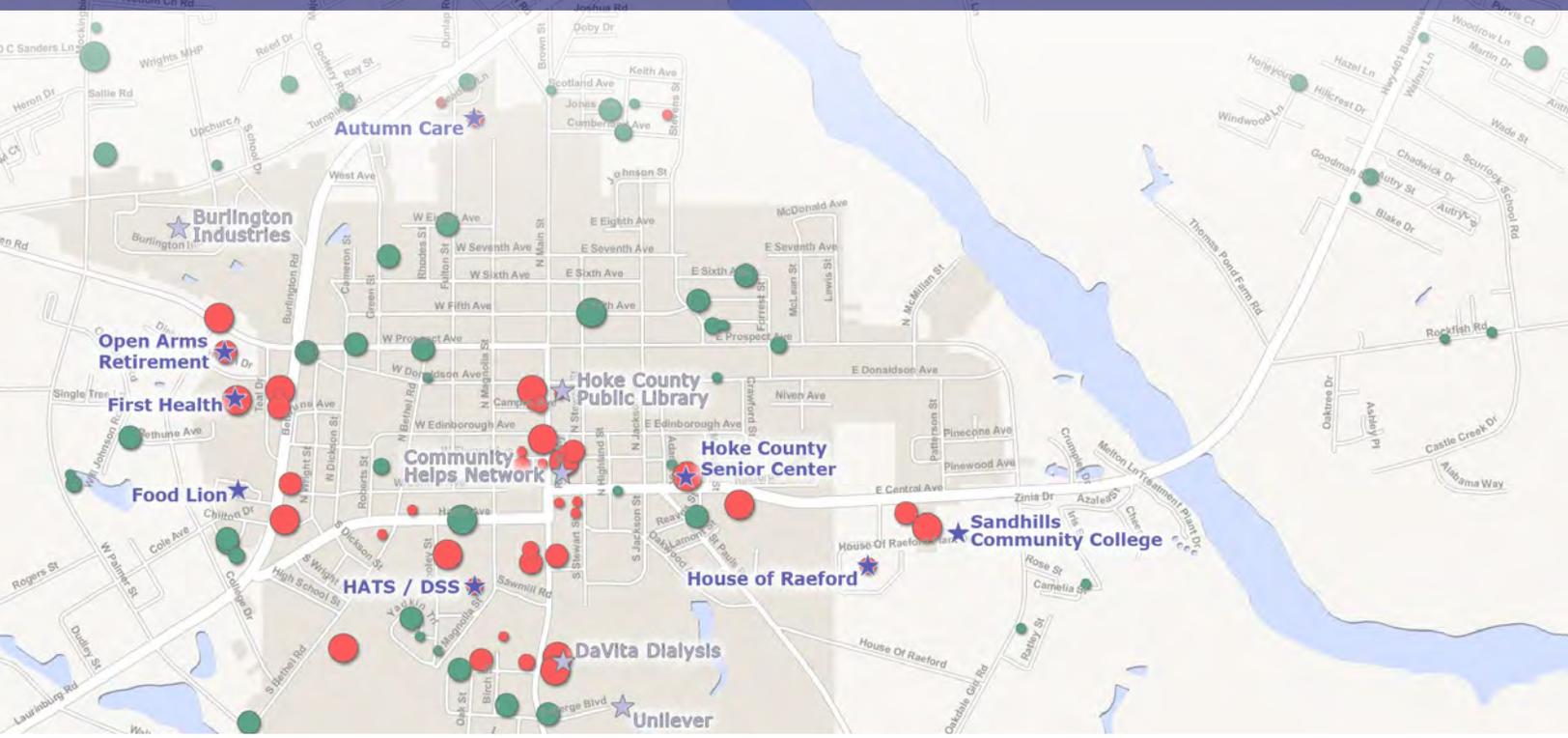


FINAL REPORT

SEPTEMBER 2012

# Hoke County

## COMMUNITY TRANSPORTATION SERVICE PLAN



PREPARED FOR HOKE COUNTY AND NCDOT PUBLIC TRANSPORTATION DIVISION



# Acknowledgements & Table of Contents

## Acknowledgements

The *Hoke County Community Transportation Service Plan* provides a 5-year strategic plan to help system administrators and local decision-makers take a calculated approach to fulfilling the mobility needs of both targeted and general populations in the county. The plan results from the collaborative effort of local staff, the North Carolina Department of Transportation, the Advisory Committee, and numerous stakeholders. The efforts of everyone are greatly appreciated.

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## Executive Summary

The North Carolina Department of Transportation (NCDOT) is collaborating with communities to develop Community Transportation Service Plans (CTSPs) that: (1) review the current performance and organizational direction of the system and (2) recommend operational or managerial strategies that increase mobility and improve the efficiency and effectiveness. The overarching purpose is to ensure community transportation systems in North Carolina make strategic responses to the future mobility needs of the general public and targeted populations in their service areas.

### Guiding Principles

A series of guiding principles directed the analysis of existing conditions, creation of recommendations, and phasing of improvements for the *Hoke County CTSP*. The principles adhere to NCDOT guidance for the statewide community transportation service plan program.

- **Mobility** – To maintain transportation options for the general public, low income individuals, elderly persons, and persons with disabilities to foster independence and enhance quality of life.
- **Integration** – To integrate the community transportation system with other federal, state, and local programs that support public and human service transportation.
- **Efficiency** – To enhance the efficiency and effectiveness of community transportation.
- **Coordination** – To develop the seamless delivery of transportation services across geographies, jurisdictions, and program areas.
- **Measureable** – To create a phased implementation schedule that supports measureable results.
- **Resourcefulness** – To utilize and identify appropriate resources (personnel, funding, vehicles, and technology) to sustain a level of service that fulfills the transportation needs of individuals.

### Public Outreach

The analysis and outcome of the Hoke County CTSP is based upon a public involvement process guided by an Advisory Committee that included private and non-profit transportation providers, human service providers, local staff and officials, and the public. Given the collective understanding of the strengths and weaknesses of the system, outreach for the *Hoke County CTSP* focused on a series of stakeholder interviews, meetings with the Transportation Advisory Board, and a widely distributed on-board survey to gather feedback during the inventory phase. The project team sought answers to three questions: (1) What are we doing well? (2) Where could we do better? (3) What are the highest priority needs for the current system? Several themes emerged from the public outreach:

- HATS provides a critical service to the residents of the county.
- HATS has matured and grown under its current leadership.
- HATS continues to face, and largely overcome, administrative and fiscal constraints.
- The system should constantly seek ways to become more efficient.
- HATS needs to continue to educate the public and seek ways to reach potential customers.
- Many residents cannot secure employment due to lack of access to transportation.

**Existing Service**

Community transportation in Hoke County largely is provided by the Hoke Area Transit Service (HATS), which serves a diverse set of clients mostly the elderly, persons with disabilities, and clients of Hoke County Department of Social Services. HATS provides demand-response and subscription transportation services in Hoke County, including the incorporated area of Raeford and the unincorporated areas of the county. Administration operation hours for HATS are weekdays 8:00 a.m. to 5:00 p.m., and HATS vans operate weekdays 4:00 a.m. to 7:00 p.m. HATS currently does not provide transportation services at night, on weekends, or on county-observed holidays. As of March 2012, HATS owned 16 vehicles, including three conversion vans, eight 22-foot light transit vehicles, one 20-foot light transit vehicle, three lift-equipped vans, and one minivan. Routine maintenance of the HATS vehicle fleet is performed by Hoke County personnel at County facilities. Funding for HATS comes from federal and state grants as well as county funds and support contracts. As the lead agency for transportation services in the county, HATS is responsible for the application for federal and state grants as well as submitting annual budget requests to the county.

**Operating Statistics**

The Institute for Transportation Research and Education (ITRE) at North Carolina State University on behalf of NCDOT created a series of five peer groups across the state for comparison of operating statistics. This comparison (Table ES.1) provided an important initial step to understanding the operating efficiency of the system.

- HATS is more balanced based on trips by funding type.
- HATS carries a higher percentage of Medicaid and Non-Contract trips than its peer group.
- Demand response trips per mile and per hour are higher for HATS.
- Subsidy per trip and cost per trip have increased each of the last two years for HATS and its peer group. HATS incurs a higher subsidy and cost per trip than its peer group.
- Administrative and operating funding sources by percentage are very similar for HATS and its peer group.



Table ES.1 – Peer Group Comparison		
	Hoke County	Peer Group 4
<b>Trips by Funding Type</b>		
Medicaid	21%	10%
Other Contract	44%	70%
Non Contract	35%	20%
<b>Passengers by Day Type</b>		
Weekday	98%	96%
Weekend	2%	4%
<b>Demand Response Efficiency</b>		
Passengers per Mile	0.13	0.11
Passengers per Hour	2.42	2.46
<b>Subsidy Per Trip By Year*</b>		
2008	\$5.52	\$3.37
2009	\$5.49	\$3.40
2010	\$6.21	\$3.74
<b>Cost Per Trip By Year+</b>		
2008	\$12.10	\$7.75
2009	\$12.61	\$7.71
2010	\$13.70	\$8.02
<b>Administrative and Operating Funding Sources</b>		
Federal	22%	23%
State	23%	23%
Local	55%	54%

Source: ITRE, 2011

\* Subsidy per trip is calculated using the total amount of Federal and State administrative and operating funds a transit system received divided by the total number of trips.

+ Cost per trip is calculated using the total system expenses divided by the total number of trips.

**Demographic Trends Analysis**

The *Hoke County CTSP* documents the demographic profile of the service area to help understand performance and organizational direction of HATS and provide a foundation to recommend alternative strategies that increase mobility options for passengers and improve the efficiency of the organization. The focus on the demographic trends analysis was on the transportation dependent population, defined by the federal government as three subsets of the population—the elderly, persons with disabilities, and low income individuals. The analysis for the CTSP included additional layers such as vehicle availability and ethnicity, and a composite of this analysis was created to understand the geographic distribution of transit need. The resulting exhibits show Transit Need by Dependent Population Density and by Population Percentage. Areas with a high relative need for transit have large concentrations of transit dependent persons (see Figures 3.7 and 3.8 in Chapter 3). Most of these high concentrations can be found in the area around central Raeford, Fort Bragg, and in between. The southern portion of Rockfish to the east also has a large concentration of transit dependent populations that are encircled by Rockfish Road to the north, the county line to the east, Upchurches Pond to the south, and Pittman Grove Church Road to the west. The demographic trends analysis in Chapter 3 considered the general population and employment profiles, attractions and generators, and major activity centers.

**Issues and Alternatives**

The documentation of issues and alternatives was the foundation for specific recommendations tied to a financial and implementation plan. While overlap in the issues and alternatives of administration, operations, and capital environments creates repetition, it is in this repetition that overarching themes emerge. Chapter 4 describes the following issues in detail and provides a series of alternatives that were presented to the Advisory Committee and public. The numbers assigned to each issue by category were used for identification purposes and do not reflect prioritization.

<u>Administration</u>	<u>Operations</u>	<u>Capital</u>
A1. Perception of HATS	B1. Rising ridership trends	C1. Need for additional vehicles
A2. Expanded hours	B2. Deviated fixed-route service / Route efficiency	C2. Advanced Scheduling Software
A3. Hispanic outreach	B3. Employment-based trips	C3. Automated Vehicle Locator / Mobile Data Terminal
A4. College students outreach	B4. Disabled population	C4. Integrated Voice Response
A5. Reducing no shows and late cancellations	B5. Capitalizing on Fort Bragg population and retirees	
A6. Educating existing and potential riders	B6. Expanding dialysis centers	
A7. Staffing	B7. Coordination opportunities with neighboring systems	
A8. Scheduling process		
A9. Driver productivity		

The Advisory Committee reviewed the issues, observations, and alternatives presented and had an open dialogue on key issues such as staffing, technology, deviated fixed route, employment transportation, reducing no shows and cancellations, and the perception of HATS. The discussion with the Advisory Committee provided necessary focus to the list of potential recommendations. From this discussion and subsequent analysis, a series of recommendations were developed.

**Recommendations**

The Action Plan Matrix in Chapter 5 (Tables 5.1) lists the recommendations of the *Hoke County CTSP* according to a phased implementation schedule for the next five fiscal years. Table ES.2 provides an abbreviated version of the matrix for select recommendations.

<b>Table ES.2 — Key Recommendations by Fiscal Year</b>	
<b>FY2013 (CTSP Year 1)</b>	
Hire one part-time administrative support personnel to help with dispatching.	
Replace three lift equipped vans and one 22' light transit vehicle (LTV) as replacement vehicles in accordance with the CTP application. (All new vehicle purchases during the 5-year planning horizon are recommended to be enhanced with color and text/logo and to emphasize "Anyone Can Ride" and Spanish language information.)	
Purchase passive GPS devices for entire fleet to improve driver productivity.	
Implement AssetWorks.	
Implement Automated Scheduling Software.	
Implement an Interactive Voice Response System with local funds.	
Initiate enhanced marketing campaign with a logo for HATS, revamped website, and updated brochure.	
<b>FY2014 (CTSP Year 2)</b>	
Hire four part-time drivers.	
Evaluate service hours to determine cost-effectiveness.	
Program the full cost of AssetWorks.	
Launch the deviated fixed route service (Monday through Friday). <ul style="list-style-type: none"> <li>▪ Establish performance measures, develop a marketing/outreach strategy, and launch initial service 7am to 7pm Monday-Friday.</li> </ul>	
Launch express route from Raeford to Cross Creek Mall. <ul style="list-style-type: none"> <li>▪ Establish performance measures, develop a marketing/outreach strategy, and launch initial service 6am to 9am and 4pm to 7pm Monday-Friday.</li> </ul>	
Designate an outlying portion of the Walmart parking lot as a park-and-ride facility.	
Enhance the website with information related to new service (deviated fixed route and Raeford Express).	
Purchase three 22' LTVs and two 20' LTVs as replacement vehicles and one 22' LTV as an expansion vehicle.	
<b>FY2015 (CTSP Year 3)</b>	
Work with the Hoke County Department of Planning, Zoning, and Inspections to anticipate growth areas, particularly those targeted by HATS for ridership (Hispanic community, Fort Bragg, retirees, and college students).	
Program the cost of Automatic Vehicle Locators/Mobile Data Computers in all fleet vehicles.	
Program the cost of Integrated Voice Response to shift the cost burden to FTA and NCDOT sources.	
Purchase three 22' LTVs and one conversion van as replacement vehicles.	

**FY2016 (CTSP Year 4)**

Install Automatic Vehicle Locators/Mobile Data Computers in all fleet vehicles.

Expand the deviated fixed route service to Saturday (8am to 6pm).

Purchase one 22' LTV as a replacement vehicle.

**FY2017 (CTSP Year 5)**

Establish a formal student ridership program at Sandhills Community College (SCC) by programming funds for a match program whereby HATS matches a subsidy by SCC for the cost of a trip.

Purchase two 22' LTVs, two 20' LTVs, and one conversion van as replacement vehicles.

Partner with the business program at Sandhills Community College (Management & Business Technologies) to enhance marketing techniques.

**Fleet Summary**

Table ES.3 shows how the fleet changes during the five years of the CTSP beginning in the base year of FY2012. A replacement and expansion vehicle schedule is shown for each year of the CTSP along with the capital cost based on FY2012 vehicle prices.

	Existing FY2012	Year 1 FY 2013		Year 2 FY 2014		Year 3 FY 2015		Year 4 FY 2016		Year 5 FY 2017	
		Replace	Expand								
22' Light Transit Vehicle (w/lift)	7	1	-	3	1	3	-	1	-	2	-
20' Light Transit Vehicle (w/lift)	2	-	-	2	-	-	-	-	-	2	-
Lift-Equipped Van	3	3	-	-	-	-	-	-	-	-	-
Conversion Van	3	-	-	-	-	1	-	-	-	1	-
Minivan/Crossover	1	-	-	-	-	-	-	-	-	-	-
<b>Total Cost</b>		\$184,950		\$369,000		\$222,350		\$61,500		\$283,850	

**Financial Summary**

The financial plan in Chapter 5 shows recommendations in the context of reasonably anticipated revenues over the 5-year life of the *Hoke County CTSP*. NCDOT requires recommendations meet community transportation needs over the next five years while being consistent with revenue forecasts. These forecasts were developed after a review of local expenditures, current funding trends, and likely future funding levels. The revenue forecasts are based on prior year performance, and all future dollar figures initially have been inflated based on NCDOT TIP Development Unit Inflation Factors. Because this is a planning level funding exercise, all funding programs, assumptions, and recommendations should be re-evaluated annually. In addition to a series of summary funding tables, Chapter 5 describes the anticipated funding source for CTSP recommendations. Table ES.4 (Service Plan Costs by Funding Source) and Table ES.5 (Capital Plan Costs by Funding Source) shown below have been reproduced from the financial plan.

**Table ES.4 — Service Plan Costs by Funding Source**

	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Federal Funding</b>					
5311 (Non-Urbanized)	\$ 2,763	\$ 58,959	\$ 60,619	\$ 70,031	\$ 70,023
5316 (JARC)	\$ -	\$ 27,936	\$ 27,480	\$ 28,559	\$ 28,190
5317 (New Freedom)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>State Funding</b>					
ROAP-EDTAP	\$ -	\$ -	\$ -	\$ -	\$ -
ROAP-RGP	\$ -	\$ -	\$ -	\$ -	\$ -
ROAP-ETAP	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Local Funding</b>					
Local-Cash	\$ -	\$ 63,431	\$ 65,147	\$ 65,022	\$ 64,946
Local-Contract Revenue	\$ -	\$ -	\$ -	\$ 8,911	\$ 8,795
Local-Advertising	\$ 2,763	\$ 4,000	\$ 3,500	\$ 3,750	\$ 3,750
Local-Fares	\$ -	\$ 5,496	\$ 5,712	\$ 6,628	\$ 6,627
ROAP-EDTAP	\$ -	\$ 13,968	\$ 13,740	\$ 14,280	\$ 14,095
ROAP-RGP	\$ -	\$ -	\$ -	\$ -	\$ -
ROAP-ETAP	\$ -	\$ -	\$ -	\$ -	\$ -

**Table ES.5 — Capital Plan Costs by Funding Source**

	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Federal Funding</b>					
5311	\$ 166,455	\$ 332,100	\$ 200,115	\$ 55,350	\$ 255,465
5311 (Technology)	\$ 4,752	\$ 252	\$ 84,402	\$ 15,300	\$ 15,300
5311 (Facilities)	\$ -	\$ -	\$ -	\$ -	\$ -
5316	\$ -	\$ -	\$ -	\$ -	\$ -
5316 (Technology)	\$ -	\$ -	\$ -	\$ -	\$ -
5316 (Facilities)	\$ -	\$ -	\$ -	\$ -	\$ -
5317	\$ -	\$ -	\$ -	\$ -	\$ -
5317 (Technology)	\$ -	\$ -	\$ -	\$ -	\$ -
5317 (Facilities)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Local Funding</b>					
Local-Cash	\$ 22,747	\$ 43,152	\$ 28,487	\$ 12,150	\$ 34,385
Local-Contract Revenue	\$ -	\$ -	\$ 9,350	\$ 1,700	\$ 1,700
Local-Advertising	\$ 3,453	\$ 2,978	\$ 2,978	\$ 2,978	\$ 2,978
Local-Fares	\$ 114,193	\$ 14,446	\$ 14,446	\$ 16,966	\$ 16,966



## Report Overview

The completion of *Hoke County CTSP* illustrates the county's commitment to overcoming challenges and helping meet the daily needs of county residents. The plan leverages the unique knowledge and insight of HATS management and staff, local agencies, stakeholders, and current and potential riders. It was created to provide guidance beyond the 5-year planning horizon to account for unforeseen changes and new opportunities. The process to fund and implement the recommendations will be led by leaders within the community who participated in the planning process—HATS staff, members of the TAB, current riders, or citizens interested in community transportation. The ongoing partnership with NCDOT is a necessary step to identify and leverage new opportunities that foster the desired community transportation system. The following chapters described the process and results in much more detail.

- Chapter 1 – Introduction and Planning Process: Opens with a background on the CTSP process and describes the various public involvement events. Summarizes previous planning efforts and reveals the plan's guiding principles. Describes interim deliverables and chapters that will form the final CTSP.
- Chapter 2 – Inventory of Existing Services: Provides a detailed look at HATS, including its organizational structure, support systems, fleet, operating statistics, and financial management. Describes other transportation services available in Hoke County such as taxi cabs, vanpools, and private transportation.
- Chapter 3 – Demographic Trends: Assesses the geographic distribution of transportation disadvantaged groups and identify natural and man-made obstacles affecting transportation. Combines objective and subjective methods, resulting in a general description of the community transportation needs within the service area.
- Chapter 4 – Issues and Alternatives: Summarizes the organizational findings and assessment related to the recommended organizational structure of HATS and the Transportation Advisory Board. Presents the service modifications and strategies to enhance marketing efforts based on the ITRE Performance Plan as well as public involvement events and analysis conducted as part of the CTSP.
- Chapter 5 – Recommendations & Financial Plan: Presents a series of issues and alternatives according to three overlapping categories (Administration, Operations, and Capital) to establish a foundation for selecting and prioritizing recommendations. Describes anticipated progress for each fiscal year of the five-year CTSP (FY2013 through FY2017) and ties recommendations to a financial plan developed using an Excel-based Financial Scenario Toolkit.

## Chapter 1 — Introduction & Planning Process

### Introduction

To ensure community transportation systems in North Carolina make strategic responses to the future mobility needs of the general public and targeted populations in their service areas, the North Carolina Department of Transportation (NCDOT) is partnering with communities in the development of Community Transportation Service Plans (CTSPs). These plans review the current performance and organizational direction of the public transportation system and recommend alternative operational or managerial strategies that increase mobility options for passengers and improve the efficiency and effectiveness of the organization and transportation services. NCDOT has designed a planning process for CTSPs that provides consistency yet allows flexibility to assess unique systems across the state.



### Purpose of the Plan

The geography of Hoke County, its changing demographics, and the diversity of its economy provide both challenges and opportunities for creating a balanced and efficient community transportation system. The Hoke County CTSP documents these challenges and opportunities before identifying, evaluating, and prioritizing a set of strategies to enhance the mobility of targeted populations and the general public. While the plan is for a 5-year timeframe, the long-term outcome should be a community transportation system that conveniently allows passengers to travel where and when they want and need to go.

Today, community transportation in Hoke County largely is provided by the Hoke Area Transit Service (HATS). The system mainly serves a diverse set of clients, though the majority of trips are taken by the elderly, persons with disabilities, and clients of Hoke County Department of Social Services. The CTSP evaluates the system's current management and operations methodology, assesses its current direction, identifies strengths, and forwards realistic and implementable recommendations. The resulting plan will assist NCDOT's Public Transportation Division in allocating resources to facilitate continuous improvement of the system over a 5-year planning horizon. The CTSP is intended to be a living document with a flexible framework that allows recommendations to be revisited if the community's priorities or access to resources change.

### Community Transportation Program Overview

The purpose of NCDOT's Community Transportation Program (CTP) is "to enhance the provision of the rural human service and general public transportation in North Carolina." The CTP provides capital and administrative funds to eligible community transportation systems. Some systems also qualify for operation funds. In general, eligible systems must meet expectations in the following areas:

- Planning
- Involvement of specified community and agency stakeholders
- Appropriate service design
- Service alternatives for human service, employment, and general public transportation

- Training and conference participation for transportation coordinators
- Reporting of information and data
- Other requirements, including an approved and implemented drug and alcohol testing program, assurance of compliance with federal regulations, etc.

More details regarding these requirements can be found in the annual CTP application for funding.

## Planning Process

The analysis and outcome of the Hoke County CTSP is based upon a public involvement process that includes private and non-profit transportation providers, human service providers, local staff and officials, and the general public. The result of this planning effort should produce a plan with community support. Public involvement for the Hoke County CTSP included the following elements.

### Advisory Committee

At a meeting with local staff and NCDOT prior to initiating the Hoke County CTSP, a preliminary list advisory committee members was developed. From the start, it was acknowledged that the advisory committee should represent the broad base of local interest, viewpoints, and concerns to develop the foundation for building consensus within the community. Members of the Hoke County CTSP advisory committee were selected in part based on their ability to recognize the challenges and opportunities of the county's geography, demographics, economy, and political climate. They also were selected based on their knowledge of previous planning efforts and existing services as well as their ability to identify potential obstacles to recommendations. Representation on the advisory committee by the NCDOT Public Transportation Division provided a direct line of communication with the state agency directly responsible for public funding. At the conclusion of the planning process, members of the advisory committee will have helped collect background information, identify key issues, and develop goals and objectives. The advisory committee also will provide guidance during development of draft and final documents.

### Meeting #1 — Project Kick-Off Meeting

The first Advisory Committee meeting served as a project kick-off meeting and occurred June 2, 2011 at the Hoke Area Transit Services center in Raeford. The objective of this meeting was to (1) introduce the project team and committee members, (2) provide an overview of the planning process, roles, and responsibilities, (3) conduct a visioning exercise, (4) discuss the community transportation needs and desires of the county, and (5) to prepare for stakeholder interviews and other outreach efforts.

During introductions and the needs assessment exercise, members of the steering committee expressed their interests and reasons for participating in the CTSP process and outlined their expectations of the plan. The needs assessment exercise allowed the group to discuss general trends and specific concerns in a large group question-and-answer format. Identified issues and action items from this exercise included:

- Need more vehicles
- Need to expand hours to evening/weekends
- Perception of the system is as a service for older adults and medical transport
- Need more options for employment transportation



- Geography of city/county offers an opportunity
- Need to reach out to Hispanic community
- Nursing homes rely on HATS for transportation
- Need to provide options for college students
- Need to address “no shows” that waste money (\$500 per month)

### Meeting #2 — System Inventory

The second scheduled meeting with the Advisory Committee occurred November 17, 2011. At this meeting, the committee reviewed the system inventory as presented in Technical Memorandum 1 and provided additional detail on the administrative, service, capital, and financial aspects of the county's community transportation system. The committee also discussed potential administrative/management recommendations and strategies to overcome gaps in service. Topics discussed at the meeting included:

- Reasons for ridership increases—outreach efforts, employment trips, extended service hours, phone-based application process, gas prices, economy
- Ridership survey results—overall positive results, employment-based transportation is a major trip generator, most riders do not have other options
- Demographic changes—county is growing and getting younger; growth in disable population likely due to additional group homes, wounded veterans, proximity to Fort Bragg; will need higher percentage of wheelchair-equipped vehicles
- Demand-responsive versus deviate fixed route—focus on dialysis trips; increasing population near Fort Bragg
- Employment trips—should use employment trips to fill seats when possible
- Evening and/or weekend hours—recently added service until 7:00 p.m.
- Growth opportunities—Hispanic community; Fort Bragg; retirees; expansion at dialysis centers

### Meeting #3 — Alternatives

During its third meeting on January 24, 2012, the Advisory Committee reviewed the issues, observations, and alternatives that are presented in Chapter 4. Key issues discussed included staffing, technology, deviated fixed route, employment transportation, reducing no shows and cancellations, and the perception of HATS. The committee considered a series of recommendations that were evaluated in more detail by the project team. These recommendations formed the plan that was presented at the final committee meeting.

### Meeting #4 — Recommended Plan

The fourth and final Advisory Committee meeting occurred May 29, 2012 at the Hoke County Senior Room. At the meeting, the project team presented the Draft Plan and emphasized the phasing and financial elements. The Advisory Committee provided final comments on the plan and reviewed the Financial Scenario Toolkit. Based on comments received at this meeting and following review by HATS and NCDOT staff, the report was finalized.

## Public Outreach

The people of Hoke County reach their daily destinations in many ways, though these trips largely can be categorized as private transportation (personal automobiles) and public transportation (HATS, taxi service, agency-provided transportation). Residents who rely on public (or community) transportation interact with the system in various ways. Some regularly ride HATS vans for medical trips, while others have friends or relatives that ride often. As evident in the public involvement process, residents, employees, and local staff that do not currently use the system recognize the benefit of providing mobility to those who need it. Given these unique experiences and the community's understanding of the strengths and weaknesses of the system, public outreach for the *Hoke County CTSP* focused on a series of stakeholder interviews, a meeting with the Transportation Advisory Board, and a widely distributed on-board survey to gather feedback during the inventory phase. When reaching out to the community to gather feedback, the project team sought answers to three questions: (1) What are we doing well? (2) Where could we do better? (3) What are the highest priority needs for the current system? Several themes emerged from the public outreach:

- HATS provides a critical service to the residents of the county.
- HATS has matured and grown under its current leadership.
- HATS continues to face, and largely overcome, administrative and fiscal constraints.
- The system should constantly seek ways to become more efficient.
- HATS needs to continue to educate the public and seek ways to reach potential customers.
- Many residents cannot secure employment due to lack of access to transportation.

The purpose of the initial phase of public outreach was to open a dialogue regarding the strengths and opportunities for existing service and to gather a preliminary list of broad recommendations for additional analysis. The subsequent analysis and recommendations phase will be designed to compare and contrast these recommendations to develop a feasible list of proposed improvements. The outcome of the public outreach efforts also are reflected in the Guiding Principles presented later in Chapter 1.

### Public Outreach Event Two — Feedback

A draft five-year plan was presented at an Open House on Tuesday, May 29, 2012 at the Hoke County Senior Room. The outreach event coincided with the final meeting of the Advisory Committee. Riders and the public were invited to the event to learn more about the plan by viewing maps and exhibits that depicted existing conditions and recommendations. The format of the meeting allowed the project team to converse with the Advisory Committee and other attendees regarding key concepts, recommendations, and the financial plan. The meeting provided the project team with additional insight to help finalize the issues, alternatives, and recommendations. The result guided the implementation plan, including how potential recommendations were prioritized.

## Stakeholder and Focus Group Interviews

The Advisory Committee and general public can provide good insight into the county's community transportation issues, but for more specialized attention to specific matters affecting the development and implementation of the 5-year plan, key stakeholders had to be targeted. At the outset of the planning process, the project team in consultation with local staff and the Advisory Committee identified individuals and small groups for stakeholder interviews and focus group discussions. Stakeholders and focus groups included numerous members of the Transportation Advisory Board and the Advisory Committee. The sessions provided an opportunity for a focused conversation on the needs affecting specific agencies. The following groups participated in the interviews or participated in Advisory Committee meetings:

- HATS staff
- Moore County Transportation
- Raeford City Manager
- Hoke County Finance Director
- Lumber River Rural Planning Organization
- Hoke County Manager
- DaVita Dialysis
- Vocational Rehabilitation
- County of Lee Transit System
- House of Raeford
- Private Transportation Providers (Famiks Taxi and Just Rite Cab)
- Hoke County Economic Development Commission
- Fayetteville Area Metropolitan Planning Organization (FAMPO)
- NC Cooperative Extension
- Hoke County Civic League

Through discussion with these groups and agencies, the project team explored the issues and needs of other stakeholders, including Sand Hills Community College, Fayetteville Technical Community College, St. Elizabeth of Hungary Parish, and other major employers such as Burlington Industries and Unilever. The content of the interviews varied by stakeholder but the overall objective was to assess the perception of HATS and identify unmet needs of the stakeholder or focus group in respect to Hoke County community transportation services. Specific comments included:

- The system has matured since beginning as a medical transportation service.
- HATS is doing an excellent job providing service given the resources at its disposal.
- Challenges to HATS and its neighboring systems include becoming more efficient, encouraging growth, and serving more people with the same resources.
- Coordination with neighboring system is an option if administrative and operational details can be worked out.
- Deviated-fixed routes are attractive.
- The City does not contribute funds to HATS because county tax dollars are used.
- Getting people to downtown Raeford is important to the City.
- Extended hours in the evening likely would encourage higher ridership.
- The plan should consider how to leverage JARC funds for out of county employment trips.
- Hoke County sees HATS as providing an important service at a reasonable rate.
- County Commissioners are committed to the service in terms of matching funds.
- County funding cuts in the future could require service cuts.
- HATS needs to continue reaching out to existing and potential riders regarding available services, policies, and procedures.
- Reaching out to employers will be important, though the burden of finding employment often falls on the employee.
- Comparison to other systems should be used to gauge performance.
- The high growth areas in Hoke County are not necessarily typical HATS riders.
- The US 401 corridor should be given extra consideration for enhanced service.
- The county is growing east toward Fayetteville County and west toward Moore County and less toward Robeson County (south).

The results of the interviews are reflected in the Guiding Principles presented later in Chapter 1.



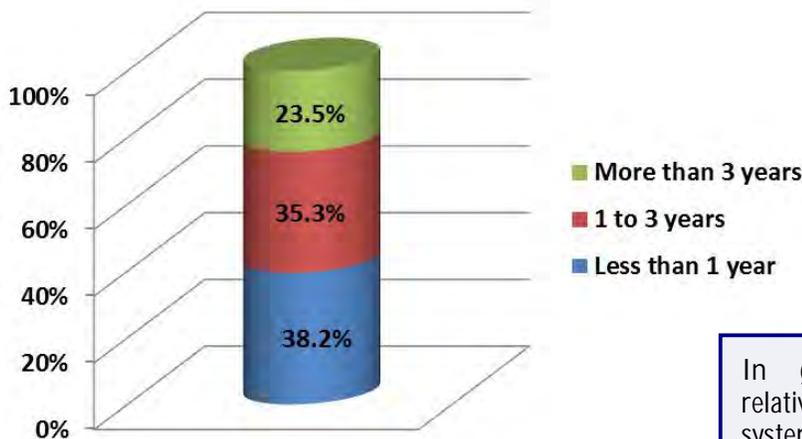
## Transportation Advisory Board Session

HATS has an active Transportation Advisory Board (TAB) that meets bi-monthly. The initial Advisory Committee Meeting was largely attended by members of the board, during which the project team conducted a question and answer session to provide insight into the board's composition and diversity, direction, guidance, and organization structure.

## Rider Survey

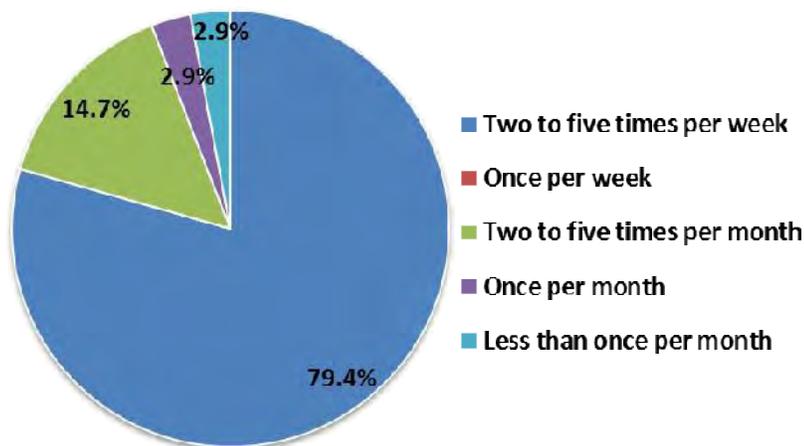
To better understand how to meet the needs of current riders and identify ways to improve public transportation in the county, a survey was distributed to riders. The survey was handed out by vehicle operators as passengers boarded beginning the week of July 11, 2011, and nearly 40 surveys were completed. One-half of respondents were age 60 to 84. No respondents were older than 85 or younger than 18. When asked to rate HATS overall, 55.9% rated the system as 'Excellent', 29.4% rated the system as 'Good', and 17.6% rated the system as 'Fair'. No one rated the system as 'Poor'. Riders were asked to indicate how long they have used HATS and how frequently they use the service. Results from these questions are shown below, and the project team used the responses to these questions to further analyze the service perception, trip purpose, and desired improvement questions. Comments are provided in the black text boxes.

### How long have you been riding with HATS?

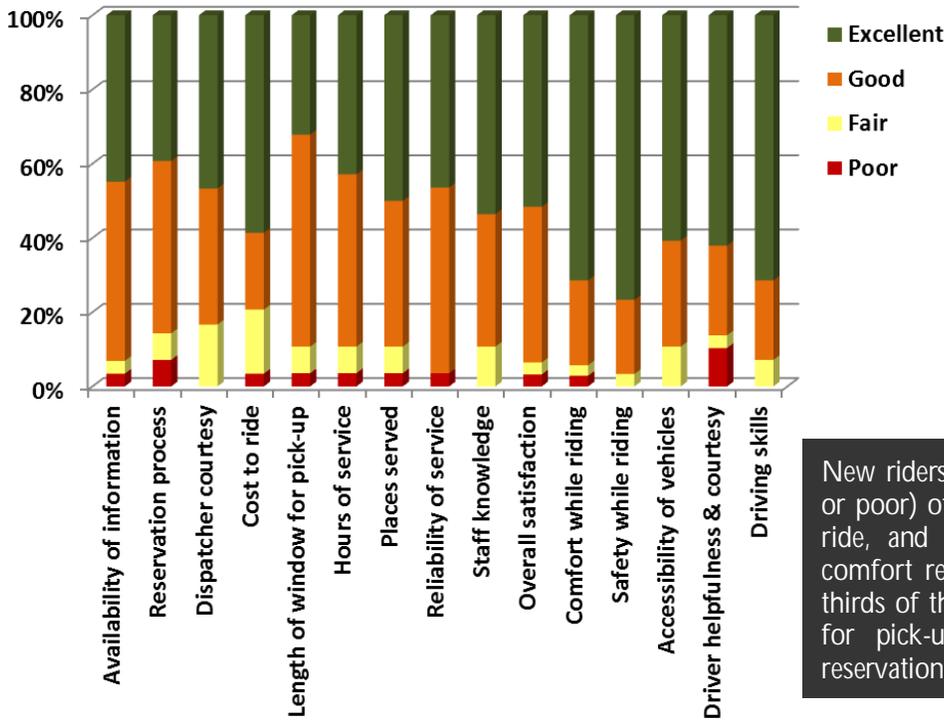


In general, riders are relatively new to the system but have quickly taken to riding several times per week.

### How often do you ride with HATS?



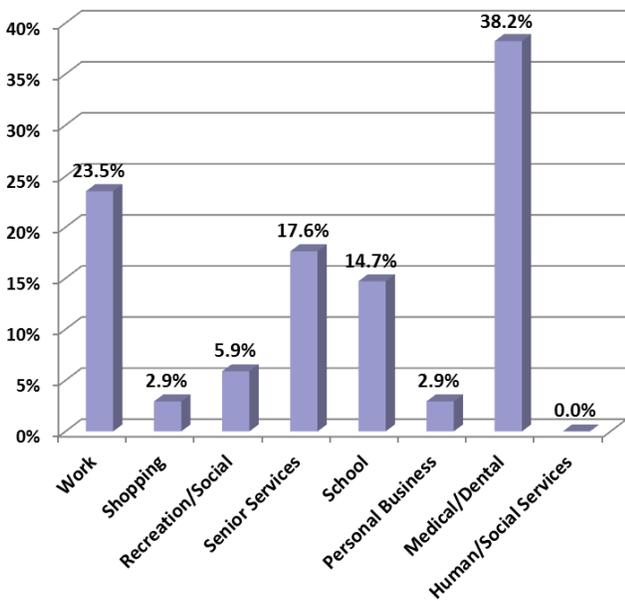
How do you rate the following?



In general, service delivery receives higher marks than some of the administrative policies and procedures. The length of window for pick-up and hours of service are a common complaint for community transportation users and largely due to operational difficulties with demand-response service.

New riders are most critical (ratings of fair or poor) of the dispatcher courtesy, cost to ride, and reservation process. Safety and comfort received the highest marks. Two-thirds of those rating the length of window for pick-up as fair or poor made the reservation more than 7 days in advance.

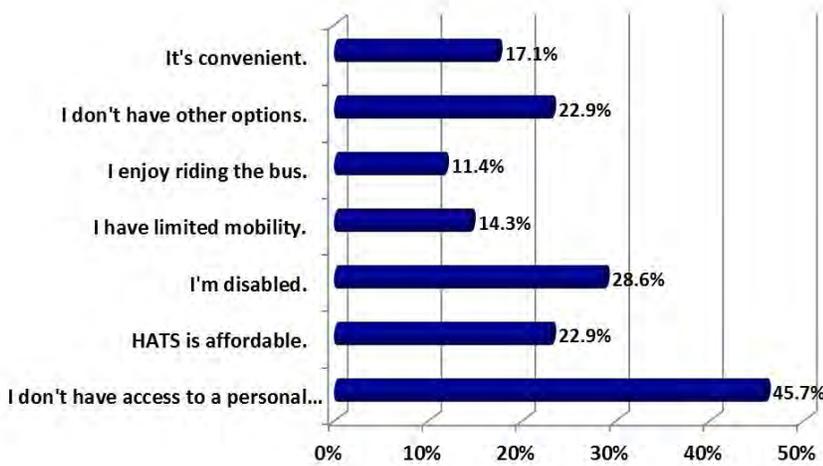
What is the purpose of this trip?



Most riders surveyed were on a medical trip, though employment and senior services also ranked high. Multiple responses by numerous respondents indicate riders are grouping trips purposes into one ride. Current policies restrict riders to three trip ends.

Those riding for less than a year mirror the overall rider trends in terms of trip purpose. Frequent riders are more likely to be riding for school or medical/dental appointments.

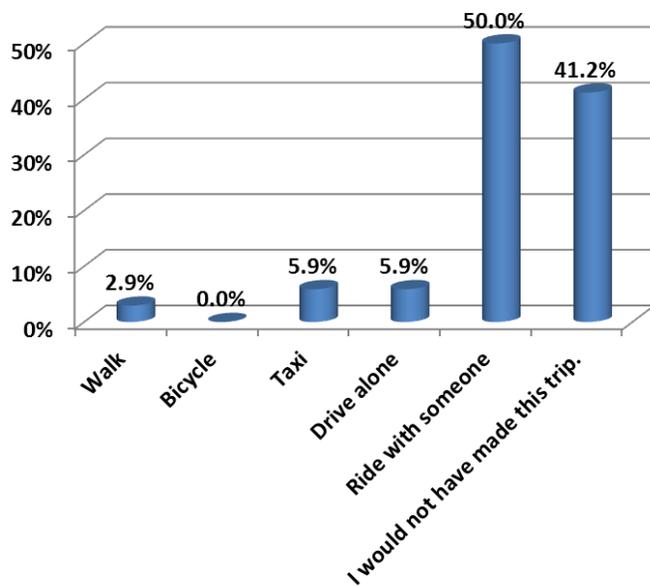
**Why did you choose HATS for this trip?**



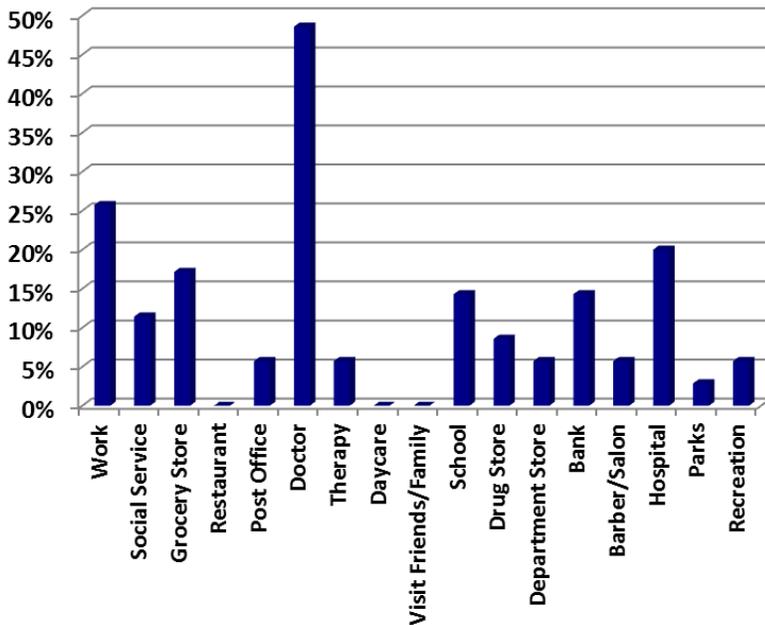
HATS serves a captive ridership, though many respondents agree it is an affordable option.

New riders and frequent riders both choose HATS because they lack access to a personal automobile. Overall, more than 57% of respondents indicated they choose HATS because they didn't have other options OR they don't have access to a personal automobile.

**If HATS didn't exist or wasn't available, how would you have made this trip?**



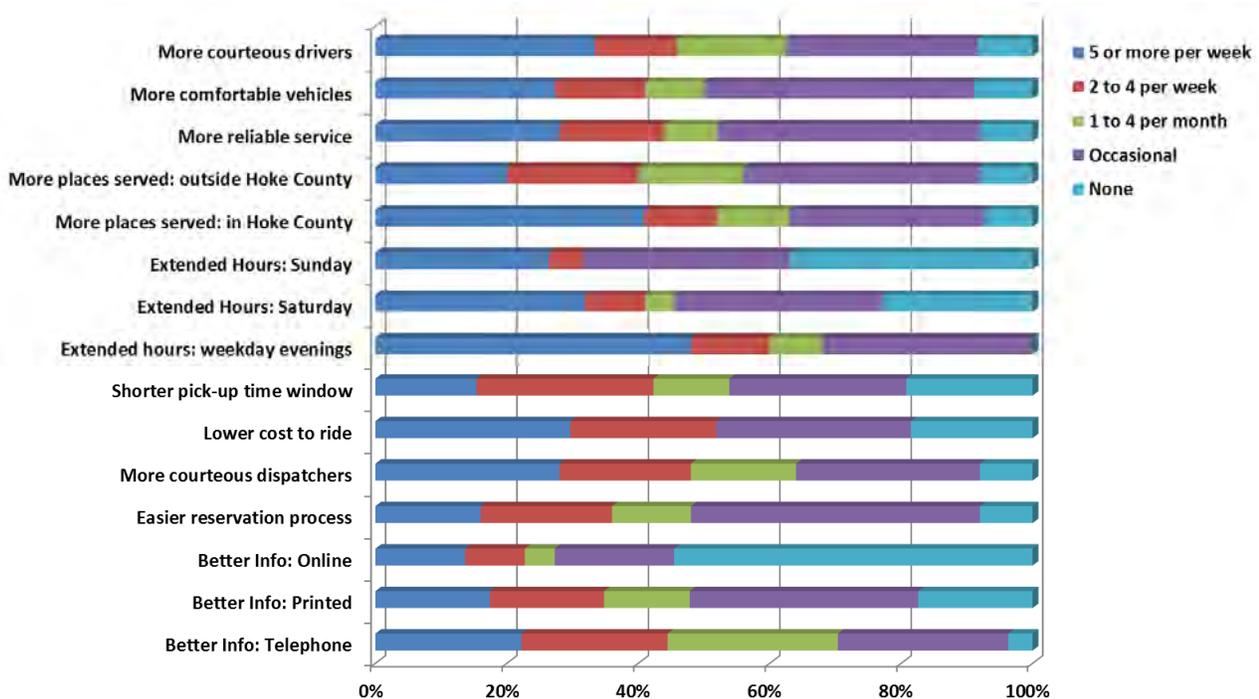
**What places do you regularly need to visit?**



While medical trips remain a high priority, many riders indicated a need for employment- based transportation.

Riders that have been using HATS for less than a year indicate a significant portion of those that need to visit school (38.5% of new riders identified school trips compared to less than 15% of overall riders). For these riders, school trips and doctor trips are even. In general, riders who use HATS 2 to 5 times per week have a more even distribution of places they need to visit.

**On average, how many ADDITIONAL trips would you make if the following improvements were made?**



Respondents indicate demand for extended weekday hours, which the system has implemented since the survey was administered. Service in Hoke County is a higher priority here than service outside the County. Saturday service is more attractive to current riders than Sunday service, likely due to the number of dialysis patients using HATS. Providing information by telephone is more attractive than online or printed sources.



## Previous Planning Efforts

To recognize efficiency and respect previous efforts, the *Hoke County CTSP* coordinates with other relevant state, regional, county, and local plans and/or policies that impact community transportation in the county. In particular, the CTSP recognizes the process and recommendations of two plans: 1) the Hoke County Performance Plan and Analysis, making a special point to evaluate recommendations and note progress since this plan was created, and 2) the Locally Coordinated Human Services Public Transportation Plan, making a special point to incorporate the outcome of outreach efforts into the CTSP planning process. This section summarizes a general review of these plans and highlights issues, policies, and directives that may influence the recommendations and implementation of the *Hoke County CTSP*.

### Hoke County Performance Plan and Analysis

The Institute for Transportation Research and Education (ITRE) prepared the Performance Plan and Analysis for Hoke County at the request of HATS and NCDOT. The purpose of this document – completed August 24, 2010 – is to provide the transit system with a guide to achieve higher performance measures and improve business practices. The foundation of the plan is based on self-reflection and accurate self-reporting by the system. The planning process utilized a Business Practices Questionnaire, Employee Information Worksheet, and a site visit and meetings with the HATS staff to provide the necessary base information for the results and findings. Recommendations are organized by target area with a preliminary objective for improvement. The plan emphasizes that these objectives are only the first step in improving performance and flexibility will key growth and development. Several observations relative to the current administrative, managerial, and structure as well as recommended improvements are relevant to the 5-year CTSP. Major observations/recommendations included the following.

- HATS compares favorably to its peer group in number of daily passengers, percent no shows, number of revenue miles, and controlling deadhead miles.
- The system's strongest area is its growth in passenger trips.
- HATS has a good balance of subscription and demand response trips
- Efficient schedules are needed, which may require adjusting subscription routes and/or outstationing some vehicles.

The Performance Plan was agreed upon by HATS and ITRE September 27, 2010. This mutual agreement stipulates their commitment to advancing the efficiency of service and operations and prepares the system for growth. Progress since the date of acceptance will be described in more detail in Technical Memorandum 2.

### Locally Coordinated Human Services Public Transportation Plan for the Lumber River Rural Planning Organization

The Locally Coordinated Human Services Public Transportation Plan for the Lumber River Rural Planning Organization was approved by the RPO's Transportation Advisory Committee on September 28, 2009. The Lumber River Rural Planning Organization (LRRPO), in accordance with Federal requirements for a locally developed and coordinated plan for public transportation and human services, work with NCDOT Public Transportation Division local agencies to develop a plan that considers client needs, service gaps, and other issues facing local transportation providers. The plan covers the four counties of the LRRPO area: Hoke, Richmond, Robeson, and Scotland. Consistent with requirements outlined in the Safe, Accountable, Flexible and Efficient Transportation Equity Act – A legacy for Users (SAFETEA-LU), the plan involved four primary steps:

- Compiling an inventory of existing transit services



- Assessing the transportation needs for individuals with disabilities, older adults, and people with low incomes
- Prioritizing these needs
- Developing strategies and actions to address these needs and improve transit services

The planning process included a survey and a series of planning workshops for each of the four counties. The Hoke County workshop was held February 11, 2009 at the Raeford Civic Center and was attended by 13 people representing nine agencies. The workshop began with introductions and an overview of Hoke County services followed by a group needs assessment exercise and dot prioritization. The attendees settled on a prioritized list of transportation needs, provided below verbatim from the plan:

1. Coordination between the agencies within the county is needed to more effectively apply for the available grants
2. Fixed routes are needed to the areas of Bowmore, Clay Hill, McCain, Peyton Place, Shawtown, Queenmore, Quewiffle, and the Downtown area
3. Reduced, fixed fees need to be charged to agencies for elderly passengers
4. Outreach and marketing
5. Creation of a regional network to use other counties' transit systems
6. Extension of services hours to 11:30 p.m.
7. Out of county trips for employment (e.g. Mountaire and Smithfield Packing)
8. Provide service for recreational trips to museums, etc. (Fayetteville and Raleigh) and Givens Performing Arts Center (Pembroke)
9. Add service on weekends
10. Add service to the nutrition sites at South Hoke and Mount Pisgah
11. Need to offer a discounted long-term transportation pass
12. Door-to-door service for the elderly and disabled

Strategies identified to meet some of the transportation needs in Hoke County included:

- Increase radio advertisement
- Obtain funding for advertisement in water bills
- Work with mental health facilities to familiarize people with how to use the transit services
- Increase use of gas vouchers

As these findings indicate, expanded service delivery were top priorities along with increased coordination with Hoke County agencies and other county transit systems. Increased outreach and marketing was also a notable priority. While some of the findings from the locally coordinated plan have been re-emphasized by participants in the CTSP planning process, other discussions have tempered the desire for expanded hours and routes based on uncertainty in funding allocation.

## Guiding Principles and Assumptions

### Vision Statement

HATS, its stakeholders, and the Advisory Committee have collaborated to establish a baseline of understanding upon which to assess needs, develop recommendations, and assign priorities for the Hoke County CTSP. The vision statement for the Hoke County CTSP reflects the statewide initiative of providing mobility for all residents.

### Guiding Principles

The following guiding principles direct the analysis of existing conditions, creation of recommendations, and phasing of improvements. Based on the Vision Statement, these principles adhere to NCDOT guidance for the statewide community transportation service plan program.

- **Mobility** – To maintain transportation options for the general public, low income individuals, elderly persons, and persons with disabilities to foster independence and enhance quality of life.
- **Integration** – To integrate the community transportation system with other federal, state, and local programs that support public and human service transportation.
- **Efficiency** – To enhance the efficiency and effectiveness of community transportation.
- **Coordination** – To develop the seamless delivery of transportation services across geographies, jurisdictions, and program areas.
- **Measureable** – To create a phased implementation schedule that supports measureable results.
- **Resourcefulness** – To utilize and identify appropriate resources (personnel, funding, vehicles, and technology) to sustain a level of service that fulfills the transportation needs of individuals.

### Assumptions

The *Hoke County CTSP* will include strategies that achieve the vision statement and comply with the guiding principles. The CTSP will be completed with an understanding of the following assumptions.

- The plan will leverage the unique knowledge and insight of HATS management and staff, local agencies, stakeholders, and current and potential riders.
- The plan will be realistically implementable during the 5-year planning horizon.
- The realistic adaptation of existing and alternative funding mechanisms will guide the plan's funding projections.
- The plan will be communicated to the HATS Transportation Advisory Board, Hoke County Board of Commissioners, and the Raeford City Council. The Hoke County Board of Commissioners will be asked to adopt the plan.
- Upon endorsement, NCDOT will work with HATS to fulfill the project vision statement.
- The plan will be a living document and will provide guidance beyond the 5-year planning horizon.

## Report Overview

Interim deliverables allowed for a more efficient review of the final document. The *Hoke County CTSP* was developed in three parts:



- Technical Memorandum #1: Provided an introduction, inventory of existing services, and demographic trends and analysis. (Chapters 1 , 2, and 3 of the Final Report)
- Technical Memorandum #2: Presented transportation issues and options based in part on the Performance Plan and Analysis. (Chapter 4 of the Final Report)
- Final CTSP Report: Encompasses content from both technical memoranda as well as the implementation and financial plans. (Chapters 1 through 5)

This process created a consistent planning process and understanding of the content within the final document. The findings, analysis, and recommendations for community transportation in Hoke County were created in tandem to produce a series of actions to improve mobility for residents of the county. The recommendations presented in this plan also represent the collective vision for a safe, efficient, and reliable transportation system. The final deliverable of the *Hoke County CTSP* will be submitted to NCDOT and presented to the Hoke County Board of Commissioners for adoption. The *Hoke County CTSP* includes the following chapters:

### **Executive Summary**

Summarizes key elements of the CTSP.

### **Chapter 1 – Introduction and Planning Process**

Opens with a background on the CTSP process and describes the various public involvement events. Summarizes previous planning efforts and reveals the plan’s guiding principles. Describes interim deliverables and chapters that will form the final CTSP.

### **Chapter 2 – Inventory of Existing Services**

Provides a detailed look at HATS, including its organizational structure, support systems, fleet, operating statistics, and financial management. Describes other transportation services available in Hoke County such as taxi cabs, vanpools, and private transportation.

### **Chapter 3 – Demographic Trends**

Assesses the geographic distribution of transportation disadvantaged groups and identify natural and man-made obstacles affecting transportation. Combines objective and subjective methods, resulting in a general description of the community transportation needs within the service area.

### **Chapter 4 – Issues and Alternatives**

Summarizes the organizational findings and assessment related to the recommended organizational structure of HATS and the Transportation Advisory Board. Presents the service modifications and strategies to enhance marketing efforts based on the ITRE Performance Plan as well as public involvement events and analysis conducted as part of the CTSP.

### **Chapter 5 – Recommendations & Financial Plan**

Presents a series of issues and alternatives according to three overlapping categories (Administration, Operations, and Capital) to establish a foundation for selecting and prioritizing recommendations. Describes anticipated progress for each fiscal year of the five-year CTSP (FY2013 through FY2017) and ties recommendations to a financial plan developed using an Excel-based Financial Scenario Toolkit.

## Chapter 2 — Inventory of Existing Services

### Introduction

The inventory of existing services of the community transportation system in Hoke County blends the results of the public outreach initiatives and the review of previous planning efforts (described in Chapter 1) with the collection of additional information related to the administration, service, capital, and funding of the county's community transportation system. This inventory provides a comprehensive understanding of existing services prior to determining improvements to achieve a more efficient and balanced system. As the primary provider of transportation services in the county, the focus of this chapter is the Hoke Area Transit Service. However, services offered by other transportation providers also are summarized.

### Hoke Area Transit Service

#### Mission Statement, Goals, Objectives

The Hoke Area Transit Service (HATS) is the primary provider of transportation services in Hoke County. In its marketing material, HATS describes itself as "... a county operated transportations system designed and operated to provide human services and to Rural General Public curb to curb transportation to that portion of the population for which transportation or mobility is a problem."

HATS oversight and guidance is provided by the Hoke Area Transit Advisory Board (TAB). The TAB's mission statement is "... to assume an advisory role through teamwork from local county agencies and constituents using the Hoke area Transit Services. The HATS Advisory Board will advocate for expanded and continued service of public transportation within the county and region."

#### Organizational Structure

For the past three years, HATS has operated as its own department and reported directly to the Hoke County Board of Commissioners. The change in structure occurred following a leadership change in the Hoke County Department of Social Services and based on NCDOT's desire to have community transportation systems in the state operate outside of Social Services. Funding for HATS comes from federal and state grants as well as county funds and support contracts. As the lead agency for transportation services in the county, HATS is responsible for the application for federal and state grants as well as submitting annual budget requests to the county.

#### Staffing

All full- and part-time staff within HATS are county employees. The department is led by the Transit Director, a position that reports to the County Manager. The Transit Director supervises system operations, including writing grants, creating reports, developing budgets, maintaining TAB contact, monitoring client billing, and preparing policies and procedures. Typical management tasks such as hiring and training also fall under the purview of the Director, with the assistance and support of the Hoke County Human Resources Department. As a small department, the Director also shares work responsibility and duties with other staff as required.

Four other full-time county employees support the Transit Director. All full-time employees work 40 hours per week.

- Administrative Assistant – The Administrative Assistant reviews documents for submittal, determines rider type and applicable fare, processes reimbursements, compiles operational reporting (OPSTATS), assists the scheduler/dispatcher personnel and helps answer phone calls.
- Transportation Clerk – The Transportation Clerk is responsible for answering phones, reviewing driver cash collections (matching moneys against manifest), preparing bank deposits, processing accounts payable (fuel for county, uniforms, vehicle maintenance, vans parts,) assisting the scheduler/dispatcher personnel with the phones, and other office duties. Currently, the incumbent is performing double duty, serving as the Transportation Clerk and the Dispatcher/Scheduler.
- Dispatcher/Scheduler — The Dispatcher/Scheduler has primary responsibility for handling service request calls, assigning drivers to routes, and handling pick-up and delivery problems on a real-time basis. The Dispatcher/Scheduler communicates with drivers through a combination of radio and cell phone technology. This position currently is vacant and effectively being performed by the Transportation Clerk.
- Lead Driver — The Lead Driver is responsible for monitoring and managing vehicle maintenance, providing new driver training and filling-in for drivers as needed. Ideally, this person should be able to back-up the office staff positions but the incumbent currently is not functioning in this capacity.

Administrative offices for HATS are located at 316 South Magnolia Street in Raeford. The Department of Social Services also is housed in this location. A driver pool of 13 full-time employees and 6 part-time employees operate 15 vehicles. In 2011, 3 part-time drivers were hired to reduce the hours worked by all part-time drivers to approximately 20 hours per week.

### **Transportation Advisory Board (TAB)**

The NCDOT Community Transportation Program requires HATS to have a Transportation Advisory Board (TAB) appointed by the Hoke County Board of Commissioners. The TAB oversees the policy direction of HATS. The TAB is expected to maintain a minimum level of coordinated transportation service and maintain ongoing communications as a means of seeking public involvement and ongoing administrative oversight. The board operates in a true advisory role and does not have decision making power. The TAB Bylaws, last updated in October 2011, outlines the TAB's responsibilities, composition, and meeting parameters.

### **Mission Statement**

The mission of the Hoke Area Transit Service Advisory Board is:

“... to assume an advisory role through teamwork from the local county agencies and constituents using the Hoke Area Transit Services. The HATS Advisory Board will advocate for expanded and continued service of public transportation within the county and region.”

### **Responsibilities**

According to the Bylaws, the TAB is to:

- Be informed and advise on the day to day operation
- Discuss unmet needs in the services area,
- Discuss service design and scheduling,
- Discuss billing rates and fares, and
- Resolve complaints.



**Composition**

The Bylaws specify that membership is open to the public, but per the Community Transportation Grant guidelines administered by NCDOT, the TAB should represent a board spectrum of stakeholders such as human service agencies, private transportation providers, employers, general public, transit users, minority or ethnic groups, low income, faith based, and government and governmental affiliates. The Bylaws also specifies a member of the Hoke County Board of Commissioners should serve on the Board, though a member may appoint a designated representative to attend meetings on their behalf provided the designee is approved by the TAB. TAB member replacements are recommended by the Board to the Hoke County Board of Commissioners to be appointed.

The TAB currently is composed of 14 members. Members serve four-year terms and are limited to no more than two consecutive terms. The Board appoints a Chairperson and Secretary to serve a two-year term. The membership as of March 2011 follows.

Elgin Blue	Hoke County Parks and Recreation
Don Woods	Hoke County Department of Aging and Senior Services
Tammy Chaney	Hoke County Department of Social Services
Carolyn Lloyd	Hoke County Department of Social Services
Jackie Lynch	City of Raeford Chamber of Commerce
Robin Crowell	DaVita Dialysis Center
Mollietta Graham	NC Security Employment Commission
Bruce Hurst	Vocational Options of Hoke County
Patricia Graham	Parks and Recreation
Mary Miles	Community Rider
Keith Walters	Cooperative Extension of Hoke County
Jodie Willis	Children’s Development Center
Tim Johnson	Hoke County Manager
Wendell Young	Children’s Development Center

**Meetings**

The TAB meets at least every other month but not less than quarterly. A calendar of meeting is set by the HATS TAB on a yearly basis. Special meetings may be called by either the Chairperson or the HATS Director. The agenda is set by the HATS Director and members are given the opportunity to adjust and/or amend the agenda at the outset of each meeting. Members of the public attending meetings are given the opportunity to speak. Any member not represented at the meetings at least three times with unexcused absences will be replaced.

**Support Systems**

**Administration and Management**

Hoke County provides additional administrative and management assistance to HATS in terms of human resources support (personnel services, including drug and alcohol testing.) HATS vehicle maintenance is primarily performed by Hoke County equipment maintenance personnel but the costs of this service (labor and parts costs) are borne by HATS.

## Service and Operations

HATS provides demand-response and subscription transportation services in Hoke County, including the incorporated area of Raeford and the unincorporated areas of the county. Administration operation hours for HATS are weekdays 8:00 a.m. to 5:00 p.m., and HATS vans operate weekdays 4:00 a.m. to 7:00 p.m. As mentioned, full time personnel work 40 hours per week while part-time personnel are targeted at 20 hours per week. The work schedules for van operators depend upon the required travel times to reach passengers' destinations on time. HATS currently does not provide transportation services at night, on weekends, or on county-observed holidays.

### **Reservations, Scheduling, Dispatching**

The HATS Dispatcher/Scheduler has primary responsibility for handling service request calls and entering these trip requests into HATS' transit software application, *Trip Master*. Supporting the Dispatcher / Scheduler are the Transportation Clerk, Administrative Assistant and the Transit Director. The *Trip Master* application has a client database that includes contact information and identifies the transportation services for which they are eligible. New clients requesting transportation service are screened by HATS personnel for eligibility prior to providing such service. The Hoke County Department of Social Services provides all screening for Medicare / Medicaid transportation eligibility as well as scheduling such trips, faxing that information to HATS by 11:00 AM of the day prior to the scheduled trip. The Dispatcher/Scheduler uses the service requests within *Trip Master* to manually schedule these trips into routes, assign drivers, and prepare the driver manifests for the following day.

As previously indicated, the duties of the Dispatcher/Scheduler are currently being performed by Transportation Clerk, who continues to perform her other duties as well. This arrangement has proven acceptable but less than optimal as telephone call volume, driver supervision needs, and other duties can easily overwhelm the Dispatcher/Transportation Clerk during peak call periods. This approach is particularly problematic for adapting to ongoing needs or adjusting for staff vacation, illnesses, or training.

### **Operational Observations**

The following operational observations are based on an on-site visit, discussions with HATS staff, and a review of existing conditions.

#### *Technology Initiatives*

HATS was slated to receive NCDOT funding for Advance Scheduling Software (automated routing) in 2012<sup>1</sup> but the local matching funds were diverted to providing additional client trips. While the underlying intent is understandable, this decision has delayed HATS in receiving the benefits of automated trip routing such as reducing the time needed to create route schedules while improving the efficiency of the resulting routes. Additionally, because NCDOT funding for other advanced technology initiatives are scheduled in coordination with the successful implementation of Advance Scheduling Software, other technology assistance initiatives such as Automated Vehicle Locator/Mobile Data Terminal (AVL/MDT – discussed below) will be delayed accordingly.

#### *No Shows*

According to a survey conducted by TCRP Synthesis 60, the 134 demand-response transit agencies that completed surveys reported an average passenger no show rate of 2.9% of all passenger trips. In 2010, HATS' passenger no show rate was 4.2% (2,538 no shows for 58,153 total passenger trips). HATS does not schedule client trips more than two weeks in advance to minimize no shows (where the driver arrives but

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<sup>1</sup> "North Carolina Community Transportation System Technology Implementation Planning," dated February 23, 2011.



the client is not there or no longer needs the trip). In the event of a no show, HATS charges the individual client or agency (as appropriate) for the trip. Two no shows by a client results in a 30-day suspension of transportation service.

Hoke County Senior Services faxes Medicare / Medicare trips to HATS the day prior to service. However, these trips often are scheduled in coordination with a medical appointment and frequently are arranged well in excess of HATS two-week scheduling window. As a result, Medicare/Medicaid-funded trips experience higher than optimal no show levels. While HATS policy minimizes the financial impacts upon HATS, no shows represent an unproductive drain of public resources.

#### *Driver / Vehicle Productivity*

Currently, the ability of HATS personnel to monitor driver productivity is limited to direct driver observation, which is time consuming and impractical on a regular basis based on the existing office workload. However, interviews with HATS staff and drivers included numerous comments that suggest some drivers are not as productive as possible in the timely completion of their schedules or in assisting other drivers with client service demands.

#### **Marketing**

Several marketing strategies currently are being used to increase awareness to HATS services and current program initiatives. Funding for marketing is provided as part of the CTP 5311 grant through NCDOT. Specific marketing efforts to date include:

- *HATS Brochure* — A brochure produced in English, Spanish, large-print, and braille which provides basic facts about HATS, including a description of current services, policy and procedures, and contact information. The brochure is updated monthly.
- *HATS Website* — The HATS website, a page on the Hoke County website, provides basic information on HATS including a description of current transit services and contact information.
- *Newspaper Advertisement* – Advertisements for HATS are included in The News-Journal and The Echo, local newspapers published in Raeford and Hoke County.
- *Radio Advertisement* — HATS advertises its services on a local FM station.
- *Word-of-Mouth* — An effective marketing strategy has been to rely on word-of-mouth advertising from rider to rider and from medical facility to client.
- *Vehicle Advertisement* — HATS vehicles include lettering that identify HATS and includes telephone contact information.

## Vehicle Fleet and Technology

Vehicles operated by HATS are purchased with NCDOT grant funding and owned by the County. As of March 2012, HATS owned 16 vehicles as shown in Table 2.1. The fleet includes three conversion vans, eight 22-foot light transit vehicles, one 20-foot light transit vehicle, three lift-equipped vans, and one minivan for a total of 199 seats. The vehicles have a total of 24 wheelchair stations. Vehicles are housed at the administrative offices.

### Vehicle Maintenance

Routine maintenance of the HATS vehicle fleet is performed by Hoke County personnel at County facilities. The County invoices HATS for the cost of county personnel and any parts needed. Outside vendors are used for repairs covered by manufacturer warranty or otherwise require special expertise or equipment.

The HATS Lead Driver manages all maintenance recordkeeping and scheduling, including tracking preventive maintenance standards. The Lead Driver also receives the daily pre- and post-trip inspection reports completed by the vehicle operators at the end of their work shifts. Fuel is provided through the Hoke County garage.

As part of a statewide NCDOT initiative, all HATS vehicle maintenance information is tracked within *Asset Works*, a fleet maintenance software application. This software also will be used to maintain an inventory of the rolling stock and on-board equipment (PTMS). The HATS Lead Driver is tasked to enter this data and track fleet maintenance once this initiative begins, which was scheduled for late 2011 or early 2012.

### Technology

HATS management and administrative staff have networked computers with access to typical business applications (Internet, Email, Microsoft Word, Microsoft Excel, etc.). Onboard communications between the driver and administration occurs via a combination of radio-frequency (RF)-based two-way radios and cellular telephones. HATS vans are equipped with radios while a base station is located in the HATS office (HATS-provided cell phones are used for trips outside the radio service area, which includes most medical trips outside Hoke County.)

As indicated, HATS uses an application named *Trip Master*, produced by a firm named CTS, for client service scheduling and record keeping. This software is specifically designed for use within demand-responsive transit system such as HATS. However, the version used by HATS is part on an older suite of CTS products that lacks some of the features and optional modules of CTS's current release (such as automated route scheduling or client calling and trip confirmation capability.) For Hoke County to gain

**Table 2.1 – HATS Vehicle Fleet\***

Model Year	Model	Vehicle Type	Seating Capacity	Wheelchair Stations
2011	Ford	22-foot LTV	16	2
2011	Ford	22-foot LTV	16	2
2011	Ford	22-foot LTV	16	2
2011	Dodge	Minivan	6	0
2010	Ford	Conversion Van	12	0
2010	Ford	Conversion Van	12	0
2010	Ford	22-foot LTV	16	2
2010	Ford	22-foot LTV	16	2
2010	Ford	Conversion Van	12	0
2009	Ford	22-foot LTV	14	2
2009	Ford	20-foot LTV	10	2
2009	Ford	22-foot LTV	14	2
2008	Ford	Lift-Equipped Van	8	2
2008	Ford	Lift-Equipped Van	8	2
2008	Ford	Lift-Equipped Van	8	2
2002	Ford	22-foot LTV	15	2
Total			199	24

\*As of March 2012

access to these additional features, it would have to upgrade its software (a one-time expense) and incur somewhat more expensive variable costs to access these additional capabilities. (Specifics on such costs would depend on the results of negotiations between Hoke Count and CTS but information provided by CTS in Appendix A provides a starting point for these discussions.)

**Operating Statistics / Performance Measures**

**Operating Statistics**

**Neighboring System Comparison**

To better understand the operating efficiency of HATS, statistics and outcomes were compared to its neighboring systems in Moore, Lee, and Harnett Counties. Table 2.2 compares trip types, mobility impaired passengers, and no shows. Table 2.3 compares 2010 expenses. This section concludes with a series of service trend line charts.

Hoke is comparable to neighbors in that non-contract trips are balanced with subscription service (Moore had a reporting anomaly).

Hoke is a pioneer in capturing the Head Start, Work First and Park and Recreation markets but has not penetrated the potential mental health market.

Hoke is comparable to neighbors in that DSS Medicaid and Senior Services are the prime subscribers (Hoke 65% of subscription trips).

Hoke has relatively few mobility impaired passengers, at the low end.

Hoke is comparable with the neighbors in respect to No Shows, at the low end.

	Hoke	Moore	Lee	Harnett
Vocational Rehab	0	896	140	2,340
Vocational Workshop	3,898	254	0	22,673
Headstart	3,110	0	0	0
Assisted Living	508	40	2,653	653
United Way	0	0	3,769	0
Parks & Rec	189	0	0	0
Local Employer(s)	0	4,216	0	0
DSS Medicaid	12,266	11,760	7,339	13,076
DSS WorkFirst	4,871	0	132	392
DSS - Other	70	0	3	414
Senior Services	12,006	19,053	10,987	7,120
Mental Health	0	9,772	62	1,883
Health Dept	0	4,615	0	2
Non-contract trips	21,235	0	36,678	30,647
<b>TOTAL TRIPS</b>	<b>58,153</b>	<b>50,606</b>	<b>61,763</b>	<b>79,200</b>
Mobility impaired passengers	2,381 4.1%	5,615 11.1%	9,952 16.1%	3,600 4.5%
No-shows	2,538 4.4%	3,603 7.1%	2,816 4.6%	3,236 4.1%



<b>Table 2.3 – Expense Comparison (2010)</b>				
	Hoke	Moore	Lee	Harnett
<b>Administrative</b>				
Salaries and Fringes	\$120,273	\$154,580	\$114,730	\$279,827
Advertisement and Promotion	\$13,461	\$1,016	\$3,460	\$3,735
Employee Development	\$1,926	\$2,200	\$364	\$905
Vehicle Insurance	\$12,972	\$27,000	\$15,186	\$15,533
Indirect Services	\$55,136	\$14,219	\$10,296	\$15,092
CTP Codes G190-359; 380-394; 396-451; 454-480; 482-491	\$37,303	\$25,563	\$11,051	\$12,651
Other Administrative Expenses	\$0	\$2,564	\$0	\$0
<b>SUBTOTAL</b>	<b>\$241,071</b>	<b>\$227,142</b>	<b>\$155,087</b>	<b>\$327,743</b>
<b>Operating</b>				
Driver Salary and Fringes	\$412,680	\$596,978	\$245,286	\$332,600
Other Ops Salary	\$77,642	\$0	\$57,754	\$0
Mechanics Salary	\$0	\$0	\$0	\$0
Indirect Services	\$0	\$45,164	\$0	\$0
Fuel	\$112,431	\$77,839	\$90,841	\$111,083
Vehicle Maintenance	\$34,159	\$209,626	\$37,714	\$20,035
Insurance Deductible	\$0	\$0	\$0	\$0
Disposal of Vehicle	\$0	\$0	\$0	\$0
Management and Operation Services	\$0	\$0	\$0	\$0
Volunteer Reimburse	\$0	\$0	\$0	\$0
Other Transit Provider Services	\$0	\$0	\$0	\$97,345
Other	\$3,225	\$185	\$13,340	
<b>SUBTOTAL</b>	<b>\$640,137</b>	<b>\$929,792</b>	<b>\$444,935</b>	<b>\$561,063</b>
<b>TOTAL EXPENSES</b>	<b>\$881,208</b>	<b>\$1,156,934</b>	<b>\$600,022</b>	<b>\$888,806</b>
Federal Assistance	20%	16%	34%	47%
State Assistance	21%	21%	20%	28%
Local Funds	59%	64%	46%	25%
Cost Per Trip	\$15.15	\$22.86	\$9.71	\$11.22

Hoke is slightly high on administrative expenses.

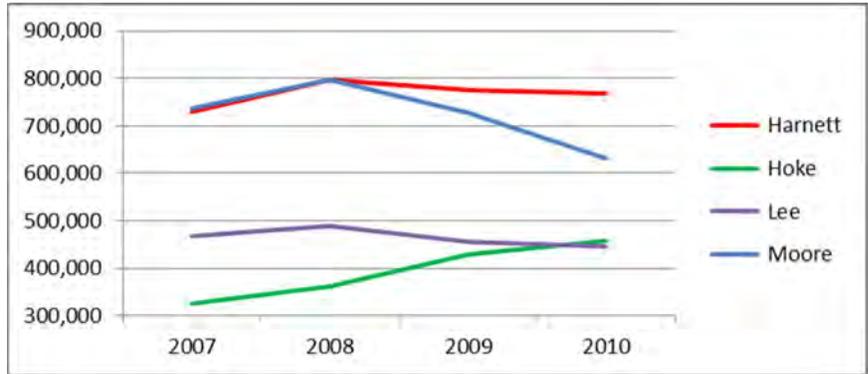
Hoke seems to be penalized by high indirect costs and associated costs (such as drug and alcohol plus shots at \$2,400, uniforms at \$5,000, phone at \$2,400, cable TV at \$1,000). These contracts may need to be revisited.

Fuel costs for Hoke County is the highest of the neighbors yet service miles are among the lowest.

Hoke County local assistance is strong.

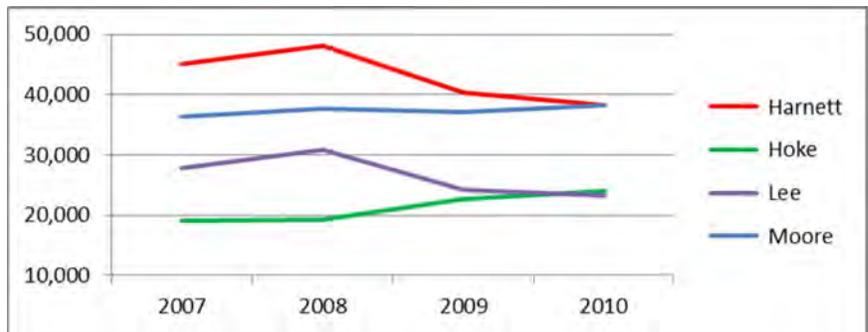
**Service Miles**

Hoke has a positive trend in increasing miles and passengers but still has relatively high cost per trip at \$15 (see Table 2.3).



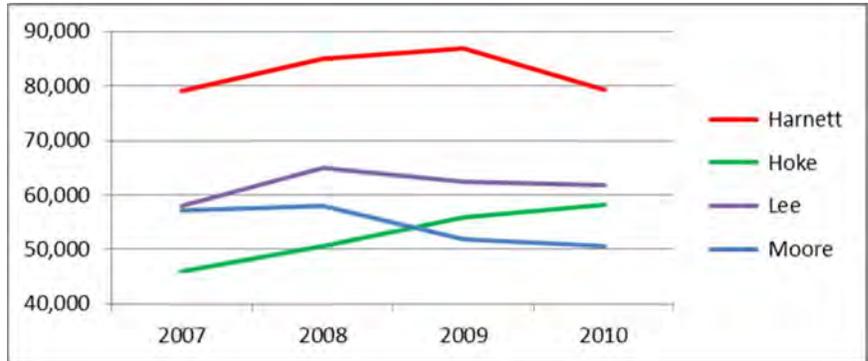
**Service Hours**

Service hours trended upward for Hoke County, while Harnett and Lee Counties saw declines.



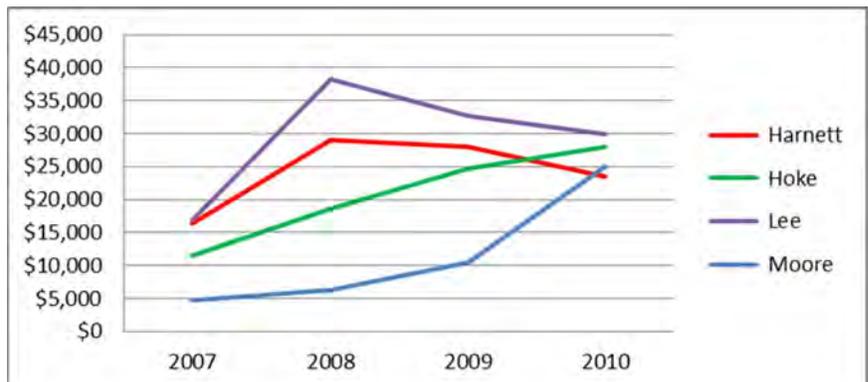
**Passenger Trips**

The increase in passenger trips in Hoke County bucks the current trend of its neighbors.



**Fare Revenue**

Hoke is a leader in a positive trend toward establishing a good fare structure.



**Peer Group Comparison**

Revised comparisons were provided by ITRE after the organization completed a detailed analysis and peer group reorganization. The new group reflects challenges such transportation systems face from geographic and demographic factors out of their control. The resulting peer groups share similar challenges in providing community-based transportation. Accounting for uncontrollable factors allows differences in performance to be tied more directly due to variances in controllable factors. Factors used to sort transportation systems into peer groups include 1) range of service area elevation, 2) highway density, 3) population density, and 3) the ratio of rural population to the total service area population. This process resulted in 5 peer groups, and as shown in the graphic on this page Hoke County is in Peer Group 4. Table 2.4 provides a comparison of HATS and the revised peer group. This comparison reveals the following trends:

- HATS is more balanced in terms of trips by funding type.
- HATS carries a higher percentage of Medicaid and Non-Contract trips than its peer group.
- By day type, a higher percentage of passengers are on weekdays. (Note: Funding restraints required HATS to eliminate Saturday service in 2011.)
- Demand response trips per mile and per hour are higher for HATS.
- Subsidy per trip and cost per trip have increased each of the last two years for HATS and its peer group. HATS incurs a higher subsidy and cost per trip than its peer group.
- Administrative and operating funding sources by percentage are very similar for HATS and its peer group.

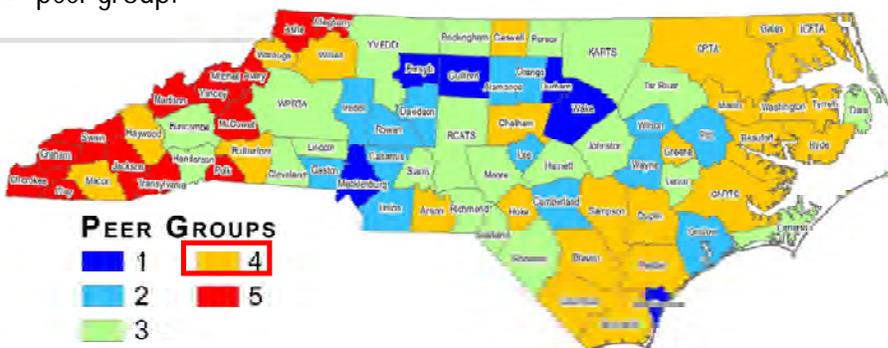
**Table 2.4 – Peer Group Comparison**

	Hoke County	Peer Group 4
<b>Trips by Funding Type</b>		
Medicaid	21%	10%
Other Contract	44%	70%
Non Contract	35%	20%
<b>Passengers by Day Type</b>		
Weekday	98%	96%
Weekend	2%	4%
<b>Demand Response Efficiency</b>		
Passengers per Mile	0.13	0.11
Passengers per Hour	2.42	2.46
<b>Subsidy Per Trip By Year*</b>		
2008	\$5.52	\$3.37
2009	\$5.49	\$3.40
2010	\$6.21	\$3.74
<b>Cost Per Trip By Year+</b>		
2008	\$12.10	\$7.75
2009	\$12.61	\$7.71
2010	\$13.70	\$8.02
<b>Administrative and Operating Funding Sources</b>		
Federal	22%	23%
State	23%	23%
Local	55%	54%

Source: ITRE, 2011

\* Subsidy per trip is calculated using the total amount of Federal and State administrative and operating funds a transit system received divided by the total number of trips.

+ Cost per trip is calculated using the total system expenses divided by the total number of trips.



**Performance Measures and Benchmarking**

While vehicle utilization data is useful, from a performance measure standpoint, it is helpful to have a basis for comparison. Table 2.5 shows key operating statistics from Fall 2007 to Spring 2010. The table calculates passenger statistics for revenue and service hours and miles of service. It also shows the percent change from Fall 2007 to Spring 2010. The data initially was provided in the Performance Plan and Analysis and updated by ITRE. The line charts that follow the table include separate lines for the Spring and Fall reporting periods. The table and charts illustrate the following trends:

- HATS' average daily passengers increased 31.1% from Fall 2007 to Spring 2010.
- Ridership spiked in Spring 2009 for a variety of reasons including increased advertising and outreach, easier application procedures, extended hours, the economic recession, and rising gas prices. The result was an increase in passengers per revenue hour and passengers per revenue mile.

	2007	2008		2009		2010	% Change ('07 to '10)
	Fall	Spring	Fall	Spring	Fall	Spring	
Average Daily Passengers	190	189	189	303	267	249	31.1%
Passengers per Service Hour	2.41	2.12	2.32	2.98	2.83	2.75	14.10%
Passengers per Revenue Hour	3.29	2.61	2.82	3.67	3.57	3.24	-1.50%
Passengers per Service Mile	0.136	0.123	0.130	0.157	0.144	0.148	8.8%
Passengers per Revenue Mile	0.167	0.145	0.152	0.182	0.174	0.170	1.8%

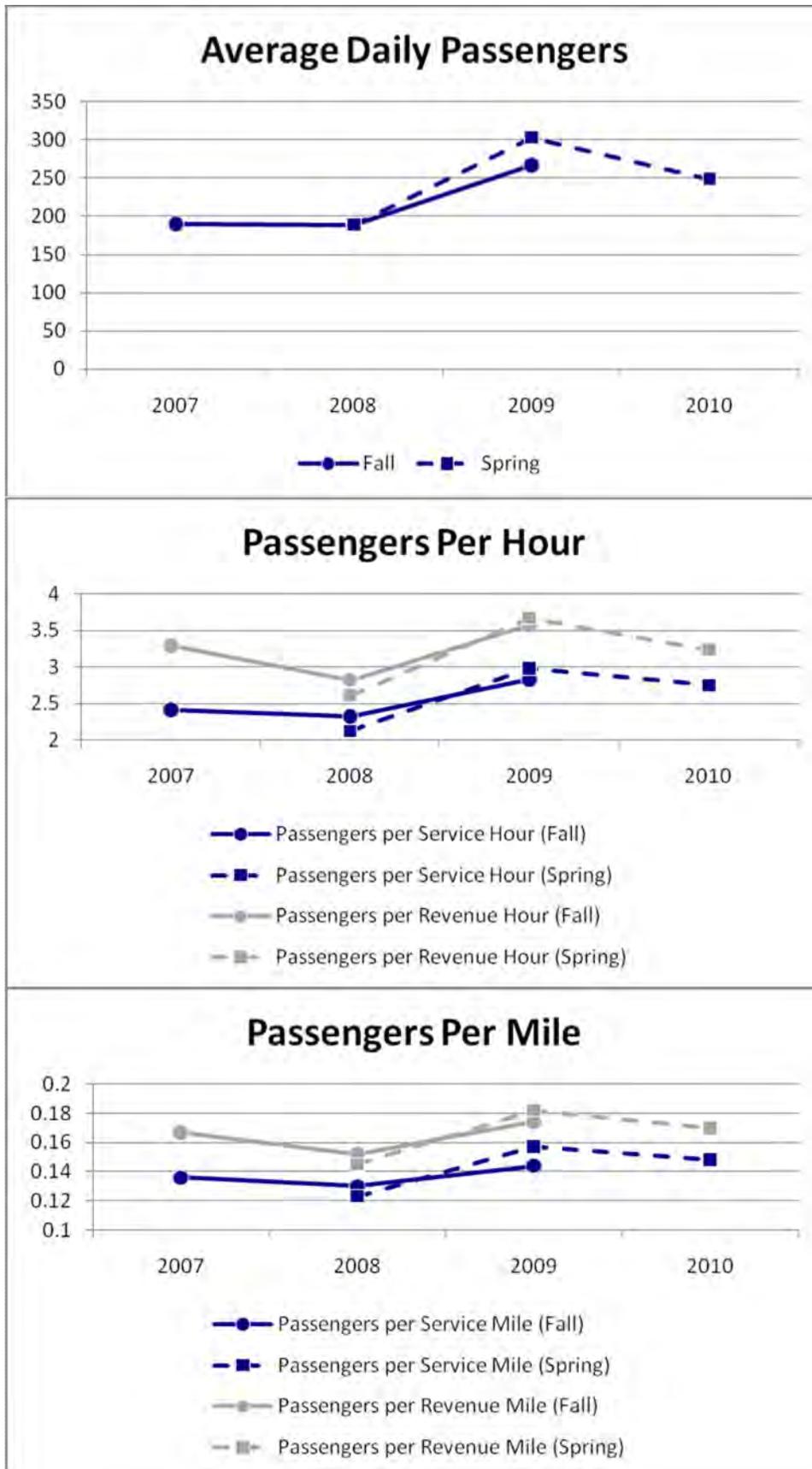
As part of their effort to improve accountability and reporting, ITRE instituted benchmarking for community transportation systems based on the revised peer groups. Table 2.6 illustrates HATS performance in 2010 versus the benchmarking statistics of Peer Group 4. HATS falls between “Median” and “Superior” for each metric.

	HATS (2010)	Benchmarking (Peer Group 4)		
		Acceptable	Median	Superior
Subsidy Per Trip	\$6.21	\$8.01	\$6.81	\$5.60
Cost Per Trip	\$13.70	\$19.44	\$14.83	\$10.23
Passengers Per Hour	2.42	1.27	2.37	3.46
Non-Contract Trips Per Non-Urban Population	1.08	0.00	0.57	1.45

Source: ITRE, 2011

Notes:

- Low values are desirable for subsidy per trip and cost per trip. High values are desirable for passengers per hour and non-contract trips per non-urban population.
- Superior = value at 85<sup>th</sup> percentile  
 Median = value at 50<sup>th</sup> percentile  
 Acceptable = Median - (Superior - mean)



## Funding and Financial Management

The OPSTATS report (FY2011) provides a detailed synopsis of the administrative, operating, and capital revenues and expenditures for community transportation in Hoke County. This information was used to establish a baseline of existing funding programs and expenditures. Tables 2.7 and 2.8 show the administrative and operating expenses and revenue, respectively. Table 2.9 shows capital revenue and expenses. The information in the tables was reported in the FY2011 OPSTATS for HATS. A review of FY2010 and FY2011 expenses and revenues revealed the following trends:

- Total expenses increased 5.6%. Administrative expenses decreased by 4.6% while operating expenses increased by 9.5%.
- The highest increases were in salary and fringes (both administrative and driver personnel), vehicle insurance premiums, and fuel.
- The highest decreases were indirect services (total of \$55,136) and vehicle maintenance..
- Advertising and promotion expenses declined by 50%.

- Revenue increased 3.6% mainly due to an increase in CTP funds.
- Fares increased 22.6%
- Capital revenue remained relative flat in FY2011, though expenditures decreased 16.2% overall.

<b>Table 2.7 – HATS Administrative and Operating Expenses</b>			
	FY 2010	FY 2011	% Change
<b>Administrative</b>			
Personnel Salaries & Fringes (G121-189)	\$120,273	\$150,036	24.7%
Advertising and Promotion (G371-373)	\$13,461	\$6,685	-50.3%
Employee Development (G395)	\$1,926	\$1,420	-26.3%
Vehicle Insurance Premiums (G452)	\$12,972	\$23,322	79.8%
Indirect Services (G481)	\$55,136	\$0	-100.0%
Miscellaneous (G190-359; 380-394; 396-451; 454-480; 482-491)	\$37,303	\$40,154	7.6%
Other Admin Expenses (FY11 unspent ROAP funds)	\$0	\$8,315	-
Subtotal Administrative Expenses	\$241,071	\$229,931	-4.6%
<b>Operating</b>			
Driver Salaries & Fringes	\$412,680	\$465,724	12.9%
Other Operating Staff Salaries & Fringes	\$77,642	\$41,265	-46.9%
Mechanics Salaries & Fringes	\$0	\$0	-
Indirect Services	\$0	\$0	-
Fuel	\$112,431	\$156,483	39.2%
Vehicle Maintenance	\$34,159	\$26,964	-21.1%
Payment of Insurance Deductible(s)	\$0	\$0	-
Disposal of Vehicle(s)	\$0	\$0	-
Management/Operation Services	\$0	\$0	-
Volunteer Reimbursement	\$0	\$0	-
Other Transit Provider Services	\$0	\$0	-
Other Operating Expenses (FY10 vehicle supplies)	\$3,225	\$0	-100.0%
Subtotal Operating Expenses	\$640,137	\$700,836	9.5%
<b>Total Expenses</b>	<b>\$881,208</b>	<b>\$930,767</b>	<b>5.6%</b>



**Table 2.8 – HATS Administrative and Operating Revenue**

	FY 2010	FY 2011	% Changes
<b>Federal</b>			
Section 5310 – Elderly and Disabled	0	\$0	-
Section 5311 - CTP Funds - Administrative	\$177,528	\$196,237	10.5%
Section 5311 - CTP Funds - Operating	\$0	\$0	-
Section 5316 - JARC Funds	\$0	\$0	-
Section 5317 - New Freedom Funds	\$0	\$0	-
Other	\$0	\$0	-
Subtotal Federal	\$177,528	\$196,237	10.5%
<b>State</b>			
CTP Funds - Administrative	\$11,096	\$12,265	10.5%
ROAP Funds - Suballocated to the Transit System	\$172,210	\$174,517	1.3%
Other	\$0	\$0	-
Subtotal State	\$183,306	\$186,782	1.9%
<b>Local</b>			
Local Assistance - Administrative Funds	\$33,291	\$36,794	10.5%
Local Assistance - Operating Funds	\$0	\$0	-
Contract Revenue	\$384,675	\$370,747	-3.6%
Fares/Donations from passengers	\$28,001	\$34,318	22.6%
Proceeds from Sale of Vehicle(s) - (used for Admin or Operating only)	\$0	\$0	-
Interest Income	\$0	\$0	-
Advertising Revenue	\$0	\$0	-
Other Revenue	\$0	\$0	-
Subtotal Local	\$445,967	\$441,859	-0.9%
Subtotal Federal, State, Local	\$806,801	\$824,878	2.2%
Debit to Revenue - Unspent ROAP Funds (suballocated to Transit System)	\$10,374	\$0	-
<b>Total Revenue</b>	<b>\$796,427</b>	<b>\$824,878</b>	<b>3.6%</b>



**Table 2.9 – HATS Capital Revenue and Expenses**

	FY 2010	FY 2011	% Changes
<b>Revenue</b>			
Revenue - Capital - ARRA	\$37,248	\$233,371	526.5%
Revenue - Capital - Vehicles & Others (Federal/State)	\$176,775	\$5,157	-97.1%
Revenue - Capital - Facility (Federal/State)	\$0	\$0	-
Revenue - Capital - Advanced Technology (Federal/State)	\$0	\$0	-
Revenue - Capital - Capital Funding (Local)	\$19,642	\$645	-96.7%
Revenue - Capital - Insurance Proceeds from Accident	\$2,216	\$0	-100.0%
Revenue - Capital - Proceeds from Sale of Vehicle (used for capital only)	\$14,590	\$13,531	-7.3%
Revenue - Capital - Other (provide description on Line 138)	\$0	\$0	-
<b>Capital Revenue</b>	<b>\$250,470</b>	<b>\$253,348</b>	<b>1.1%</b>
<b>Expense</b>			
Expense - Capital - Capital Purchases	\$254,797	\$208,019	-18.4%
Expense - Capital - Body Work on Wrecked Vehicle	\$0	\$0	-
Expense - Capital - Facility Renovation or Construction	\$0	\$0	-
Expense - Capital - Advanced Technology Purchases	\$0	\$0	-
Expense - Capital - Other (vehicle tags and registrations)	\$0	\$5,549	-
<b>Capital Expense</b>	<b>\$254,797</b>	<b>\$213,568</b>	<b>-16.2%</b>

## Other Services

Private transportation providers in Hoke County fill some gaps in service by using vehicles tailored to the specific demands of the residents. Vehicles vary from four-person passenger sedans to limousines. Other transportation service providers include private taxicab and limousine companies as well as vanpools operated by independent companies.

### Private Taxicab Companies

An Internet search of private transportation providers in the Raeford area identified several companies, three of which were contacted by telephone. One company provided only private charter bus service while two (Famiks Taxi and Just Rite Cab) provided some form of private taxi service. Famiks Taxi (14 vehicles) was the largest, while Just Rite Cab operates two vehicles. Both firms expressed interest in working with Hoke County Social Service and/or HATS to supplement HATS operations. Of particular note, Famiks Taxi currently contracts with Cumberland County to provide Elderly and Disabled Transportation Assistance (EDTAP) services and has done so for several years.

## Chapter 3 – Demographic Trends Analysis

### Introduction

Daily life requires some level of mobility, whether commuting to work, shopping, going to the doctor, or visiting friends. As the United States suburbanized in the second half of the 20th century, people were forced to travel longer distances to reach their destination and increasingly relied on private automobiles. The City of Raeford and Hoke County were not immune to the influences of the national trend. This is evident by the rings of suburbanization that encircle the heart of the city. As a result, individuals with limited access to personal transportation due to their age, disability, or income experience difficulty fulfilling critical needs such as employment, medical care, and recreation. This chapter of the *Hoke County Community Transportation Service Plan (Hoke County CTSP)* explains demographic trends prevalent in the county, identifies the geographic distribution of the transportation disadvantaged population, and describes attractions and generators. The assessment combines objective and subjective methods, and the result is a general description of the community transportation needs within the service area.

### Demographic Trends

Given its purpose of reviewing the current performance and organizational direction of HATS and recommending alternative strategies to increase mobility options for passengers and improve the efficiency of the organization, a logical preliminary step of the *Hoke County CTSP* is to understand the demographic profile of the service area. The general profile that follows allows a better understanding of the county's demographics and discerns trends using historical population data when available. Given the change in the county's demographic profile since 2000 when the latest census data was available, the data that follows was supplemented with information provided by the North Carolina Office of State Budget and Management.

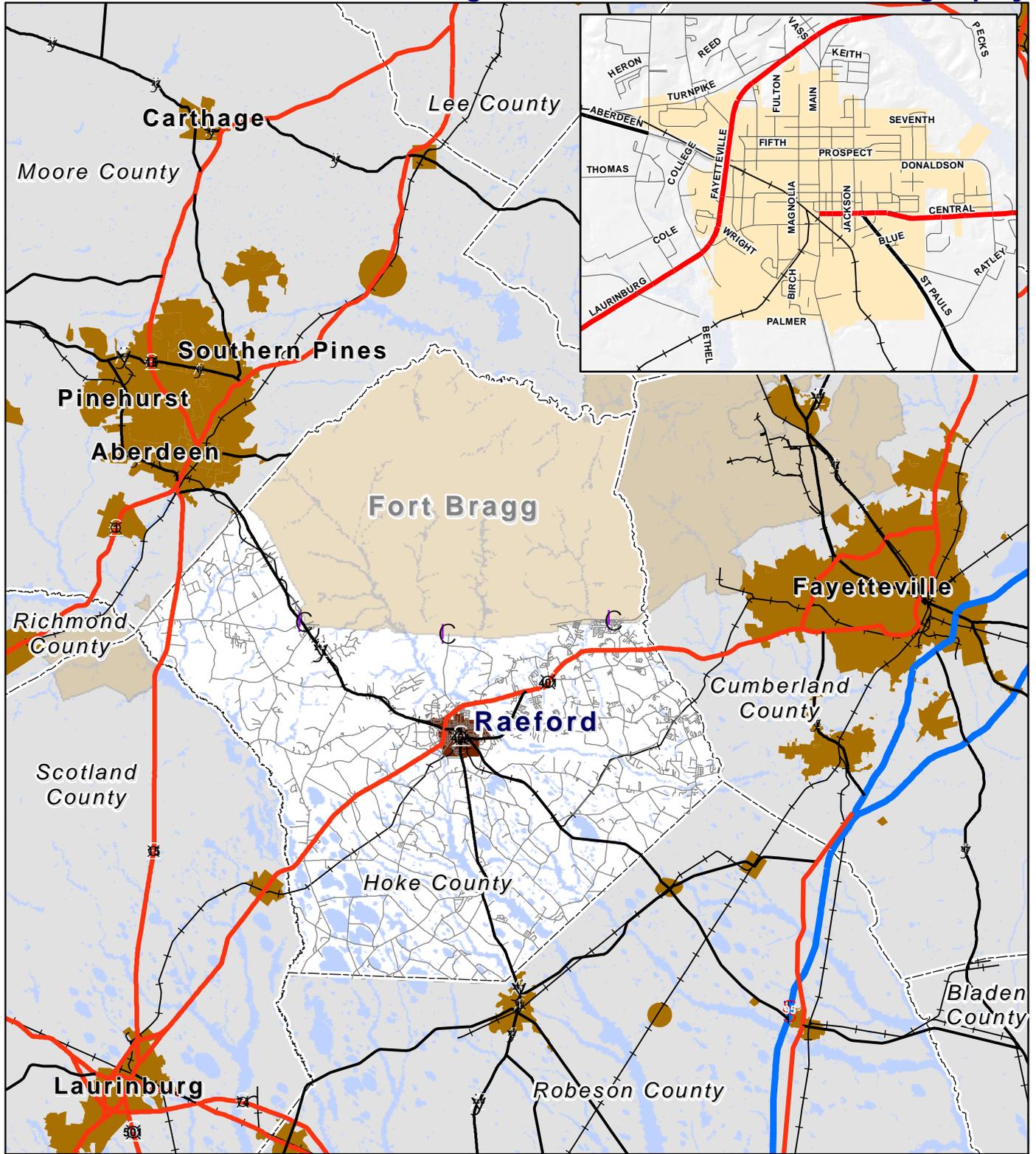
### Service Area

The Hoke Area Transit Service serves the area of Hoke County, North Carolina, a geographically small county southwest of Raleigh. Hoke County is part of the Lumber River Rural Planning Organization region that covers four counties – Hoke County, Richmond County, Robeson County, and Scotland County.

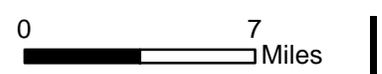
Hoke County covers an area of 392 square miles (391 sq. mi. of land, 1 sq. mi. of water). Adjacent counties include Moore County (to the north and west), Scotland County (to the southwest), Robeson County (to the south), and Cumberland County (to the east). The northern portion of the county, approximately 35% of the County, is a part of Fort Bragg. The southern boundary of Fort Bragg lies approximately 3 miles to the north of Raeford. The county includes one incorporated areas – the City of Raeford – as well as numerous census-designated places including Ashley Heights, Bowmore, Dundarrach, Five Points, Rockfish, and Silver City. The City of Raeford sits at the geographic center of the county and covers 3.8 square miles. The geography of the city and county provides an opportunity to maximize the efficiency of the community transportation system. Figure 3.1 illustrates the geography of Hoke County.



Figure 3.1 - Service Area Geography



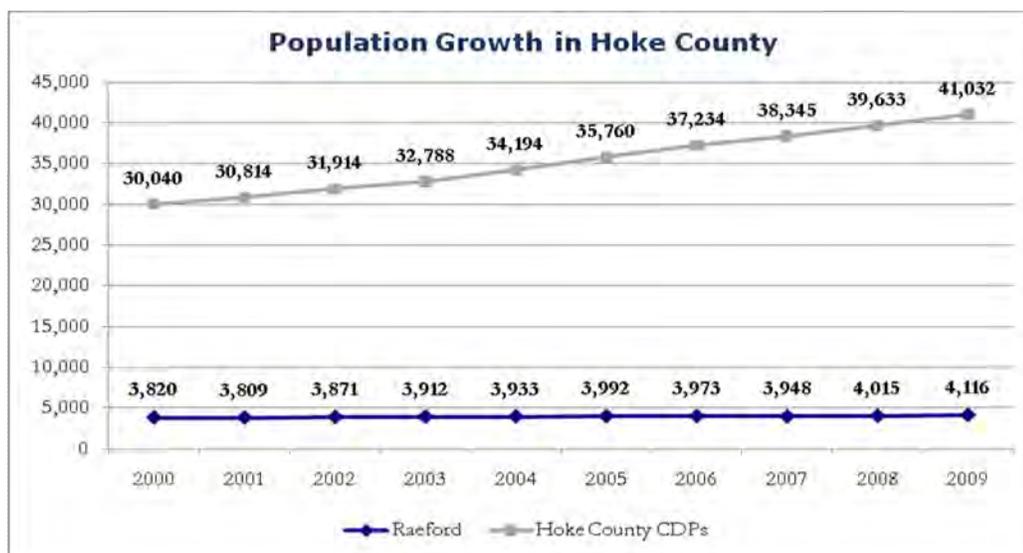
- Transportation
- +— Railroad
- ⊗ Ft. Bragg Access
- ⊠ County Boundaries
- Raeford
- Federal Lands
- Body of Water



### General Population Profile

Population estimates for Hoke County were provided by U.S. Census Bureau and NC Office of State Budget and Management. In 2009, the U.S. Census Bureau reported 45,148 year-round permanent residents in Hoke County, which represents growth of approximately 29.25 percent (11,288 persons) since 2000 and 97.53 percent (22,292 persons) since 1990. Hoke County almost doubled in population over the last two decades. Table 3.1 shows population change for the City of Raeford and Hoke County from 2000 to 2009.

Year	Raeford		Hoke County Census Dedicated Places		Total	
	Population	% Change	Population	% Change	Population	% Change
2000	3,820	-	30,040	-	33,860	-
2001	3,809	-0.29%	30,814	2.58%	34,623	2.25%
2002	3,871	1.63%	31,914	3.57%	35,785	3.36%
2003	3,912	1.06%	32,788	2.74%	36,700	2.56%
2004	3,933	0.54%	34,194	4.29%	38,127	3.89%
2005	3,992	1.50%	35,760	4.58%	39,752	4.26%
2006	3,973	-0.48%	37,234	4.12%	41,207	3.66%
2007	3,948	-0.63%	38,345	2.98%	42,293	2.64%
2008	4,015	1.70%	39,633	3.36%	43,648	3.20%
2009	4,116	2.52%	41,032	3.53%	45,148	3.44%
<b>Total Change (2000-2009)</b>	<b>296</b>	<b>7.54%</b>	<b>10,992</b>	<b>31.75%</b>	<b>11,288</b>	<b>29.25%</b>



As indicated in Table 3.1, Raeford is growing at a slower rate than unincorporated areas of Hoke County. As trip ends migrate away from Raeford and the central dispatch location of vehicles, the system will have to be more strategic in scheduling and routing trips to maintain or enhance efficiency.

Although Raeford is the economic and governmental hub of Hoke County, its population grew by a much slower rate than the rest of the county. From 2000 to 2009 Raeford’s population grew by 7.54% while the population in Hoke County’s non-municipal areas grew by 31.75%. The following graph illustrates the population trends for Raeford and the census-designated places of Hoke County.

**Fort Bragg and the Impacts of BRAC**

Fort Bragg and Pope Air Force Base have had a regional presence since World War II. The influence of the military community is expected to grow over the next several years as the Army continues to implement its base realignment goals. The influx of 40,000 military and civilian personnel and their families from Fort McPherson in Georgia due to the 2005 Defense Base Realignment and Closure (BRAC) process will have a significant impact on Hoke County infrastructure and services. According to the Comprehensive Regional Growth Plan for the Fort Bragg Region, the county likely will experience a population growth of more than 3,700 people by 2013. While many of the families relocating to the area likely will not become traditional HATS clients, this growth will impact the delivery of community transportation and provide a new market for potential riders. The impact of the expansion of Fort Bragg also will touch the economy, housing, and education in Hoke County. The Comprehensive Regional Growth Plan estimates that BRAC will add \$55 million in personal income and 1,289 jobs. The number of homes needed in Hoke County may grow by 2,613 by 2013. In addition, student enrollment is expected to increase by 700 to 800 students, requiring Hoke County Schools to increase classroom staffing and to construct new schools, costing \$3.9 million and \$20 million respectively.

	October 2009
Active Duty Military	48,954
Training Military	3,788
Off Post Active Duty Military (within 40 mi)	3,454
Reserve Component Military	1,811
Reserve Component Military (within 40 mi)	3,190
Civilian Employees	9,912
Contract Co-employees	6,773
Military Family Members	74,410
Off Post Military Family Members (within 40 mi)	5,251
Reserve Component Family Members	5,204
Military Retirees and Family Members	93,092
<b>Total</b>	<b>225,839</b>

Source: Fort Bragg Regional Alliance

The plan recognizes the role of public transportation in accommodating growth. While the Regional Growth Plan focuses on traditional fixed-route service, HATS could play a role in transportation services to Fort Bragg. According to the plan:

*Coordination of transit planning among jurisdictions and a proactive and integrative approach that links transportation planning with other planning and development activities is needed in order for the region to achieve the full benefits of potential transit improvements; this would be facilitated by establishment of a designated regional advisory team.*

*Increased availability and usage of mass transit could help alleviate the growing congestion and decrease the time needed to access the base.*

Future population growth in Hoke County will be driven by the increased military personnel at Fort Bragg. According to the Fort Bragg Regional Alliance (formerly the BRAC Regional Task Force), the military population assigned to Fort Bragg is increasing while the number of personnel housed on base is declining. This growth provides opportunities for HATS to expand service options for the good of the entire population of Hoke County. Future growth associated with Fort Bragg likely will increase the number of traditional HATS riders.

- Growth in group homes
- Rise in the retired population
- Higher percentage of wheel-chair passengers



## Transportation Dependent Population Profile

According to the 2000 Census, 35.1 million people in the United States were over age 65, 44.5 million people over age 21 were disabled, 33.9 million people were living below the poverty level, and 9.8 million people have no vehicle available (see text box to right for definitions). For many of these people, mobility options available to them daily are limited and the ability to fulfill their basic needs is challenged.

The federal government identifies three subsets of the population as transportation disadvantaged groups — the elderly, persons with disabilities, and low income individuals. Though not identified by the federal government, households without access to a personal vehicle also are transportation disadvantaged.

Among these disadvantaged groups, mobility issues vary. For example, many elderly persons are used to the freedom that comes with car ownership, and consequently, their expectations for public transportation generally are much higher than other transportation disadvantaged groups. A brief discussion of national trends as well as the local impact for these groups follows. Summary statistics for Hoke County, North Carolina, and the United States can be found in Tables 3.3 and 3.4. The text in the following sections provides more detail.

### Elderly

As baby boomers continue to age and life expectancy lengthens, the nation's elderly population will continue to grow rapidly. This trend can be expected in Hoke County as well. As a result, a critical component of HATS will be to continue to serve the elderly. According to the 1990 Census, approximately 2,115 people in Hoke County were over the age of 65. By 2000, the number of elderly residents in the county had increased 22.8 percent to 2,598. For comparison, the overall county growth rate was 47.2 percent. As shown in Table 3.4, the growth rate from 1990 to 2000 for persons over the age of 65 in Hoke County was slightly greater than average state growth rates and substantially greater than the average national rate.

A review of the geographic distribution of older adults indicates disbursement across the county. However, a significant concentration of this population group exists in the City of Raeford as shown in Figure 3.2. The elderly component of the population in Hoke County is composed of individuals from varying economic classes and with varying degrees of disabilities, resulting in an assortment of mobility needs. Elderly people also are more likely than other population segments to have difficulties accessing public transit due to the many physical disabilities (including those reported in the census and those that are not) that result from aging.

#### **Definitions**

For purposes of the *Hoke County CTSP*, transportation disadvantaged persons have been defined as follows:

*Elderly* — Age 65 and over.

*Persons with Disabilities* — Based on census definition for disability that refers to persons with a long-lasting physical, mental, or emotional condition that makes it difficult for a person to perform activities such as walking, climbing stairs, dressing, bathing, learning, or remembering. This condition also can impede a person from being able to go outside the home alone or to work at a job or business.

*Low Income* — Based on census definition for poverty status derived from answers to income questions on the 2000 census. Poverty status is determined by comparing a person's total family income with the poverty threshold appropriate for that person's family size and composition. Reported here by household.

*Vehicle Availability* — Occupied households with no vehicles available.

**Table 3.3 – Disadvantaged Population Group Comparison  
(Percent of Total Population, Households, or Families, 1990 to 2000)**

	Hoke County			North Carolina			United States		
	1990	2000	Change	1990	2000	Change	1990	2000	Change
Elderly (65 and older)	9.3%	7.7%	-1.5%	12.1%	12.0%	-0.1%	12.6%	12.4%	-0.1%
Persons with Disabilities (aged 21 to 64)	11.6%	15.3%	3.7%	8.8%	12.0%	3.2%	10.4%	10.9%	0.4%
Low Income Families	17.7%	14.4%	-3.3%	9.9%	9.0%	-0.9%	10.1%	9.2%	-0.9%
Households without Vehicle Access	14.5%	9.1%	-5.4%	9.6%	7.5%	-2.1%	11.5%	10.3%	-1.2%

**Table 3.4 – Disadvantaged Population Group Comparison  
(Total Change, 1990 to 2000)**

	Hoke County			North Carolina			United States		
	1990	2000	Change	1990	2000	Change	1990	2000	Change
Elderly (65 and older)	2,115	2,598	22.8%	804,341	969,048	20.5%	31,241,831	34,991,753	12.0%
Persons with Disabilities (aged 21 to 64)	2,654	5,163	94.5%	585,296	969,694	65.7%	25,984,652	30,553,796	17.6%
Low Income Families	1,024	1,272	24.2%	179,906	196,423	9.2%	6,487,515	6,620,945	2.1%
Households without Vehicle Access	1,072	1,031	-3.8%	241,711	235,339	-2.6%	10,602,297	10,861,067	2.4%
Families	5,794	8,844	52.6%	1,812,053	2,173,346	19.9%	64,517,947	72,261,780	12.0%
Households	7,405	11,374	53.6%	2,517,026	3,133,282	24.5%	91,947,410	105,539,122	14.8%
Population	22,856	33,646	47.2%	6,628,637	8,049,313	21.4%	248,709,873	281,421,906	13.2%

**Persons with Disabilities**

According to a National Organization on Disabilities survey conducted in 2000, 30 percent of respondents with disabilities reported difficulty accessing transportation, compared to 10 percent of respondents without disabilities. This trend reflects the main concern for persons with disabilities – the availability of transportation options that accommodates specific disabilities while fulfilling their need for independence. According to the 2000 Census, approximately 5,163 people aged 21 to 64 in Hoke County reported at least one disability according to the census definition (“The existence of a long-lasting physical, mental, or emotional condition that makes it difficult for a person to perform activities such as walking, climbing stairs, dressing, bathing, learning, or remembering.”). Based on these figures, the disabled population in the county was 15.3 percent in 2000. This rate is greater than the state average (12.0 percent) and is slightly above the national average (10.9 percent). Differences in how the census gathered information on persons with disabilities from 1990 to 2000 limits the practical ability to discern trends among this disadvantaged transportation group.

Within Hoke County, some areas exhibit a higher overall percentage of disabled persons (see Figure 3.3). Areas exhibiting percentages of disabled persons exceeding 20 percent include northwest Raeford and the area between NC Highway 211 and Turnpike Road.

**Low Income**

The transportation disadvantaged group that may require the most flexibility in community transportation are families in poverty. This need for flexibility stems from their need for employment transportation (many of which are second or third shifts) as well as the likelihood that these families also face cultural/language



obstacles. Compared to state and national averages, the share of low income families in Hoke County is higher. In 2000, 14.4 percent of families were below poverty in Hoke County, down 3.3 percent from 1990. The state and national averages in 2000 were 9.0 percent and 9.2 percent, respectively. Additionally, this segment of the population is growing more rapidly in Hoke County than in the state and nation as a whole. As shown in Table 3.4, the overall growth rate of low income families in the county is much higher than at the state or national levels. Simply considering how many families reported being below poverty in 1990 compared to 2000 reveals an increase of 24.2 percent. This rate is much greater than the state (9.2 percent) and national (2.1 percent) averages. This trend indicates that Hoke County has a higher percentage of low income families compared with the state and country, and its growth in low income population is also higher than the state and national rates.

Unlike the elderly and disabled population groups, low-income populations tend to reside in specific communities within the region. As shown in Figure 3.4, the largest concentrations of households in poverty are located in the northwestern portion of Raeford and along NC 401 in southwestern Hoke County. These areas contain percentages of population below poverty that are greater than 20 percent. The poor likely will account for an increasing share of HATS riders.

**Vehicle Availability**

The most noticeable group in need of alternative transportation are those households without access to a personal automobile. The census reports the occupied housing units by block group with no vehicles available for use by household members. Vehicles refer to passenger cars, vans, and pickup trucks kept at home and available for use by members of the household. In 1990, 14.5 percent of households in Hoke County did not have access to a personal vehicle. The percentage dropped by 5.4 percent in 2000, to 9.1 percent. The county's percentage was higher than the state average (7.5 percent), slightly lower than the national average (10.3 percent), and is declining at a faster pace than the comparative groups. The total change as shown in Table 3.4 indicates a drop of 3.8 percent from 1990 to 2000 (1,072 households in 1990, 1,031 households in 2000). As shown in Figure 3.5, the City of Raeford and areas to the northwest and east show elevated percentages of the population without access to a vehicle. The percentage in this section exceeds the county and statewide average.

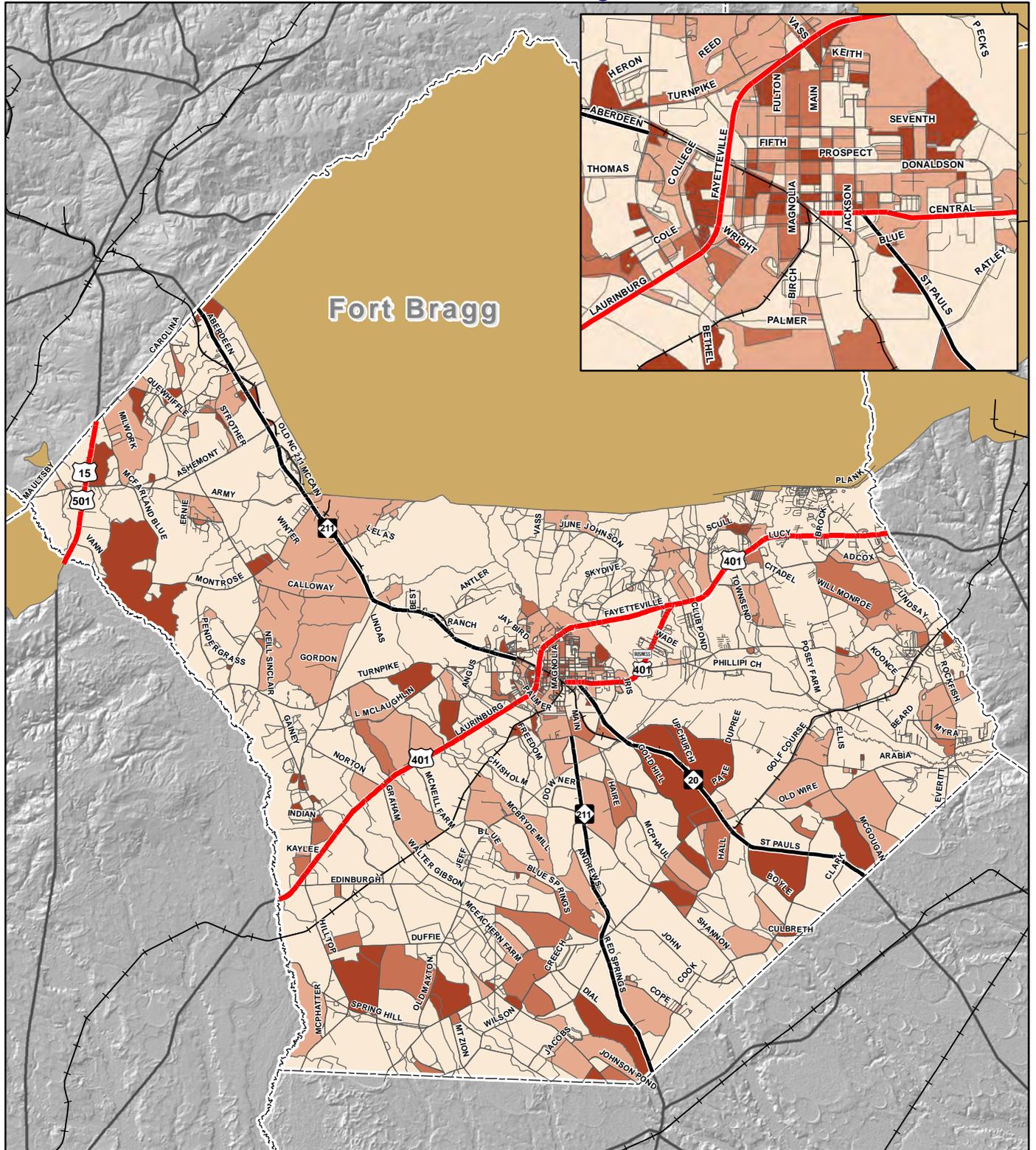
**Ethnicity Considerations for Transit**

Hoke County has seen enormous growth in Hispanic residents in the past ten years. Population estimates provided by Strategic Services show persons of Hispanic ethnicity accounted for 7.19 percent of the Hoke County population in 2000, while estimates for 2009 point to 11.78 percent of the population being of Hispanic ethnicity. Table 3.5 compares Hispanic population growth as part of the total population growth. Hispanic growth will be important to transit planning in the future as Hispanic ridership grows, especially since ridership among persons of Hispanic ethnicity currently is disproportional according to population numbers. Figure 3.6 displays Hispanic concentrations within Hoke County.

Table 3.5 – Hispanic Population Change					
Year	Total Population	Total Population Growth	Hispanic Population	Hispanic Population Growth	Hispanic Percent of Total Population
2000	33,860	-	2,435	-	7.19%
2001	34,623	2.25%	2,731	12.16%	7.89%
2002	35,785	3.36%	2,957	8.28%	8.26%
2003	36,700	2.56%	3,195	8.05%	8.71%
2004	38,127	3.89%	3,629	13.58%	9.52%
2005	39,752	4.26%	3,959	9.09%	9.96%
2006	41,207	3.66%	4,313	8.94%	10.47%
2007	42,293	2.64%	4,546	5.40%	10.75%
2008	43,648	3.20%	4,958	9.06%	11.36%
2009	45,148	3.44%	5,318	7.26%	11.78%
<b>Total Change (2000-2009)</b>	<b>11,288</b>	<b>33.34%</b>	<b>2,883</b>	<b>118.40%</b>	



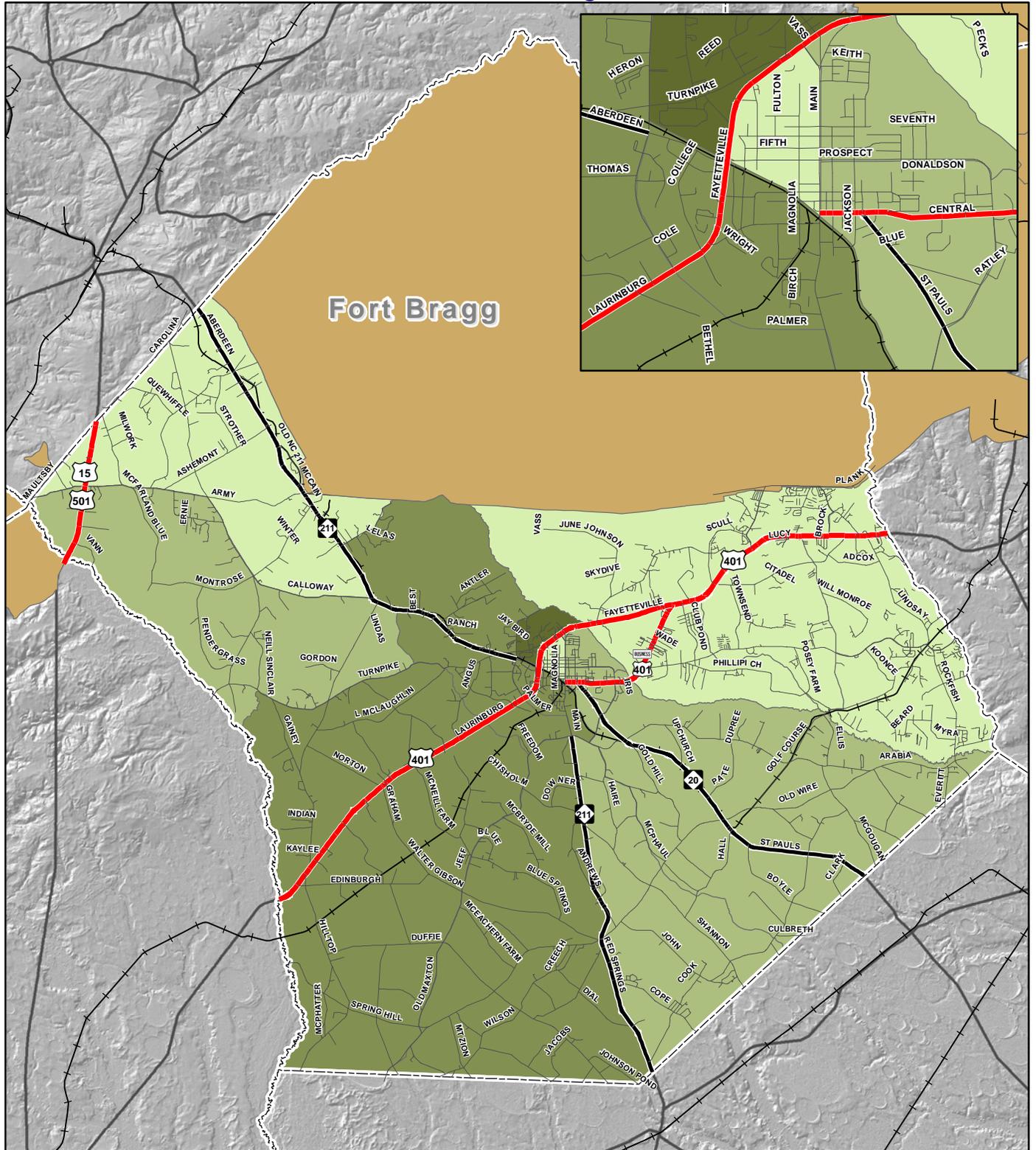
Figure 3.2 - Percent Over 65



	US Highway		County Boundaries	<b>Percent Over 65</b>
	NC Highway		Federal Lands	
	Other Street		0% to 10%	
	Railroad		10% to 20%	
			20% to 30%	
			Over 30%	



Figure 3.3 - Percent Disabled



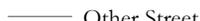
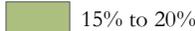
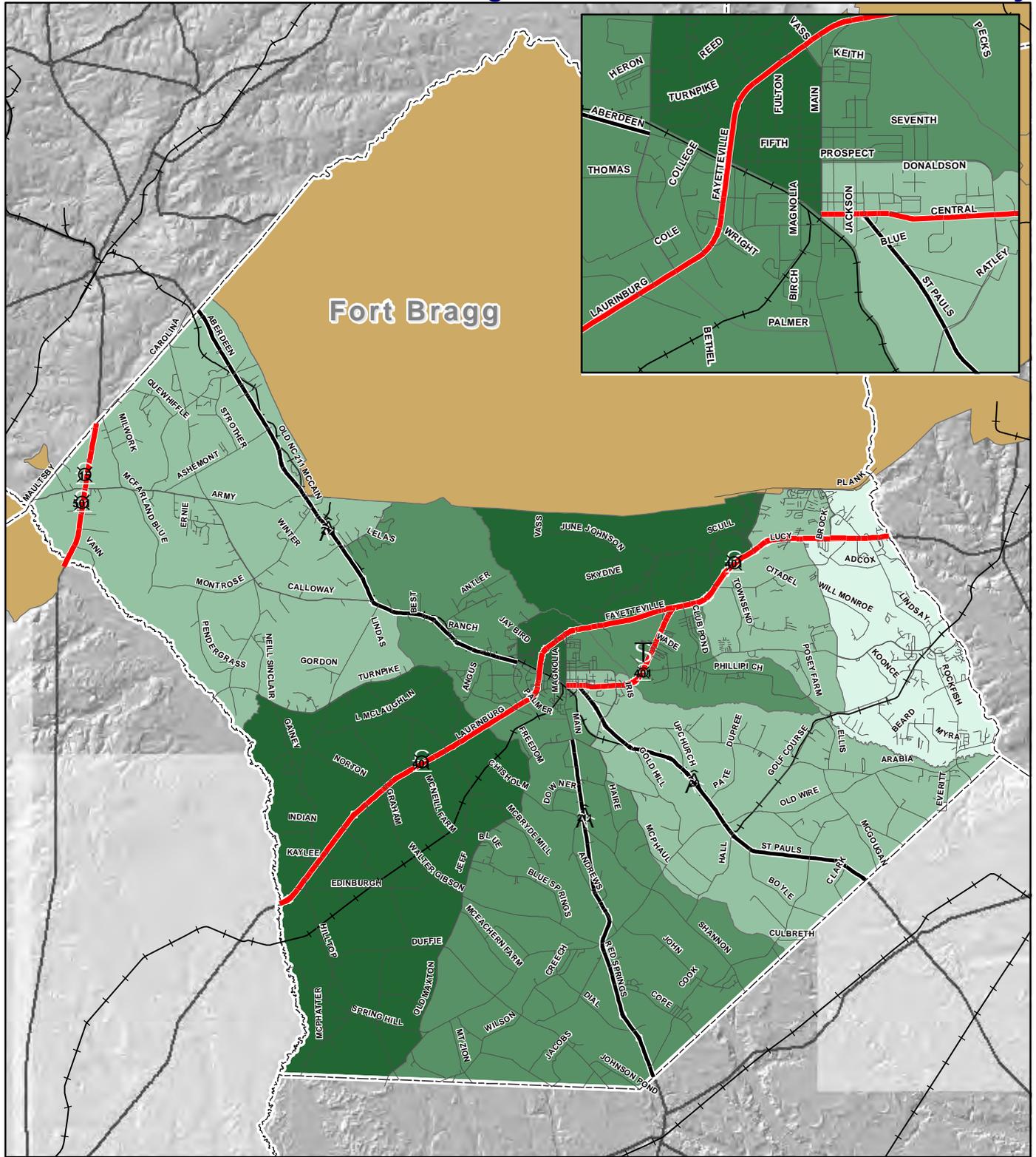
	US Highway		County Boundaries	<b>Percent Disabled</b>
	NC Highway		Federal Lands	
	Other Street		0% to 15%	
	Railroad		15% to 20%	
			20% to 25%	
			Over 25%	



Figure 3.4 - Percent Below Poverty



US Highway	County Boundaries	Percent Families Below Poverty
NC Highway	Federal Lands	
Other Street	0% to 10%	
Railroad	10% to 15%	
	15% to 20%	
	Over 20%	

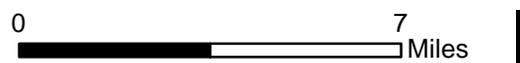
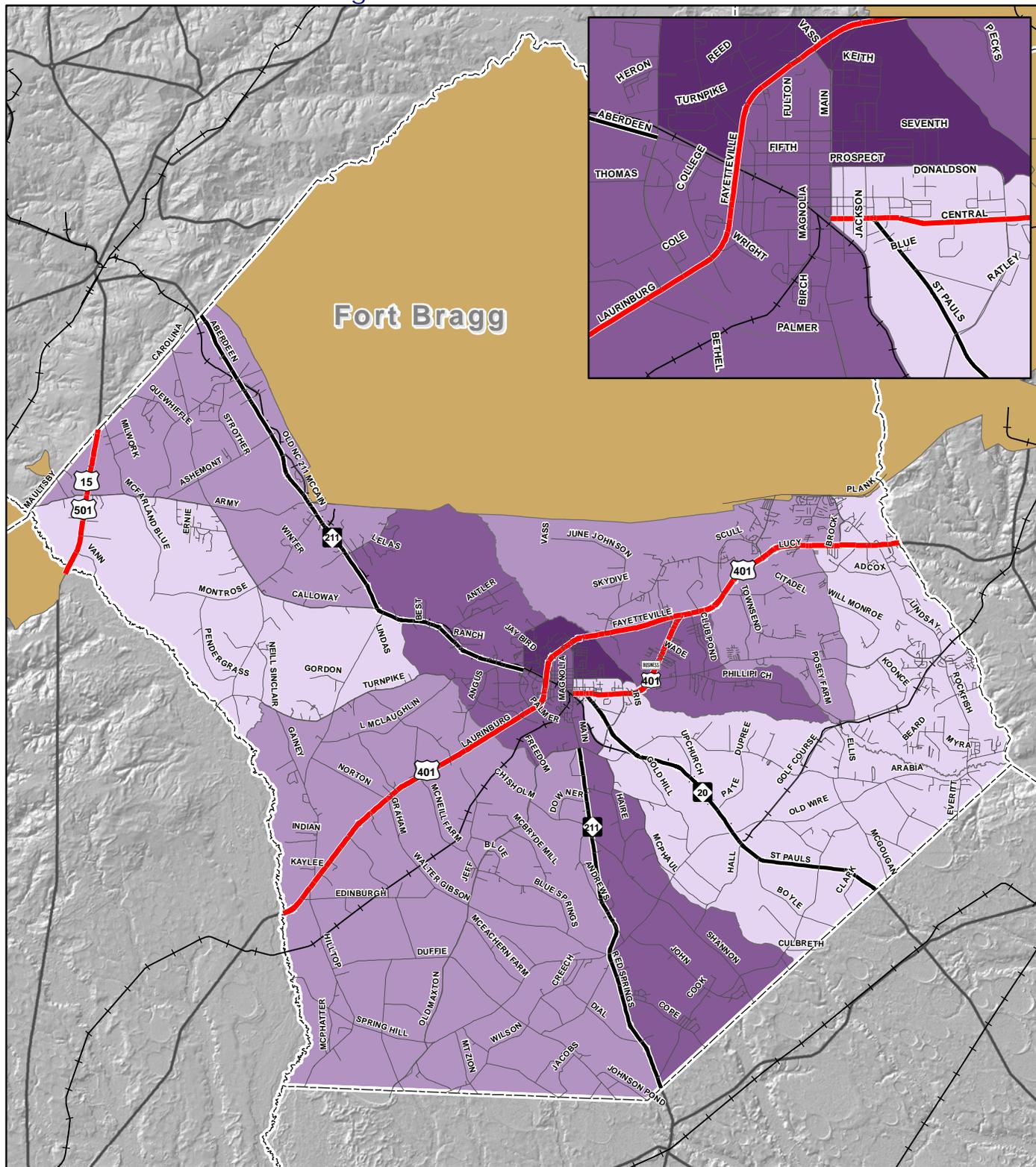


Figure 3.5 - Percent with No Vehicle Access

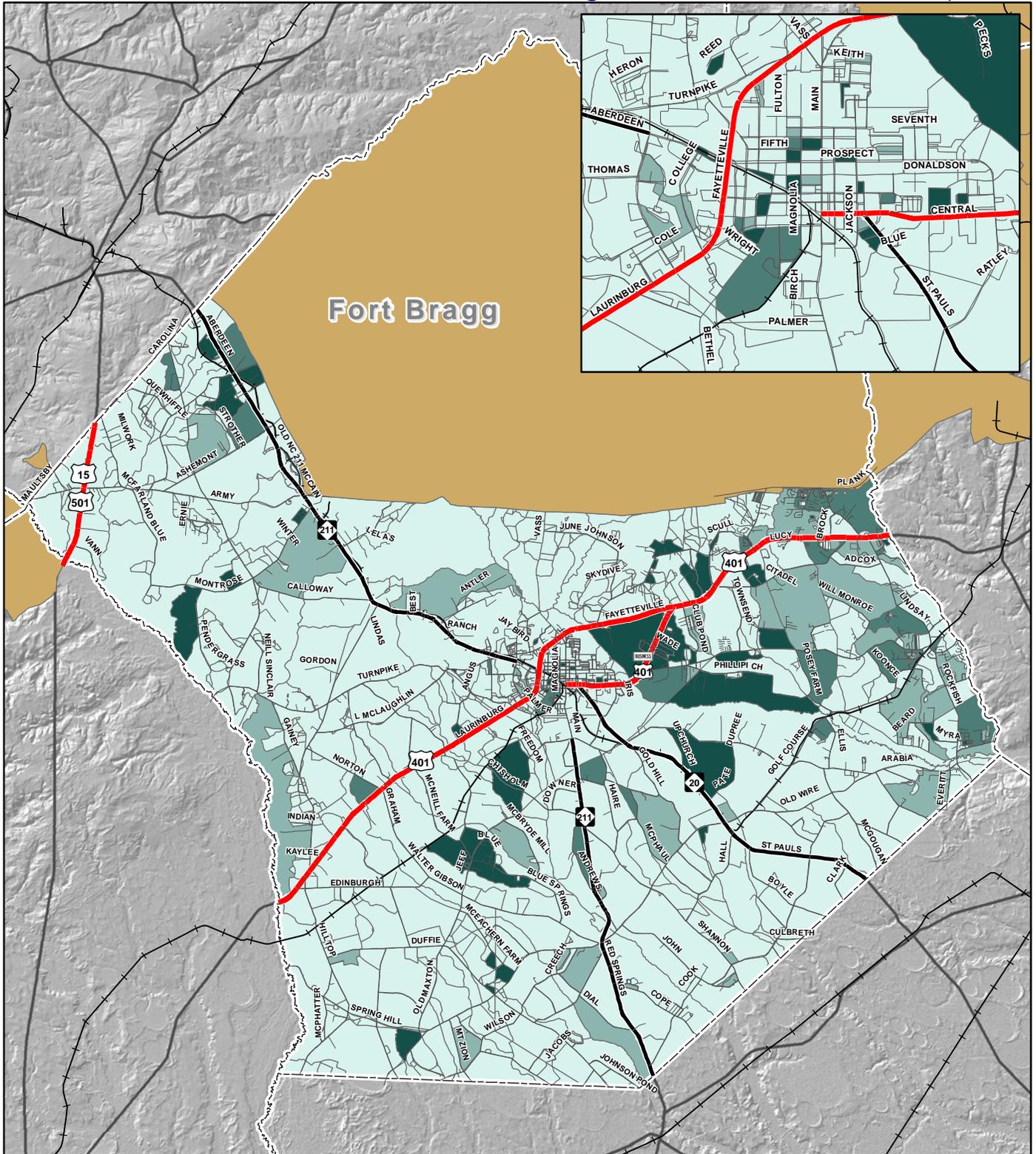


	US Highway		County Boundaries	<b>Percent HH with No Vehicle Access</b>
	NC Highway		Federal Lands	
	Other Street			0% to 5%
	Railroad			
				5% to 10%
				10% to 20%
				Over 20%



0 7 Miles

Figure 3.6 - Percent Hispanic



	US Highway		County Boundaries	<b>Percent Hispanic</b>
	NC Highway		Federal Lands	
	Other Street		0% to 5%	
	Railroad		5% to 10%	
			10% to 15%	
			Over 15%	



0 7 Miles

**Commuting Patterns**

The Advisory Committee and the Transportation Advisory Board (TAB) mentioned the need for enhanced transportation for employment-related trips. A review of commuting patterns can help document the current demand for these trips. Commuting patterns are described in terms of where people travel from, what form of transportation they use, and the length of their commute. Table 3.6 details where Hoke County residents travel to work according to 2000 Census data. The table shows that 35.9 percent of Hoke County residents work in the county, 35.8 percent travel to Cumberland County to work, and 12.7 percent travel to Moore County to work. Table 3.7 details where Hoke County employees live. As shown in the table, 65.4 percent of employees in the county also reside in the county. The second largest share of the employment base travels into Hoke County from Cumberland County, accounting for 17.3 percent of the people that work in Hoke County.

**Table 3.6 – Employee Travel Flows from Hoke County  
“Where Hoke County Residents Work”**

County of Residence	Number	Percent
Hoke County	5,105	35.9%
Cumberland County	5,078	35.8%
Moore County	1,797	12.7%
Robeson County	976	6.9%
Scotland County	456	3.2%
Wake County	190	1.3%
Other	602	4.2%

Source: Missouri Census Data Center

More than one-third of Hoke County residents work in Cumberland County, which provides an excellent opportunity for the HATS or other agencies (public and private) in the County to leverage JARC funds.

**Table 3.7 – Employee Travel Flows into Hoke County  
“Where Hoke County Employees Live”**

County of Residence	Number	Percent
Hoke County	5,105	65.4%
Cumberland County	1,350	17.3%
Robeson County	681	8.7%
Moore County	270	3.5%
Scotland County	175	2.2%
Richmond County	74	1.0%
Other	146	1.9%

Source: Missouri Census Data Center

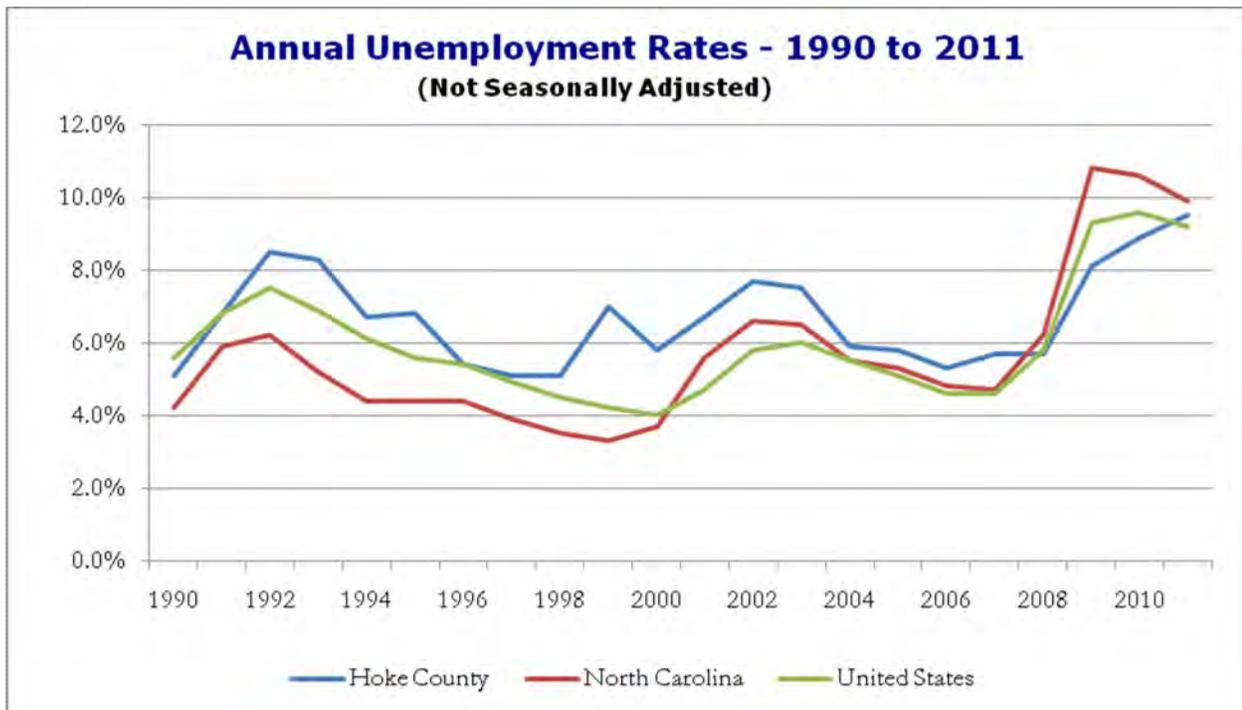
**Employment Trends**

Before Hoke County formed from portions of Cumberland and Robeson Counties, the economy’s sole base was cotton. After Hoke County formed in 1911, the cotton industry declined and the county’s industrial development grew to replace agriculture. Today the economy relies on less on agriculture and more on manufacturing. The health of the economy can be stated in numerous ways, though unemployment rates are the method reported in the CTSP.

Table 3.8 and the subsequent graph compare employment statistics for Hoke County, North Carolina, and the nation. The county’s unemployment rate in 2009 of 8.1 percent was lower than the state (10.8 percent) and national (9.3 percent) rates. Historically since 1991, the county’s unemployment rate has exceeded the state’s average with the exception in 2009. Overall, the downturn in the economy since 2006/2007 has affected the county, state, and nation in similar ways. The most recent data available (January to April 2011) indicates improvement in the employment base for the state and nation, while Hoke County’s unemployment rate continues to rise.

Table 3.8 – Employment Data Comparison (Percent Unemployed)											
	1991	1993	1995	1997	1999	2001	2003	2005	2007	2009	2011
Hoke County	6.8%	8.3%	6.8%	5.1%	7.0%	6.7%	7.5%	5.8%	5.1%	8.1%	9.5%
North Carolina	5.9%	5.2%	4.4%	3.9%	3.3%	5.6%	6.5%	5.3%	4.7%	10.8%	9.9%
United States	6.8%	6.9%	5.6%	4.9%	4.2%	4.7%	6.0%	5.1%	4.6%	9.3%	9.2%

Source: Employment Security Commission of North Carolina



## Evaluation of Transit Need

Transit dependent populations in Hoke County include the elderly, disabled, low income families, and households with no vehicles available, as displayed separately in Figures 3.2 to 3.5. High percentages of elderly and disabled persons are displayed with respect to population while high percentages of low income and persons with no vehicle availability are displayed with respect to families and households. Each of these is shown according to census block group data received from the 2000 U.S. Census. To determine the geographic areas of highest transit need, a census block group ranking process was implemented for each transit dependent population. For example, the census block group with the largest population of persons over 65 years of age was ranked 1, while the block group with the second highest population was ranked 2, and so on. These rankings summed and an overall ranking was given to each census block group.

Each census block group was then classified, depending on its overall ranking, as having a low, medium or high relative need for transit dependent populations. With 17 census block groups in Hoke County, those ranked 1 to 6 were considered as having a high relative need; those ranked 7 to 11 were considered as having a medium relative need, and those ranked 12 to 17 were classified as having a low relative need. The census block groups were geographically mapped to display areas of transit need in Hoke County.

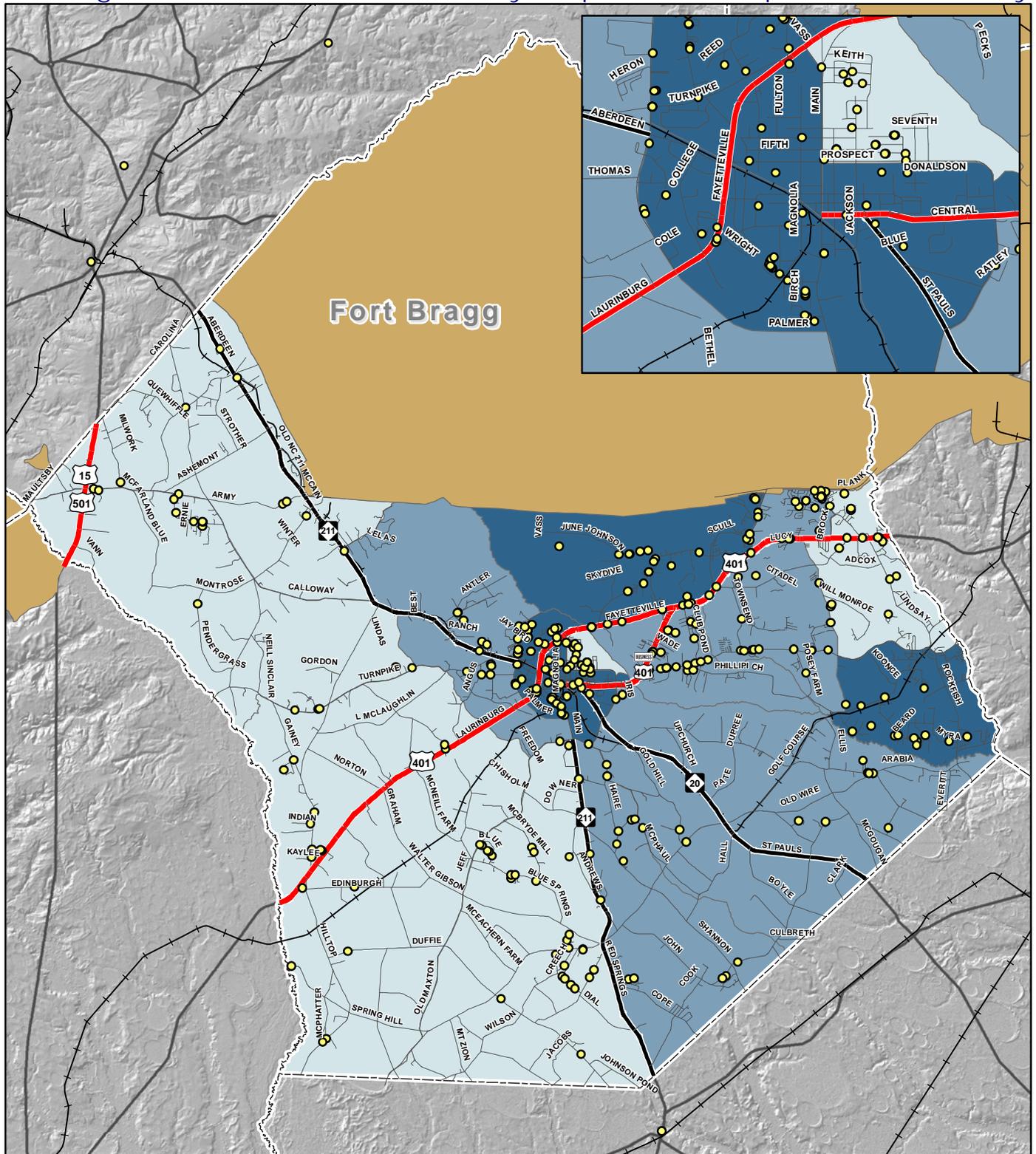
The transit need ranking and mapping process listed above was performed twice, to display the relative need based on transit dependent population density as well as relative need based on transit dependent population percentage. These two maps will aid in determining service needs for transit dependent populations in different locations.

### Transit Need by Dependent Population Density

As mentioned in the previous section, the density of transit dependent persons were mapped by census block to display high, medium, and low relative transit needs based on an overall ranking. Please refer to Figure 3.7 for the transit need by population density map. The census blocks displaying a high relative need in this figure have large concentrations of transit dependent persons. Most of these high concentrations can be found in the area around central Raeford, Fort Bragg, and in between. The southern portion of Rockfish to the east also has a large concentration of transit dependent populations that are encircled by Rockfish Road to the north, the county line to the east, Upchurches Pond to the south, and Pittman Grove Church Road to the west.

Not surprisingly, many of the areas with high transit need based on this ranking are located in more densely populated areas and around major highways. Areas displayed as having moderate transit need are mostly adjacent to and surrounding areas of high transit need, while low transit need based on density is shown in mostly rural areas.

Figure 3.7 - Transit Need by Dependent Population Density



- US Highway
- County Boundaries
- NC Highway
- Federal Lands
- Other Street
- Top HATS Residential Origins
- Railroad

**Relative Transit Need**

- Low
- Medium
- High



0  7 Miles



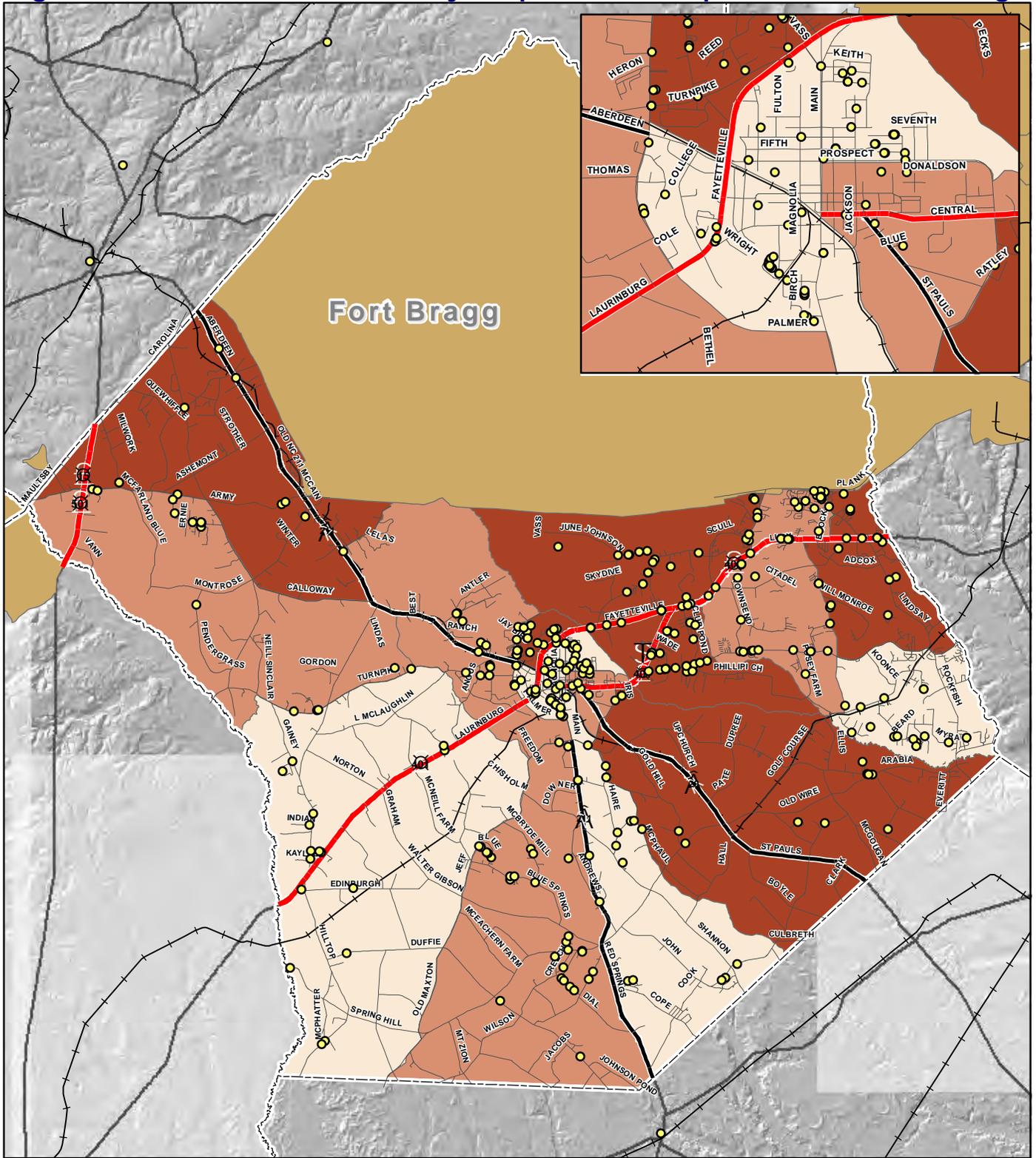
### Transit Need by Dependent Population Percentage

Transit need also was ranked and mapped by percentage of transit dependent persons in each census block group. Each census block was mapped as having a high, medium or low relative transit need based on its overall ranking. Figure 3.8 exhibits transit need by dependent population percentage. Areas shown with a high transit need have an overall larger proportion of transit dependent persons than other census block groups. However, these persons may be spread out over a much wider area, where the density map displayed high concentrations in small areas. Some areas displaying high transit need overlap with high density transit needs; these include areas of northwestern Raeford and the area between Raeford and Fort Bragg. Another area displaying a higher percentage of transit dependent populations is the northern area of Rockfish near US Highway 401 approaching Fayetteville to the east.

A high percentage of transit dependent populations also were found in two rural areas of Hoke County, where the opportunity for fixed route transit service is much less feasible. The first of these include the area in Ashley Heights near NC Highway 211 approaching Aberdeen to the northwest. The second area is in Dundarrach around NC Highway 20.

Moderate transit need is also displayed throughout west Hoke County as well as areas in south and east Hoke County, while most of the low proportions of transit dependent populations are included in other rural census blocks throughout the county.

Figure 3.8 - Transit Need by Dependent Population Percentage



- US Highway
- County Boundaries
- Federal Lands
- Other Street
- Railroad
- Top HATS Residential Origins

- Relative Transit Need
- Low
  - Medium
  - High



## Attractions and Generators

Determining locations where groups of people in need of community transportation reside is an important step in assessing the transportation needs in Hoke County. However, the distribution of attractions and generators in Raeford and throughout the county also may indicate gaps in the transportation system or locations where routing efficiencies may exist. The attractions and generators include major employers as well as major activity centers.

### Major Employers

Table 3.9 details the 25 largest employers as of the 2<sup>nd</sup> Quarter of 2011 according to data supplied by the Employment Security Commission of North Carolina. These employers cover a range of industries, including public education, manufacturing, retail, healthcare, public administration, professional business, and hospitality. It should be noted that some of the employers listed in the table and shown on the map are spread across multiple locations. For example, employees of Hoke County Schools are located in the administrative office and at schools throughout the county.

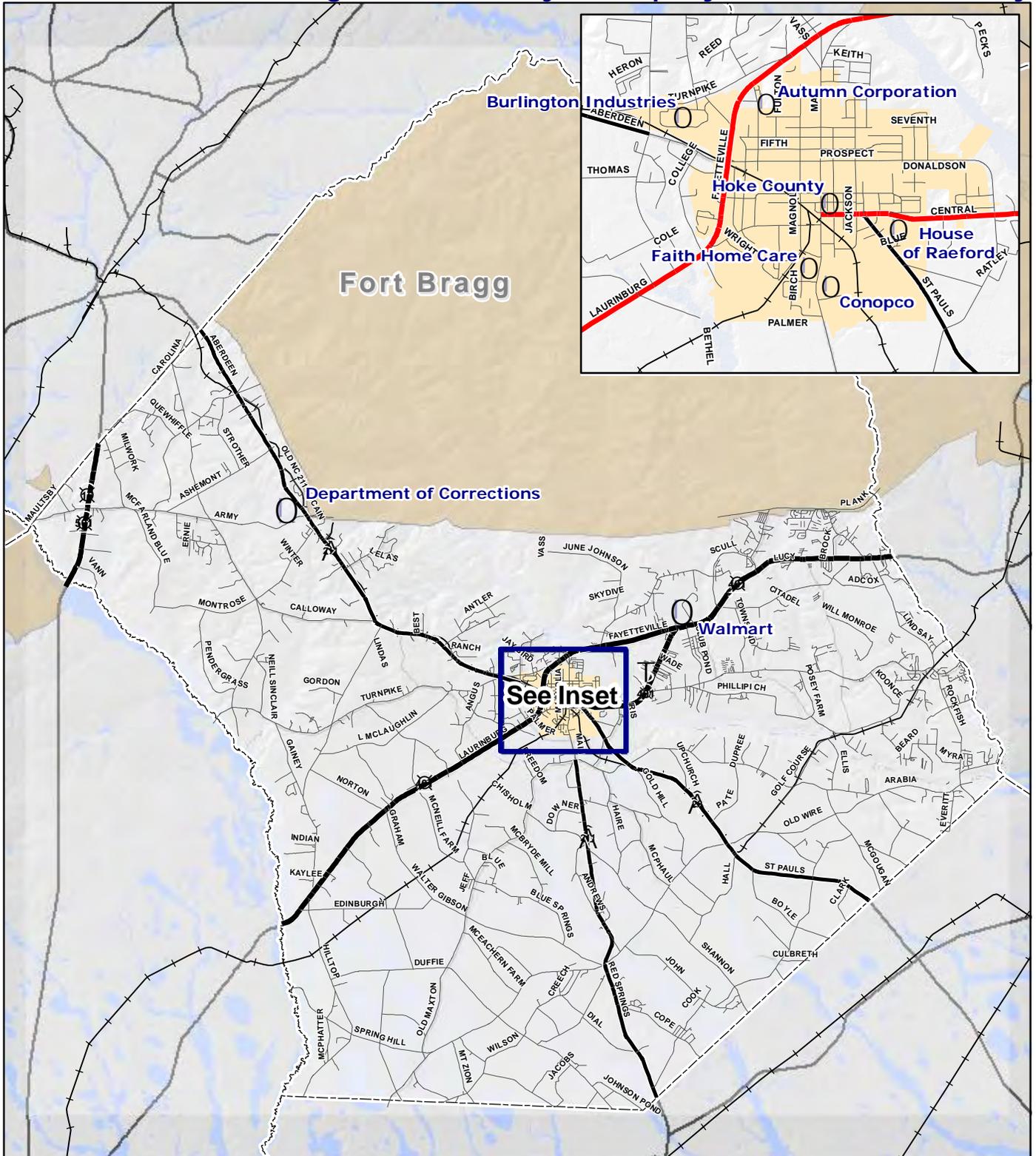
Several of the largest employers also appear on the HATS origin/destination snapshot survey discussed in more detail later in this chapter. Also, several of the county's largest employers also represent major activity centers. Figure 3.9 shows the location of the key employers in Hoke County.

As shown in Table 3.6, Hoke County residents are just as likely to work in Cumberland County as they are in Hoke County. This places added emphasis on services for employment trips out of county. The largest employers in Cumberland County include the Department of Defense, Cumberland County Board of Education, Cape Fear Valley Health Systems, Walmart, and Goodyear Tire and Rubber.

Table 3.9 – Largest Employers in Hoke County (June 2011)			
Rank	Company	Industry	Employees
1	Hoke County Board of Educations	Education and Health Services	1,000+
2	House of Raeford, Inc.	Manufacturing	1,000+
3	Hoke County	Public Administration	250-499
4	Burlington Industries V, LLC	Manufacturing	250-499
5	The Staffing Alliance, LLC	Professional & Business Services	250-499
6	Conopco, Inc.	Manufacturing	250-499
7	Walmart Associates, Inc.	Trade, Transportation & Utilities	100-249
8	State of NC Dept of Correction	Public Administration	100-249
9	Autumn Corporation	Education and Health Services	100-249
10	Liberty Healthcare Group, LLC	Education and Health Services	100-249
11	Faith Home Care, Inc.	Education and Health Services	50-99
12	Food Lion, LLC	Trade, Transportation & Utilities	50-99
13	McDonald's Restaurant	Leisure & Hospitality	50-99
14	TT&T Services, Inc.	Professional & Business Services	50-99
15	Carolina Concrete Finishing, Inc.	Construction	50-99
16	Sun Path Products, Inc.	Manufacturing	50-99
17	City of Raeford	Public Administration	50-99
18	Serenity Therapeutic Services	Education and Health Services	50-99
19	Open Arms Retirement Center	Education & Health Services	50-99
20	Guerrero Builders, LLC	Construction	50-99
21	Divine Home Care, LLC	Education and Health Services	50-99
22	Divine Home Care, Inc.	Education and Health Services	50-99
23	Polymer Technologies, Inc.	Manufacturing	Below 50
24	Monarch	Education and Health Services	Below 50
25	Alpla, Inc.	Manufacturing	Below 50

Source: Employment Security Commission of North Carolina

Figure 3.9 - Major Employers in Hoke County



- US Highway
- NC Highway
- Other Street
- Railroad
- County Boundaries
- Raeford
- Federal Lands
- Body of Water



## Major Activity Centers

Often as residential, commercial, and industrial growth occurs and more people require mobility to increasingly more dispersed destinations, transportation improvements fail to keep pace. This statement is true for public transportation initiatives as well as roadway improvements and bicycle and pedestrian enhancements.

Throughout Hoke County these destinations can be described as major activity centers. As destinations that the general public needs to access regularly, these activity centers become major trip generators. For the purpose of the *Hoke County CTSP*, the identification of major activity centers includes high density housing, medical and social services, civic, recreational, educational, and shopping/retail.

These locations are detailed in Table 3.10.

**Table 3.10 – Major Activity Centers**

Name	Address
<b>High Density Housing</b>	
Rest Homes and Assisted Living Facilities	Various Locations
Older Adult Housing	Various Locations
Affordable Housing	Various Locations
Mobile Home Parks	Various Locations
<b>Medical and Social Services</b>	
FirstHealth Moore Regional Hospital (2012)	Raeford
Cape Fear Valley Health System Hospital (2013)	Raeford
Hoke County Department of Social Services	312 S Magnolia Street, Raeford
Hoke County Health Department	683 E Palmer Rd, Raeford
DaVita Dialysis Care	403 S Main Street, Raeford
<b>Civic</b>	
Hoke County Government Center	227 N Main Street, Raeford
Raeford City Hall	315 N Main Street, Raeford
Hoke County Courthouse	304 N Main Street, Raeford
Raeford Civic Center	200 S College Drive, Raeford
Hoke County Center	116 W Prospect Avenue, Raeford
Hoke County Public Library	334 N Main Street, Raeford
US Post Office	Various Locations
<b>Recreational</b>	
Hoke Parks & Recreation Department	423 E Central Avenue
Parks	Various Locations
<b>Educational</b>	
Sandhills Community College – Hoke Campus	1111 E Central Avenue, Raeford
SandHoke Early College High School	1110 E Central Avenue, Raeford
Hoke County Schools	Various Locations
<b>Shopping/Retail</b>	
Walmart Supercenter	4545 Fayetteville Road, Raeford

## Conclusion

Individuals with limited access to personal transportation due to their age, disability, or income must overcome significant obstacles to fulfilling critical needs such as employment, medical care, and recreation. This chapter of the *Hoke County CTSP* has described demographic trends in Hoke County and identified where this transportation disadvantaged population resides and the destinations to which they seek access. The assessment results in a general description of the community transportation needs within the service area. It also sets the stage for the next steps in the CTSP process — to identify, evaluate, and prioritize strategies to enhance the mobility of targeted populations and the general public. The next chapter lays the groundwork for selecting and prioritizing recommendations by presenting a series of issues and alternatives according to three overlapping categories — Administration, Operations, and Capital.

## Chapter 4 — Issues & Alternatives

### Introduction

Hoke Area Transit Service has made great strides in recent years despite a challenging operating and fiscal environment. Yet, HATS leadership and its governing board recognize many citizens in the county continue to face significant obstacles in their daily lives because they lack access to reliable personal transportation and cannot or have not capitalized on the services provided by the community transportation system. Whether they face challenges due to age, disability, or income, or whether they simply desire to choose public transportation, HATS can fulfill numerous needs within the service area. The initial chapters of this report provided an overview of the system and discussed challenges and opportunities it faces.

This chapter lays the groundwork for selecting and prioritizing recommendations by presenting a series of issues and alternatives according to three overlapping categories — Administration, Operations, and Capital. This chapter is followed by a description of the recommended plan based on the same three overlapping categories and tied to an implementation schedule.



### Guiding Principles

A variety of stakeholders provided input to establish a baseline of understanding upon which to assess needs and outline various strategies to improve mobility in Hoke County. This process was described in Chapters 1 through 3 and resulted in several guiding principles that steered the analysis of existing conditions and informed the creation of the preliminary alternatives and defined recommendations presented in this chapter. The guiding principles of the *Hoke County CTSP* are:

- **Mobility** – To maintain transportation options for the general public, low income individuals, elderly persons, and persons with disabilities to foster independence and enhance quality of life.
- **Integration** – To integrate the community transportation system with other federal, state, and local programs that support public and human service transportation.
- **Efficiency** – To enhance the efficiency and effectiveness of community transportation
- **Coordination** – To develop the seamless delivery of transportation services across geographies, jurisdictions, and program areas.
- **Measureable** – To create a phased implementation schedule that supports measureable results.
- **Resourcefulness** – To utilize and identify appropriate resources (personnel, funding, vehicles, and technology) to sustain a level of service that fulfills the transportation needs of individuals.

## Issues & Alternatives

The crux of this chapter is a series of general issues and alternatives categorized by Administration, Operations, or Capital. This process provides a foundation for specific recommendations tied to a financial and implementation plan that forms the completed Community Transportation Service Plan. While overlap in the issues and alternatives of administration, operations, and capital environments creates repetition, it is in this repetition that overarching themes emerge. Likewise, the elements and/or issues and alternatives may address multiple guiding principles. Issues and alternatives are presented consistently throughout the categories with the following pieces of information:

- Issue — States the issue concisely
- Observation — Identifies potential causational factors and other considerations
- Alternatives — Puts forth one or more general alternatives to address the issue

The alternatives presented in the tables below are preliminary and at times are general in nature or may contradict one another. These generalities and contradictions were intentional to cultivate discussion at Advisory Committee Workshop #3. Where uncertainty exists regarding a course of action, a preferred recommendation will be finalized following these meetings and additional work by the project team. The preferred recommendations will be specific directives tied to the financial and implementation plan. The chapter concludes by describing the preferred recommendations, financial strategy, and implementation framework. A review of the draft plan will provide a final opportunity to adjust recommendations before the plan is presented for endorsement and/or adoption. The numbers assigned to each issue by category are for identification purposes and do not reflect prioritization.

### Administration

- A1. Perception of HATS
- A2. Expanded hours
- A3. Hispanic outreach
- A4. College students outreach
- A5. Reducing no shows and late cancellations
- A6. Educating existing and potential riders
- A7. Staffing
- A8. Scheduling process
- A9. Driver productivity

### Operations

- B1. Rising ridership trends
- B2. Deviated fixed-route service / Route efficiency
- B3. Employment-based trips
- B4. Disabled population
- B5. Capitalizing on Fort Bragg population and retirees
- B6. Expanding dialysis centers
- B7. Coordination opportunities with neighboring systems

### Capital

- C1. Need for additional vehicles
- C2. Advanced Scheduling Software
- C3. Automated Vehicle Locator / Mobile Data Terminal
- C4. Integrated Voice Response

## Issues & Alternatives Matrix

The Issues & Alternatives Matrix was created to summarize issues, factors for consideration, and potential alternatives related to the administration, operations, and capital needs of HATS. The preliminary alternatives were presented at Advisory Committee Workshop #3, which was structured to vet the major issues and alternatives and provide feedback ahead of the project team developing the list of recommendations at the end of this chapter. While the issues are numbered within each category, these numbers are provided for reference only and do not represent priority levels.

**Table 4.1 – Issues & Alternatives Matrix (Administration)**

Observation	Alternatives
<b>A1. Perception of HATS</b>	
<ul style="list-style-type: none"> <li>▪ Numerous riders and stakeholder indicated the community views HATS as a service for older adults or for persons requiring medical transportation.</li> <li>▪ HATS has acted to counter this perception through marketing, vehicle decals, and outreach.</li> <li>▪ As a stand-alone department that reports directly to the County Manager, the system has administrative autonomy in the county.</li> <li>▪ The location of HATS offices and the demographics of clients support this perception.</li> <li>▪ The system has matured from its beginning as a service housed in the county’s Social Services department, though the system’s image remains closely linked with both Hoke County and human services transportation.</li> <li>▪ Relocating HATS offices would require additional planning and coordination.</li> <li>▪ Expanding the perception of HATS to a broader audience will require additional marketing efforts, including outreach and accommodations for the Hispanic community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct a marketing / outreach campaign tailored to the message that anyone can use HATS services</li> <li>▪ Move HATS office space from the Social Services building.</li> <li>▪ Emphasize “Anyone Can Ride” on the vehicles and incorporate it into a logo.</li> <li>▪ Enhance the appearance of HATS vehicles color and graphics.</li> </ul>
<b>A2. Expanded hours</b>	
<ul style="list-style-type: none"> <li>▪ Stakeholders expressed a desire for expanded service hours in the evening, and to a lesser degree, the weekend. Since these discussions, HATS has extended service until 7:00 p.m.</li> <li>▪ Employment and college trips have a particular need for evening service.</li> <li>▪ Unless specific, additional funding is available (such as that available through JARC or negotiated with agencies or the community college), providing evening service simply displaces resources from daytime service.</li> <li>▪ Saturday and Sunday service would provide more opportunities to attract Rural General Public trips but at a significant cost to the system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor new service hours to determine the cost-effectiveness of service.</li> <li>▪ Recognize efficiencies or secure additional funding to re-establish service on Saturdays.</li> <li>▪ Actively market expanded service hours.</li> </ul>



Observation	Alternatives
<b>A3. Hispanic outreach</b>	
<ul style="list-style-type: none"> <li>▪ More than 1 out of 10 Hoke County residents are Hispanic.</li> <li>▪ The Hispanic community in Hoke County statistically is underserved by HATS despite efforts by the Director to reach out to this community and provide information in Spanish.</li> <li>▪ The Hispanic community often does not trust governmental entities such a county-run transportation system.</li> <li>▪ The best way to reach the community is through targeted relationship building with established members of the community.</li> <li>▪ A critical obstacle in providing quality service to the Hispanic community is the communication gap between staff and customers. HATS has focused on overcoming this obstacle.</li> <li>▪ HATS has recognized the need to reach out to the Hispanic community, but a lack of existing relationships between the system and the Hispanic community has proved difficult.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide representation on the TAB by a member of the Hispanic community.</li> <li>▪ Build relationships with the Hispanic community by working with Hispanic community leaders such as clergy.</li> </ul>
<b>A4. College students outreach</b>	
<ul style="list-style-type: none"> <li>▪ According to the rider survey conducted for the <i>Hoke County CTSP</i>, frequent riders (those riding two to five times per week) are more likely to be riding for school. New riders (those that have been using HATS for less than a year) also showed higher percentages of school trips. This trend shows recent growth in ridership can be attributed in part to college students who have begun to use the system regularly.</li> <li>▪ Other community colleges (Central Carolina Community College in Sanford) have shown a willingness to help students that otherwise lack transportation options attend college by subsidizing the cost of having the community transportation system (County of Lee Transit System) provide these trips.</li> <li>▪ Providing college student transportation could be fully borne by some combination of college support and user fees.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to market HATS services to students at the community college.</li> <li>▪ Initiate a match program whereby HATS would match a subsidy by Sandhills Community College for the cost of a trip.</li> <li>▪ Partner with the business program at Sandhills Community College (Management &amp; Business Technologies) to enhance marketing techniques (i.e. incorporate marketing for HATS as a curriculum-based activity for students in the business program).</li> </ul>



Observation	Alternatives
<b>A5. Reducing no shows and late cancellations.</b>	
<ul style="list-style-type: none"> <li>▪ HATS does not schedule client trips more than two weeks in advance to minimize no shows.</li> <li>▪ In the case of a no show, HATS charges the individual client or agency for the trip. Two client no shows results in a 30-day suspension of transportation service.</li> <li>▪ HATS often schedules Medicare/Medicare trips beyond the two-week scheduling window in coordination with a medical appointment, which can increase the rate of no shows.</li> <li>▪ While current polices minimize the financial impact of no shows, they still drain public resources.</li> <li>▪ Hoke County is comparable with its geographic neighbors in respect to the number/rate of no shows. The rate is relatively low, though still costly to the system.</li> <li>▪ Reducing scheduling and cancellation windows can create significant demands on office personnel but also significantly increase potential passenger load factors without additional resources. The potential of increasing rider-derived trip revenues may be realized.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Call clients one or two days prior to the scheduled trip to confirm the client still wants HATS to provide the scheduled trip. (While such a practice is highly desirable, it may be impractical with the current HATS office staffing levels even if the Dispatcher/Scheduler position were filled.)</li> <li>▪ Utilize Integrated Voice Response” (IVR) to provide automated telephone calls to confirm scheduled trips (see Issue C4).</li> <li>▪ Reduce the trip cancellation policy time-period to encourage a more dynamic dispatch environment.</li> <li>▪ Catalogue cancellations by reservation type and funding source.</li> </ul>
<b>A6. Educating existing and potential riders</b>	
<ul style="list-style-type: none"> <li>▪ Issue A1 describes the general public’s perception of HATS as a service for older adults and medical transportation.</li> <li>▪ While HATS clearly is not limited to human services transportation, these services comprise a majority of the trips and revenue for the system.</li> <li>▪ Some policies and procedures (e.g. the scheduling window) discourages some potential riders from making HATS a preferred transportation alternative.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a logo for HATS.</li> <li>▪ Expand marketing efforts (e.g., to Sandhills Community College students and the Hispanic community).</li> <li>▪ Include Spanish language information on bus graphics.</li> <li>▪ Launch a public awareness campaign.</li> <li>▪ Revamp the system’s website to improve both the content and presentation of information. Tie the re-launch of the website with the system’s enhanced brand and a public awareness campaign.</li> <li>▪ Place links to the revamped website on main page of Hoke County, Raeford, the Chamber of Commerce, and Economic Development websites.</li> </ul>

Observation	Alternatives
<b>A7. Staffing</b>	
<ul style="list-style-type: none"> <li>▪ The Transportation Clerk is performing double duty, covering this position and that of the Dispatcher/Scheduler.</li> <li>▪ The Lead Driver should be able to back-up the office staff positions but the incumbent currently is not functioning in this capacity.</li> <li>▪ Telephone call volume, driver supervision needs and other duties can easily overwhelm the Dispatcher/ Transportation Clerk during peak call periods. This approach is particularly problematic for adapting to the ongoing needs to adjust for staff vacation, illnesses or training.</li> <li>▪ In 2011, three part-time drivers were hired to reduce the hours worked by all part-time drivers to approximately 20 hours per week.</li> <li>▪ Given HATS indirect cost level (percentage of HATS budget devoted to support functions) already ranks among the highest in the State, hiring additional support personnel to perform such calls may be difficult for HATS to support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire an operations manager.</li> <li>▪ Reposition the Lead Driver role to provide support for office personnel.</li> <li>▪ Apply technology to reduce staff time required to schedule trips.</li> </ul>
<b>A8. Scheduling process</b>	
<ul style="list-style-type: none"> <li>▪ Hoke County DSS screens for Medicare/ Medicaid transportation eligibility and schedules trips, faxing that information to HATS by 11:00 AM of the day prior to the scheduled trip.</li> <li>▪ The Dispatcher/Scheduler uses the service requests within Trip Master to manually schedule Medicare/Medicaid trips into routes, assign drivers, and prepare the driver manifests for the following day.</li> <li>▪ A shorter scheduling window would provide more convenience to riders and could improve system efficiency by filling more seats of the vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop all schedules in house using advanced scheduling software (see Issue C2).</li> <li>▪ Reduce the scheduling window.</li> </ul>

**A9. Driver productivity**

<ul style="list-style-type: none"> <li>▪ Driver productivity affects the efficiency of the system. Efficient drivers maximize limited resources, allowing more trips with the same amount of vehicle/driver resources.</li> <li>▪ Numerous comments suggest some drivers are not as productive as they could be in terms of timely completing schedules or assisting other drivers in response to client service demands.</li> <li>▪ Monitoring driver productivity is limited to direct driver observation, a time consuming process that is impractical on a regular basis with the existing office workload.</li> <li>▪ Incremental improvement in driver performance would allow more drivers to work Fridays without incurring overtime. (Numerous drivers reach a 40-hour week by Thursday, reducing the number of drivers available on Fridays without overtime.)</li> <li>▪ Utilizing vehicle/driver monitoring technology would confirm vehicle travel and client pick-up/drop-off times and encourage improved driver productivity without adding additional supervisory personnel.</li> <li>▪ Technologies take many forms with varying levels of cost, complexity, and integration with other systems.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide more intensive supervision of driver activity as time permits given existing staffing levels.</li> <li>▪ Consider interim, low-cost approaches to encourage greater driver productivity and improved vehicle tracking. (Given HATS no longer has local funding in place for a 2012 Advanced Scheduling implementation), availability of NCDOT-funded AVL/MDC technology is several years away. (see Issues C2 and C3)</li> <li>▪ Utilize technology-based driver/vehicle performance monitoring such as AVL/MDC (see Issue C3).</li> </ul>
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**Table 4.2 – Issues & Alternatives Matrix (Operations)**

Observation	Alternatives
<b>B1. Rising ridership trends</b>	
<ul style="list-style-type: none"> <li>▪ HATS' average daily passengers increased 31.1% from Fall 2007 to Spring 2010.</li> <li>▪ The increase in passenger trips in Hoke County is unique among its geographic neighbors (Harnett, Lee, and Moore), each of which have experienced declines in the last few years.</li> <li>▪ Improved route efficiency will increase capacity without adding cost.</li> <li>▪ Route efficiency may be best achieved by utilizing advanced scheduling software.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish deviated fixed-route service to serve high volume stops such as Sandhills Community College, the dialysis centers, and other medical facilities (see Issue B2).</li> <li>▪ Utilize advanced technology to maximize human and capital resources (see Issues C2, C3, and C4).</li> </ul>

Observation	Alternatives
<b>B2. Deviated fixed-route service / Route efficiency</b>	
<ul style="list-style-type: none"> <li>▪ The small geographic footprint of the county (in part because of the large northern portion of the County that is managed by Fort Bragg) and the urban core of Raeford provide options for route efficiency.</li> <li>▪ HATS has a high percentage of subscription service.</li> <li>▪ Most non-residential trip ends are in the Downtown Raeford area.</li> <li>▪ US 401 toward Cumberland County is a growth area, especially with the planned construction of two hospitals.</li> <li>▪ Service schedule cut-off times make it difficult to schedule other transportation trips.</li> <li>▪ Deviated fixed routes effectively encourages client/customers to schedule appointment/trip needs around transportation service schedules. This clearly provides significantly higher potential for efficiency and supports adding riders to runs with very short notice.</li> <li>▪ Where route redundancy exists, deviated fixed-route service could free resources (vehicles, drivers, schedulers / dispatchers) for additional demand response trips.</li> <li>▪ Transitioning customers to deviated fixed-route service is a multi-step process that requires education and outreach.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor subscription routes for improved efficiency of administration and service delivery.</li> <li>▪ Establish a deviated fixed-route based on existing trip-ends.</li> <li>▪ Focus deviated fixed-route service on dialysis trips and the increasing population near Fort Bragg (see Issue B5).</li> <li>▪ Reduce schedule cut-off times, increase communication with drivers, and revise scheduling and dispatch practices to support a more dynamic service delivery approach.</li> </ul>
<b>B3. Employment-based trips</b>	
<ul style="list-style-type: none"> <li>▪ Major employers in the area currently use HATS for some worker's compensation (medical) trips, though few coordinate with HATS for commuting trips.</li> <li>▪ The high percentage of subscription service provided by HATS offers opportunities for recognized efficiency in the form of deviated fixed-route service. This service type lends itself to improved service to employees.</li> <li>▪ Alternatives aimed at improving the efficiency of service delivery will allow more flexibility in scheduling trips and thus make HATS more attractive for commuters.</li> <li>▪ Transitioning to some level of deviated fixed routing would support employment trips because of improved service predictability.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pursue JARC funding outright.</li> <li>▪ Partner with county agencies or private operators to utilize JARC funding.</li> <li>▪ Extend service hours where feasible.</li> <li>▪ Establish deviated fixed-routes.</li> <li>▪ Hire a full-time operations manager and then reassign job responsibilities to include rideshare coordination and outreach.</li> <li>▪ Establish an employment task force consisting of the county's largest employers to meet with HATS or the TAB quarterly or semi-annually to discuss employment transportation needs.</li> </ul>

Observation	Alternatives
<b>B4. Disabled population</b>	
<ul style="list-style-type: none"> <li>▪ In 2010, 4.1% of HATS passengers had a mobility impairment, which is relatively low.</li> <li>▪ However, the percentage of persons with disabilities according to the 2000 Census places Hoke County well above state and national averages.</li> <li>▪ Areas of the county exhibiting higher percentages of disabled persons include northwest Raeford and the area between NC Highway 211 and Turnpike Road.</li> <li>▪ Growth in the disabled population likely is the result of additional group homes in the county, more wounded veterans re-locating to the area, and the general proximity to Fort Bragg.</li> <li>▪ A growing disabled population in the county will required higher percentage of wheelchair-equipped vehicles in the HATS fleet.</li> <li>▪ A growing disabled population will make it more of a challenge for private entities to offer competitive service.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regularly evaluate fleet mix and demand for wheel-chair accessible vehicles.</li> </ul>
<b>B5. Capitalizing on Fort Bragg population and retirees</b>	
<ul style="list-style-type: none"> <li>▪ Future population growth in Hoke County will be driven by the increase of military personnel at Fort Bragg.</li> <li>▪ The military population assigned to Fort Bragg is increasing while the number of personnel housed on base is declining, indicating a higher percentage of personnel growth will chose to live in neighboring communities.</li> <li>▪ Future growth at Fort Bragg likely will cause higher ridership among traditional HATS riders (e.g. group homes, retirees, wheel-chair pas (e.g. group homes, retirees, wheel-chair pas (e.g. group homes, retirees, wheel-chair passengers).</li> <li>▪ The HATS Transit Director has hosted meetings and reached out to Fort Bragg officials, specifically related to Heritage Village, though the military has been hesitant to explore financial responsibility for trips.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct a meeting or conference call with neighboring systems and military representations to explore coordination opportunities and logistics for providing service to the installation.</li> </ul>

Observation	Alternatives
<b>B6. Expanding dialysis centers</b>	
<ul style="list-style-type: none"> <li>The expansion of dialysis centers provides a good opportunity to increase the number of daily trips.</li> <li>Dialysis trips have unique demands such as scheduling (e.g. time-of-day, frequency of service) and vehicle accommodations (i.e. may require more lift stations).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to partner with DaVita Dialysis through the TAB.</li> <li>Maximize the deviated fixed routes by focusing on dialysis trips (see Issue B2).</li> </ul>
<b>B7. Coordination opportunities with neighboring systems</b>	
<ul style="list-style-type: none"> <li>Coordinating service with other systems provides additional transportation options for all parties.</li> <li>In general, the reduction of duplicate trips/services benefits the public by maximizing the efficient use of tax dollars.</li> <li>Hoke County is a rural county with destinations centralized in Raeford. The lack of specialized or high-level medical facilities requires many out-of-county trips to Chapel Hill and Durham.</li> <li>Community transportation systems in adjacent counties provide opportunities for coordination but for different trip purposes (e.g. Moore County for medical trips and Cumberland County for employment trips).</li> </ul>	<ul style="list-style-type: none"> <li>Establish a transfer point with Moore County to coordinate trips to Chapel Hill/Durham.</li> <li>Initiate discussions with other transportation providers in the region and leadership at Fort Bragg regarding the safety, security, and operational hurdles inherent to providing service to and from a military installation.</li> </ul>

**Table 4.3 – Issues & Alternatives Matrix (Capital)**

Observation	Alternatives
<b>C1. Need for additional vehicles</b>	
<ul style="list-style-type: none"> <li>NCDOT Public Transportation Division policies dictate when vehicles must be replaced.</li> <li>The lack of back-up vehicles means when a vehicle is down trips are forced on remaining drivers/vehicles.</li> <li>Ridership is increasing (see Issue B1) and more demand is being placed on rider groups that have not traditionally used HATS (e.g. college students, employees).</li> <li>Once established, deviated fixed routes may alter the size and/or number of vehicles necessary to maintain or improve service.</li> </ul>	<ul style="list-style-type: none"> <li>Replace / expand vehicles in accordance with the Capital Improvement Plan (to be provided as part of the Financial and Implementation Plan).</li> </ul>



Observation	Alternatives
<b>C2. Advanced Scheduling Software</b>	
<ul style="list-style-type: none"> <li>▪ HATS uses an application named “Trip Master” for client service scheduling and record keeping. However, the older version used by HATS lacks features and optional modules such as automated route scheduling or client calling and trip confirmation capability.</li> <li>▪ HATS was slated to receive NCDOT funding for Advance Scheduling Software (automated routing) in 2012 but local matching funds were diverted to provide additional client trips.</li> <li>▪ Benefits of Advanced Scheduling Software include less time to create schedules and improved route efficiency.</li> <li>▪ Because NCDOT funding for other advanced technology initiatives are scheduled in coordination with the implementation of Advance Scheduling Software, other technology assistance initiatives such as Automated Vehicle Locator/Mobile Data Computers (See Issue C3) will be delayed accordingly.</li> <li>▪ Specifics on costs would depend on the results of negotiations between Hoke County and the vendor.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Purchase Advanced Scheduling Software such as that provided by CTS (vendor for Trip Master).</li> </ul>
<b>C3. Automated Vehicle Locator/Mobile Data Computers</b>	
<ul style="list-style-type: none"> <li>▪ Driver productivity is a concern (see Issue A9) and staffing levels prevent adequate monitoring of driver activity (see Issue A7).</li> <li>▪ Technology-based driver/vehicle performance monitoring could improve driver productivity, providing the means to provide more trips or serve more clients with the same amount of vehicle and driver resources</li> <li>▪ NCDOT technology application policy currently requires a three-year wait between the successful implementation of Advance Scheduling technology before adding AVL/MDC technology assistance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Purchase Automated Vehicle Locator/Mobile Data Computers when possible.</li> </ul>



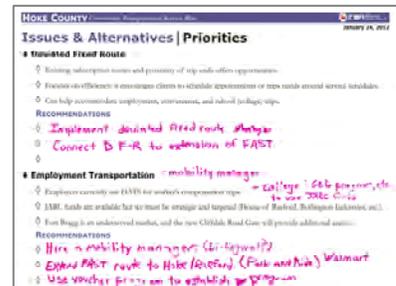
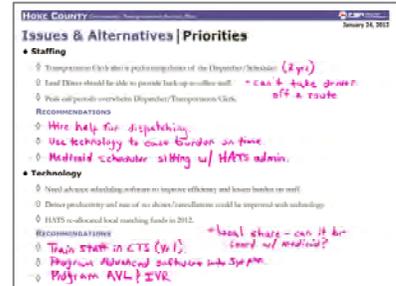
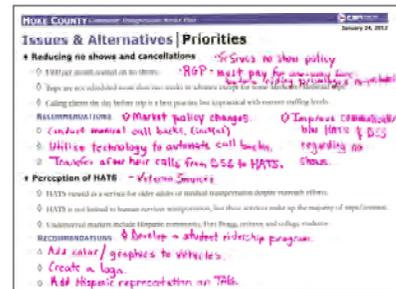
Observation	Alternatives
<b>C4. Integrated Voice Response</b>	
<ul style="list-style-type: none"> <li>With Integrated Voice Response (IVR), all clients (not just Medicare/Medicaid clients) would receive an automated telephone call to confirm the client's need/desire to use HATS for the currently scheduled trip.</li> <li>Similar technology is used by many doctor's offices to confirm patient appointments to maximize the efficient use of limited resources.</li> <li>IVR capability is not part of NCDOT technology funding at this time, so the cost to implement it would fall upon HATS/Hoke County.</li> <li>Compared to the costs of continued no-shows, this could be an attractive value proposition for Hoke County Social Services or HATS.</li> </ul>	<ul style="list-style-type: none"> <li>Implement IVR to automatically place calls to confirm scheduled trips. This software would be a cost add-on with an upgrade of HATS <i>Trip Master</i> software that includes the automated routing feature (see Issue C2).</li> </ul>

## Discussion of Alternatives / Advisory Committee Workshop #3

The Advisory Committee convened on January 24, 2012 to review the issues, observations, and alternatives presented in Technical Memorandum 2. The workshop included an open dialogue on key issues such as staffing, technology, deviated fixed route, employment transportation, reducing no shows and cancellations, and the perception of HATS. Recommendations discussed with the committee are provided below. If the recommendation listed below differs from the recommended plan described in Chapter 5, an explanation is provided in parentheses.

**Staffing**—The administrative staff for HATS is stretched thin, especially during peak call periods, and the Lead Driver is unable to provide back-up to office staff. For the past two years, the Transportation Clerk also has performed the duties of the Dispatcher/Scheduler. Taking a driver off a route to provide coverage is not an option. Recommendations discussed and explored in more detail following the meeting include:

- Hire help for dispatching.
- Use technology to ease burden on staff time.
- Have the Medicaid scheduler sit with HATS administrative staff. (The Medicaid scheduler currently is housed on site and limited administrative space make this recommendation impractical. HATS staff has indicated that the Medicaid scheduling process is improving and does not warrant pursuing this recommendation.)



Technology—Advanced scheduling software is needed to improve efficiency and lessen the burden on staff. Driver productivity and the rate of no shows/cancellations also could be improved with better technology. Although HATS re-allocated local matching funds for Advanced Scheduling Software in FY2012 to other priorities, the committee expressed the need to have the software in place as soon as possible. Recommendations discussed and explored in more detail following the meeting include:

- Train staff in CTS in year 1. (Training should focus on CTS' Advanced Scheduling Software if implemented in FY2013 as expected.)
- Program Advanced Scheduling Software into the 5-year plan. (The Board of Commissioners has expressed a commitment to making funds available in FY2013.)
- Implement an interim low cost option to improve driver productivity.
- Program Automatic Vehicle Locator and Integrated Voice Response into the 5-year plan.

Deviated Fixed Route—The concept of a deviated fixed route in Raeford was discussed at the meeting, including its purpose, how it would operate, and potential benefits. The existing subscription routes and proximity of trip ends in Raeford provide options for implementing a route that improves the efficiency of HATS while also accommodating employment, convenience, and community college trips.

Recommendations discussed and explored in more detail following the meeting include:

- Develop a deviated fixed route based on trip ends in Raeford. (Following the Advisory Committee Workshop, the project team developed a deviated fixed route concept that is described in more detail in Chapter 5.)
- Connect deviated fixed route to an extension of the FAST route. (Rather than extend the FAST route into Hoke County, the CTSP recommends an express route to the FAST transfer point at Cross Creek Mall.)

Employment Transportation—Employers currently are using HATS for medical (worker's compensation) trips and do not assist employees in securing trips between work and home. Employment transportation was identified by the committee and stakeholders as an untapped market. JARC funds are available but the applicant must be strategic with the targeted user. Recommendations discussed and explored in more detail following the meeting include:

- Hire a mobility manager. (In subsequent discussions with HATS, it was decided that a mobility manager is not desirable. Instead, growth in staff should focus on more traditional office responsibilities. Some activities that would be carried out by the mobility manager could be conducted by existing office personnel.)
- Extend FAST Route 16 to Raeford and designate an outlying portion of the Walmart parking lot as a park-and-ride facility. (The connection to FAST is desirable, though the recommendation of the CTSP will be to provide express service to the Cross Creek Mall transfer point. The express service should include a stop at a park-and-ride lot at Walmart.)
- Use a voucher program to encourage employment transportation.

Reducing No Shows and Cancellations—It was estimated that HATS wastes more than \$500 per month on no shows despite not scheduling trips more than two weeks in advance except for some Medicare/Medicaid trips. Currently, rural general public riders who no-show must pay the one-way fare of their trip before Calling clients the day before their scheduled trip was identified as a best practice, though the current staffing levels render it impractical to make these calls manually. Senior services currently has a no show policy.

- Conduct manual callbacks initially, then utilize technology to automate callbacks. (HATS is expected to implement an Integrated Voice Response system in FY2013, which should significantly reduce the number of no shows and cancellations.)
- Market policy changes.
- Transfer after hour calls from DSS to HATS.
- Improve communication between HATS and DSS regarding no shows.

Perception of HATS—That HATS is viewed as a service for older adults or medical transportation is not uncommon for community transportation systems in the state. Human services transportation make up the majority of trips/revenue for the system. HATS has increased its outreach efforts to combat this perception. Targeting underserved markets such as the Hispanic community, Fort Bragg, retirees, and college students could help offset the inaccurate perception of HATS.

- Create a logo.
- Add color/graphics to the vehicles.
- Add Hispanic representation on the TAB.
- Develop a student ridership program.

## Conclusion

The planning process identified transportation needs, which were presented in this chapter as a series of issues and alternatives. These issues were raised by residents, riders, stakeholders, and staff. The time-limited and fiscal constraint mandate by NCDOT for the CTSP process places a cap on the number and level of recommendations that can be administered. The discussion at Advisory Committee Workshop #3 provided the necessary focus to the list of potential recommendations. The concluding chapter of the *Hoke County Community Transportation Service Plan* presents the recommendations within the time and funding constraints of the CTSP. The plan acknowledges local, state, and private partnerships offer strategic advantages to implementing improvements on a timely basis within the 5-year planning horizon. The action plan recognizes the challenges facing HATS and state administrators and suggests strategies to address those challenges.

## Chapter 5 — Recommendations & Financial Plan

### Introduction

The Community Transportation Service Plan process was initiated statewide by NCDOT to empower local transit agencies to respond to the mobility needs of its residents. The plan's flexible framework allows the five-year plan to respond to shifts in demographics, changes to the local economy, and adjustments to local, state, and federal funding mechanisms. In Hoke County as in counties across the state, persons with limited access to personal transportation due to their age, disability, or income face significant obstacles to fulfill daily activities such as employment, medical care, and recreation. But Hoke County's relatively small geographic footprint (particularly given the large portion of the county occupied by Fort Bragg), centralized hub of activity in Raeford, ongoing commitment by the Board of Commissioners, and recent track record of success by HATS administration puts the system in a position to capitalize on growth, recognize efficiencies, and fill gaps in service. A host of alternatives was presented in the previous chapter, however the CTSP process requires careful deliberation about what is feasible and desirable over the 5-year planning horizon. This chapter describes anticipated progress for each fiscal year of the plan (FY2013 through FY2017). The chapter concludes with a brief description of additional funding options. These recommendations are tied to a financial plan developed using an Excel-based Financial Scenario Toolkit.

### Recommendations

Advisory Committee Workshop #3 centered on critical issues and alternatives from the matrix presented in Chapter 4, in particular those that address concerns regarding staffing, technology, deviated fixed route, employment transportation, reducing no shows and cancellations, and the perception of HATS. Based on discussions at the sessions, several options were refined and the recommendations that follow were presented at the Public Open House and Advisory Committee Workshop #4 with favorable feedback.

However, a simple list of recommendations that are not tied to a timeframe or funding strategy would fall short of the purpose of the *Hoke County CTSP*. The plan intends to be a living document with a flexible framework that allows recommendations to be revisited if the community's priorities or access to resources changes. A successful plan requires a structured set of prioritized recommendations such as those presented in the pages that follow and coordination with various stakeholders such as:

- Residents
- Employers
- Elected officials
- City of Raeford
- North Carolina Department of Transportation
- Neighboring counties within the region
- Other Hoke County departments and agencies
- Fort Bragg

### Action Plan Matrix

The Action Plan Matrix presented in Tables 5.1 lists the recommendations of the *Hoke County CTSP* according to a phased implementation schedule for the next five fiscal years. Each recommendation includes the relative effort/cost and the party (or parties) responsible for implementing the recommendation. More detail regarding costs is provided in the Financial Plan section of this chapter.

Table 5.1 lists action items to be completed in the five-year planning horizon. The table describes a series of improvements expected to be initiated and/or completed for each fiscal year through June 30, 2017. HATS is poised to make significant improvements to staffing and technology resources early in the planning horizon. These improvements provide critical direction for the CTSP fiscal years and prepare HATS to implement numerous initiatives in the years that follow.

For the 5-year plan, the year indicated represents when the process should be initiated even if the recommendation will not be completed in the same year. It is not unusual for the plan to include more recommendations at the beginning of the planning horizon. This phasing is the result of HATS being proactive and leveraging local funds. It also reflects the number of higher priority, low-cost initiatives that will immediately affect ridership and/or efficiency. Finally, a few action items are repeated for each fiscal year. These annual items are important tasks to gauge progress on the plan and anticipate future needs.

<b>Table 5.1 — Action Plan Matrix (CTSP Fiscal Years)</b>		
Action Item	Effort/ Cost	Responsible Party
<b>FY2013 (CTSP Year 1)</b>		
Hire one part-time administrative support personnel to help with dispatching.	Moderate Hoke County	HATS
Replace three lift equipped vans and one 22' light transit vehicle (LTV) as replacement vehicles in accordance with the CTP application. <ul style="list-style-type: none"> <li>▪ Enhance new vehicles with color and text/logo.</li> <li>▪ Emphasize "Anyone Can Ride".</li> <li>▪ Emphasize Spanish language information on vehicles.</li> </ul>	Moderate	HATS NCDOT
Purchase passive GPS devices for entire fleet to improve driver productivity.	Minor	HATS Hoke County
Implement AssetWorks.	Moderate	HATS Hoke County NCDOT
Implement Automated Scheduling Software.	Major	HATS Hoke County NCDOT
Implement an Interactive Voice Response System with local funds.	Moderate	HATS Hoke County NCDOT
Initiate enhanced marketing campaign. <ul style="list-style-type: none"> <li>▪ Create a logo for HATS that emphasizes anyone can ride.</li> <li>▪ Revamp the HATS website.</li> <li>▪ Update brochure.</li> </ul>	Minor	HATS Hoke County
Invite Hispanic community representative to join the TAB.	Minor	HATS
Transfer after hour calls from the Department of Social Services to HATS.	Minor	HATS Agencies
Catalogue cancellations by reservation type and funding source.	Minor	HATS Agencies



FY2014 (CTSP Year 2)		
Monitor the annual fully allocated cost of service.	Minor	HATS
Work with the Hoke County Department of Planning, Zoning, and Inspections to anticipate growth areas, particularly those targeted by HATS for ridership (Hispanic community, Fort Bragg, retirees, and college students).	Moderate	HATS Hoke County Raeford
Hire four part-time drivers.	Moderate	HATS Hoke County
Evaluate service hours to determine cost-effectiveness.	Minor	HATS NCDOT
Program the full cost of AssetWorks.	Moderate	HATS
Launch the deviated fixed route service (Monday through Friday). <ul style="list-style-type: none"> <li>▪ Establish performance measures.</li> <li>▪ Develop a marketing/outreach strategy.</li> <li>▪ Initial service 7am to 7pm Monday-Friday.</li> </ul>	Major	HATS Hoke County Raeford FAST
Launch express route from Raeford to Cross Creek Mall. <ul style="list-style-type: none"> <li>▪ Establish performance measures.</li> <li>▪ Develop a marketing/outreach strategy.</li> <li>▪ Initial service 6am to 9am and 4pm to 7pm Monday-Friday.</li> </ul>	Major	HATS
Designate an outlying portion of the Walmart parking lot as a park-and-ride facility.	Minor	HATS
Enhance the website with information related to new service (deviated fixed route and Raeford Express).	Minor	HATS Hoke County
Purchase three 22' LTVs and two 20' LTVs as replacement vehicles and one 22' LTV as an expansion vehicle. <ul style="list-style-type: none"> <li>▪ Enhance new vehicles with color and text/logo.</li> <li>▪ Emphasize "Anyone Can Ride".</li> <li>▪ Emphasize Spanish language information on vehicles.</li> </ul>	Moderate	HATS NCDOT
FY2015 (CTSP Year 3)		
Monitor the annual fully allocated cost of service.	Minor	HATS
Work with the Hoke County Department of Planning, Zoning, and Inspections to anticipate growth areas, particularly those targeted by HATS for ridership (Hispanic community, Fort Bragg, retirees, and college students).	Moderate	HATS Hoke County Raeford
Program the cost of Automatic Vehicle Locators/Mobile Data Computers in all fleet vehicles.	Moderate	HATS NCDOT
Program the cost of Integrated Voice Response to shift the cost burden to FTA and NCDOT sources.	Moderate	HATS NCDOT
Purchase three 22' LTVs and one conversion van as replacement vehicles. <ul style="list-style-type: none"> <li>▪ Enhance new vehicles with color and text/logo.</li> <li>▪ Emphasize "Anyone Can Ride".</li> <li>▪ Emphasize Spanish language information on vehicles.</li> </ul>	Moderate	HATS NCDOT



FY2016 (CTSP Year 4)		
Monitor the annual fully allocated cost of service.	Minor	HATS
Work with the Hoke County Department of Planning, Zoning, and Inspections to anticipate growth areas, particularly those targeted by HATS for ridership (Hispanic community, Fort Bragg, retirees, and college students).	Moderate	HATS Hoke County Raeford
Install Automatic Vehicle Locators/Mobile Data Computers in all fleet vehicles.	Moderate	HATS NCDOT
Expand the deviated fixed route service to Saturday. <ul style="list-style-type: none"> <li>▪ Focus marketing/outreach on expanded service.</li> <li>▪ Provide 8am to 6pm service.</li> </ul>	Major	HATS Hoke County Raeford
Purchase one 22' LTV as a replacement vehicle. <ul style="list-style-type: none"> <li>▪ Enhance new vehicles with color and text/logo.</li> <li>▪ Emphasize "Anyone Can Ride".</li> <li>▪ Emphasize Spanish language information on vehicles.</li> </ul>	Moderate	HATS NCDOT
FY2017 (CTSP Year 5)		
Monitor the annual fully allocated cost of service.	Minor	HATS
Work with the Hoke County Department of Planning, Zoning, and Inspections to anticipate growth areas, particularly those targeted by HATS for ridership (Hispanic community, Fort Bragg, retirees, and college students).	Moderate	HATS Hoke County Raeford
Establish a formal student ridership program at Sandhills Community College (SCC). <ul style="list-style-type: none"> <li>▪ Program funds for a match program whereby HATS matches a subsidy by SCC for the cost of a trip.</li> </ul>	Major	HATS SCC
Purchase two 22' LTVs, two 20' LTVs, and one conversion van as replacement vehicles. <ul style="list-style-type: none"> <li>▪ Enhance new vehicles with color and text/logo.</li> <li>▪ Emphasize "Anyone Can Ride".</li> <li>▪ Emphasize Spanish language information on vehicles.</li> </ul>	Moderate	HATS NCDOT
Partner with the business program at Sandhills Community College (Management & Business Technologies) to enhance marketing techniques.	Moderate	HATS SCC

**Additional Considerations**

Select CTSP recommendations listed in Table 5.1 will have a greater impact on service delivery and will require a more structured approach to implementation. These recommendations include the deviated fixed route, express route, and marketing and promotion. Additional considerations for these recommendations follow.

**Deviated Fixed Route**

A deviated fixed route offers the reliability of fixed-route service without compromising the flexible route structure necessary to serve passengers with disabilities. A deviated fixed route is recommended beginning in FY2014, which could be accomplished mostly by reallocating existing resources. Prior to beginning



service, HATS will need to establish performance measures and develop a marketing/outreach strategy. Potential performance measures include growth trends for overall ridership, percent of Medicaid trips, cost per trip, and passengers per revenue hour. Other performance measures such as customer satisfaction could be determined through the regular on-board survey. The marketing/outreach strategy should leverage existing marketing techniques (e.g. print, online, radio, and outreach events) with new techniques (e.g. professional brochures, direct mailers/utility bill inserts, and bus stop signs).

A preliminary route was developed based on major destinations in Raeford and origin/destination data provided by HATS for July 2011 and January 2012 as well as the Transit Need by Dependent Population Density map (Figure 3.7). The preliminary route was reviewed by HATS staff and presented to the Transportation Advisory Board. Adjustments to the preliminary route were made to arrive at the proposed deviated fixed route. The map on the following page indicates a fixed alignment and anticipated deviation. It should be emphasized that request for deviation will dictate the actual route, though in the absence of deviation the fixed alignment will prevail. The 9.4-mile fixed alignment makes a loop through Raeford along major roads including North Main Street, Fulton Street, West Prospect Avenue, Teal Drive and Burlington Road, Harris Avenue and East Central Avenue. The route travels to Walmart in an out-and-back format along East Central Avenue and US 401 Business. Expected deviations include a loop around Burlington Industries via Turnpike Road and Aberdeen Road, a spur along South Main Street to DaVita Dialysis and the Hoke County Nutrition Site on East Palmer Drive, and a loop to Walmart along Rockfish Road and Club Pond Road.

The following details describe the initial service characteristics.

- Service days: Monday through Friday
- Service hours: 7:00am to 7:00pm
- Route: 9.4-mile with a downtown loop and out-and-back to Walmart
- Headways: 30 minute
- Annual service days: 250 (same as existing HATS service)
- Annual service hours: 3,000 (based on 250 days with 12-hour service each day)
- Annual service miles: 15,000
- Annual passenger trips: 3,000 (12 trips per day initially based on origin/destination data; assumed 5% increase in each subsequent year)
- Fare: \$1

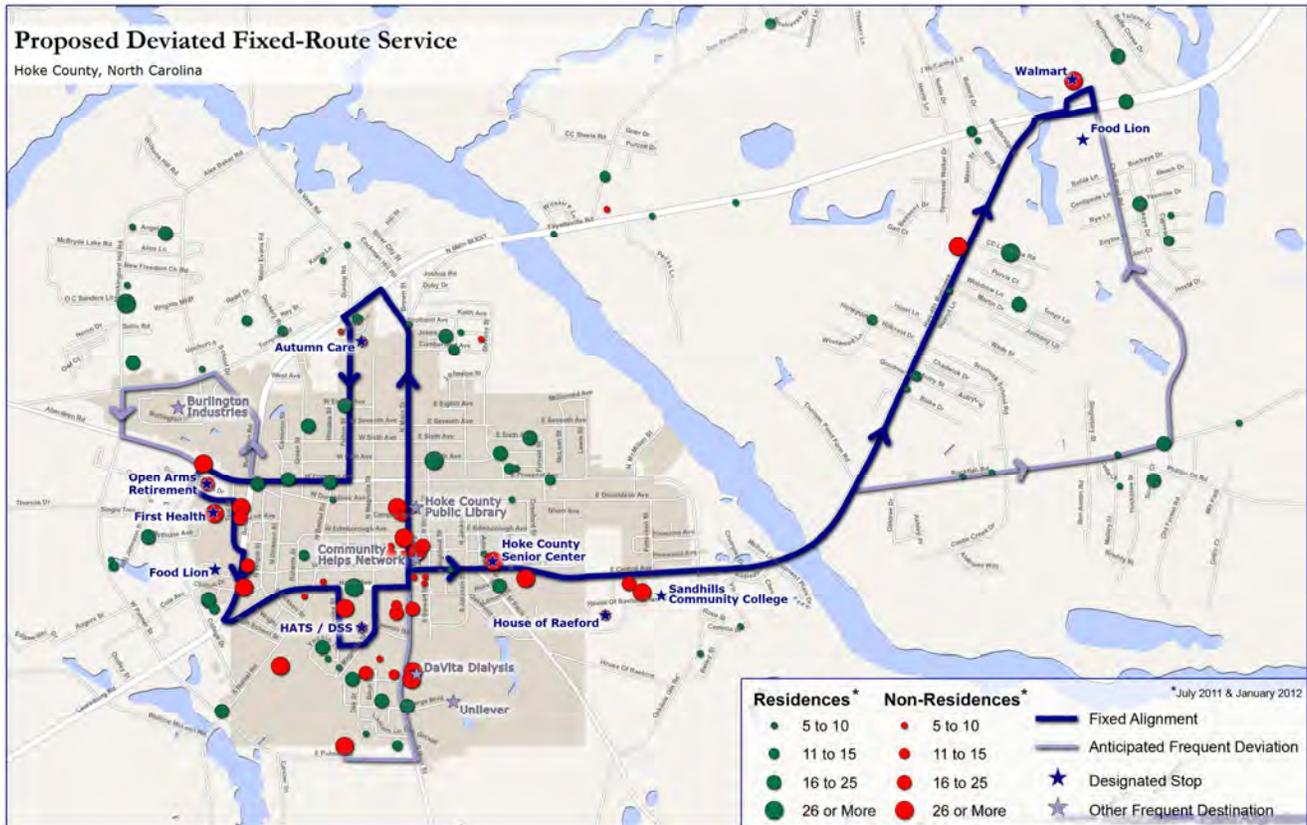
Weekend service was a frequent request during stakeholder interviews and on feedback received during the on-board survey. HATS previously offered weekend service, though the service had to be eliminated due to funding cuts. Saturday service was identified as a higher priority than Sunday service. The deviated fixed route offers an ideal option for Saturday service. The CTSP recommends beginning limited Saturday service in FY2016.

The following details describe the additional weekend service characteristics.

- Service days: Saturday
- Service hours: 8:00am to 6:00pm
- Route: 9.4-mile with a downtown loop and out-and-back to Walmart (same as weekday)
- Headways: 30 minute (same as weekday)
- Annual service days: 52 (assuming no holidays occur on Saturday)



- Annual service hours: 520 (based on 52 days with 10-hour service each day)
- Annual service miles: 6,240
- Annual passenger trips: 1,040 (12 trips per day initially based on origin/destination data; assumed 5% increase in each subsequent year)
- Fare: \$1



**Express Route to Cross Creek Mall**

An express route is recommended beginning in FY2014 to address an important and well-vocalized need for employment transportation to Fayetteville. Through discussions with stakeholders and the HATS staff, it was determined that a connection to Cross Creek Mall would provide service to an important employment area in Fayetteville as well as a key transfer point for Fayetteville Area System of Transit (FAST). Stops along the 19-mile route between Raeford and the Cross Creek Mall would be limited to downtown Raeford, the Raeford Walmart, and Cross Creek Mall. It is planned for 60-minute headways operating during weekday morning and afternoon peak periods. As with the deviated fixed route, HATS will need to establish and monitor a set of ridership and financial performance measures. Marketing and outreach should be a blend of ongoing strategies by HATS and targeted outreach for the employment transportation market with minor assistance by FAST.

The following details describe the initial service characteristics.

- Service days: Monday through Friday
- Service hours: 6:00am to 9:00am and 4:00pm to 7:00pm
- Route: 19-mile route originating in downtown Raeford with a stop at the Raeford Walmart and Cross Creek Mall

- Headways: 60 minute
- Annual service days: 250 (same as deviated fixed route)
- Annual service hours: 1,500 (based on 250 days with 6-hour service each day)
- Annual service miles: 57,000
- Annual passenger trips: 6,000 (4 trips per service hour initially based on origin/destination data; assumed 5% increase in each subsequent year)
- Fare: \$2

### Marketing and Promotion

In addition to marketing and outreach associated with new service delivery, a general increase in promoting HATS services was a notable priority. Across the state, the image of many community transportation systems is closely aligned with elderly and persons requiring medical transportation. HATS has been proactive in battling this perception through a variety of marketing/outreach efforts and vehicle decals. As mentioned in Chapter 2, current marketing strategies bringing awareness to HATS services and program initiatives include a brochure, Website, newspaper and radio advertisements, and word of mouth. However, funds allocated for advertising and promotion has varied greatly in the past five years, ranging from \$2,283 in 2007 to \$13,461 in 2010.

The desire to grow ridership by serving Hoke County residents that require public transportation as well as those that choose to ride will require outreach to a broader audience, including the Hispanic community and college students. The effort to attract new riders could be approached through the following low cost actions that could be initiated immediately:

- Creating a logo for HATS that emphasizes anyone can ride.
- Revamping the HATS website
- Updating HATS brochure

A general lack of branding for HATS is closely related to the perception of the system as a service for older adults. While additional marketing efforts have occurred in the last few years, often the first and most visible representation of the system is the fleet. As with many community systems across the state, HATS vehicles are white with black lettering. Enhancing the fleet with text and color is an important component of a coordinated approach to public awareness.

The CTSP recommends enhancing new vehicles with color, text, and a logo. The vehicles should emphasize "Anyone Can Ride" rather than noting the vehicles are for "Public Transportation". The vehicles also are recommended to emphasize the availability of Spanish language information. The fleet should be upgraded over time as new vehicles are purchased.

### Financial Plan

Administrative/operating revenues for HATS is provided through a combination of federal, state, and local resources. In FY2011 (the most recent year for which final data was available), HATS received \$824,875 in federal, state, and local funds for administrative and operating expenses:

- Federal \$196,234 (23.8%) – These funds were Section 5311 through the Community Transportation Program (CTP) grant administered by NCDOT.
- State \$186,782 (22.6%) – The majority of these funds were received through the Rural Operating Assistance Program (ROAP). The balance was state CTP funds.



- Local \$441,859 (53.6%) – A variety of sources accounted for local funds, though the overwhelming majority was contract revenue. Fares and local administrative funds accounted for the balance.

A difficult funding environment at the federal and state levels over the past few years has forced NCDOT to cap funding to community transportation systems. In FY2011 and again in FY2012, funding was capped at levels provided in FY2010. In the years preceding the funding cap, the systems received significant increases in federal and state funds—for example, federal Section 5311 funds increased from \$77,203 in 2007 to \$11,286 in 2008 to \$177,528 in 2011. The financial constraint mandate of the CTSP requires HATS leadership to work directly with its TAB to identify the highest priority projects. Given the system's recent growth, its stated desire for additional growth, and the limited funds available to the system through traditional sources, the *Hoke County CTSP* has come at an ideal time. This section describes the financial considerations tied to recommendations presented in the Action Plan Matrix.

### Financial Scenario Toolkit

The financial plan was developed using the *Financial Scenario Toolkit*. The toolkit—developed specifically for the *Hoke County CTSP*—is an Excel-based spreadsheet that systematically compares various financial scenarios. The Toolkit is based on information available on the existing system, and its design allows administrators to update the Toolkit as new data become available. For ease of use, cells in the workbook shaded in blue can be updated as necessary to reflect actual and projected revenues and expenses. Information in the Toolkit is organized into the following worksheets:

- Base Year—Allows user to input revenues, expenses, and operating data to populate financial scenarios.
- CTSP Service Plan—Allows user to input CTSP service recommendations and parameters.
- CTSP Capital Plan—Allows user to input CTSP capital recommendations (fleet and technology) and parameters.
- CTSP Funding Detail (Service)—Details the funding source for CTSP administrative/operating recommendations.
- CTSP Funding Detail (Capital)—Details the funding source for CTSP capital recommendations.
- CTSP Summary—Provides an overview of the financial projections for FY2013 through FY2017 based on a series of assumptions and calculations.
- Fully Allocated Cost (FAC)—Calculates the Fully Allocated Cost based on FY2012 using a model provided by ITRE.

The Financial Scenario Toolkit allows the input a variety of parameters for each of the CTSP recommendations and manipulate assumptions to accurately forecast and summarize future scenarios. These assumptions have been tailored to the current operating environment of HATS as well as the recommendations of the CTSP. Assumptions include:

- Service characteristics (days, hours, miles)
- Cost of new vehicles by type
- Advertising revenue (funds received from advertisements on vehicles)
- Inflation/Cost of living – calculated from NCDOT factors
- Contract revenue – separate inputs allow growth in non-Medicaid and Medicaid to be calculated separately
- Fuel cost



- Funding splits (federal, state, or local)

The core of the CTSP Summary worksheet is the projected revenues and expenses. The categories are based on the administrative and capital budget for the base year and include categories typically used in the Community Transportation Program (CTP). The CTP is a combination of federal and state funds that accounts for the majority of funding for HATS and other rural transportation systems in North Carolina. The Summary sheet also includes Performance Measures (trips per day; passengers per service hour and service mile; and cost per passenger trip, service hour, and service mile). While the Toolkit is a dynamic tool capable of creating different scenarios of revenue and expenses, the Financial Plan that follows is based on a business-as-usual scenario that assumes the continuation of existing sources with moderate growth.

## Financial Summary

The financial plan shows recommendations in the context of reasonably anticipated revenues over the 5-year life of the *Hoke County CTSP*. NCDOT requires recommendations meet community transportation needs over the next five years while being consistent with revenue forecasts. These forecasts were developed after a review of local expenditures, current funding trends, and likely future funding levels. The revenue forecasts are based on prior year performance, and all future dollar figures initially have been inflated based on NCDOT TIP Development Unit Inflation Factors. Because this is a planning level funding exercise, all funding programs, assumptions, and recommendations should be re-evaluated annually.

## System Revenues and Expenses

The tables and explanatory text that follow summarize the 5-year financial considerations (revenues and expenses) for the *Hoke County CTSP*. These considerations are based on standard categories used throughout the public transportation industry, including the NCDOT Public Transportation Division. Funding is shown for a base year (FY2012) and each fiscal year in the 5-year plan. The basis of future year projections is based on the base year to reflect the fiscal performance upon which the 5 years of the CTSP financial plan can be staged.

## Administrative and Operating Summary

Tables 5.2 summarizes the administrative/operating revenue and expenses during the 5-year horizon of the CTSP. Table 5.3 and 5.4 summarize fleet changes and capital revenue and expenses, respectively. The summary tables are an output of the Financial Scenario Toolkit and are based on a business-as-usual scenario. The financial considerations for CTSP recommendations are summarized in Table 5.5. Several assumptions and points of emphasis were required to develop the scenario presented below.

- The rate of growth for revenues in general is based on the NCDOT TIP Development Unit Inflation Factors. This rate is applied to select revenues and expenses fiscal year, though the Financial Scenario Toolkit allows administrators to adjust this rate to reflect changes by the TIP Development Unit or to test different scenarios. The financial plan is based on the following inflation factors: FY2013 (4.2%), FY2014 (4.4%), FY2015 (4.6%), FY2016 (0.0%), and FY2017 (0.0%).
- Contract revenue (non-Medicaid and Medicaid) grows at 1 percent.
- The general increase in trips can be adjusted and calculates changes in trips outside the deviated fixed route and express route recommended in the CTSP. A business-as-usual rate of increase (1 percent annually) is applied.
- Fuel costs are projected to rise 1 percent based in part on U.S. Energy Information Administration analysis.



**Table 5.2 — Administrative/Operating Revenues**

	Base Year	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Federal</b>						
Section 5310 - Elderly and Disabled	\$0	\$0	\$0	\$0	\$0	\$0
Section 5311 - CTP Funds - Administrative	\$196,301	\$196,301	\$204,624	\$213,669	\$223,476	\$223,476
Section 5311 - CTP Funds - Operating	\$0	\$0	\$0	\$0	\$0	\$0
Tribal Federal Assistance - Section 5311	\$0	\$0	\$0	\$0	\$0	\$0
ARRA Assistance - Section 5311	\$0	\$0	\$0	\$0	\$0	\$0
ARRA Tribal Assistance - Section 5311	\$0	\$0	\$0	\$0	\$0	\$0
Section 5316 - JARC Funds	\$0	\$0	\$0	\$27,936	\$27,480	\$28,559
Section 5317 - New Freedom Funds	\$0	\$0	\$0	\$0	\$0	\$0
Section 5320 - Parks and Public Lands	\$0	\$0	\$0	\$0	\$0	\$0
Other Federal Revenues	\$0	\$0	\$0	\$0	\$0	\$0
<b>Federal Subtotal</b>	<b>\$196,301</b>	<b>\$204,624</b>	<b>\$241,604</b>	<b>\$250,956</b>	<b>\$252,035</b>	<b>\$251,666</b>
<b>State</b>						
CTP Funds - Administrative	\$12,268	\$12,268	\$12,788	\$13,353	\$13,966	\$13,966
ROAP Funds - Suballocated to HATS	\$138,347	\$138,347	\$144,213	\$150,587	\$157,499	\$157,499
Other (describe to the right)	\$0	\$0	\$0	\$0	\$0	\$0
<b>State Subtotal</b>	<b>\$150,615</b>	<b>\$150,615</b>	<b>\$157,001</b>	<b>\$163,941</b>	<b>\$171,465</b>	<b>\$171,465</b>
<b>Local</b>						
Administrative Funds	\$36,808	\$38,369	\$40,065	\$41,904	\$41,904	\$41,904
Operating Funds	\$0	\$0	\$0	\$0	\$0	\$0
Contract Revenue (Medicaid)	\$69,564	\$70,260	\$70,962	\$71,672	\$72,389	\$73,112
Contract Revenue (Other)	\$316,903	\$320,072	\$323,272	\$326,505	\$329,770	\$333,068
Fares/Donations from passengers	\$34,661	\$35,008	\$51,431	\$56,703	\$62,736	\$69,102
Proceeds from Vehicle Sales- (used for Admin or Operating only)	\$0	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0	\$0
Advertising Revenue	\$0	\$0	\$0	\$5,000	\$5,000	\$7,500
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0
<b>Local Subtotal</b>	<b>\$457,936</b>	<b>\$463,708</b>	<b>\$485,731</b>	<b>\$501,783</b>	<b>\$511,798</b>	<b>\$524,686</b>
<b>Revenue Total</b>	<b>\$804,852</b>	<b>\$825,333</b>	<b>\$891,276</b>	<b>\$924,204</b>	<b>\$935,299</b>	<b>\$947,818</b>



**Table 5.3 — Administrative/Operating Expenses**

	Base Year	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Administrative Expenses</b>						
Personnel Salaries & Fringes <sup>1</sup>	\$137,756	\$143,597	\$160,804	\$168,184	\$168,184	\$168,184
Advertising & Promotion <sup>2</sup>	\$5,526	\$5,526	\$5,526	\$7,000	\$7,500	\$7,500
Employee Development <sup>3</sup>	\$1,500	\$1,564	\$1,633	\$1,708	\$1,708	\$1,708
Vehicle Insurance Premiums <sup>4</sup>	\$20,501	\$21,370	\$23,709	\$24,798	\$24,798	\$24,798
Indirect Services <sup>5</sup>	\$49,364	\$49,858	\$50,356	\$50,860	\$51,368	\$51,882
Miscellaneous <sup>6</sup>	\$30,730	\$32,033	\$33,449	\$34,984	\$34,984	\$34,984
Other Admin Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$245,377</b>	<b>\$253,947</b>	<b>\$275,477</b>	<b>\$287,534</b>	<b>\$288,542</b>	<b>\$289,056</b>
<b>Operating Expenses</b>						
Driver Salaries & Fringes	\$465,724	\$485,471	\$550,367	\$575,629	\$575,629	\$575,629
Other Operating Staff Salaries & Fringes	\$41,265	\$43,015	\$44,916	\$46,978	\$46,978	\$46,978
Mechanics Salaries & Fringes	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Services	\$0	\$0	\$0	\$0	\$0	\$0
Fuel	\$156,483	\$158,048	\$183,467	\$185,302	\$189,262	\$191,155
Vehicle Maintenance	\$26,964	\$28,107	\$31,184	\$32,615	\$32,615	\$32,615
Payment of Insurance Deductible(s)	\$0	\$0	\$0	\$0	\$0	\$0
Disposal of Vehicle(s)	\$0	\$0	\$0	\$0	\$0	\$0
Management/Operation Services	\$0	\$0	\$0	\$0	\$0	\$0
Volunteer Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0
Other Transit Provider Services	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$690,436</b>	<b>\$714,640</b>	<b>\$809,934</b>	<b>\$840,524</b>	<b>\$844,484</b>	<b>\$846,377</b>
<b>Expenses Total</b>	<b>\$935,813</b>	<b>\$968,588</b>	<b>\$1,085,411</b>	<b>\$1,128,057</b>	<b>\$1,133,027</b>	<b>\$1,135,433</b>

<sup>1</sup> CTP Object Codes G121-189

<sup>4</sup> CTP Object Code G452

<sup>2</sup> CTP Object Codes G371-373

<sup>5</sup> CTP Object Code G481

<sup>3</sup> CTP Object Code G395

<sup>6</sup> CTP Codes G190-359; 380-394; 396-451; 454-480; 482-491

**Capital Summary**

Table 5.4 shows how the fleet changes during the five years of the CTSP beginning in the base year of FY2012. The existing HATS fleet includes a total 16 vehicles (nine light transit vehicles, three lift-equipped vans, three conversion vans, and one minivan). A replacement and expansion vehicle schedule is shown for each year of the CTSP along with the capital cost based on FY2012 vehicle prices.



	Existing FY2012	Year 1 FY 2013		Year 2 FY 2014		Year 3 FY 2015		Year 4 FY 2016		Year 5 FY 2017	
		Replace	Expand								
22' Light Transit Vehicle (w/lift)	7	1	-	3	1	3	-	1	-	2	-
20' Light Transit Vehicle (w/lift)	2	-	-	2	-	-	-	-	-	2	-
Lift-Equipped Van	3	3	-	-	-	-	-	-	-	-	-
Conversion Van	3	-	-	-	-	1	-	-	-	1	-
Minivan/Crossover	1	-	-	-	-	-	-	-	-	-	-
<b>Total Cost</b>		<b>\$184,950</b>		<b>\$369,000</b>		<b>\$222,350</b>		<b>\$61,500</b>		<b>\$283,850</b>	

	Base Year	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Federal</b>						
ARRA	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles & Other Capital Revenues (Non-ARRA)	\$80,200	\$147,960	\$295,200	\$177,880	\$49,200	\$227,080
Facility (Non-ARRA)	\$0	\$0	\$0	\$0	\$0	\$0
Advanced Technology (Non-ARRA)	\$0	\$0	\$0	\$0	\$0	\$0
<b>Federal Subtotal</b>	<b>\$80,200</b>	<b>\$147,960</b>	<b>\$295,200</b>	<b>\$177,880</b>	<b>\$49,200</b>	<b>\$227,080</b>
<b>State</b>						
Vehicles & Other Capital Revenues	\$10,025	\$18,495	\$36,900	\$22,235	\$6,150	\$28,385
Facility	\$0	\$0	\$0	\$0	\$0	\$0
Advanced Technology	\$0	\$0	\$0	\$0	\$0	\$0
<b>State Subtotal</b>	<b>\$10,025</b>	<b>\$18,495</b>	<b>\$36,900</b>	<b>\$22,235</b>	<b>\$6,150</b>	<b>\$28,385</b>
<b>Local</b>						
Capital Funding	\$10,025	\$18,495	\$36,900	\$22,235	\$6,150	\$28,385
Insurance Proceeds from Accident	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Sale of Vehicle (used for capital only)	\$0	\$0	\$0	\$0	\$0	\$0
Other (describe to the right)	\$0	\$0	\$0	\$0	\$0	\$0
<b>Local Subtotal</b>	<b>\$10,025</b>	<b>\$18,495</b>	<b>\$36,900</b>	<b>\$22,235</b>	<b>\$6,150</b>	<b>\$28,385</b>
<b>Revenue Total</b>	<b>\$100,250</b>	<b>\$184,950</b>	<b>\$369,000</b>	<b>\$222,350</b>	<b>\$61,500</b>	<b>\$283,850</b>



**Annual CTSP Revenue and Expense Considerations**

The Action Plan Matrix (Table 5.1) describes the recommendations based on the five-year phased implementation schedule. The recommendations include the relative effort/cost, the party (or parties) responsible for implementation, and a few notes. Some recommendations will have a greater impact on the financial considerations for the system, whether by requiring more funds to plan, implement, and/or maintain or by increasing revenue for future years. These recommendations are discussed in the pages that follow.

**Service Plan**

Tables 5.6 and 5.7 summarizes the operational details of the *Hoke County CTSP* service plan recommendations. Most of the data in this table was previously described in this chapter. The deviated fixed route is recommended to begin weekday service in FY2014. Based on the operating statistics (service hours, annual passenger trips, and fare), the service is expected to cost \$109,919 in the first year of implementation with only minor increases thereafter. The deviated fixed route service on Saturday is recommended beginning in FY2016 at an initial annual operating cost of \$19,801. Funding for the deviated fixed route is identified as 5311 (Non-Urbanized) with a 50% match from local cash reserves. The Express Route to Cross Creek Mall is recommended for FY2014 at an annual operating expense \$55,872. Fare box revenue will offset a portion of this cost with the remaining expense covered by leveraging ROAP-EDTAP funds.

Table 5.8 details the service plan costs by funding source. The information in the table is folded into the revenue and expense summary tables presented earlier in this chapter.

<b>Table 5.6 — Service Plan Recommendations</b>					
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Deviated Fixed Route (Weekday)</b>					
Annual Service Days (Projected Increase)		0	0	0	0
Annual Service Hours (Projected Increase)		3,000	3,000	3,000	3,000
Annual Service Miles (Projected Increase)		15,000	15,000	15,000	15,000
Annual Passenger Trips (Projected Increase)		3,000	3,150	3,308	3,473
Deviated Fixed Route Fare		\$1	\$1	\$1	\$1
Annual Fare Revenue (Projected Increase)	\$ -	\$ 3,000	\$ 3,150	\$ 3,308	\$ 3,473
Annual Operating Expense (Projected Increase)*	\$ -	\$109,919	\$114,238	\$112,761	\$113,001
<b>Deviated Fixed Route (Saturday)</b>					
Annual Service Days (Projected Increase)				52	52
Annual Service Hours (Projected Increase)				520	520
Annual Service Miles (Projected Increase)				6,240	6,240
Annual Passenger Trips (Projected Increase)				1,040	1,092
Deviated Fixed Route Fare				\$1	\$1
Annual Fare Revenue (Projected Increase)	\$ -	\$ -	\$ -	\$ 1,040	\$ 1,092
Annual Operating Expense (Projected Increase)*	\$ -	\$ -	\$ -	\$ 19,801	\$ 19,545

**Table 5.7 — Service Plan Recommendations**

	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Express Route to Cross Creek Mall</b>					
Annual Service Days (Projected Increase)		0	0	0	0
Annual Service Hours (Projected Increase)		1,500	1,500	1,500	1,500
Annual Service Miles (Projected Increase)		57,000	57,000	57,000	57,000
Annual Passenger Trips (Projected Increase)		6,000	6,300	6,615	6,946
Express Route Fare		\$2	\$2	\$2	\$2
Annual Fare Revenue (Projected Increase)	\$ -	\$ 12,000	\$ 12,600	\$ 13,230	\$ 13,892
Annual Operating Expense (Projected Increase)*	\$ -	\$ 55,872	\$ 54,959	\$ 57,119	\$ 56,381

**Table 5.8 — Service Plan Costs by Funding Source**

	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Federal Funding</b>					
5311 (Non-Urbanized)	\$ 2,763	\$ 58,959	\$ 60,619	\$ 70,031	\$ 70,023
5316 (JARC)	\$ -	\$ 27,936	\$ 27,480	\$ 28,559	\$ 28,190
5317 (New Freedom)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>State Funding</b>					
ROAP-EDTAP	\$ -	\$ -	\$ -	\$ -	\$ -
ROAP-RGP	\$ -	\$ -	\$ -	\$ -	\$ -
ROAP-ETAP	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Local Funding</b>					
Local-Cash	\$ -	\$ 63,431	\$ 65,147	\$ 65,022	\$ 64,946
Local-Contract Revenue	\$ -	\$ -	\$ -	\$ 8,911	\$ 8,795
Local-Advertising	\$ 2,763	\$ 4,000	\$ 3,500	\$ 3,750	\$ 3,750
Local-Fares	\$ -	\$ 5,496	\$ 5,712	\$ 6,628	\$ 6,627
ROAP-EDTAP	\$ -	\$ 13,968	\$ 13,740	\$ 14,280	\$ 14,095
ROAP-RGP	\$ -	\$ -	\$ -	\$ -	\$ -
ROAP-ETAP	\$ -	\$ -	\$ -	\$ -	\$ -



### **Capital Plan**

Table 5.9 summarizes the financial considerations for the *Hoke County CTSP* capital recommendations, excluding the fleet replacement and expansion schedule discussed earlier in this chapter. Table 5.10 details the capital plan costs by funding source. The information in the table is folded into the revenue and expense summary tables presented earlier in this chapter.

#### Vehicle Maintenance Software

In the Fall of 2010, NCDOT announced a maintenance software project funded through American Reinvestment and Recovery Act (ARRA) funds. While NCDOT has agreed to pay year 1 and 2 of the annual maintenance and hosting costs, Year 3 must be built into HATS' fully allocated cost model. The projected costs are \$213 per month for hosting and \$24.82 per vehicle (a total cost of approximately \$2,853 per year). This cost is reflected beginning in FY2013 of the CTSP.

#### Automated Scheduling Software

As mentioned in previous chapters, HATS was eligible for automated scheduling software in FY2012. The NCDOT Public Transportation Division encourages the use of advanced technologies to foster increased efficiencies, and support is provided in the form of grants for qualifying transportation systems. Technologies include advanced scheduling software and mobile data computers/automatic vehicle locators. Funding for these programs is contingent on the system meeting predetermined benchmarks, which includes systems exceeding 300 trips per day. The CTSP programs the cost of automated scheduling software in FY2013. The anticipated capital and software cost is \$105,674 based on a quote provided to HATS. The maintenance fee is \$8,530 in the first year and \$14,446 in each of the following years.

#### Automatic Vehicle Locators/Mobile Data Computers

Passive GPS tracking is being implemented in FY2013 as a short-term initiative to improve driver productivity. As a more permanent solution, the system needs Automatic Vehicle Locators/Mobile Data Computers (AVL/MDCs). Based on NCDOT processes, the system is eligible for state and federal support for AVL/MDCs after three years of successful use of automated scheduling software. The CTSP programs capital and software costs associated with AVL/MDCs in FY2015 at a cost of \$93,500 (\$5,500 per vehicle) with annual maintenance costs of \$17,000 in subsequent years. This expense is covered by 5311 Technology funds (80% federal, 10% state) with local funds (contract revenue) covering the balance.

#### Interactive Voice Response System

An integrated voice response system is recommended for FY2013 to improve no shows. HATS has secured a commitment from the County to have the system in place prior to being eligible for state support in FY2016. As a result, local sources are necessary for 100% of the cost in FY2013 through FY2015, estimated to be \$5,000 for capital and software and \$2,520 for maintenance. Beginning in FY2016, the maintenance expense will be eligible for 5311 (Technology) support.

**Table 5.9 — Capital Plan Recommendations (non-fleet)**

	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
Color/Graphics on New Vehicles	\$ 4,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Asset Works	\$ 2,953	\$ 2,978	\$ 2,978	\$ 2,978	\$ 2,978
Automated Scheduling Software - Capital & Software	\$ 105,673	\$ -	\$ -	\$ -	\$ -
Automated Scheduling Software - Maintenance	\$ 8,520	\$ 14,446	\$ 14,446	\$ 14,446	\$ 14,446
Automatic Vehicle Locators/Mobile Data Computers - Capital & Software	\$ -	\$ -	\$ 93,500	\$ -	\$ -
Automatic Vehicle Locators/Mobile Data Computers – Maintenance	\$ -	\$ -	\$ -	\$ 17,000	\$ 17,000
Interactive Voice Response System - Capital & Software	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Interactive Voice Response System – Maintenance (Local)	\$ 2,520	\$ 2,520	\$ 2,520	\$ -	\$ -
Interactive Voice Response System – Maintenance. (With State/Federal Support)	\$ -	\$ -	\$ -	\$ 2,520	\$ 2,520
<b>Expenses Total</b>	<b>\$ 128,666</b>	<b>\$ 25,944</b>	<b>\$ 119,444</b>	<b>\$ 42,944</b>	<b>\$ 42,944</b>

**Table 5.10 — Capital Plan Costs by Funding Source**

	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
<b>Federal Funding</b>					
5311	\$ 166,455	\$ 332,100	\$ 200,115	\$ 55,350	\$ 255,465
5311 (Technology)	\$ 4,752	\$ 252	\$ 84,402	\$ 15,300	\$ 15,300
5311 (Facilities)	\$ -	\$ -	\$ -	\$ -	\$ -
5316	\$ -	\$ -	\$ -	\$ -	\$ -
5316 (Technology)	\$ -	\$ -	\$ -	\$ -	\$ -
5316 (Facilities)	\$ -	\$ -	\$ -	\$ -	\$ -
5317	\$ -	\$ -	\$ -	\$ -	\$ -
5317 (Technology)	\$ -	\$ -	\$ -	\$ -	\$ -
5317 (Facilities)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Local Funding</b>					
Local-Cash	\$ 22,747	\$ 43,152	\$ 28,487	\$ 12,150	\$ 34,385
Local-Contract Revenue	\$ -	\$ -	\$ 9,350	\$ 1,700	\$ 1,700
Local-Advertising	\$ 3,453	\$ 2,978	\$ 2,978	\$ 2,978	\$ 2,978
Local-Fares	\$ 114,193	\$ 14,446	\$ 14,446	\$ 16,966	\$ 16,966



## Conclusion

The *Hoke County CTSP* has documented a series of issues and alternatives as well as the process to arrive at a set of strategies that enhance the mobility of targeted populations and the public at-large. Within the 5-year planning horizon ending with FY2017, the plan's recommendations are designed to maintain existing services levels and address the immediate challenges facing the county. The recommendations are framed by a set of guiding principles that adhere to NCDOT guidance for the statewide community transportation service plan program:

- **Mobility** – To maintain transportation options for the general public, low income individuals, elderly persons, and persons with disabilities to foster independence and enhance quality of life.
- **Integration** – To integrate the community transportation system with other federal, state, and local programs that support public and human service transportation.
- **Efficiency** – To enhance the efficiency and effectiveness of community transportation.
- **Coordination** – To develop the seamless delivery of transportation services across geographies, jurisdictions, and program areas.
- **Measureable** – To create a phased implementation schedule that supports measureable results.
- **Resourcefulness** – To utilize and identify appropriate resources (personnel, funding, vehicles, and technology) to sustain a level of service that fulfills the transportation needs of individuals.

Hoke Area Transit System faces numerous challenges as it seeks to create a balanced and efficient public transportation system. Some of these challenges are shared by its peer community transportation systems. Other challenges are unique to Hoke County. The completion of this plan is another way Hoke County has shown a commitment to overcoming these challenges and helping meet the daily needs of County residents. The *Hoke County CTSP* was developed to be a living document that provides guidance beyond the 5-year planning horizon even as unforeseen changes and new opportunities take shape. The plan leverages the unique knowledge and insight of HATS management and staff, local agencies, stakeholders, and current and potential riders. It is understood that the path to fund and implement the recommendations will be blazed by leaders within the community who participated in the planning process—HATS staff, members of the TAB, current riders, or citizens interested in community transportation. The ongoing partnership with NCDOT is a necessary step to identify and leverage new opportunities that foster the desired community transportation system.



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