made in accordance with those terms and **conditions**.
   b. The cost proposal has been arrived at independently and without consultation, communication, or agreement with any other consultant, or potential consultant.
   c. No attempt has been made or will be made to induce any potential consultant to refrain from submitting a proposal, or to submit any intentionally noncompetitive proposal or other form of proposal that would support the proposal of another consultant.
   d. The bid is made in good faith and not pursuant to any agreement, discussion with, or inducement from, any bidder or potential bidder to submit noncompetitive bids.
   f. If an award is made to the consultant, the consultant agrees that it intends to be legally bound to a contract that is made between the Commission and the consultant.

Bid Protest Procedures

Disputes

Upper Valley Lake Sunapee Regional Planning Commission will work with contractors and vendors to resolve disputes arising from its procurement of goods and services. If such disputes cannot be resolved through negotiation between the vendor and the Executive Director may render a decision on the matter.

Nothing in this policy mitigates the right of the vendor to seek legal remedy in a court of competent jurisdiction.

Upper Valley Lake Sunapee Regional Planning Commission may seek the assistance of the grantor agency in resolving disputes.

Protests

Protests will only be accepted by Upper Valley Lake Sunapee Regional Planning Commission from prospective bidders or bidders whose direct economic interest would be affected by the award of a contract or refusal to award a contract. Upper Valley Lake Sunapee Regional Planning Commission will consider all such protests, whether submitted before or after the award of a contract. All protests must be in writing and conform to the following requirements:

1. Be clear and concise.
2. Provide name, address and telephone numbers of protestor.
3. Identification of the solicitation or contract number.
4. Provide a clear and detailed statement of the legal and factual grounds of the protest including copies of all relevant documents.
5. Provide a statement as to what relief is requested.

Protests Prior to Award

Protests before award must be submitted within the time frame specified below. If the written protest is not received by the time specified, the bid or evaluation process shall continue.

Protests addressing the adequacy of the Invitation for Bid (IFB), Request for Quotes (RFQ) or Request for Proposals (RFP), including the pre-award procedure, the instruction to bidders, general terms and conditions, specifications and scope of work, must be filed with Upper Valley Lake Sunapee Regional Planning Commission not less than fourteen (14) full working days before bid opening or date of receipt for proposals. Thereafter, all issues and appeals are deemed waived by all interested parties.

Upon receipt of the written protest, Upper Valley Lake Sunapee Regional Planning Commission will determine if the bid opening or date of receipt for proposals should be postponed. If the bid opening or due date is postponed, an appropriate addendum will be issued regarding a rescheduling of the bid opening.

Any protest may be withdrawn at any time before Upper Valley Lake Sunapee Regional Planning Commission has issued its decision.

Protests After Bid Opening/Receipt of Proposals

Any party aggrieved by an award of a contract may protest to the Upper Valley Lake Sunapee Regional Planning, Chair of the Executive Committee in writing, within seven (7) days after such aggrieved party knew or should have known of the facts giving rise thereto. Such protest shall include the detailed facts leading up to the protest. The Chair of the Executive Committee is authorized to settle and resolve any protest relating to the solicitation or contract award. Protests received later than thirty (30) days after bid opening or the receipt of proposals shall not be considered.

In the absence of a settlement, the Chair of the Executive Committee shall make his or her decision known, in writing, within one week of receipt of the protest. Such decision shall respond, in detail, to each substantive issue raised in the protest.

The written decision of the Chair of the Executive Committee shall be final, binding, and conclusive on the parties.

Protests should be transmitted to:

Chair of the Executive Committee
Upper Valley Lake Sunapee Regional Planning Commission
10 Water Street, Suite 225
Lebanon, NH 03766

Protests will only be entertained by the Federal Transit Administration if the aggrieved party is alleging that Upper Valley Lake Sunapee Regional Planning Commission does not have, or is failing to follow, written protest procedures.

APPENDIX D:

SAMPLE Transit Operating Grant Application

Submitted by:
Town of Acton
472 Main Street
Acton, MA 07120

PROJECT DESCRIPTION AND MARKET DEFINITION

The Town of Acton has developed a short-to-medium range transportation plan that is intended to create new local public transportation services as well as support and enhance use of the regional rail system, which will reduce commuter emissions. The Town's plan would also serve to alleviate parking congestion at the South Acton Rail Station, provide transportation alternatives for residents, enhance travel opportunities for members of the transit dependent community and strengthen Acton's local environmental stewardship by allowing more commuters to use the regional rail system.

Acton's transportation program follows an integrated approach that consists of four steps:

1. Consolidate and centralize management of existing demand response transportation services (i.e., Council on Aging (COA) and Road Runner services)
2. Implement parking management strategies at the South Acton Rail Station by increasing per diem parking charges to market rates, improving parking collection techniques and incrementally increasing resident parking charges.
3. Implement a parking shuttle to South Acton Rail Station.
4. Implement general public dial-a-ride services during commuter periods.

The Town is seeking Suburban Mobility Grant support for the two of these elements: the parking shuttle to South Acton Rail Station and the commuter general public dial-a-ride service. We list the four elements of our program because these steps are mutually supportive – shuttle and dial-a-ride services will be more successful if parking management strategies are implemented. Likewise all demand response service will be enhanced by coordinated and potentially consolidated operations. Accordingly, we lay out our proposed approach for the parking shuttle and dial-a-ride service in this grant application, noting the Town intends to pursue supporting program elements independently.

MARKET DEFINITIION

1. **What is the purpose of the new or expanded service? Describe the market that it will serve and why this service is necessary.**

The Town of Acton is proposing to operate two new services, both of which would provide travel options during the commute period. The first service is a shuttle that would run between one or more park and ride lots and the South Acton Rail Station. The second service is a general public dial-a-ride (DAR) service that will serve all of Acton. Both services are in response to over-crowding at the South Acton Rail Station and local demand for alternative forms of transportation, but each service addresses a slightly different market need.

A. Describe target customers

The primary market for the proposed new services is commuters, and in particular commuters traveling to the Rail Station. The South Acton Commuter Rail Task Force conducted a study in 2006, which recorded that after the 7:18 am express train, the main lot was full and by the time the next train (7:37 am) was scheduled to arrive most of the spaces at the remote parking lot at Jones Field (see Section 2.B) were also full. After 7:37 am, a few parking spaces are typically available behind the South Acton Fire Station. Anecdotal evidence suggests that the parking lot is even more congested, as a result of recent increases in parking costs at MBTA owned lots.

Parking congestion at South Acton Station results in more people driving further as people hoping to park at the station are unable to find parking must drive to more distant stations (West Concord or Alewife). Parking congestion also encourages "kiss and ride" drop-offs. Reducing these travel patterns will reduce vehicle miles traveled and traffic congestion, thus reducing vehicle emissions and green house gasses. The objective of the shuttle, therefore, is to provide a more reliable and less costly alternative for commuters to access the South Acton Rail Station. Demand is documented through a number of sources:

- As discussed, parking at the South Acton Rail Station is used intensely. The main lot is completely full by 7:18 am, before the express train to Cambridge and Boston departs. The Jones Field ancillary parking lot, located one-quarter mile from the train station is fully booked and most other ancillary lots are likewise full by 8:00 am.

- The Town of Acton conducted a resident transportation survey between April and November 2008. The survey was administered on-line and advertisements for the survey were handed out at community events and distributed at community facilities, such as the library, town hall, shopping, etc. At the end of the survey period, 946 individuals responded to the survey, of which 87% were Acton residents. Key findings from this survey include:

    - *There are Acton residents who have mobility challenges.* 19% of the population reported that they have difficulty getting where they need to go.

    - *A significant portion of the local community uses the commuter rail.* According to the survey, 16.3% use the MBTA commuter rail service regularly and another 52.0% use it intermittently.

    - *The lack of parking discourages use of the rail service*. Nearly half of the survey respondents (48%) said they would use the commuter rail more often if parking was "always available".

    - *Residents are interested in a shuttle service*. When asked if a shuttle operated during weekdays, 28.9% of the respondents indicated that they would use it daily and another 17.6% said they would use it weekly.

- The survey also documented people's interest in a shuttle service. To further understand commuter preferences, the Town of Acton also set up a table at the South Acton Rail Station to specifically ask commuters their preferences for alternative ways to get to/from the Rail Station. This outreach exercise showed that about two-thirds of commuters preferred the shuttle service and one-third preferred the DAR service (210 respondents).

The shuttle and DAR services target commuters and both provide options for commuters traveling to the South Acton Rail Station. The shuttle will bring people to the South Acton Rail Station and will be available to any commuter traveling to the train station, inclusive of both residents and non-residents. While some rail users will be able to walk to get on the shuttle, others will drive and park. The DAR service, on the other hand, offers alternative transportation to Acton residents. We anticipate that most passengers will use the DAR service to travel to/from the Rail Station; however, people may also use it to access other destinations. In addition, because the DAR service will operate later in the evening than the shuttle, it provides a back-up service for people who use the shuttle service in the morning and return in the evening after the shuttle stops running.

B. Describe Activity Hubs Served

The primary activity hub served by both services is the South Acton Rail Station. The park and ride lot will be located close to residential development, at a key highway access point, and/or at a major employer to support reverse commute activity. The DAR will serve all major residential and employment developments in Acton.

DESCRIPTION OF EXISTING CONDITIONS

2. Describe the existing transportation network within the proposed service area. Include any pertinent information on current capacity and current demand.

The Town of Acton is a suburban community located approximately 21 miles west-northwest Boston within the Boston metropolitan commuter shed. It is within ten miles of several regional transportation facilities, including I-495 and Route 128, both of which are regional employment corridors.

A. Existing Transit Services

The Town of Acton's major transportation asset is the South Acton Rail Station, which provides rail services to North Station in Boston, and Fitchburg and shapes local and regional travel patterns. In addition to rail service, Acton has demand response services provided by the Acton Council on Aging and the Lowell Regional Transportation Authority (LRTA).

<u>Commuter Rail Services</u>
The Town of Acton is served by the MBTA Fitchburg line that operates between Fitchburg in western Massachusetts and North Station in Boston. The line also provides connections to Porter Square in Cambridge, which offers a direct connection to the MBTA's subway system via the Red Line.

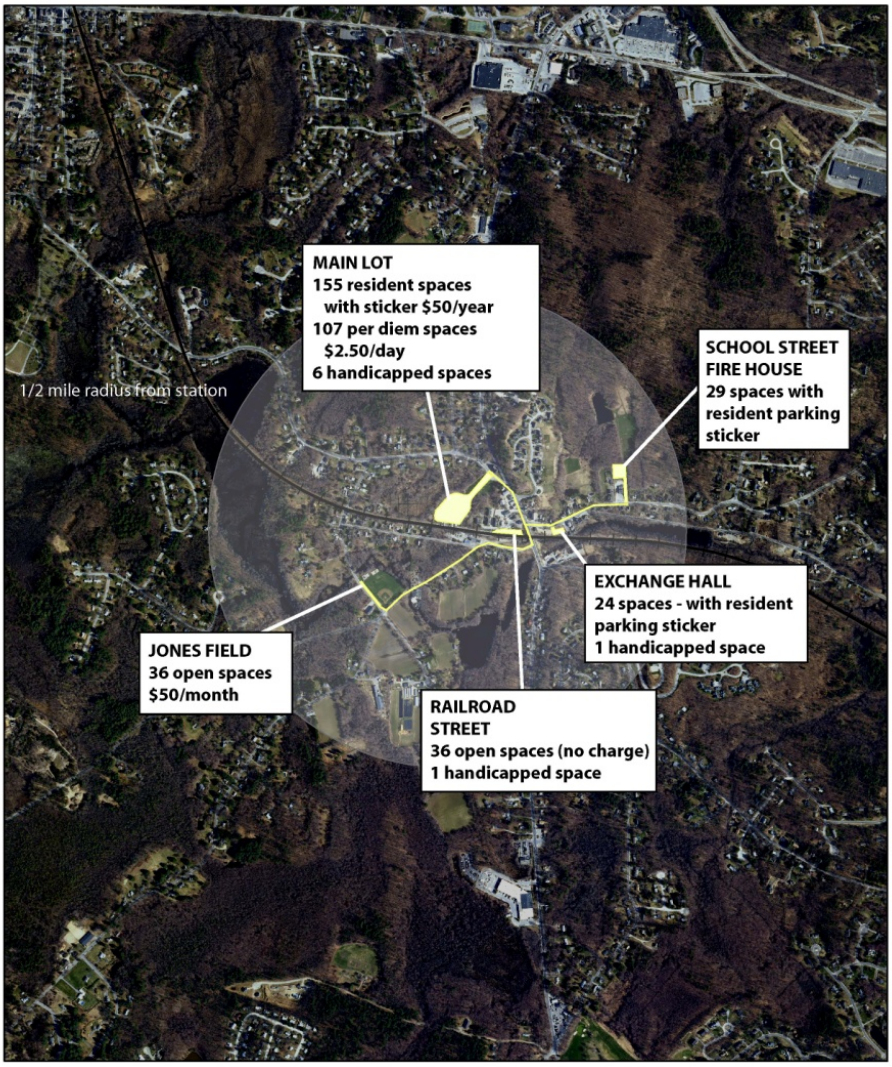
South Acton is the busiest station on the Fitchburg line, with 834 weekday inbound boardings (MBTA Audit April, 2007). It is an attractive station for passengers in part because it is the only rail station that is served by all Fitchburg line services, including express trains, short services that end at South Acton and all flag and skip-stop services. In total there are 17 inbound and outbound trains per weekday and eight trains (each direction) on weekend days. Service is concentrated around the peak period, with six peak-direction trips per day, inclusive of one express service per peak period in the peak direction. Non-express service travel time between South Acton and North Station is approximately 53 minutes while the fastest express trains complete the journey in 42 minutes. One-way fares are $6.75. A monthly pass is $223, and includes access to all MBTA services, including bus, subways and ferry services.

South Acton Rail Station and Available Parking

The South Acton Rail Station is located at 10 Central Street near Main Street (Massachusetts Route 27). The primary station parking at the station is owned and managed by the Town of Acton. There are currently 268 surface parking spaces at the rail station, including 155 spaces allocated for residents, 107 "open" metered spaces, and 6 spaces reserved for handicapped parking. To park at the train station, residents must purchase a sticker for $50/year; this allows them to park at one of the 155 spaces at the train station on a first come, first served basis. The sticker also permits parking at one of the ancillary lots (see below). Acton currently sells 430 stickers, so more stickers are sold than available parking spaces at the station lot. The 107 metered spaces in the main lot are available to anyone for $2.50 per day on a first come, first served basis.

In addition to the main lot at the rail station, the Town also manages four secondary parking lots, all of which are located within walking distance (approximately one-quarter of a mile) from the train station (see Figure 1). One of these lots is the "Railroad Street lot"; it is an old staging area owned by the MBTA. It has 36 unmetered spaces (27 in winter) and 1 space reserved for handicapped parking. Anyone can park at this lot, free-of-charge, on a first come, first served basis. There are also two lots within walking distance to the station which are also available for residents only: Exchange Hall and the School Street Fire Station. However, use of the Exchange Hall lot is temporary until the rehabilitation of the Exchange Hall building is completed. Likewise, parking at the School Street Fire Station has displaced used primarily of the recreation facility located there. The final lot is at Jones Field. It was also previously used exclusively for recreation use (baseball fields, playground), but individual parking spaces at the lot are being rented to residents and non-residents for $50 per month (with a three month minimum). As of January, 2009, 35 of the 36 spaces are rented.

Figure 1: South Acton Rail Station Commuter Parking Resources



Demand-Responsive Transportation Services

There are two demand-responsive transportation services, which are restricted to Acton residents who have a disability or are aged 60 or older: the Town of Acton Council on Aging and the Road Runner. They can be used to travel within Acton or between Acton and Concord or Maynard. Acton's two services have similar characteristics: they serve a similar clientele, operate within a similar service area, have similar operating hours (8:00 am to 4:00 pm), charge identical fares ($1.00 for local trips and $1.50 for travel between towns), and rely on capital equipment from the LRTA. With a few minor exceptions, however, they operate as independent services.

B. Existing Roadway Conditions

The Town of Acton has four major roads Routes (2, 2A, 111 and 27), which provide most major connections through town and to neighboring communities. Outside of these major roads, Acton's street network is

largely disconnected and characterized by cul-de-sacs and narrow, curvilinear roads, few of which have sidewalks. Combined with low density residential land uses, the road network is not supportive of fixed-route public transportation services. The existing road network is one of the primary reasons the Town is not suggesting traditional types of fixed-route public transit service.

One very notable exception to this is Route 2A (Great Road), which has numerous commercial and multi-unit residential facilities on or very close to it.

SERVICE PLAN

3. Describe your service plan, including routes and services that are designed to meet needs of the market defined above.

The Town of Acton, working through its Transportation Advisory Committee (TAC) has developed a service plan for the parking shuttle and general public DAR service.

A. Planned Frequency

The parking shuttle will operate for four hours a day, five days a week, exclusive of major public holidays. The proposed service hours for the shuttle and DAR service are shown in Figures 2 and 3, together with the MBTA train service.

Figure 2: Proposed Operating Hours for the Commuter Shuttle

Weekday Schedule	Van Operating Hours	MBTA Trains Met	
Morning Service	6:30 am – 8:00 am	6:48 am 7:18 am (express)	7:37 am 7:58 am
Afternoon Service	5:00 pm – 7:30 pm	4:56 pm 5:20 pm 5:45 pm	6:10 pm 6:37 pm 7:17 pm

Figure 3: Proposed Operating Hours for the Dial-A-Ride Service

Weekday Schedule	Van Operating Hours	Potential MBTA Trains Met	
Morning Service	6:30 am – 7:45 am	6:48 am 7:18 am (express)	7:37 am
Monday – Friday	4:30 pm – 9:45 pm	4:56 pm 5:20 pm 5:45 pm	6:10 pm 6:37 pm 7:17 pm

A. Planned Routing

The proposed DAR service will travel anywhere in Acton according to the demand and request for service whereas the proposed shuttle service will operate between one or more parking lots and the South Acton Rail Station. The TAC considered several possibilities for the shuttle service and ultimately identified two potential operating scenarios and used these criteria for selecting potential lots:

- Proximity to the Rail Station – Under this case, a parking lot would be selected based on proximity to the train station. Most shuttle users would drive, but instead of driving all the way to the train station, they would park at a lot short of the train station and spend approximately five minutes traveling by shuttle to the train. Although this option requires travelers to transfer twice (car to shuttle and shuttle to rail), the shuttle transfer is short and reliable. Shuttle users would benefit by having a guaranteed parking spot, lower costs and avoid the frustration associated with looking for a parking space. In addition, the Town, if able, will favor the shuttle through traffic and lot regulation to have advantages in its entrance and exit from the station lot and any remote parking location.

- Proximity to Residential/Reverse Commute – This scenario involves selecting a parking lot that is farther away from the train station but within walking distance from residential areas; has convenient highway access, or is at a site that offers reverse commute opportunities. The primary market served would be people who could walk to/from the shuttle. A secondary market would be commuters from out of town with longer drive times to the rail station. Commuters would park at the lot and travel about 10 minutes to the train station. Arrival times would need to be coordinated with shuttle departures to ensure they would meet their train, however, depending on the travel time some peak period trains may be not be served due to short times between trains. There may also be potential to create a stop between the parking lot and the train station to pick up passengers. The shuttle would offer guaranteed parking and lower costs.

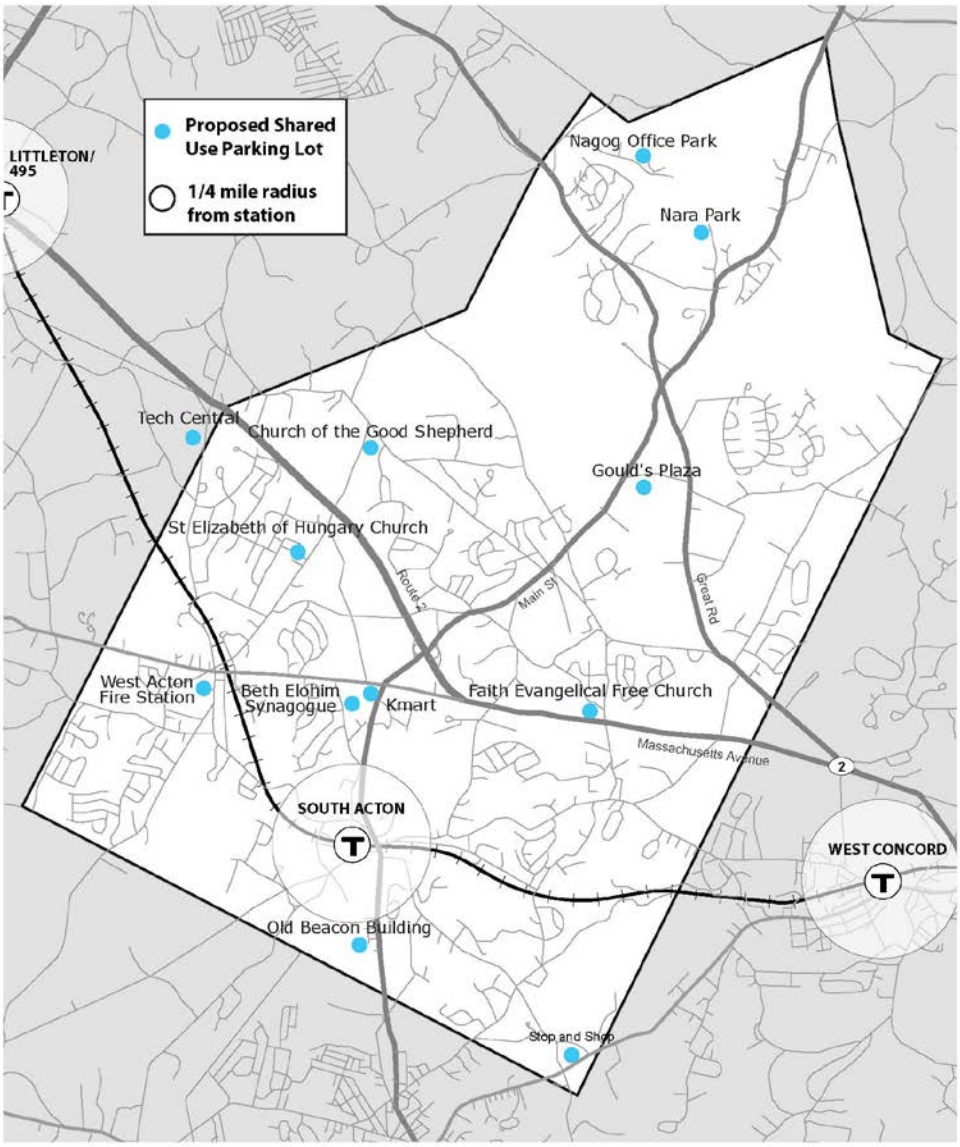
With these scenarios in mind, the TAC identified 16 potential shared-ride parking lots, of which 12 expressed an interest or willingness to share parking with the Town, depending on the final stipulations of the arrangements. Each of these lots was also screened to ensure they are accessible for both commuters parking their vehicle and the 22 passenger van providing the shuttle service. These 12 lots are highlighted in Figure 3 below, shown together with lot size, willingness to participate, estimated travel time and distance from the rail station and key advantages and disadvantages of the particular lot. The lots are also mapped in Figure 5.

Figure 4: Proposed Shared Use Parking Lots for Commuter Shuttle*

Potential Location	Potential Spaces Available	Status	Distance/ Travel Time to Rail Station	Major Advantages / Disadvantages
Beth Elohim Synagogue 133 Prospect Street	40	Maybe	1 mile 2 minutes	Close to train station; Potential for conflicts with other users
Tech Central 80-90 Central Street Boxborough	100	Interested	3.9 miles 7 minutes	Potential for reverse commute passengers; Further from train station
Church of the Good Shepherd 164 Newtown Street	50-60	Interested	3.8 miles 9 minutes	Interested partner; Further from train station
Faith Evangelical Free Church 54 Hosmer St	10+	Maybe	2.6 miles 7 minutes	Located on Route 2 within walking distance for some residents; No direct route to train station
St Elizabeth of Hungary 89 Arlington St	Unsure	Potential	2.8 miles 7 minutes	Near residential area, direct routing to train station; May have some conflicts over use
Stop & Shop 100 Powdermill Road	Unsure	Maybe	2.3 miles 8 minutes	Site could serve South Acton or West Concord; Located in southeast corner of Town – inconvenient for most residents
Gould's Plaza 260 Great Road	100	Interested	3.6 miles 9 minutes	Large lot with willing partner on main road; Does not offer walk access
Kmart 252 Main Street	Unsure	Potential	1.1 miles 3 minutes	Located at center of town along two main roads, close to train station; Area around lot experiences traffic congestion during peak period
Nara Park 25 Ledge Rock Way *Seasonal use only – summer parking at school	100+	Maybe	4.9 miles 11 minutes	Requires alternative site during summer; Potential for walk access; Furthest location from train station
West Acton Fire Station 256 Central Street	30	Potential	1.8 miles 4 minutes	Excellent central location with walk access for nearby residents; Lot is small, vehicles must enter narrow driveway to get to lot behind building
Nagog Office Park Nagog Park Road	100+	Maybe	5.3 miles 12 minutes	Potential for reverse commute use; Further from train station
Old Beacon Building 20 Main Street	100+	Potential	1.4 miles 3 minutes	Large lot with willing partner; Located south of train station, so most residents would have to drive past train station to access

* All lots are located in Acton, unless otherwise noted.

Figure 5: Proposed Shared Use Parking Lots for Commuter Shuttle



B. Types of Vehicles Use

The Town currently has access to two accessible vehicles, one of which is currently operated by the Town of Acton Council on Aging and a second operated by the LRTA. Both vehicles are provided to the Town of Acton by the LRTA; the Town is responsible for light maintenance and LRTA conducts periodic and more detailed maintenance. When vehicles are being maintained, LRTA also provides back-up equipment. Both vehicles are currently in service weekdays from 8:00 am to 4:00 pm. The COA van currently runs Monday through Friday, the Road Runner van Tuesday through Thursday. We propose to use these vehicles before and after their regularly schedule shifts to operate the proposed new services.

C. Meeting the Market Needs

The TAC considered market needs closely as we developed our service plan.

- The DAR service is intended to meet the needs of Acton residents with limited access to a vehicle, who are unable to operate a vehicle, or who choose not to drive. We also included the DAR service to provide equity among the community and ensure residents have a reasonable option for avoiding paying increased parking charges at the South Acton Rail Station. The DAR service will also back up the shuttle service during evening hours.
- The shuttle service has been designed to alleviate pressure on the South Acton Rail Station by providing a simple, reliable and easy to use travel choice. As discussed, the shuttle will operate from one or more parking lots close to the station to make the service as easy as possible to use; or it will be located to permit other advantages. In both cases, the shuttle will offer participating commuters parking and lower overall daily commute costs compared with parking at the rail station.

D. Meeting Americans with Disabilities Act Requirements

The vehicles that would be used for this service are fully accessible, eliminating the need for any supplemental paratransit service. Furthermore, the Town of Acton already has town-wide paratransit service.

4. Who will operate the transit service?

A. Vehicles and Drivers

The Town will administer the Suburban Mobility Grant and act as the fiscal agent. The Town, working in conjunction with the LRTA, will issue a Request for Proposals to existing public service providers and private carriers to operate the service. The Town will provide the vehicles and the contractor will be responsible for operating the service.

B. Service Administration

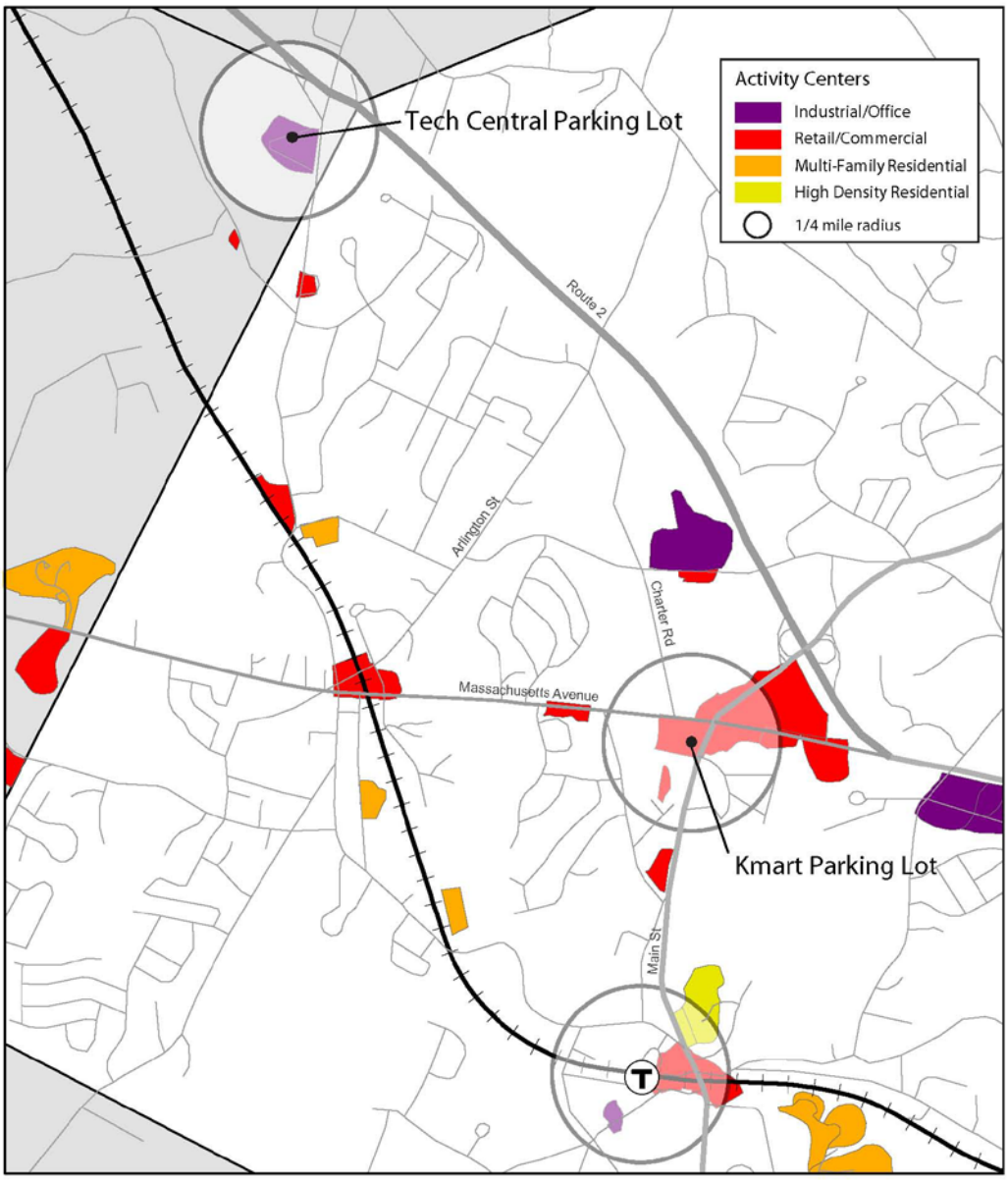
Once the carrier is chosen, they will contract with the Town of Acton to provide the service. The Town, working together with the TAC, will be responsible for monitoring the service provider and responding to customer complaints. The Town has a similar arrangement in place with the Council on Aging – the Town broadly oversees and funds part of the service, but the COA is responsible for operating the service, reporting and handling customer complaints. This arrangement has proven successful in Acton for the past several years.

5. Provide all available data that will assist the Boston Region MPO Transportation Planning and Programming Committee in determining potential customer demand for new service(s).

A. Provide Additional Data on Activity Hubs

Two of the potential shuttle parking lots are shown in Figure 6, together with major activity centers, including employment and residential developments that are within ¼ mile of the service. We include this figure to illustrate the potential relationship between the shuttle services and activity centers in Acton. The DAR service will be town-wide and thus will serve all town activity centers.

Figure 6: Indicative Park and Ride Lot Locations: Activity Centers Within Quarter Mile Radius



B. Identify Transit Hubs

The park and ride lot shuttle will provide service to the South Acton Rail station, the Town's major transit hub.

- The South Acton Rail Station is the busiest station on the Fitchburg line with approximately 830 boardings per day.

- Commuter parking at the Rail Station is over-subscribed, such that the Town manages three overflow lots for residents, which are used at capacity (see Figure 5: Available Parking at the South Acton Rail Station).

C. Demand Estimate

Based on parking demand, MBTA estimates of weekday train ridership and responses to the town-wide survey, we have conservatively estimated the demand for the shuttle at 20 daily riders (or 40 boardings per day) and demand for the DAR service at between 4-6 riders per hour, or about 35 riders per day.

MARKETING PLAN

5. Describe in detail your plan for informing potential customers about the new service and turning them into regular users.

As mentioned in the beginning of the grant application, the Town of Acton intends to use the shuttle and DAR services as part of an integrated transportation program. This program will develop parking management strategies, including increases to parking charges for both residents and non-residents. We intend to coordinate the timing of the increased costs with our announcement of the new travel options, so that members of the public will have acceptable options to avoid the higher costs. We anticipate this will be our primary way of informing customers about the service and encouraging use.

A. Branding for new service

We propose to brand the new service by organizing a naming/logo contest for the new services. We will solicit ideas from commuters at the train station, members of the wider community and at the public schools. The Town will also work with local artists and graphic designers to develop a color scheme for the logo. We will carry this brand forward with all information materials used for the service. We do not, however, anticipate painting vehicles as the vehicles are shared with other services.

B. Marketing transit stops

Signage for the shuttle stop will be clearly marked at the South Acton Rail Station. Depending on the agreement with parking lot owners, additional signs may be installed at joint use parking lots. No stops will be designed for the DAR service because it will be a door-to-door service.

C. Printed/electronic schedule information

The TAC will develop printed materials describing the proposed service and operating hours. Announcements for the service will also be posted on the Town's web-site in the Beacon newspaper, on local cable TV and on the MBTA website and schedule

D. How will potential customers find out about the service

The TAC has already done a lot of outreach with members of the community and we will build on these connections to develop support and enthusiasm for the new service. Also, as discussed, we will coordinate marketing of the services with implementation of parking management strategies at the South Acton Rail Station. Before the service begins, we will distribute flyers at the commuter rail station and throughout the Town at community centers and at community events. We will also staff a table at the rail station before the services begin. Town staff and/or TAC members will be at the table during morning commute hours armed with information about the shuttle and DAR service. We will also distribute flyers to cars parked at the train station and advertise for the service in newspaper, cable access TV, municipal flyers sent with tax bills, email lists, town website, and other town boards and committees.

Once the services are up and running, any schedule changes or service disruptions will be advertised at the South Acton Commuter Rail Station. Based on customer input, we will also develop secondary methods for reaching our customers.

FINANCIAL PLAN

1. Describe your long term (five-year) financial plan. Provide a detailed annual budget for your proposal covering the three years of Boston Region MPO funding, including all expected costs and revenue sources.

A three-year financial plan for the two services is presented as Exhibit 1. The Town of Acton's plan over a five-year period is estimated in Figure 8.

A. Estimate gross annual operating costs

Total estimated annual operating costs for the combined programs in the first year are $162,484, inclusive of $71,242 for the shuttle and $91,242 for the DAR service.

B. Estimate annual maintenance costs

The Town of Acton will be contracting the service out (to a private or public operator); therefore the hourly rate will be in inclusive of maintenance costs.

C. Estimate all other costs

Our estimate for operating costs includes $15,500 for Town of Acton staff time to manage the grant, collect data and conduct marketing activities. This estimate is based on about 15 hours a week, plus 20% fringe benefits and 20% overhead. Other costs consist of rental of shared use park-and-ride lots and costs associated with branding, marketing and managing the service. Management costs include reporting and monitoring.

D. Detail proposed fare structure and describe its rationale

The proposed fare for both the shuttle and DAR service is $1.00. Shuttle fares will be paid on the inbound trip only while DAR passengers will be requested to pay $1.00 per trip. The rationale for the round trip fare on the shuttle is that the service is less convenient than driving directly to the train station. To attract riders, therefore, the fare needs to be lower than per diem parking costs (currently $2.50). The DAR service, on the other hand, provides a door-to-door trip and offers a different, but similar level of convenience as driving alone. In addition, fares on existing demand response services in the Town are currently $1.00 for in-town service and fares for similar services should be similar. We do, however, anticipate fare increases after year 1.

E. Describe what entities you have partnered with or will seek partnerships with

The Town of Acton is not currently planning to partner with a private sector partners for the initial period of service. However, preliminary discussions over park and ride lot usage indicate there may be potential for partnerships with private sector employers for reverse commute trip purposes. Likewise, discussion of the potential service has generated interest from neighboring communities. Once the service is operating, the Town intends to reach out to these potential partners for cooperation and coordination.

F. Describe your plans for sustainability

In the first couple of years, the Town of Acton hopes to fund the service through a combination of MBTA assessment funds and increased revenues associated with parking management strategies at the South Acton Rail Station. As the services strengthen and gain momentum, however, the Town intends to engage neighboring communities and local businesses to help shape and support shuttle services. We will also pursue other potential revenue sources such as advertisements to help off-set shuttle costs.

The Town currently has $106,000 in un-diverted MBTA assessment funds. We are researching the potential for using assessment funds as our local match for the Suburban Mobility Grant. While we are encouraged that this is possible, we recognize the challenges associated with arranging the administration and a lengthy time delay associated with the reimbursement of funds. Accordingly, the Town is prepared to float the funds in the short-term and work to access assessment funding over time.

Currently, revenues raised by parking charges can only be used to fund parking activities, including rental charges for ancillary parking. In the short-term, the Town will use these funds to support the shared use parking lot rental agreement for the shuttle service. In the longer-term, the TAC will examine the potential of changing the statute so funds can be used to support public transportation services. Figure 8 outlines the Town of Acton's proposed funding for the combined shuttle and DAR services. Funding sources listed for years 4 and 5 are estimates only, but are based on the experience of other regional communities.

Figure 8: Town of Acton Shuttle and DAR Funding Sources

Funding Source	Year 1	Year 2	Year 3	Year 4	Year 5
Fares*	$13,750	$28,750	$37,500	$37,500	$37,500
Parking Revenue**	$7,500	$7,500	$7,500	$7,500	$7,500
Municipal Partners	$0	$0	$0	$49,235	$57,860
Partnerships with major employers, local institutions, and advertisements.	$0	$0	$0	$35,000	$35,000
Town of Acton Contribution/ MBTA Assessment	$22,247	$32,883	$43,255	$43,255	$43,255
Suburban Mobility Grant	$118,987	$94,225	$76,021	$0	$0
Total	$162,484	$163,358	$164,276	$172,490	$181,115

* Fares are assumed to increase between year 1 and year 2 anticipating fare increases on other local/regional services. Subsequent increases in fare revenue are associated with increased ridership.

** If parking charges at the South Acton Rail Station are increased, additional revenue will be generated. Current statute currently prevents this revenue from being used to support public transportation services. During the period of grant funding, the Town will explore potential to change statute.

MONITORING/REPORTING PLAN

1. Describe how you plan to collect and maintain your ridership data, demographic data and marketing data.

A. Describe your plans for collecting trip-level boarding counts for all trips on a daily basis.

For the shuttle service, drivers will keep a daily log of passenger boardings as s/he collects fares. This log will be maintained by the service operator. Usage of the general purpose dial-a-ride service will be

recorded through a combination of passenger manifests, which record trip requests, and driver logs, which record actual pick-up and drop-off locations.

B. Describe your plans for conducting semiannual on-board passenger surveys to determine demographics and origins of customers, among other data.

The Town and TAC, working in conjunction with the service operator, will conduct a semiannual passenger survey. The TAC will prepare the survey and ask the drivers to distribute the survey to passengers as they board the service. Collection boxes will be placed in the vehicles as well as at key locations, such as the South Acton Rail Station and Town Hall. The survey will ask passengers a combination of trip-related questions (origin, destination, trip purpose, frequency of use) and perception/attitudinal questions (satisfaction with the service, reliability, effectiveness of marketing and opportunities for improvement).

C. Describe your plans for collecting semiannual boarding/alighting data by stop for all trips on a typical weekday.

The proposed service has no transit stops. Passenger boarding/alighting data will be collected daily by the driver.

D. How will you determine the impact/success of marketing efforts in terms of increasing ridership/awareness of service?

We anticipate attracting about 20 shuttle riders per day in each direction and 3-5 DAR riders per hour. Assuming the shuttle and DAR commence operations at the same time that parking charges are increased, we expect to reach this level of ridership fairly shortly. If ridership does not grow as anticipated, we will hold another "table" event at the rail station, to both market the services and find out if service changes are needed to make the service more attractive. Through the TAC and other community forums, we will also stay in touch with community members to get feedback and input to the services.

LAND USE REVIEW

1. **Based on the existing conditions within your service area, describe the land use situation in your community.**

Question	Town of Acton Response
Do existing municipal ordinances and traffic regulations allow for transit service on planned route?	Yes – proposed plan will use same vehicles as currently used in town-wide demand response service.
Do existing roadway geometrics along the planned route allow for this transit service	Yes
Do Transportation Demand Management (TDM) practices at employment sites along the route encourage the use of non-SOV transportation services?	No
Do the municipalities to be served have rideshare/trip reduction regulations that are enforced for both private and municipal employees?	No
Do the municipalities to be served have zoning bylaws that require employer participating in TDM	No
Does the residential density on developable land along the proposed route meet or exceed 7 units per acre?	No
Are sidewalks available along the proposed routes?	Route is not yet finalized. One or more inter-route stops may be included, depending on final alignment. Most streets under consideration have sidewalks on one side.
Have provisions for safe access/egress at the proposed/designated stop locations been made?	Passengers will board/alight from shuttle at park and ride lot and train station. The train station has a designated pick-up/drop-off location and a similar arrangement will be identified at the park and ride lot. The DAR service will provide door-to-door service, therefore, will not service transit stops per se.
Have design standards been adopted for proposed transit stops?	N/A
Do the municipalities to be served have parking restrictions in place which limit the number of parking spaces per 1,000 sq. ft of commercial space to 3 or fewer?	No
Do the municipalities to be served charge fees for school bus service to primary and secondary students?	No – no fees are charged for pupil transportation.

Do the municipalities to be served charge fees to secondary school students for school parking permits?	Yes - $200 per academic year

ACTIVE TRANSPORTATION PROGRAM

IMPLEMENTING AGENCY: Santa Barbara County

PROJECT TYPE: Infrastructure - Medium

APPENDIX E:
Sample Capital Project Work Plan

PROJECT APPLICATION NO.: 5-Santa Barbara County-2

PROJECT NAME: Santa Maria Levee Multimodal Path Improvements

PROJECT DESCRIPTION: Construct 6.4 miles of Class I (multi-use) path along the Santa Maria Levee Trail and construct an underpass at Bonita School Road.

PROJECT LOCATION: Santa Maria Levee Trail from Peralta Street in Guadalupe to Blosser Road in Santa Maria (approx 6.4 mi).

ATP FUNDED COMPONENTS

Infrastructure								Non-Infrastructure		Plan	
PA&ED		PS&E		R/W		CON					
$	225	$	335	$	80	$	2,533	$	-	$	-
FY	19/20	FY	20/21	FY	20/21	FY	22/23	FY	-	FY	-

PROJECT FUNDING INFORMATION (1,000s)

Total Project $	Total ATP $	Total Non-ATP $	Past ATP $	Leveraging $	Non-Participating $	Future Local $
4,018	3,173	845	-	845	-	-

APPENDIX F:

Community Funding Area Program: Evaluation Criteria Discussion Paper

Challenge:

Develop criteria to evaluate planning/technical assistance projects as well as capital/operations projects and ensure that selected projects meet the goals of the CFAP.

Since specific goals for projects funded by CFAP funds were never laid out, there has been disagreement about criteria that should be used to evaluate project applications. As such, this discussion paper outlines several potential goals of projects funded by CFAP funds and associated criteria.

We have assumed the goals to be the following:

- Geographic Equity (benefits are distributed evenly across Wake County)
- Project Readiness (fund projects that will be implemented and are well-positioned to meet productivity standards)
- Meets Demonstrated Local Needs
- Serves Vulnerable Populations

These potential goals should be discussed by CTT members in order to determine agreed upon goals for projects funded by CFAP funds. Once consensus is reached about goals, the appropriate criteria and weighting can be determined.

Draft Recommendations:

As stated, the evaluation of project applications will be conducted using scoring criteria that reflect the goals of the CFAP. The potential goals for planning projects and operations/capital projects are different. As such, the goals and associated criteria for these project types are discussed separately below.

Goals and Criteria for Planning/Technical Assistance Projects:

- **Geographic balance**: Develop a minimum of one planning/technical assistance project for each eligible municipality, if desired. Criteria include:
    - Last time applicant was awarded CFAP funds for planning study
- **Planning study readiness**: Support municipalities that are ready to undertake a planning study. Criteria include:
    - Amount of total planning study paid for by local funds
    - Clear and compelling scope of work / project application
    - Timeframe within which the results of the planning study are expected to be completed

Table 1 Potential Planning/Technical Assistance Project Goals and Criteria

Goal	Measure	Data Source
Geographic Balance	• Last time applicant was awarded CFAP funds for planning study	CFAP
Planning Study Readiness	• Amount of total planning study paid for by local funds • Clear and compelling scope of work • Timeframe for study completion	Municipality

Goals and Criteria for Capital/Operating Projects:

- **Geographic balance**: Develop transit services in all eligible municipalities, if desired. Criteria include:
    - Last time applicant was awarded CFAP funds for capital/operating project
- **Local/regional benefit**: Improve access to transit for residents and complement other transit investments. Criteria include:
    - Number of fixed-route bus/rail connections within ¼ mile of project service area[1]
    - Population and employment density within ½ mile of project service area
- **Serve areas with demonstrated transit need:** Improve transit options in areas with a larger share of vulnerable populations who have greater propensity to use transit. Criteria include:
    - Populations with high propensity to use transit (including low-income residents, older adults, individuals without automobiles, individuals with disabilities) within ½ mile buffer of project or for entire service area for demand-responsive service modes
    - Activity generators/community connections within ½ mile of project of for entire service area for demand-responsive service modes (including medical facilities, senior centers, retails centers, major employment centers, and schools)
- **Project readiness:** Develop implementable transit services that support community desires. Criteria include:
    - Local match
    - Score assigned based on whether (1) need for the proposed project has been documented in other relevant planning documents 2) study or other technical work specific to the proposed project has been completed, deems proposed project

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

feasible and the proposed project is aligned with study recommendations, (3) a Title VI/ADA assessment has been completed and (4) the project reflects a realistic cost and implementation timeframe (see Background Section)

  - Proposed implementation schedule
  - Reflect best practices (see Background Section)

- **Cost-effectiveness:** Develop cost-effective transit solutions. Criteria include:
  - Operating cost per passenger boarding opening year

Table 2 Potential Operating and Capital Project Goals and Criteria

Goal	Measure	Data Source
Geographic Balance	• Last time applicant was awarded CFAP funds for planning study	Municipality
Local/regional benefit	• Number of fixed-route bus/rail connections within ¼ mile of project • Population and employment density within ½ mile of project	Municipality, ACS 5-Year and LEHD
Serve Areas with Relatively High Transit Need	• Population with high propensity to use transit within ½ mile of project • Connections to major activity generators within ½ mile of project	ACS 5-Year, Municipality
Project Readiness	• Amount of project paid for by local funds • Number of project readiness indicators completed • Estimated opening year • Follow best practices	Municipality
Cost-effectiveness	• Operating cost per boarding opening year	Municipality

Background

Realistic Project Cost Ranges

Realistic cost estimate ranges for operating projects were developed based on data from existing local transit operators as well as 2018 Wake Transit Plan Assumptions (see Table 3). Projects significantly above or below the cost range should provide a justification.

Realistic cost estimate ranges for capital projects were developed based on Wake Bus Plan estimates for infrastructure improvement costs. In order to qualify as a realistic cost estimate, capital project cost estimates should fall within 20% of the Wake Bus Plan estimate (ie, cost up to 20% less or 20% more) (see Table 4). Projects significantly above 20% more than the estimated capital cost from the Wake Bus Plan should provide a justification.

Table 3 Realistic Cost Estimate Ranges by Transit Service Type

Service Type	Proposed Range for Realistic Cost Estimate Evaluation Criteria	Current Provider and Wake Transit Cost Assumptions (including admin allocation)
Paratransit	$20/trip to $70/trip	- GoTriangle: $65.27/trip - GoRaleigh: $22.95/trip - GoCary $63.32/trip
Suburban Local (30-40 feet)	$55/hour to $80 per hour	- Wake Transit 2018 Assumptions: $77.27/hour - GoCary $60.27/hour
Local	$55/hour to $95 per hour	- Wake Transit 2018 Assumptions: $92.50/hour - GoRaleigh $86.13/hour - GoCary $60.27/hour

Table 4 Realistic Cost Estimate Ranges by Capital Improvement Type

Capital Improvement Type	Proposed Range for Realistic Cost Estimate Evaluation Criteria	Wake Transit Plan Capital Cost Estimates
Bus Stop Improvements	- $14,400 to $21,600 without a shelter - $18,400 to $27,600 with a shelter	- $18,000 without a shelter - $23,000 with a shelter
Park and Ride Lot Improvement*	- $220 to $330 to lease a space - $400 to $600 to maintain a space - $38,000 to $102,000 per site to improve passenger amenities	- $275 to lease a space - $500 to maintain a space - $85,000 per site to improve passenger amenities
Other Improvements	- $4,000 to $16,000 per shelter - $1,200 to $1,800 per bench - $8,000 to $24,000 for ADA improvements (depending on improvements) - $20,000 to $60,000 for sidewalk improvements (depending on ROW costs) - $640 to $960 per bicycle rack	- $5,000 to $10,000 per shelter - $1,500 per bench - $10,000 to $20,000 for ADA improvements (depending on improvements) - $25,000 to $50,000 for sidewalk improvements (depending on ROW costs) - $800 per bicycle rack

* Park and Ride Lot Improvements should not be proposed, as funding for this type of improvement is available from the bus plan

Definition of Realistic Implementation Timeframe

Whether a project applicant has a realistic implementation time frame will be judged on a project by project basis. Scoring for this criterion will take into account whether the project applicant has a letter of support from a transit operator, as well factors such as the typical timeframe to obtain a transit vehicle (6-12 months for a paratransit vehicle, 12-24 months for a bus), if applicable.

Existing Wake Transit Service Design Best Practices

Transit service design reflects the fact that successful transit services must be intuitive for riders to understand and use. Likewise, transit services designed to be simple and logical for riders are almost

always easier for transit operators to implement. Adherence to best practices is a proposed criterion to be used for scoring CFAP project applications. In order to adhere to best practices for transit service design, proposed services should meet the following guidelines. Service projects that do not meet the guidelines should provide a justification:

➲ Service Should be Simple

To encourage people to use transit, services should be easy to understand. The way service is designed influences how easy it is for people to understand the available transportation options. Most of the guidelines in this section aim to make service intuitive, logical, and easy to understand.

➲ Routes Should Operate Along a Direct Path

Passengers and potential passengers alike prefer faster, more direct transit services. In order to remain competitive with personal vehicles, special attention should be placed on designing routes to operate as directly as possible. Direct routes maximize average speed for the bus and minimize travel time for passengers while maintaining access to service. Routes should not deviate from the most direct alignment unless there is a compelling reason to do so.

➲ Route Deviations Should be Minimized

As described above, service should be as direct as possible. Consistent with this idea, the use of route deviations—traveling off the most direct route—should be minimized.

There are instances when deviating service from the most direct route is appropriate, such as avoiding a bottleneck or to provide service to major shopping centers, employment sites, medical centers, schools, etc. In these cases, the benefits of deviating service from the main route must be weighed against the inconvenience caused to passengers already on board. Route deviations should be implemented only if:

- The deviation will increase the route's overall productivity
- The number of new passengers served is equal to or greater than 25% of the number of passengers inconvenienced by the additional travel time on any particular deviated trip
- The deviation does not interfere with the provision of regular service frequencies and/or the provision of coordinated service with other routes operating in the same corridor
- Pedestrian access to a large trip generator is unsafe due to a lack of infrastructure, or inaccessible due to a dendritic street pattern

In most cases, where route deviations are provided, they should operate for the entire service period. Exceptions are during times when the sites that the route deviations serve have no activity—for example, route deviations to shopping centers do not need to serve those locations early in the morning before employees start commuting to work.

➲ Major Routes Should Operate Along Arterials

Frequent and local routes should operate on major roadways and should avoid deviations to provide local circulation. Riders and potential transit users typically have a general knowledge of an area's arterial road system and use that knowledge for geographic points of reference. The

operation of bus service along arterials makes transit service faster and easier for riders to understand and use. This principle applies only to routes with a productivity-based strategy.

➲ Routes Should be Symmetrical

Routes should operate along the same alignment in both directions to make it easy for riders to know how to return to their trip origin location. For example, if a route follows 4th Street into downtown, it should use 4th Street on its outbound trip. Exceptions can be made in cases where such operation is not possible due to one-way streets or turn restrictions. In those cases, routes should be designed so that the opposite direction alignments run parallel as closely as possible.

➲ Routes Should Serve Well-Defined Markets

Service should be developed to serve well-defined markets. Ideally, major corridors should be served by only one route of each service type—for example, one frequent route and one local route, and not by multiple frequent routes or multiple local routes. Exceptions can and should be made when multiple routes should logically operate through the same corridor to unique destinations.

➲ Services Should be Well-Coordinated

When multiple routes operate through the same corridor but serve different destinations, service should be coordinated to maximize utility and minimize redundancy. To avoid bunching of buses and to balance loads, major routes of the same service type using the same corridor should be scheduled to operate at similar frequencies and should alternate trips at even intervals.

Most routes intersect with other routes at transfer centers, stations, and street intersections. At major transfer locations, schedules should be coordinated to the greatest extent possible to minimize connection times for the predominant transfer flows.

➲ Service Should be Consistent

Routes should operate along consistent alignments and at regular intervals (headways). People can easily remember repeating patterns but have difficulty remembering irregular ones. For example, routes that provide four trips an hour should depart every 15 minutes. Limited exceptions can be made in cases where demand spikes during a short period in order to eliminate or reduce crowding on individual trips.

➲ Service Design Should Maximize Service

The distance and travel time of a route determine how efficiently a bus can operate. Service should be designed to maximize the time a vehicle is in service, and minimize the amount of time it is out-of-service. In other words, the length of the route and the time it takes to make each trip impacts they layover required at each end of the route, and how many buses are needed to provide service. Often, it may be more efficient to extend a route to pick up a few more passengers and limit the amount of layover time.

Vehicle Type Should be Appropriate for Service

Transit vehicles should be matched to service types by vehicle type and capacity. For example, the standard fixed-route transit vehicle is typically a 40' transit bus and is appropriate for most services. However, high ridership routes may warrant 60' articulated vehicles, and conversely, lower ridership routes such as local routes or shuttles may only require 30' vehicles. Flex service and demand-response vehicles typically utilize smaller vehicles.

Additionally, as required by Title VI, transit providers must distribute vehicle assignments evenly throughout the system so newer vehicles are equitably deployed across the service area.