



INTER-COUNTY PUBLIC TRANSPORTATION AUTHORITY

# COMMUNITY TRANSPORTATION SERVICE PLAN

## Final Report

June 2012

## Table of Contents

	<b>Page</b>
EXECUTIVE SUMMARY.....	1
1. INTRODUCTION.....	13
2. ICPTA SERVICE OVERVIEW.....	14
3. COMMUNITY PROFILE.....	19
4. TRAVEL DEMAND.....	29
5. OUTREACH AND PUBLIC INPUT.....	40
6. ORGANIZATIONAL ASSESSMENT.....	45
7. SERVICE ASSESSMENT.....	55
8. NEEDS AND OPPORTUNITIES.....	68
9. PRELIMINARY STRATEGIES.....	71
10. FIVE-YEAR IMPLEMENTATION PLAN.....	80

## Table of Figures

	<b>Page</b>
Figure ES-1 Ridership by Town .....	2
Figure ES-2 Study Area, Transit Dependent Index .....	3
Figure ES-3 Pasquotank County Work Flows.....	4
Figure ES-4: Responses from Potato Festival.....	6
Figure ES-5 ICPTA and Peer Group Annual Operating Statistics.....	7
Figure ES-6 ICPTA Annual Operating Statistics .....	7
Figure ES-7 Trip Origins and Destinations on Transit Dependent Index.....	9
Figure ES-8 Proposed Strategies, Timeframes, and Costs.....	10
Figure 2-1 Trips by Program (2011) .....	15
Figure 2-2 Ridership by Town .....	17
Figure 3-1 Study Area.....	19
Figure 3-2 Population Trends .....	20
Figure 3-3 Population of Largest Study Area Communities .....	20
Figure 3-4 Study Area, Population Density .....	21
Figure 3-5 Youth Population (2010) .....	22
Figure 3-6 Study Area, Youth Population Density.....	22
Figure 3-7 Senior Population.....	23
Figure 3-8 Study Area Senior Population Density .....	23
Figure 3-9 Persons with Disabilities (2000).....	24
Figure 3-10 Study Area, Mobility-Impaired Population Density .....	24
Figure 3-11 Below Poverty Population (2009) .....	25

**COMMUNITY TRANSPORTATION SERVICE PLAN | FINAL REPORT**  
 Inter-County Public Transportation Authority & North Carolina Department of Transportation

Figure 3-12	Study Area, Below-Poverty Population Density .....	25
Figure 3-13	Zero-Car Households (2000) .....	26
Figure 3-14	Study Area, Zero-Car Household Density .....	26
Figure 3-15	Study Area, Transit Dependent Index .....	27
Figure 4-1	Study Area Employment Data.....	29
Figure 4-2	Major Employers in the Study Area.....	30
Figure 4-3	Major Employers in the Study Area.....	31
Figure 4-4	Major Activity Centers .....	33
Figure 4-5	Camden County Work Flows.....	34
Figure 4-6	Chowan County Work Flows .....	35
Figure 4-7	Currituck County Work Flows .....	36
Figure 4-8	Pasquotank County Work Flows.....	37
Figure 4-9	Perquimans County Work Flows .....	38
Figure 5-1	Location of Employers Interviewed .....	42
Figure 5-2	Responses from Potato Festival.....	44
Figure 6-1	Maintenance Bay.....	47
Figure 6-2	Maintenance Facility .....	47
Figure 6-4	ICPTA Vehicle Locations by County.....	54
Figure 7-1	ICPTA Annual Operating Statistics .....	55
Figure 7-2	List of Peer Group 4 Systems.....	56
Figure 7-3	ICPTA and Peer Group Annual Operating Statistics.....	57
Figure 7-4	Historical Service Cost Statistics.....	58
Figure 7-5	Historical Service Statistics.....	58
Figure 7-6	ICPTA and Peer Service Statistics.....	59
Figure 7-7	2011 Financial Summary .....	60
Figure 7-8	2011 Operating Revenue.....	60
Figure 7-9	2011 State Funding .....	62
Figure 7-10	2011 County Contributions.....	62
Figure 7-11	2011 Contract Revenue Sources .....	63
Figure 7-12	2011 Capital Transfer .....	64
Figure 7-13	2011 Operating Expenditures.....	64
Figure 7-14	2011 Capital Revenue .....	65
Figure 7-15	2011 Capital Expenditures .....	66
Figure 7-16	Historical Financial Data .....	66
Figure 8-1	Trip Origins and Destinations on Transit Dependent Index.....	69
Figure 9-1	Identified Needs and Strategies .....	71
Figure 9-2	Proposed Strategies, Timeframes, and Costs.....	72
Figure 9-3	Potential Funding for a Mobility Manager.....	74
Figure 9-4	Potential Funding for Evening Service .....	74
Figure 9-5	Potential Funding for Weekend Service .....	75
Figure 9-6	Potential Funding for Accessible Taxicab and Voucher Program.....	76
Figure 9-7	Potential Funding for Fixed Route between Hertford, Edenton, and Elizabeth City.....	77
Figure 9-8	Potential Funding for Fixed Route to Norfolk and Virginia Beach.....	77
Figure 9-9	Potential Vanpool Funding.....	78
Figure 9-10	Potential Marketing Funding .....	79

Figure 10-1	Strategy Prioritization Exercise .....	81
Figure 10-2	Historical Service Growth 2006-2011 .....	81
Figure 10-3	Estimated Costs and Funding Levels from 2011-2017 .....	82
Figure 10-4	Illustrative Vanpool Costs for ICPTA Region.....	83
Figure 10-5	Sample Monthly Fares for Triangle Transit Vanpools.....	85
Figure 10-6	Benefits and Challenges of Taxi Voucher Program.....	89
Figure 10-7	Detailed Cost Estimate for Weekend Service Provision .....	90
Figure 10-8	First Year Implementation Timeline .....	91
Figure 10-9	Five-Year Implementation Timeline .....	92
Figure 10-10	Costs of Prioritized Strategies .....	93
Figure 10-11	Total Implementation Funds by Source.....	94
Figure 10-12	ICPTA Vehicle Fleet.....	95
Figure 10-13	Performance Metrics for Recommended Strategies.....	97
Figure 10-14	Recommendations and NCDOT Plan Objectives.....	98

## Appendices

Appendix A	Review of Existing Plans and Studies
Appendix B	List of Major Destinations
Appendix C	Survey Results Summary
Appendix D	ICPTA Board Membership
Appendix E	Federal and State Funding for Transit
Appendix F	Sample Taxi Contract

# EXECUTIVE SUMMARY

ICPTA is a five-county regional public transportation system, one of only a few regional rural systems in the state, providing general public and human service agency transportation to the people who live in or visit Chowan, Perquimans, Pasquotank, Camden, or Currituck counties. ICPTA also provides out-of-region transportation to Norfolk, VA, and Greenville, NC. The organization, functioning as a subsidiary of Albemarle Regional Health Services (ARHS), was founded in 1978.

By statute, the North Carolina Department of Transportation (NCDOT) is required to prepare Community Transportation Service Plans (CTSP) for all public transportation agencies receiving state grants. The CTSP is intended to ensure services are aligned with local needs as well as to evaluate individual public transportation agencies' approach to service management and operations. The intended outcome of the effort is to identify opportunities to improve transportation service delivery and agency management, and to ensure individual agencies are well positioned to meet the mobility needs of the transit-dependent populations over the next five years.

This CTSP examines the public transportation services available in northeastern North Carolina. NCDOT retained the consulting team of Moffatt & Nichol and Nelson\Nygaard to work with a Technical Advisory Committee and prepare the technical work. The goal of the study is to work with ICPTA to develop a strategic plan that responds to the current and anticipated mobility needs of the general public and targeted populations in Pasquotank, Perquimans, Camden, Chowan and Currituck counties. This draft final report examines ICPTA's transportation services, organizational structure and key operating statistics. It also contains a technical analysis of ICPTA service, fleet and service performance.

## Service Summary

ICPTA operates two types of service: subscription service and demand-response service. Subscription trips operate along the same routes every day, often traveling to a common destination such as a senior meal site, an adult day care center, or another agency service. Demand-response service is provided on a case-by-case basis - individuals or their case worker/care giver call the ICPTA to schedule a ride on a specific day. Anyone, including members of the general public, can call to schedule a ride for any purpose. Many riders in the demand-response category are also clients of health or human service programs, with which ICPTA has contracts. Individuals use ICPTA for medical trips, to go shopping, to attend class, and to go to work, among many other purposes.

ICPTA operates on a flat-fare system - a ride from any origin to any destination in the region is \$3. Trips to Norfolk, VA, and Greenville, NC, are \$10 for general public riders.

As is common in rural systems, a large number of trips and funding for ICPTA comes from programs developed for transit-dependent populations. The ICPTA slogan "Anyone can ride!" is true - any member of the general public can ride to any destination in the region for a flat fare. But many riders are affiliated with a local agency or are eligible for programs with free or subsidized fares.

## COMMUNITY PROFILE AND TRAVEL DEMAND

The study team examined frequent destinations, employer locations, work flows, and population and demographic data to determine travel demand and assess unmet needs in the region.

### Frequent Destinations

ICPTA's service is demand based, therefore, the beginning or end of nearly every trip is the rider's residence. Primary destinations are medical facilities, dentists, senior centers, and nutrition sites. A week of driver manifests is mapped in Figure ES-1 below, showing the highest concentration of trips in Elizabeth City, followed distantly by Hertford and Edenton. Other trips are scattered throughout communities across the region.

Figure ES-1 Ridership by Town



Source: ICPTA

### Community Profile

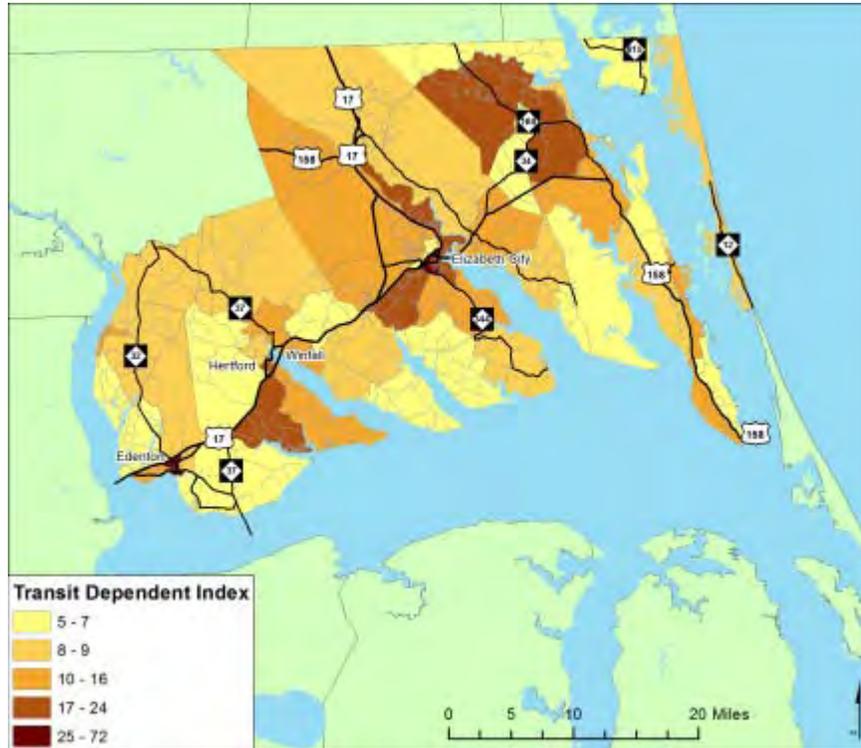
In addition to covering a large geographic area, ICPTA's service area is heavily influenced by its location along the Albemarle Sound. The numerous inlets, bays, and peninsulas mean that traveling between communities is often indirect and circuitous and results in long travel times and high service costs.

Demographic characteristics have a direct impact on the demand for public transportation. In particular, this study looks to the location and concentration of individuals who are more likely than the general public to use public transportation. These individuals tend to be young people under the age of 18, older adults aged 65 or older, people with disabilities, persons with low incomes, and households that do not have access to an automobile. The study team calculated a

transit dependency index (TDI) to understand the combined impact of all the population groups and understand locations where there is the greatest need for service (Figure ES-2).

Block groups with the highest TDI scores are located near Moyock along NC 168, north and south of Elizabeth City and southwest of Hertford. The location of these comparatively higher TDIs indicates a comparatively higher need for transportation services. The majority of the overall population is concentrated which is consistent with the distribution of the transit dependency population.

Figure ES-2 Study Area, Transit Dependent Index



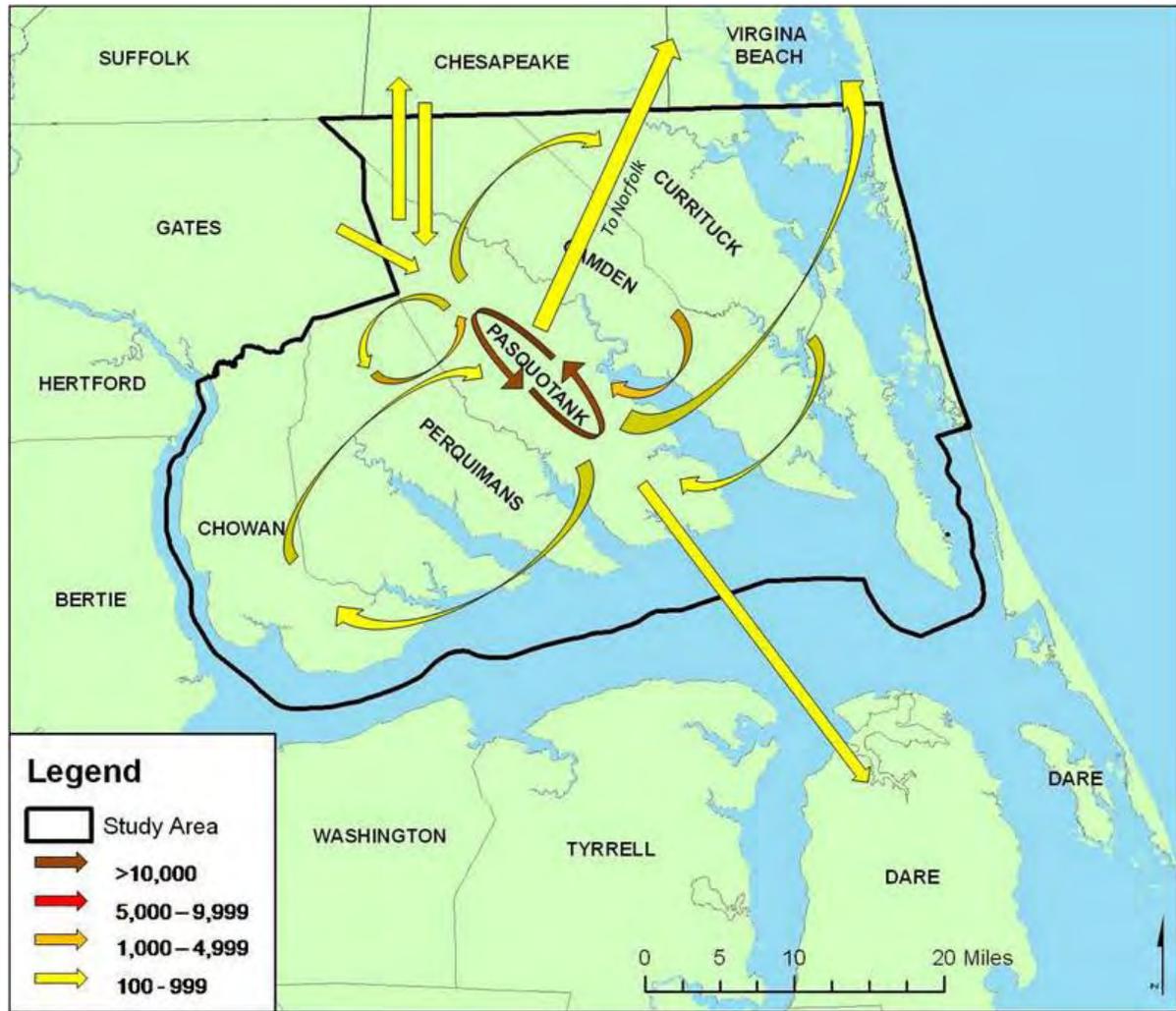
Source: 2000 Census

## Work Flows

The following figure is an example of journey-to-work flows for Study Area residents based on 2000 Census data. The vast majority of residents in Chowan (72 percent) and Pasquotank (77 percent) counties stay within the counties for work. An exception is Camden County, from which a majority travel to Pasquotank County for work.

Residents of the region also travel in large numbers north to jobs in Virginia and southeast to Dare County, outside the service region of the ICPTA. This trend is most apparent in Currituck County, where 40% of residents travel to Virginia to work, and an additional 18% to Dare County. For counties further from the Virginia border, Elizabeth City is the major economic draw for available jobs. There is heavy commuting to Pasquotank County from bordering counties - Camden (41%) and Perquimans (32%).

Figure ES-3 Pasquotank County Work Flows



Source: Census 2000

## OUTREACH AND PUBLIC INPUT

Understanding community needs for transportation services involved a number of outreach activities, including surveys with riders and potential riders, stakeholder interviews, employer interviews, and outreach to the public.

### Survey with Members of the General Public

Over 17% of respondents to the public survey reported having used ICPTA in the past six months. If those who had experience using ICPTA riders, most reported having ridden for medical appointments, work, school, social events, or shopping. This group also reported using ICPTA ride five days per week (31%), showing a heavy reliance on the service by some riders.

Perceptions of ICPTA were generally very positive. Over 18% of respondents stated that they would like to ride the bus more often, though 7% stated that they prefer not to use the service, but sometimes have to.

Excluding respondents that reported no familiarity with the service, a majority of respondents agreed to the following statements put forth in the survey:

- Service usually picks me up on time.
- Drivers are courteous and helpful.
- Vehicles are clean, safe, and comfortable.
- Fares are reasonable.

## **Stakeholder Interviews**

A total of eight stakeholders were interviewed from the health, education, workforce, and human service sectors. Views of ICPTA service were extremely positive across all stakeholders. Each stakeholder praised the Authority for accommodating community needs very efficiently, especially in light of the resources available. All reported a positive working relationship with the ICPTA, and appreciated the willingness of the Authority to always assist them if possible. All expressed satisfaction with service as is, but identified "wish list" items that could help meet even more of the observed needs of their clients. These items included, among others, evening and weekend service and the suggestion to operate a fixed route in Elizabeth City.

## **Employer Survey**

The study team also interviewed eight employers (by telephone) across the region to identify work commute trends and learn about attitudes towards transit use for employees. Questions were also asked to gauge interest in partnerships to provide transit for employees. Most employers said almost all of their employees drive to work, therefore, they would not be willing to financially support transit service. However, one business on the Outer Banks stated that they would enthusiastically contribute funds to /transit service if it would save money on their current employee shuttle.

Employers were asked if they believed their employees may use transit service to work if available. Most stated that if the service would save gas money and was convenient, some employees would ride. One resort employer along the Outer Banks that operates an employee shuttle stated that at the very least one-third of its employees would use transit to get to work (38 employees of a total 115). This employer also mentioned that many guests would also be likely to use the service if available, especially in light of the traffic congestion on the Outer Banks.

## **Public Outreach**

In order to gather additional feedback directly from the public, feedback was solicited at a public meeting at the Public Safety Building in Elizabeth City in December 2011 and at the North Carolina Potato Festival in Elizabeth City on May 19, 2012. At the Potato Festival, individuals were asked to vote on their preferred strategy to improve transit service in the region. The most popular strategy was providing weekend service.

Figure ES-4: Responses from Potato Festival

Strategy	Number of Votes	% of Votes
Provide Weekend Service	161	25%
Fixed Route to Norfolk and Virginia Beach	95	15%
Provide Evening Service	86	14%
Purchase Accessible Cab and Implement Taxi Voucher Program	73	11%
Fixed Route between Hertford, Edenton, and Elizabeth City	70	11%
Maintain Existing Service Levels	64	10%
Seasonal Employment Service to Outer Banks	53	8%
Improve and Expand Marketing	35	5%

## SERVICE OVERVIEW AND ASSESSMENT

In addition to understanding community demographics and collecting public input, the study team also conducted a detailed review of the existing transit system. This review included an overview of the agency’s organizational structure, management policies and procedures and its facilities and operations.

### Peer Comparison

An essential part of the CTSP process involved evaluating individual agency performance metrics. The analysis was intended to examine the effectiveness of the public transportation system and assess how well ICPTA performs in comparison to other similarly sized and positioned public transportation systems in North Carolina. As compared with the peer group, ICPTA has twice the amount of service miles and service hours and a nearly equal number of passenger trips. Thus, the ratio of passenger trips to service mile is half that of its peers, and conversely, the cost per passenger is double that of its peers. Differences in the statistics reflect several features inherent to ICPTA's service area:

- First, ICPTA serves an extremely large geographic area - over 1,000 square miles. Further, the coastal geography creates a constrained roadway network, limiting the available routing alternatives and making most routes extremely circuitous. This circuitous routing and large geography increases annual mileage exponentially.
- Second, ICPTA operates demand-response service exclusively, while many other systems operate both fixed-route and demand-response. Demand-response service has much lower passengers per hour on average, carrying between one and two passengers per hour versus many multiples of that for fixed route. Peer Group 4's fixed-route passengers per hour averaged 28.9, though their demand-response averaged just over 2 in FY10. Further, some systems report vehicle service hours only, whereas ICPTA reports paid driver hours; this method further skews ICPTA's passengers per hour metric to be lower.
- Though many peer areas are also rural, only two - Choanoke Public Transportation Authority and Craven Area Rural Transit System - are regional. In regional systems, mileage between destinations greatly increases costs and affects every comparison metric discussed in this chapter.

**Figure ES-5 ICPTA and Peer Group Annual Operating Statistics**

Statistics	2010 ICPTA	2010 Peer Group Average	Difference	Difference
Total Service Miles	909,017	453,469	455,548	100%
Total Service Hours	45,606	21,009	24,597	117%
Total Passenger Trips	95,937	96,615	-678	-1%
Non-Contract	54,530	67,631	-13,101	-19%
Medicaid (Contract)	7,301	9,661	-2,360	-24%
Other Contract Agency	34,106	19,323	14,783	77%
Non-Contract Trips per Non-Urban Population	0.89	0.57	0.32	56%
Passenger Trips per Service Hour	2.10	2.37	-0.27	11%
Passenger Trips per Service Mile	0.106	0.211	-0.105	-50%
Cost per Passenger Trip	\$17.18	\$8.02	9.16	114%
Subsidy per Passenger Trip	\$10.51	\$6.81	\$3.70	54%
Federal Funds	20% (\$330,464)	23% (\$181,320)	\$149,144	-3%
State Funds	41% (\$667,678)	23% (\$176,623)	\$491,055	18%
Local Funds	39% (\$639,892)	54% (\$414,996)	\$224,896	-15%

Source: ITRE FY10 Community Transportation Peer Group 4 Summary

## Historic Performance

After a period of growth between 2009 and 2010, ICPTA's service miles and hours stabilized (see Figure ES-6). Ridership also increased considerably (11%) between 2009 and 2010, and jumped again (6%) between 2010 and 2011. A large drop in passengers occurred with mobility-impaired passengers between FY09 and FY10, but was mostly recovered by FY11.

**Figure ES-6 ICPTA Annual Operating Statistics**

Statistics	2008	2009	2010	2011
Total Service Miles	839,367	838,207	909,017	902,681
Total Service Hours	43,730	42,235	45,606	46,221
Total Passenger Trips	86,491	86,631	95,937	101,274
Mobility Impaired Passenger Trips	13,022	14,904	5,460	13,342
Total Passenger Trips per Service Hour	1.98	2.05	2.10	2.17
Total Passenger Trips per Service Mile	0.103	0.103	0.106	0.111

Source: 2008, 2009, 2010, 2011 OpStats Spreadsheets.

ICPTA's service statistics demonstrate positive trends. Both ridership and passenger loads have increased over the past five years. As a result, while the cost of fuel and rural nature of the service area work to increase costs per trip and costs per service hour, ICPTA is able to balance this with continued growth in passenger loads.

## **Financial Assessment**

The ICPTA displays capable budgeting skills that help sustain a quality service in a challenging rural environment. Some of the key success of ICPTA is that the Director is able to allocate available funds in manner that maintains service throughout the year. This compares with some systems that deplete ROAP funds prior to the end of the fiscal year. ICPTA, on the other hand, is able to continue providing rides to all eligible residents until the last day of the fiscal year.

Subsidy per trip compared to Peer Group 4 is high, and the ICPTA can continue to press for additional local funding. Currently, counties in the service area make small contributions for the service their residents receive. As the populations continue to age, and as fuel prices continue to rise, ICPTA will need to increase its work with the local counties to ensure their support for public transportation services remains.

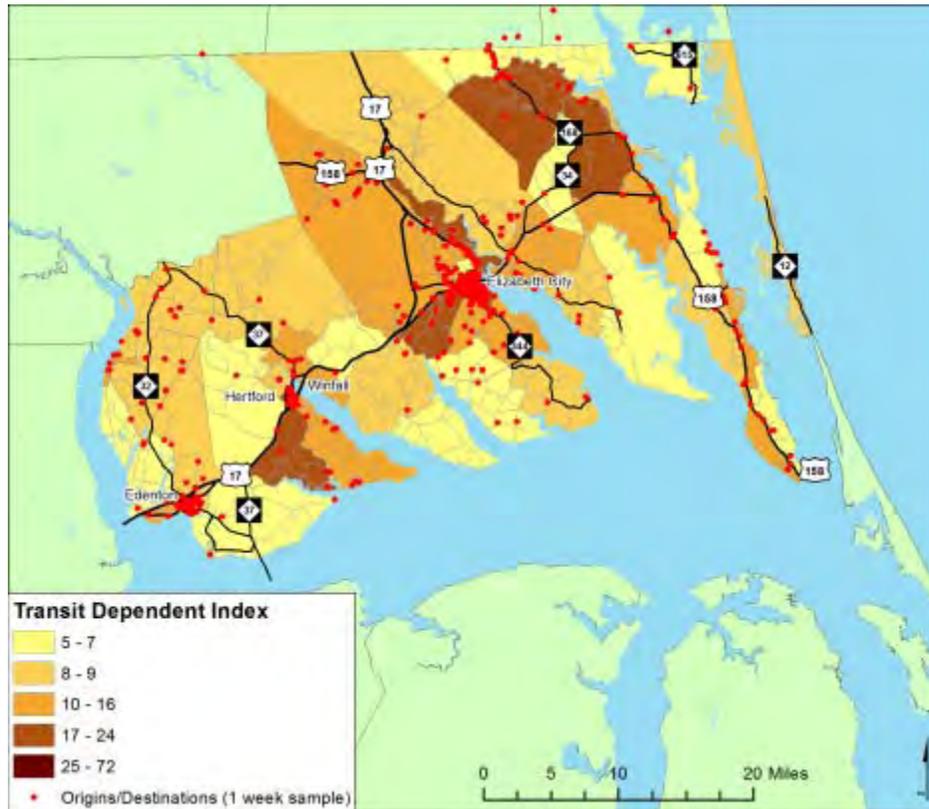
## **NEEDS AND OPPORTUNITIES**

The study team compiled the overarching unmet needs as discussed by stakeholders, survey respondents, employers, and existing plans and studies, as well as those gleaned from the travel demand and community profile analysis. These include:

- Residents do not have transit options for later afternoon and evening hours that could accommodate afternoon medical trips, later-shift work trips, and a number of other needs.
- Though ICPTA has a robust advertising program, more extensive outreach and marketing is cited as a need in the region.
- Some stakeholders stress the need for traffic alleviation along the Outer Banks portion of Currituck County.
- The requirement to call 48-hours prior to requested pick-up time is an inconvenience for some riders.
- Similarly, same-day trips cannot be accommodated on ICPTA vehicles.
- The variability of pick-up and drop-off times limits the utility of ICPTA service to students and workers, who must arrive at their destinations at specific times or be penalized.
- Many dialysis clients are in need of transportation on Saturdays.

Geographically, ICPTA serves most of the areas of high need (see Figure ES-7).

Figure ES-7 Trip Origins and Destinations on Transit Dependent Index



Source: 2010 Census, ITRE

## RECOMMENDED STRATEGIES AND IMPLEMENTATION

Building on these needs and opportunities, a preliminary list of strategies was developed to address areas of potential changes and improvements to ICPTA. This long list was developed to initiate a discussion with the TAC and ultimately for the TAC, ICPTA and the study team to identify a handful of strategies that represent the region's highest priorities. Only four of these strategies are carried forward into the implementation plan.

Each of these strategies address an identified need and also offer potential to improve public transportation in the five county region. As part of identifying the strategies, the study team also considered how long each strategy would take to implement and broadly estimated the costs associated with implementation (see Figure ES-8).

**Figure ES-8 Proposed Strategies, Timeframes, and Costs**

No.	Strategy	Implementation Timeframe	Estimated Costs*
1	Maintain Existing Service Levels	Ongoing	\$471,918 (Over 5 years)
2	Hire Mobility Manager	12-18 months	\$60,000
3	Provide Evening Services	12-18 months**	\$275,000
4	Provide Weekend Service	12-18 months**	\$111,790
5	Purchase Accessible Taxicab and Implement Taxi Voucher Program	12-18 months	\$25,000 for taxicab; \$25,000 for voucher program
6	Hertford-Edenton-Elizabeth City Fixed Route Service	12-18 months**	\$165,000
7	Weekly Service to Norfolk and Virginia Beach	12-18 months	\$50,000
8	Seasonal Employment Service to Outer Banks	Vanpool – ASAP Fixed-Route – 12-18 months	\$30,000 per van plus \$10,000 for operations/administration \$60,000 fixed-route
9	Establish Non-Profit/Separate Entity	3-6 months	\$100,000
10	Increased Coordination between ICPTA and Dare County Transit	3-6 months – start	Administrative costs only
11	Improve/Expand Marketing	3 months	\$35,000

Note: \* Costs are annual unless otherwise noted.

\*\* Assumes vehicle is available. Purchasing vehicle would extend implementation by up to an additional 12-18 months.

## Prioritized Strategies

The TAC met on March 7, 2012, to review the list of strategies and decide on priority strategies to carry forward into an implementation plan. Each member was allotted four votes. The five strategies that received the most support were selected to carry forward to implementation planning.

- Maintain Existing Service Levels:** The cost of providing transportation services is largely driven by driver wages plus the cost of fuel and insurance, all of which tend to increase annually and are difficult for a local agency to control. At the same time, funding sources available to support public transportation, like all government programs, are under increasing pressure and are not keeping pace with costs. Consequently, the gap between available funding for transportation and the cost of providing transportation is widening. ICPTA, therefore, must become increasingly entrepreneurial and proactive to maintain the current level of service.
- Hire Mobility Manager:** Stakeholders and ICPTA riders are generally very satisfied with the existing ICPTA service; maintaining this high-quality service requires high productivity and long hours from ICPTA staff. Though additional opportunities for partnerships or new programs may be available for an affordable cost, ICPTA staff operates at capacity and have no additional time to pursue these potential opportunities, many of which are detailed in this strategy chapter. Hiring an additional staff person to be a mobility manager for the region

could alleviate staffing constraints and help implement the initiatives prioritized by this CTSP process. The mobility manager would also be critical in getting seasonal employment service to the Outer Banks (see below).

- **Seasonal Employment Service to Outer Banks:** An important potential transit market exists in the resort and hospitality community on the Outer Banks. Many resorts employ individuals who do not have access to vehicles; moreover, traffic on the primary corridors leading to and along the Outer Banks is extremely congested. Operating seasonal vanpool service from inland areas of the ICPTA to the Outer Banks, between April and October, would offer alternative transportation options for seasonal employees. The employer survey suggested that resorts on the Outer Banks may be willing to support such a service through funding and marketing to their workers. This seasonal service may be best implemented as a vanpool service since a transit vehicle traveling over a fixed-route would be less efficient for the long trip and would require high fares.
- **Provide Weekend Service:** Along with evening service, weekend service was a highly requested service expansion among stakeholders and ICPTA riders. This strategy combines two initially separate strategy options:
  - ICPTA providing weekend service between 8:00 AM and 4:00 PM on Saturday and Sunday. Since the hours are fewer than evening service, cost is estimated to be only \$112,000 per year.
  - ICPTA could utilize a local taxi service and a federal capital grant program (such as FTA Section 5317) to purchase a wheelchair accessible taxi for its service area. An accessible taxi program is best implemented in conjunction with taxi voucher program so that this otherwise expensive service is subsidized to users.

## Implementation Steps

The CTSP offers an outline of potential implementation steps to carry the four prioritized strategies forward. The first six months of FY13 will primarily be spent preparing for grant applications in June of 2013. Primary tasks for the first six months of FY13 include:

- Laying the groundwork for critical partnerships such as with the Currituck Chamber of Commerce and with a local taxicab operator.
- Providing Saturday dialysis trips and phasing in general public riders as space is available.
- Developing project descriptions and grant application for mobility manager.

Beyond FY14, the operating environment for ICPTA is less clear. Funding levels will be highly dependent on the future federal surface transportation legislation, and changes in federal policy are likely to have a significant impact on ICPTA's local service provision priorities. Further, success of the prioritized strategies will be borne out by assessed demand for the services. Monitoring ridership levels on each new initiative and collecting customer feedback will inform next steps beyond FY14.



# 1 INTRODUCTION

By statute, the North Carolina Department of Transportation (NCDOT) is required to prepare Community Transportation Service Plans (CTSP) for all public transportation agencies receiving state grants. The CTSP is intended to ensure services are aligned with local needs as well as to evaluate individual public transportation agencies' approach to service management and operations. The intended outcome of the effort is to identify opportunities to improve transportation service delivery and agency management, and to ensure individual agencies are well positioned to meet the mobility needs of the transit-dependent populations over the next five years.

This CTSP examines the public transportation services available in northeastern North Carolina. The Study Area includes five counties: Pasquotank, Perquimans, Camden, Chowan and Currituck counties with public transportation service provided by the Inter-county Public Transportation Authority, or ICPTA. NCDOT retained the consulting team of Moffatt & Nichol and Nelson\Nygaard to work with a Study Advisory Committee and prepare the technical work.

The goal of the study is to work with ICPTA to develop a strategic plan that responds to the current and anticipated mobility needs of the general public and targeted populations in Pasquotank, Perquimans, Camden, Chowan and Currituck counties. The resulting plan will also be used by the NCDOT Public Transportation Division (PTD) as the principal guide in the accomplishment of the following:

- Promote transit options that provide meaningful travel alternatives to citizens and connectivity of transportation services throughout the region.
- Promote the full integration of ICPTA programs with other private transportation providers, regional transportation agencies, and federal and state programs that support public and human service transportation.
- Improve the efficiency and effectiveness of federal/state funded transportation programs.
- Support and promote the coordination of public transportation services across geographies, jurisdictions, and program areas for the development of a seamless transportation network.
- Support the provision of dependable mobility transportation options to the general public, low income individuals, elderly persons, and/or persons with disabilities.
- Support and encourage defensible, results-based budget requests and submissions from the ICPTA to NCDOT for funding.

This draft final report examines ICPTA's transportation services, organizational structure and key operating statistics. It also contains a technical analysis of ICPTA service, fleet and performance.

## 2 ICPTA SERVICE OVERVIEW

The ICPTA is a five-county regional public transportation system, one of only a few regional rural systems in the state, providing general public and human service agency transportation to the people who live in or visit Chowan, Perquimans, Pasquotank, Camden, or Currituck counties. ICPTA also provides out-of-region transportation to Norfolk, VA, and Greenville, NC. The organization, functioning as a subsidiary of Albemarle Regional Health Services (ARHS), was founded in 1978.

The ICPTA operates two types of service: subscription service and demand-response service. Subscription trips operate along the same routes every day, often traveling to a common destination such as a senior meal site, an adult day care center, or another agency service. Riders are typically either clients of these agencies or patients requiring recurring treatment, such as dialysis or chemotherapy. These are not traditional fixed-route transit routes, however, because all pick-ups and drop-offs are scheduled in advance of the bus departure.

Demand-response service is provided on a case-by-case basis - individuals or their case worker/care giver call the ICPTA to schedule a ride on a specific day. Anyone, including members of the general public, can call to schedule a ride for any purpose. Many riders in the demand-response category are also clients of health or human service programs, with which ICPTA has contracts. Individuals use ICPTA for medical trips, to go shopping, to attend class, and to go to work, among many other purposes.

In both subscription and demand-response service, an ICPTA vehicle picks up riders at their home at a specified time and takes them to a specified destination, then returns at a later time to take the individual back home. The service is available between the hours of 4:30 AM and 7:30 PM Monday through Friday, but is not available on weekends. ICPTA provides out of the region medical trips to Norfolk, Virginia twice a week (Mondays and Wednesdays) and Greenville once a week (Thursdays).

### Fares

ICPTA operates on a flat-fare system - a ride from any origin to any destination in the region is \$3. Many clients of agency programs do not pay a fare on board; the agency is invoiced monthly for clients taking trips.

Trips to Norfolk, VA, and Greenville, NC, are \$10 for general public riders.

### Contracts and Programs

As is common in rural systems, a large number of trips and funding for the ICPTA comes from programs developed for transit-dependent populations. The ICPTA slogan "Anyone can ride!" is true - any member of the general public can ride to any destination in the region for a flat fare. But many riders are affiliated with a local agency or are eligible for programs with free or subsidized fares.

Seniors and persons with disabilities may be certified to participate in the Elderly and Disabled Transportation Assistance Program (EDTAP). Many clients from county Departments of Social Services can receive a free trip through a variety of workforce development and social services programs, including Medicaid and WorkFirst. Clients of health facilities, including mental health services, nursing homes, and assisted living facilities, often use the service (See Figure 2-1 which

shows the number of trips by program for Fiscal Year 2011). Finally, persons participating in vocational rehabilitation or adult day developmental workshops are also clients.

ICPTA contracts with a number of social service agencies to provide subscription transportation services for their clients. ICPTA contracts with agencies listed below to provide transportation services:

- Albemarle Commission (Camden, Pasquotank, Perquimans, Chowan, Currituck)
- Albemarle Regional Health Services
- Pasquotank Day Break Adult Health Care (Elizabeth City)
- Camden County Department of Social Services
- Chowan County Department of Social Services
- Currituck County Department of Social Services
- Pasquotank County Department of Social Services
- Perquimans County Department of Social Services
- Powell’s Point Nutrition Site (Currituck County)
- SKILLS Inc. (Elizabeth City)
- Monarch (Edenton)

Figure 2-1 Trips by Program (2011)

Program	Trips
Medicaid	5,472
WorkFirst	276
Other DSS	11
Vocational Workshop	2,990
Nursing Home/Assisted Living	1,774
Senior Services	16,317
Mental Health	10,755
Health Department	1,659
<b>Total Human Service Agency Trips</b>	<b>39,254</b>

Source: 2011 OpStats

As the primary provider of transit in the region, coordination with other agencies tends to be through these service contracts. ICPTA also coordinates and communicates with neighboring transit agencies to accommodate individual passengers’ need.

### **Scheduling, Reservations, and Dispatch**

Individuals must call the ICPTA to schedule a trip by telephone. Schedulers are available between 6:00 AM and 5:00 PM. All trip requests must be made at least 48-hours in advance and are scheduled on a first come, first served basis. Medical appointments are typically scheduled for the morning hours to ensure a return trip later in the day. Riders can call the ICPTA after 3:00 PM the day before their trip to receive precise pick-up time information.

Agencies contracting with the ICPTA and scheduling trips on behalf of their clients must submit trip requests by fax no later than 2:00 PM, two days prior to the requested trip.

Clients submit personal information, if not already stored in the automated software at the ICPTA, and give the scheduler origin and destination data as well as a requested pick-up time. The scheduler assigns the rider to a funding category based on their eligibility; eligibility for different funding programs is stored in the client database.

Cancellations for transportation services must be received by 12:00 PM the day prior to the trip. ICPTA has also established a No-Show Policy to address repeated no-show incidences. If a client does not follow the cancellation procedure and does not show up at the scheduled time of transportation, the ICPTA driver will post a "No-Show" notice on the door of the client's residence. If an ICPTA client receives three No-Shows within a two-month period, their transportation will be suspended for 1 week. If the No-Show problem continues, ICPTA reserves the right to suspend the client for a time period of ICPTA's discretion. It is the client's responsibility to reimburse ICPTA for the cost of each No-Show.

ICPTA vehicles require a one-hour window for pick-up times; the vehicle may be 45 minutes early or 15 minutes late for a pick-up. Riders must be ready at any time during the window, and must not be late. Agencies whose clients are late are charged for wait time beyond five minutes at a rate of \$10 per hour.

Dispatching is handled by four schedulers and dispatchers based in the ICPTA main office and supervised by the Office Manager. Real time dispatching is possible using ICPTA's RouteMatch software, which automates booking and dispatching process.

## **Marketing/Advertising**

ICPTA's marketing policy lists several marketing and advertising activities that should be undertaken to promote the service. Methods of marketing listed in ICPTA's operations policy include publishing information in local newspapers, posting information in public places, presenting information to agencies and organizations in the region, distributing brochures, compiling press releases, and maintaining excellent service through driver training and support.

The ICPTA distributes brochures about its service and periodically posts information at different sites in the community, such as the College of the Albemarle and Albemarle Hospital. The Authority also purchases space on a number of billboards throughout the region.

The slogan "Anyone can ride!" is featured prominently in all marketing materials, an appropriate message in an area where many residents do not realize there is a transit service available to them.

The ICPTA distributes t-shirts and other marketing materials at various community events and meetings as a way to promote the service.

## **Frequent Destinations**

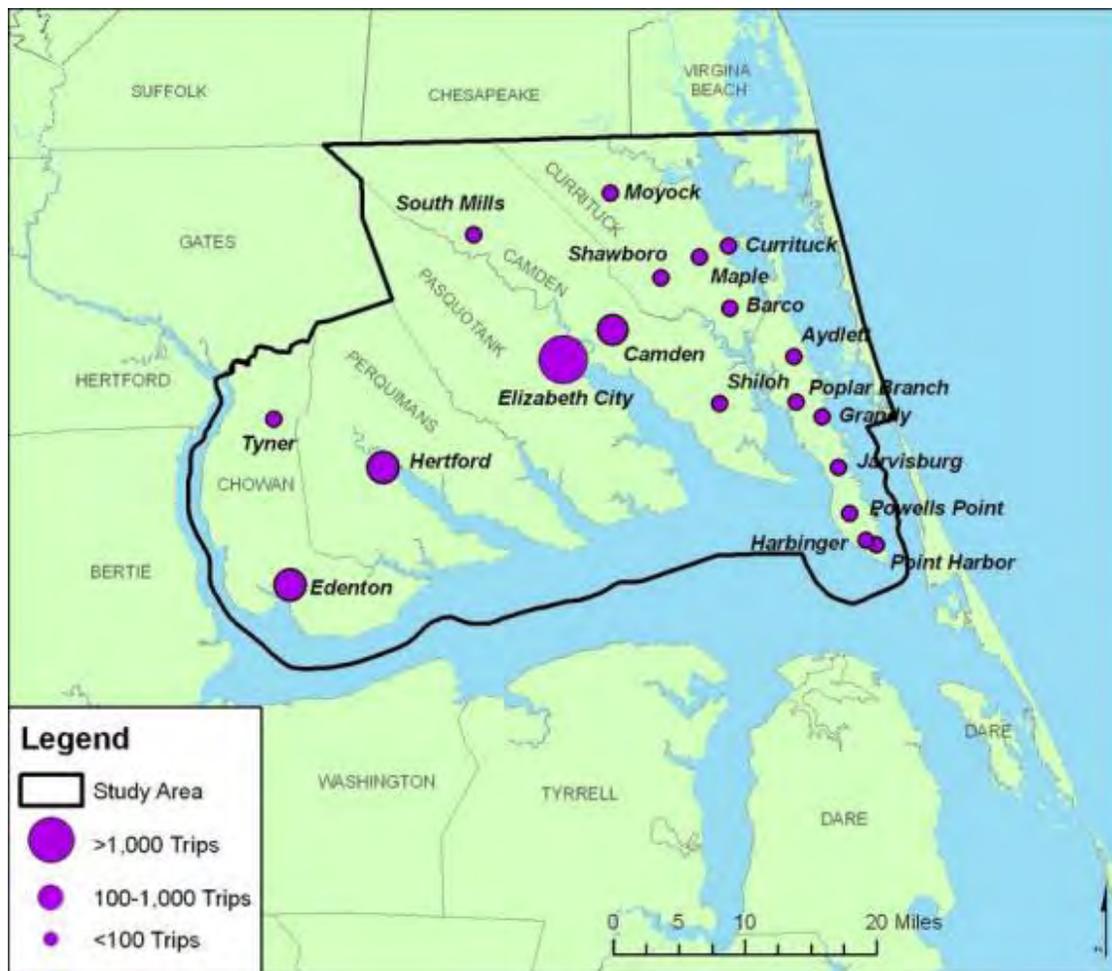
Because ICPTA's service is demand-response based, trip origins are typically the rider's residence. Primary destinations are medical facilities, dentists, senior centers, and nutrition sites.

Additional common destinations include the following:

- Elizabeth City - Boat Works, Burger King, College of Albemarle, U.S. Coast Guard Station, JC Witherspoon Library, Walmart, and the YMCA
- Hertford – Albemarle Village, Hardee’s, Captain Bob’s, Dollar General, and Food Lion
- Edenton – Chowan Animal Hospital, Countryside Day Care, Dairy Queen, and McDonald’s
- Camden – Whitehall Stores

A week of driver manifests is mapped in Figure 2-2 below, showing the highest concentration of trips in Elizabeth City, followed distantly by Hertford and Edenton. Other trips are scattered throughout communities across the region.

Figure 2-2 Ridership by Town



Source: ICPTA

## OTHER TRANSPORTATION SERVICE PROVIDERS

In addition to ICPTA, public transportation services in the Study Area include a campus shuttle at Elizabeth City State University, interstate bus service, taxi services, and ferries.

## **Elizabeth City State Campus Shuttle**

Elizabeth City State University operates two shuttle services that are available to students on campus.

The first is an on-campus shuttle that operates daily between University buildings and to Walmart and Food Lion for shopping. This service is only available to students of Elizabeth City State, and the University has no plans to open the shuttle to members of the public.

The Office of Student Affairs also offers a shuttle to the train station and airport in Norfolk, VA. Shuttles operate frequently close to university holidays, including Thanksgiving, Christmas, and Spring Break. During the regular school year, they operate on an as-needed and as-available basis for students needing to make urgent trips. The Office owns two vans, and staff operates the vehicles.

## **Interstate Bus and Vanpool Services**

Greyhound Lines offers interstate bus service in Chowan and Pasquotank counties. Greyhound bus stations are located in Edenton (711 N. Broad Street) and Elizabeth City (1900 N. Road Street). Other regional Greyhound bus stops are located in Ahoskie, Rocky Mount and Kinston, North Carolina, and Norfolk, Virginia.

The Greyhound station is co-located with Amtrak, city buses, and Nash County Visitor's Bureau in Rocky Mount (great connectivity). In Norfolk the station is located downtown near the Scope Arena and Norfolk Plaza Hotel (not near rail), with poor connectivity. The Edenton Station is north of downtown about a mile south of NC 17. ([www.greyhound.com](http://www.greyhound.com)).

## **Taxi**

There are numerous taxi companies serving the five-county Study Area, primarily in and near Elizabeth City. These include: Winslow Taxi Company, Reid's Taxi, Moore's Taxi, Kid's Taxi, and Mickey's Northend Taxi. ICPTA does not have service agreements with taxi services. ICPTA has not pursued service agreements with any taxi companies because the taxi companies typically do not meet the drug policy and insurance standards established by ICPTA.

## **Ferries**

The Ferry Division of the North Carolina Department of Transportation provides a comprehensive network of ferry services in the eastern part of North Carolina, both in the coastal areas as well as within the sounds and certain inlets and rivers. Knotts Island is only accessible via water or air. Within the Study Area ferry service is provided from Currituck to Knotts Island. Transit time for this ferry is 45 minutes and a ferry departs every two to three hours between 5:50 AM and 6:30 PM. All sizes of passenger vehicles can be accommodated on the ferry. Reservations may be made up to 3 months in advance. There is no charge to the passenger for the ferry service. ICPTA vehicles connect to and utilize the ferry to Knotts Island.

### 3 COMMUNITY PROFILE

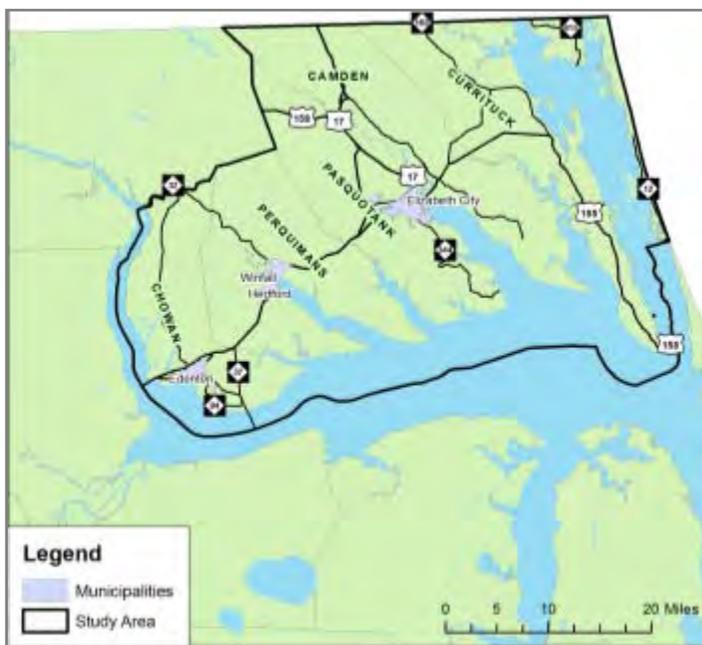
Understanding the size, spatial distribution and characteristics of the local population is critical to determining where and how public transportation services might be effective. In particular, the study team examined population growth trends, population density and community demographics as indicators of transit need and demand. Overall population growth and density show us where the largest concentrations of potential riders are located and thus where the largest markets for transportation services are located.

Experience also shows that individuals with certain demographic characteristics will likely have a greater need, and higher propensity to use public transportation. These individuals tend to have economic or physical constraints and/or have limited access to private automobiles; consequently, they are more likely to rely on public transportation services to meet some or all of their transportation needs. Identifying the size and location of these populations, therefore, is important to understanding the need and demand for transit services.

#### OVERVIEW OF SERVICE AREA

ICPTA serves an area that consists of five counties (Pasquotank, Perquimans, Camden, Chowan and Currituck) in the eastern coastal plain area of North Carolina (see Figure 3-1). In addition to covering a large geographic area, ICPTA’s service area is heavily influenced by its location along the Albemarle Sound. This location along the sound and the area geography has a significant impact on the provision of public transportation services. The numerous inlets, bays, and peninsulas mean that traveling between communities is often indirect and circuitous and results in long travel times and high service costs. While this makes providing public transit service challenging, it also means some travelers might be encouraged to use the service in order to save travel costs.

Figure 3-1 Study Area



Source: Moffatt & Nichol

## POPULATION GROWTH

The ICPTA service area is sparsely populated; however, the area has grown significantly in the past several decades, increasing by nearly 20% over the past decade. While the population growth is significant in terms of percentages, growth from a small base means, the total population is still fairly small in absolute terms. Furthermore, the growth rate is consistent with the growth experienced by the State of North Carolina overall (see Figure 3-2). Growth, however, is forecast to continue and projections by the North Carolina Department of Commerce suggest the region will grow by another 10%, adding some 10,000 additional residents.

Figure 3-2 Population Trends

Location	1990	2000	Change 1990 - 2000	2010 Population	Change 2000 - 2010	2015	Change 2010 - 2015
Camden	5,904	6,885	981 (17%)	9,980	3,095 (45%)	11,821	1,841 (19%)
Chowan	13,506	14,526	1,020 (8%)	14,793	267 (2%)	14,903	110 (1%)
Currituck	13,736	18,190	4,454 (32%)	23,547	5,357 (29%)	26,310	2,763 (12%)
Pasquotank	31,298	34,897	3,599 (11%)	40,661	5,764 (17%)	45,869	5,208 (13%)
Perquimans	10,447	11,368	921 (9%)	13,453	2,085 (18%)	14,169	716 (5%)
Study Area	74,891	85,866	10,975 (15%)	102,434	16,568 (19%)	113,072	10,638 (10%)
Elizabeth City	14,292	17,188	2,896 (20%)	18,683	1,495(9%)	---	---
North Carolina	6,628,637	8,049,313	1,420,676 (21%)	9,535,483	1,486,170 (18%)	10,279,568	743,085 (8%)

Note: 2015 estimate for counties from NC Department of Commerce; 2015 estimate for NC through straight line projection by Moffatt & Nichol.

Sources: US Census, 2010 and NC Department of Commerce.

The population growth, however, is not evenly distributed. Nearly half of Pasquotank County's population is within Elizabeth City, the region's service center. Elizabeth City is by far the largest jurisdiction within the Study Area and is the home of the U.S. Coast Guard Air Station Elizabeth City, the U.S. Coast Guard Aviation Technical Training Center, Elizabeth City State University and the College of Albemarle. The city has grown by nearly 31% between 1990 and 2010, adding nearly 4,400 residents. This compares with very slow growth or population loss experienced in other jurisdictions (see Figure 3-3).

Figure 3-3 Population of Largest Study Area Communities

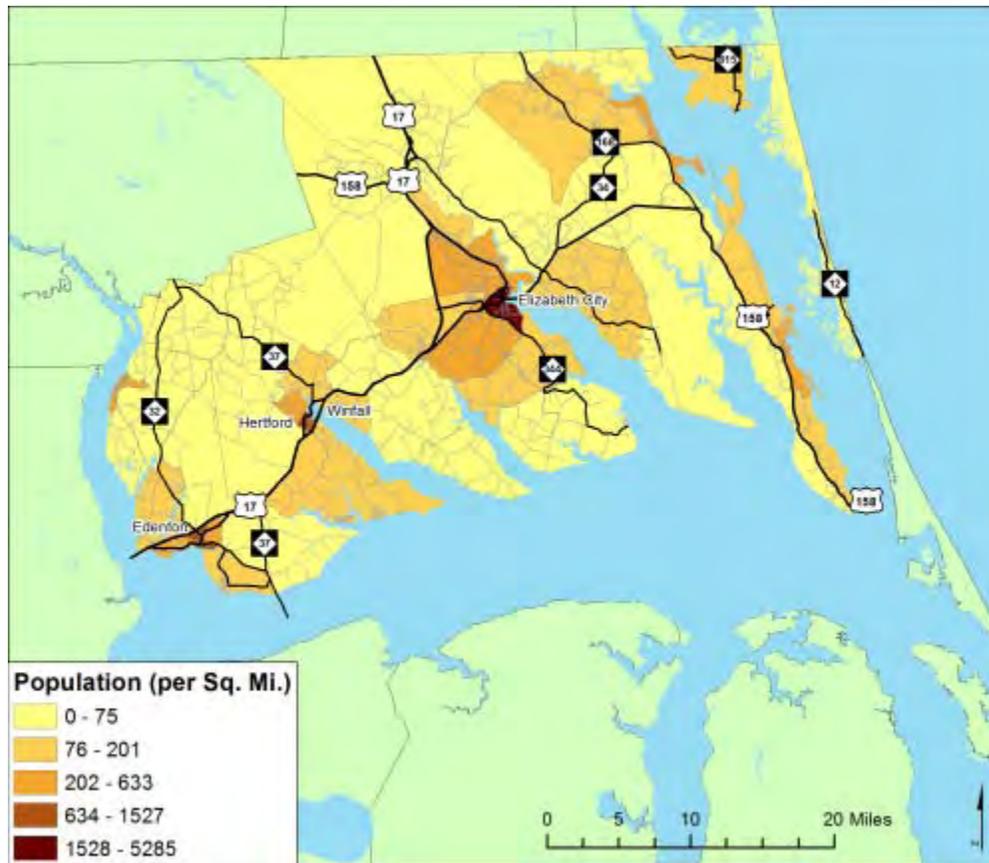
Jurisdiction	1990	2000	2010	1990-2010 Change	% Change 1990-2010
Camden	NA	NA	599	N/A	N/A
Coinjock	NA	NA	335	N/A	N/A
Edenton	5,268	5,394	5,004	-264	-5.0%
Elizabeth City	14,292	17,188	18,683	4,391	30.7%
Hertford	2,105	2,070	2,143	38	1.8%
Moyock	NA	NA	3,759	N/A	N/A
South Mills	NA	NA	454	N/A	N/A
Winfall	501	N/A	594	N/A	N/A

Sources: 1990, 2000 and 2010 Census.

## POPULATION DENSITY

As a rural region, the ICPTA service area is sparsely populated with a total population in the five county area of just over 102,000 individuals spread over 1,062 square miles, for an overall population density of 96 persons per square mile. The counties with the highest population densities were Pasquotank (179 persons per square mile) and Chowan (173 persons per square mile). Camden County (42 persons per square mile) had the lowest density within the Study Area (see Figure 3-4). The most densely populated areas are Elizabeth City, Hertford, and Edenton.

Figure 3-4 Study Area, Population Density



Source: 2010 Census

## COMMUNITY DEMOGRAPHICS

As mentioned, demographic characteristics have a direct impact on the demand for public transportation. In particular, the project team looked at the location and concentration of individuals who are more likely than the general public to use public transportation. These individuals tend to be youths under the age of 18, older adults aged 65 or older, people with disabilities, persons with low incomes, and households that do not have access to an automobile. The project team also created a transit propensity index. This index is presented after each population growth is described individually. Data for this analysis is primarily drawn from the 2010 U.S. Census and in cases where data was not available; the 2000 Census data was used.

## Youth

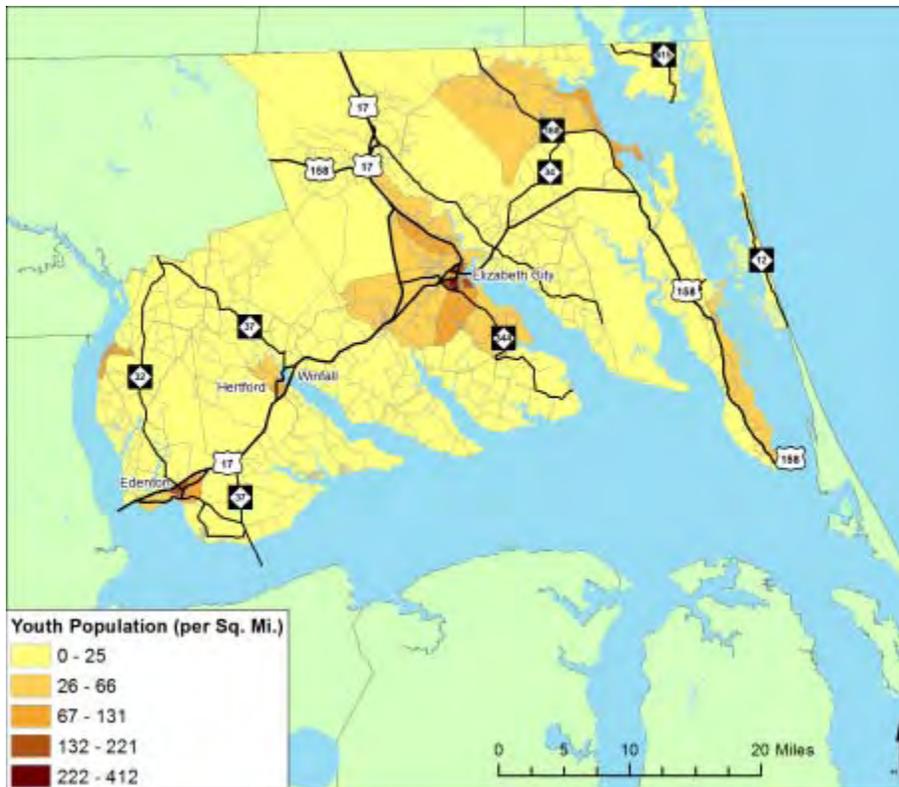
Roughly 23% of the study area population, or about 23,400 individuals is aged 18 or less (see Figure 3-5). Pasquotank County had the largest number of youth population (9,199) but the largest percentage of persons under 18 was found in Camden County (25.6 percent). In general, the areas with the highest density of youths are located in Elizabeth City, Edenton, Hertford, and Moyock (Figure 3-6).

Figure 3-5 Youth Population (2010)

Location	Youth (Under 18)	Total Population	Area in Square Miles	Youth Density Per Square Mile	Youth % of Population
Camden	2,557	9,980	240.7	10.6	25.6%
Chowan	3,317	14,793	85.7	38.7	22.4%
Currituck	5,591	23,547	261.7	21.4	23.7%
Pasquotank	9,199	40,661	226.9	40.5	22.6%
Perquimans	2,769	13,453	247.2	11.2	20.6%
Study Area	23,433	102,434	1,062.2	22.1	22.9%
North Carolina	2,281,635	9,535,483	48,710.9	46.8	23.9%

Source: 2010 Census

Figure 3-6 Study Area, Youth Population Density



Source: 2010 Census

## Older Adults

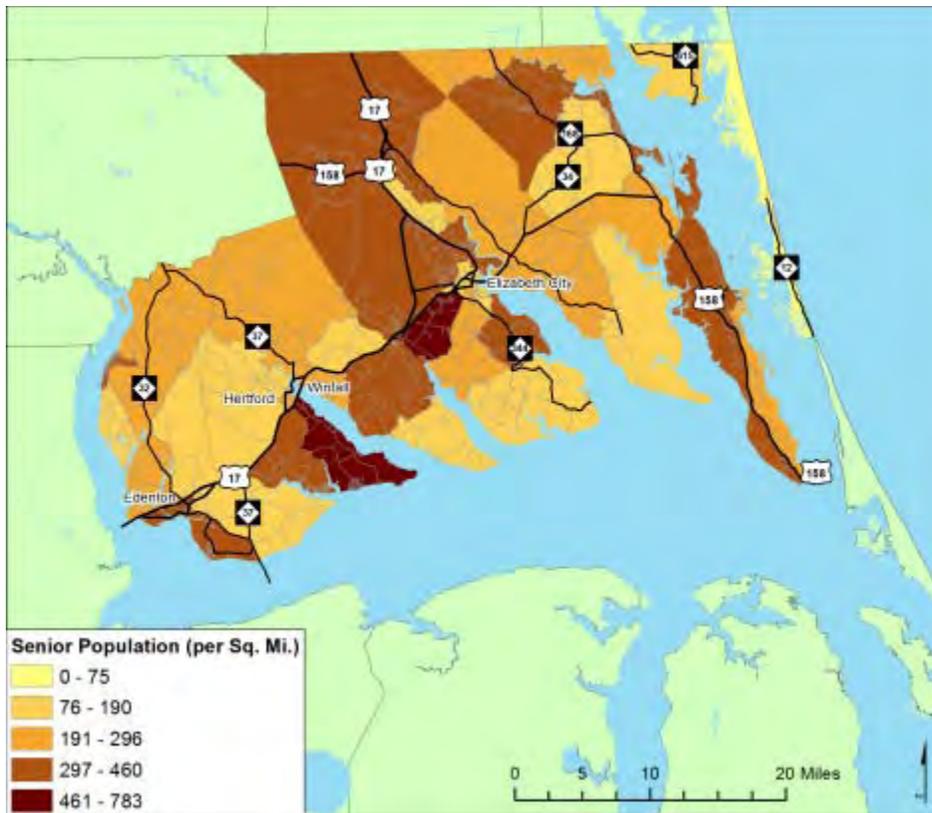
Older adults account for about 15% of all persons in the ICPTA service area (see Figure 3-7 and Figure 3-8). Perquimans County had the highest percentage of seniors (21.5 percent), while Chowan County had the highest density of older adults (33.9 per square mile). In general, the areas with the highest density of seniors are located in Elizabeth City, Edenton, Hertford, the Outer Banks, and Moyock (Figure 3-8).

Figure 3-7 Senior Population

Location	Seniors (65 and Over)	Total Population	Area in Sq. Miles	Seniors Density Per Square Mile	Seniors % of Population
Camden	1,283	9,980	240.7	5.3	12.9%
Chowan	2,908	14,793	85.7	33.9	19.7%
Currituck	3,041	23,547	261.7	11.6	12.9%
Pasquotank	5,513	40,661	226.9	24.3	13.6%
Perquimans	2,887	13,453	247.2	11.7	21.5%
Study Area	15,632	102,434	1,062.2	14.7	15.3%
North Carolina	1,234,079	9,535,483	48,710.90	25.3	12.9%

Source: 2010 Census

Figure 3-8 Study Area Senior Population Density



Source: 2010 Census

## Persons with Disabilities

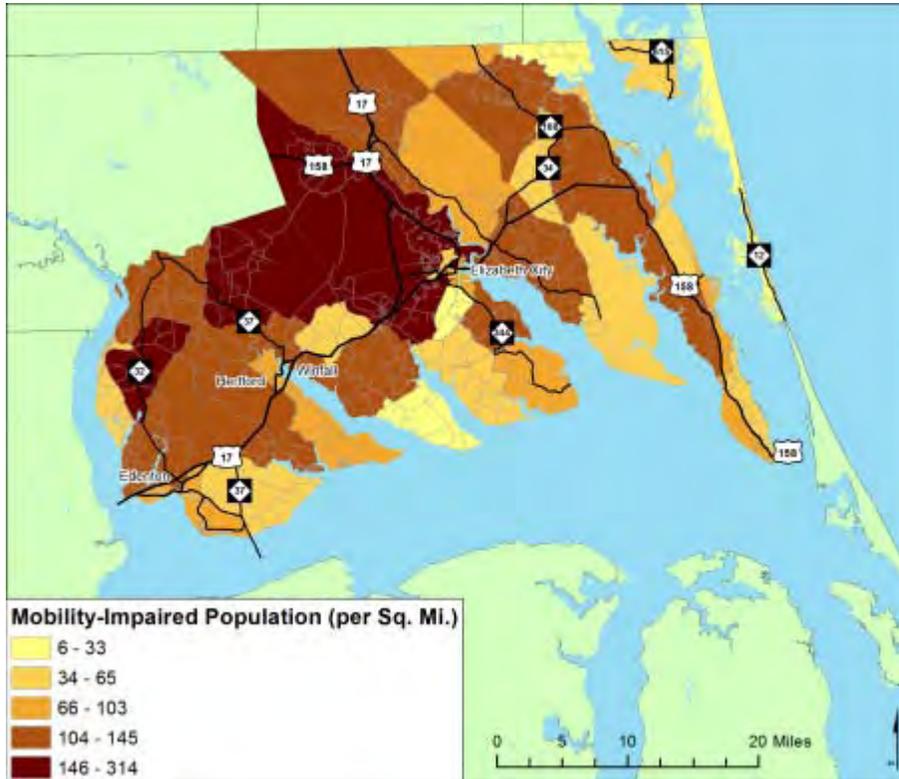
The ICPTA service area has a similar proportion of persons with disabilities (7.7 percent) compared to the statewide proportion (7 percent) (see Figure 3-9 and Figure 3-10). In general, the areas with the highest percentage of mobility-impaired persons are concentrated in Elizabeth City, and spread throughout Perquimans and Pasquotank counties.

Figure 3-9 Persons with Disabilities (2000)

Location	Mobility-Impaired Population	Total Population 2000	Area in Square Miles	Mobility-Impaired Persons Per Square Mile	% Mobility-Impaired Persons
Camden	466	6,885	240.7	1.9	6.8%
Chowan	1,209	14,526	85.7	14.1	8.3%
Currituck	1,026	18,190	261.7	3.9	5.6%
Pasquotank	3,103	34,897	226.9	13.7	8.9%
Perquimans	1,000	11,368	247.2	4.0	8.8%
Study Area	6,804	85,866	1,062.2	6.4	7.7%
North Carolina	560,787	8,049,313	48,710.90	11.5	7.0%

Source: 2000 US Census, Institute for Transportation Research and Education.

Figure 3-10 Study Area, Mobility-Impaired Population Density



Source: 2010 Census

## Persons with Low Incomes

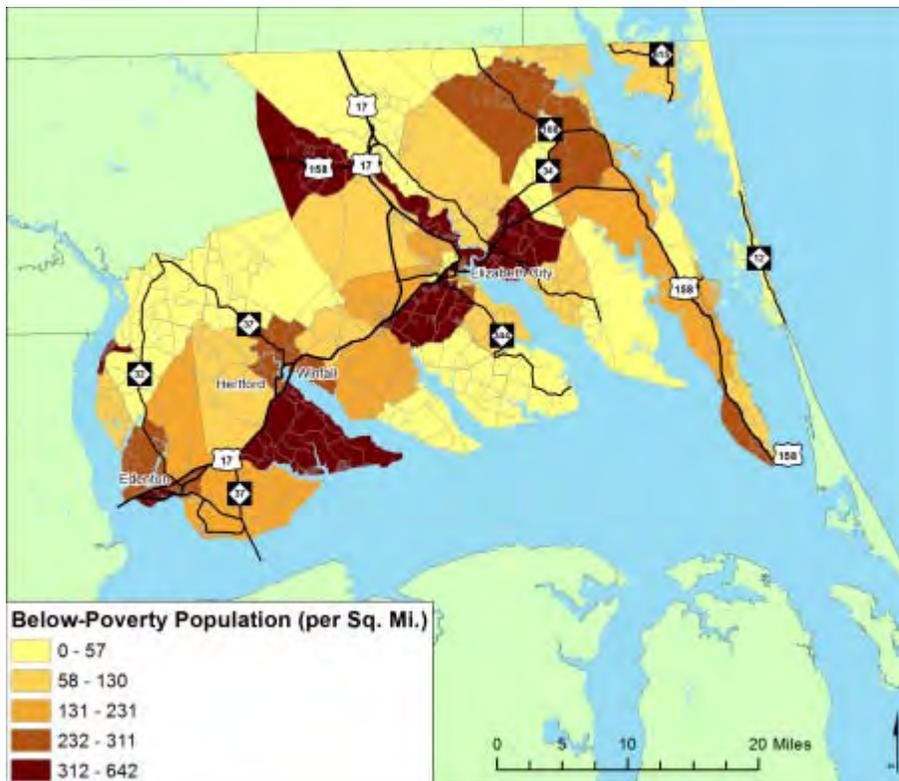
The total population of individuals with low incomes in the study area was 15,895, or about 15.5 percent of the total population (see Figure 3-11 and Figure 3-12). Chowan County had the highest percentage of persons with low incomes (20.6 percent), and Camden County (8.9 percent) had the lowest percentage of persons below the poverty level of any Study Area county. The areas with the highest density of persons below poverty are located near Elizabeth City, Hertford, Edenton, and Moyock.

Figure 3-11 Below Poverty Population (2009)

Location	Below Poverty Population	% Below Poverty	Total Population	Area in Sq. Miles	Below Poverty Per Square Mile
Camden	888	8.9%	9,980	240.7	3.7
Chowan	3,047	20.6%	14,793	85.7	35.6
Currituck	2,449	10.4%	23,547	261.7	9.4
Pasquotank	7,197	17.7%	40,661	226.9	31.7
Perquimans	2,314	17.2%	13,453	247.2	9.4
Study Area	15,895	15.5%	102,434	1,062.2	15.0
North Carolina	1,544,748	16.2%	9,535,483	48,710.9	31.7

Source: 2010 Quickfacts, US Census Bureau. American Community Survey, 5-year estimates

Figure 3-12 Study Area, Below-Poverty Population Density



Source 2010 US Census.

## Zero-Car Households

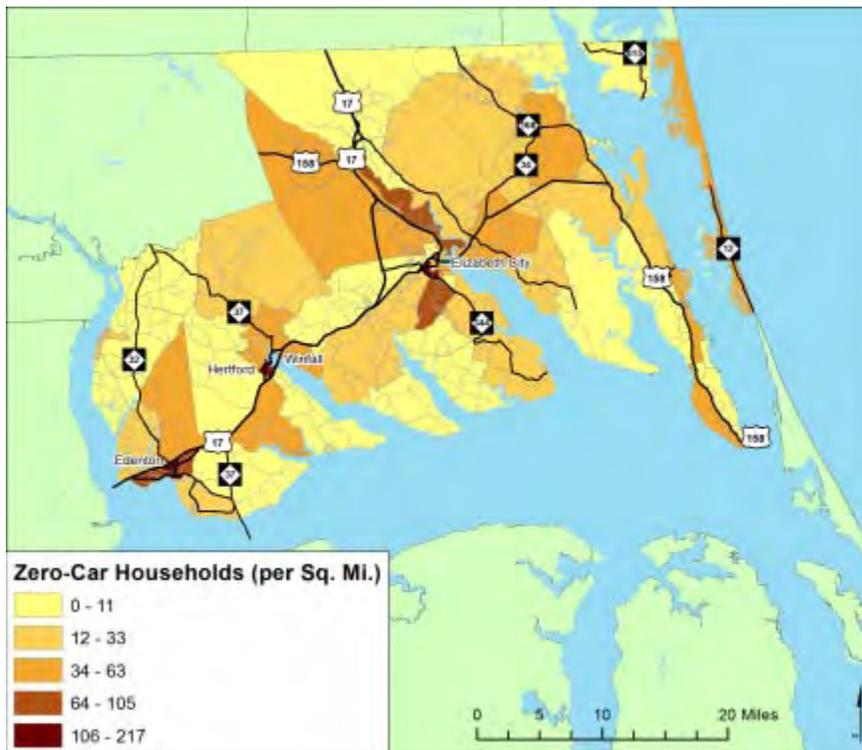
As presented in Figure 3-13 and Figure 3-14, the total number of households without access to a personal vehicle in the Study Area is 3,346 (10.2 percent of the total households), or a density of 3.2 households per square mile. This group typically has a need for public transportation services since they do not have access to a private automobile. Chowan (14.7 percent) and Pasquotank County (12.9 percent) had the highest percentages of zero-car households. In general, the areas with the highest density of households without access to a personal vehicle are in the Elizabeth City, Hertford, and Edenton.

Figure 3-13 Zero-Car Households (2000)

Location	Zero-Car Households	Total Households	Area in Sq. Miles	Zero-Car Households Density per Sq. Mile	% Zero-Car Households
Camden	128	2,662	240.7	0.5	4.8%
Chowan	818	5,580	85.7	9.5	14.7%
Currituck	303	6,902	261.7	1.2	4.4%
Pasquotank	1,664	12,907	226.9	7.3	12.9%
Perquimans	433	4,645	247.2	1.8	9.3%
Study Area	3,346	32,696	1,062.2	3.2	10.2%
North Carolina	235,339	3,132,013	48,710.90	4.8	7.5%

Source: 2000 Census.

Figure 3-14 Study Area, Zero-Car Household Density



Source: 2000 Census

## Transit Dependent Population

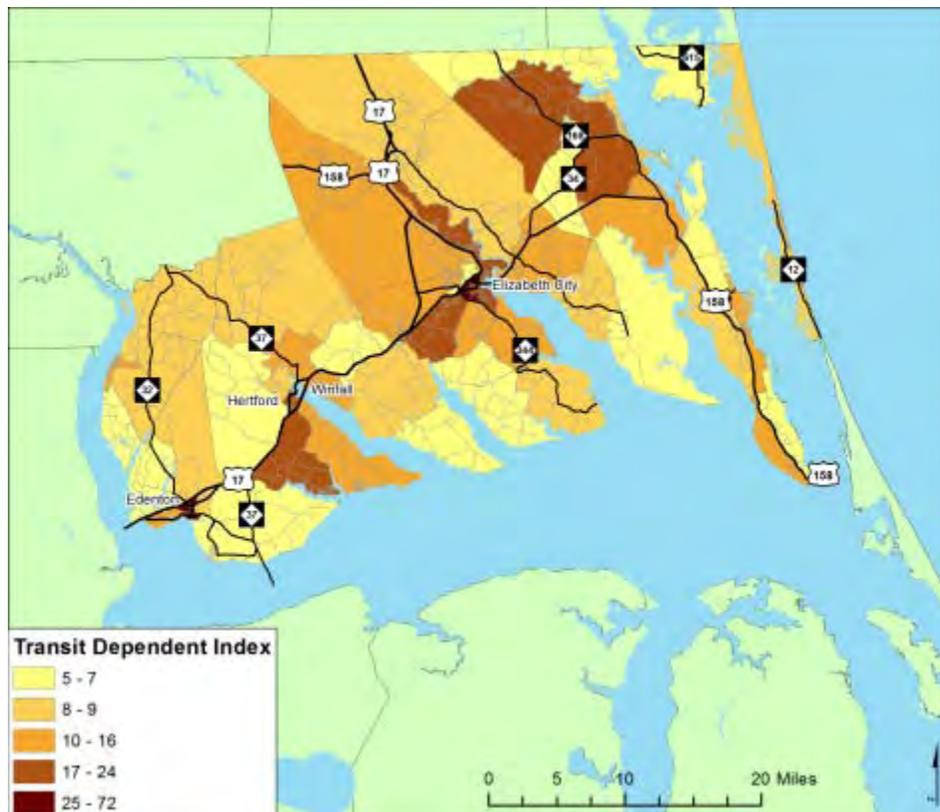
Because several of the above described population characteristics are highly correlated, the study team calculated a transit dependency index (TDI). The purpose of this index is to understand the combined impact of all the population groups and understand locations where there is the greatest need for service. Results of this analysis are depicted in Figure 3-15 below.

As shown block groups with the highest TDI scores are located near Moyock along NC 168, north and south of Elizabeth City and southwest of Hertford. The location of these comparatively higher TDIs indicates a comparatively higher need for transportation services.

Populations used to develop the TDI are Zero-vehicle households, Seniors, Mobility-impaired population, and Below-poverty populations. The following process was used to develop the TDI:

- Calculated the population densities of Study Area for each dependent group (zero-vehicle households, seniors, mobility-impaired, and below-poverty) by block group.
- A ranking number was assigned to each block group based on a comparison to the Study Area Average. For example, block groups with lowest densities, and therefore lowest transit needs were given a score of 1. Block groups with the next lowest densities were given a score of 2, and so on.
- After each block group was scored for the four categories of dependent populations, all four scores were added together to calculate an overall TDI score for each block group.
- Study Area census block groups were then mapped to display the relative need within the Study Area. This map can be used to determine the relative service needs for the transit dependent populations.

Figure 3-15 Study Area, Transit Dependent Index



Source: 2000 Census

## **FINDINGS AND IMPACTS FOR PUBLIC TRANSIT SERVICE**

With the exception of small pockets of density in Elizabeth City, Edenton, and a few other towns, the region has a very low population density. The rural nature of the region, combined with a coastal geography that limits the road network, creates a challenging operating environment for transit. Accessing the Outer Banks area and even the peninsulas on the mainland often requires indirect routings. Reaching these locations requires significantly longer trips and higher costs for ICPTA.

The highest percentages of transit-dependent populations are focused in Elizabeth City, Hertford, and Edenton, with some high percentages in mainland Currituck County, as well. Since the majority of the population is concentrated in the three cities, the distribution of transit dependency in these areas makes sense.

Mainland Currituck County, however, is masked in the quantitative analysis by the low level of transit dependency along the Outer Banks. Currituck County as a whole does not exceed the state average or Study Area average for any of the transit dependency metrics, but several block groups on the mainland show a stark need. These block groups have a high concentration of individuals below the poverty line as well as individuals with a disability. Most other block groups, such as those in Chowan, Pasquotank, and Perquimans counties, are more evident in the quantitative analysis. Camden County overall shows the least need; however, Camden has a much less concentrated population than the other counties, since it is a combined county and town. For this reason, transit dependency is diffused across larger block groups than in the cities in the region.

Compared to the state as a whole, the region has an average percentage of youth population, and older adults make up a larger percentage of the population - more than 15% of the population of the Study Area is over 65, compared to just 12.9% for the state. With the aging of the Baby Boomer generation and an influx of retirees from other regions, this number is likely to continue climbing.

The area has a much higher percentage of persons without a vehicle than the state as a whole - over 10% compared to 7.5%. This statistic offers significant insight into the operating environment of ICPTA: with an average of only 96 people per square mile and a large percentage of households without a vehicle, the region presents a challenging service area, with the need for transit spread over 1,000 square miles.

## 4 TRAVEL DEMAND

A key aspect of assessing the demand and potential for public transportation services lies in understanding where and how people living in the study area travel. The project team used a variety of resources for this analysis, including:

- The location and size of major employers, recognizing that commuter trips offer the most consistent travel patterns for most individuals.
- The location of activity centers, such as shopping areas, hospitals, colleges and universities and other public facilities. These activity centers are important destinations for non-work and work trips.
- Journey to work data reveals the travel patterns for people traveling to/from work. Although this data is from the 2000 US Census, it provides an overview of the predominant travel patterns.

### EMPLOYMENT

Historically the economy of the Study Area was based on agriculture. Today primary employment sectors are Education and Health Services; Trade, Transportation and Utilities; and Public Administration. Figure 4-1 presents labor force data for Study Area counties and the state. As shown in the table, the percentage of persons over the age of 16 that were in the labor force in 2000 in the Study Area counties was lower than the statewide percentage. Currituck (64.3 percent), Camden (61.1 percent), Perquimans (60.6 percent), and Pasquotank (60.4 percent) all had percentages of persons in the labor force that were lower but within 5 percent of the statewide percentage (65.7 percent). The exception is Chowan which had 56.4 percent of the population over 16 in the labor force.

County unemployment rates as of April 2012 were lower for Currituck (5.3 percent) and Camden (7.2 percent) when compared to the statewide rate (9.4 percent). The average unemployment rate for other Study Area counties was within 1 percent of the statewide unemployment rate.

Figure 4-1 Study Area Employment Data

Location	Population over 16 in Labor Force (%)	Population over 16 not in Labor Force (%)	% Unemployed (Aug. 2011)
Camden	61.1%	38.9%	7.2%
Chowan	56.4%	43.6%	10.0%
Currituck	64.3%	35.7%	5.3%
Pasquotank	60.4%	39.6%	9.9%
Perquimans	60.6%	39.4%	9.7%
North Carolina	65.7%	34.3%	9.4%

Sources: 2000 U.S. Census, U.S. Bureau of Labor Statistics, May 30, 2012..

### Major Employers

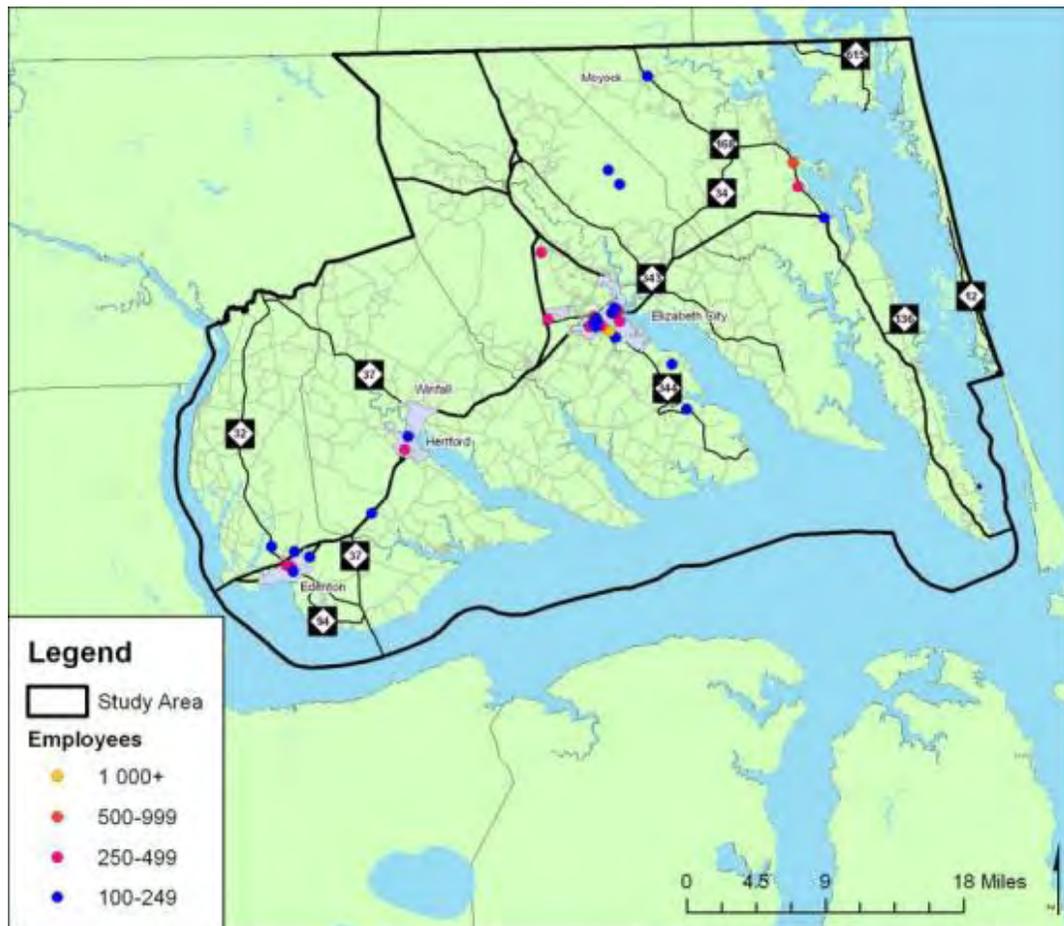
According to data from NC Employment Security Commission, the industry sector employing the most people in the Study Area is the Education and Health Services industry (see Figure 4-3).

The board of education or school system within each county is the largest employer in each of the Study Area counties. Over 1,000 persons are employed by the Pasquotank County Board of Education. Between 250-499 persons are employed by the school system in Camden, Chowan, Currituck, and Perquimans counties. Health service businesses are the next largest employers in the Study Area. Health care providers employ between 250-499 persons in Chowan County and 500-999 persons in Pasquotank County. Local governments are major employers in all Study Area counties.

While understanding the location and size of the region's major employers, it also worth noting that many individuals work for small employers and often these employers are concentrated. Examples include tourism facilities and retail centers, such as "Main Street" communities and shopping malls. Most of these employment centers are identified as part of the analysis of activity centers.

Major employers are shown on the map below (Figure 4-2).

Figure 4-2 Major Employers in the Study Area



**Figure 4-3 Major Employers in the Study Area**

Company	Industry
<b>Camden County</b>	
Camden County Board Of Education	Education & Health Services
Xe Lodge & Training Center	Education & Health Services
EP Management Services LLC	Professional & Business Services
<b>Chowan County</b>	
Edenton-Chowan Schools	Education & Health Services
East Carolina Health Inc	Education & Health Services
Chowan County	Public Administration
Mcherrin Agricultural & Chem Co	Trade, Transportation & Utilities
Colony Tire Corporation	Trade, Transportation & Utilities
Economic Improvement Council Inc	Other Services
<b>Currituck County</b>	
Currituck County Board Of Education	Education & Health Services
Currituck County Finance Office	Public Administration
Twiddy & Co. of Duck	Financial Activities
Resort Realty	Financial Activities
Food Lion LLC	Trade, Transportation & Utilities
C/O Sentara Health Center	Education & Health Services
<b>Perquimans County</b>	
Perquimans County Schools	Education & Health Services
Perquimans County	Public Administration
<b>Pasquotank County</b>	
Pasquotank County Board Of Education	Education & Health Services
DRS Technologies (US Coast Guard)	Trade, Transportation & Utilities
Albemarle Hospital	Education & Health Services
Osc - Central Payroll	Public Administration
U S Dept Of Homeland Security	Public Administration
Elizabeth City State University	Education & Health Services
Wal-Mart Associates Inc	Trade, Transportation & Utilities
State Of NC Dept Of Correction	Public Administration
College Of The Albemarle	Education & Health Services
County Of Pasquotank	Public Administration

Company	Industry
District Health Dept Of Albemarle	Education & Health Services
City Of Elizabeth City	Public Administration
Ollie's Bargain Outlet	Trade, Transportation & Utilities
Drs C3 & Aviation Company	Trade, Transportation & Utilities
Carolina Adventist Retirement	Education & Health Services
Tandem Inc DBA McDonalds	Leisure & Hospitality
Dls Engineering Associates Inc	Professional & Business Services
Food Lion LLC	Trade, Transportation & Utilities
Bank Of Hampton Roads	Financial Activities
Lowe's Home Centers Inc	Trade, Transportation & Utilities
Lear Siegler Services Inc	Trade, Transportation & Utilities
Kindred Nursing Centers East LLC	Education & Health Services
Farm Fresh	Trade, Transportation & Utilities
<b>Perquimans County</b>	
Perquimans County Schools	Education & Health Services
Perquimans County	Public Administration

Sources: NC Department of Commerce and Economic Development. Fourth Quarter 2010.  
 NC Employment Security Commission, Labor Market Information, Top 25 Employers by NC County. [www.ncesc.com](http://www.ncesc.com).

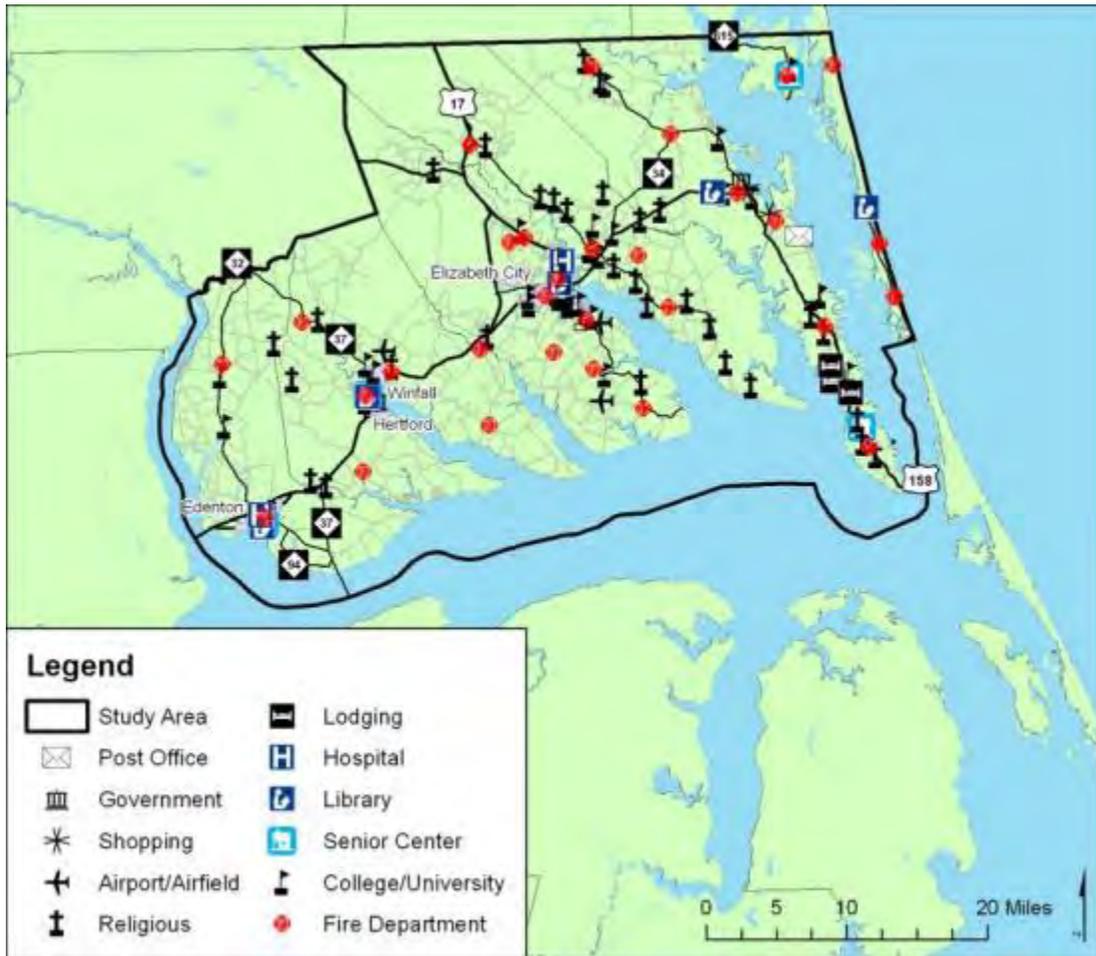
## ACTIVITY CENTERS

The available transportation infrastructure and prevalent development patterns help us understand travel opportunities, the location of key activity centers as well as where public transportation is needed. As part of this analysis, the project team also considered the density of land uses, and/or other constraints in the transportation system that might encourage people to use public transportation. These constraints might include traffic congestion, parking shortages or high parking costs, and/or long and expensive commute trips.

Consistent with other aspects of the region, most of the study area activity centers are concentrated in Elizabeth City, plus the communities of Hertford and Edenton. Most retail, educational and other services as well as medical facilities are located in these places. Another cluster of activity centers is found in Currituck County, along the Outer Banks but especially along the southern most part of the peninsula at Powells Point.

Transportation services provided to and from major activity centers in the region are a priority for the ICPTA. See Figure 4-4 for the location of major regional activity centers. A list of major destinations mapped below is available in Appendix B.

Figure 4-4 Major Activity Centers

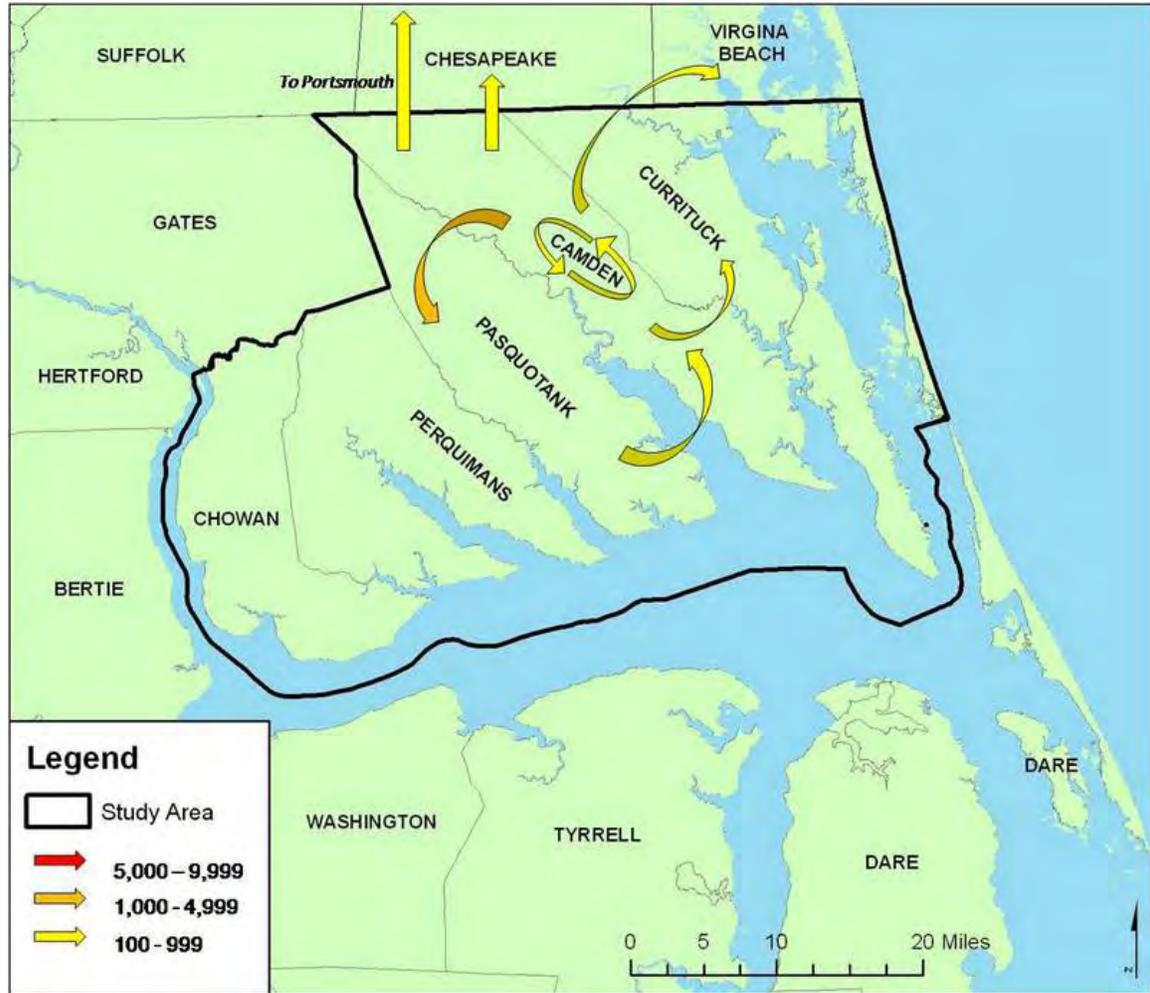


Source: Google Maps, NC OneMap, National Center for Geographic Information and Analysis.

## JOURNEY TO WORK

The following figures (Figure 4-5 through Figure 4-9) and accompanying data show journey-to-work traffic flows for Study Area residents based on 2000 Census data. Not represented is data for locations that comprise less than 1 percent of the community population. In Camden County 65 percent of commuters stay within the County or travel to Pasquotank County. Another 22 percent of residents travel to Virginia for work. The vast majority of residents in Chowan (72 percent) and Pasquotank (77 percent) counties stay within the counties for work.

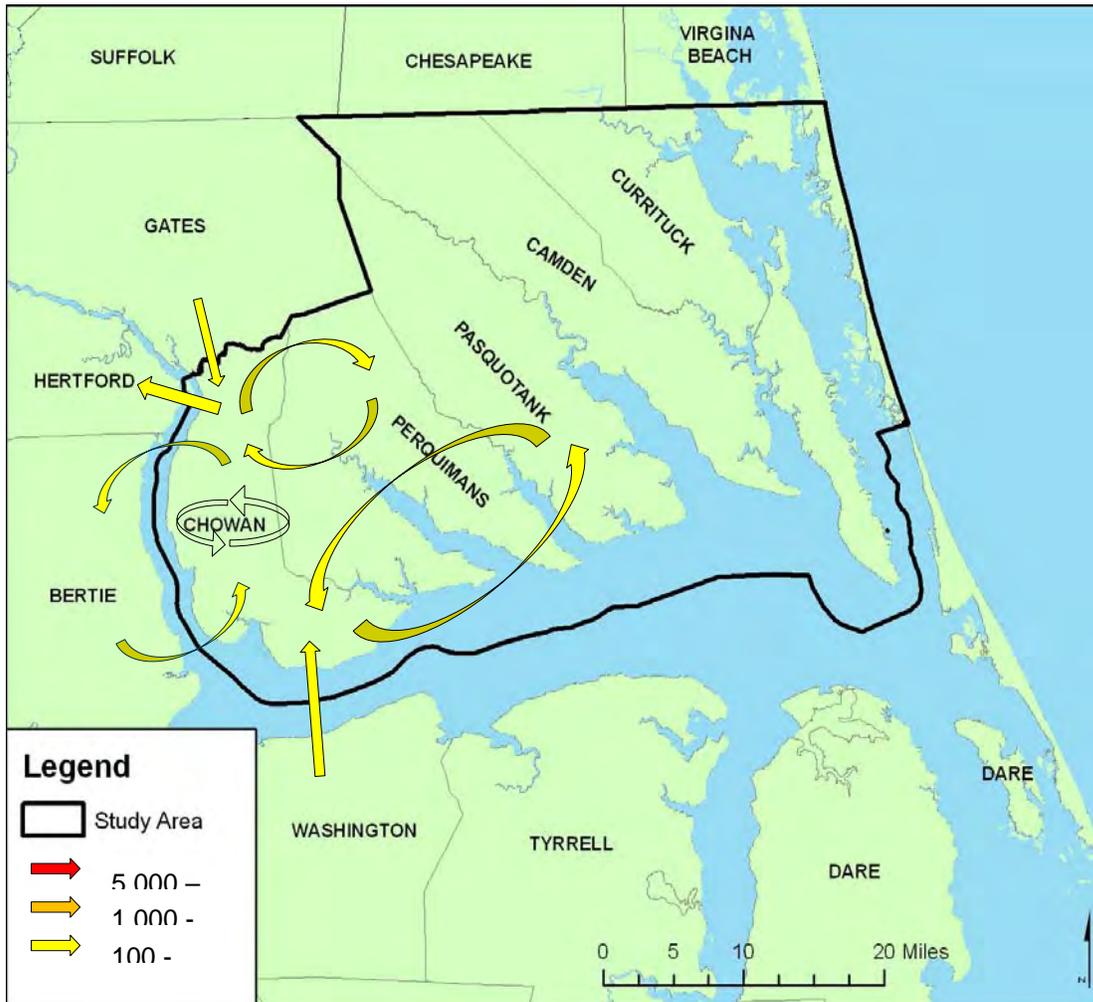
Figure 4-5 Camden County Work Flows



Source: Census 2000

Destination	Employees	Percent of Workers
Pasquotank County	1,289	41%
Camden County	748	24%
Norfolk City VA	278	9%
Chesapeake City VA	187	6%
Currituck County	172	5%
Portsmouth City VA	112	4%
Virginia Beach City VA	102	3%
Dare County	92	3%
Perquimans County	44	1%
Washington County	25	1%
Chowan County	20	1%

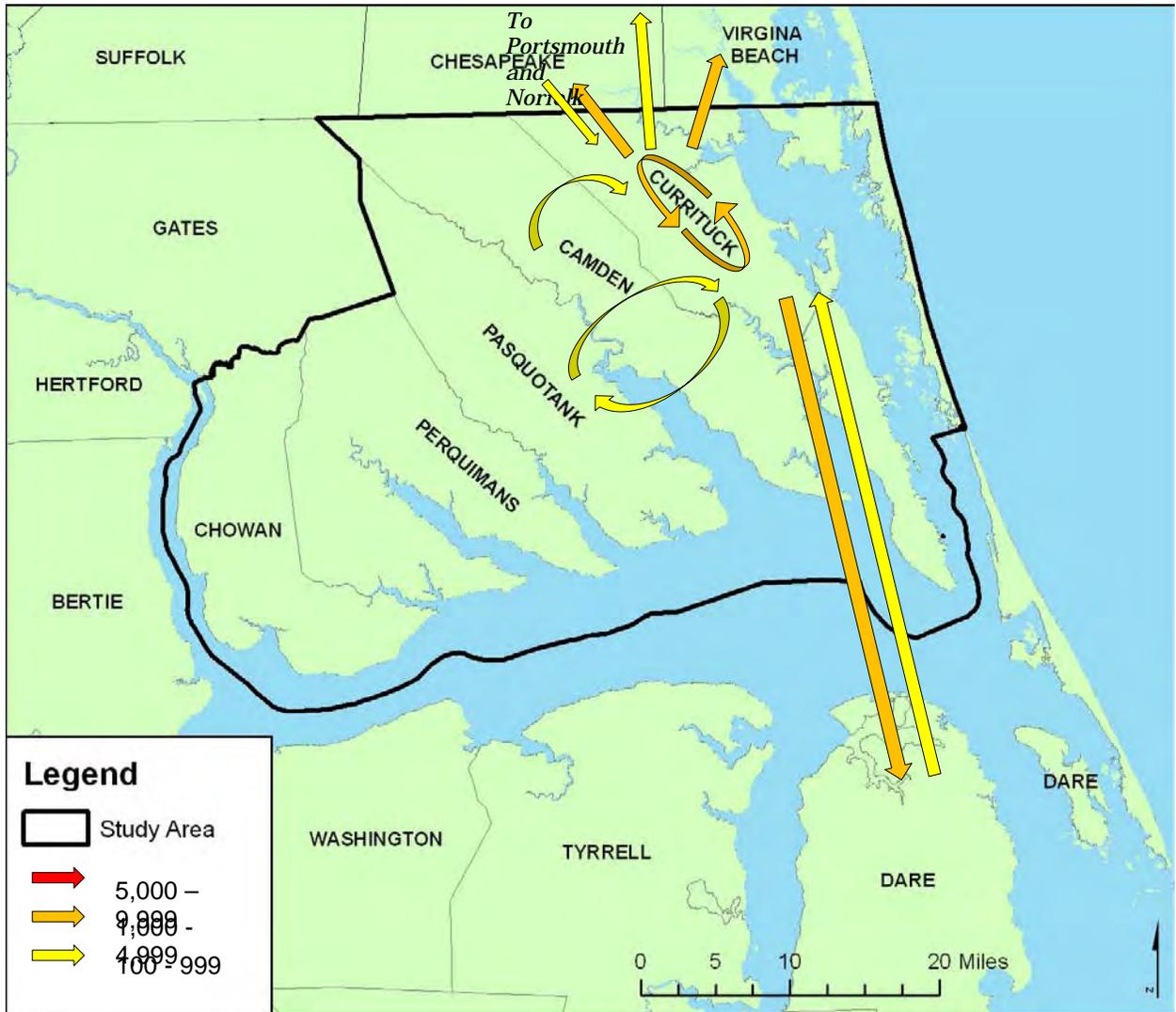
Figure 4-6 Chowan County Work Flows



Source: Census 2000

Destination	Employees	Percent of Workers
Chowan County	4,279	72%
Pasquotank County	413	7%
Bertie County	159	3%
Perquimans County	158	3%
Hertford County	155	3%
Washington County	77	1%
Chesapeake City VA	77	1%
Gates County	67	1%
Norfolk City VA	61	1%
Newport News city VA	59	1%
Portsmouth City VA	57	1%
Tyrrell County	56	1%
Suffolk City VA	54	1%
Dare County	39	1%

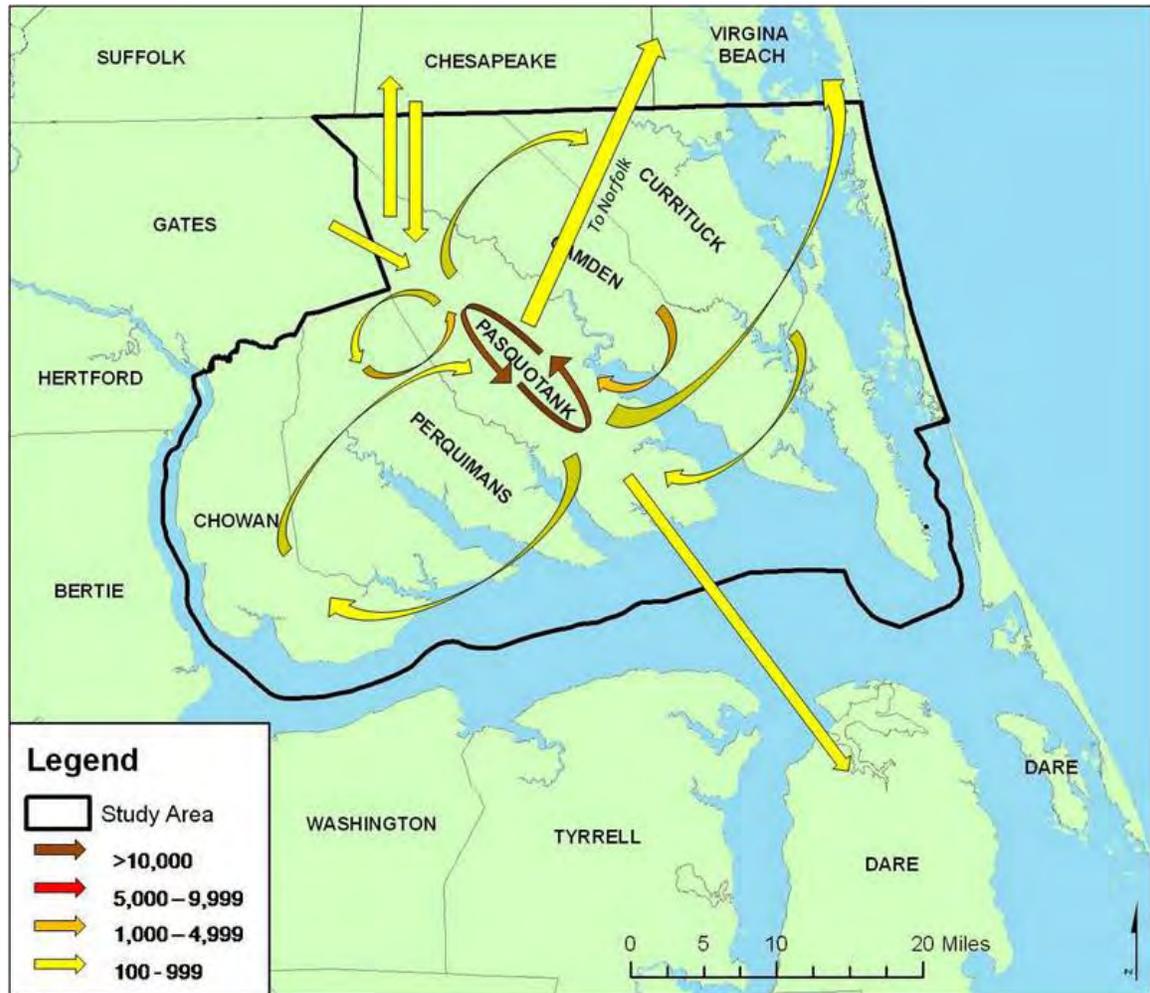
Figure 4-7 Currituck County Work Flows



Source: Census 2000

County	Employees	Percent of Workers
Currituck County	2,881	33%
Dare County	1,539	18%
Chesapeake City VA	1,270	15%
Virginia Beach City VA	1,032	12%
Norfolk City VA	771	9%
Pasquotank County	428	5%
Portsmouth City VA	171	2%
Camden County	59	1%
Prince George's County MD	53	1%
Richmond City VA	49	1%

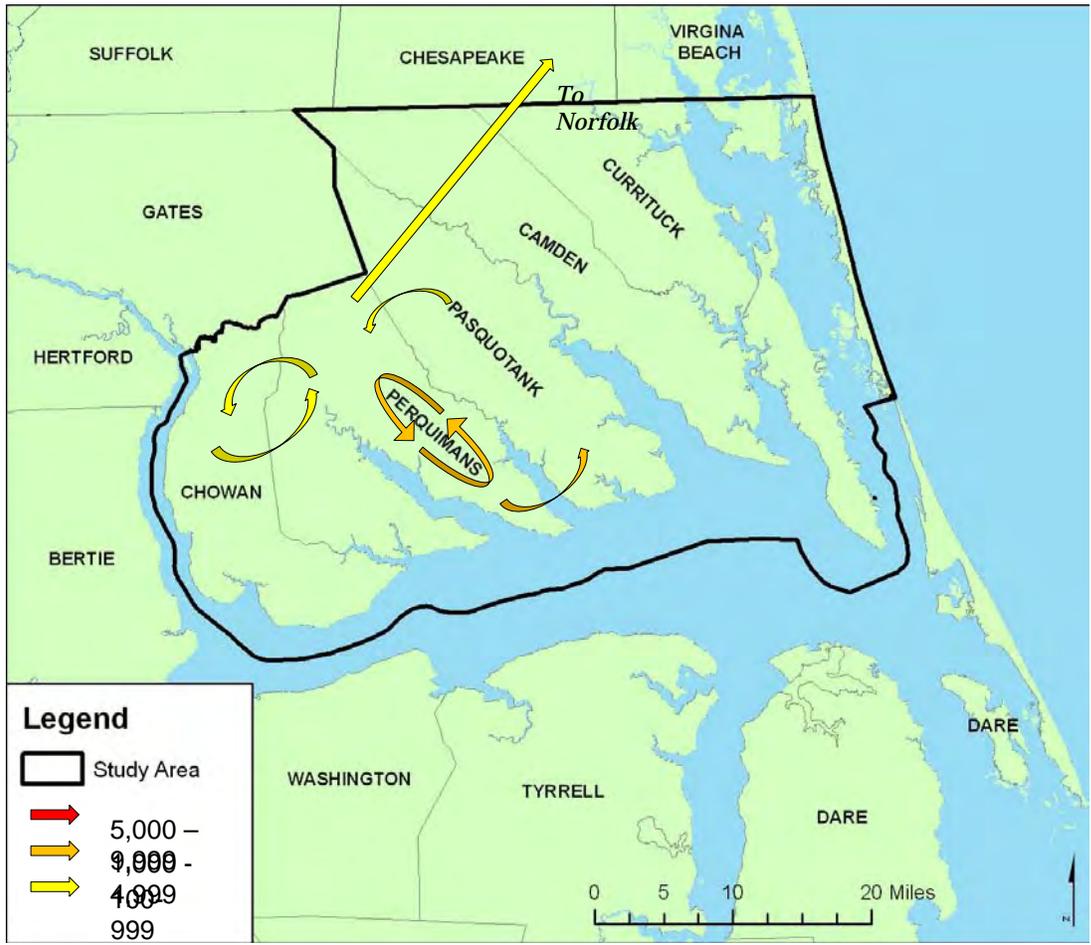
Figure 4-8 Pasquotank County Work Flows



Source: Census 2000

County	Employees	Percent of Workers
Pasquotank County	11,224	77%
Dare County	453	3%
Perquimans County	360	2%
Currituck County	340	2%
Chesapeake City	326	2%
Norfolk City VA	293	2%
Virginia Beach City VA	231	2%
Chowan County	227	2%

Figure 4-9 Perquimans County Work Flows



Source: Census 2000

County	Employees	Percent of Workers
Perquimans County	1,677	38%
Pasquotank County	1,418	32%
Chowan County	491	11%
Norfolk City VA	131	3%
Dare County	92	2%
Virginia Beach City VA	79	2%
Gates County	78	2%
Portsmouth City VA	71	2%
Camden County	56	1%
Newport News City VA	52	1%
Currituck County	46	1%
Chesapeake City VA	42	1%
Hertford County	40	1%
Northampton County	26	1%
Pitt County	23	1%

## **FINDINGS AND IMPACTS FOR PUBLIC TRANSIT SERVICE**

Employment in the region is heavily concentrated in Pasquotank County, which has by far the largest number of employers with over 100 employees in the region. Within Pasquotank, Elizabeth City is the focus of major activity centers. Other, smaller concentrations are in Hertford, Edenton, and some on the mainland of Currituck County.

Residents of the region travel in large numbers north to jobs in Virginia and south to Dare County, outside the service region of the ICPTA. This trend is most apparent in Currituck County, where 40% of residents travel to Virginia to work, and an additional 18% to Dare County. Camden County residents travel to Virginia for work at high rate, as well, with 22% leaving the county daily for jobs in Virginia. In some cases, these patterns can be attributed to geography: residents living on the Currituck Outer Banks have much shorter travel times into Dare County than into Elizabeth City, due to the route 158 bridge.

Further, the Hampton Roads region is home to over 1.6 million people with a metropolitan statistical area covering 16 counties, including Currituck County. The number of jobs available is much greater in Hampton Roads than in points west like Elizabeth City and Edenton; hence, many more ICPTA-area residents are traveling north to employment.

For counties further from the Virginia border, Elizabeth City is the major economic draw for available jobs. There is heavy commuting to Pasquotank County from bordering counties - Camden (41%) and Perquimans (32%). The most common work destination for most residents of the region is the county in which they live, with the exception of Camden County, from which a majority travel to Pasquotank for work.

## 5 OUTREACH AND PUBLIC INPUT

As part of our effort to understand community needs for transportation services, a number of outreach activities were conducted. These included surveys with riders and potential riders, stakeholder interviews, employer interviews, and outreach to the public.

### SURVEY OF RIDERS AND POTENTIAL RIDERS

Surveys of riders and potential riders typically provide an informative perspective to help assess the effectiveness of a transit system. These surveys can be used to identify areas of improvement desired by patrons, and perceptions of the system by those that do not use ICPTA services. For the initial survey series for this study, riders and the general public were surveyed. Surveys were distributed at the Perquimans County Health Fair on September 23, 2011, as well as through the Currituck and Pasquotank Departments of Social Services, the College of the Albemarle, Pasquotank Vocational Rehabilitation, the JobLink Employment Security Commission center in Elizabeth City, Albemarle Hospital's mental health provider network, and the Albemarle Regional Health Services departments in each county. Tear-off fliers advertising the survey were also posted in downtown Elizabeth City, the public library, the College of the Albemarle, and Elizabeth City State University.

Though a majority of respondents reported having access to a car some or all of the time, 19% reported having no access to an automobile. Most respondents typically drive or are driven, presumably by friends or family members, to their destinations (70%). Nearly 8% reported using public transit for their trips; nearly 3% reported using taxis for their travel needs. The remainder either walked or biked or used agency transportation such as a social service volunteer.

Over 17% of respondents reported having used ICPTA in the past six months. Most reported having ridden for medical appointments, work, school, social events, or shopping. Most who reported using ICPTA ride five days per week (31%), showing a heavy reliance on the service by some riders.

Although the sample size and survey distribution methods do not make this reported data a true sample of the overall population of the ICPTA region, perceptions of ICPTA were generally very positive. Over 18% of respondents stated that they would like to ride the bus more often, though 7% stated that they prefer not to use the service, but sometimes have to.

Excluding respondents that reported no familiarity with the service, a majority of respondents agreed to the following statements put forth in the survey:

- Service usually picks me up on time.
- Drivers are courteous and helpful.
- Vehicles are clean, safe, and comfortable.
- Fares are reasonable.

The statement, "Vehicles run on days and times I need it," received support to a lesser degree. The statement, "Vehicles run on days and times I need it," received support to a lesser degree. While 28% agreed or strongly agreed, 4% of respondents disagreed or strongly disagreed with this statement. A total of 68% of respondents had no opinion on this statement.

A full survey report is available in Appendix A.

## STAKEHOLDER INTERVIEWS

Stakeholder interviews were held on-site in September, 2011, with one held as a telephone interview. A total of eight stakeholders were interviewed from the health, education, workforce, and human service sectors.

Views of ICPTA service were extremely positive across all stakeholders. Each stakeholder praised the Authority for accommodating community needs very efficiently, especially in light of the resources available. All reported a positive working relationship with the ICPTA, and appreciated the willingness of the Authority to always assist them if possible.

Several questions in the stakeholder interview guide asked interviewees to identify potential enhancements to service. All expressed satisfaction with service as is, but identified "wish list" items that could help meet even more of the observed needs of their clients.

- Several stakeholders identified **expansion of afternoon and evening hours** as a suggested improvement, and one explained that it is a first priority for agency clients. This expansion of hours would accommodate afternoon medical trips as well as more work and education trips than can be served currently.
- Multiple stakeholders discussed the **fixed routes** that had been available in several towns, specifically, those in Elizabeth City and Edenton. Beyond those that remembered the service, additional stakeholders suggested that such a route connecting Elizabeth City destinations such as the College of the Albemarle, ECSU, the hospital, Walmart, and other destinations Downtown would be a desirable addition to current service.
- Several stakeholders reported that the **48-hour scheduling requirement is too long** for some clients, especially for urgent medical trips (not emergency trips). As with many perceived inconveniences of using ICPTA, most clients are now accustomed to planning ahead and calling 48 hours in advance. One stakeholder mentioned that clients would like the one-day service that used to operate in Elizabeth City to be reinstated.
- Using ICPTA often means **long trip times and long waits** for the return pick-up for clients. Most clients understand and expect this, but for frail clients, the long rides can be taxing. Similarly, the extremely early morning departures for out-of-town trips are difficult for some.
- Using the ICPTA for **transportation to work or to class** is a challenge due to scheduling. As with most demand-response systems, trips vary in length from day to day, and exact arrival times vary accordingly. Still, stakeholders reported that most riders know to plan for extra time in their schedules in order to be on time for work or class, typically planning to arrive early to ensure that they are on time.
- Two stakeholders suggested that ICPTA direct **more advertisement** towards their clients and on-site.
- One stakeholder identified **better connections to intercity service** as a transportation need for clients.

The following agencies were interviewed as part of this data collection:

- Pasquotank Health Department
- Albemarle Commission - Workforce Development
- College of the Albemarle
- Albemarle Hospital

- Currituck Department of Social Services
- Pasquotank County Vocational Rehabilitation
- Pasquotank Department of Social Services
- Elizabeth City State University

## EMPLOYER INTERVIEWS

The project team interviewed eight employers across the region to identify work commute trends and learn about attitudes towards transit use for employees. Questions were also asked to gauge interest in partnerships to provide transit for employees.

Though a majority of employees drive to work and a majority of employers would not be willing to financially support transit service, one business on the Outer Banks stated that they would enthusiastically contribute funds to transit service if it would save money on their current employee shuttle.

### Employer Overview

Businesses interviewed employ a range of three to 300 workers. Most operate on two shifts - the first generally starting between 8:00 and 10:00 AM and ending between 3:00 and 4:00 PM, and the second ending between 11:00 PM and 12:00 AM. One site has multiple shifts and is open 24 hours. Another is open only between 6:00 PM and 4:00 AM.

To select employers, the list of top 25 employers from the NC Employment Security Commission website in each of the five counties was reviewed. Stakeholders had recommended several of the larger employers, and a slight emphasis was placed on businesses along the Outer Banks, where seasonal workers who may be more likely to depend on transit are employed. A total of 20 businesses were contacted, with seven agreeing to answer questions. Figure 5-1 displays the locations of the employers interviewed.

Figure 5-1 Location of Employers Interviewed

County	Business Location	Employers Interviewed
Camden County	South Mills	1
Currituck County	Duck (official address)	1
	Coinjock	1
Pasquotank County	Elizabeth City	3
Perquimans County	Hertford	1

### Employee Commute Habits

Most businesses reported that employees live in the county in which the employer is located. There is some commuting between Elizabeth City and Hertford, and a few employees are traveling from Elizabeth City to jobs on the Outer Banks in Currituck County.

With one exception, all businesses report that employees drive to work, though many report somewhat significant carpooling. Many employees are also dropped off by family members. One employee uses a motorized scooter, but no other employers reported the use of bicycles or simply

walking. A majority of employees have cars, and free parking is widely available at the businesses interviewed.

At one site along the Outer Banks, nearly all employees use company-sponsored vans to get to work. A majority of the workers are international, seasonal, and do not own cars. The employer - a resort - provides housing for employees mostly south of its site, in Kitty Hawk and Kill Devil Hills, so that employees can find second jobs within walking distance. The resort runs a shuttle bus from the housing to the hotel for the morning and afternoon shifts. The resort pays drivers and maintains vans for this service.

Most businesses cited the price of gas as a challenge many employees face in traveling to work. Still, one business stated that there has been no increase in absenteeism since the price of gas has risen. Businesses on the Outer Banks mentioned the extreme traffic congestion along Route 12; some workers experience travel times of two hours for a 15-mile trip to work.

## **Future Transit Use and Sponsorship**

Employers were asked if they believed their employees may use transit service to work if available. Most stated that if the service would save gas money and was convenient, some employees would ride. They emphasized that the service would have to be convenient, but one also stated that several employees already must wait on their carpool ride to finish a later shift in order to ride home in the evenings. Another mentioned an employee with a broken car that she cannot afford to fix in the foreseeable future.

The resort employer along the Outer Banks that operates an employee shuttle stated that at the very least one-third of its employees would use transit to get to work (38 employees of a total 115). This employer also mentioned that many guests would also be likely to use the service if available, especially in light of the traffic congestion on the Outer Banks.

When asked about willingness to support a transit service - either through promotion with employees or through financial contributions - five of the employers responded that they would be willing to disseminate information only. Two stated that they may be persuaded to contribute to such a service.

The resort on the Outer Banks that uses a shuttle to transport employees expressed enthusiasm for supporting such a service financially. Since the employer is already paying a driver and other maintenance costs, contributing funds to a transit service would be a welcome way to cut back on costs.

## **PUBLIC OUTREACH**

In order to gather additional feedback directly from the public, feedback was solicited at a public meeting at the Public Safety Building in Elizabeth City in December 2011 and at the North Carolina Potato Festival in Elizabeth City on May 19, 2012.

For the Potato Festival, the project team hosted a booth and invited members of the public to provide feedback on ICPTA and on proposed strategies, since this outreach took place later in the planning process. Members of the public were invited to vote for their favorite service enhancement strategy by placing beans in one of eight jars representing the strategies. Approximately 25% of the respondents had used ICPTA or had a family member who used the service. A total of 91 individuals voted, and their preferences are tallied in the following table. Individuals were allowed to vote more than once.

The most popular strategy was providing weekend service. Tied for a close second were a fixed-route to Norfolk and Virginia Beach and providing evening service.

**Figure5-2 Responses from Potato Festival**

Strategy	Number of Votes	% of Votes
Provide Weekend Service	161	25%
Fixed Route to Norfolk and Virginia Beach	95	15%
Provide Evening Service	86	14%
Purchase Accessible Cab and Implement Taxi Voucher Program	73	11%
Fixed Route between Hertford, Edenton, and Elizabeth City	70	11%
Maintain Existing Service Levels	64	10%
Seasonal Employment Service to Outer Banks	53	8%
Improve and Expand Marketing	35	5%

## 6 ORGANIZATIONAL ASSESSMENT

The focus of the CTSP is to develop a strategic plan that responds to the mobility needs of the community. Accordingly, in addition to understanding community demographics and collecting public input, the project team also conducted a detail review of the existing transit systems. This review included an overview of the agency's organizational structure, management policies and procedures and its facilities and operations.

### SERVICE OVERVIEW

As outlined previously, ICPTA is a five-county regional public transportation system, one of only a few regional rural systems in the state, providing general public and human service agency transportation to the people who live in or visit Chowan, Perquimans, Pasquotank, Camden, or Currituck counties. ICPTA also provides out-of-region transportation to Norfolk, VA, and Greenville, NC.

ICPTA operates a combination of subscription service and demand-response. The main difference between these two services is that subscription trips operate along the same routes every day and demand response service is scheduled based on traveler request. In addition, even though the subscription service has a somewhat set route, it differs from fixed-route in that passengers must schedule a ride to get picked up.

### GOVERNANCE AND ORGANIZATIONAL STRUCTURE

#### Mission Statement and Goals

ICPTA's mission statement is posted on their website (<http://www.icpta.net/services/>) and in its Policies and Procedures Manual. In both places the mission statement is combined with the organization's goals.

*To enhance passenger accessibility in rural areas to health care, shopping, education, employment, public services, and recreation. To assist in the maintenance, development, improvement, and use of public transportation systems in rural areas. **To encourage and facilitate the most efficient and effective use of Federal, State, and Local funds to provide quality passenger transportation through coordination of local programs and services in ICPTA's service area.***

#### Policies

ICPTA's Policies and Procedures Manual is used in conjunction with the Albemarle Regional Health Services (ARHS) Policy Manual. Among the key purposes of the ICPTA manual is to provide clear and concise guidelines for ICPTA employees, to coordinate activities between ICPTA and ARHS, to establish responsibility to all levels of ICPTA, to ensure program goals are administered, and to simplify administrative and operating practices.

The ICPTA/ARHS Policy and Procedure Manual is reviewed annually. It is a working document that is updated to ensure compliance with Federal, State and Local public transportation requirements. Management approval is required for revisions in the Manual. Policies outlined in the Manual address a range of topics including safety issues, operations, vehicle maintenance, and administration among others.

## **Governing Structure**

As stated previously, ICPTA is a subsidiary of Albemarle Regional Health Services and is therefore governed by Albemarle Regional Health Services for Pasquotank, Perquimans, Camden, Chowan, Currituck, Bertie, and Gates counties in accordance with the laws of the State of North Carolina of General Statutes §§ 130A-34 through 130A-42. (Gates and Bertie counties are served by public transit from other systems.) The District Board of Health has 18 members. The commissioners of each county in the district appoint one of their members to the District Board of Health (see Appendix A for ICPTA Board members). These appointed commissioner members then appoint the other members of the Board including at least one licensed physician licensed to practice in the State of North Carolina, one licensed dentist, one licensed optometrist, one licensed veterinarian, one registered nurse, one licensed pharmacist and one professional engineer. If there is not a member of the district available for appointment as designated above, additional representatives of the general public shall be appointed.

The District Board has legal and fiduciary responsibility of the organization, creates organizational policy, approves budgets, monitors performance (operationally and fiscally), and enters into legally binding contracts. Duties of the District Board are to:

- Serve as a liaison between the residents of Pasquotank, Perquimans, Camden, Chowan, and Currituck counties and county government concerning transportation issues.
- Serve as the governing body to Albemarle Regional Health Services d/b/a Inter-County Public Transportation Authority.
- To review and approve policy concerning ICPTA.
- Perform other functions and responsibilities as may be requested or prescribed by the respective County Board of Commissioners.

In addition to the District Board of Health, the North Carolina Department of Transportation requires ICPTA to have a Transportation Advisory Board (TAB). The TAB is made up of community stakeholders that are concerned with transportation services provided by ICPTA (see Appendix A for TAB members). The make-up of this organization consists of representatives of various organizations and community members, which will challenge ICPTA to be more sensitive to the community's needs and make them more aware of service improvements, which are dictated by community demand. The Advisory Board has no legal or financial responsibility as may arise pertaining to ICPTA.

Duties of the TAB are to:

- Serve as a liaison between the residents of Pasquotank, Perquimans, Camden, Chowan, and Currituck counties concerning transportation issues.
- Serve as the advisory body to ICPTA as the lead agency in the operation of a five county rural transportation system.
- To make recommendations to ICPTA's management and the five County Board of Commissioners on the transportation needs of county citizens. These recommendations will coordinate a cost-effective approach to the delivery of transportation services to area human service agencies and the general public.
- Work to stimulate and promote needed transportation services and programs for the region's residents.

- Assist public, private nonprofit, private, and voluntary agencies in providing transportation services to their clients.
- Assist in the development and update of the ICPTA Transportation Development Plan (TDP).
- Perform other functions and responsibilities as may be requested or prescribed by the respective County Board of Commissioners.

## SYSTEM FACILITIES

All ICPTA's transportation services are scheduled, thus there are no passenger facilities in the region, such as bus shelters or signage. Instead, the facilities associated with the operation are for operations, maintenance and administration.

The ICPTA is housed in the headquarters of the Albemarle Regional Health Services (ARHS) on Kitty Hawk Lane in Elizabeth City. Its administrative facilities include offices, a scheduling and dispatch room, and a quiet break room for all administrative staff. Conference rooms and other administrative rooms are shared with ARHS.

The building also has a break/lunch room for drivers and storage space available for equipment and promotional materials.

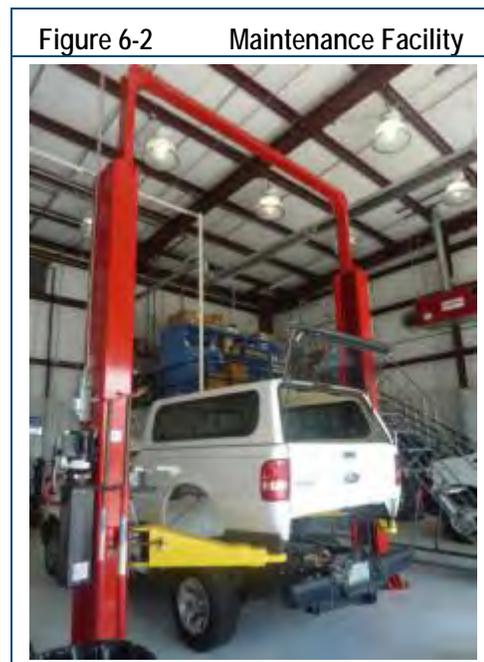
In 2008, ICPTA financed an expansion of the building and constructed a new maintenance facility. The expansion cost approximately \$500,000, with an additional \$150,000 spent on equipment. Prior to this new facility construction, the ICPTA was outsourcing maintenance; with in-house maintenance, vehicles can be repaired on the day they arrive for servicing, which was not possible with outsourced maintenance. The ICPTA employs one full-time mechanic who also maintains the ARHS vehicle fleet on-site, which includes 25-30 sedans and light pick-up trucks.

The facility has the added benefit of a tenants who pays approximately \$75,000 in rent to the ICPTA. The ICPTA, in turn, uses those funds to pay ARHS for administrative expenses and to provide a local match to federal and state funds.

Figure 6-1 and Figure 6-2 show the new maintenance facility.



Source: Nelson\Nygaard



Source: Nelson\Nygaard

## **TECHNOLOGY AND SOFTWARE UTILIZATION**

ICPTA operates with fairly sophisticated intelligent transportation systems (ITS). These systems include RouteMatch; an advanced scheduling software for demand-response service management. ICPTA was one of the first adopters of this software in the state (2001). RouteMatch automates a significant amount of the logistics required to operate a demand-response system, including automatically populating client data when calls are received, assigning billing codes, calculating invoices, generating manifests, and automating scheduling. When combined with mobile data terminal technology (MDTs), RouteMatch becomes an even more powerful tool, enabling dispatchers to locate vehicles through GPS and drivers to electronically log manifests. The ICPTA installed MDTs in 2010 to maximize more of the capabilities of RouteMatch software.

The automated scheduling module for the RouteMatch software is only used for routes within Elizabeth City due to the limitations of the speed limit parameter. At the time, only one average speed input is allowed for routing across the entire region, though average speeds for long-distance trips along highways are much higher than in-town trips. Thus, ICPTA schedulers still create schedules by hand for out-of-town routing. The next RouteMatch upgrade will allow the input of more than one average speed, enabling schedulers to utilize this module for all routes.

In this fiscal year, the ICPTA will be a pilot site for security cameras in its vehicles, a statewide NCDOT initiative that will ultimately result in 1,600 Community Transportation vehicles across the state being equipped with cameras. For the past year, the ICPTA has been serving as one of two testing sites for preliminary evaluation of vendors for this project. The cameras will assist with any necessary investigations of complaints or incidents. They also assist with driver training as well as evaluation of drivers and quality assurance. The security camera project is ARRA-funded.

ICPTA currently uses AllData to record and track vehicle maintenance. ICPTA also uses AssetWorks for maintenance documentation to NCDOT.

## **AGENCY STAFFING**

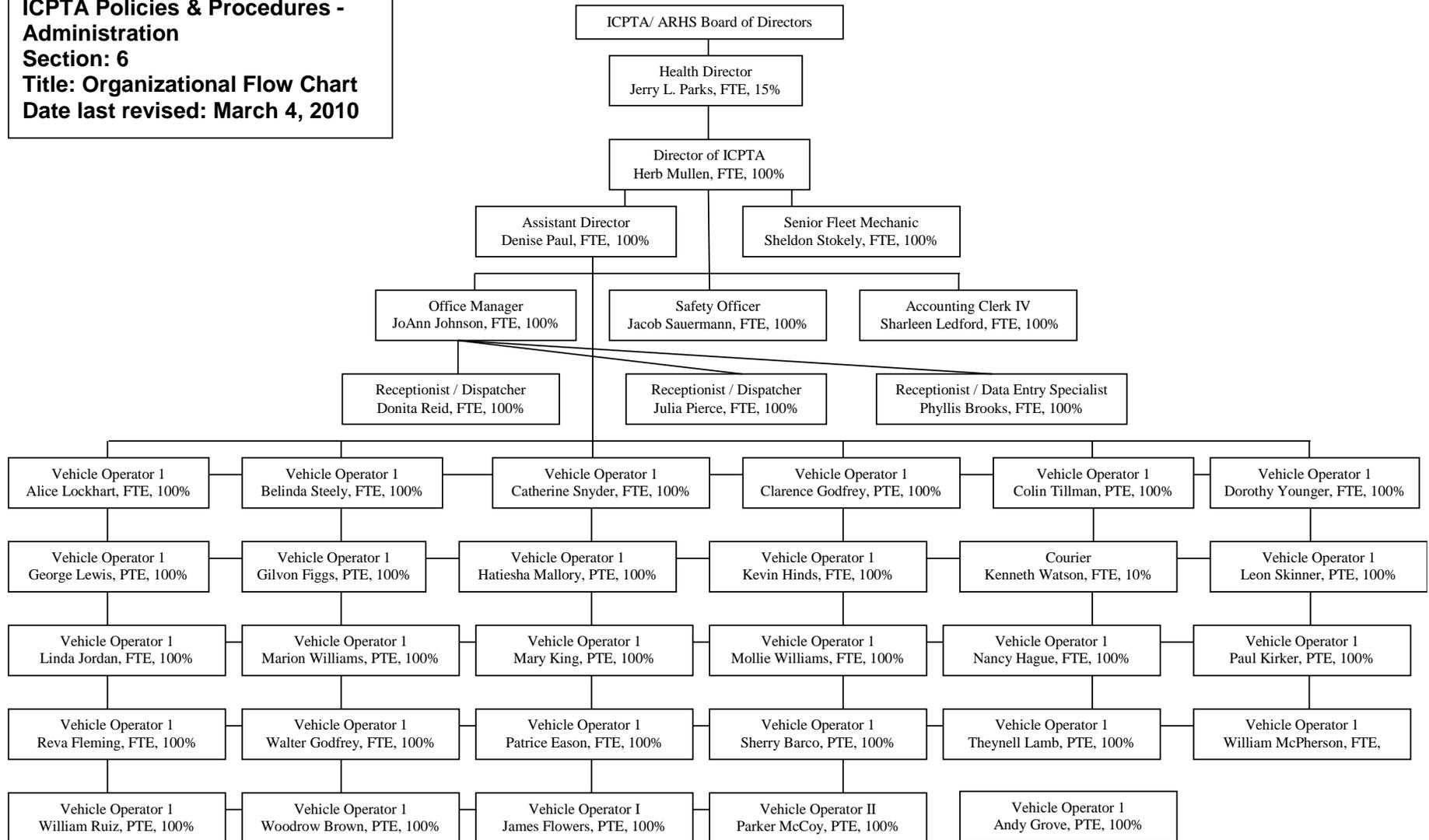
ICPTA operates with a total staff of 38 employees, including 21 full time and 17 part time individuals, with 29 drivers among the 38 employees. All full-time and part-time staff are employees of Albemarle Regional Health Services. A description of the duties of ICPTA staff positions is provided below. An organizational chart for ICPTA is depicted in Figure 6-3 on the following page.

**Director of Transportation Services** - The ICPTA is led by the Director of ICPTA who reports directly to the Health Director. The Health Director in turn reports to the ICPTA/ARHS Board of Directors. The ICPTA Director is responsible for recruitment, training, completion of state and federal reports, applies for grants, oversees revenue and expense reports, oversees vehicle utilization and maintenance, coordinates and negotiates with providers, acts as a liaison with county managers, local human service agencies, community groups, ICPTA TAB and Governing Board, develops policies and procedures manual, and oversees accounts receivable.

Figure 6-3 Organizational Flow Chart

**ICPTA Policies & Procedures - Administration**  
**Section: 6**  
**Title: Organizational Flow Chart**  
**Date last revised: March 4, 2010**

**ICPTA / ARHS (SPECIFIC TO ICPTA)**





**Assistant Director** – The Assistant Director assists the ICPTA Director of Transportation Services, supervises employees, completes federal and state reports, prepares ROAP grants, reviews monthly budgets, develops policies and procedures, assists in marketing, develops maintains and facilitates the Safety Plan and Program, and administers the drug and alcohol program.

**Senior Fleet Mechanic** – The Senior Fleet Mechanic performs the maintenance and repair of automobiles and automotive equipment and works closely with the ICPTA Safety Officer to ensure ICPTA is current on all Federal, State, and Local safety standards.

**Office Manager**–The Office Manager monitors dispatch operations including the RouteMatch scheduling software application, monitors ICPTA’s fleet status, assists with the development of a marketing program to promote ICPTA’s services; is responsible for ICPTA’s vehicle advertising program, monitors driver hours, participates in reviewing and updating of ICPTA’s Policy Manual, works with ICPTA’s billing department to ensure clients receive efficient service and accurate invoices, responsible for tracking Albemarle Regional Health Services Motor Fleet Fuel Card program, and is responsible for semi-annual reviews of routes for efficiencies and deficiencies.

**Safety Officer**–The Safety Officer ensures the inspection of vehicles, buildings, and shops to detect fire or safety hazards, assists with driver training including but not limited to the Minimum Training Standards for Community and Human Service Transportation System Vehicle Operators, is responsible for all incident and accident investigations including but not limited to vehicle crashes and personal injury as it relates to employees and clients, works closely with ARHS’s Safety Officer and the ARHS’s Safety Committee, develops safety policies and assists with the oversight of ICPTA’s Safety System Program, is responsible for acclimating disabled clients to ICPTA’s Services, and works closely with NCDOT Safety officials to ensure ICPTA is current on all safety standards set forth by NCDOT Public Transportation Department.

**Accounting Clerk IV**–The Accounting Clerk is responsible for entering information into a pre-established tracking system from the daily manifests completed by ICPTA’s drivers. From that data entry, monthly invoices are produced. The Accounting Clerk also keeps up with accounts receivable.

**Receptionist/Dispatcher** – Receptionists/Dispatchers serve as both receptionist and transit dispatcher. They are responsible for fare collections and ticket sales, assisting the financial department in collection of outstanding debts, maintaining a filing system, and driving transit vehicles when necessary.

**Receptionist/Data Entry Specialist** – Receptionists/Data Entry Specialists are responsible for entering data into the RouteMatch software system for billing purposes. They assist in preparing monthly invoices to individual clients and Human Service Agencies, serve as receptionists, serve as a back-up transit dispatchers, may periodically be placed on-call to ensure all ICPTA routes are covered in the event of driver sickness or emergency, and assure vehicle fleet is rotated for preventative maintenance.

**Vehicle Operator** – Vehicle Operators operate small or medium sized motor vehicles that transport a variety of cargo or people on an established route. Operators drive small buses which transport passengers to designated locations. Vehicle Operators maintain operational records and perform routine preventive maintenance on the vehicle.

## Training

ICPTA has instituted minimum training standards for all Vehicle Operators, which includes any employee that operates vehicles in revenue service or that carry passengers. Special training is provided for compliance with ADA and to ensure Vehicle Operators have sensitivity to passenger needs and assistance, wheelchair handling, operation of wheelchair lifts and emergency operations. Training to a level of “expert performance” is required for operators at least once a year to ensure operators are using ADA equipment correctly. Vehicle Operators will be subjected to a ride check evaluation (Driver Performance Evaluation) once a year to be performed by a representative of the NCDOT/PTD Safety Training Unit. New hires are required to complete training within 90 days of being hired.

In addition, periodic continuing education classes are offered to Vehicle Operators to help them better understand their clients. The following classes occurred or are scheduled in FY12:

- August – Defensive Driving
- September – Emergency Procedures for Vehicle Operators
- October – Blood borne Pathogens
- December – Health Insurance Portability and Accountability Act of 1966 Privacy and Safety Rules
- January – Illegal Drug Use
- March – American with Disabilities Act (Client Sensitivity Training)
- April – Americans with Disabilities Act (Equipment Operation)
- May – Proper Use of Child Restraint System

## Safety

ICPTA developed a System Safety Program Plan (SSPP). The purpose of the SSPP is to provide:

- A documented approach to accomplishing a system safety program.
- A means of providing safety policies and procedures to drivers, vehicle mechanics, office, and facility personnel.
- A way to reduce accidents and injuries through preventive measures.

As a component of the SSPP, ICPTA has developed a Safety Philosophy based on the NCDOT Safety Philosophy. Included in the SSPP are the following key philosophy statements:

- All accidents and injuries can be prevented.
- Occupational safety and health is part of every employee's total job performance.
- Working safely is a condition of employment.
- All workplace hazards can be safeguarded.
- Training employees to work safely is essential and is the responsibility of management.
- Preventing personal injuries and accidents is good business.

ICPTA’s Safety Policy Description is included in the SSPP. The Safety Policy Description was adopted by the Albemarle Regional Health Services Board on February 23, 2010 and reads,

“Safety is the number one priority of Inter-County Public Transportation Authority / Albemarle Regional Health Services ICPTA. In support of that goal, the primary

importance of the System Safety Program Plan / ICPTA Policies and Procedures is the reduction of accidents and injuries to transit customers, employees, and the general public. Safety is a shared responsibility between system management and employees.

It is the policy of ICPTA to provide a place of employment that is free from recognized hazards that could result in death or serious injury to employees, customers or the general public.

It is the responsibility of each employee to report all incidents or unsafe conditions to their supervisor. Supervisors must immediately take necessary corrective action to prevent unsafe conditions.

It is also the policy of ICPTA to require that safety training and the use of safe protective equipment and procedures are adhered to at all times. Individual employees are expected to perform their duties in a safe and responsible manner, as safe work behavior is a condition of employment.

Prohibited behaviors are behaviors that are in violation of the System Safety Program Plan. Such behaviors include behaviors that threaten the safety of employees, customers and the general public. Other unacceptable behaviors include those that result in damage to system, employee or public property.

An employee who intentionally violates safety policy and procedures will be subject to appropriate disciplinary action, as determined by the findings of an investigation. Such discipline may include warnings, demotion, suspension or immediate dismissal. In addition, such actions may cause the employee to be held legally liable under State or Federal Law.”

Safety policy for ICPTA is implemented through the SSPP at the direction of the Safety Officer and a Safety Committee, through employee training and supervision, through employee safety meetings, and through accident investigations and departmental self-inspection.

## **VEHICLE INVENTORY AND UTILIZATION**

The ICPTA owns a total of 30 vehicles, 25 (83%) of which are equipped with lifts. The fleet includes a mix of 25 foot cutaway vehicles/light transit vehicles, lift equipped vans, a handful of minivans, one sport utility vehicle (SUV), and one service truck. Most vehicles are manufactured by Ford. ICPTA purchased two vehicles in 2010, but the majority (86%) of the fleet is three or more years old. A full vehicle inventory is included as Appendix B. This fiscal year, the ICPTA is anticipating the receipt of 12 new vehicles.

In 2011, ICPTA drove some 903,000 miles and carried 101,300 passengers. This averages to approximately 3,473 miles and 390 passenger trips a day. Assuming all vehicles are operable on an average day, ICPTA used each vehicle to travel approximately 120 miles and transport about 13 individuals. Assuming 80% of the fleet is operable on an average day, each vehicle in ICPTA's fleet is driven 150 miles and transports 17 passengers per day. If a vehicle is deployed between eight and ten hours per day, the driver is driving at about 15-19 miles per hour. Based on these parameters, ICPTA's fleets is the appropriate size given the current demand for service.

As discussed, ICPTA maintains its vehicles at its main facility in Elizabeth City. The agency uses AllData technology to record and track vehicle maintenance. In addition to the main Elizabeth City facility where 21 vehicles are stored, ICPTA also stations some vehicles at other Albemarle

Regional Health Service facilities around the region (see Figure 6-4). This strategy helps reduce travel times and deadhead miles.

Figure 6-4 ICPTA Vehicle Locations by County

County	Number of Vehicles
Camden	1
Currituck	3
Gates (at Pasquotank line)	1
Pasquotank	1
Perquimans	2

Source: ITRE

## 7 SERVICE ASSESSMENT

An essential part of the CTSP process is evaluating individual agency performance metrics. The analysis is intended to examine the effectiveness of the public transportation system and assess how well ICPTA performs in comparison to other similarly sized and positioned public transportation systems in North Carolina. The key performance metrics evaluated include:

- **Passengers per Revenue Hour, Revenue Mile, and One-Way Trip.** These indicators provide a measure of service productivity – that is, how much ridership is being generated in relation to the amount of service provided. These indicators track closely to one-another, and show the extent to which, as a system, ICPTA is getting the greatest ridership return on its resource investment on weekdays.
- **Operating Cost per Passenger.** This indicator measures cost effectiveness by assessing total operating costs over consumption of service (total ridership). ICPTA’s average hourly operating cost is estimated at \$36.53<sup>1</sup> making the system-wide operating cost per passenger \$16.67, inclusive of both subscription and demand response services.
- **Farebox Recovery Ratio.** This indicator also measures cost effectiveness and is the ratio of fare revenue to total operating costs. In the case of a purely demand response system, such as ICPTA’s, the expected farebox recovery ratio is lower.
- **Average Subsidy per Passenger.** This indicator is closely related to operating cost per passenger, but also factors in fare revenue. It is often better understood by policy makers who want to know how much each passenger is being subsidized. System-wide, ICPTA’s subsidy per passenger trip is \$11.42.

After a period of growth between 2009 and 2010, ICPTA’s service miles and hours stabilized (see Figure 7-1). Ridership also increased considerably (11%) between 2009 and 2010, and jumped again (6%) between 2010 and 2011. A large drop in passengers occurred with mobility-impaired passengers between FY09 and FY10, but was mostly recovered by FY11.

Figure 7-1 ICPTA Annual Operating Statistics

Statistics	2008	2009	2010	2011
Total Service Miles	839,367	838,207	909,017	902,681
Total Service Hours	43,730	42,235	45,606	46,221
Total Passenger Trips	86,491	86,631	95,937	101,274
Mobility Impaired Passenger Trips	13,022	14,904	5,460	13,342
Total Passenger Trips per Service Hour	1.98	2.05	2.10	2.17
Total Passenger Trips per Service Mile	0.103	0.103	0.106	0.111

Source: 2008, 2009, 2010, 2011 OpStats Spreadsheets.

### PEER SYSTEM COMPARISON

ICPTA’s performance metrics are also compared and contrasted with peer transit agencies in North Carolina. Institute for Transportation Research and Education (ITRE) established peer groups for transportation providers in the state based on similarities in agency size and

<sup>1</sup> Average hourly operating costs are estimated using the FY 2011 annual operating budget and assumed to be \$1,688,265 and include all operating costs listed in the agency budget.

operational characteristics in order to evaluate agency performance. ICPTA’s peer group includes several regional transportation providers; it is important to note that most of these agencies operate a combination of fixed-route and demand response service. Note that peer group data is only available for Fiscal Year 2010 and is not yet available for Fiscal Year 2011. For these comparisons, Fiscal Year 2010 data to the ICPTA is displayed.

As compared with the peer group, ICPTA has twice the amount of service miles and service hours and a nearly equal number of passenger trips. Thus, the ratio of passenger trips to service mile is half that of its peers, and conversely, the cost per passenger is double that of its peers. Differences in the statistics reflect several features inherent to ICPTA’s service area:

- First, ICPTA serves an extremely large geographic area - over 1,000 square miles. Further, the coastal geography creates a constrained roadway network, limiting the available routing alternatives and making most routes extremely circuitous. This circuitous routing and large geography increases annual mileage exponentially.
- Second, ICPTA operates demand-response service exclusively, while many other systems operate both fixed-route and demand-response. Demand-response service has much lower passengers per hour on average, carrying between one and two passengers per hour versus many multiples of that for fixed route. Peer Group 4’s fixed-route passengers per hour averaged 28.9, though their demand-response averaged just over 2 in FY10. Further, some systems report vehicle service hours only, whereas ICPTA reports paid driver hours (which include breaks); this method further skews ICPTA’s passengers per hour metric to be lower.
- Though many peer areas are also rural, only two - Choanoke Public Transportation Authority and Craven Area Rural Transit System - are regional. In regional systems, mileage between destinations greatly increases costs and affects every comparison metric discussed in this chapter. Figure 7-2 lists the other transportation systems in Peer Group 4.

**Figure 7-2 List of Peer Group 4 Systems**

Gates County Inter-Regional Transportation System	Pender Transportation System
Choanoke Public Transportation Authority	Sampson Area Transit
Martin County Transit	Brunswick Transit System
Riverlight Transit	Columbus County Transportation
Tyrrell County	Bladen Area Rural Transportation System
Beaufort Area Transit System	Chatham Transit Network
Hyde County Transit	Caswell Division of Transportation
Craven Area Rural Transit System	Anson County Transportation System
Duplin County Transportation	Hoke Area Transit Services
Greene County Transportation	Haywood Public Transit
Macon County Transit	Rutherford County Transit
Appal CART (Watauga County)	Wilkes Transportation Authority

Source: ITRE

Another key distinction between ICPTA and the peer group is the number of general public (or non-contract trips) provided. Based on this data, ICPTA provides less general public service and more contract service than its peer agencies, though fewer Medicaid trips.

An important statistic for Community Transportation Services in the state is Non Contract Trips per Non-Urban Population. This data point indicates the level of rural service provided, a key mission for Community Transportation Services. For this important statistic, ICPTA performs significantly better than its peers in this category.

ICPTA received a comparable but slightly lower total funding amount compared to Peer Group 4 but the sources were primarily federal and local whereas the ICPTA received a majority of its' funding from state sources, and a significantly less amount from local sources. The subsidy per passenger trip is 50% higher than that of the Peer Group 4 average.

Figure 7-3 ICPTA and Peer Group Annual Operating Statistics

Statistics	2010 ICPTA	2010 Peer Group Average	Difference	Difference
Total Service Miles	909,017	453,469	455,548	100%
Total Service Hours	45,606	21,009	24,597	117%
Total Passenger Trips	95,937	96,615	-678	-1%
Non-Contract	54,530	67,631	-13,101	-19%
Medicaid (Contract)	7,301	9,661	-2,360	-24%
Other Contract Agency	34,106	19,323	14,783	77%
Non-Contract Trips per Non-Urban Population	0.89	0.57	0.32	56%
Passenger Trips per Service Hour	2.10	2.37	-0.27	11%
Passenger Trips per Service Mile	0.106	0.211	-0.105	-50%
Cost per Passenger Trip	\$17.18	\$8.02	9.16	114%
Subsidy per Passenger Trip	\$10.51	\$6.81	\$3.70	54%
Federal Funds	20% (\$330,464)	23% (\$181,320)	\$149,144	-3%
State Funds	41% (\$667,678)	23% (\$176,623)	\$491,055	18%
Local Funds	39% (\$639,892)	54% (\$414,996)	\$224,896	-15%

Source: ITRE FY10 Community Transportation Peer Group 4 Summary

As discussed, total ridership jumped in 2010 and 2011, increasing the total passenger trips per service hour and per mile. As costs have increased, however, cost per passenger trip and cost per service hour have also been rising in the past four years.

The subsidy per trip is also up from 2010. Though peer group data is not yet available for comparison of the 2011 statistics, ICPTA is likely on the high end of this category. ICPTA receives

very little local contribution to its services and transports a high number of transit-dependent individuals. Combined with the large service area, these costs are understandably rising slightly.

**Figure 7-4 Historical Service Cost Statistics**

Statistics	2008	2009	2010	2011
Total Service Miles	839,367	838,207	909,017	902,681
Total Service Hours	43,730	42,235	45,606	46,221
Total Passenger Trips	86,491	86,631	95,937	101,274
Total Passenger Trips per Service Hour	1.98	2.05	2.10	2.17
Total Passenger Trips per Service Mile	0.103	0.103	0.106	0.111
Cost per Passenger Trip	\$16.98	\$16.08	\$16.22	\$16.67
Cost per Service Hour	\$33.58	\$35.55	\$36.14	\$36.53
Subsidy per Trip	\$9.56	\$10.34	\$10.51	\$11.42

Source: ITRE, OpStats Reports 2008,2009, 2010, 2011

## VEHICLE SERVICE STATISTICS

As ICPTA's average daily passengers have increased since 2008, agency productivity has largely remained steady, although several parameters suggest ICPTA is becoming more efficient (see Figure 7-5). In particular the number of passengers per service mile and revenue mile has improved consistently since 2008. The number of passengers carried per hour, however, has remained flat.

**Figure 7-5 Historical Service Statistics**

Metric	2008		2009		2010	
	Spring	Fall	Spring	Fall	Spring	Fall
Avg Daily Passengers	381	353	333	340	396	408
Passengers/ Service Mile	0.111	0.103	0.101	0.100	0.103	0.103
Passengers/ Revenue Mile	0.131	0.120	0.119	0.166	0.122	0.123
Passengers/ Service Hour	2.38	2.25	2.33	2.30	2.38	2.33
Passengers/ Revenue Hour	2.72	2.57	2.71	2.64	2.79	2.74

Source: ITRE, Performance Plan Draft 2011

As compared with its peers, ICPTA carries more passengers per day, but less per hour and per mile (see Figure 7-6). The differences between ICPTA and the peer group may be attributable to the fact that the peer systems include some fixed-route service, which should be more productive than demand response service. A review of non-productive vehicle time as a proportion of productive vehicle time shows that ICPTA spends about 15% of its time in non-revenue service, while the peer systems reported an average of 21%.

**Figure 7-6 ICPTA and Peer Service Statistics**

Performance Measure	Peer Group 4	ICPTA
Avg Daily Passengers	190	408
Passengers per Service Hour	2.60	2.33
Passengers per Revenue Hour	3.45	2.74
Passengers per Service Mile	0.112	0.103
Passengers per Revenue Mile	0.150	0.123
Ratio of Productive to Non-Productive Vehicle Time	21%	15%

Source: ITRE, Performance Plan Draft 2011

## 2011 FINANCES

ICPTA bills all clients and programs according to a per shared mile rate, which is fully allocated to include all of the agency’s expenses. An exception to this is the Title IIIB program, which only allows billing per trip. In FY10, the shared mile billing rate was \$1.40 and the per trip cost for Title IIIB trips was \$12.50, plus the county’s local match which is invoiced annually. As part of all service contracts, ICPTA includes language to allow for fuel cost adjustments during the fiscal year; for every \$0.07 increase or decrease from the initial price of gasoline per gallon, an additional \$0.01 per mile will be added/subtracted to the contractual shared-mile rate. In the last fiscal year, the initial price of gasoline per gallon was \$2.49 per gallon.

The fully allocated shared mile billing rate is developed based on service reports that reflect the previous six-months of operations. A list of projections is then factored into the anticipated costs, including changes in:

- Existing contracts and new contracts
- Existing funding programs Title IIIB, ROAP, other NCDOT funds
- New and replacement capital costs
- Vehicle age and maintenance
- Fuel
- Health insurance and workman's compensation
- Unemployment benefits and retirement
- Technology contracts
- Economic conditions
- Cost of living

The Director adjusts the revenues and expenses, and then removes the administrative and capital budget reimbursements and local matches received from NCDOT. These adjusted revenue and expense streams are used to calculate the shared mile rate for the following fiscal year, using the projected total miles for the year. ICPTA currently budgets its operations so that it works towards a small annual surplus. The surplus is used to develop reserve funds, which supports the agency when it waits for federal and state funding grants. Both ARHS’s accounting staff and the Governing Board review the operating budget before it is finalized.

In FY11, ICPTA received total operating revenues of \$1,823,913. These revenues represent a mixture of federal, state, and local grants, contract revenue and passenger fares. Operating expenditures equaled \$1,688,265 in FY11, meaning the agency had an annual surplus of \$135,646. Most of the surplus is attributed to preventive maintenance funds received through the American Recovery and Reinvestment Act (ARRA) that allocated approximately \$77,000 to ICPTA to purchase new vehicles. ICPTA also set aside \$49,000 of revenues to provide a local match for vehicles for which an order was not issued in the fiscal year. Without these two funds, ICPTA's operating surplus for FY11 would have been \$9,700.

For FY12, the ICPTA received a 20% reduction in NCDOT funds as a result of cost-cutting measures across every state agency. To fill this gap, the ICPTA applied for and received a 5316 and two 5310 operating grants to ensure that service would not have to be reduced.

Figure 7-7 2011 Financial Summary

Type	Amount
Operating Revenues	\$1,823,913
Operating Expenses	\$1,688,265
Capital Revenues	\$52,519
Capital Expenses	\$52,521
Operating Surplus	\$135,646

Source: ICPTA OpStats 2011

## OPERATING PROGRAMS

### Revenue

Operating revenues include funds earned from fares and contracts, as well as federal, state, and local grants and support. In FY11, all revenue sources totaled \$1,823,913.

Figure 7-8 2011 Operating Revenue

Source	Amount	Portion of Revenues
Federal	\$481,019	26.4%
State	\$675,082	37.0%
Local Resources	\$667,881	36.6%
<b>Total</b>	<b>\$1,823,913</b>	<b>100%</b>

Source: ICPTA OpStats 2011

### Federal (Department of Transportation) Funding Sources

The ICPTA receives funding from two federal Department of Transportation (DOT) programs: Sections 5310 Elderly and Disabled Transportation Program and Section 5311 Rural Transit Operating Assistance Program. 5310 funds capital purchases to support transportation services for older adults and persons with disabilities. Funds are awarded based on a competitive grant process that is managed by NCDOT and require a 20% local match. In FY11, ICPTA received approximately \$64,500 from 5310.

Section 5311 funds capital, operating and planning/administrative transit programs for agencies operating in non-urbanized areas with populations of less than 50,000. Funds are distributed according to a formula services. Capital projects funded through 5311 a 20% local match, while operating expenses require a 50% local match, net of fares. In FY11, ICPTA received approximately \$339,430 in Section 5311 funds.

In order to maintain service levels following budget reductions in FY12, the ICPTA applied for and received operating funds from Section 5316 to assist in transporting individuals to work. This grant is available for two years - FY12 and FY13 - and requires a 50% local match. The grant totaled \$115,000 over two years, requiring \$115,000 local match from the region. ICPTA has not recently received Section 5317 funding.

As discussed, in the past year, ICPTA received \$77,100 through the ARRA program. These funds were used for capital acquisitions (i.e. purchase buses) as well as for preventive maintenance costs.

### **State Funding Sources**

North Carolina provides several sources of funding to support a variety of transportation programs. These programs are all part of the Rural Operating Assistance Program (ROAP) administered by the Public Transportation Division of NCDOT. ROAP funds are allocated to each county by formula and include the Elderly-Disabled Transportation Assistance Program (EDTAP), the Rural General Public program (RGP), and the Employment Transportation Assistance Program (WorkFirst).

EDTAP is available to fund trips for individuals 60 years of age or older or with a documented disability. Eligibility for this program requires certification, which is documented and kept on file at ICPTA. Rural General Public funds support any resident in the service area, and this is the only program that requires a local match. This 10% match is comprised of passenger fares in the ICPTA region. WorkFirst funds support employment trips and can be used for taxi trips or transit. These funds are distributed to the local Departments of Social Services. ICPTA invoices the counties individually for EDTAP, RGP, and WorkFirst trip reimbursements. Until FY12, supplemental ROAP funds were also available to counties to support all three categories of trips. However, this supplemental program was rolled into the existing ROAP funding, and all are now administered as one program.

Prior to 2010, ICPTA was required to apply for ROAP funding separately for each county; beginning last year, however, the ICPTA was allowed to apply for and received ROAP funding for all of the five counties as one application and funding allocation.

ROAP allows for transfers between counties in the same system. In the past, there have been ROAP funds leftover in other counties and funds have been transferred to Pasquotank where they were needed. In 2010, sources from the State's ROAP program totaled \$653,868 in revenue for the ICPTA.

**Figure 7-9 2011 State Funding**

Source	Camden	Chowan	Currituck	Pasquotank	Perquimans	Amount
EDTAP	\$36,419	\$38,653	\$21,403	\$46,588	\$38,428	\$181,491
EDTAP Supplemental	\$20,992	\$22,280	\$23,866	\$26,855	\$22,150	\$116,143
RGP	\$29,639	\$31,671	\$35,394	\$42,592	\$30,964	\$170,260
RGP Supplemental	\$26,260	\$28,060	\$31,360	\$37,737	\$27,434	\$150,851
Work First	n/a	\$1,035	n/a	\$19,230	\$3,864	\$24,129
Work First Supplemental	n/a	\$1,298	n/a	\$4,847	\$4,847	\$10,992
Administrative Match	n/a	n/a	n/a	n/a	n/a	\$21,214
<b>Total</b>	<b>\$113,310</b>	<b>\$122,997</b>	<b>\$112,023</b>	<b>\$177,849</b>	<b>\$127,687</b>	<b>\$675,082</b>

Source: ICPTA, OpStats 2011

### Local Funding Sources

Approximately 37% of ICPTA resources are provided locally. These funds include county contributions, fares, contracts and other revenues, such as rent paid on the maintenance facility.

### County Contributions

Individual counties contribute about 4% to ICPTA’s operating budget (see Figure 7-10). Local funding is based on general public ridership by county and is generally paid out of the county general fund. Counties are billed based on historical ridership. Pasquotank pays nearly half (42%) of the ICPTA’s county contributions.

**Figure 7-10 2011 County Contributions**

County	Amount
Camden	\$11,208
Chowan	\$14,197
Currituck	\$11,956
Pasquotank	\$31,383
Perquimans	\$5,978
<b>Total</b>	<b>\$74,722</b>

Source: ICPTA OpStats 2011

Until FY12, the ICPTA Director compiled each county's application for ROAP grants and shepherded the applications through the approval process. This process required each county's approval, but they did not participate in the preparation of the applications. In FY12, ICPTA received approval to apply for ROAP grants as one single applicant.

### Contract Revenue

Contract revenue accounts for a significant proportion (70%) of ICPTA’s local revenues. In FY11, the ICPTA had 19 contracts with area agencies to provide transportation service for a total of nearly \$467,000 (see Figure 7-11). Each of the five counties contracts with ICPTA for Medicaid

non-emergency medical transportation (NEMT), as well as Older American Act Title IIIB funds and/ HCC Block Grant Program.

Several area nonprofit agencies also contract with the ICPTA each year, including a senior nutrition site in Powells Point, the Health Department, Pasquotank Day Break services, the developmental disabilities workshop SKILLS, and Monarch, an organization providing adult developmental and vocational programming.

Figure 7-11 2011 Contract Revenue Sources

Contract	Camden	Chowan	Currituck	Pasquotank	Perquimans	Amount
Pasquotank Day Break Subsidy	n/a	n/a	n/a	n/a	n/a	\$2,424
Powells Point Nutrition Site	n/a	n/a	n/a	n/a	n/a	\$18,137
SKILLS	n/a	n/a	n/a	n/a	n/a	\$39,290
Monarch	n/a	n/a	n/a	n/a	n/a	\$69,289
Health Department Contract	n/a	n/a	n/a	n/a	n/a	\$582
Medicaid	\$1,400	\$44,232	\$28,928	\$11,884	\$24,075	\$110,519
Albemarle Commission	\$26,482	\$96,318	\$34,807	\$40,006	\$11,450	\$209,063
Title IIIB Local Match	\$2,531		\$3,451	\$8,983	\$3,216	\$18,181
<b>Total</b>	<b>\$30,413</b>	<b>\$140,550</b>	<b>\$67,186</b>	<b>\$60,873</b>	<b>\$38,741</b>	<b>\$467,485</b>

Source: ICPTA OpStats 2011

Some county DSS agencies interpret Medicaid regulations to grant transportation benefits to only some Medicaid clients; the remainder of Medicaid clients not eligible for the Medicaid transportation benefit utilize ICPTA as a member of the general public. This saves the state money, but significantly reduces the amount the ICPTA would receive from that county's Medicaid contract, since the Medicaid client only pays the \$3 fare as opposed to the per-mile contract rate.

### Agency Revenue

In addition to contracts and county contributions, ICPTA also raises funds through fares, rents on its expanded maintenance facility, and motor fleet reimbursements. Combined these three sources generated about \$118,642 (18% of local funds).

Although a majority of ICPTA riders are clients of a sponsoring agency and pay no fare, members of the general public riding on ICPTA pay a \$3.00 fare for a one-way trip. In 2010, farebox revenue totaled \$46,770. With total operating expenses equaling \$1,146,554, this is equal to a farebox recovery ratio of 3.2%. Rental income generated \$65,508 and a motor fleet reimbursement totaled \$10,387 (FY10).

In this fiscal year, ICPTA had a few small sources of capital revenue that could be used for either capital or operating expenses. Portions were transferred to the operating budget.

Figure 7-12 2011 Capital Transfer

Source	Amount
Portion of Used Vehicle Sale	\$2,302
Portion of Insurance Reimbursement	\$632
<b>Total</b>	<b>\$2,934</b>

Source: ICPTA OpStats 2011

## Expenditures

Expenditures for FY11 totaled \$1,688,265. The bulk of expenses were comprised of salaries for staff and drivers and fuel costs.

Figure 7-13 2011 Operating Expenditures

Expense	Amount
Administrative	\$564,864
Operating	\$1,146,554
Fuel Tax Refund (Credit)	(\$23,153)
<b>Total</b>	<b>\$1,688,265</b>

Source: ICPTA OpStats 2011

The ICPTA Director prepares a request for a fuel tax refund monthly and submits it to the NC Department of Revenue. This year, the refund totaled \$23,153.13, which was considered a reimbursement of operating expenditures for FY11.

## Administrative Expenses

The majority of administrative expenses are for salaries and benefits for administrative staff, totaling \$350,219. An additional \$1,078 was allocated to employee development for a total of \$351,297 spent on staffing. Marketing expenses amounted to \$22,813 and include costs for billboard rental at various sites around the region and other advertising material distribution, such as brochures.

ICPTA pays administrative fees to ARHS for a variety of tasks, totaling \$52,344, which is paid for from rental income. Miscellaneous administrative costs totaled \$84,642 and include drug and alcohol testing, uniforms, janitorial and office supplies, computer software and supplies, postage, travel and telephone fees, and a variety of other small expenses. Auto insurance for FY11 cost \$53,768.

## Operating Expenses

Consistent with the transit industry, ICPTA's major expenses included staff and fuel. Personnel and expenses for the operations branch of the ICPTA totaled \$756,743, the majority of which was comprised of driver salaries and benefits.

Between July 2010 and June 2011, the price of fuel increased 29% in the ICPTA region. Total spending on fuel for FY11 was \$269,783, by far the largest expenditure after staff and driver salaries. Other vehicle expenses included maintenance, the bulk of which was comprised of

repairs and parts (\$64,578). Tires cost \$15,133; oil cost \$7,079. Tow truck expenses totaled \$1,405.

In 2010, ICPTA incurred expenses for two counties' EDTAP programs through transit service provided, totaling \$10,900. Additional miscellaneous operating expenses, such as safety and facility equipment (\$10,716), building repairs and equipment (\$4,575), license plates and registrations (\$1,215), license renewals (\$692), food and miscellaneous (\$1,407), driver physicals (\$1,967), and other miscellaneous (\$361) totaled \$20,931.

## CAPITAL PROGRAMS

### Revenue

The ICPTA received capital funding from two federal sources in the last fiscal year: ARRA capital assistance for \$8,867 was received, and capital funding through the 5311 program in the amount of \$36,569 was also received. No capital funding was received from the state.

Capital funds at the local level came in the form of an insurance reimbursement of \$3,653.62, the result of an insurance settlement from a crash involving an ICPTA vehicle, as well as from the sale of used vehicles, which brought in \$6,364.

In this fiscal year, ICPTA had a few small sources of capital revenue that could be used for either capital or operating expenses. A total of \$2,934 was transferred to the operating budget.

Figure 7-14 2011 Capital Revenue

Source	Amount
Federal	\$45,436
Local	\$10,017
Transfer to Operating	(\$2,934)
<b>Total</b>	<b>\$52,519</b>

Source: ICPTA OpStats 2011

### Capital Expenditures

ICPTA spent a majority of its annual capital funds on vehicles (\$40,303), and spent the allocated ARRA capital funding (\$8,867) for the designated purpose of fencing. Other expenditures included vehicle repairs from a crash, computer equipment, and logos and lettering.

Figure 7-15 2011 Capital Expenditures

Source	Amount
ARRA Fence	\$8,867
Logos and Lettering	\$100
Computer Equipment	\$586
Capital Outlay Vehicles	\$40,303
Accident Repair	\$3,020
Transfer to Operating	(\$356)
<b>Total</b>	<b>\$52,520</b>

Source: ICPTA OpStats 2011

## 2011 RECONCILIATION AND CONCLUSIONS

### Fiscal Year 2011

In comparing revenues to expenses for FY11, ICPTA realized an operating surplus of \$135,648. This surplus is primarily comprised of ARRA Preventive Maintenance funding of \$77,058 as well as a local vehicle match allocation. ICPTA had budgeted a 5311 match of \$48,917 for this fiscal year; however, due to a delay processing paperwork, the vehicles did not arrive in FY11.

Subtracting these revenues from the total yields an actual operating surplus of \$9,672. As discussed, ICPTA allocates any surplus resources to its reserve fund. The reserve fund, in turn, is used to fund agency operations when the agency must wait to receive federal and state grants, or waiting for program funds to be awarded and allocated. This practice is consistent with the way ICPTA has been managing its services for the past five years.

For FY08, the operating surplus of \$42,514 was allocated to both operating and capital reserves, a 50/50 split. In FY09, the same formula was applied to the operating surplus of \$108,752. In FY10, 100% of the \$91,794 operating surplus was applied to operating reserves. As discussed above, the FY11 operating surplus amounted to less than \$10,000 in actuality. Data for allocation of FY07 reserves is not available.

Figure 7-16 Historical Financial Data

Type	FY07	FY08	FY09	FY10	FY11
Revenue	\$1,405,612	\$1,511,066	\$1,501,708	\$1,648,033	\$1,823,913
Expenses	\$1,282,078	\$1,468,552	\$1,392,956	\$1,556,239	\$1,688,265
Operating Surplus	\$123,534	\$42,514	\$108,752	\$91,794	\$135,648

Source: ICPTA OpStats 2011

### Conclusions

The ICPTA displays capable budgeting skills that help sustain a quality service in a challenging rural environment. Some of the key success of ICPTA is that the Director is able to allocate available funds in manner that maintains service throughout the year. This compares with some

systems that deplete ROAP funds prior to the end of the fiscal year. ICPTA, on the other hand, is able to continue providing rides to all eligible residents until the last day of the fiscal year. The last RGP trip for FY11 was on June 30, 2011.

ICPTA's service statistics also demonstrate positive trends. Both ridership and passenger loads have increased over the past five years. As a result, while the cost of fuel and rural nature of the service area work to increase costs per trip and costs per service hour, ICPTA is able to balance this with continued growth in passenger loads.

Subsidy per trip compared to Peer Group 4 is high, and the ICPTA can continue to press for additional local funding. Currently, counties in the service area make small contributions for the service their residents receive. As the populations continue to age, and as fuel prices continue to rise, ICPTA will need to increase its work with the local counties to ensure their support for public transportation services remains.

If the state's Division of Medical Assistance makes proposed changes to Nonemergency Medical Transportation (NEMT) service delivery, ICPTA may begin to receive payment for Medicaid clients that are currently not eligible for transportation under their county's Medicaid rules interpretation.

In general, ICPTA has excellent ITS systems, especially given the rural nature of the service area. There are, however, opportunities for further development. Upgrading to a newer version of RouteMatch is a low-cost way to increase the scheduling and routing capabilities of ICPTA staff.

## 8 NEEDS AND OPPORTUNITIES

ICPTA operates a successful demand-response service that meets many of the needs in the community. By all accounts, ICPTA provides a high quality service and is able to meet the majority of the needs in the service area. Despite such success, unmet needs persist in the region. This section offers preliminary findings associated with the unmet needs and potential opportunities for the ICPTA region.

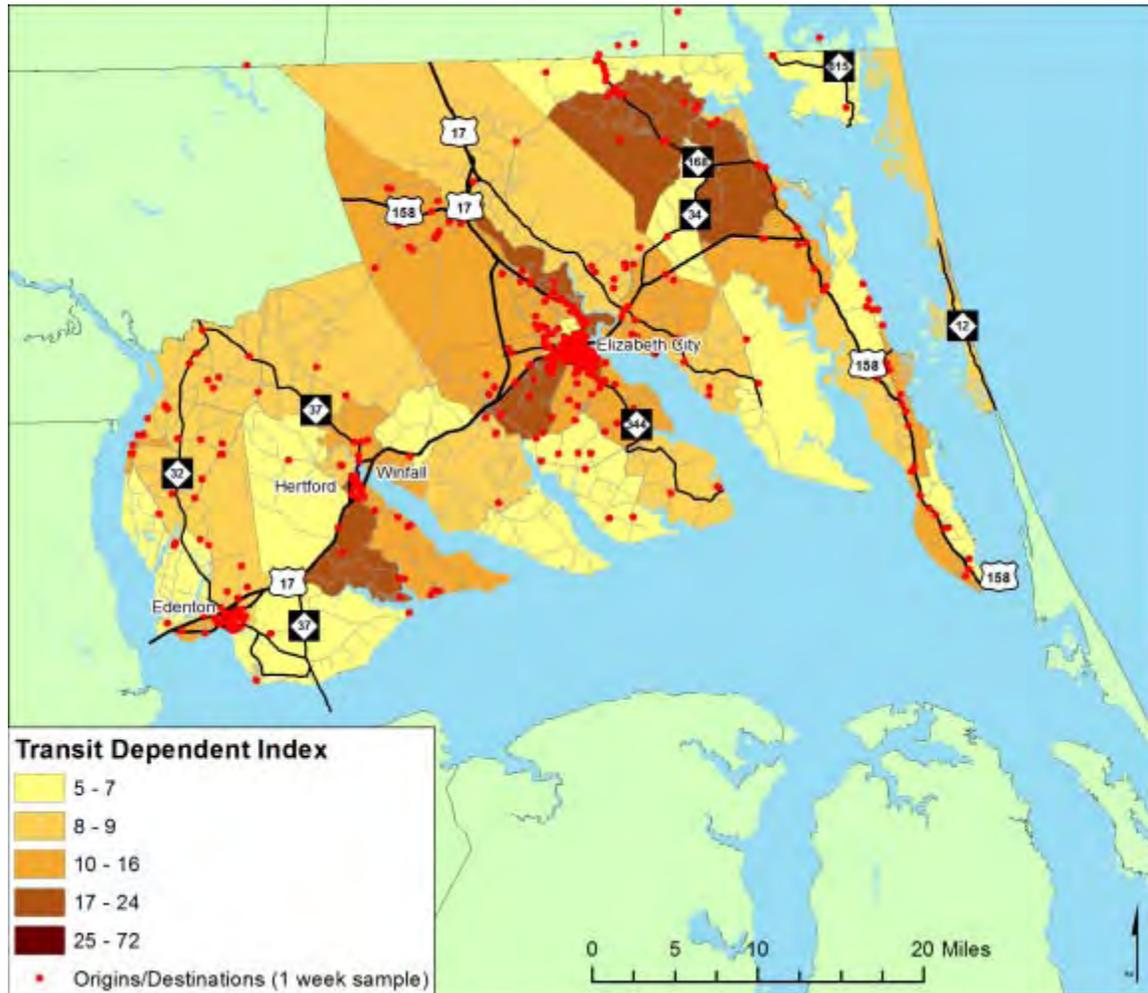
### UNMET NEEDS

Several overarching unmet needs were discussed by stakeholders, survey respondents, employers, and existing plans and studies.

- Residents do not have transit options for **later afternoon and evening hours** that could accommodate afternoon medical trips, later-shift work trips, and a number of other needs. This need was heard from stakeholders as well as from survey respondents, who reported that service does not always run on the days and times needed. A less often heard, but still important, temporal need is weekend service, especially to accommodate work trips for jobs with nontraditional hours.
- Though the ICPTA has a robust advertising program, **more extensive outreach and marketing** is cited as a need in the region. Making transit a more visible option for students, workers, and the general public can help increase regional mobility.
- Some stakeholders stress the need for **traffic alleviation along the Outer Banks** portion of Currituck County. Replacing car trips with transit trips could reduce the number of vehicles and help alleviate traffic.
- The **requirement to call 48-hours prior to requested pick-up time** is an inconvenience for some riders. Though most understand the necessity of this requirement, some would-be riders, such as hospital patients or college students, cannot use the service because of this rule.
- Similarly, **same-day trips cannot be accommodated** on ICPTA vehicles. Riders cannot use transit for urgent or last-minute trips and must use taxis, which are of uneven service quality and are more expensive than a transit trip.
- The **variability of pick-up and drop-off times** limits the utility of ICPTA service to students and workers, who must arrive at their destinations at specific times or be penalized.
- Many **dialysis clients are in need of transportation on Saturdays**. Most dialysis patients are scheduled for three days per week, typically Monday-Wednesday-Friday or Tuesday-Thursday-Saturday. Currently, ICPTA does not transport any clients on Saturdays.

Figure 8-1 is a map of typical origins and destination locations from one-week of manifests provided by ITRE, as provided by the ICPTA. These origins and destinations are overlaid over the Transit Dependent Index shown in Figure 3-15. As the figure displays, the ICPTA serves most of the areas of high need. Several block groups in mainland Currituck County have fewer trips than other areas of high need, but those individuals may in fact be concentrated in areas of the block group where there are visible origins and destinations.

Figure 8-1 Trip Origins and Destinations on Transit Dependent Index



Source: 2010 Census, ITRE

## OPPORTUNITIES

Several opportunities for new and/or improved public transportation services were culled from the data analysis and outreach conducted during the study process.

- **Employee transportation** is a potential market for new transit riders. Transit to work was listed as a priority in the local Coordinated Plan and has potential to fill a gap in the region's transit network. Employers interviewed were supportive of the idea, and some regional employers may be willing to contribute funds to support a service.
- A **trolley serving the Outer Banks in Currituck County** could address several needs in the region: it could enhance employee transportation, increase the visibility of the ICPTA system, and, if implemented with a dedicated vehicle lane for the entirety of the route, alleviate traffic congestion along Route 12.
- The ICPTA should explore the **potential for fixed routes and same-day service** in a limited manner. Using lessons learned from past service provision, in which deviated

fixed routes were operated in several parts of the region, as well as recent experience with same-day service in Elizabeth City, trends should continue to be monitored for viability of such services. Multiple stakeholders and many survey respondents cited a fixed route in Elizabeth City as a preferred change to the system.

- Counties in the ICPTA service area make only small contributions in return for an excellent community service. Efforts to **increase local funding provision** are warranted to support the growing needs of the populations. The ICPTA receives a smaller share of its revenues from local sources compared to its peers.

Awareness of service can be increased by **engaging schools to promote service more aggressively to students**. Stakeholders at local colleges indicated that many students are not aware that service is available to them. Anecdotal evidence from stakeholder interviews and survey respondents suggest that a relatively high percentage of students do not have access to a vehicle on a regular basis, making transit a good choice for their travel needs.

## 9 PRELIMINARY STRATEGIES

Building on the needs and opportunities discussed in the Chapter 8, a preliminary list of strategies was developed to address areas of potential changes and improvements to ICPTA. This long list was developed to initiate a discussion with the Technical Advisory Committee and ultimately for the TAC, ICPTA and the project team to identify a handful of strategies that represent the region’s highest priorities. This chapter outlines the general elements of each strategy as well as the cost estimations. Only four of these strategies are carried forward into the implementation plan described in Chapter 10.

The table below summarizes the list of needs and opportunities gathered during the analysis and outreach processes and lists the preliminary strategies that could address the needs.

Figure 9-1 Identified Needs and Strategies

Need	Strategy
Lack of transportation options in late afternoon, evening, weekend hours	Provide Evening Services Provide Weekend Service Purchase Accessible Taxicab and Implement Taxi Voucher Program
Residents do not know about available ICPTA services	Improve and Expand Marketing
Route 12 in the Outer Banks is heavily congested	Outer Banks Trolley Seasonal Employment Service to Outer Banks
48-hour call-ahead limits client flexibility	Hertford-Edenton-Elizabeth City Fixed Route Service Formalize Service to Norfolk and Virginia Beach Purchase Accessible Taxicab and Implement Taxi Voucher Program
Same-day trips cannot be accommodated	Hertford-Edenton-Elizabeth City Fixed Route Service Formalize Service to Norfolk and Virginia Beach Purchase Accessible Taxicab and Implement Taxi Voucher Program Seasonal Employment Service to Outer Banks
Pick-up times vary	Hertford-Edenton-Elizabeth City Fixed Route Service Formalize Service to Norfolk and Virginia Beach
Limited service for commuters and employment trips	Seasonal Employment Service to Outer Banks
Strained agency resources limit new programs	Hire Mobility Manager Establish Nonprofit Entity Coordinate with Dare County
Costs are escalating more quickly than funding	Maintain Existing Service Levels

The strategy for an Outer Banks Trolley was eliminated from this original long list of strategies due to feasibility issues. Though Currituck County initially supported the concept of a trolley and engaged in a planning process to develop the concept, support for the trolley is no longer present from all stakeholders. Further, funding that had been earmarked for the trolley purchase and

operations are no longer available to the project. The Outer Banks Trolley strategy was thus removed from the list of strategies for ICPTA.

## Strategy Descriptions

After some of the initial strategies were removed, 11 strategies remained. Each of these strategies addresses an identified need and also offers potential to improve public transportation in the five county region. As part of identifying the strategies, the study team also considered how long each strategy would take to implement and broadly estimated the costs associated with implementation. Each strategy is listed in Figure 9-2 and discussed in more detail in the subsequent text.

Figure 9-2 Proposed Strategies, Timeframes, and Costs

No.	Strategy	Implementation Timeframe	Estimated Costs*
1	Maintain Existing Service Levels	Ongoing	\$471,918 (Over 5 years)
2	Hire Mobility Manager	12-18 months	\$60,000
3	Provide Evening Services	12-18 months**	\$275,000
4	Provide Weekend Service	12-18 months**	\$111,790
5	Purchase Accessible Taxicab and Implement Taxi Voucher Program	12-18 months	\$25,000 for cab; \$25,000 for voucher program
6	Hertford-Edenton-Elizabeth City Fixed Route Service	12-18 months**	\$165,000
7	Weekly Service to Norfolk and Virginia Beach	12-18 months	\$50,000
8	Seasonal Employment Service to Outer Banks	Vanpool – ASAP Fixed-Route – 12-18 months	\$30,000 per van plus \$10,000 for operations/administration \$60,000 fixed-route
9	Establish Non-Profit/Separate Entity	3-6 months	\$100,000
10	Increased Coordination between ICPTA and Dare County Transit	3-6 months – start	Administrative costs only
11	Improve/Expand Marketing	3 months	\$35,000

Note: \* Costs are annual unless otherwise noted.

\*\* Assumes vehicle is available. Purchasing vehicle would extend implementation by up to an additional 12-18 months.

## Maintain Existing Service Levels

Maintaining the existing level of service is anticipated to be an ongoing challenge for transit agencies everywhere. The cost of providing transportation services is largely driven by driver wages, the cost of fuel and insurance, all of which tend to increase annually and are difficult for a local agency to control.

At the same time, funding sources available to support public transportation, like all government programs, are under increasing pressure. This means that most federal and state programs are 'level funded' meaning they are not increasing to keep pace with growing costs. Consequently, the

gap between available funding for transportation and the cost of providing transportation is widening. Transit agencies, therefore, must become increasingly entrepreneurial and proactive in order to maintain the current level of service. In North Carolina, current discussions on transitioning Medicaid Non Emergency Medical Transportation away from community transportation service providers, such as ICPTA, will also impact the agencies' ability to provide cost effective service.

ICPTA is supported by a diversity of funding sources and thus is better prepared to meet the upcoming challenge than many of its peers. Despite this, using a conservative 2.5% increase in costs and inflation factors developed by the NCDOT TIP Development Unit, the total funding shortfall by 2017 will be an estimated \$471, 918.

There is no easy answer for where or how these funds can be found; funding promises to be an ongoing challenge and will require ongoing attention and consideration. Some funding will likely need to be raised locally, potentially through a combination of increased passenger fares, but also larger contributions from supporting communities. Other potential sources include partnerships with external agencies, such as employers (see discussion below on Transportation Management Associations), private donations and exploring new markets. New partnerships and markets may also include working more closely with local organizations or local entities to provide, for example, specialized transportation services and/or using external service providers such as taxi services to provide some of the higher cost services (see taxi voucher program).

### **Hire Mobility Manager**

Stakeholders and ICPTA riders are generally very satisfied with the existing ICPTA service; maintaining this high-quality service requires high productivity and long hours from ICPTA staff. Though additional opportunities for partnerships or new programs may be available for an affordable cost, ICPTA staff operates at capacity and have no additional time to pursue these potential opportunities, many of which are detailed in this strategy chapter.

Hiring an additional staff person to be a mobility manager for the region could alleviate staffing constraints and help implement the initiatives prioritized by this CTSP process. A mobility manager is an individual or group who plans and implements projects designed specifically for the region. The ICPTA mobility manager would support ICPTA services generally and may include responsibilities such as grant writing, working directly with user groups and stakeholders, and creating new partnerships to implemented new service initiatives.

A mobility manager is a low-cost strategy that could be implemented immediately that would realize benefits quickly. The mobility manager typically does not directly improve agency performance metrics, however, success is generally measured by the number of new partnerships built and special projects implemented.

A full-time mobility manager salary would range between \$50,000 and \$75,000 annually, including benefits. Mobility management is eligible for capital funding from FTA grants and thus eligible for a higher 80% federal match rate. If the Mobility Manager position is funded through FTA Section 5317 funding, the Mobility Manager is required to spend at least 51% of their time on programs supporting Section 5317 initiatives.

**Figure 9-3 Potential Funding for a Mobility Manager**

	Likely Funding Sources	Cost Allocation
Funding - Capital	Under Section 5317 New Freedom, mobility manager may be funded as capital program 80% funding.	80% (\$60,000)
	State funding programs, possibly ROAP - EDTAP or RGP funds	10% (\$7,500)
	Local Sources	Up to 10% (\$7,500)
	Portion of funding could also be provided through in-kind match	None

**Provide Evening Service**

Currently, the ICPTA last pick-up is at 4:00 PM on weekdays. A strong majority of stakeholders and riders named evening service as a priority for service enhancements. Many medical centers currently work around ICPTA's schedule and ensure that patients riding ICPTA have morning appointments. Still, later hours would help patients and medical centers alike, and could also serve other populations such as some commuters who work later shifts.

Evening service may be implemented as a demonstration or pilot project so that potential service expansion is limited to more urbanized part of service area (i.e. Elizabeth City, Hertford and Edenton) with the greatest concentration of service area residents. The pilot area would support the region with largest amount of evening jobs. Limiting geographic service area will also enhance operational feasibility and efficiency. If successful, the extended hours may be expanded at a later date.

Even in a restricted area, the service expansion would be difficult to operate efficiently since evening hours are likely to have fewer riders. A smaller area would also limit the availability of local match funds.

If vehicles are available to fill this service gap, planning and marketing could begin immediately, and service could be implemented in 12-18 months. The added cost per year is estimated to be \$275,000. The table below outlines the potential funding sources to support this service expansion.

**Figure 9-4 Potential Funding for Evening Service**

	Potential Funding Sources	Cost Allocation
Funding - Operating	Federal – 5311, 5316 or 5317	Up to 50% (\$137,500)
	Rural Operating Assistance Program (ROAP) - EMPLY or RGP	Up to 50% (\$137,500)
	State Maintenance Assistance Program (SMAP)	Varies
	Local Funds	Typically 10% (\$13,750) May vary

### Provide Weekend Service

Along with evening service, weekend service was a highly requested service expansion among stakeholders and ICPTA riders. Many residents, especially seniors, have weekend activities such that are vital parts of their lives. Currently, transportation options on the weekends are extremely limited. This strategy provides weekend service between 8:00 AM and 4:00 PM on Saturday and Sunday.

However, like the evening service, weekend service could be difficult to operate efficiently. Since the hours are fewer than evening service, cost is estimated to be only \$112,000 per year. The table below represents the potential cost split for ICPTA service on the weekends.

Figure 9-5 Potential Funding for Weekend Service

	Potential Funding Sources	Cost Allocation
Funding - Operating	Federal – 5311, 5316 or 5317	Up to 50% (\$22,500)
	Rural Operating Assistance Program (ROAP) - EDTAP, EPLY, RGP	Up to 50% (\$22,500)
	State Maintenance Assistance Program (SMAP)	Varies
	Local Funds	Typically 10% (\$4,500) May vary

### Purchase Accessible Taxicab and Implement Taxi Voucher Program

One cost-efficient way to meet the needs of the transit-dependent populations during low-ridership times of day (i.e. during the evenings and on weekends) or in more remote areas is to utilize taxis and a taxi voucher program. Using a federal capital grant program (such as FTA Section 5317) ICPTA could purchase a wheelchair accessible taxi for its service area and use it to support riders using wheelchairs (as well as ambulatory riders) to schedule trips when ICPTA vehicles are not available, or to provide increased flexibility of an unanticipated need to travel. An accessible taxi program is best implemented in conjunction with a taxi voucher program so that this otherwise expensive service is subsidized to users. Riders may use taxi service on weekends, evenings and for ad hoc transportation needs.

An accessible taxi purchase and a taxi voucher program are both examples of projects that can be developed and implemented by a mobility manager. A successful taxi voucher program depends on a strong working relationship with a reliable local taxi company. Several taxi companies in the ICPTA area provide specialized transportation for specific populations, such as Kid's Taxi, but any partner company would have to meet ICPTA service guidelines in order to participate in a voucher program.

Capital costs for this strategy are estimated at approximately \$25,000 for a one-time purchase of an accessible taxicab. Annual costs to support a voucher program can vary highly depending on the number of programs involved, but are estimated to be approximately \$25,000. Figure 9-6 below details the potential funding sources for both capital and operating costs of this recommendation.

**Figure 9-6 Potential Funding for Accessible Taxicab and Voucher Program**

	Potential Funding Sources	Cost Allocation
Funding -Operating	Federal 5317	Up to 50% (\$12,500)
	Rural Operating Assistance Program (ROAP) - EDTAP	Up to 50% (\$12,500)
	Local Funds	Typically 10% Operating - \$2,500 (annually)
	Potential Funding Sources	Cost Allocation
Funding – Capital	Federal 5317	Up to 80% (\$20,000)
	Rural Capital Program	Up to 10% capital (\$2,500)
	Local Funds	Typically 10% Capital - \$2,500 (one-time)

**Operate Herford-Edenton-Elizabeth City Fixed-Route Service**

A fixed-route linking major destinations in Elizabeth City was cited by a number of stakeholders and survey respondents as a desirable improvement to ICPTA service. ICPTA does offer essentially fixed-route service between these towns, but the route is not publicized as such, and published time points and stops are not available. Publishing a schedule for the existing service could satisfy some of the existing demand for same-day service. A "new" service like this is also likely to attract new riders to the system. Finally, a route connecting the main employment centers in the area will support employment trips, which are currently not well-served.

ICPTA did operate a similar, published fixed route several years ago, but the service was unsuccessful due to the inability of people to get to the fixed route from their homes. This route could be implemented with flex zones within each town, allowing the bus to be demand-response within the towns, but operating on a set, published schedule between towns. A flex structure would enable residents to call and schedule a pick-up at their home, but would eliminate the "many origins to many destinations" model of demand response service. Publishing a fixed route with flex zones would require extensive outreach to educate the public about how to use the system, but ultimately this type of route could be an efficient addition to ICPTA service.

Since this route would require at least one dedicated vehicle, this strategy requires the purchase of a new vehicle. The annual operating cost is estimated to be \$165,000, and the cost for the capital purchase of a vehicle is \$84,000.

Below are the potential cost splits for the capital and operating funds to support a fixed route between major cities in the ICPTA region.

**Figure 9-7 Potential Funding for Fixed Route between Hertford, Edenton, and Elizabeth City**

Funding - Operating	Potential Funding Sources	Cost Allocation	
		Federal 5310	Up to 50% (\$82,500)
	ROAP - EMBLY, RGP	Up to 50% (\$82,500)	
	SMAP	Up to 20% (\$33,000)	
	Local	Typically 10% (\$16,500)	
Funding - Capital	Potential Funding Sources	Cost Allocation	
		Federal 5311	Up to 80% (\$68,000)
		State Rural Capital Program	Up to 10% capital (\$8,000)
		Local Funds	Typically 10% (\$8,000)

**Formalize Weekly Service to Norfolk and Virginia Beach**

ICPTA currently provides weekly service to Norfolk and Virginia Beach; however, the service is not marketed as a fixed route, regular service. A published schedule of this service makes it more accessible to the public. Marketing the service as a fixed route could attract regular commute trips, if there is demand, and could also help develop new rider markets.

Costs for formalizing the fixed-route service and marketing the service are estimated to be \$50,000. This cost assumes two round-trips twice per week, at four hours per round trip.

**Figure 9-8 Potential Funding for Fixed Route to Norfolk and Virginia Beach**

Funding - Operating	Potential Funding Sources	Cost Allocation
	FTA Section 5316	Up to 50% (\$25,000)
	ROAP* - EMBLY, RGP	Up to 50% (\$25,000)
	SMAP*	Up to 20% (\$10,000)
	Local	Typically 10% (\$5,000)

**Seasonal Employment Service to Outer Banks**

An important potential transit market exists in the resort and hospitality community on the Outer Banks. Many resorts employ individuals who do not have access to vehicles; moreover, traffic on the primary corridors leading to and along the Outer Banks is extremely congested.

Operating seasonal transit service from inland areas of the ICPTA to the Outer Banks, between April and October, would offer alternative transportation options for seasonal employees. The service would also help alleviate traffic congestion in the outer banks. The employer survey suggested that resorts on the Outer Banks may be willing to support such a service through funding and marketing to their workers.

This seasonal service may be best implemented as a vanpool service; especially since a transit vehicle traveling over a fixed-route would be less efficient for the long trip and would require high fares.

The ICPTA could purchase a van and coordinate with major employers along the Outer Banks to advertise the service to workers. A van typically costs about \$30,000, and maintenance and fuel would cost approximately \$10,000 annually. These operating costs could be supplied by employers. The cost equates to approximately \$833 per month, or \$55 per employee per month for a 15-passenger van. Figure 9-9 below shows the break-down of costs by funding program for the operating and capital costs.

Figure 9-9 Potential Vanpool Funding

Funding - Operating	Potential Funding Sources	Cost Allocation
	Employer Subsidy	Up to 100% (\$10,000)
Funding - Capital	Potential Funding Sources	Cost Allocation
	Federal 5311	Up to 80% \$16,000 per van
	SMAP*	Up to 10% \$2,000 per van
	Local	Typically 10% \$2,000 per van

### **Establish Nonprofit Entity**

An entity separate from the ICPTA would be able to potentially pilot new projects that may be less productive initially than service already operated by ICPTA, such as local circulators or service to the Outer Banks. This arrangement would relieve ICPTA of financial risk while allowing for exploration of new service.

Potential challenges for this strategy would be the requirement for significant administrative time from ICPTA to establish a separate entity, and the process could present a significant administrative burden.

### **Increase Coordination between ICPTA and Dare County Transit**

Currently, ICPTA does not formally coordinate with the transit service in neighboring Dare County. Several stakeholders discussed client issues with getting to appointments or events at their Dare County offices. Though the extent of the demand is not known, coordination with Dare County to share trips within service areas and support inter-regional travel can provide access to more destinations to riders. This initiative also has the potential to use resources more efficiently.

A coordination effort would not cost more operationally, but would require staff time and resources to initiate efforts with Dare County and to coordinate trips. Potential challenges to this strategy include differences in operations and logistics between Dare County Transit and ICPTA.

### **Improve and Expand Marketing**

Several stakeholders and a number of public survey respondents indicated that awareness of ICPTA services is low in some communities; this is especially true for some college student populations.

Expanded marketing can attract new riders, and targeted marketing such as non-English language materials can attract non-English speakers. Other target markets include employers that can advertise ICPTA to their employees and tourists. With no service changes, updated, branded materials have resulted in ridership increases at many small transit agencies across the country.

To address this information gap, a new marketing effort would include:

- Updated flyers
- Newsprint ads
- Increased electronic marketing (website, Facebook, other)
- Non-English language materials
- Employer outreach

Expanded marketing efforts could be undertaken immediately. The estimated cost for a marketing campaign is \$35,000; costs vary considerably depending on the level and type of marketing undertaken. ICPTA already has a portion of its Section 5311 budget set aside for marketing, which totaled \$20,535 in FY11; this initiative would expand the typical marketing budget to include enhanced materials and additional media coverage. Funding would be split between federal, state, and local sources:

Figure 9-10 Potential Marketing Funding

	Potential Funding Sources	Cost Allocation
Funding - Administrative	Federal 5311	Up to 50% (\$17,500)
	ROAP: EDTAP, EEMPLY, RGP	Up to 5% (\$1,750)
	Local	Typically 10% (\$3,500)
	Other State & Local	35% (\$12,250)

A potential challenge of an expanded marketing campaign is that additional promotion could over-burden the system, which is especially a concern at the busier peak hours.

# 10 FIVE-YEAR IMPLEMENTATION PLAN

The goals of the Community Transportation Service Plan are to:

- Promote transit options that provide meaningful travel alternatives to citizens and connectivity of transportation services throughout the region.
- Promote the full integration of ICPTA programs with other private transportation providers, regional transportation agencies, and federal and state programs that support public and human service transportation.
- Improve the efficiency and effectiveness of federal/state funded transportation programs.
- Support and promote the coordination of public transportation services across geographies, jurisdictions, and program areas for the development of a seamless transportation network.
- Support the provision of dependable mobility transportation options to the general public, low income individuals, elderly persons, and/or persons with disabilities.
- Support and encourage defensible, results-based budget requests and submissions from the ICPTA to NCDOT for funding.

With these goals in mind, the following chapter outlines a five-year implementation plan for the region. This plan includes:

- The recommended strategies as selected by the Technical Advisory Committee
- Implementation steps and timeline
- Funding sources
- A capital improvement plan
- Performance metrics for each recommendation

## RECOMMENDED STRATEGIES

The Technical Advisory Committee met on March 7, 2012, to review the list of strategies and decide on priority strategies to carry forward into an implementation plan. Each member was allotted four votes. The five strategies that received the most support were selected to carry forward to implementation planning. Two strategies were combined; providing weekend service was seen as a two-part strategy, one that could be provided in-house, or one that could utilize an accessible taxi and voucher program to provide service. The remaining strategies - evening service, the fixed route between Hertford-Edenton-Elizabeth City, the formal weekly service to Norfolk and Virginia Beach, coordination with Dare County, a non-profit entity, and increasing marketing - were not carried forward into the implementation plan.

**Figure 10-1 Strategy Prioritization Exercise**

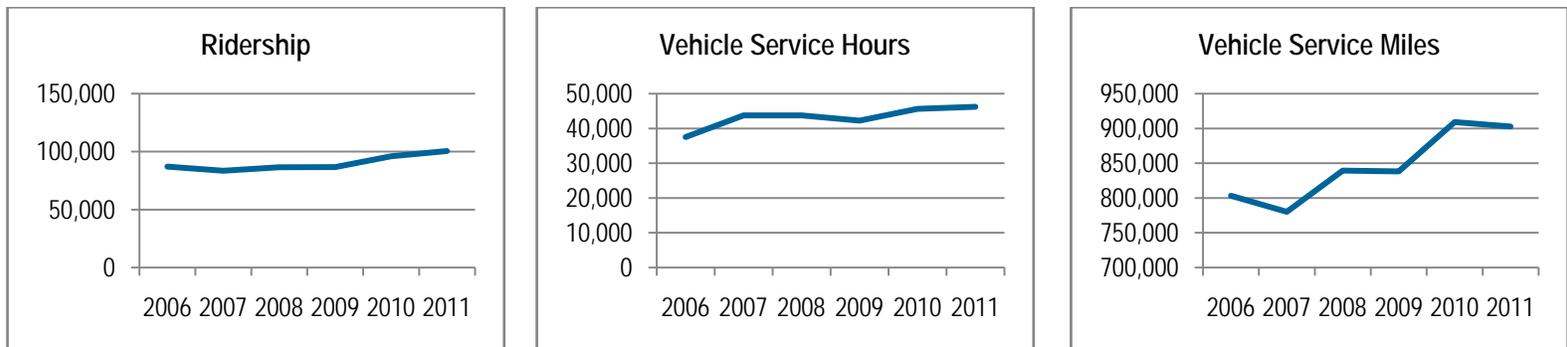
Strategy	Votes
Maintain Existing Service Levels	7
Seasonal Employment Service to Outer Banks	5
Hire Mobility Manager	4
Provide Weekend Service	3
Purchase Accessible Cab and Implement Taxi Voucher Program	3
Provide Evening Services	2
Hertford-Edenton-Elizabeth City Fixed-Route Survey	2
Formalize Weekly Service to Norfolk and Virginia Beach	1
Increase Coordination with Dare County Transit	1
Establish Non-Profit/Separate Entity	0
Increase Marketing	0

Implementation plans for the selected strategies are described below.

## 1. Maintain Existing Services Levels

Service hours and passenger trips have grown over the past several years, and with the 20% budget reduction in FY12, ICPTA has been able to maintain service only with the addition of new Section 5316 and Section 5310 grants. In order for ICPTA to maintain existing service levels and accommodate incremental new demand, funding for this base level of service must be prioritized above new programming or service hour expansion.

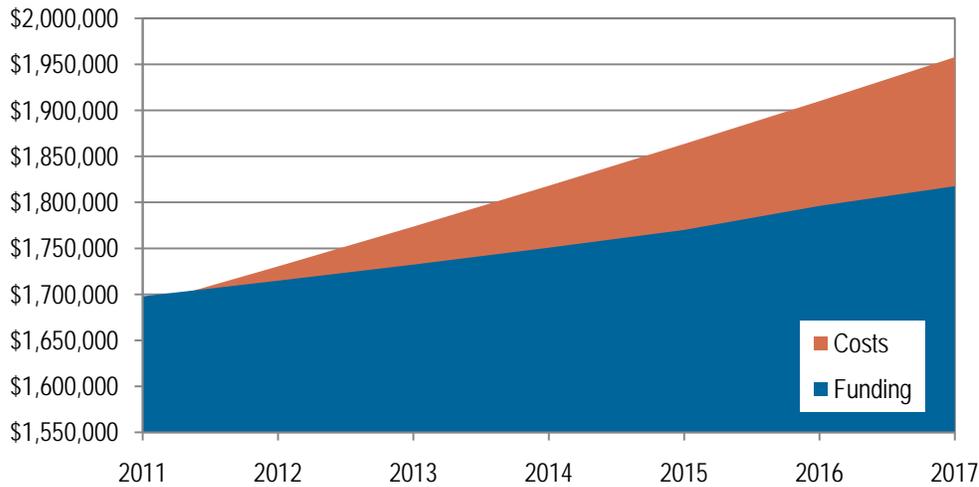
**Figure 10-2 Historical Service Growth 2006-2011**



Extrapolating historical trends out to the next five years, service hours and passenger trips are expected to grow by nearly 24% and 16%, respectively, by 2017. Expenses are expected to rise by over 16%, as well; funding, on the other hand, is expected to rise by only 7%.<sup>2</sup> Based on existing costs and expected funding, a potential gap of \$471,918 will be accumulated over five years.

<sup>2</sup> Future funding levels were calculated using the inflation factors provided by NCDOT: Year 1 1%, Year 2 1.02%, etc, through Year 5 1.1474%.

**Figure 10-3 Estimated Costs and Funding Levels from 2011-2017**



\*Based on 2.5% annual cost increase and inflation factors provided by NCDOT.

## 2. Seasonal Employment Service to Outer Banks

Demand for transit service to the Outer Banks during the summer months is high, primarily for transporting workers with limited vehicle access to service jobs in the resort community. Travel from the mainland of the ICPTA service area to the Outer Banks is inefficient for current ICPTA vehicles, and the one-way trip can be nearly two hours. Instead, vanpool service is recommended to meet this demand over the next five years. Working in partnership with businesses on the Outer Banks, the ICPTA can develop a vanpool program using private funding for at least a portion of the capital and operating expenses.

An alternative, or complementary strategy, is for ICPTA to help organize Outer Banks employers to create a Transportation Management Association (TMA) (see insert on page 86). A TMA could help the region with a variety of transportation needs, including managing a vanpool program, but also potentially parking constraints and other traffic issues that face the Outer Banks during peak periods. An Outer Banks TMA could complement ICPTA services in several ways. The seasonal nature of the need and the geographic distance separating ICPTA from the Outer Banks means a special purpose agency would likely be better able to meet local needs. At the same time, however, the TMA could draw on ICPTA’s knowledge of the transit industry, operations management and funding to get an agency started and help ensure its success.

### Vanpools

Vanpools are ideal for longer-distance commutes along corridors with very limited or no existing transit service. They consist of a group of five to 15 commuters who share rides to and from work in vans leased from an outside operator who owns and maintains the vehicles and provides insurance and other support. In some cases, vans can be provided by an employer or can be owned by an individual. One of the vanpool participants serves as the primary driver and another as a backup driver. These drivers usually ride free in exchange for their additional driving and coordination responsibilities. The cost for participants depends on the size of the van, the length of the commute trip, the number of participants, and the availability of employer or government subsidies. Average costs are approximately \$100 per month per person.

Government agencies, transportation management organizations, or large employers typically provide administrative and ridematching assistance and financial incentives and subsidies. These may include an initial startup subsidy, a subsidy to help cover the fare of a lost participant, and an ongoing subsidy of van leasing costs. Using vanpools to serve the employment market on the Outer Banks is an ideal situation for a public-private partnership between the ICPTA and local employers.

Initiating a vanpool program in the ICPTA region involves several steps:

1. **Build partnerships with Outer Banks employers.** The ICPTA already has contacts with local chambers of commerce, which can serve as an organizing institution for employers on the Outer Banks. A vanpool program presents the opportunity to create a Transportation Management Association (TMA) of interested businesses. TMAs are described in more detail in the call-out box below.
2. **Design program rules and parameters.** Involved stakeholders will outline program rules such as vendor (if any), vehicle ownership, employer subsidy programs, mileage or lease rates, payment mechanism (through institution or private-pay), driver training, and insurance.
3. **Establish administrative duties and designate vanpool administrator.** Administration of the vanpool program can be housed at the ICPTA itself or at a TMA comprised of businesses on the Outer Banks.
4. **Advertise with employers and locally.** The strongest distribution channels for marketing exist through the employers themselves. Employers can advertise through internal marketing and either register employees at the work site or refer them to the ICPTA for program registration.
5. **Purchase vehicles.** Demand will likely build over time, and one van will be sufficient to cover initial employee demand. The stakeholders will decide if demand calls for a 7-, 12- or 15-passenger van.

Most vanpool programs require a flat cost per rider per month, regardless of fuel costs, with the assumption that the flat rate will accommodate fluctuations in fuel cost. Some, especially those for which payment is collected and administered by the vanpool driver, vary the price each month depending on fuel costs.

Figure 10-4 Illustrative Vanpool Costs for ICPTA Region

Vanpool	One-Way Mileage	Round Trip Mileage	Cost per Rider per Month
Edenton to Kitty Hawk	82 miles	164 miles	\$123
Elizabeth City to Kitty Hawk	51 miles	102 miles	\$76
Hertford to Kitty Hawk	66 miles	132 miles	\$99

Note: Based on \$0.75/mile

Two nearby regions have successful vanpool programs that have been in operation for many years. Programs in Hampton Roads, VA, and the Triangle in North Carolina are described below.

Both programs also offer a Guaranteed Ride Home program for vanpool participants who have an unexpected emergency. Typically, these programs require the passenger to pay a base rate (such as \$5) for a taxicab ride home, and the program pays the remainder. ICPTA can implement this program in conjunction with the taxicab voucher recommendation described later in this chapter.

*Hampton Roads Transit: Vanpool Program (Hampton Roads, VA)*

Hampton Roads Transit (HRT) has been operating a vanpool program in the Norfolk metropolitan area and surrounding regions since 1977. Sixty-one (61) vans are in use at present, with eight kept as spares. HRT purchases the vans with Congestion Mitigation and Air Quality (CMAQ) funds and leases them to individuals who drive them; the vans cannot be leased to employers. HRT provides insurance and maintenance for all of the vans and provides backup vehicles if needed.

HRT does not require additional training for drivers unless they have no previous experience driving passenger vans. Lancer Insurance provides coverage for the vanpool program. Currently, demand is very high for all of the vanpools, so HRT is not advertising the service at this time.

HRT spends approximately \$3,000 per month on the vanpool program, and also employs one vanpool coordinator. The vanpool coordinator manages all aspects of the program, which includes:

- Working with the maintenance department
- Overseeing leasing
- Coordinating with drivers
- Facilitating insurance
- Handling rider referral services.

Each van's lease rate includes capital recovery and insurance coverage. HRT charges vanpool operators \$0.11 per mile, plus a base fee for each van. Fees are \$237 for a 7-passenger van, \$263 for 12 and \$307 for 15. Each passenger pays the driver (also the lessee) directly each month.

The vanpool program did experience some backlash during implementation several decades ago. As part of a transit agency, the union drivers protested the establishment of the program. However, since the vans do not operate where transit is provided, the program was allowed to move forward.

*Triangle Transit Authority Vanpool Program*

Vanpool services sponsored by Triangle Transit require a minimum of only six passengers to begin. Triangle Transit sponsors vanpools in the region from as far as 60 miles away, primarily for points south and east of Raleigh and northwest of Durham. Triangle Transit provides the vehicle, gas, insurance and maintenance, and riders pay a monthly fare (some drivers ride for free).

Triangle Transit provides seven- and 12-passenger vans and a Triangle Transit gas card. Drivers and backup drivers are screened and must complete an online training course. Drivers ride for free on 12-passenger vans (though not on the seven-passenger vans) and must sign a lease agreement with Triangle Transit, as well as submit monthly reports about ridership and mileage. Drivers are allowed to use the van for 100 personal miles each month. Drivers and riders make a month-to-month commitment and may leave the vanpool at any time after giving one month's notice.

Rider fares cover maintenance and gas, as well as insurance for collision and liability and 24-hour roadside assistance. Maintenance is provided by the Triangle Transit repair shop. Figure 10-5 presents a projection of sample vanpool fares based on the Triangle Transit vanpool fare table.<sup>3</sup>

**Figure 10-5 Sample Monthly Fares for Triangle Transit Vanpools**

Round Trip Miles per Day	Van Passenger Capacity	Monthly Fare per Rider
20 miles	12	\$46
20 miles	7	\$69
80 miles	12	\$98
80 miles	7	\$141
140 miles	12	\$149
140 miles	7	\$213

Source: Triangle Transit

<sup>3</sup> [http://triangletransit.org/uploads/bus\\_pdfs/VP\\_Rates\\_%2812%29\\_9-09.pdf](http://triangletransit.org/uploads/bus_pdfs/VP_Rates_%2812%29_9-09.pdf)

### Transportation Management Association

Though the strategy to establish a nonprofit entity was not selected for further examination, the establishment of a Transportation Management Association comprised of major employers on the Outer Banks could offer significant support to employee transportation initiatives.

A Transportation Management Association (TMA), as outlined in the Transportation Demand Management Encyclopedia (Victoria Transport Policy Institute, 2010), is a non-profit, member-controlled organization that provides transportation services in a particular area, such as a commercial district, mall, campus or industrial park. A TMA is generally a public-private partnership, consisting primarily of area businesses with local government support. For the most part, TMAs form as 501 (c) (4) or (6) under Federal non-profit statutes.

TMAs provide an institutional framework for programs and services and allow employers to collectively provide transportation services. This collective framework can create economies of scale, leverage and equity, which also allow small employers the opportunity to provide commute trip reduction services comparable to those offered by large companies. TMAs can provide a variety of services that encourage more efficient use of transportation and parking resources. Such services can include:

- Access Management
- Advocacy
- Education and Outreach
- Flextime Support
- Guaranteed Ride Home Services
- Coordinated Incentive and Reward Programs
- Individualized Commute Trip Planning Services
- Marketing and Promotion
- Parking Management
- Pedestrian and Bicycle Planning
- Rideshare Matching and Vanpool Coordination
- Shared Parking Coordination
- Telework Support
- Transit Fare Products and/or incentives
- Transit Improvements
- Transportation Access Guides

TMA stakeholders typically include property owners and businesses, business organizations, regional and local government agencies, transit providers, employees, nearby residents, and business patrons. Some examples of successful TMAs include:

- Bellevue, Washington: Offers a full-service TMA program, calendar of special events such as a Free Bike Repair Day, and incentives such as free parking days to employees who regularly travel to work via bus, carpool, vanpool, bike, or walking.
- Tacoma, Washington: Leaders from more than 15 downtown businesses formed the *Downtown: On the Go!* Transportation Partnership to identify viable solutions to the parking and transportation challenges facing downtown businesses and commuters. Its goal is to increase employee use of alternative commute options from the current 24 percent to 35 percent by 2020.

## **Financial Plan**

Seasonal vanpool service is assumed to be operated daily from April to October, a total of 214 days per year. With 15 riders per day and an estimated 200 days of work each, the vanpool service would provide over 6,000 rides per year.

A passenger van cost is estimated to be \$30,000. ICPTA has the option of applying for Section 5316 or 5311 Capital funding to supply the initial vehicle, which would cover 80% of the cost and the state Rural Capital Program funding 10%. If a public-private partnership with the companies on the Outer Banks is created, the companies would cover the remaining 10% local match. Depending on their level of commitment, the businesses could contribute the full 20% local match for the grant. If a TMA is created, the TMA could fund up to 100% of a new vehicle.

The businesses on the Outer Banks have expressed interest in financially supporting transportation, and their interest will likely yield operating support for a vanpool program. This support may be in the form of passenger-side subsidies for vanpool fares or a direct contracted amount to the ICPTA for vanpool operations.

ICPTA will need to designate a vanpool coordinator among its staff to work closely with the Currituck Chamber of Commerce as well as vanpool drivers and the maintenance staff. ICPTA's share of the annual estimated costs for maintenance, insurance, and staff time total \$10,000. If the ICPTA hires a mobility manager, this staff person would take on the vanpool coordination duties.

ICPTA's share of the funding for the vanpool operating costs could be supported by Section 5316 Operating funds, which would fund 50% of the operations. An additional 40% (\$4,000) would be provided through the State's ROAP funding for employment. Ten percent (10%) would come from local sources, and could be supplied by the Outer Banks businesses.

## **3. Hire a Mobility Manager**

Mobility management is a term used by the Federal Transit Administration to describe an individual or organization whose primary function relates to coordinating existing transportation services, maximizing existing transportation resources, and facilitating individual access to these services. Mobility managers can be individuals or organizations and can provide a range of functions tailored to a specific service area.

At present, ICPTA staff is at capacity for operating existing services. Undertaking new initiatives, applying for new funding streams, or planning for major service changes are all essentially impossible at current staff levels. A mobility manager can provide planning and implementation support for a range of initiatives, including those outlined in this report.

Many mobility managers also write grants for existing projects or for new initiatives they lead, such as creating marketing materials or setting up a one-call center.

Potential mobility manager projects:

- Grant writing
- Developing taxi voucher program
- Assisting with development of Outer Banks TMA and vanpool service
- Working with stakeholders and special needs populations, such as dialysis patients

- Manage projects appropriate to FTA grant intention, such as job-access projects if Section 5316 JARC funding or persons with disabilities if Section 5317 New Freedom funding

### **Financial Plan**

A mobility manager is eligible for Section 5316 or 5317 Capital funding, for which the FTA provides 80% of the cost. Another 10% of the cost would come from State ROAP programs, either EDTAP or EEMPLY. The final 10% would come from a local source.

## **4. Provide Weekend Service**

Weekend service is a high priority for stakeholders and for ICPTA riders. Two methods of providing weekend service are proposed: direct provision with ICPTA vehicles and utilization of accessible taxicabs and a taxi voucher program.

### **In-House Service Provision**

Expansion of service can pose a threat to existing productivity measures; however, if rolled out in phases, risk of lowered efficiency can be mitigated. For instance, beginning with the group of dialysis patients who need transportation to appointments on Saturday mornings can provide a base ridership for expansion to Saturday mornings. As space is available on the vehicles utilized, other ICPTA clients can be scheduled on those vehicles.

The marginal costs of adding more vehicles and hours on Saturdays decreases after the initial outlay to add a new day to the week. An additional vehicle requires paying a driver and fuel, but costs are marginal when additional administrator and supervisory time has already been added to cover Saturday morning.

In Year One, service would be provided between 5:00 AM and 10:00 AM on Saturday mornings to accommodate dialysis patients. The following year, service for the general public can be advertised with the available hours of 8:00 AM to 4:00 PM.

### **Purchase Accessible Taxicab and Implement Taxi Voucher Program**

To minimize the potential risk of direct service expansion, ICPTA can contract with a local taxi company to provide weekend (and potentially late evening) service. Federal funds are available to purchase accessible taxicabs, which would be necessary to ensure that all ICPTA riders can access service. The contracted taxi company provides the local match of 20%, and the FTA funds cover the remainder of the capital costs.

An accessible taxicab purchase is best implemented with a taxi voucher or subsidy program to ensure the affordability of the service. Taxi subsidy programs typically involve an arrangement between a sponsoring organization (or its agent) and participating taxi companies or other private-for-hire vehicle services. These programs accept and accommodate requests from sponsored customers, clients, or residents and/or accept subsidies provided by the sponsoring organization to riders as partial payment for the trip. Most such subsidy programs focus on seniors and/or persons with disabilities residing within the sponsoring municipality (or agency service area), but some are available to general public residents as well. Human service agencies that employ this strategy generally limited taxi subsidies to agency clientele or program participants.

A taxi subsidy program requires a strong local taxi partner. Several local taxi companies are utilized by human service agencies for transporting clients when ICPTA is not available. These companies include Kid's Taxi and Moore's Taxi. Depending on interest from each company, any or all can participate in the purchase and voucher program.

Figure 10-6 Benefits and Challenges of Taxi Voucher Program

Expected Benefits	Potential Obstacles and Challenges
Provide same-day if not immediate service Effective for unanticipated travel and evening and weekend hours Effective for trips outside of service area or "under-served" areas Effective way to "divert" more expensive paratransit trips to a less expensive mode Can set/control subsidy per trip and/or overall budget Opportunity to infuse accessible vehicles into the market	Requires well-managed / controlled taxi and private-cars-for-hire companies Few accessible taxicabs and private-cars-for-hire Participation of non-employee drivers is dependent on their not losing revenue by participating (vs. general public patrons) Requires good communication among all parties Need to establish fraud-protection mechanisms

**Rhode Island New Freedom Taxicab Purchase:** The Rhode Island Public Transportation Authority (RIPTA) recently launched an accessible taxi program in Rhode Island, using New Freedom funds to purchase accessible cabs. RIPTA applied for New Freedom funding to purchase accessible taxis, and subsequently released a bid to taxi companies interested in operating the cabs. Interested companies signed a contract in advance of the bid, agreeing to provide the 20% local match and operate the vehicle under the terms of the contract for the federally-defined useful life of the vehicle. RIPTA holds a lien on the vehicles, but the taxi companies hold the insurance to cover operations. Though RIPTA initially encountered challenges from the regional FTA representative about private company operation, they were able to use examples in other parts of the country, including Washington, DC; New Haven, CT; and examples in Florida, Alabama, and Texas, where New Freedom funds had been used to purchase accessible taxis that would be operated by a private company. An example of the contract between RIPTA and the taxi companies is included in Appendix F.

**access-A-Cab (a-a-C) in Denver:** The Regional Transportation District (RTD) in Denver established the access-a-Cab service in response to a high denial rate on paratransit services and to reduce the per trip cost of its ADA paratransit service. Customers call RTD's ADA paratransit call center to request a trip. Requests are then forwarded to the taxi company of choice. Passengers pay the flag drop of \$2.00, which was equivalent to the a-a-C fare. (This base fare has since been increased to \$2.50 to match the increase in the flag drop.) The Regional Transit District (RTD) would then cover up to the next \$7.00 of the fare (which at the taxi meter rate of \$1.60 per mile could get a customer a trip of up to 4.4 miles in length), with passengers paying the portion of the fare over \$9.00 (for longer trips). Hence, the maximum subsidy ceiling for the RTD was \$7.00. This has since been changed with the RTD paying \$7.00 for all trips. With centralized call intake, RTD has been able to decrease the administrative labor required to oversee this program. And, while it has set a daily budget in terms of number of trips allowed, the number of requests has never approached this ceiling.

**The DuPage County (IL) Pilot II Subsidized Taxi Service:** DuPage County sponsors a nearly countywide, user-side taxi subsidy program. Each sponsor (municipalities and human service agencies) defines its eligibility criteria and decides how much to charge for a

voucher/coupon that is worth \$5.00 towards a taxi fare. Service is available countywide 24 hours per day, 365 days per year.

**Financial Plan**

For in-house service provision, ICPTA could use several federal programs for 50% of the operating costs and 80% for administrative costs. In the past, NCDOT has limited the use of Section 5311 Operating funds to primarily cover only fixed-route service; however, most other states make Section 5311 readily available to demand response service, also. Since state ROAP funds cannot be used for a Section 5311 match, Section 5310 would potentially be a more viable option.

In addition to the 50% federal funding for operating expenses, 40% of the operating cost would be provided by the State through one of its three ROAP programs – EDTAP, RGP, and/or EPLY – since the service will accommodate the needs of all of these populations. No additional vehicles are needed to provide this service.

For in-house service, the added administrative costs cover support staff that would have to be on-call to cover the weekend shifts. Administrative costs could be covered by 80% federal funds, with 10% match from the state (though not through ROAP funding) and 10% local match.

The accessible taxi program would be managed by the mobility manager, whose salary would already be covered by an FTA grant. The program costs of providing subsidized taxi rides would total approximately \$26,000 each year, but could vary drastically based on program restrictions, eligible populations, and advertisement. Section 5317 Operating funds would cover 50% of the cost. An additional 40% could be covered by State EDTAP funding, and 10% from local sources. The taxi subsidy program will recover at least some costs from any contract programs that choose to participate, if the opportunity is extended to their clientele.

On the capital side of the accessible taxi program, a one-time capital cost of purchasing an accessible cab can be funded through Section 5317, which covers 80% of the cost of a vehicle. The remaining 20% - the local match – would be paid for by the participating taxicab company.

Figure 10-7 Detailed Cost Estimate for Weekend Service Provision

	ICPTA-Operated	Accessible Taxi Program	Total
Administrative	\$50,000		\$50,000
Operating	\$61,790	\$26,000	\$87,790
Capital		\$25,000	\$25,000
Funding Subtotal	\$111,790	\$51,000	\$162,790
Estimated Service Hours	1,144*		
Estimated Riders	2,505	1,040**	3,545

\*11 hours Saturday and Sunday (8:00 AM to 7:00 PM)

\*\* 20 riders per weekend day, average \$25 per trip

**IMPLEMENTATION STEPS**

The first six months of FY13 will primarily be spent preparing for grant applications in June of 2013. Primary tasks for the first six months of FY13 include:

- Laying the groundwork for critical partnerships such as with the Currituck Chamber of Commerce and with a local taxicab operator.
- Providing Saturday dialysis trips and phasing in general public riders as space is available.
- Developing project descriptions and grant application for mobility manager.

The table below provides a guideline for each prioritized strategy in the first year of implementation.

Figure 10-8 First Year Implementation Timeline

Strategy	Late 2012	Early 2013	Mid-2013	Late 2013
<b>Maintain Existing Service Levels</b>	Monitor ridership and productivity metrics Monitor changes in funding sources			
<b>Seasonal Employment Service to Outer Banks</b>	Meet with Currituck Chamber of Commerce	Establish parameters and responsibilities for vanpool service	Apply for 5311 capital funding for van	Complete contract or MOU with Chamber/businesses for service provision and financial arrangement
<b>Hire Mobility Manager</b>		Finalize priority projects for mobility manager to include in grant application Draft mobility manager grant application and job description	Apply for New Freedom Mobility Management grant	Conduct search and hire mobility manager
<b>Provide Weekend Service</b>	Begin pilot provision of Saturday dialysis trips Discuss taxi/New Freedom eligibility with FTA regional representative Meet with Kid's Taxi and Moore's Taxi	Allow general public riders to ride dialysis route as space is available Draft contract with taxi company	Apply for New Freedom Accessible Taxicab grant	Assess demand for expanded Saturday service based on GP Saturday ridership Complete contract with taxi company

Beyond FY14, the operating environment for ICPTA is less clear. Funding levels will be highly dependent on the future federal surface transportation legislation, and changes in federal policy are likely to have a significant impact on ICPTA's local service provision priorities. Further, success of the prioritized strategies will be borne out by assessed demand for the services. Monitoring ridership levels on each new initiative and collecting customer feedback will inform next steps beyond FY14.

**Figure 10-9 Five-Year Implementation Timeline**

Strategy	FY14	FY15	FY16	FY17
<b>Maintain Existing Service Levels</b>	Monitor ridership and productivity metrics Monitor changes in funding sources			
<b>Seasonal Employment Service to Outer Banks</b>	Regular meetings with Chamber of Commerce to monitor service Recruit new businesses to sponsor vanpools	Conduct employer survey to assess demand for additional van Apply for additional van(s) (if demand warrants)	Purchase additional van Meet with additional employers in other areas (e.g. Greenville hospitals)	Expand vanpool program to other cities (e.g. Greenville) (if demand warrants)
<b>Hire Mobility Manager</b>	Work on existing initiatives - manage vanpools, weekend service expansion Begin work on taxi voucher program	Apply for/identify permanent mobility manager funding Implement taxi voucher program	Identify new strategic projects Continue managing vanpools and taxi voucher program	
<b>Provide Weekend Service</b>	Expand Saturday service to all-day Advertise Saturday service Mobility manager builds partnerships for taxi voucher program	Continue all-day Saturday service Assess ridership for Saturday service Mobility manager implements taxi voucher program	Assess demand for Sunday limited hours service Assess utilization of accessible taxi and voucher program Apply for second accessible taxi (if demand warrants)/ expand taxi voucher program to weeknights	Expand taxi voucher program to two taxis and weeknights (if demand warrants)

## **FUNDING SOURCES**

Financial sustainability was a key point cited by the Technical Advisory Committee for prioritizing certain strategies. The CTSP process includes an extensive budget and financial analysis that is submitted to both ICTPA and NCDOT as part of this project but under a separate cover. All project and initiatives identified as part of this CTSP are included in that budgeting analysis. While upcoming funding challenges are acknowledged, for purpose of the CTSP, it is assumed that ICPTA will be able to maintain the existing level of service by relying on existing funding sources. Instead the CTSP focuses on identifying potential funding sources for strategies and new services recommended in the plan.

**Figure 10-10 Costs of Prioritized Strategies**

No.	Strategy	Estimated Costs*
1	Maintain Existing Service Levels	\$471,918 (Over 5 years)
2	Seasonal Employment Service to Outer Banks	\$30,000 per van plus \$10,000 for administration \$60,000 fixed-route
3	Hire Mobility Manager	\$60,000
4	Provide Weekend Service ICPTA Provision Purchase Accessible Taxicab and Implement Taxi Voucher Program	\$111,790 \$25,000 for cab; \$25,000 for voucher program

While many strategies could receive grant funding for two- or three-year periods, grant-funded service expansions must be incorporated into ICPTA's budget if they are to continue beyond the period of the grant. Appendix E summarizes the range of funding programs in North Carolina and the parameters for receiving funding under each source. The table below lists each funding source cited in this chapter as supporting a prioritized strategy and lists the total amount required by each source to implement all four strategies.

The most significant source of funding to support these initiatives is FTA Section 5317, New Freedom funding, which is a flexible funding program used to enhance accessibility for persons with disabilities beyond ADA requirements. The state match for Section 5317 funding is the second-highest source of funding.

Though combined, local sources total more than the state sources, several initiatives are specific to one particular local source. The vanpool program is anticipated to generate local support through employers; the accessible taxicab partner is expected to provide the local match for an accessible taxi purchase.

**Figure 10-11 Total Implementation Funds by Source**

Funding Source	Recommended Strategy	Total by Source
<b>Federal</b>		
Section 5311 or Section 5316 Capital	Seasonal Employment Vanpool \$16,000	\$16,000
Section 5310 Operating	Saturday Service \$30,895	\$30,895
Section 5310 Administrative	Saturday Service \$40,000	\$40,000
Section 5317 New Freedom	Hire Mobility Manager \$60,000 (or Section 5316) Accessible Taxicab \$20,000 (Capital), \$12,500 (Operating)	\$92,500
<b>State</b>		
ROAP - EDTAP and EPLY	Hire Mobility Manager \$7,500 Accessible Taxicab \$12,500 (Operating) Saturday Service \$30,895	\$50,895
Section 5310 Administrative	Saturday Service \$5,000	\$5,000
<b>Local</b>		
Local Sources	Hire Mobility Manager \$7,500 Seasonal Employment Vanpool \$2,000 (Capital) Saturday Service \$5,000	\$14,500
Employers	Seasonal Employment Vanpool \$10,000 (Operating), \$2,000 (Capital)	\$12,000
Taxicab Company	Accessible Taxicab \$5,000	\$5,000

## **CAPITAL IMPROVEMENT PLAN**

The recommended strategies in this CTSP do not call for capital improvements to any ICPTA facilities or buildings. ICPTA also does not have bus stops, signage, or shelters to maintain. As a result, the capital improvement plan focuses on vehicles.

### **Current Vehicle Replacement Schedule**

ICPTA has been scheduled to receive 11 replacement vehicles and two additional vehicles this fiscal year, and in 2013, these vehicles will be delivered and operational. In the chart below, the vehicles scheduled for replacement in FY13 are highlighted in blue. In addition to the 11 replacement vehicles, two expansion vehicles have been requested, one 20-foot LTV with capacity for 10 people, and one 25-foot LTV for 18.

**COMMUNITY TRANSPORTATION SERVICE PLAN | FINAL REPORT**  
 Inter-County Public Transportation Authority & North Carolina Department of Transportation

**Figure 10-12 ICPTA Vehicle Fleet**

Current Mileage	Model Year	Vehicle Type	Seating Capacity	Wheel-chair Stations	Projected Year of Replacement Request	Actual Year of Replacement Request	Replacement Requested
255,858	2006	25 ft. LTV	18	2	2010	FY11	25 ft LTV
273,585	2006	25 ft. LTV	18	2	2010	FY11	25 ft LTV
264,532	2006	25 ft. LTV	18	2	2010	FY11	25 ft LTV
210,505	2006	Lift Equipped Van	9	2	2010	FY11	20 ft LTV
214,526	2006	25 ft. LTV	18	2	2011	FY12	25 ft LTV
212,415	2006	25 ft. LTV	18	2	2011	FY12	25 ft LTV
273,695	2006	25 ft. LTV	18	2	2011	FY11	25 ft LTV
108,591	2006	Lift Equipped Van	9	2	2011		
175,748	2008	25 ft. LTV	18	2	2012		
135,994	2008	25 ft. LTV	18	2	2012		
121,744	2008	Lift Equipped Van	8	2	2012		
120,547	2008	Lift Equipped Van	8	2	2012		
76,420	2007	Explorer	5	0	2012		
156,895	2007	Lift Equipped Van	9	2	2012	FY12	20 ft LTV
148,207	2007	Lift Equipped Van	9	2	2012	FY12	20 ft LTV
171,600	2007	Lift Equipped Van	9	2	2012	FY12	20 ft LTV
188,533	2009	25 ft. LTV	18	2	2013	FY13	25 ft LTV
84,727	2008	Lift Equipped Van	8	2	2013		
18,093	2008	Minivan	7	0	2013		
128,150	2010	20 ft. LTV	10	2	2013		
100,406	2010	25 ft. LTV	18	2	2013		
1,918	2012	22FT LTV	12	2	2015		
10,252	2011	Lift Equipped Van	8	2	2015		
25,594	2011	Lift Equipped Van	8	2	2015		
2,793	2011	Lift Equipped Van	8	2	2015		
9,747	2011	Lift Equipped Van	8	2	2015		
6,460	2011	Lift Equipped Van	8	2	2015		
71,219	2005	Minivan	7	0	2015		
53,201	2008	Service Vehicle	5	0	2016		
2,489	2012	Explorer	8	0	2018		

Source: ICPTA, May 2012

Notes – LTV – Light Transit Vehicle; SUV – Sport Utility Vehicle

## **Capital Requirements for Recommended Strategies**

None of the prioritized recommendations involve an expansion of service during existing service hours; however, given current trends in ridership and demand for service, it is reasonable to assume that ICPTA will require at least two new vehicles over the next five year period. These expansion vehicles are identified in the existing fleet inventory (see above). In addition, two prioritized strategies do require the purchase of other types of vehicles; a van for vanpool service to the Outer Banks and an accessible taxi to accommodate weekend demand.

### **Van Purchase**

Typical capacities for vanpool vans are seven, twelve, and fifteen passenger models. Most available models have similar performance and safety specifications, including four wheel ABS, driver- and passenger-side airbags, and first aid and emergency kits.

Aside from seating capacity, the primary differences in vans are comfort features. Some models have bench seating, though the more commuter-style versions have bucket seats, which allow for more individual space for each passenger. Other comfort features include individual overhead lighting, adjustable seat belt placement, reclining seats (even on the back row), and room for baggage behind the last row of seats. Some of the higher end models also include passenger entertainment systems.

ICPTA can work closely with the employers on the Outer Banks to determine the most important vehicle features necessary for their employees' commutes. Since most riders will be dependent on the service to access their job, some of the van's comfort features meant to encourage choice riders to switch from driving a private automobile to using a vanpool may not be necessary.

### **Accessible Taxicab Purchase**

Most accessible taxicabs around the country are modified minivans; the most popular models are the Toyota Sienna, Dodge Caravan, Kia Sedona, and Chrysler Town and Country. Typically, the taxis can hold six passengers in existing seating or four passengers and one person using a wheelchair. The ramp for the wheelchair or scooter is usually located in the rear of the van and can accommodate between 600 and 800 pounds. All accessible taxicabs must meet the minimum ADA Transportation Vehicle Accessibility Guidelines.

Modifying cars and taxis to include accessibility features is the core business of a number of companies across the country. Several have locations in Raleigh, NC, and/or Norfolk, VA.

## **PERFORMANCE MEASURES**

Performance standards support the goals and objectives, allowing ICPTA to monitor services and make decisions based on service performance. These standards also provide a valuable tool for allocating scarce resources. By providing a consistent set of design and performance standards, ICPTA and transit/vanpool agency staff will have consistent direction on how to allocate, prioritize and deploy services.

The table below makes use of research that has been conducted at transit agencies across the country as well as local standards, including past ICPTA performance and ITRE performance measures.

**Figure 10-13 Performance Metrics for Recommended Strategies**

Strategy	Performance Metric
<b>Efficiency and Effectiveness Metrics</b>	
Maintain Existing Service Levels	101,274 minimum passenger trips annually (Same as FY11)
Seasonal Employment Service to Outer Banks (Vanpools)	8 passengers/hour (including driver) 0.2 passengers/mile 80% farebox recovery (allow 50% for startup period)
Hire Mobility Manager	Implement one new project in first 18 months of employment
Provide Weekend Service	ICPTA: Achieve performance standards of other ICPTA services by 2nd year of implementation Taxis: Minimum 5 trips per weekend
<b>Quality and Reliability Measures</b>	
Maintain Existing Service Levels	70 or fewer trip refusals annually (Same as FY11) No increase in passenger complaints
Seasonal Employment Service to Outer Banks (Vanpools)	Always depart on time; notice should be provided to riders in unusual weather circumstances No typical benchmark for complaint process Fewer than 1 accident/500,000 miles Vehicles should be operable at all times Spares available within one business day Zero cancelled trips
Hire Mobility Manager	Above average performance on annual staff evaluation
Provide Weekend Service	ICPTA: Achieve ICPTA quality assurance standards within 24 months Taxis: No benchmark for complaints exists; incorporate taxi service into existing ICPTA complaint resolution process Zero cancelled trips Zero trip refusals

## PLAN OBJECTIVES

The strategies set forth in this CTSP meet the plan objectives listed by NCDOT. The following table displays the strategies and relevant Plan Objectives.

Figure 10-14 Recommendations and NCDOT Plan Objectives

Summary of Strategies		
Plan Objective	Strategy	Page Number
<b>Plan Objective #1</b> Promote the development and availability of transportation services throughout the state, in partnership with local officials, public and private non-profit agencies, and operators of transportation services, and members of the public.	Maintain existing service	81
	Seasonal employment transportation	87
	Provide weekend service	88
<b>Plan Objective #2</b> Improve the efficiency and effectiveness of federal/state funded transportation programs.	Hire Mobility Manager	82
<b>Plan Objective #3</b> Support and promote the coordination of public transportation services across geographies, jurisdictions, and program areas.	Hire Mobility Manager	82
	Accessible taxi purchase (part of weekend service provision strategy)	88
<b>Plan Objective #4</b> Provide dependable transportation to the general public, low income individuals, elderly persons, and/or persons with disabilities within the guidelines and funding levels provided by NCDOT and FTA.	Maintain existing service	81
	Seasonal employment transportation	87
	Provide weekend service	88
<b>Plan Objective #5</b> Enhance the coordination of existing services for the development of a seamless transportation network.	Hire Mobility Manager	82
<b>Plan Objective #6</b> Build upon the coordination efforts that exist within North Carolina's public transportation system.	Maintain existing service	81
	Hire Mobility Manager	82
<b>Plan Objective #7</b> Serve as a basis for funding requests from NCDOT.	Maintain existing service	81
	Hire Mobility Manager	82

# APPENDICES

## A. REVIEW OF EXISTING PLANS

To develop an effective plan for the next five years, reports, studies, policies and plans prepared for all or parts of the ICPTA service area and that may have a bearing on the provision of transportation services were reviewed. These documents along with a description of their relationship to the service region are also summarized.

### COORDINATED PUBLIC TRANSIT & HUMAN SERVICE TRANSPORTATION PLAN

The *Coordinated Public Transit & Human Service Transportation Plan* (May, 2009) provides a coordinated plan as required by the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), for projects funded through Transportation for Elderly Persons and Persons with Disabilities (5310), Job Access and Reverse Commute (JARC, Section 5316), New Freedom (Section 5317) and goals from United We Ride. SAFETEA-LU requires the development of a coordinated plan to maximize the programs' collective coverage by minimizing duplication of services and should include representatives from public, private and non-profit transportation and human services providers, and participation by the public.

The Albemarle Rural Planning Organization (RPO) partnered with NCDOT PTD to lead the coordinated planning effort for the ten-county region. The planning team included planning staff from the Albemarle RPO, planning mobility development staff from the NCDOT, the six area public transit systems, as well as representatives from:

- Pasquotank DSS
- WCCHS
- Pathways
- Gates County DSS
- Albemarle Workforce Development
- Kids Taxi
- Albemarle Area Aging
- Washington County DSS
- Gates County Board of commissioners

The prioritization of findings from a series of workshops indicates that the door-to-door paratransit service and express employment transportation service rank as the top strategies to help meet the needs of the Albemarle RPO area. Additional priorities identified in the Plan are presented in Figure A-1. The priority of door-to-door service demonstrates the importance of services provided by ICPTA and indicates the ongoing importance of expanding its role. The need for evening and weekend service indicates a need that ICPTA does not fill.

There are no immediate plans to update the Coordinated Plan.

Figure A-1 Transit Priorities

Rank	Service Item
1	Door-to-Door Service
2	Employment Express Transportation

3 (tie)	Express Service Bikes for International Students
4	Increased Visibility of Existing Transit System
5 (tie)	Weekend Service Agency-Owned and Operated Vans
6 (tie)	Evening Service Voucher Program
7	Vanpool Program
8	Larger or Unique Vehicles
9	Clearinghouse – Brokered Trips
10 (tie)	Fixed Routes Volunteer Drives
11 (tie)	Post-High School Education Transportation Specialized Season Service Transit Amenities – e.g., Wi-Fi
12 (tie)	Dependable Schedules Services Shopping Trips for Elderly Park and Ride Program
13	Transit Pass Program
14	Green Services

## **NCDOT 2012-2018 STATE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)**

The 2012-2018 State Transportation Improvement Program (STIP) lists roadway, rail, transit and aviation projects that will be funded during the six-year period. The 2012-2018 STIP contains a list of 2,700 projects totaling \$22.4 billion in projects. It focuses on new construction, operations, maintenance, and safety projects. The Study Area lies within Division 1 for the NC STIP. Study Area transportation improvement projects could have a beneficial indirect impact by providing a safer roadway system that operates at improved levels of service. Study Area projects are listed below:

### **Federal Bridge Projects**

- Bridge Replacements – Bridge replacements at various locations in Camden, Chowan, Currituck, Pasquotank and Perquimans counties.

### **Rural Projects**

- US 158-NC34 – widened to multi-lanes from east of the Pasquotank River in Elizabeth City to east of NC34 in Belcross.
- US 158-NC34 – widened to multi-lanes from east of NC 34 at Belcross in Camden County to NC 168 in Currituck County. [unfunded]

- US 158 – widen to multi-lanes from NC 32 in Sunbury (Gates County) to US 17 at Morgan’s Corner in Pasquotank County.
- Mid-Currituck Bridge – Construct new structure over Currituck Sound and upgrade approaches from Coinjock to Corolla.
- Mackay Island Road – Repair Mackay Island Road on Mackay Island National Wildlife Refuge.
- US 17 Business/NC 37 – Construct a new roadway on pilings and replace Bridge No. 8 from east of Perquimans river to NC 37.

## Urban Projects

- US 158 – Reconstruct roadway and replace Bridge No. 19 from US 17 Business to east of the Pasquotank River.

## 2006 CURRITUCK LAND USE PLAN

The Currituck County Land Use Plan was adopted in October, 2006. The purpose of the plan was to provide a framework to guide local government officials and residents to make day-to-day and long-term decisions regarding the physical development of Currituck County. The plan provides vision statements, policies, guide public decision making related to transportation, economic development, agricultural preservation/growth management, water and sewer services, schools, housing and neighborhoods, public safety, parks and recreation, and growth strategies over the next 15 years. Specific to transit, the plan includes a Policy TR18 which would benefit the efficient provision of transit services in the Study Area:

*“The operational success of existing and future TRANSIT SERVICES shall be supported through the encouragement of some compact, transit-sensitive developments. Recommendations for area transportation improvements shall recognize public and private transit as an integral part of the transportation system.”*

## NORTH CAROLINA STATEWIDE INTERCITY BUS NETWORK PLAN

The North Carolina Statewide Intercity Bus Network Plan was drafted for the NCDOT in 2009 and updated in August 2011. The purpose of the plan was to provide a framework for decisions about intercity bus services for the FTA under USC 49 Section 5311(f) Intercity Bus Program. This federal grant program provides funding for public transit in non-urbanized areas with a population below 50,000 persons.

The plan concluded that that the routes or corridors that would most effectively support intercity bus service would be the ones that are the most populated, that have the highest population density (persons per square mile), and that have the highest density of individuals regarded as most likely to use intercity bus (“transit-dependent” persons). “Transit-dependent” persons were defined as:

- Youth, ages 18-24
- Elderly, ages 60 and above
- Auto less households
- Persons living below the poverty level
- Persons with a disability, ages 16 and above

The report identified North Carolina counties with the largest populations of “Transit-dependent” persons. Pasquotank County was identified as one of the counties with a high density of transit-dependent persons. Greyhound Lines is the key provider of intercity bus service in the State and in the Study Area. Due to funding constraints for the program the plan recommends regular communications between NCDOT and Greyhound Lines to identify that are at risk of abandonment in the future. About \$3 million per year is available for the program and the plan recommends an assessment be made on whether these funds should be targeted for intercity bus routes or should also be used for other rural transportation needs and capital transportation projects.

## **COROLLA PUBLIC TRANSIT IMPLEMENTATION STUDY**

In 2005 and 2006, the ICPTA contracted with the KFH Group to study public transit options along the Outer Banks portion of Currituck County. Route 12 is the only north-south road serving this area, and the route is highly congested, especially during high tourist season in the summer months.

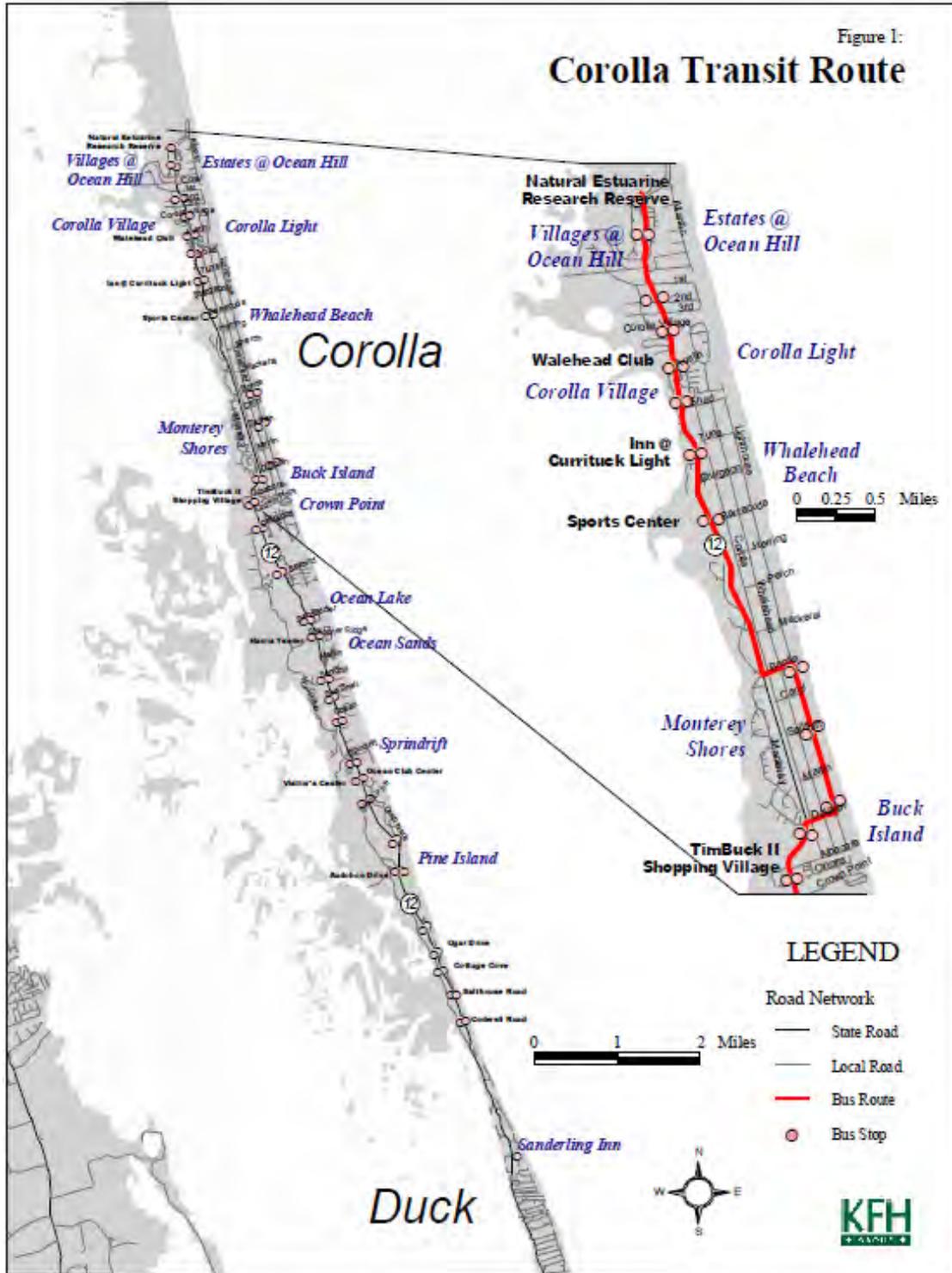
The study recommends a frequent trolley service along a one 13.5-mile route the length of the County along the Outer Banks from the Natural Estuarine Reserve in the north to the Sanderling Hotel in the south. The route will deviate from Route 12 at several points to serve major destinations. The study recommends 20-minute headways during the peak season and 30-minute headways during the remainder of the year. Connections to ferry service and to Dare County transit are also recommended.

Operational costs were estimated to be \$609,000 for the first year, with 50% funded through 5311 funds and 50% from a local County match. These costs are based on assumptions of 8,700 annual vehicle hours and 168,420 annual vehicle miles. The trolley is proposed to be fare-free, except for flex service off route, available to persons with disabilities for free and to the general public for a fee of \$3.

Capital costs and installation of bus stops and equipment were estimated to be \$1.8 million, which includes a 10% local match. Trolleys with 30 passenger capacity are recommended, with a heavy focus on branding and marketing, making the trolley part of the experience of Currituck County's Outer Banks and attracting riders.

The study proposes that service begin the summer of 2007, although service has not been implemented to date. Figure A-2 shows the proposed routing.

Figure A-2 Corolla Transit Route



Source: Corolla Public Transit Implementation Study

## **B. MAJOR DESTINATIONS**

<b>Site</b>	<b>Address</b>	<b>Town</b>
<b>Shopping</b>		
Southgate Plaza	1409 Ehringhaus St.	Elizabeth City
Jordan Plaza	1305 W. Ehringhaus St.	Elizabeth City
Edgewood Shopping Center	Parkview Drive	Elizabeth City
Shilo Shopping Center	910 NC Highway 343 S.	Shiloh
Walmart Supercenter	101 Tanglewood Parkway North	Elizabeth City
Food Lion	1515 W. Ehringhaus Street	Elizabeth City
Food Lion	321 Ocean Hwy S # 17	Hertford
Food Lion	U.S. 17	Hertford
Food Lion	101 Park Drive Hwy 168-S.	Moyock
<b>Hospitals</b>		
Chowan Hospital	211 Virginia Road	Edenton
Albemarle Hospital	1144 N. Road Street	Elizabeth City
<b>Airports</b>		
Currituck Regional Airport	264 Airport Road	Maple
Elizabeth City Coast Guard Air Station	1028 Consolidated Road	Elizabeth City
Northeast Regional Airport	113 Airport Drive	Edenton
<b>Colleges</b>		
Elizabeth City State University	1704 Weeksville Road	Elizabeth City
Roanoke Bible College	715 N. Poindexter Street	Elizabeth City
College of Albemarle	1208 N. Road Street	Elizabeth City
<b>Government</b>		
Camden County Government	117 N. NC 343	Camden
Chowan County Government	103 E. King Street	Edenton
Currituck County Government	407 Maple Avenue	Maple
Pasquotank County Government	206 E. Main Street	Elizabeth City
Perquimans County Government	128 N. Church Street	Hertford
Elizabeth City Government	306 E. Colonial Avenue	Elizabeth City
Town of Hertford Government	114 W. Grubb Street	Hertford
Town of Edenton	116 E. King Street	Edenton
<b>Libraries</b>		
Currituck County Library	4261 Caratoke Highway	Barco

**COMMUNITY TRANSPORTATION SERVICE PLAN | FINAL REPORT APPENDICES**  
 Inter-County Public Transportation Authority & North Carolina Department of Transportation

Site	Address	Town
Pasquotank-Camden Library	205 E. Main Street	Elizabeth City
Corolla Branch Library	1123 Ocean Trail	Corolla
Shepard-Pruden Memorial Library	106 W. Water Street	Edenton
Perquimans County Library	110 W. Academy Street	Hertford
<b>Social Services</b>		
Camden County Department of Social Services	117 NC Highway 343 North	Camden
Chowan County Department of Social Services	113 E. King Street	Edenton
Currituck County Department of Social Services	2793 Caratoke Highway	Currituck
Pasquotank County Department of Social Services	709 Roanoke Avenue	Elizabeth City
Perquimans County Department of Social Services	103 Charles Street	Hertford

## C. SURVEY RESULTS

### Survey Respondents

A total of 115 survey responses were received from the ICPTA riders and general public during the initial survey series. Not all respondents answered every survey question, however a summary of survey responses which were received is provided below.

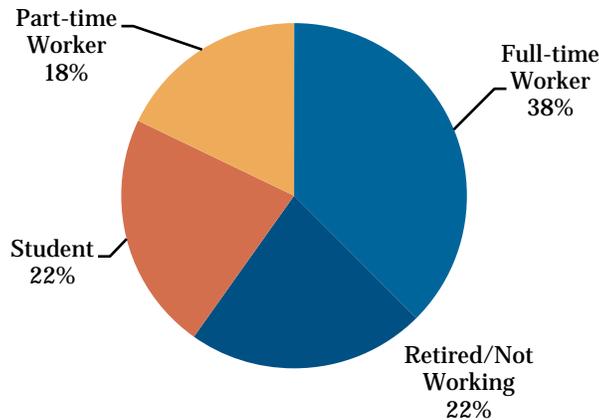
As shown below the most common places of residence for respondents was Elizabeth City (20.0 percent); Perquimans County (17.4 percent) and Pasquotank County (15.7 percent).

Figure C-1 Places of Residence for Survey Respondents

Place of Residence	Count	Percentage
Elizabeth City	23	20.0%
Perquimans County	18	17.4%
Pasquotank County	20	15.7%
Town of Hertford	14	12.2%
Town of Camden	5	4.4%

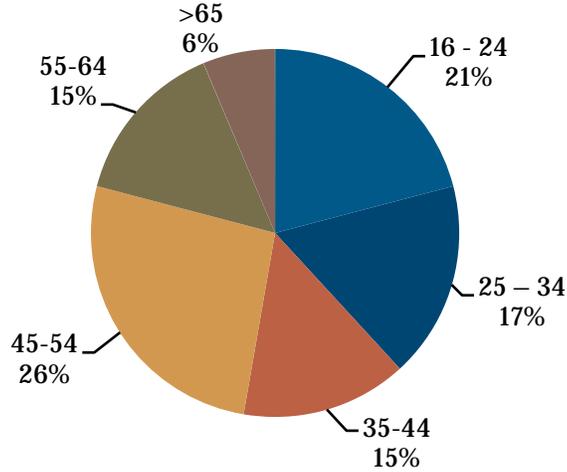
The majority of the survey respondents were full-time workers (36.5 percent), followed by retired/not working persons (21.7) and students (21.7 percent). A total of 17.4 percent of respondents were part-time workers.

Figure C-2 Employment Status



The primary age range for those that provided age information was 45-54 (25.2 percent) followed by 16-24 (20.0 percent), seniors made up the smallest percentage of respondents (6.1 percent).

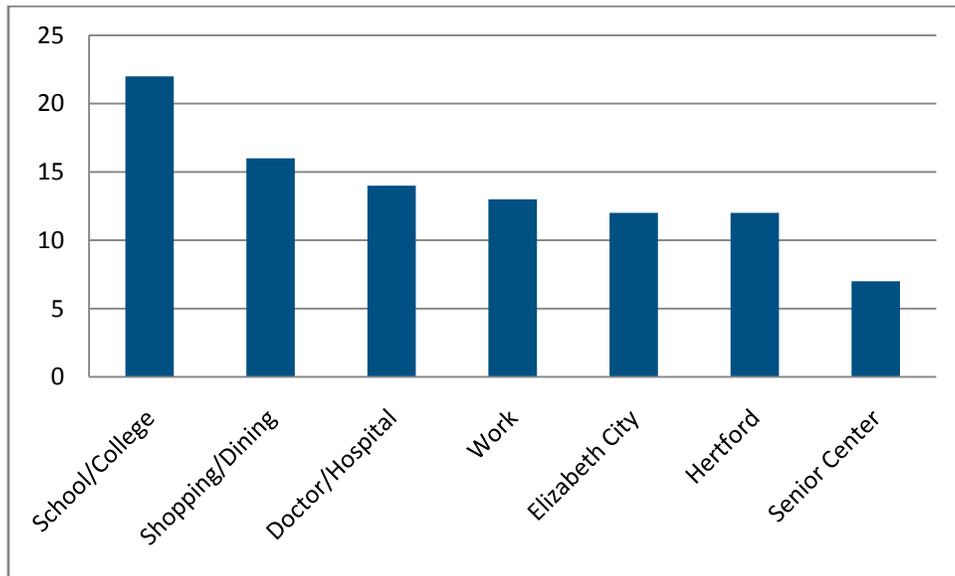
Figure C-3 Age Groups



### Destinations, Travel Mode and Frequency

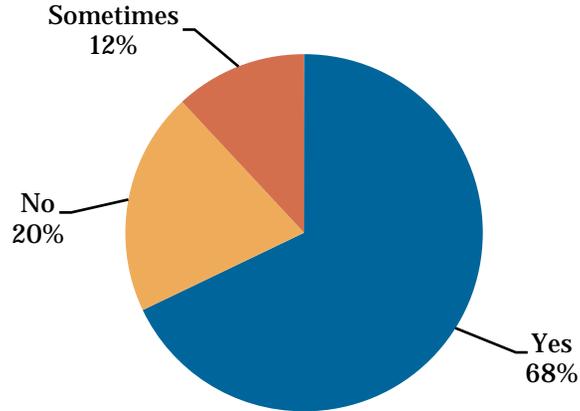
Survey respondents were asked about their primary destinations when travelling outside the home. The primary destinations for respondents were school/college (19.1 percent), shopping/dining (13.9 percent), doctor/hospital (12.2 percent), work (11.3 percent), Elizabeth City (10.4 percent), Hertford (10.4 percent) and senior centers (6.1 percent).

Figure C-4 Primary Destination



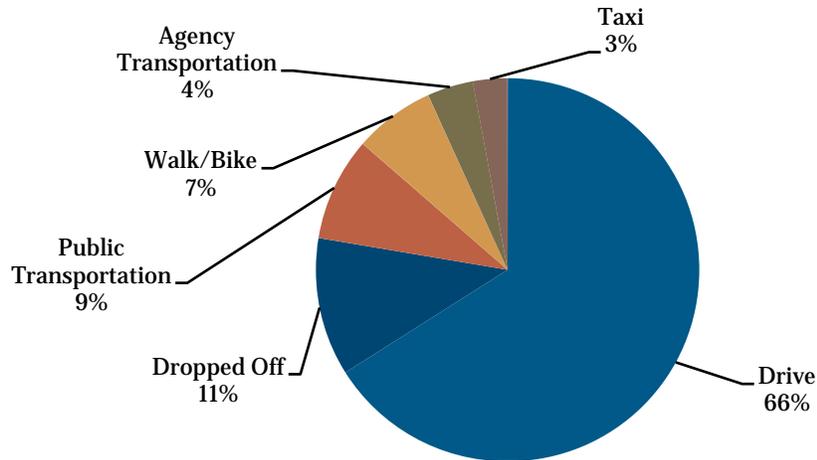
The majorities of respondents have regular access to a car (64.3 percent) or sometimes have access to a car (11.3 percent). A total of 19.1 percent of respondents reported having no access to an automobile.

Figure C-5 Access to a Vehicle



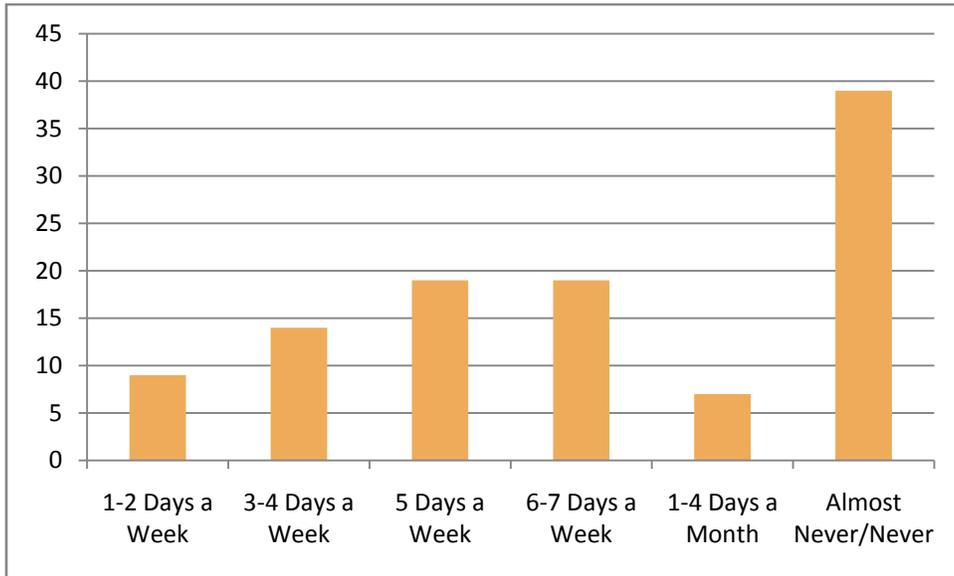
When asked about their primary means of transportation, respondents stated they either or drove or were driven (combined 77 percent), took public transportation (9 percent), walked/biked (7 percent), were driven by an agency such as a social service (4 percent), or taxi (3 percent).

Figure C-6 Typical Travel Mode



A majority of respondents reported that they never or almost never are in need of transportation (33.9 percent). When combined with persons that travel 1-4 days or more per month (6.1 percent), these percentages indicate a high percentage of the sample does not have a frequent need for transportation. An equal percentage of persons surveyed travel either 5 or 6-7 days a week (16.5 percent respectively).

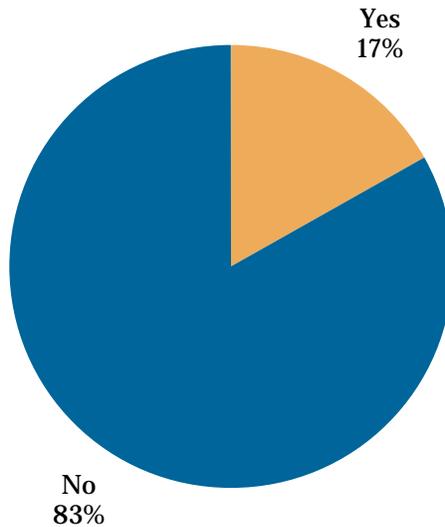
Figure C-7 Travel Frequency



### Travel on ICPTA

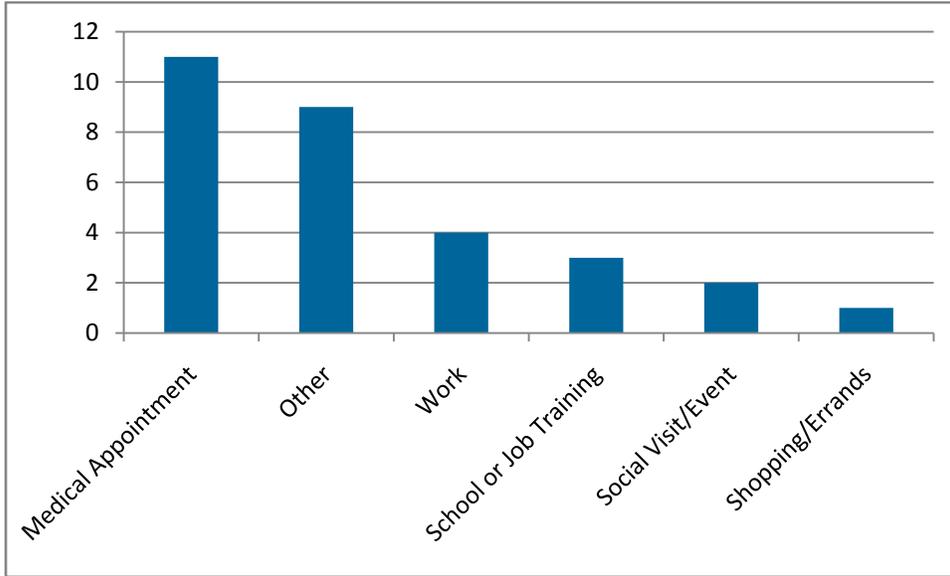
Figure C-8 presents survey responses regarding recent use of ICPTA. As shown 83 percent of respondents had not traveled on ICPTA vehicles in the past 6 months.

Figure C-8 Use of ICPTA



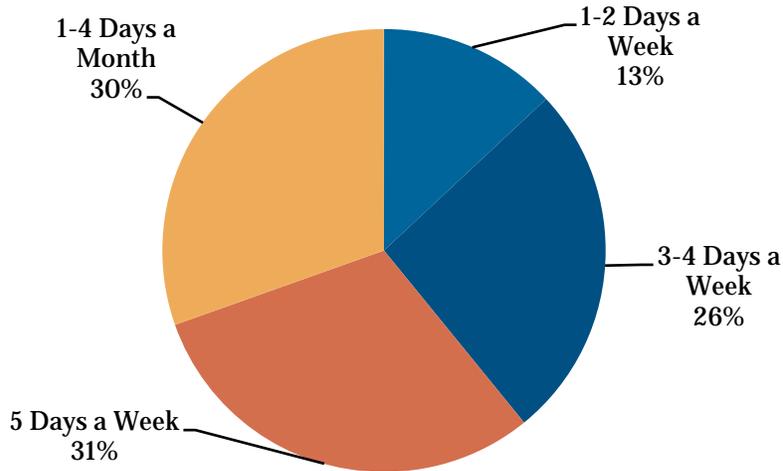
Next respondents were asked about the reason for their last trip on ICPTA. Medical appointments (9.6 percent) were the primary reason for those that had ridden ICPTA vehicles, followed by Other/unspecified (7.8 percent) and work (3.5 percent).

**Figure C-9 Last Trip on ICPTA**



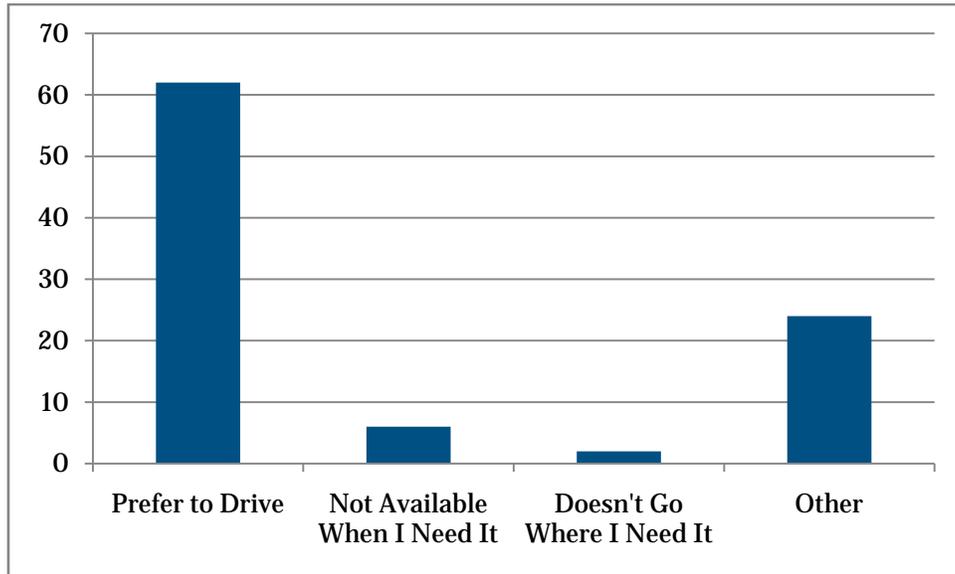
Frequency of use of ICPTA services is also provided in the chart below (Figure C-11). Since a majority of respondents do not regularly use ICPTA services, the sample size for this question is small (N=23). Still, it is interesting to note that in this sample, a majority of ICPTA riders use the service more than three days per week, with nearly a third utilizing the service five days per week.

**Figure C-10 Frequency of Use**



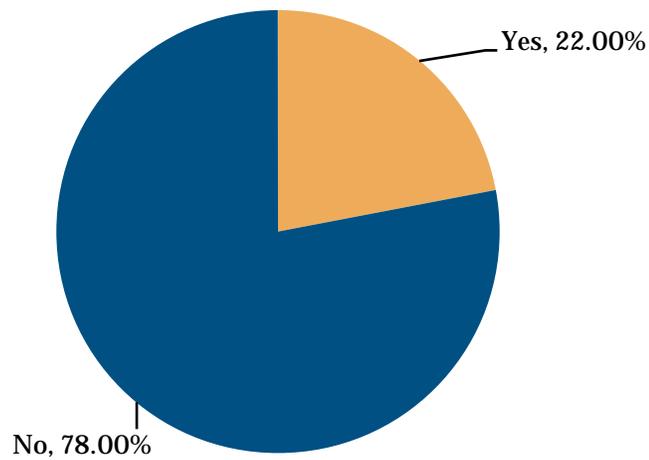
For those who do ride on ICPTA vehicles most travel on the vehicles 5 days a week (16.7 percent) with a lesser percentage riding 1-4 days a month (6.1 percent), followed by 3-4 days a week (5.2 percent). For those that do not use public transportation the primary reason is that respondents prefer to drive.

Figure C-11 Reasons for Not Using Transit



The final question asks if there are places the respondents wish they could go but cannot. Though all respondents did not answer this question, the majority ( 78 percent) do not have an unfulfilled need for transportation, over 20 percent do.

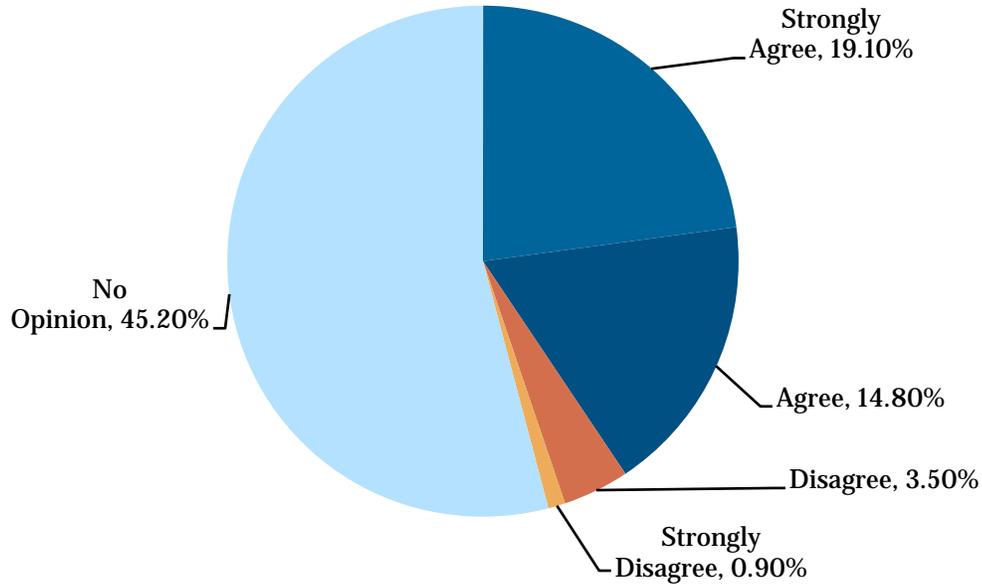
Figure C-12 Places Riders Cannot Travel



## Perceptions of ICPTA

This section presents data on survey respondents' perceptions of ICPTA. The first question asks about feelings about ICPTA. A total of 33.9 percent of respondents strongly agree or agree that they are satisfied with ICPTA service as it is.

Figure C-13 Survey Response: "I am satisfied with ICPTA service as it is."



A total of 18.3 percent of respondents would like to ride ICPTA vehicles more often. Of those that have familiarity with ICPTA less than 1 percent are not satisfied with the organization's services. Another 45.2 percent of respondents have no opinion on ICPTA services.

Of the respondents who had an opinion on services offered by ICPTA, 24.3 percent agree or strongly agree that ICPTA vehicles "run on days and at times when they are needed." A total of 13.9 percent disagree or strongly disagree with this statement. Most respondents, who provided an opinion on timeliness, agree that the service usually picks the rider up on time (13.0 percent). Less than 1 percent of respondents disagree with this statement.

Finally, respondents were asked if ICPTA vehicles are safe, clean, and comfortable. A total 33 percent of respondents agree or strongly agreed that ICPTA vehicles are safe, clean and comfortable. All respondents that expressed an opinion agreed that ICPTA drivers are courteous and helpful and that fares are reasonable.

## D. ICPTA BOARD MEMBERSHIP

Figure D-1 2011 ICPTA Board Members

County	Name
Chairman	S. Michael Sutton, MD
Pasquotank	Bill Trueblood, Commissioner Peter A. Erickson, DDS Zeb V. Moseley
Perquimans	Mack Nixon, Commissioner Kay Whedbee White Wallace Nelson
Camden	Gary Meiggs, Commissioner William E. Meiggs, Jr.
Chowan	Ralph V. Cole, Sr., Commissioner C. Louis Belfield
Currituck	Owen Etheridge, Commissioner Milton Etheridge
Bertie	Lewis C. Hoggard III, Commissioner Delthemia Allen
Gates	Kenneth Jernigan, Commissioner Peggy Johnston, VMD

Figure D-2 2011 TAB Board Members

Name	Affiliation
Jeanie Richards, Recreational Therapist	Center for Independent Living
Theo Bohn, Assistant Director	Skills, Inc.
Beverly Mercer, Social Worker	Pasquotank County Social Services
Laure Bridgers, Social Worker	Pasquotank County Social Services
Wade Denny, ESC Manager	Employment Security Commission
Karen Phthisic, Evaluator	NC Division of Vocational Rehabilitation
James Spaugh, Faith Leader	Bagley Swamp Wesleyan Church
Susan Scurria, Aging Administrator	Albemarle Commission
Steven A. Lambert, Planning Director	Albemarle Commission
Wanda Spence, ADVP Supervisor	Monarch
Jerry Morgan	Vocational Rehab
Vanessa Foreman	Public Citizen
Milton Etheridge	Public Citizen

## E. FEDERAL AND STATE FUNDING FOR TRANSIT

### Federal and State Transit Funding Programs in the State of North Carolina

Funding Program Name	Description	Distribution Method in North Carolina	Funding Level		
			Federal	State	Local
<b>Federal Transit Funds</b>					
FTA Section 5303 Metropolitan Planning Program	Funds transportation planning activities in urbanized areas with populations of more than 50,000.	Formula and Grant	80%	10%	10%
FTA 5307 Urbanized Area Formula Program	Funds for urban transit system operating assistance, planning activities and major capital purchases.	Formula	50% Operating 80% Capital	10%	10%
FTA Section 5309 Bus and Bus Related Equipment and Facilities	Capital assistance for new and replacement buses, bus maintenance and administrative facilities, passenger facilities, park and ride stations, passenger amenities and other ancillary equipment.	Formula	80%	10%	10%
FTA Section 5310 Elderly Persons and Persons with Disabilities	Funds capital projects, primarily to purchase vehicles but also acquisition of transportation services under contract lease or other arrangements. Program administration is also eligible.	Competitive	50% Operating 80% Capital	10%	10%
FTA Section 5311 Non-Urbanized Area Formula Grants	Funds to support public transportation in areas of less than 50,000 populations. Funds may be used for capital, operating, and administrative assistance to state agencies, local public bodies, and nonprofit organizations, and operators of public transportation services.	Formula	50% Operating 80% Capital	10% capital 5% for admin Up to 50% operating	Varies
FTA Section 5316 Job Access	Funding to improve transportation options for individuals with low incomes to		50% Operating	Varies	10%

**COMMUNITY TRANSPORTATION SERVICE PLAN | FINAL REPORT APPENDICES**  
 Inter-County Public Transportation Authority & North Carolina Department of Transportation

Funding Program Name	Description	Distribution Method in North Carolina	Funding Level		
			Federal	State	Local
and Reverse Commute	access jobs and/or support reverse commutes		80% Capital		
FTA Section 5317 New Freedom	Funds new public transportation services and capital improvements for programs and services for persons with disabilities that go beyond those required by the Americans with Disabilities Act (ADA).	Competitive	50% Operating 80% Capital	Varies	10%
Rural Technical Assistance Program (RTAP)	Training and technical assistance for transit industry and staff	Formula	100%	None	None
<b>State of North Carolina Transit Funds</b>					
Rural Capital Program	Funds for capital purchases, including vehicles, communication equipment, technology and facility renovations.	Competitive	Up to 90% inclusive of federal funds		10%
State Maintenance Assistance Program (SMAP)	Funds operating costs for urban, small urban and regional transit systems. Local funds must be equal or greater to SMAP funds.	Formula		Varies – typically 20-25%	
Urban/Regional Bus and Facility Program	State matching funds to recipients of FTA grants under Sections 5307, 5309 and 5313.	Formula		Varies – typically 10%	
Urban/Regional Technology	Funds advanced technology needs of public transportation system. Provides one-half of local match for areas using Section 5307.	Formula		Varies -typically 10%	
Regional and Intercity Program	Funds intercity bus service in underserved areas of North Carolina that connect to the national intercity network.		50% Operating		
Rural Operating Assistance Program (ROAP)	Consists of three separate funding programs – funds operations of transportation services for older adults and persons with disabilities; general public service; employment related services.	Formula to County Government		Varies (See below)	
	Elderly and Disabled Transportation Assistance Program (EDTAP): Available to fund trips for individuals 60 years of age or older or with a documented disability. Eligibility for this program requires certification.			100%	

**COMMUNITY TRANSPORTATION SERVICE PLAN | FINAL REPORT APPENDICES**  
 Inter-County Public Transportation Authority & North Carolina Department of Transportation

Funding Program Name	Description	Distribution Method in North Carolina	Funding Level		
			Federal	State	Local
	Employment/Work First (EMPLY): Supports employment trips and can be used for car repairs, gas stipends, taxi trips, or transit.			100%	
	Rural General Public (RGP): Supports any resident in the service area.			90%	10%
Rural Planning Program	Provides planning funds for community transportation plans, regional transportation feasibility studies and special studies.		Up to 100% of costs, depending on study type		

## F. SAMPLE TAXI CONTRACT

**AN AGREEMENT BY AND BETWEEN  
THE RHODE ISLAND PUBLIC TRANSIT AUTHORITY  
AND**

---

This Agreement is made on the \_\_\_\_\_ day of \_\_\_\_\_ 2011 between \_\_\_\_\_ (“the Common Carrier”) and the Rhode Island Public Transit Authority (“RIPTA”).

RIPTA has received Federal Transit Administration (“FTA”) funding to purchase rear-entry accessible passenger taxicab vehicles. At the same time, the Common Carrier seeks to obtain \_\_\_\_\_ accessible vehicle(s) for use as part of its fleet. RIPTA will purchase rear-entry accessible passenger vehicles in “turn-key” or “taxi-ready” condition and will transfer possession and ultimately ownership of \_\_\_\_\_ vehicle(s) to the Common Carrier in accordance with the terms of this Agreement.

The Common Carrier will be responsible for the installation of any additional equipment necessary to outfit the vehicle(s) for taxicab operation in accordance with RI Division of Public Utilities and Carriers regulations (e.g. taxicab meters, lettering/decals, specialized painting, communications equipment, lights or any other items).

The full cost of the vehicle(s) is anticipated to be in the \$34,000 to \$40,000 range, although the specific price will not be determined until vehicle bids are received by RIPTA. The Common Carrier will be responsible for 20% of the total cost of each vehicle, to be determined at the time of bid. Within two-weeks of the received bid, the Common Carrier will provide RIPTA with 100% of this payment. RIPTA will then place the order for the vehicle(s), with delivery scheduled as presented in the vendor’s bid package, but anticipated to be within 90 days from the time of bid. The Common Carrier will be responsible for all registration and title fees.

RIPTA will procure the accessible passenger vehicles in accordance with all federal and state requirements. All FTA requirements, as described in FTA’s Master

Agreement, are expressly incorporated by reference into this Agreement and made a part hereof.

RIPTA will place a four-year/100,000 mile lien on the vehicle(s) which covers the useful life as defined by FTA. RIPTA will hold possession of the title until the four year lien period is complete or until the vehicle(s) odometer registers 100,000 miles, whichever comes first. At the completion of this lien period, the vehicle(s) title(s) will be transferred to the Common Carrier. This lien is necessary to protect federal interest in the vehicle(s), and it ensures that RIPTA will fulfill its responsibilities as the direct recipient of federal funding for the vehicle(s). The vehicle(s) may not be removed from service or disposed of prior to the end of its useful life without express written consent from RIPTA.

The Common Carrier is solely responsible for providing all timely and proper maintenance and repairs to the vehicle(s), in a manner that meets or exceeds manufacturer requirements, and for complying with all warranty requirements.

The Common Carrier agrees to keep accurate records pertaining to its operation, use, maintenance and repair of the vehicle(s) and to submit to reports to RIPTA on a monthly basis as required to assure compliance with all FTA requirements. At any time upon reasonable notice to the Common Carrier, RIPTA will be authorized and entitled to inspect the condition of the vehicle(s) and to review all records maintained by the Common Carrier in accordance with this Agreement.

The Common Carrier will send at least one representative to attend a "Train the Trainer" class prior to vehicle delivery, and will pay this representative for their time in training. The Common Carrier will then be responsible for training all drivers who will transport passengers in the accessible vehicle(s) over the course of the four year/100,000 mile lien. The Common Carrier agrees to keep accurate records pertaining to the employee name, date of training, salary paid for each training session. These payroll expenses will be used to match federal dollars to support a statewide marketing program publicizing the availability of the accessible vehicles for public convenience. RIPTA will manage and perform the marketing effort.

Upon the execution of this Agreement and delivery of the vehicle(s), the Common Carrier will be solely responsible to place and maintain insurance on the vehicle(s), and to pay any relevant taxes and licensing fees.

The Common Carrier agrees to indemnify RIPTA and FTA fully against any liens, judgments, awards, demands, claims for personal injuries or property damages, or damages of any nature relating to or arising from the Common Carrier's possession, maintenance, use and/or operation of the vehicle(s), including but not limited to all amounts comprised of direct damages, indirect damages, consequential damages, catastrophic damages, punitive damages, interest, costs and/or attorneys' fees.

The Common Carrier agrees to use the vehicle(s) to offer taxi service for public convenience and necessity in accordance with all rules promulgated by the Rhode Island Division of Public Utilities and Carriers (R.I.G.L §39.14).

The Common Carrier will maximize its use of the vehicle(s) to provide transportation that meets the needs of individuals with disabilities in accordance with the federal Americans with Disabilities Act (ADA) of 1990 and within the intent of the New Freedom Program (49 U.S.C. 5317). The New Freedom Program seeks to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the ADA of 1990.

At a minimum, the accessible taxicab(s) must be available for service during the same operating hours as other vehicles operated by the Common Carrier. First priority in dispatching the vehicle(s) will be to individuals who have specifically requested its use. The fare charged will be in accordance with RI Division of Public Utilities and Carriers regulations.

If at any time the conditions of this contract are broken, RIPTA has the right to reclaim possession of the vehicle(s), with the Common Carrier forfeiting any right to claim reimbursement of the amount paid to purchase the vehicle(s).

IN WITNESS WHEREOF, the Common Carrier and RIPTA have executed this Agreement effective as of the date first above written.

**Rhode Island Public Transit Authority :** \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Chief Executive Officer

Title: \_\_\_\_\_

President

Date: \_\_\_\_\_

Date: \_\_\_\_\_