

# **Appendix C**

# **CFA Management Plan**



**Wake Transit Community  
Funding Area Program**

**Management Plan  
Update**

September 2025



# Table of Contents

	Page
<b>Glossary</b> .....	<b>1</b>
<b>1 INTRODUCTION</b> .....	<b>3</b>
Program History.....	4
Program Governing Structure.....	4
Program Goals .....	5
Memo Organization.....	5
<b>2 CFAP UPDATE</b> .....	<b>6</b>
Market Analysis Overview .....	6
Stakeholder Survey .....	10
Stakeholder Interview .....	10
<b>3 FUNDING</b> .....	<b>12</b>
Types of Projects Funded .....	14
Funding Forecast .....	18
<b>4 ELIGIBILITY</b> .....	<b>20</b>
Eligibility Checklist.....	20
Geographic Requirements .....	20
Eligible Project Types .....	21
Funding Requirements .....	23
<b>5 APPLICATION PROCESS AND GUIDELINES</b> .....	<b>25</b>
Overview.....	25
Schedule.....	26
Other Guidelines .....	33
Program Management .....	34
<b>6 PRIORITIZATION AND AWARDS</b> .....	<b>36</b>
Scoring Criteria.....	36
<b>7 PROGRAM MANAGEMENT, MONITORING, AND OVERSIGHT</b> .....	<b>44</b>
Program Management.....	44
Performance Requirements for Operating Projects.....	46
Financial Terms.....	52
Project Reporting and Reviews .....	55
<b>8 APPENDICES</b> .....	<b>57</b>
Appendix A: Stakeholder Survey .....	57
Appendix B: Stakeholder Interview.....	57
Appendix C: Example Project Agreement .....	57
Appendix D: Annual Review Requirements .....	57

# Table of Figures

	<b>Page</b>
Figure 1	Wake Transit Goals..... 3
Figure 2	Eligible Community Funding Areas ..... 3
Figure 3	Population Density..... 7
Figure 4	Population Growth by Community..... 9
Figure 5	Wake Transit Plan Actual and Estimated CFAP Annual Funding Allocation and Spending..... 13
Figure 6	Projects Funded and Funds Spent Since the Inception of the Grant Program... 16
Figure 7	CFAP Planning/Technical Assistance Funding Allocation (FY19-FY24) ..... 17
Figure 8	CFAP Planning/Technical Assistance Funding Recommendation (FY25-FY35)... 17
Figure 9	CFAP Capital and Operating Funding Allocation (FY19-FY26) ..... 17
Figure 10	Total CFA Program Allocation (FY27-FY36) ..... 19
Figure 12	CFAP Application Cycle ..... 27
Figure 13	Previous and Future Year Target Project Mix ..... 38
Figure 14	Scoring Criteria for Planning/Technical Assistance ..... 39
Figure 15	Scoring Criteria for Capital/Operating Projects ..... 41
Figure 16	Performance Standards for CFAP Operating Projects: Ridership..... 47
Figure 17	Performance Standards for CFAP Operating Projects: Passengers per Revenue Vehicle Hour..... 48
Figure 18	Performance Standards for CFAP Operating Projects: Operating Cost per Passenger..... 48
Figure 19	Performance Requirement Targets by Phase ..... 49

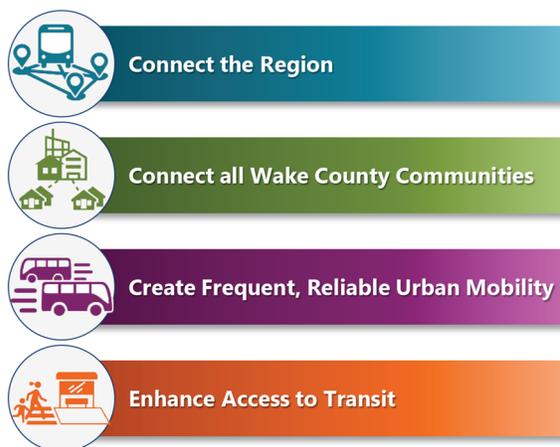
# GLOSSARY

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

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

# 1 INTRODUCTION

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



**Figure 1 Wake Transit Goals**



**Figure 2 Eligible Community Funding Areas**

## PROGRAM HISTORY

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

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

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

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

## PROGRAM GOVERNING STRUCTURE

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

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

## PROGRAM GOALS

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

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

## MEMO ORGANIZATION

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

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

## 2 CFAP UPDATE

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

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

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

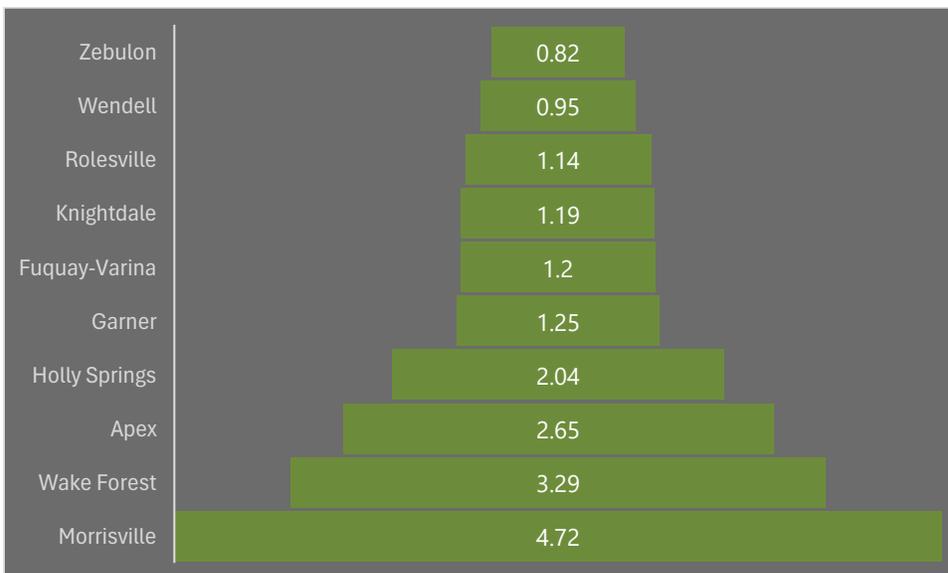
Following an independent program review of the CFAP, the consulting team consulted with CAMPO staff overseeing the CFAP, conducted a stakeholder survey, and interviewed representatives from each of the CFAP communities. This feedback helped gather input on current program challenges and potential program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

### MARKET ANALYSIS OVERVIEW

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

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

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



**Figure 3 Population Density**

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

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

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

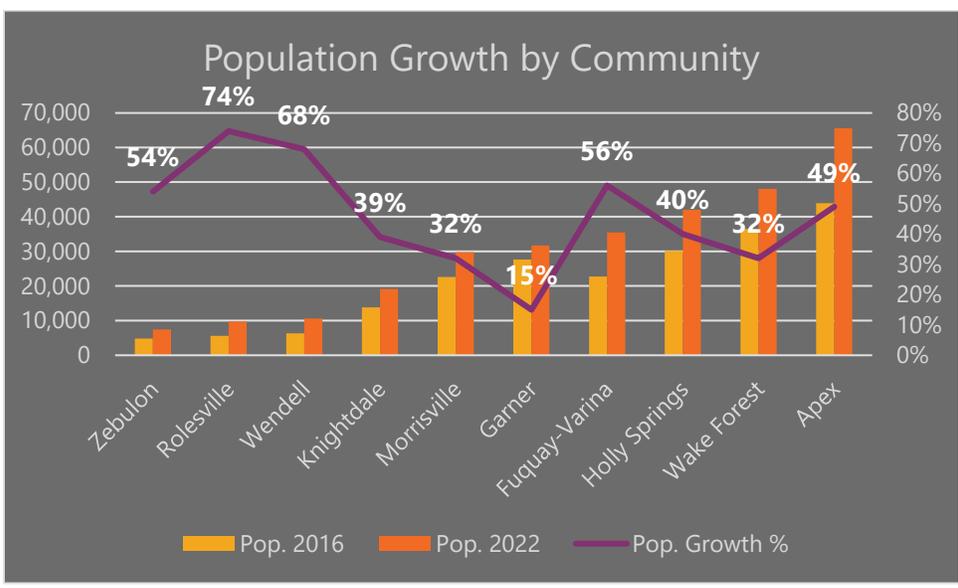
Future transit-oriented development looks promising in the towns of Garner and Morrisville. The Town of Morrisville has a higher population and employment density than other towns and has an established Transit Oriented Development and Zoning Plan that calls for walkable, mixed-use development in central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

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

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

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

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



**Figure 4 Population Growth by Community**

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

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

## STAKEHOLDER SURVEY

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

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

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

A summary of survey results is included as Appendix A.

## STAKEHOLDER INTERVIEW

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

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

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

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

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

## 3 FUNDING

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

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

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

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

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

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

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

## TYPES OF PROJECTS FUNDED

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

### **Planning and Feasibility Studies – 9 Projects**

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

### **Bus Stop Improvements and Enhancements – 4 Projects**

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

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

### **Pedestrian Improvements – 3 Projects**

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

### **Microtransit Services – 2 Projects**

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

### **Fixed Route Transit Services – 2 Projects**

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

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

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

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

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

## Funding for Planning/Technical Assistance

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

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

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

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

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

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

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

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

## Capital and Operating Projects

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

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

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

## FUNDING FORECAST

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

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

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

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

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

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

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	Total Allocation FY27-FY3
Total CFA Program Allocation	\$6.508	\$6.000	\$6.000	\$6.000	\$6.000	\$6.000	\$6.000	\$6.000	\$6.000	\$6.000	<b>\$60.508</b>

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

## 4 ELIGIBILITY

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

### ELIGIBILITY CHECKLIST

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

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

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

### GEOGRAPHIC REQUIREMENTS

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

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

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

## ELIGIBLE PROJECT TYPES

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

### Planning/Technical Assistance

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

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

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

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

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

## Operating Projects

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

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

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

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

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

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

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

## Capital Projects

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

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

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

## FUNDING REQUIREMENTS

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

## Planning Studies/Technical Assistance

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

## Capital & Operating Projects

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



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

WAKE TRANSIT COMMUNITY ENGAGEMENT POLICY 2022 (GOFORWARDNC.ORG)

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

## Funding Sources

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

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

# 5 APPLICATION PROCESS AND GUIDELINES

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

## OVERVIEW

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

### Project Type

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

### Project Overview, Purpose, and Need

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

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

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

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

## Demonstrated Support

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

## SCHEDULE

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

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

## CFAP Project Cycle



Figure 12 CFAP Application Cycle

### Training and Pre-Submittal Review

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

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

### Call for Projects

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

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

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

## SCOPE OF WORK

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

### Planning Studies/Technical Assistance

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

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

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

## Operating Projects

Operating project Scope of Work must clearly describe:

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

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

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

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

## Capital Projects

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

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

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

## Directly Operated Transit Project (Include Capital and Operating)

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

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

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

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

## Financial Plan

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

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

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

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

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

## OTHER GUIDELINES

### Joint Applications

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

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

### No Unfunded Project Carry-over

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

# PROGRAM MANAGEMENT

## Program Management

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

## Staffing

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

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

## Selection Committee

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

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

- i. No transit provider representative may serve on the committee if the provider is party to an application submitted for the subject fiscal year;
  - b. Municipalities; or
- 5. Research Triangle Foundation, Representatives from a Wake County community or not-for-profit organization, including but not limited to:
  - a. A local social or human service agency;
  - b. Educational institution;
  - c. Environmental or conservation organization; or
  - d. Other agency with a shared interest in community transportation.
- 6. Central Pines Regional Council

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

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

## **Disputes and Arbitration**

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

## 6 PRIORITIZATION AND AWARDS

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

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

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

### SCORING CRITERIA

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

## Target Project Mix

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

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

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

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

**Figure 13 Previous and Future Year Target Project Mix**

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

## Planning/Technical Assistance Projects

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

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

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

**Figure 14 Scoring Criteria for Planning/Technical Assistance**

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

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

## Capital/Operating Projects

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

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

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

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

**Figure 15 Scoring Criteria for Capital/Operating Projects**

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

Category	Criterion	Description	Points Awarded	Justification
	Activity Generators and Community Connections	CAMPO defined activity generators** within 1/2-mile of project.	<4% - 0 pts	to use transit, including low-income households; zero vehicle households; residents 65 and older; racial and ethnic minorities; and residents with disabilities.
			>= 6 - 10 pts	Prioritizes projects that connect to community resources and activity generators, such as Medical Facilities; Senior Centers; Community Centers; and Retail, among other resources.
			3 to 5 - 6 pts	
			1 to 2 - 3 pts	
			0 - 0 pts	
Operating and Capital Cost per Boarding	Operating and Capital Cost per Boarding	Operating and capital cost per boarding opening year.	< 20\$/trip - 10 pts	Prioritizes cost-effective transit solutions.
			\$20.01 to \$35.00 - 5 pts	
			> \$35.00 - 0 pts	
Project Readiness		<p>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:</p> <p>1) Project needed: Has a need for the proposed project been documented in other relevant planning documents?</p> <p>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?</p> <p>3) Title VI analysis / ADA assessment complete: Has a Title VI/ADA assessment been completed?</p> <p>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)?</p>	4 indicators completed - 10 pts	Rewards well-conceived projects that suggest a likelihood of project success.
			3 indicators completed - 8 pts	
			2 indicators completed - 6 pts	
			1 indicator completed - 4 pts	
			0 indicators completed - 0 pts	

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

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

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

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

# 7 PROGRAM MANAGEMENT, MONITORING, AND OVERSIGHT

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

## PROGRAM MANAGEMENT

### Kick-Off Meeting

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

### Mid-Year Project Review

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

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

## Annual Review

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

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

- Minor schedule variations are defined as less than 6 months for launching a Planning/Technical Assistance project and less than a year for a Capital or Operating project. Minor variations may be allowed with agreement from CAMPO.
- Generally, a delay of 6 months or more for launching a Planning/Technical Assistance project, or a delay of a year or more for a Capital or Operating project, would constitute a major delay. Major delays to project delivery will be evaluated to determine the cause, lessons learned and opportunities for technical support.
- Performance Measurements for Operating or Operating/Capital projects –will be reviewed against performance standards as identified in the section below.
- If performance issues are identified related to project management, initiation or failure to meet other requirements, CAMPO staff will discuss overall project management and execution with the project sponsor. In cases where the project sponsor is not complying with the Project Agreement, CAMPO staff will document areas of concern that are reviewed with the project sponsor and discuss strategies to correct problems. Failure to correct identified shortcomings may result in project suspension or termination, or a reduction in funding, so that funding can be reallocated to projects that are meeting project delivery requirements. All efforts will be made to support projects before terminating or reducing funding. This may include technical support, marketing the service, providing extensions where needed, and revised targets, if appropriate. If service is determined to simply not have a sufficient market and be unlikely to improve, then CAMPO can make a recommendation to the TPAC to reduce funding or terminate the project, so that funding can be reallocated to projects that are performing better. These recommendations would be decided upon by TPAC and the Governing Boards as a project amendment or during the Work Plan process.

See Appendix D for a table summarizing requirements.

## **PERFORMANCE REQUIREMENTS FOR OPERATING PROJECTS**

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

## Performance Requirements

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

## Definitions

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

**Figure 16 Performance Standards for CFAP Operating Projects: Ridership**

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

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

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

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

Transit Service Type	CFAP Minimum Standard	Wake Transit Plan Weekday Standard
Demand-Response and Flex Routes	\$30.00	\$30.00 <sup>3</sup>
Fixed-Route	\$17.00	\$10.00 <sup>4</sup>

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

## Implementation

Performance requirements increase over time, reflecting the need to create awareness of a new or modified service, and allow for new habits to be formed. The phased target attainment includes the following percentages by phase and metric:

<sup>1</sup> [FINAL Service-Standards-and-Performance-Guidelines--Adopted-January-2024-.pdf \(nmcndn.io\)](#),

“Community Route” 2 Pax/hour reflects the microtransit standard for the Wake Bus Plan.

<sup>2</sup> Ibid, “Community Route” target is 8 pax/hour regardless of time of day or day of week.

<sup>3</sup> Ibid, “Community Route” \$30/boarding reflects the microtransit standard for the Wake Bus Plan.

<sup>4</sup> Ibid, “Community Route” target is \$10/boarding for community route in Wake Bus Plan.

**Figure 19 Performance Requirement Targets by Phase**

Phase	Ridership Compared to Forecast	Passenger/ Revenue Hour	Cost/ Passenger
Pilot Phase (Years 1-2)	Reporting Only	Reporting Only	Reporting Only
Service Development Phase (Years 3-4)	Reporting Only	50% in Year 3 75% in Year 4	150% in Year 3 125% in Year 4
Full Implementation (Year 5+)	Reporting Only	100%	100%

- Pilot Phase (Years 1 and 2) – during the first two years of an operating project, transit services or subsidies (or other service project) will be considered as “pilot” where sponsors are expected to report on service performance, but funding is not contingent on meeting the performance standards.
- Service Development Phase (Years 3 and 4) – during years 3 and 4, transit service projects will be expected to report on the CFAP performance standards. For passengers/revenue hours, projects are expected to meet at least 50% of the target in year 3 and 75% in year 4. For the operating cost/passenger, projects are expected to meet 150% of the target in year 3 and 125% in year 4.
- Full Implementation and Operations (Year 5+) – operating projects are expected to be fully developed and meet the CFAP performance standards.

During the third and fourth year of operations, project sponsors will meet with CAMPO staff to discuss performance. If the project is not meeting performance standards, CAMPO may assist grantees with ideas to improve performance, potentially by increasing marketing or adjustments to route alignments or schedules.

By year 5, CFAP-funded transit services will be expected to reach the full targeted performance standards. If projects are meeting performance requirements and deemed to continue as a CFAP-funded transit service, they will be eligible for additional CFAP funds to continue operation. If projects are not meeting performance requirements, CAMPO may offer additional technical support, including marketing, education and engagement services. If the project sponsor works with CAMPO to address any service deficiencies, including building awareness of the service in the community, and the project continues to fall short of the performance requirements, CAMPO may support an extension of the service development phase, or a re-evaluation of the ridership target to address changed circumstances. Given the challenges with ridership during the pandemic, many projects that started in the initial years of the CFAP program may require longer time periods to reach the performance goals.

Additionally, reviews of ridership targets may help inform future projections, including development of a consistent methodology across projects at the application stage. CAMPO may also grant a project extension or a revised target if the project is supporting other critical program goals. Consistent with the Wake Transit Plan, projects that fill a critical network gap or that serve transit dependent populations may be eligible for time extensions to meet performance targets or a permanent change to project targets. These changes will be established based on discussion with the project sponsor.

After providing technical support and considering time extensions or target revisions for projects that are not meeting performance targets, if a project is still not meeting targets, CAMPO may determine that that funding should be made available for other projects. In this case, CAMPO can recommend a decrease the amount of CFAP matching funds provided to support service operations to a minimum of 30% of the project costs, requiring local funding of up to 70% to fund the balance. A timeframe for this reduced financial support would be discussed between the project sponsor and CAMPO, in lieu of project cancellation. After this time period has elapsed, the project would then be reevaluated for continuation. Recommendations for funding reductions or project terminations will be taken to TPAC and the Governing Boards for a decision. They may be considered as part of the Work Plan process or, as needed, separate project amendments. In all cases, every effort will be made to support projects before reducing funding or terminating the project.

## Satisfaction Requirements

Customer service and rider satisfaction standards are a critical part of the overall transit vision for the region and help project sponsors understand how to adapt projects over time to ensure ridership growth and stronger productivity metrics. On-Time Performance and Rider Satisfaction that should be used to inform the overall evaluation of the projects' efficacy. Given challenges with capturing these metrics, however, they will not be directly used to determine future funding. Instead, CAMPO will provide a technical support role to project sponsors to develop technology strategies or contract language necessary to track on-time arrival information. CAMPO will also provide support to project sponsors for survey market research in order to capture customer satisfaction metrics. This may include creating a CFAP-specific survey instrument and rollout that could be used for existing services in CFAP communities. It could also include facilitating communication and coordination on the Wake Transit customer survey, to integrate CFAP communities and projects.

CAMPO and the project sponsor should discuss a plan for capturing these metrics during the kick-off phase of the project. Additionally, in the [FY25-30 Wake Bus Plan Service Standards and Performance Guidelines](#) update, the On-Time Performance metric was determined not to be "the most appropriate metric" for the WTP. Results from the survey of CFAP communities

also indicated that coordinating with the larger Wake Transit Plan survey effort was not seamless and requires additional support to be effective.

## Definitions

On-time performance measures service reliability and whether or not a customer can reasonably count on a bus being there as scheduled.

- The CFAP recommends measuring on-time performance as a fixed-route bus arriving at a scheduled stop no more than one minute earlier and no more than five minutes later (**-1 minute to +5 minutes**) than the scheduled time at all time points. The exception to this measure would be early arrivals to the final destination.
- Demand-response services measure on-time performance for both pick-ups and drop-offs. The CFAP sets the standard of on-time as **+/- 20 minutes of the scheduled pick-up and drop-off time**.

On-time performance definition for a flex route service will depend upon the nature of the service, and whether the fixed route or demand-response metric is more appropriate – or a separate metric altogether. This will be discussed in the kick-off meeting (see above). Customer satisfaction will be measured based on customer surveys, ideally administered once during (or following) the pilot period, again during the service development phase (years 3-4) and then during the full implementation phase (years 5-6). Thereafter, a biannual (every other year) survey rate would continue to be appropriate. Projects should aim for positive ratings for overall service quality by at least 90% of the surveyed riders, although review of overall trends or specific areas of concern can also be instructive for project sponsors, operators and CAMPO, particularly as the project moves through the pilot and development phases.

## Implementation

CAMPO staff will work with project sponsors to identify an approach for collecting on-time performance and customer satisfaction data. Generally, to collect on-time performance data for fixed-route transit service, the General Transit Feed Specification (GTFS) schedules are compared against the actual arrival times for specific runs at time-points along the corridor. This analysis requires both GPS-based real-time tracking on vehicles, as well as management of large datasets to track this. Service providers may be able to provide this to the project sponsors as part of contractual arrangements. CFAP sponsors may also collect on-time performance data themselves or through an agreement with another party. For demand-response service, on time performance can be tracked based on original planned time for pick-up and drop-off, relative to actuals. This data should be available from dispatch software or provided as a data/reporting requirement for third party vendors.

For the Customer Satisfaction metric, coordination with the annual Wake Transit Customer Survey would be the most cost-effective way to achieve statistically significant results. See Chapter 5 of the [Wake Transit Bus Plan Service Guidelines and Performance Measures](#). A less scientific approach could include an online survey with the link published publicly and advertised via QR code to bus riders (in advertising space or via flyers). This approach cannot prevent riders from taking the survey multiple times (i.e. no unique link is provided) but is a good workaround where coordination with the Wake Transit Survey is not possible and still provides valuable input in targeting service adjustments or identifying trends or discrete issues. Overall, these two metrics should be considered instructive for supporting key project changes or adaptations, rather than used directly to evaluate continued project funding.

## FINANCIAL TERMS

### Local Funding Requirements

Per the CFAP, all projects require at least 35% of the project costs be provided by a non-Wake Transit funding source. These funds may include local resources, or funding obtained from state, federal or private sources. As project sponsors identified this as a potential barrier to entry, this is an area that will require continued analysis and discussion as the program evolves.

The CFAP Agreement will state the assumed funding source and agreed amount. Changes to the funding source can be made at the discretion of the grantee. Changes to the agreed funding amounts can be adjusted but require an amendment to the Project Agreement, which will be completed through the Work Plan development process/CFA process.

### Budget Variations

As noted above under the section on annual reviews, budget variations of less than 10% of total project costs can be made without an amendment to the Project Agreement, if funds are available. Budget variations of 10% up to 50% of the total project costs require an amendment to the Project Agreement, which will be completed through the Work Plan development process or Work Plan amendment process. Budget variations over 50% of the total project costs must be approved through the annual Community Funding Area application process.

## Grant Distributions

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

Local agency revenues provided to the appropriate transit provider (GoTriangle, GoRaleigh, GoCary) for ongoing operating assistance will be in accordance with terms identified in the cooperative funding agreement. If the agency uses an operator other than GoTriangle, GoRaleigh, or GoCary, operations will be administered on a reimbursement basis. Reimbursements requests should be made by projects sponsors and funds will be reimbursed to those project sponsors.

Once initiated, timely reimbursement submittals will be required (quarterly), in coordination with the quarterly progress reports (described below).

## Project Cancellation

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

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

All efforts will be made to support projects before terminating funding. This will include technical support, marketing the service, providing extensions where needed and revised targets, if appropriate. If service is determined to simply not have a sufficient market and be unlikely to improve, then CAMPO can make a recommendation to the TPAC to terminate the project. TPAC and the Governing Boards will make the decision related to terminating funding. Unspent funds may be distributed to other grants and project sponsors as

determined appropriate by CAMPO staff and the TPAC. Cancelled projects will be eligible for re-application upon resolution of issues that led to original project termination.

## Operating Projects

As part of the annual review process, CFAP management staff will review the performance standards with project sponsors. Failure to meet the performance standards, however, will not necessitate cancellation of the project, unless requested by the project sponsor. As noted above, a decision to terminate a project can be recommended by CAMPO and must be voted on by the TPAC.

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

## Audits

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

## Capital Assets

Recipients of CFAP funds for capital investment projects that develop or expand local infrastructure, such as bus stop improvements, sidewalks, crosswalks or bike paths will own the infrastructure upon completion of the project. The CFAP expects the project sponsor will maintain CFAP-funded assets for the useful life of the investment.

The CFAP will follow the useful life criteria of the Federal Transit Administration (FTA), North Carolina Department of Transportation (NCDOT), or Federal Highway Administrations (FHWA), whichever is deemed most appropriate by CFAP staff. For any vehicle or equipment assets, if the project terminates before the vehicle or equipment reaches its useful life, unless waived by the CFAP Administrator, the CFAP expects the equipment will be transferred or made available for transfer to another project sponsor implementing projects budgeted or programmed in the annual Wake Transit Work Plan. Once the equipment reaches its useful life, the project sponsor may dispose of the equipment at its discretion.

CFAP projects are subject to other adopted Wake Transit Policies, which are maintained on the [TPAC document library site](#).

# PROJECT REPORTING AND REVIEWS

## Quarterly Progress Report

Project grantees must provide quarterly progress reports, both narrative and statistical, during both project implementation and, if applicable, the operation phases. CAMPO will work with grantees to establish project report terms that will be incorporated in the Project Agreement. It is expected that all projects will report on progress and performance quarterly for as long as Wake Transit funding is provided. Capital projects and Planning/Technical Assistance projects must report on project completion relative to schedule and project expenditures relative to budget. The applicant must inform CAMPO regarding any delays during implementation. Transit Operating projects must report on those metrics and should also expect to provide the following data:

- Ridership: Rider Boardings (Fixed-Route/Flex-Route) or Total Number of Trips (Demand-response), by the following categories:
  - Weekday/Saturday/Sunday/Holiday boardings
  - Time of Day for Weekday Trips (Early AM, AM Peak, Midday, PM Peak, Night)
- Schedule and Hours of Service Operations
  - Weekday Span of Service in hours
- Revenue Vehicle Hours and Miles
- Passenger Boardings (Rides) per Revenue Vehicle Hour
- Operating Cost per Passenger Boarding
- Number of Major Vehicle Mechanical System Failures

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

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

Once CFAP funding is obligated, CAMPO staff will work with grantees to identify additional required reporting requirements and develop appropriate reporting processes.

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

## **8 APPENDICES**

**APPENDIX A: STAKEHOLDER SURVEY**

**APPENDIX B: STAKEHOLDER INTERVIEW**

**APPENDIX C: EXAMPLE PROJECT AGREEMENT**

**APPENDIX D: ANNUAL REVIEW REQUIREMENTS**

**APPENDIX E: FUNDING SCENARIO**

**APPENDIX F: GRADUATION FRAMEWORK**

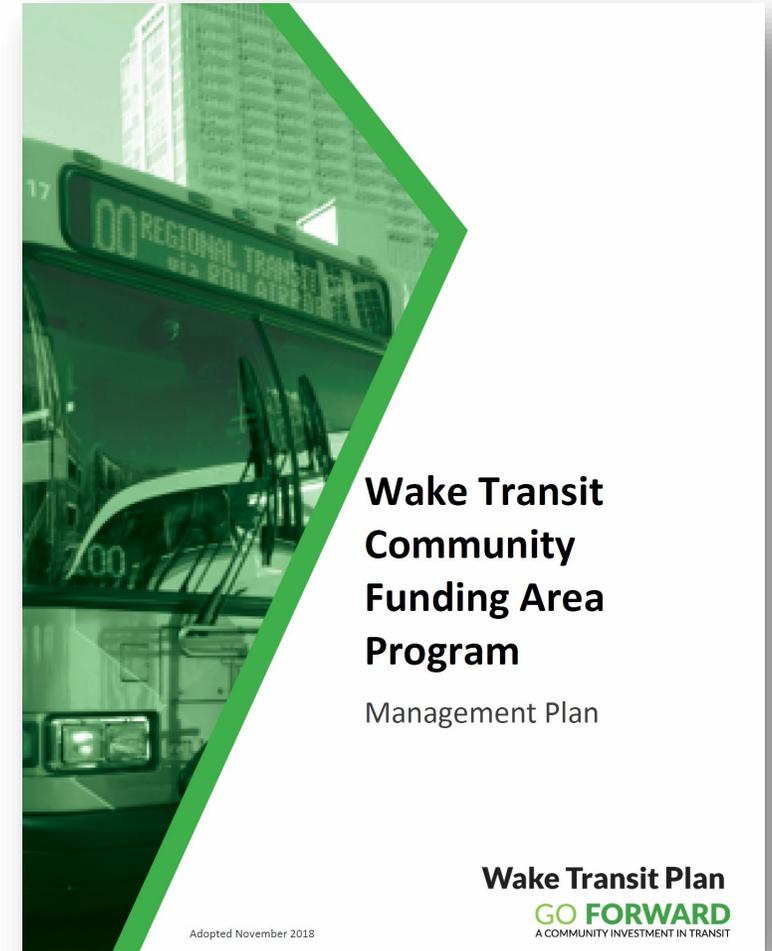


## *CFA Program PMP Update 2024 – Survey Synthesis*

15 February 2024

# Community Funding Area Program Management Plan

- Update Program Management Plan (PMP) for Wake Transit's Community Funding Area (CFA)
  - PMP last updated in 2020
- Coordinate with Wake Transit Plan (WTP) Vision Update
- Complete prior to next call for projects - October 2024



# CFA PMP Tasks

Winter 2023/2024

## **PMP Review**

- Review current PMP, scoring rubric, and funding trends
- Draw insight from eligible communities (survey and today's follow up)
- Recommend performance standards

Spring 2024

## **PMP Market Analysis**

- Collaborate on market analysis with team leading WTP
- Review synthesis of stakeholder input to inform PMP update

Summer 2024

## **Recommendations and Updated PMP**

- Enhancement opportunities to more closely link CFA PMP to WTP
- Policy-level opportunities, i.e. data sharing or program expansion

# Survey of Eligible Communities and RTF

- A 17-question survey was sent out to CFA Program eligible communities and Research Triangle Foundation
- Questions focused on a few different areas
  - *Communities' experience with the CFA Program thus far*
  - *Ease of understanding the application and submitting relevant materials*
  - *Thoughts on the scoring rubric, performance standards, and eligibility criteria*
  - *Anticipated growth and changes to population and density in each district*
- 9 out of 10 eligible communities and Research Triangle Foundation responded, 21 unique survey entries were received

# What We Heard - Overview of Survey Results

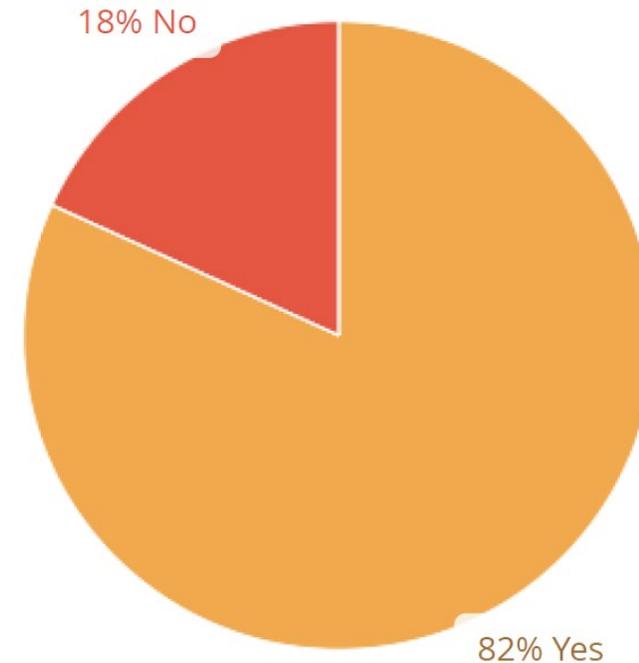
- All but one community have applied for CFA Program funding
- Most found CAMPO's staff to be supportive and responsive, and the eligibility requirements for CFA Program funding to be clear
- Community representatives would like to see examples of successful grants and updated guidance documents on CAMPO's website, as well as some kind of recorded content/trainings for grant applications
- Some concerns included recent and ongoing population growth and providing additional transit services, enhancing inter-city transit connections, increasing CFA Program funding to meet more fixed route and other needs

# What We Heard Continued...

- Critical community needs include more transportation connections within communities, between neighboring communities, job centers/ major employers, and transportation centers/hubs
- Communities also said they have a high need for other services including commuter service, vouchers for rides, and demand response services for vulnerable populations

## Q2: Have you applied for matching funding through the CFAP?

- If you answered “yes” to the question above, what kind of project did you apply for (skip if you answered “no” to the question above):
  - **7** *Capital Project*
  - **4** *Technical Assistance (Planning Study or Other Assistance)*
  - **3** *Planning Project*



11 respondents

## Q2: Have you applied for matching funding through the CFAP?

- If you selected one or more project types in the question above, please enter a description for each type of project(s) you have previously applied to the CFAP for funding:
  - *“The Town applied for two planning studies... and a capital project...”*
  - *“Operating & Capital Funding”*
  - *“General Capital Funding Agreement for Transit Feasibility Plan through CFAP”*
  - *“We applied for matching funds to add pedestrian infrastructure connecting a bus stop...”*

## Q3: How would you rate the clarity of the eligibility requirements of the grant application process?

- Most respondents found the eligibility requirements to be “clear” or “very clear.”
  - **6** 5 – *Very Clear*
  - **3** 4 – *Clear*
  - **1** 3 – *Neutral*
  - **0** 2 – *Somewhat Unclear*
  - **0** 1 – *Unclear*

## Q4: What specific challenges did you and/or your team encounter during the application process that were a barrier to successful receipt of a grant?

- 2 Demonstrating a source of matching funds
- 2 Inadequate training or instructions for applying and managing the grant
- 1 Length of the application
- 0 Difficulty with reporting requirements
- 0 Responding to Audits
- 5 Other:
  - **“Other”** comments included:
    - ***“Editing of the submittal once it is submitted is a little challenging...”***
    - ***“...the Town’s budget cycle is in conflict with the CFAP application process.”***
    - ***“...the application/website interface could be more user friendly. A work document application would be preferable.”***

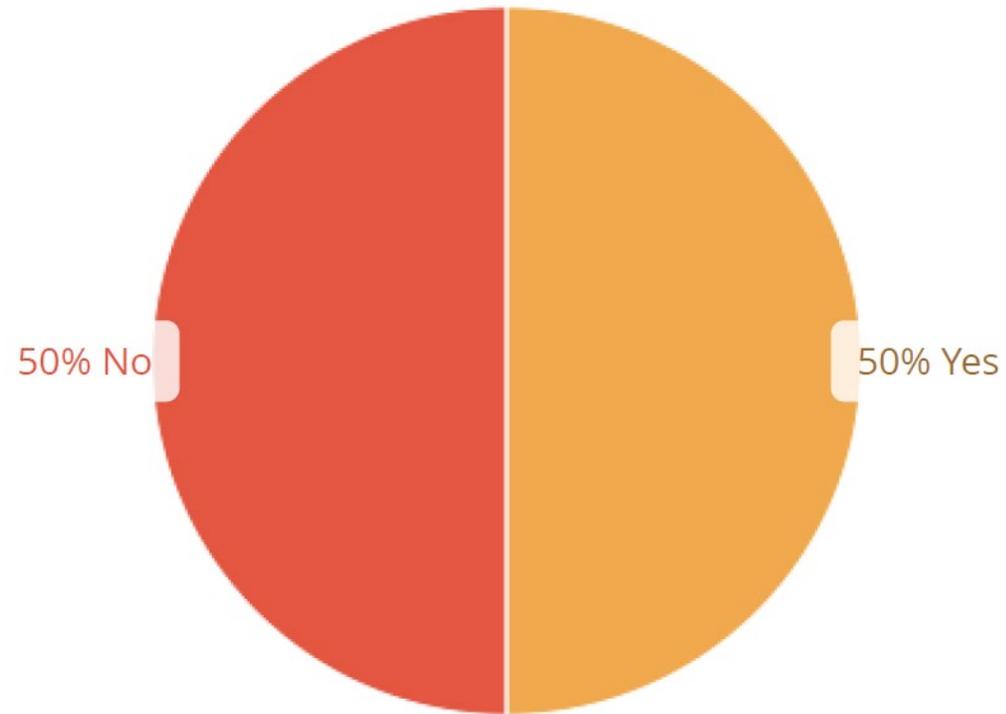
## Q5: Please assess the responsiveness and support received from the CAMPO team in relation to your overall experience with the CFA Program.

- Most respondents found the responsiveness and support from CAMPO to be “good” or “excellent.”
  - **7** 5 – *Excellent*
  - **2** 4 – *Good*
  - **0** 3 – *Sufficient*
  - **0** 2 – *Poor*
  - **0** 1 – *Inadequate*

## Q6: In what ways can the eligible uses of CFA Program funds be further clarified and communicated?

- 8 Examples of successful grants
  - 6 Updated guidance documents published on CAMPO website
  - 2 Live training / webinars
  - 2 Periodic informational sessions to ask clarifying questions
  - 2 Recorded training videos
  - 1 Review draft documents and provide feedback
  - 0 Regular newsletter / email blast
  - 1 Other (please specify):  
\_\_\_\_\_.
- **“Other”** comment(s) included:
    - *“Something I've always found somewhat elusive is the general process for accepting, reviewing, and approving projects. It was made more clear during the applicant training, but maybe providing recorded trainings on this would be helpful.”*

## Q7: Have you implemented projects through the CFA Program (yes/no)?



10 respondents

## Q8: If yes to question #7 what type of project from the list below?

- **2** Added fixed-route
- **1** Added service which improved connectivity between densifying neighborhoods and/or employment centers
- **0** Enhanced or expanded demand response service

## Q9: Based on your answer to question #8 how effective was the project and use of CFA Program funds to address emerging mobility needs in your community?

- **2** Very effective, improved availability of transit and mobility options with tangible results such as a bump in ridership [provide brief details]
- **2** Mostly effective, improved some aspects of the transit network and will likely lead to positive outcomes [provide brief details]
- **1** Moderately effective, the improvements are an asset to the community, but outcomes are uncertain at this time [provide brief details]
- **0** Not very effective, the grant funding did not impact the intended community [provide brief details]
- **0** Not effective at all, the grant funding did not address community mobility needs [provide brief details]
- **1** NA

## Q10: What are the most critical rural or community-based mobility needs in your community?

- **10** Travel and connections within your community.
- **10** Connections between your community and neighboring communities (i.e., from Fuquay-Varina to Holly Springs, or from Rolesville to Wake Forest).
- **10** Connections to regional employment and activity centers (i.e., downtown Raleigh, Research Triangle Park, NC State, etc.).
- **10** Connections to transit centers and connection points.
- **2** Other (please specify): \_\_\_\_\_

# Q10 Continued...

- **“Other”** comment(s) included:
  - *“Transit to adequately service commuters.”*
  - *“Shopping and community facilities.”*

## Q11: Given your mobility needs, which type of services is your community most interested in?

- 9 Commuter oriented services, like vanpools, carpools, and other shared use services.
- 9 Vouchers for rides through mobility service options and 3rd party services, like taxis or ride hailing services like Uber or Lyft.
- 9 Demand response (or door to door) service for vulnerable populations such as older adults, people with disabilities and/or veterans.
- 9 Flex-route service (deviated fixed-route service) that offers a combination of scheduled and flexible services.
- 9 On-demand transportation services, like the Morrisville Smart Shuttle, which are designed to serve both the general and vulnerable populations.
- 2 Other (please specify): \_\_\_\_\_

# Q11 Continued...

- **“Other”** comment(s) included:
  - *“Fixed route service.”*
  - *“Sidewalks and crosswalks along fixed route bus service.”*
  - *“Regularly scheduled local service that connects to existing service.”*

## **Q12: Are there transit capital and/or service investments (like park and ride lots, new commuter services, etc.) planned in your community in the next 3-5 years?**

- Town of Morrisville: ***"The Town has just recently applied for CFAP funding to study an alternative transit system to the smart shuttle. ...continuously investing in additional nodes and amenities..."***
- Town of Wendell: ***"Expanded ZWX service and Route 33 expanded to Wake Tech. "***
- Town of Wake Forest: ***"Yes. New Amtrak station and mobility hub."***
- Town of Fuquay-Varina: ***"Yes, Town Board is discussing the options from our planning study last summer (fixed-route around town or express to Holly Springs)"***

## Q12 Continued...

- Town of Apex: ***“Yes - see CFA applications as well as the Town's Transit Plan map, which we will continue working to implement”***
- Town of Holly Springs: ***“Improvements in frequency then in service options of GoTriangle Route 305”***
- Town of Knightdale: ***“Route 33 extension and weekend service - January 2025”***
- Research Triangle Foundation: ***“Potential transit improvements in RTP on this time horizon are contingent upon the success of pending federal funding applications”***
- Town of Garner: ***“Expanded weekend service for Route 20. Southern BRT line.”***

**Q13: How should the goals of the CFA Program adapt to changing conditions in your community? Within the context of those conditions what changes would you recommend to scoring criteria for the technical assistance and capital/operating sub programs?**

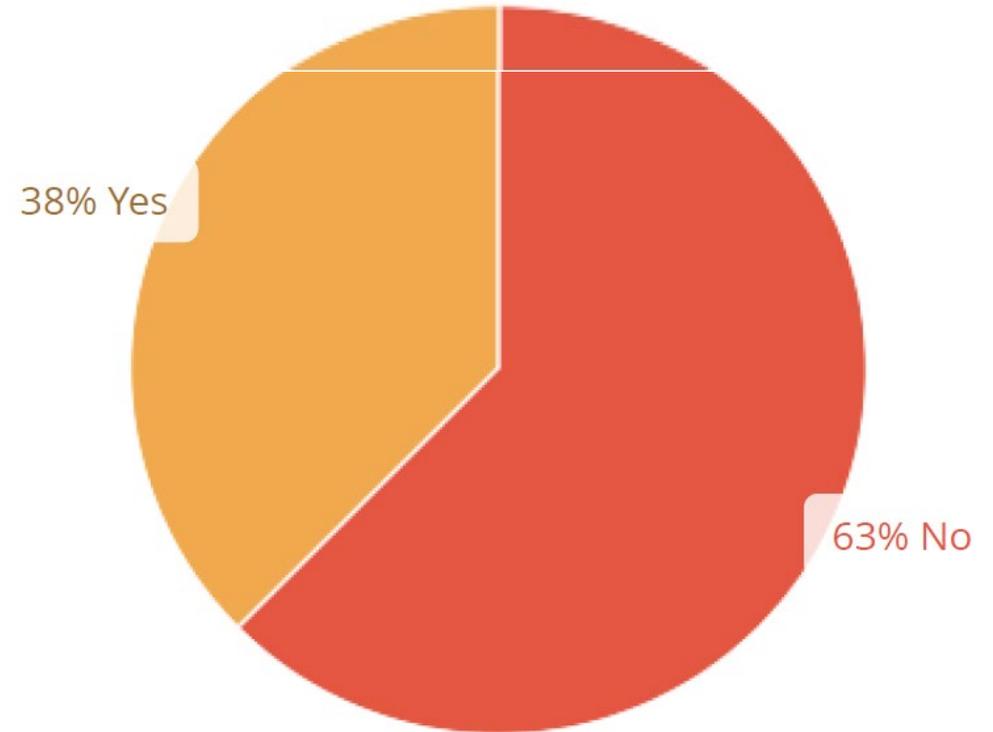
- *“As our community grows and transit expansion becomes more necessary/costly so will the importance of transitioning projects from CFAP to the Wake Transit Plan (if applicable) to ensure funding remains available as transit cost increases.”*
- *“All new service needs to have amenities to accommodate a variety of options such as uber/lyft, bike racks, shelters, lockers..etc.”*
- *“...the CFA funding pot cannot meet its original intent to allow a fixed route circulator or similar service in each of the 11 CFA communities. There is also a need to acknowledge the different level of urgencies to provide new transit services between the CFA areas... for the planning studies, we would recommend basing awards based more on merit, and less based on competition with other communities, which may require more funding in order to make that happen...”*

## Q13 Continued...

- *“Consideration of a major and minor amendment option for Wake Transit projects.”*
- *“I recommend that scoring criteria incorporate funding equity. Eastern Wake County municipalities (Knightdale, Wendell, Zebulon) are estimated to receive a very small amount of what they pay in.”*
- *“... Rolesville is seeing a steady rise in population growth and as such the town is adapting to the incoming flux of residents. Since 2018 the area has opened up to higher density construction. This includes one mixed use apartment complex (Cobblestone almost 200 units) and there is another apartment complex being discussed across the street (almost 200 units as well)... i believe this warrants the possibility of including more access to bus lines that run to Raleigh.”*

## Q14: Could additional improvements strengthen the effectiveness and transparency of the CFA Program (yes/no)? If yes, please share your suggestions:

- Comments to “yes” responses included:
  - *“50/50 split can be hard for small towns, maybe a scaling match requirement.”*
  - *“I’d like the update to consider changing the local match requirement be 20%, similar to LAPP and federal grants...”*



8 respondents

## Q15: If yes to question # 14, describe the improvements (for example training).

- **7** Capital Projects
- **4** Technical Assistance (Planning Study or Other Assistance)
- **3** Planning Project

## Q16: Do you have any other feedback to improve the CFA Program? (Open-ended answer.)

- *“CAMPO staff were helpful and provided solid feedback.”*
- *“Clarity on how capital projects impact the 30% funding cap (ex. Joint Capital & Operating Projects).”*
- *“We feel that the CFA program is a great addition to the Wake Transit investment program overall, and it has certainly made it possible for Apex to plan for and launch it's GoApex service, as we are not sure it would be here without it. We are appreciative of the support, and want to ensure that this program is as beneficial to the other CFA areas as it has been for Apex so far.”*

**Q17: Do you have information about the recent growth in your community that you can share with the team updating the CFA program? We are specifically looking for data (location, size, and occupancy numbers) for housing, retail, or commercial development that have been built since 2020 and is planned to be built before 2027.**

- Six communities offered to share their data.



# Thank You

**Marina Budimir**

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[bwhitaker@nelsonnygaard.com](mailto:bwhitaker@nelsonnygaard.com)



## *CFA PMP Update 2024 – Stakeholder Interview*

21 February 2024



# Agenda

- **Introduction and Overview** – Ben Howell (CAMPO)
- **Summary of Survey Feedback** – Marina Budimir (CS)
- **Facilitated Discussion** – Ann Steedly (PC) and Gray Johnston (PC)
- **Next Steps** – Ben Howell (CAMPO)

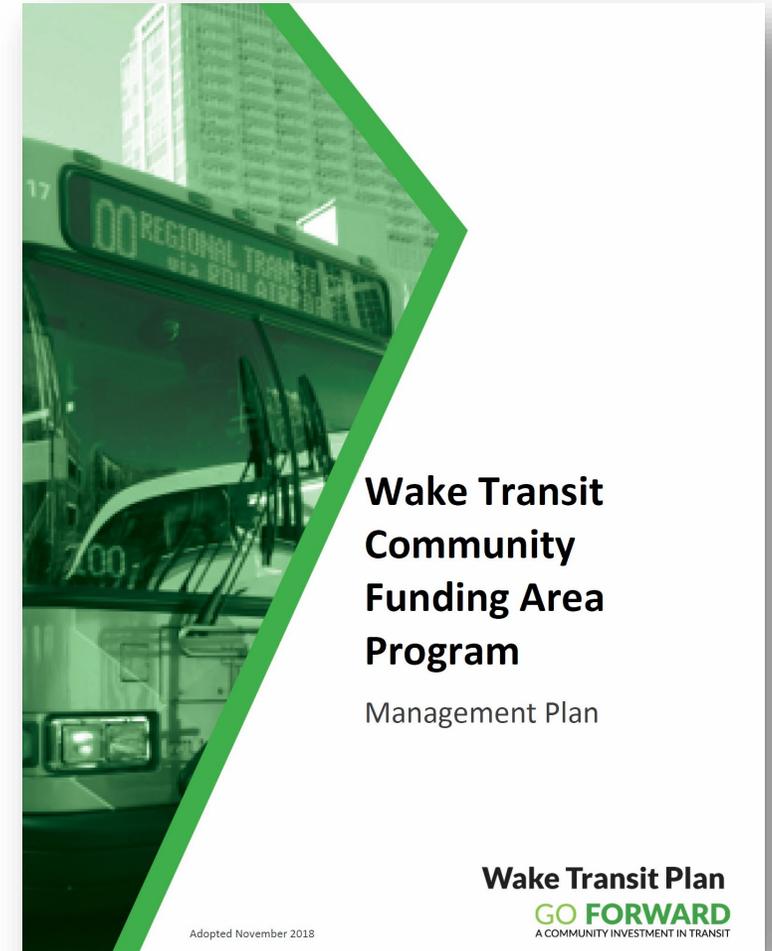


# Introductions

- **Name and Agency**

# Community Funding Area Program Management Plan

- Update Program Management Plan (PMP) for Wake Transit's Community Funding Area (CFA)
  - PMP last updated in 2020
- Coordinate with Wake Transit Plan (WTP) Vision Update
- Complete prior to next call for projects - October 2024



# CFA PMP Tasks

Winter 2023/2024

## **PMP Review**

- Review current PMP, scoring rubric, and funding trends
- Draw insight from eligible communities (survey and today's follow up)
- Recommend performance standards

Spring 2024

## **PMP Market Analysis**

- Collaborate on market analysis with team leading WTP

Summer 2024

## **Recommendations and Updated PMP**

- Enhancement opportunities to more closely link CFA PMP to WTP
- Policy-level opportunities, i.e. data sharing or program expansion

# Summary of Survey Synthesis

# Group Discussion



# Key CFA Program Survey Follow Up Themes

## 1. Funding

- How does the cycle of CFA Program funds align with budget cycles

## 2. Program Eligibility

## 3. Program Reporting and Documentation

- Including need for process on reporting metrics

## 4. Community Mobility Needs and Concerns

- Rapid population growth
- Lack of transit connections within and between communities



# CFA Program Funding

# Q 1: How are the funds from the CFA Program being used?

- General opportunity to share program successes – project implementation and use of CFA Program funding
- Discussion of program effectiveness
- **Context:**
  - The Wake Transit Plan funds four big moves, this is one of the four big moves under 'Enhanced Access to Transit.'
  - The CTT *Increased the funding allotment from \$7.55 to \$9.2 mil - add funding supports continued ops of projects over lifetime of grant program & increases flexibility to develop projects in the original Wake Transit planning process*

# Q 2: How are the CFA Program's matching fund requirements working?

- Level of match, sources
- Criteria for matching funds
- **Context:**
  - 50% match on all projects
  - BUT for TA projects 50% only up to \$50,000 (i.e. will fund \$50k of \$100k study)
  - For all projects – all funding is eligible for matching – local, state and fed funding
  - Comments from survey suggest the 50% match is too high



## Q 3: How well is the funding cycle working?

- Call for projects – October of each year
- Application Review – February of each year
- Allocation – July of each year
  
- **Context:**
  - Comment from survey that the funding cycle could be revisited

**2**

# **CFA Program Eligibility**



# Q 1: Are communities satisfied with the CFA Program eligibility checklist, including geographic requirements?

- Checklist:
  - Project, admin/reporting, matching, geographic, partnership, and state/federal requirements
- Geographic Requirement:
  - Apex, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Research Triangle Park, Rolesville, Wake Forest, Wendell, Zebulon

# Q 2: How effective are each of the project categories and their funding criteria?

- Do the project categories need to expand/clarify their definitions for what is eligible for funding (i.e. staffing, non-Wake Transit Plan projects)?
- **Project Categories:**
  - **Capital**
    - *Purchasing/leasing vehicles, equipment and other necessities for transit services*
    - *Marketing funds*
    - *Multimodal enhancements:*
      - *Bike racks, bus stop improvements, access infrastructure (sidewalks, bike paths, crosswalks, etc.)*
      - *Equipment for deploying transit*
  - **Technical Assistance (TA)**
    - *Internal staff support, procure third parties/consultants*
    - *Transit Feasibility Studies, transit needs assessment, service plan, transit coordination, etc.*
  - **Operations**
    - *Pilots, TNC contracting*
    - *Expanded (new) transit service*
      - *If operated in-house must prove they have - dispatching software, fare collection tech, info software to integrate with other transit providers*

# Q3: Funding Areas / Limitations

- Does the maximum funding level need to be adjusted?
  - Currently is 30% of CFA Program
- Do parameters for funding frequency need to be revised?
  - Planning/Technical Assistance funds once every five years for awardees
  - Adding capital funding to awarded operating projects in subsequent years
- **Context:** TA limited to once every 5 years

**3**

# **CFA Program Reporting & Documentation**



# **Q1: Do you have suggestions for improving the CFA Program Application process?**

- Would a uniform CFA Program-specific reporting template be useful?
- Do you have feedback about the current application portal?

## Q2: What performance metrics should be used to measure CFA project performance ?

- Are there existing or standardized metrics that your community tracks or recommends?
- How can metrics help in refining the step up to WTP from CFAP funding?
- **Context:** Operating fund metrics:
  - RIDERSHIP METRICS: Passenger trips/Revenue Hours & Passenger Trips/Vehicle Trips
  - COST METRICS: Total Operating Cost/Total Passenger Trips
  - SATISFACTION METRICS: On-time Performance (vague standards) + rider satisfaction surveys (bi-annually) (also vague)



# Q3: What approach should be taken to performance-based reporting?

- Should this align with the current quarterly reporting and invoicing?
- **Context:**
  - CAMPO would like a process for reporting on each metric
  - PMP: Leaves the reporting up to project-by-project basis, could be more standardized.

**4**

# **Meeting Community Mobility Needs with the CFA Program**



# **Q1: How successfully is the CFA Program meeting community mobility needs?**

- Share specific examples
- How can the current WTP update inform CFA PMP changes needed to reflect evolving mobility needs?



## Q2: What can we do to support successful implementation?

- Implementation questions
- Feedback/Suggestions on support from CAMPO
- Collected experiences / shared lessons
  
- **Context:**
  - Clarifying any of the previous discussion items
  - Open forum to discuss shared lessons

# Photos of Whiteboard Notes

# CFA Funding ①

1. Wake → One-way to two-way Circulator (Transit Plan Rec.)
2. Morrisville → Smart Shuttle  
(conflicting budget cycle)
3. Knightdale → Go Raleigh → Crosswalk  
1. Study, 2. Capital  
3. Operations opening
4. Apex →
  1. Planning Study - FR
  2. Operating Project
  3. Capital - Bus stops
  4. Capital

## Q2: Matching Funds

- ~ Like idea of smaller local match
  - ↳ Contracting w/ Big Agencies + inflation
- ~ Flat 50% → Could it be variable
  - ↳ Planning Studies, higher?
- ~ Apex → LAPP + CFAP + Town SS
- ~ Morrisville → \$15 fee for Smart Shuttle
- ~ BODGA funds

## Q3 - Funding Cycle

- Early → no certainty, but apply anyway
- January → Holidays...
- Allocation in July - not flexible

## CFA ELIGIBILITY ①

- Interest in CFA Supporting connecting into CFA (or WTP) Communities - No WTP \$ avail, don't have \$5+ fee
- > can Rural GP serve? Not matching the interest/need

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- 76k  
-> In 2nd yr  
(30%)  
- 5 yrs

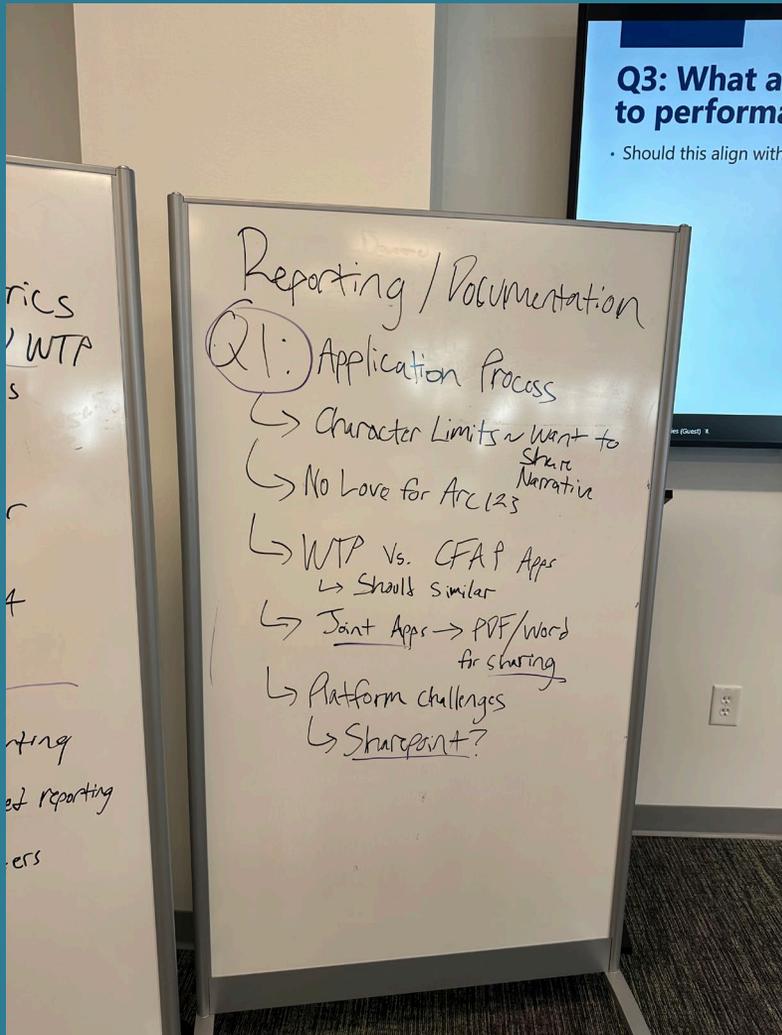
## Q2: Project Categories $\frac{1}{4}$ \$ Criteria

- Morrisville - has transit + contract for capital. Question - what = capital reimbursed as capital? Has had some variation in feedback. Exact definition
- What is a stand-alone CFAP or part of operating project?
- Limit on planning funds + frequency not enough to meet transit needs
- Staff funding included in some projects
- > similar issue - Knightdale #33
- Clarity on WTP \$ v. CFA. Microtransit was previously picked up by Gen. Pool funds. - Addl. clarity & consistency needed.
- Tim these projects receive more generous funding earlier

## Q3 - FUNDING AREAS / LIMITATIONS

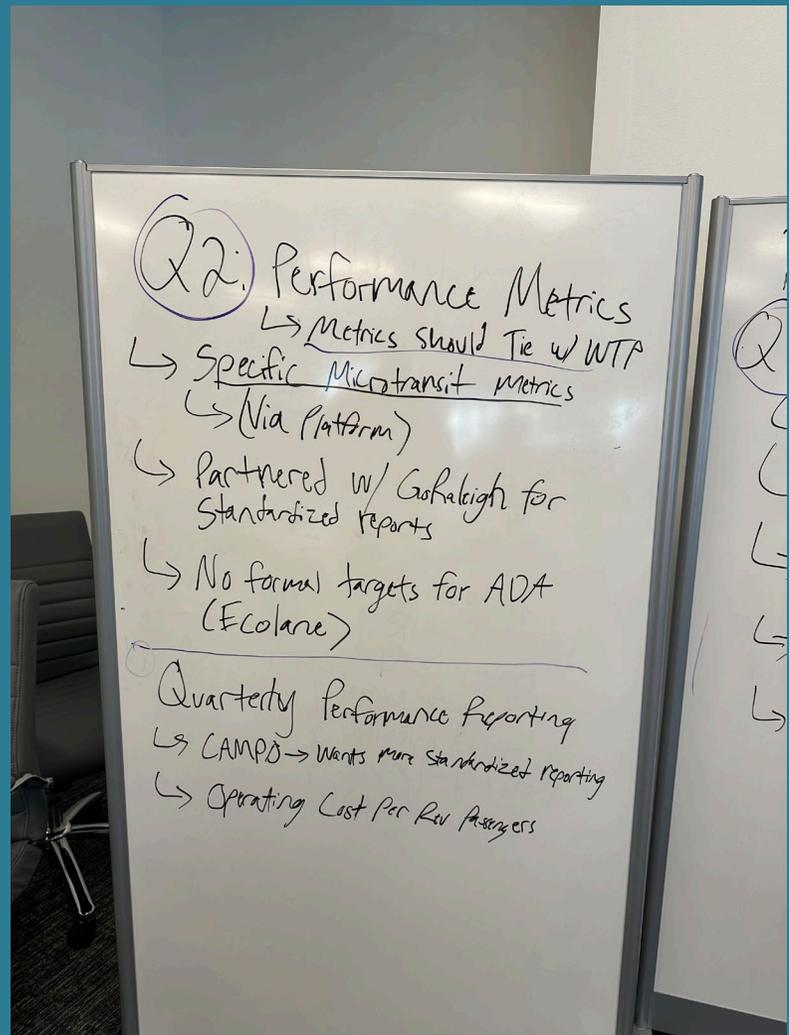
- Policy clarification on 30% - has that been just operating v. capital?
- Yes, per community 11 communities, 10 with operating 3 with operating
- Is the original funding level adequate? -> needs to increase
- Wake Co. -> which projects go over to WTP?
- > / f: 5 communities apply is 30% too low?
- What about communities late to the table -> 2nd - these are ongoing - trying up \$
- Clarifying that Capital = 1x
- 76k in Apex - they will hit \$, still not serving all needed
- > In 2nd yr of MD reporting - may become FTA \$ (30%) < eligible
- 5 yrs challenge for these fast-growing communities. Need \$ to avoid in between

IX ①  
don't have \$5+ fee  
thing the



## Reporting / Documentation

- Q1: Application Process
  - ↳ Character Limits ~ want to share Narrative
  - ↳ No Love for Arc 123
  - ↳ WTP vs. CFA P Apps
    - ↳ Should be similar
  - ↳ Joint Apps → PDF/Word for sharing
  - ↳ Platform challenges
    - ↳ SharpPoint?



## Q2: Performance Metrics

- ↳ Metrics should Tie w/ WTP
- ↳ Specific Microtransit metrics
  - ↳ (Via Platform)
- ↳ Partnered w/ Gohalight for standardized reports
- ↳ No formal targets for ADA (Ecolane)

## Quarterly Performance Reporting

- ↳ CAMPO → Wants more standardized reporting
- ↳ Operating Cost Per Rev Passenger

# SUCCESS OF CFA COMMUNITY MOBILITY Q1: IN MEETING NEEDS

- Staffing and resources are not keeping up
- Large areas of need (eg. elderly "not able" to use Go Waze, students New development)
- Mtg needs - rebulk - could not mobilize to as big of a step. Don't have level of funding needed → collaboration has helped → hard for small communities to start
- Even having staff → sometimes only 1 transp. staff

ns, data, etc

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# Q2: HOW TO SUPPORT SUCCESS

- CAMPO support for conversations - connecting peers share lessons, data, etc.
- CFA can build connections b/w communities -
- Think regionally → Building a transit network
- CFA doesn't meet formally
- Annual applicant training
- CFA original recommendation to meet collaborate
- Going into WTP update - currently only Enhanced Access for Transit; can it pull in connecting communities
- CAMPO recommends working early on transit connections/ First mile/last mile (policy?)

# SU

# Q1: IN M

- Staffing and keeping up
- Large areas of
- Mtg needs - rebulk - big of a step. Don't have level of funding needed → collaboration has helped → hard for small
- Even having staff → sometimes only 1 transp. staff

# Data Request

# Data Request – Market Assessment

- Do you have information about the recent growth in your community to share that will inform a Market Assessment that correlates to the CFA program?
  - Specifically, data (location, size, and occupancy numbers) for housing, retail, or commercial development that have been built since 2020 and is planned to be built before 2027.
  - If yes, please **send information directly to Jenny Choi (JChoi@nelsonnygaard.com)** or leave your name and email, so we can follow up with you directly.



# Next Steps

- **CAMPO and Consultant Team:** Synthesize feedback from group interview
- **Communities:** Please submit data for market assessment to Jenny Choi ([JChoi@nelsonnygaard.com](mailto:JChoi@nelsonnygaard.com))



# Thank You

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GENERAL OPERATING FUNDING AGREEMENT  
FOR BUS OPERATIONS – COMMUNITY FUNDING AREA PROGRAM

WAKE TRANSIT FY 2024

This Operating Funding Agreement ("Agreement") is made by and between Research Triangle Regional Public Transportation Authority, d/b/a GoTriangle ("GoTriangle") and the Town of Apex ("Implementing Party") and the Capital Area Metropolitan Planning Organization ("CAMPO"). The foregoing may collectively be referred to as "Parties."

WHEREAS, the Parties to Agreement, who have or may have specific roles in the implementation of public transit and the support of public transit infrastructure in the Wake County area, have determined that it is in their best interest and the best interest of the constituents they represent to coordinate future public transit planning, funding, expansion and construction; and

WHEREAS, an extensive community driven process was used to develop a strategic transit vision document that set forth an enhanced public transit plan for Wake County, referred to as the "Wake County Transit Plan" ("Wake Transit Plan"), and this plan was unveiled on or about December 8, 2015, and adopted by the GoTriangle Board of Trustees on May 25, 2016, the Capital Area Metropolitan Planning Organization's ("CAMPO") Executive Board on May 18, 2016, and the Wake County Board of Commissioners on June 6, 2016; and was subsequently updated and adopted by the CAMPO Executive Board on April 21, 2021, and the GoTriangle Board of Trustees on April 28, 2021; and

WHEREAS, in conjunction with the Wake Transit Plan, GoTriangle, Wake County, and CAMPO (collectively, "the Governance ILA Parties") adopted the Wake Transit Governance Interlocal Agreement ("Governance ILA") that creates a governance structure for the implementation of the Wake Transit Plan by and through the annual Wake Transit Work Plan; and

WHEREAS, pursuant to Section 3.02c of the Governance ILA, CAMPO has been designated as the lead agency for administering the Community Funding Area Program and has the authority to enter into this Agreement and enforce the provisions thereof and is a necessary Party to this Agreement; and

WHEREAS, the Governance ILA specifically created the Transit Planning Advisory Committee ("TPAC") and charged the TPAC with coordinating and recommending the planning and implementation aspects of the Wake Transit Work Plan; and

WHEREAS, the Governance ILA Parties, together with the Implementing Party, numerous Wake County municipalities, and other entities, entered into a Master Participation Agreement (“Participation Agreement”), which, among other purposes, established standards that govern the Participation Agreement Parties’ eligibility for inclusion of sponsored Implementation Elements in the Wake Transit Work Plan, receipt of funding allocations from Wake County Transit Tax Revenue, and confirmed the Participation Agreement Parties’ roles in carrying out TPAC responsibilities; and

WHEREAS, the FY 2024 Wake Transit Work Plan was developed and recommended by the TPAC, presented for public comment, and adopted, as required, by the Boards of CAMPO and GoTriangle; and

WHEREAS, the FY 2024 Triangle Tax District Wake Operating Ordinance was adopted by the GoTriangle Board of Trustees June 28, 2023; and

WHEREAS, the Parties desire to implement the components of the FY 2024 Wake Transit Work Plan as adopted by GoTriangle and CAMPO; and

WHEREAS, as stated in the Participation Agreement, all Implementation Elements contained in the Wake Transit Work Plan, whether partially or fully funded with Wake County Transit Tax Revenues, will not move forward until Implementation Agreements, which shall include a Capital Funding Agreement and an Operating Agreement, are executed by and between the Implementing Party; GoTriangle, as administrator of the Special District, and CAMPO, if the Implementing Agreement involves federal or state funding that is otherwise under the distribution and program management responsibility of CAMPO or, regardless of funding source, constitutes a regionally significant project as defined in 23 CFR § 450.104; and

WHEREAS, no Implementation Elements awarded funding through the Community Funding Area Program will move forward until an Implementation Agreement, which shall include Capital Funding Agreements or Operating Agreements, is executed by and between the Implementing Party; GoTriangle, as administrator of the Special District; and CAMPO.

WHEREAS, the Parties are authorized to enter into this Agreement pursuant to, inter alia, N.C.G.S. §§ 160A-20.1; 160A-312; 160A-313; 160A-610; 153A-275; 153A-276; and 153A-449.

NOW, THEREFORE, in consideration of the above recitals and the mutual

covenants herein contained, the Parties hereto agree as follows:

1. **Term:**

The Agreement shall become effective upon execution by all Parties (“Effective Date”). The term of this Agreement shall be from the Effective Date until December 31, 2024. The Parties may extend the term of this Agreement or may otherwise amend this Agreement as set forth in Section 7.

2. **Purpose:**

The purpose of this Agreement is to outline the details of how the Project(s) listed in Exhibit A attached hereto and incorporated herein by reference, being an approved Project(s) in the Wake County Transit Annual Work Plan, shall be implemented, in accordance with the requirements of the Participation Agreement.

3. **Responsibilities:**

A. **Responsibilities of the Implementing Party.**

- (1) The Implementing Party shall provide the Projects listed in Exhibit A and fund the cost of the Projects on an up-front basis, except as provided herein. The Implementing Party is responsible for ensuring funds are available to pay for the Projects prior to requesting reimbursement from GoTriangle.
- (2) The Wake Transit Work Plan Reimbursement Request and Financial Report Template (“Reimbursement Request Template”) must be submitted by the Implementing Party at least quarterly but may be as often as is efficient and effective for the Implementing Party. The reimbursement request shall be emailed to [waketransitreimbursement@gotriangle.org](mailto:waketransitreimbursement@gotriangle.org) with a copy to CAMPO, [Evan.Koff@campo-nc.us](mailto:Evan.Koff@campo-nc.us).

All Reimbursement Requests must be made using the Wake Transit Work Plan Reimbursement Request and Financial Report template agreed to by the Parties and must include a signed statement by the Implementing Party’s Finance Officer or designee stating that funds were spent in accordance with the Wake Transit Work Plan and with all applicable laws, rules, and regulations, and that the Reimbursement Request includes items due and payable. All Reimbursement Requests shall be based on actual expenses incurred as recorded in the financial system.

- (3) In special circumstances where an advance payment may be required, Reimbursement Requests must be submitted using the Reimbursement

Request Template and with a justification for the advance payment request. Advance payments received by the Implementing Party must be disbursed within 72 hours of receipt from GoTriangle.

- (4) Any performance on which an Implementing Party receives reimbursement must be performed by June 30 of that fiscal year.
- (5) Reimbursement Requests for expenses incurred as of June 30, 2024 shall be submitted by August 10 for the fiscal year in which the work was done.
- (6) Further, the Implementing Party shall:
  - (a) Ensure that Wake Transit funds provided by GoTriangle are not misappropriated or misdirected to any other account, need, project, or line item, other than as listed in Exhibit A. The Implementing Party shall have an obligation to return any reimbursed or advanced payments that were misappropriated or expended outside the approved Project(s) listed in Exhibit A.
  - (b) Ensure that a minimum of 50 percent of the total costs associated with the project, as described in Exhibit A, are expended from the Implementing Party's funds that were demonstrated through its application to the Community Funding Area Program to be provided as the required matching funds for the program. All Reimbursement Requests submitted by the Implementing Party shall detail total costs expended for the project along with the reimbursable amount. The total of Reimbursement Requests for reimbursable costs shall not exceed the amount allocated to the project as described in Exhibit A.
  - (c) Monitor award activities, to include sub-awards, to provide reasonable assurance that funds are spent in compliance with applicable requirements. Responsibilities include accounting for receipts and expenditures, cash management, maintaining adequate financial records, and refunding disallowed expenditures.
  - (d) Maintain a financial management system adequate for monitoring the accumulation of costs.
  - (e) Meet with staff from CAMPO within sixty (60) days of the execution of this agreement to discuss the scope of work, timeline, reporting requirements, public engagement activities, reimbursement requirements for the project, as well as to discuss a schedule for any subsequent project oversight meetings.

- (7) The Implementing Party shall coordinate with CAMPO to ensure the Project is considered for inclusion in the CAMPO Transportation Improvement Program.

B. Responsibilities of GoTriangle.

- (1) GoTriangle, as administrator of the Triangle Tax District, shall have the responsibilities and duties as set forth in the Governance ILA, including appropriating funds from the FY 2024 Triangle Tax District Wake Operating Ordinance in accordance with the Governance ILA. The specific appropriation and approved project budgets are further detailed in Exhibit A and in the FY 2024 Wake Transit Work Plan.
- (2) GoTriangle, upon receipt of a Reimbursement Request, shall verify within five business days whether the Reimbursement Request is complete; is within the approved budget; is within the annual work plan; and is in accordance with the Wake Transit Billing, Payment, and Reimbursement Policy and Guidelines, adopted by GoTriangle on June 28, 2017 and CAMPO on June 21, 2017 and subsequently amended and adopted by GoTriangle on June 23, 2021 and CAMPO on June 16, 2021. Payment will be remitted within thirty (30) days of verification to the Implementing Party according to the payment instructions on file.

If GoTriangle is unable to verify the Reimbursement Request, GoTriangle shall, within two (2) business days, notify the Implementing Party in writing of the deficiencies in the Reimbursement Request. The Implementing Party may thereafter submit a revised Reimbursement Request (“Revised Reimbursement Request”), which shall be verified within five business days of receipt. If the Revised Reimbursement Request is denied, CAMPO or the Implementing Party may place the item on the next TPAC agenda for discussion and a recommendation to GoTriangle, CAMPO, and the Implementing Party.

- (3) Where advance payments are requested, GoTriangle, after due consideration of the request, will remit funds via payment instructions on file.
- (4) All disbursements from GoTriangle shall be in accordance with North Carolina General Statute 159 Article 3, known as the North Carolina Budget and Fiscal Control Act, and the Wake Transit Financial Policies and Guidelines, adopted by GoTriangle on June 28, 2017, and CAMPO on June 21, 2017, and subsequently amended and adopted by GoTriangle on June 23, 2021 and CAMPO on June 16, 2021.

C. Responsibilities of CAMPO

- (1) CAMPO shall work with the Implementing Party to have the Project considered for inclusion in the CAMPO Transportation Improvement Program.
- (2) Within five (5) business days of receiving a Reimbursement Request from the Implementing Party, CAMPO shall verify that the Reimbursement Request is complete, is within the approved budget, and is consistent with the scope of the project as reflected in Exhibit A and any other applicable scope-related attachments or exhibits to this Agreement.
- (3) Meet with staff from the Implementing Party within sixty (60) days of the execution of this agreement to discuss scope of work, timeline, reporting requirements, public engagement activities, reimbursement requirements for the project, as well as to discuss a schedule for any subsequent project oversight meetings.

4. **Minimum Service Standards:**

For the Projects listed in Exhibit A, the Implementing Party agrees to provide for:

- A. Maintenance of all vehicles and facilities in accordance with a preventative maintenance program.
- B. Maintenance of all vehicles and facilities in a safe and dependable condition and cleaning of all vehicles and facilities regularly.
- C. Monitoring of services and responding to incidents in a timely and professional manner.
- D. Regular reviews of service including: safety, on-time performance, customer satisfaction, accessibility, cleanliness, security, and customer service training.
- E. Public engagement activities in accordance with state and federal guidelines and agency and municipal policies and procedures, if applicable.

5. **Performance Reporting:**

Unless otherwise agreed in writing between Parties, the Implementing Party shall report operating statistics and ridership to the National Transit Database and to the North Carolina Department of Transportation Public Transportation Division.

The Implementing Agency also agrees to provide quarterly and annual reporting per the Master Participation Agreement for the Reported Deliverables as identified in Exhibit A using a Reporting Template agreed to by the Parties. The Implementing Agency shall include in its quarterly reports any details of

issues that may impact delivery of the Projects identified in Exhibit A

The Annual Wake Transit Report prepared by GoTriangle shall provide information regarding how strategic public transit objectives have been met and shall include the performance achieved, the strategies being followed, and performance targets and key milestones for capital projects and operating services.

Quarterly Status Reports prepared by GoTriangle and/or CAMPO shall provide information regarding progress toward strategic objectives outlined in the Wake Transit Work Plan and include the performance achieved, the strategies being following, and performance targets and key milestones for Capital Projects and operating services identified in the Wake Transit Work Plan. GoTriangle shall include in its Quarterly Status Reports any details of issues that may impact delivery of funding for the Projects identified in Exhibit A.

The Parties agree to share supporting documentation, if requested, in addition to their quarterly and annual reporting, in a timely manner.

6. **Further Agreements:**

The Parties agree that they will, from time to time, execute, acknowledge and deliver, or cause to be executed, acknowledged and delivered, such supplements hereto and such further instruments as may reasonably be required for carrying out the intention of this Agreement. The Parties agree to work together in good faith and with all due diligence to provide for and carry out the purpose of this Agreement.

7. **Amendment:**

Any extension of the term of this Agreement and/or change to the content of this Agreement shall be by written amendment signed by all Parties.

8. **Breach; Termination:**

In the event that (1) the Implementing Party is not able or fails to provide a Project(s) as required by the Agreement; or (2) GoTriangle is not able or fails to provide funding for a Project(s) as required by the Agreement; or (3) GoTriangle fails to fulfill its responsibilities and duties as set out in the Governance ILA; or (4) any Party fails to fulfill a responsibility or duty of this Agreement; or (5) any Party withdraws from the Master Participation Agreement (separately each a "breach"),

any Party to this Agreement shall notify the Clerk to the TPAC Committee and the other Parties to this Agreement. The Non-Breaching party may place the item on a TPAC agenda for discussion and a non-binding recommendation to the Parties.

The Non-breaching Party may provide the Breaching Party with a period of time to cure the breach to the reasonable satisfaction of the Non-breaching Party. If the breach is not timely cured, or cannot be cured, the Non-breaching Party may (1) elect to terminate this Agreement in full; or (2) elect to terminate this Agreement only as to one or more Projects listed in Exhibit A. In the event of breach of this Agreement, the Parties shall be entitled to such legal or equitable remedy as may be available, including specific performance.

In the event the Agreement is terminated for any reason other than by the end of the Term of the Agreement:

- (a) The Implementing Party shall not be required to continue implementing the Projects, but may elect to continue implementing the Projects using funds from sources other than the Wake Transit Tax.
- (b) GoTriangle shall reimburse the Implementing Party for any expenses for the Projects that have been approved in the annual work plan and made in reliance on this Agreement, whether or not a Reimbursement Request has been made by Implementing Party at the time of termination. The Implementing Party shall have sixty (60) days after the date of termination to submit all Reimbursement Requests.
- (c) The Implementing Party shall report the final status for its deliverable and GoTriangle shall do a final quarterly report and shall issue the annual report required by this Agreement.

9. **ADA and Paratransit Requirements:**

The Implementing Party shall provide paratransit service as required by law within the ADA-required radius of the all-day fixed-route bus services implemented as Projects pursuant to this Agreement.

10. **Record Retention:**

All parties must adhere to record retention guidelines as set forth in North Carolina General Statutes or federal guidelines as appropriate

11. **Notices:**

Any notice given pursuant to this Agreement shall be deemed given if

delivered by hand or if deposited in the United States Mail, postage paid, certified mail, return receipt requested and addressed as follows:

If to GoTriangle:

GoTriangle  
Attn: President and CEO  
GoTriangle  
4600 Emperor Blvd, Suite 100  
Durham, NC 27703

And with a copy to:

GoTriangle  
Attn: General Counsel  
GoTriangle  
4600 Emperor Blvd, Suite 100  
Durham, NC 27703

If to Clerk to the TPAC Committee:

CAMPO  
Attn: Clerk to the TPAC Committee  
One Fenton Main Street, Suite 201  
Cary, NC 27511

If to CAMPO:

CAMPO  
Attn: Executive Director  
One Fenton Main Street, Suite 201  
Cary, NC 27511

If to Town of Apex:

Town of Apex  
Attn: Deputy Town Manager  
Apex Town Hall  
73 Hunter Street  
P.O. Box 250  
Apex, NC 27502

And with a copy to:

Town of Apex  
Attn: Town Attorney  
Apex Town Hall  
73 Hunter Street

P.O. Box 250  
Apex, NC 27502

12. **Representations and Warranties:**

The Parties each represent, covenant and warrant for the other's benefit as follows:

- A. Each Party has all necessary power and authority to enter into this Agreement and to carry out the transactions contemplated by this Agreement, and the individuals signing this Agreement have the right and power to do so. This Agreement is a valid and binding obligation of each Party.
- B. To the knowledge of each Party, neither the execution and delivery of this Agreement, nor the fulfillment of or compliance with its terms and conditions, nor the consummation of the transactions contemplated by this Agreement, results in a breach of the terms, conditions and provisions of any agreement or instrument to which a Party is bound, or constitutes a default under any of the foregoing.
- C. To the knowledge of each Party, there is no litigation or other court or administrative proceeding pending or threatened against such party (or against any other person) affecting such Party's rights to execute or deliver this Agreement or to comply with its obligations under this Agreement. Neither such Party's execution and delivery of this Agreement, nor its compliance with its obligations under this Agreement, requires the approval of any regulatory body or any other entity the approval of which has not been obtained.
- D. The Parties agree to work together in good faith and with all due diligence to provide for and carry out the purpose of this Operating Agreement.

13. **Merger and Precedence:**

The provisions of this Agreement, including all Exhibits and attachments, constitute the entire agreement by and between the Parties hereto and shall supersede all previous communications, representations or agreements, either oral or written between the Parties hereto with respect to the subject matter hereof. Notwithstanding the foregoing, in the event of any inconsistency or conflict between this Agreement and the Participation Agreement or the Governance ILA, the terms of the Participation Agreement and Governance ILA have precedence.

14. **Dispute Resolution:**

In the event of conflict or default that might arise for matters associated with this Agreement, the Parties agree to informally communicate to resolve the conflict. If any such dispute cannot be informally resolved, then such dispute, or any other matter arising under this Agreement, shall be subject to resolution in a court of competent jurisdiction. Such disputes, or any other claims, disputes or other controversies arising out of, and between the Parties shall be subject to and decided exclusively by the appropriate general court of justice of Wake County, North Carolina.

15. **No Waiver of Non-Compliance with Agreement:**

No provision of this Agreement shall be deemed to have been waived by any Party hereto unless such waiver shall be in writing and executed by the same formality as this Agreement. The failure of any Party hereto at any time to require strict performance by the other of any provision hereof shall in no way affect the right of the other Party to thereafter enforce the same. In addition, no waiver or acquiescence by a Party hereto of any breach of any provision hereof by another Party shall be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself.

16. **Governing Law:**

The Parties intend that this Agreement be governed by the law of the State of North Carolina. Proper venue for any action shall solely be Wake County.

17. **Assignment:**

No Party may sell or assign any interest in or obligation under this Agreement without the prior express written consent of the other Parties.

18. **Independence of the Parties:**

Nothing herein shall be construed to modify, abridge, or deny the authority or discretion of any Party to independently develop, administer, or control transportation projects pursuant to enumerated authority or funding sources separate from those in this Agreement.

19. **Execution in Counterparts/Electronic Version of Agreement:**

This Agreement may be executed in any number of counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument. Any Party may convert a signed original of the Agreement to an electronic record pursuant to a North Carolina Department of Natural and Cultural Resources approved procedure and process for converting paper records to electronic records for record retention purposes. Such electronic record of the Agreement shall be deemed for all purposes to be an original signed Agreement.

20. **No Waiver of Sovereign Immunity:**

Nothing in this Agreement shall be construed to mandate purchase of insurance by any municipality pursuant to N.C.G.S. 160A-485; or to in any other way waive any Party's defense of sovereign or governmental immunity from any cause of action alleged or brought against any Party for any reason if otherwise available as a matter of law.

21. **No Waiver of Qualified Immunity:**

No officer, agent or employee of any Party shall be subject to any personal liability by reason of the execution of this Agreement or any other documents related to the transactions contemplated hereby. Such officers, agents, or employees shall be deemed to execute this Agreement in their official capacities only, and not in their individual capacities. This section shall not relieve any such officer, agent or employee from the performance of any official duty provided by law.

22. **Verification of Work Authorization; Iran Divestment Act:**

All Parties, and any permitted subcontractors, shall comply with Article 2, Chapter 64, of the North Carolina General Statutes. The Parties hereby certify that they, and all permitted subcontractors, if any, are not on the Iran Final Divestment List created by the North Carolina State Treasurer pursuant to N.C.G.S. 147-86.59.

23. **No third-Party Beneficiaries:**

There are no third-party beneficiaries to this Agreement.

24. **E – Verify:**

Contractor shall comply with *E-Verify*, the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law and as in accordance with N.C.G.S. §64-25 *et seq.* In addition, to the best of Contractor's knowledge, any subcontractor

employed by Contractor as a part of this contract shall be in compliance with the requirements of E-Verify and N.C.G.S. §64-25 *et seq.* In cases of conflict between this Contract and any of the above incorporated attachments or references, the terms of this Contract shall prevail.

25. **Companies Boycotting Israel Divestment Act Certification:**

Contractor certifies that it has not been designated by the North Carolina State Treasurer as a company engaged in the boycott of Israel pursuant to N.C.G.S. 147-86.81.

26. **Electronic Signatures:**

Parties acknowledge and agree that the electronic signature application Adobe Sign may be used to execute this Agreement and any associated documents. By selecting "I Agree," "I Accept," or other similar item, button, or icon via use of a keypad, mouse, or other device, as part of the Adobe Sign application, Parties consent to be legally bound by the terms and conditions of this Agreement and that such act constitutes Parties' signatures as if signed by Parties in writing. Parties also agree that no certification authority or other third-party verification is necessary to validate the electronic signature and that the lack of such certification or third-party verification will not in any way affect the enforceability of the electronic signature. Parties acknowledge and agree that delivery of a copy of this Agreement or any other document contemplated hereby, through the Adobe Sign application, will have the same effect as physical delivery of the paper document bearing an original written signature.

**SIGNATURE PAGES FOLLOW**

<p><b>RESEARCH TRIANGLE REGIONAL PUBLIC TRANSPORTATION AUTHORITY (d/b/a GoTriangle)</b></p> <p>By: _____ Charles E. Lattuca President and CEO</p> <p>This, the ___ day of _____, 2023.</p>	<p>This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act.</p> <p>_____</p> <p>Sandra Freeman, Chief Financial Officer for GoTriangle</p> <p>This, the ___ day of _____, 2023.</p>
	<p>Reviewed and Approved as to legal form.</p> <p>_____</p> <p>T. Byron, Smith, General Counsel</p>

NC CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION "CAMPO"

By: \_\_\_\_\_  
Chris Lukasina, Executive Director

<p><b>TOWN OF APEX</b></p> <p>By: _____ Shawn Purviz, Deputy Town Manager</p> <p>This, the ___ day of _____, 2023.</p>	<p>This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act.</p> <p>_____</p> <p>Antwan Morrison, Finance Director</p> <p>This, the ___ day of _____, 2023.</p>
<p>ATTEST:</p> <p>By: _____ Allen Coleman, Town Clerk</p>	

## Appendix D: Annual Review Requirements

Category	Project Change Type	Action
Project Scope	Minor changes to scope (i.e. affecting less than 10% of transit services operating miles or hours)	Discuss with CAMPO and document in Annual Review notes.
Project Scope	Major changes to scope (i.e. affecting 10% or more of transit services operating miles or hours)	<u>Requires an amendment to the Project Agreement</u> , which will be completed through the Work Plan development process/CFA process.  Discuss with CAMPO, and document in Annual Review notes.
Project Budget	Budget increases by less than 10% (from original or revised budget)	Discuss with CAMPO and document in Annual Review notes.  Additional funds will be allocated, if available.
Project Budget	Budget increases by 10% or more (from original or revised budget)	<u>Requires an amendment to the Project Agreement</u> , which will be completed through the Work Plan development process/CFA process.  Discuss with CAMPO and document in Annual Review notes.  Additional funds will be allocated, if available.
Project Schedule	Schedule increases by less than 6 months (from original or revised schedule)	Discuss with CAMPO and document in Annual Review notes.
Project Schedule	Schedule increases by 6 months or more (from original or revised schedule)	<u>Requires an amendment to the Project Agreement</u> , which will be completed through the Work Plan development process/CFA process.  Discuss with CAMPO and document in Annual Review notes.  Major delays to project delivery will be evaluated to determine the cause, lessons learned and opportunities for technical support.



## Appendix E: Funding Scenarios

	FY19-24	Share	Average Annual	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
<b>Capped Growth</b>														
New Project Awards	\$1,998,000		\$333,000	\$382,886	\$136,208	\$139,613	\$143,103	\$146,681	\$150,348	\$289,923	\$0	\$0	\$0	\$0
Planning/Technical Assistance	\$280,000	14%	\$47,000	\$50,000	\$51,250	\$52,531	\$53,845	\$55,191	\$56,570	\$0	\$0	\$0	\$0	\$0
Capital	\$1,356,000	68%	\$226,000	\$82,886	\$84,958	\$87,082	\$89,259	\$91,490	\$93,777	\$0	\$0	\$0	\$0	\$0
New Operating (Every 3 Years)	\$362,000	18%	\$60,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$289,923	\$0	\$0	\$0	\$0
Ongoing Operating				\$1,261,189	\$1,548,969	\$1,587,693	\$1,627,386	\$1,668,070	\$1,709,772	\$1,752,516	\$2,093,501	\$2,145,838	\$2,199,484	\$2,254,471
Growth Rate				8.1%	2.5%	2.5%	2.5%	2.5%	2.5%	9.8%	2.5%	2.5%	2.5%	2.5%
<b>Total</b>				<b>\$1,644,075</b>	<b>\$1,685,177</b>	<b>\$1,727,306</b>	<b>\$1,770,489</b>	<b>\$1,814,751</b>	<b>\$1,860,120</b>	<b>\$2,042,440</b>	<b>\$2,093,501</b>	<b>\$2,145,838</b>	<b>\$2,199,484</b>	<b>\$2,254,471</b>
30% Share				\$493,223	\$505,553	\$518,192	\$531,147	\$544,425	\$558,036	\$612,732	\$628,050	\$643,752	\$659,845	\$676,341

	FY19-24	Share	Average Annual	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
<b>Grow &amp; Maintain</b>														
New Project Awards	\$1,998,000		\$333,000	\$350,000	\$358,750	\$367,719	\$376,912	\$386,335	\$395,993	\$405,893	\$416,040	\$426,441	\$437,102	\$448,030
Planning/Technical Assistance	\$280,000	14%	\$47,000	\$50,000	\$51,250	\$52,531	\$53,845	\$55,191	\$56,570	\$57,985	\$59,434	\$60,920	\$62,443	\$64,004
Capital	\$1,356,000	68%	\$226,000	\$50,000	\$307,500	\$315,188	\$53,845	\$331,144	\$339,422	\$57,985	\$356,606	\$365,521	\$62,443	\$384,025
New Operating (Every 3 Years)	\$362,000	18%	\$60,000	\$250,000	\$0	\$0	\$269,223	\$0	\$0	\$289,923	\$0	\$0	\$312,216	\$0
Ongoing Operating				\$1,261,189	\$1,548,969	\$1,587,693	\$1,627,386	\$1,944,024	\$1,992,624	\$2,042,440	\$2,390,672	\$2,450,439	\$2,511,700	\$2,894,514
Growth Rate				6.0%	18.4%	2.5%	2.5%	16.3%	2.5%	2.5%	14.6%	2.5%	2.5%	13.4%
<b>Total</b>				<b>\$1,611,189</b>	<b>\$1,907,719</b>	<b>\$1,955,412</b>	<b>\$2,004,297</b>	<b>\$2,330,358</b>	<b>\$2,388,617</b>	<b>\$2,448,333</b>	<b>\$2,806,712</b>	<b>\$2,876,880</b>	<b>\$2,948,802</b>	<b>\$3,342,543</b>
30% Share				\$483,357	\$572,316	\$586,624	\$601,289	\$699,107	\$716,585	\$734,500	\$842,014	\$863,064	\$884,641	\$1,002,763

	FY19-24	Share	Average Annual	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
<b>Augmented</b>														
New Project Awards	\$1,998,000		\$333,000	\$600,000	\$627,000	\$655,215	\$684,700	\$715,511	\$747,709	\$781,356	\$816,517	\$853,260	\$891,657	\$931,782
Planning/Technical Assistance	\$280,000	14%	\$47,000	\$50,000	\$52,250	\$54,601	\$57,058	\$59,626	\$62,309	\$65,113	\$68,043	\$71,105	\$74,305	\$77,648
Capital Projects	\$1,356,000	68%	\$226,000	\$150,000	\$574,750	\$600,614	\$171,175	\$655,885	\$685,400	\$195,339	\$748,474	\$782,155	\$222,914	\$854,133
New Operating (Every 3 Years)	\$362,000	18%	\$60,000	\$400,000	\$0	\$0	\$456,466	\$0	\$0	\$520,904	\$0	\$0	\$594,438	\$0
Ongoing Operating				\$1,261,189	\$1,735,943	\$1,814,060	\$1,895,693	\$2,458,007	\$2,568,617	\$2,684,205	\$3,349,339	\$3,500,059	\$3,657,562	\$4,443,340
Overall Growth Rate				22.4%	27.0%	4.5%	4.5%	23.0%	4.5%	4.5%	20.2%	4.5%	4.5%	18.2%
<b>Total</b>				<b>\$1,861,189</b>	<b>\$2,362,943</b>	<b>\$2,469,275</b>	<b>\$2,580,393</b>	<b>\$3,173,518</b>	<b>\$3,316,326</b>	<b>\$3,465,561</b>	<b>\$4,165,856</b>	<b>\$4,353,319</b>	<b>\$4,549,219</b>	<b>\$5,375,121</b>
30% Share				\$558,357	\$708,883	\$740,783	\$774,118	\$952,055	\$994,898	\$1,039,668	\$1,249,757	\$1,305,996	\$1,364,766	\$1,612,536



# Appendix F: Community Funding Area Program (CFAP) Graduation Framework

August 20, 2024

**Background:** When the Wake Transit funding stream was first created, to expand transit services within Wake County, the CFAP was established as a set-aside for smaller communities outside the primary transit service areas for Raleigh, Cary and Go Triangle. The CFAP was created to seed funding for new transit services, projects and plans within the outlying suburban communities, and to create an opportunity for taxed communities to receive investment from the new transit funding stream. When the CFAP was created, the PMP included a five-year period implementation period for new transit services, with the goal of reaching performance targets by the fifth year. A process for graduation to the Wake Transit funding stream (aka "Big Wake"), however, was not described in detail. The purpose of this document is to provide a framework for CAMPO and the CFA member communities to develop an approach for "graduating" from the CFAP to "Big Wake." The framework document includes both key policy considerations as well as an example process to serve as a starting point for further review and refinement.

## Policy Considerations:

1. Developing consensus on the **goals for the CFAP** is important to establish a final graduation process. This will help clarify whether the CFAP should grow over time, to support a growing number of services, or should remain a relatively level source of seed funding, by transferring ongoing services to the larger Wake Transit program. The following are possible goals for the CFAP that may influence the approach to graduation:
  - a. **CFAP primarily focused on mobility**, with less emphasis on efficiency, allowing taxed communities to benefit from the transit investment funding stream. There would not be an emphasis on moving projects into Big Wake long-term, and likely a need to grow this pot over time to support additional services. Given less emphasis on efficiency, a total "cap" on funded services may need to be discussed.
  - b. CFAP as a service to **connect suburban residents (via flex routes or on-demand) to more frequent fixed-route services** offered by the Wake County transit agencies. This is likely a more efficient approach than in (a), as it leverages existing fixed-route services, within the context of existing suburban land use patterns. In this scenario, the higher-efficiency CFAP-funded services that are flex-route (or even fixed-route), versus demand-response, could shift to the Big Wake program, once they met targets. This would imply some shifting to Big Wake and some long-term growth of the CFAP.
  - c. CFAP as seed funding only, with a **long-term emphasis on incentivizing transit-supportive land use** in CFAP communities, prioritizing investments in places with strong land use planning and more efficient services. The ultimate goal would be to create a better environment for transit services to be productive countywide, which would be tracked in future market studies. This would imply more shifting of services

to Big Wake in the long term, with less efficient services funded primarily locally to support regional mobility.

2. Another key area of discussion is the role of **local share** in the graduation process. The CFAP requires communities to provide 35% local funding for all projects, plans and services. The Big Wake program fully funds all new items (100%) but does not cover any existing services (prior to the authorization of the funding stream). While the Wake Transit funding provides a new funding source for the transit agencies, they are already funding a significant level of service as a baseline (from other local, state and federal funding sources, including fare revenue). Given this, a key question is whether any project that graduates from CFAP to Big Wake should continue to pay a 35% local share, or whether they should be 100% funded by Wake Transit funds.
3. Whether transit services in CFAP communities need to meet **Wake Transit performance targets** to be eligible for funding through the Big Wake funding stream, or whether they simply need to meet the CFAP targets is another important consideration. Although performance targets did not change in the 2024 update of the CFA PMP (due to limited CFAP service data and the pandemic impact), future iterations may adjust targets to be more attainable for the CFAP communities. This would make them less aligned with Wake Transit targets. Alternatively, the next update could focus on aligning the metrics more fully with the Wake Transit targets, which would support a more seamless graduation process but would create less flexibility for CFAP targets to align with actual CFAP transit service performance.

The most recent [Wake Transit Bus Plan Service Guidelines and Performance Measures](#) document (Jan 2024) identifies service types that align with CFAP-funded services, including Community Routes, Microtransit Services<sup>1</sup>, and Demand-Response services (see Pg. 9 for definitions). In the CFA PMP update, the performance targets for Demand-Response service and Flex-Route is 1.5 passengers/revenue vehicle hour (Pax/RVH), compared with the Wake Transit target of 2 Pax/RVH for Microtransit (which includes both node-based flex-route and door-to-door). The Fixed-Route service target is 6 Pax/RVH for CFAP, while the Wake Transit target is 8 Pax/RVH for Community Routes (a roughly comparable service type). While the targeted operating cost/passenger (Cost/Pax) is the same for the CFAP Demand-Response/Flex Route as the Wake Transit Microtransit services (\$30/Pax), the target for the Fixed-Route services is fairly different (\$17/Pax for CFAP versus \$10/Pax).

4. Considering the aligning and revising of targets leads directly to the question of **whether under-performing services should be revised or canceled**. Specifically, if a less-frequent Fixed-Route service in the CFAP is not able to meet CFAP (or Wake Transit) Fixed-Route targets, it could be “downgraded” from a regular Fixed-Route service to a demand-based service. If demand-based services cannot meet the Microtransit (Wake Transit) targets after the 5-year mark, should they be eligible for more lenient targets within the CFAP program (which could be established in a future PMP update)? Or should they have funding reduced or eliminated, to free up transit funding for more productive services? Productivity metrics are highly variable

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<sup>1</sup> Microtransit is an on-demand service in rural or low-density communities and can be operated directly by the transit agency or contracted with Transportation Network Companies. Services are typically curb-to-curb or door-to-door within a specified zone or based around designated “nodes”.

across transit services nationwide, depending upon the level of density, demand and service type. The degree to which local transit funding resources are used to support broad mobility (coverage) versus productivity (ridership) is a local policy question, and it may also shape the resulting land use decisions.

5. The role of **equity** in the mobility/productivity tradeoff will also influence the approach to setting targets, considering levels of subsidy for CFAP services, and setting the bar for graduation. In particular, the Wake Transit Performance Metric Guidelines identify an equity exception for meeting targets. To the degree that services provide access for low-income and historically disadvantaged communities, the guidelines allow for “relaxed standards” to account for “added impact of serving low-income and historically disadvantaged communities”.<sup>2</sup> This concept is incorporated in the PMP update as well.<sup>3</sup> This language could be strengthened in future PMP updates, particularly as targets are hardened for longer-term financial support of CFAP services. Opportunities to continue supporting services that address gaps in mobility for lower-income and disadvantaged communities, even if they are not meeting targets, may serve other important countywide goals. As noted in the Market Study, land use decisions will also impact the degree to which this exception is needed. If affordable housing is built proximate to existing transit (as was done in Apex), those equity-focused services may already meet targets. If affordable housing is built in areas without existing services, particularly in less-dense outlying areas, and new services must be established specific to those areas, this will likely result in less efficient equity-focused services that require more exceptions. And land use decisions will contribute significantly to the ability for all CFAP services to meet more rigorous targets – not just for equity focused communities.
6. Finally, the companion analysis on the **role for Microtransit** should also be considered, with respect to the most appropriate types of transit service for CFAP communities, including what is most likely to be successful, as well as their ability to “compete” for funds with more traditional fixed-route services in the Big Wake program. This should also consider the bigger picture investment strategy for Wake Transit funding, including how much should be set aside to address mobility goals versus productivity goals, as noted in #4 above. The more funding that is used on less efficient services, the less funding remains to support more efficient services that support regional sustainability and transit-supportive land-use goals.

### **Example Graduation Methodology:**

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<sup>2</sup> “Productivity and cost effectiveness alone cannot capture the full impact and importance of transit service to individual neighborhoods and the region overall. A route that has low productivity, for example, may serve residents in neighborhoods with historic disinvestment and/or higher concentrations of individuals and families with low incomes. The value – or impact – of these bus routes may not be reflected purely in cost per rider or rider per hour (or trip). Rather than a standard, the Service Impact measure qualifies bus routes for a relaxed standard, given the added impact of serving low-income and historically disadvantaged communities” ([Wake Transit Service Guidelines and Performance Measures](#), pp 21-22).

<sup>3</sup> “Consistent with the Wake Transit Plan, projects that fill a critical network gap or that serve transit dependent populations may be eligible for time extensions to meet performance targets, or a permanent change to project targets. These changes will be established, based on discussion with the project sponsor” (CFA PMP Update V3, pg. 48).

*The description below is intended to provide an example of a graduation process approach for the CFAP transit services. This could be adopted by CAMPO and TPAC, with or without revisions; or it could simply be a starting place for discussions with the CFA member communities.*

- 1) A CFAP-funded transit service project that has been in operation for up to five years and is now **meeting CFAP targets** would be eligible for graduation to the Wake Transit program. If it is a fixed-route service, it would need to meet the 6 Pax/RVH and \$17/Pax **CFAP targets** (or the CFAP fixed-route targets in place at that time). If it is a demand-response or flex route service, it would need to meet the 1.5 Pax/RVH and \$30/Pax targets (or the existing CFAP targets). Once these are met, either within the five years, or at the end of the five-year timeframe, the project would be **automatically considered** for incorporation in the annual Wake Transit Work Plan. This would be addressed by CAMPO and **voted on by the TPAC**. Once approved, it would be removed from the CFA funding program and added to the Wake Transit funding program. The service would continue to be subsidized at the **65% rate** and would need to continue meeting targets annually to stay eligible. If the service no longer met the targets in a future year, it would receive up to two years of technical support from CAMPO as a next step, including support for analysis of service realignments, or support for additional marketing or necessary capital investments (from CFAP funding), in order to restore ridership and productivity. It would continue to be subsidized at the 65% rate during this technical support period.

If a fixed-route transit service began meeting the **higher Wake Transit targets** (currently 8 Pax/RVH and \$10/Pax for a Community Bus Route), either at (or before) the five-year mark, or after it had graduated to Big Wake at the 65%-subsidy level, it would become eligible for an **80% subsidy rate**. This would be recommended by CAMPO for the subsequent annual Work Plan and be voted on by TPAC. This reflects the added value of a more productive service, and provides an incentive for local communities to make land use decisions that facilitate stronger transit performance. However, it does not provide 100% subsidy because a **continued local contribution** would better align with the funding structure of the transit agencies, which utilize separate local funding streams to support their core pre-Wake-Transit services. Additionally, **flex-route** services that meet the **fixed route** Wake Transit targets (8 Pax/RVH and \$10/Pax) could also become eligible for the **80% subsidy**. Flex-route services that continue to meet the CFAP goal (1.5 Pax/RVH and \$30/Pax) would remain eligible for the 65% subsidy. Door-to-door demand-response services would not be eligible for the 80% subsidy. First, they are unlikely to meet a fixed-route service level; second, even if they met the Wake Transit Microtransit targets (2 Pax/RVH, \$30/Pax), it would divert a larger share of the Wake Transit funding to less productive services, which is likely misaligned with the Wake Transit Plan goals.

- 2) For CFAP-funded transit projects that are **not meeting CFAP targets** at the end of the 5-year incubation period, they would be considered for an additional **two years of technical support** from CAMPO, in order to support increased productivity. An extension process is addressed at a high level in Chapter 7 (Implementation Section) of the updated CFA PMP document. The two-year technical support period, envisioned for this example process, would include creation of a **Service Improvement Plan (SIP)** addressing elements such as service realignments, marketing and education, customer surveys, and capital investments, in order to increase awareness of the service and overall ridership. Service realignments could include

“downgrading” a service from a regular fixed route to a flex-route or demand-response service, or it could include routing, frequency or span changes to better align the service with demand. To remain eligible, the CFAP community would need to stay compliant with meetings and reporting to CAMPO, including developing and implementing the SIP. If the service is still not meeting CFAP targets at the seven-year mark, the project could be considered for an exception, if it met key **equity policy** goals. If it did not meet equity goals, it could be recommended for a **reduced CFAP subsidy (30%)**, where the local contribution would provide additional subsidy to warrant its continuation, while preserving resources for other services. Alternatively, if the performance metrics indicated that the service was unlikely to provide much utility to the local community, the **service could be discontinued** all together. CAMPO could also authorize **an additional extension of one year**, if the service is close to meeting targets. These decisions would be made by the TPAC, following CAMPO and community discussions, with CAMPO providing a recommendation to the TPAC, as described in the CFA PMP. Given the impact of the pandemic on transit services nationally, *discontinuing a service would only be done after all other measures had been exhausted.*

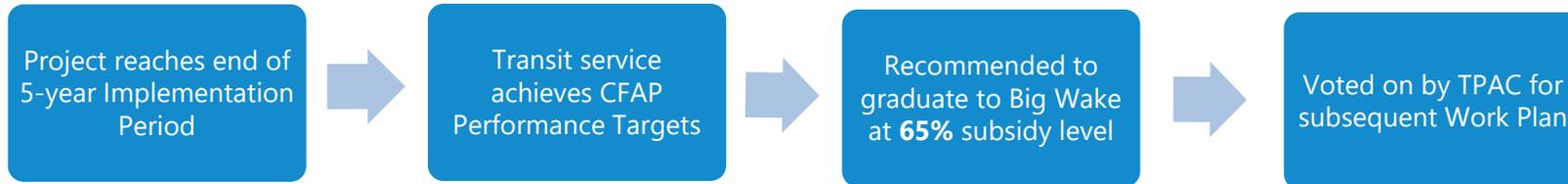
Longer-term exceptions can be made for CFAP transit services that meet an equity need, such as a serving low-income and historically disadvantaged communities. Equity-focused services which have not met the CFAP targets following the **seven-year period** (five-year incubation + 2-year SIP) could be considered for an **additional two-year extension period**, based on CAMPO’s recommendation and without approval of the TPAC. Additional extensions would be considered when the service’s performance metrics are *trending toward targets*. If the performance metrics are unlikely to meet targets, even with an additional two-year extension period, a relaxed standard could be developed. For example, it could increase the total targeted Cost/Pax for a Flex-Route or Demand-Response service to \$40 or \$45. Recommendations for revised targets would be developed with CAMPO and the project sponsor, and would need to be approved by the TPAC as part of the annual Work Plan. The equity-focused transit services that begin meeting the revised (relaxed) targets would then become eligible for graduation to the Wake Transit program, at the 65% subsidy level, similar to the process outlined in section 1 above.

*It is worth noting that projects within an extension period would continue to be funded by the CFAP. The CFAP should be funded at a level that would accommodate these ongoing projects through a 7-9 year period, while funding new projects simultaneously.*

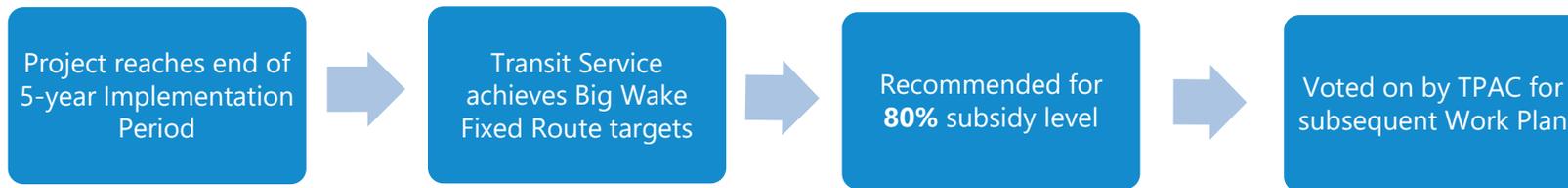
- 3) Finally, additional provisions should be considered for communities that do not have a strong local tax base, where the **35% (or 70%) local share over the long-term is overly burdensome**. Future discussions should address alternate funding sources, such as subsidies from businesses for employer-focused services, utilizing Section 5310 funding for demand-response services (where program guidelines are met), or seeking new State-level resources (particularly for unincorporated Wake County which is more rural in character). This is a policy element that could be incorporated into ongoing discussions on the Wake Transit Plan update.

# Graduation Process Diagrams

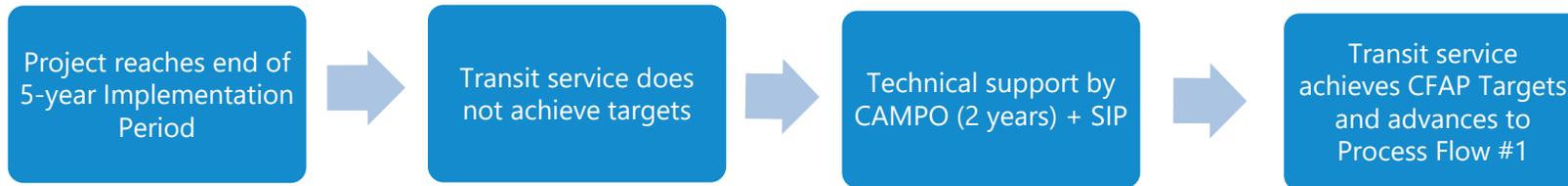
## Process Flow #1: Graduation to Big Wake at 65% Level



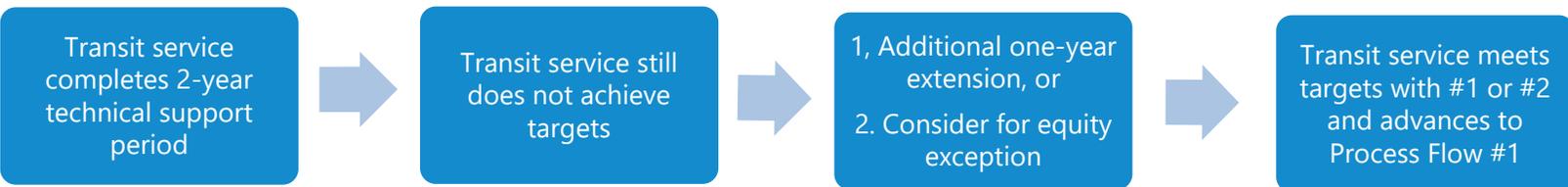
## Process Flow #2: Graduation to Big Wake at 80% Level



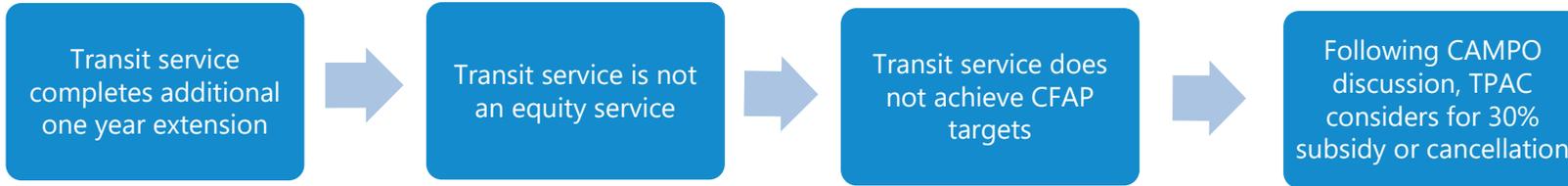
## Process Flow #3: Technical Support and Service Improvement Plan (SIP)



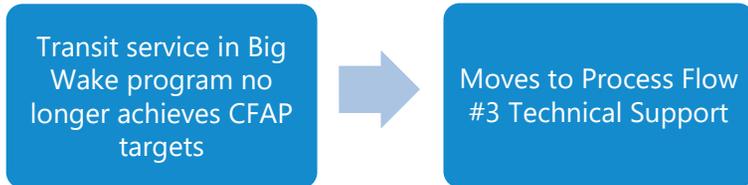
## Process Flow #4: Additional Extensions and Equity Service Exception



**Process Flow #5: Extensions exhausted, Not an Equity Service**



**Process Flow #6: Graduated project stops hitting targets**



**Process Flow #7: Project at 80% subsidy stops hitting Big Wake targets**

