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Executive Summary

Introduction

As North Texas continues to grow and communities become increasingly interconnected, access to reliable and affordable transportation remains essential for people to reach their medical appointments, employment, education, food, and other daily needs. Travel patterns increasingly extend beyond the city and county boundaries of the existing systems, creating a need to coordinate public transportation services and resources across jurisdictions and providers. At the same time, population growth, an aging population, changing travel patterns, and the continued development of the region's transportation network create new opportunities and challenges to connect public transportation options to those who need it most.

Access North Texas is the public transit-human services transportation coordination plan for the 16 counties developed by the Transportation Department at the North Central Texas Council of Governments (NCTCOG). The Federal Transit Administration (FTA) requires a coordinated public transit-human services transportation coordination plan be developed through a local process that includes participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers, and other members of the public. The plan was first adopted in 2013 and is updated every four to five years. It provides a framework to assist stakeholders in improving public transportation across the region by identifying the transportation needs of seniors, individuals with disabilities, and individuals with lower incomes. Based on a combination of research, technical analysis, and public input, the plan identifies strategies to better serve transit-dependent populations with public transportation. While the plan is not a funding document, it is used as a guide for agencies that provide transportation services when federal and state funding becomes available.

Seniors, individuals with disabilities, and individuals with limited financial resources can have difficulty finding public transportation options that connect them to medical appointments, work opportunities, and education or job training. This plan identifies where these transportation connections do, and do not exist or could be improved in both the region, as well as county-by-county. NCTCOG is designated by the Texas Department of Transportation (TxDOT) to develop the plan and works to ensure all perspectives are considered through the planning process. NCTCOG is responsible for organizing public meetings, collecting data, performing research and analysis, and bringing that information together to create a plan for the region.

Plan Requirements

It is required by federal transit law for a coordinated public transit-human services plan to be “developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers, and other members of the public” utilizing transportation services. In North Central Texas, NCTCOG is the designated lead entity responsible for preparing and maintaining the region’s public transportation coordination plan. Access North Texas provides a framework for agencies to prioritize projects based on the requirements and guidelines described below for federal and state funding programs.

Federal Coordination Requirement

Currently, a coordinated public transit-human services plan is stipulated in the FTA’s Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities Program. This type of coordination plan has been recommended or required for various programs since 2004, when President Bush signed Executive Order 13330 on Human Services Transportation Coordination. The Federal Transit Administration identifies that projects funded with federal grants from the Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310) must be included in a locally developed, coordinated public transit-human services transportation plan that was developed and approved through a process that included participation by seniors; individuals with disabilities; representatives of public, private, and nonprofit transportation; human services providers; and other members of the public. Federal guidance for other transit funding, such as new or continuing job access and reverse commute projects under the Urbanized Area Formula (Section 5307) Program, are not required to be developed through this coordinated planning process. However, the Federal Transit Administration encourages recipients to continue to use the coordinated planning process to identify and develop job access and reverse commute projects for funding under Section 5307. Access North Texas includes a broad approach to coordinating public transportation that considers general public transportation and services for transit-dependent populations that could be funded by all the federal public transportation funding programs available to public transportation agencies.

State Coordination Requirement

House Bill 3588, enacted by the 78th Texas Legislature in 2003, requires the coordination of public transportation in the State of Texas. Specifically, Article 13 of the legislation created Chapter 461 of the Texas Transportation Code, entitled “Statewide Coordination of Public Transportation,” which requires the coordination of public transportation services funded with federal, state, or local funds. Chapter 461 cites the multiplicity of public

transportation providers and services, coupled with a lack of coordination between state oversight agencies, as generating inefficiencies, overlaps in service, and confusion for consumers. The focus of Chapter 461 is the statewide coordination of transportation funding and resources among the Texas Health and Human Services Commission, Texas Workforce Commission, and the Texas Department of Transportation. The intent is to ensure the benefits of the state's public transportation resources are maximized through the coordination of services. The goals of coordination are to eliminate waste in the provision of public transportation services, to generate efficiencies that will permit increased levels of service, and to further the state's efforts to reduce air pollution. These statewide planning requirements are reflected in coordinated public transportation planning that occurs at the regional level within the boundaries of each of the 24 regions from TxDOT. Each region prepares a public transportation coordination plan to submit to TxDOT highlighting transportation needs, gaps in service, and strategies for coordination to address those gaps in service and needs. Access North Texas meets statewide planning requirements for the North Central Texas region.

Examples of Progress Since 2022

Access North Texas was first adopted in 2013 and updated in 2018 and 2022. Since the 2022 update, communities and transportation providers throughout North Texas have continued to implement projects that improve access to transportation, strengthen partnerships, expand service options, and use technology to improve the efficiency and coordination of transportation services. See Appendix A, Access North Texas (2022): Summary and Status, for more information about which strategies have been accomplished since the plan was adopted.

Growth of On-Demand Services

On-demand transportation services have continued to expand throughout the region, providing communities with flexible options to connect residents to local destinations and the broader transportation network.

In 2024, Trinity Metro and the city of Manfield partnered to introduce a one-year pilot program providing on-demand services for Mansfield residents. This service-connected residents to destinations throughout the city and provided connections to key destinations in Tarrant County. Although the service was popular, the pilot ended after one year due to funding limitations. The partnership demonstrated how local governments and transit agencies can work together to develop and test transportation services tailored to community needs.

The city of Frisco has partnered with the Denton County Transportation Authority (DCTA) to provide demand-response transportation for seniors and individuals with disabilities. In 2026, Frisco expanded its partnership with DCTA through the introduction of GoZone On-Demand service, providing transportation within central Frisco. The service uses designated pickup and drop-off locations and allows riders to request trips in real time through the DCTA GoZone mobile application. Together, these efforts demonstrate how partnerships between local governments and transit agencies can expand on-demand transportation and provide additional mobility options within growing communities.

Technology and Service Enhancements

Transportation providers continue to explore technology and service delivery models that can improve the rider experience, increase operational efficiency, and make transportation services easier to access.

In October 2024, Trinity Metro expanded its on-demand service model to include paratransit trips. The service matches riders traveling in similar directions into shared trips, allowing vehicles to serve multiple riders while providing connections across different types of service. Integrating on-demand and paratransit operations provides an opportunity to improve service efficiency and make better use of available transportation resources.

In March 2025, Dallas Area Rapid Transit (DART) introduced a new application powered by Spare Labs for its paratransit service. The application allows riders to schedule, track, and cancel trips through a mobile application or website. Technology is part of DART's efforts to integrate paratransit operations through a common software platform and provide riders with additional tools to manage their trips.

Most recently in 2026, the city of Cleburne rebranded City/County Transportation to JC Connect to reflect a renewed focus on connecting residents throughout Johnson County. As a rural transportation provider, JC Connect provides demand-response transportation services to residents throughout the county. Over the past year, the agency also implemented a new dispatching and scheduling platform to support its services. The technology improvements have accompanied continued ridership growth, including a new single-day ridership record in 2026.

Special Events Service

The 2026 FIFA World Cup provided an opportunity for North Texas transportation providers, local governments, and regional partners to demonstrate how existing transportation services and temporary resources can be coordinated to address the demands of a major special event. The Trinity Railway Express (TRE) served as an important component of the

regional mobility strategy, with charter buses providing a dedicated connection between CentrePort Station and the Arlington Entertainment District. Accessible vehicles were also available to support travelers with mobility needs.

On March 3, 2026, the United States Department of Transportation’s Federal Transit Administration (FTA) allocated \$10,033,037 to the Dallas-Fort Worth-Arlington Urbanized (UZA) area to reimburse public transportation agencies for expenses they incur to support matches or other public events held in U.S. cities for the FIFA World Cup 2026. The Regional Transportation Council (RTC) approved funding for City of Arlington, City of Grand Prairie, Dallas Area Rapid Transit, and Trinity Metro to ensure transit agencies can expand transit options to FIFA related events and meet increased demand in services around Dallas Stadium. Funding and activities included:

Public Transportation Provider	Scope/Activity Line Item(s)	Funding Total
City of Arlington (Direct Recipient)	Major Event - Operating	\$350,000
City of Grand Prairie (Direct Recipient)	Major Event - Operating	\$150,000
Dallas Area Rapid Transit (DART) (Designated Recipient)	Major Event - Operating	\$7,033,037
Trinity Metro (Designated Recipient)	Major Event – Operating and Capital	\$2,500,000
Total		\$10,033,037

Table 1: FTA Funding Allocations for 2026 FIFA World Cup, approved by RTC on May 14, 2026

The experience demonstrated how existing transit networks can be supplemented with temporary services when additional capacity or connections are needed. Coordinating commuter rail, charter buses, accessible vehicles, and other transportation resources allowed partners to connect the regional transit network to a major destination not directly served by rail. This approach provides a model that can be adapted for future special events and highlights the importance of early coordination among transit agencies, local governments, regional planning organizations, private providers, and event organizers.

The World Cup experience also reinforced the importance of designing transportation solutions around the needs of the traveler. Providing a clear connection between regional transit and the destination, accessible transportation options, and coordinated information can help make public transportation a viable option for individuals who may otherwise have limited mobility choices.

Current Trends

North Texas continues to experience significant population and employment growth, resulting in new transportation needs and changing travel patterns throughout the region. At the same time, the region's transportation network is evolving as transit agencies, local

governments, and other providers introduce new services, technologies, and partnerships. This changing environment creates opportunities to improve mobility but also increases the importance of coordination among transportation providers to ensure that existing resources are used efficiently and that services work together to meet the needs of residents.

Recent regional planning efforts, including Transit 2.0, a 2024-2025 region-wide look at the future of transit, have highlighted the importance of coordinating transportation services across agencies and jurisdictions. As the transportation network becomes more diverse, no single provider can address every transportation need. Coordinating existing services, connecting local and regional transportation options, and identifying opportunities to share resources can help maximize the benefit of available transportation investments. The following trends are influencing public transportation and human services transportation across the region.

Continued Regional Growth and Changing Travel Patterns

North Texas continues to experience significant population and employment growth. In May 2026 NCTCOG completed the 2026 Current Population Estimates for the North Central Texas region. Regional population grew by 203,786 last year. Collin County added over 64,700 new residents with Tarrant, Dallas, and Denton each grew by over 30,000 residents. The region now has a population of 8,952,590, a growth of more than 1.12 million since the 2020 Census. Looking ahead, the population for the region within the Metropolitan Planning Area (MPA), is anticipated to grow to over 12.2 million by 2050.

As communities grow, transportation needs also change, creating demand for connections to jobs, healthcare, education, food, and other essential destinations. Growth can also create challenges for transportation providers as new developments may occur beyond existing transit routes or in areas where there is no or limited transit service. Transit agencies and local governments are increasingly exploring flexible service models, partnerships, and other approaches to connect growing communities to the regional transportation system.

Travel patterns have also continued to evolve since the COVID-19 pandemic. While transit ridership has recovered in other transportation modes, weekday transit patterns have not returned to the same levels as before the pandemic. Recent data indicates that although weekend transit ridership has increased, weekday numbers remain below pre-pandemic levels. This change may reflect broader shifts in where and when people travel and use public transportation. For transit providers, changing travel patterns create opportunities to evaluate services to better match current demand and transportation options to respond to travel needs that vary by day, time, and location.

Increased Use of On-Demand Services

On-demand transportation has become an increasingly common component of the region's public transportation network. Transit agencies and local governments are using microtransit and demand response services to supplement fixed-route transportation, provide connections to major destinations, and serve areas where traditional fixed-route service may not be the most efficient option.

Several cities within the DART service area have developed or supported local on-demand transportation services in addition to their DART services. These cities are tailoring transportation options to their specific needs while providing connections to the broader DART network and other regional destinations. Similar approaches are being used by transit providers throughout North Texas to provide more flexible service and expand access to transportation.

The continued growth of on-demand services provides transit agencies and local governments with additional tools to address gaps in the existing transportation network. It also creates challenges to coordinate service areas, technology platforms, scheduling, and connections between local and regional transportation services. As these services continue to expand, coordination will be important to ensure that new services complement rather than duplicate existing resources.

Cross-Jurisdictional Transportation Needs

While transportation services are often planned and operated locally, the transportation needs of North Texas residents are increasingly regional. Residents may live in one community, work in another, access healthcare in a third, and rely on transportation services provided by multiple agencies to complete a single trip. This is particularly important for individuals who do not have access to a personal vehicle or who rely on public transportation or other community transportation options.

As the region grows and travel patterns become more interconnected, coordination among transit agencies, local governments, human services organizations, and other transportation providers becomes increasingly important. Cross-jurisdictional trips may require connections between multiple services, payment systems, service areas, or modes of transportation. Improving these connections can help ensure that transportation services function as part of a regional network rather than as individual systems operating independently.

The evolving transportation network also creates an opportunity to make better use of existing resources. Coordination can help providers identify gaps and overlaps in service, connect riders to available transportation options, and develop partnerships that extend

the reach of existing services. For seniors, individuals with disabilities, and individuals with limited financial resources, these connections can be particularly important when essential destinations are located outside their local communities.

As North Texas continues to grow and transportation options become more diverse, continued coordination will be important to ensure the region's transportation resources work together efficiently and respond to how residents travel throughout the region.

Methodology of Current Needs

Outreach Efforts

Members of the public and stakeholders, including older adults (seniors), people with disabilities, individuals with limited financial resources, representatives of local government, transit agencies, workforce agencies, and educational institutions were invited to participate in outreach meetings and transportation surveys. Outreach meetings, including virtual and in-person meetings, were held in Spring 2025. Of these meetings, 12 were county-focused and one was region-focused. 2,900 emails were sent to stakeholders across the 16-county region to raise awareness of the plan update, meetings, and transportation survey. Of those who participated, many provided their thoughts on public transportation needs. In addition, staff invited transit providers to meet individually to acquire feedback to gain insight into their needs and observations.

Invitations to the outreach meetings were emailed to stakeholders in each county. Meeting information was posted online, promoted through social media, and shared with partner organizations to help increase awareness of the meetings across existing networks. During the outreach meetings, staff introduced Access North Texas, public transportation options, and facilitated an opportunity for attendees to provide feedback through discussion or available activities.

Two transportation surveys were available. The public survey was available to the public and all stakeholders, and the public agency survey was available for agencies, local governments, and organizations that work with transit-dependent populations. Over 700 public surveys and over 30 public agency survey responses were submitted. The surveys were available online, on paper, and could be downloaded from the survey page. Additionally, using the online survey platform, the survey provided participants with the option of being translated into one or more languages. Information and feedback collected through the surveys were used to help discuss and develop the regional goals and county strategies. The distribution of survey responses can be seen on the map below.

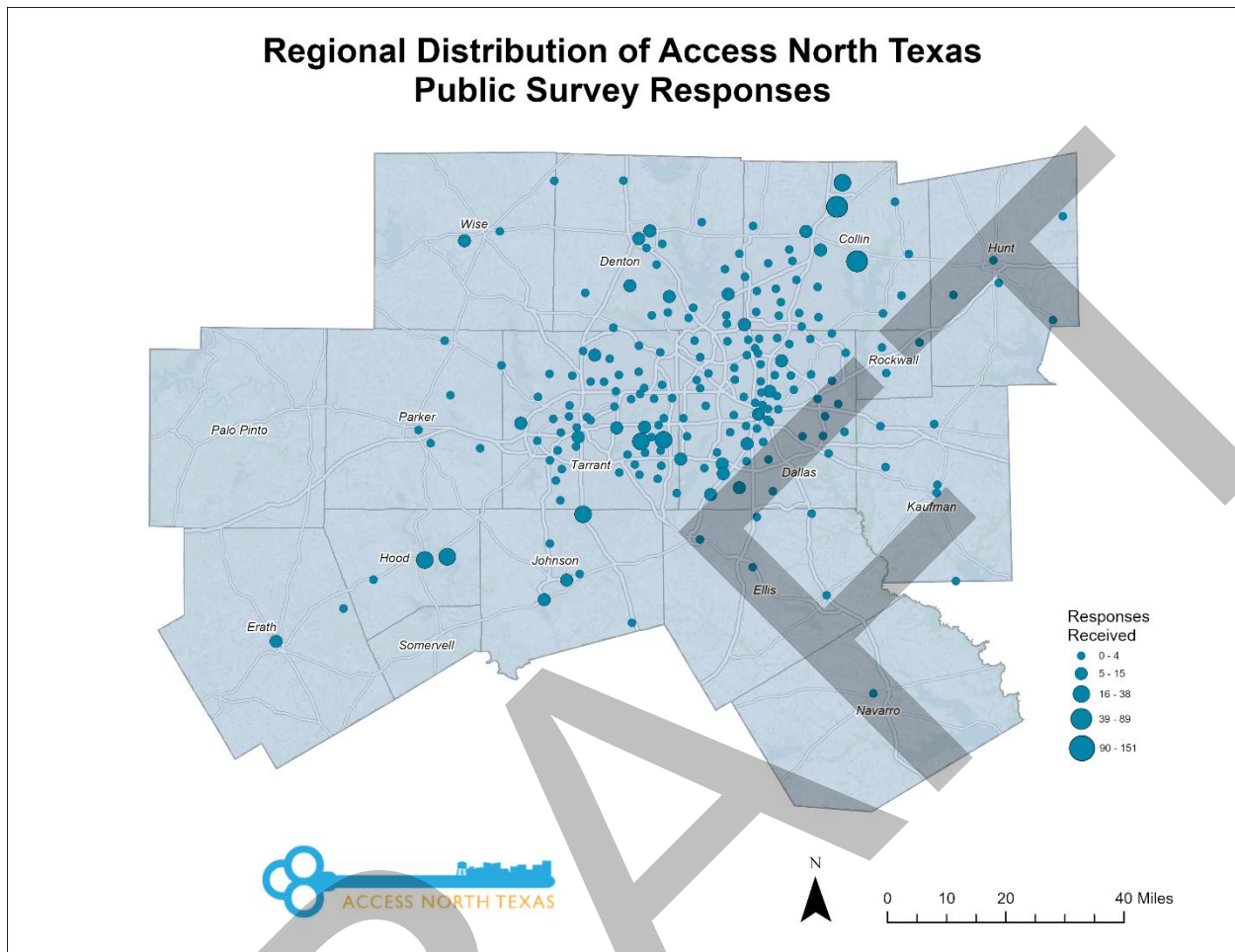


Figure 1: 2026 public survey distribution map

Data Sources

The current plan update brought together many sources of information to identify current needs, and to draft strategies to meet those needs. Sources included demographics research, transportation surveys, an interactive map-based comment collecting tool for the public, outreach meetings and activities, social media, and individual provider meetings. Qualitative and quantitative data were used to evaluate the needs for public transportation in the 16-county region, as well as for each county. The regional goals and county-specific strategies were developed based on the data collected and are described in the chapters.

Transit Accessibility Improvement Tool

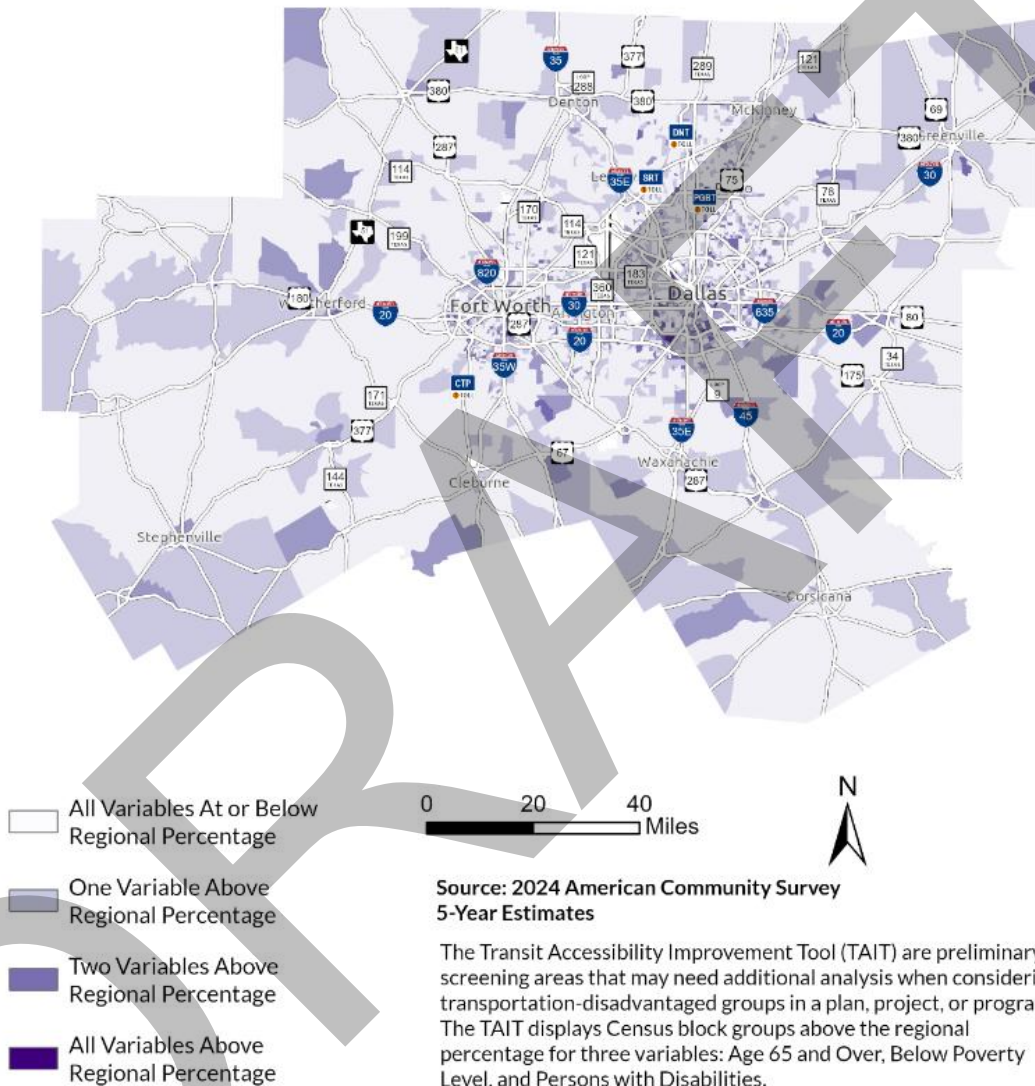
The Transit Accessibility Improvement Tool (TAIT) identifies communities who face transportation disadvantages and may have greater potential need for public transit using U.S. Census block groups. Access North Texas utilizes the information to outline current transit accessibility and as a tool to indicate where service should be evaluated and identify potential gaps in service. Since the geographic scale for the index is at the block group level, both local and regional planners can utilize the TAIT effectively for their area of interest. Populations included in this tool are adults 65 and over, individuals with disabilities, individuals with lower incomes, and households without cars. The shaded colors indicate when one or more variables are present. The TAIT data is explored further in the chapters following this Executive Summary.

VARIABLE	REGIONAL PERCENTAGE
Adults 65 and Over	12.3%
Individuals with Disabilities	10.5%
Individuals Below Poverty (Low-Income)	14.1%
Zero Car Households	4.8%

Source: 2020 - 2024 American Community Survey 5-Year Estimates

To provide a basic understanding of gaps in service, staff also gathered information about public transportation services currently available by county, geography, and eligibility requirements for specialized programs. The data sheds light on where transportation service gaps may exist for certain populations. This information helped frame discussions at outreach meetings, conversations with stakeholders, and influenced the final goals for the region, as well as strategies for each county.

16-County Region Transit Accessibility Improvement Tool (TAIT)



Analysis

In preparation for outreach meetings, staff prepared transit maps and activities to engage attendees, facilitate discussion, and acquire feedback. Information was shared with stakeholders to provide context for each county and to help identify gaps in service.

Once all outreach meetings were completed and the survey period closed, information gathered from Spring 2024 to late Spring 2025 was reviewed, organized, and compiled. Open-ended responses to the survey and comments from participants were compiled, along with transit-specific information from the Map Your Experience tool, stakeholder meetings, and social media. Identifying details were excluded from any public facing report or document in the plan to ensure respondents remain confidential.

NCTCOG staff then analyzed the qualitative data using content analysis. A coding key was created to standardize categorization of data for purpose of analysis. This resulted in seven main categories: Not Applicable, Barriers, Types of Missed Trips, Desired Modes, Enhancements, Agency Barriers, and Agency Enhancements. Under these categories are multiple individualized topics with affiliated codes. The coding key with individual descriptions is found in Appendix D. Data was coded independently and the staff analyzing the data met to establish consensus and confirm overall topics coded. Afterwards, the information was compiled into county-specific summaries. Feedback not associated with specific counties or associated with two or more counties were also coded, compiled, and reviewed. Demographics information from the US Census 5-Year 2024 American Community Survey (ACS) was also collected and summarized to incorporate into county-specific findings.

Development of Goals and Strategies

Utilizing the data packages and themes identified in the coding process, information for each county was reviewed to highlight transportation challenges and analyze patterns occurring within each county and across the region. The data and findings were compared with the regional goals and strategies from the previous 2022 Access North Texas to determine need for removal, revision, addition of, or keeping the existing goals and strategies. Regional efforts and actions over the next four years to improve public transportation for seniors, individuals with disabilities, and low-income populations across the 16-county region may be prioritized under these goals and strategies.

Within each of the defined goals, similar priorities were combined and rephrased to draft strategies that can be used across various counties. The strategies aim to provide more specific guidance on how goals could be implemented to address challenges and issues. For each county or group of counties, strategies under each goal were prioritized based on

feedback received from outreach. Also, public transportation studies prepared by NCTCOG, such as Mobility 2050 and Transit 2.0, were reviewed to ensure goals and strategies in Access North Texas were consistent and aligned with those recommendations. Access North Texas stakeholders and public transportation providers also had an opportunity to review draft goals and strategies to provide any initial comments or feedback. Future progress on goals listed in Access North Texas will be measured by the types of projects implemented under the listed strategies and how they align with the priorities outlined in each chapter.

Regional Goal	Regional Strategies (All)
Plan and Develop Transportation Options by Assessing Community Needs and Challenges	1. Conduct planning activities to further identify public transportation needs of residents outside of existing transportation authorities and define additional coordination opportunities for existing providers. 2. Develop potential connections from commuter or high-intensity bus lines to rail services. 3. Invest in programs to assist with filling gaps in public transportation. 4. Prioritize programs that facilitate transportation for work-related trips, medical and healthcare appointments. 5. Engage transit-dependent populations to ensure all are provided access to the planning process. 6. Identify unmet needs of local providers to offer strategic transit services and ensure their long-term operational sustainability.
Implement Services by Enhancing Transportation Options and Expanding Where Service Gaps Exist	1. Increase access to employment, social (such as entertainment and shopping centers), religious, and well-being trips in areas with limited to no public transportation service. 2. Establish additional assistance or specialized public transportation options beyond ADA paratransit service requirements. 3. Expand public transportation services to key destinations throughout the region without comprehensive service and support regional integration of new services. 4. Implement service enhancements, including route frequency, service optimization, mode connectivity, and operating hours. 5. Provide accessible public transportation and supportive resources for older adults and individuals with disabilities, with a focus on improving connections between healthcare, housing, and transit services. 6. Work with specialized service providers, those that may have limitations on populations they serve, to improve transit access by streamlining rider registration and scheduling processes. 7. Support increased pedestrian connections to transit areas such as accessible sidewalks and bike access.

Regional Goal	Regional Strategies (All)
Coordinate with Transportation Providers, Public Agencies, and Stakeholders to Increase Efficiencies	1. Improve coordination among public transit providers and cities that lack or have limited public transportation. 2. Identify, evaluate, and implement where appropriate, non-traditional ways to deliver and support public transportation, including, but not limited to, partnerships among public transit agencies, private transportation providers, transportation network companies, shared-use mobility programs, and volunteer drivers. 3. Secure sustainable funding to maintain existing transportation programs and enhance or expand as needed through ongoing public-private partnerships, service contracts, and other revenue sources. 4. Work with public transportation providers and stakeholders to improve or maintain services connecting riders to the transit system, healthcare, and other key destinations, while maintaining transit assets and fleets within a state of good repair. 5. Improve regional connectivity by increasing ease of travel across municipal and county boundaries, providing access to different transit modes, and enabling transfers to existing systems across various fare structures. 6. Facilitate collaboration between transit agencies and local governments for long-range strategic planning to benefit riders.
Drive Sustained Growth of Public Transportation Ridership	1. Promote partnerships between public transit providers and other public or private organizations to increase opportunities to make fares more affordable for those in need. 2. Integrate various funding sources to maximize efficiency and increase availability of affordable public transportation options. 3. Explore sources of local revenue for public transportation through partnerships, sponsorships, contracting for service, and licensing or leasing of surplus real property for incidental transit use. 4. Work with public transportation providers to train, recruit, and retain drivers to improve transit availability and reliability, while also creating pipelines with area schools. 5. Improve safety, security, and sanitation measures to build rider confidence and comfort.
Promote Access and Information about Available Transportation Options	1. Enhance communication, outreach, and marketing programs to improve accessibility and awareness of existing or new transportation options. 2. Conduct travel training to educate the public on available services and policies. 3. Partner with agencies, recreation centers, communities, assisted living facilities, healthcare, and other organizations to publicize information.

Regional Goal	Regional Strategies (All)
	4. Identify, recruit, educate, and support influential champions for public transportation to promote and support public transportation through leadership, policy, or funding initiatives. 5. Use innovative technology to distribute public transportation service information.

Recommendations

The regional goals identify and prioritize ways to address public transportation needs across the 16-county region. In addition to the regional strategies listed, specific county strategies are identified within each county chapter.

Implementing the Plan

Transportation providers, local governments, human services organizations, and other stakeholders should work together to identify priorities, establish partnerships, determine appropriate funding sources, and implement strategies identified in Access North Texas. Organizations interested in implementing a project that aligns with Access North Texas should consider how existing transportation services and resources can be coordinated or leveraged before developing new services. NCTCOG staff are available to help organizations identify potential partners, coordination opportunities, and available funding resources.

A variety of funding sources may be appropriate depending on the project, the population being served, and the type of transportation service proposed. Transit agencies and organizations are encouraged to pursue a diversified funding approach that may include local, state, federal, private, and partnership-based resources. Federal funding can provide important support for eligible projects; however, federal programs have specific eligibility requirements, funding limitations, and administrative and reporting requirements that may not be appropriate for every organization or project.

Local funding and other flexible resources can provide an important foundation for transportation services and may be used to support projects that are not eligible for federal funding. Local resources can also demonstrate community commitment and, when appropriate, be used to leverage state or federal funding. Potential local and private resources may include partnerships, sponsorships, contracts for transportation services, contributions from participating organizations, and other locally generated revenue.

Projects seeking funding should consider the long-term sustainability of the proposed service or activity, including the resources needed to maintain the project after an initial funding period. Diversifying funding sources can help organizations reduce reliance on a

single funding program, respond to changing funding availability, and maintain transportation services over time.

Characteristics of a Strong Project under Access North Texas -

- Address a clearly identified transportation need or gap
- Support one or more strategies identified in Access North Texas
- Demonstrate coordination among transportation providers, local governments, human services organizations, or other community partners
- Identify an appropriate organization or transportation provider to implement and sustain the project
- Identify a realistic and sustainable funding approach, including potential local resources
- Demonstrate how existing transportation services, infrastructure, or other resources can be leveraged where appropriate
- Consider the needs of the populations and communities the project is intended to serve

Projects pursuing state or federal funding may also need to meet additional program-specific eligibility, matching, reporting, and administrative requirements. Organizations should evaluate these requirements when determining whether a particular funding source is appropriate for a proposed project.

When a project is funded through NCTCOG or TxDOT, staff will coordinate applicable planning and programming requirements, obtain necessary approvals, develop contract agreements, and work with implementing agencies to manage the project and applicable compliance requirements associated with state or federal funding.