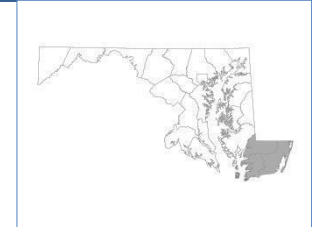


Lower Eastern Shore Maryland Coordinated Public Transit- Human Services Transportation Plan

Somerset, Wicomico, and Worcester Counties



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Prepared for
Maryland Transit Administration



By
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Chapter 1: Background

INTRODUCTION

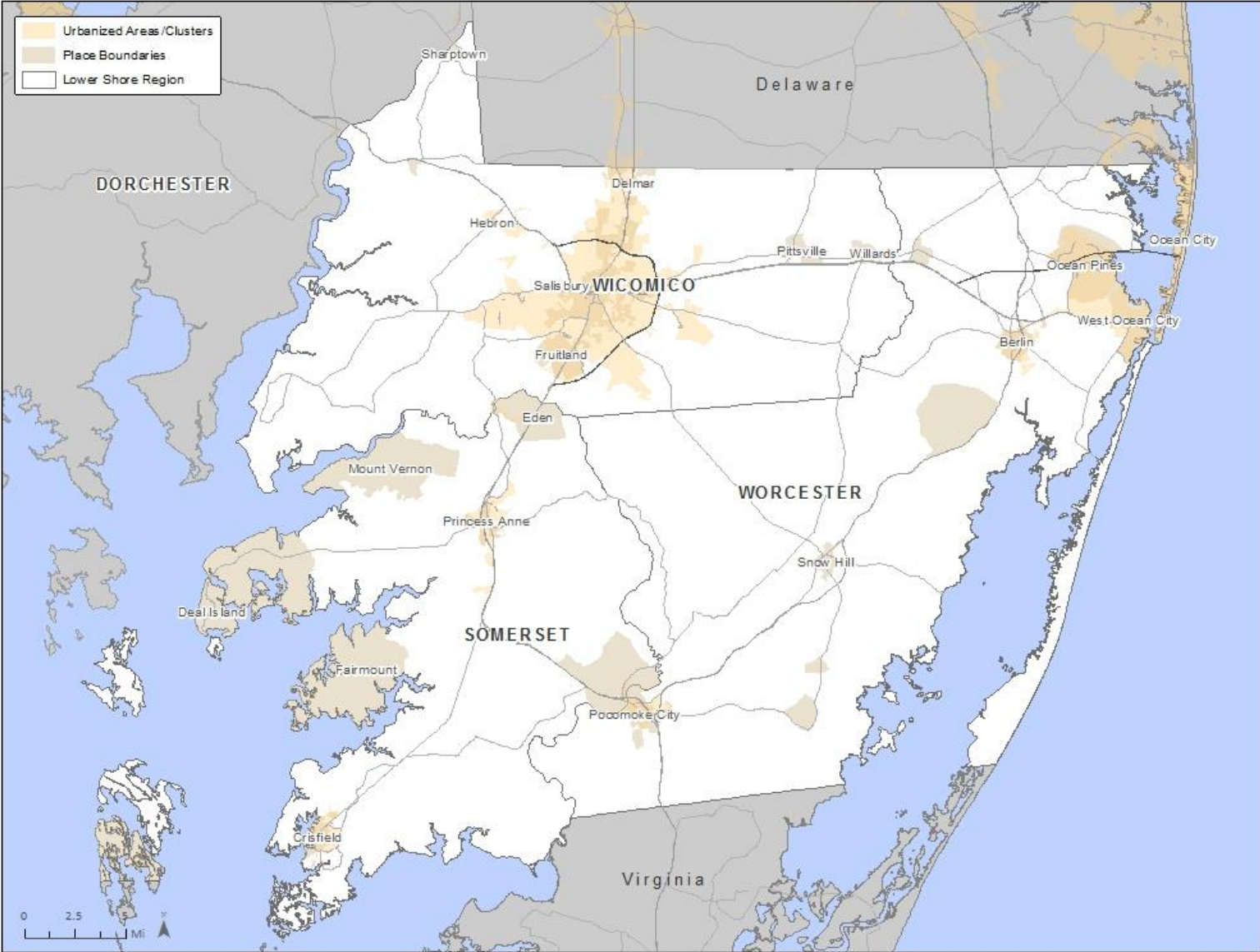
On July 6, 2012, President Obama signed into law Moving Ahead for Progress in the 21st Century (MAP-21). MAP-21 went into effect on October 1, 2012. The program changes in this legislation included the repeal of the Federal Transit Administration's (FTA) Section 5316 (Job Access and Reverse Commute – JARC Program) and Section 5317 (New Freedom Program); and the establishment of an enhanced Section 5310 Program that serves as a single formula program to support the mobility of seniors and individuals with disabilities.

This legislation continued the coordinated transportation planning requirements established in previous law. Specifically, the legislation notes that the projects selected for funding through the Section 5310 Program must be “included in a locally developed, coordinated public transit-human services transportation plan.”

In response to the MAP-21 legislation, the Maryland Transit Administration's (MTA) Office of Local Transit Support (OLTS) that administers the state's public transit and human service funding programs, including the Section 5310 Program, led the update of regional Coordinated Public Transit-Human Services Transportation Plans. This is the Coordinated Transportation Plan for the Lower Eastern Shore Region that includes Somerset, Wicomico, and Worcester Counties as shown in Figure 1-1. The plan builds upon previous versions produced in 2007 and 2010, and future projects funded through the Section 5310 will be derived from this updated Coordinated Transportation Plan.

The coordinated transportation planning effort was not solely limited to the Section 5310 Program. As noted in the FTA guidance, while the plan is only required in communities seeking funding under the Section 5310 Program, a coordinated plan should incorporate activities offered under other programs sponsored by federal, state, and local agencies to greatly strengthen its impact. This plan takes a broader approach and includes information on a variety of transportation services offered in the region. It also provides strategies and potential projects beyond those eligible for funding through the Section 5310 Program. The Coordinated Transportation Plan is designed to serve as a blueprint for future discussions and efforts in the region to improve mobility, especially for older adults, people with disabilities, veterans, people with lower incomes, and young people without access to transportation.

Figure 1-1: Coordinated Transportation Plan



PLAN CONTENTS

The Coordinated Transportation Plan for the Lower Eastern Shore is presented in the following order:

- **Chapter 1** (this chapter) provides information on the coordinated transportation planning requirements and on the Section 5310 Program.
- **Chapter 2** discusses the outreach process and the involvement of regional stakeholders in the coordinated transportation planning process.
- **Chapter 3** provides a review of recent plans and studies in the region that are relevant to the coordinated transportation planning process or provide information on community transportation needs.
- **Chapter 4** provides an assessment of the transportation needs in the region based on qualitative data (input on needs from key stakeholders).
- **Chapter 5** provides an assessment of transportation needs in the region through quantitative data (U.S. Census and American Community Survey).
- **Chapter 6** provides an inventory of current transportation services in the region.
- **Chapter 7** presents strategies and potential projects to meet transportation needs as identified and prioritized by regional stakeholders.
- **Chapter 8** discusses proposed on-going arrangements in the region to continue the momentum from the coordinated transportation planning process.
- **Chapter 9** provides the process for approval of this coordinated transportation plan.
- **Appendix A** includes various documents relevant to the coordinated planning process.

COORDINATED TRANSPORTATION PLAN ELEMENTS

FTA guidance defines a coordinated public transit-human service transportation plan as one that identifies the transportation needs of individuals with disabilities, seniors, and people with low incomes; provides strategies for meeting those local needs; and prioritizes transportation services and projects for funding and implementation. There are four required plan elements:

- (1) An assessment of available services that identifies current transportation providers (public, private and nonprofit).
- (2) An assessment of transportation needs for individuals with disabilities and seniors. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service.

- (3) Strategies, activities, and/or projects to address the identified gaps between current services and needs, and opportunities to achieve efficiencies in service delivery.
- (4) Priorities for implementation based on resources (from multiple program sources), time and feasibility for implementing specific strategies and/or activities identified.

Guidance from FTA on the coordinated transportation planning process is included in Appendix A.

SECTION 5310 PROGRAM

As noted earlier, the MAP-21 legislation established a modified FTA Section 5310 (Enhanced Mobility for Seniors and Individuals with Disabilities) Program that consolidates the previous New Freedom and Elderly and Disabled Programs. The purpose of the Section 5310 Program is to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services.

Funding

Funds through the Section 5310 Program are apportioned for urbanized and rural areas based on the number of seniors and individuals with disabilities, with sixty percent of the funds apportioned to designated recipients in urbanized areas of 200,000 persons or more, twenty percent to states for use in urbanized areas of fewer than 200,000 persons, and twenty percent to states for use in rural areas. The federal share is eighty percent for capital projects and fifty percent for operating grants.

All of the local share must come from sources other than Federal Department of Transportation (DOT) funds. Some examples of non-DOT federal funds are the Community Development Block Grant and the Appalachian Regional Commission funds. Examples of other sources for local match monies that may be used for any or all of the local share include local appropriations, dedicated tax revenues, private donations, revenue from human service contracts, and net income generated from advertising and concessions.

Eligible Subrecipients

Eligible applicants for Section 5310 funds in Maryland are private non-profit corporations that submit either:

- A copy of the Articles of Incorporation filed with the Maryland Department of Assessments and Taxation, or
- A copy of the determination from the U.S. Internal Revenue Service documenting their organization's private, non-profit status.

Although the Federal Section 5310 Program provides that a recipient may allocate funds to a state or local government authority under certain circumstances, the State of Maryland has determined that these public bodies will not be eligible to apply for Section 5310 funds for the following reasons:

- The limited funding available through the Section 5310 program is not adequate to meet the equipment needs of the non-profit organizations now eligible for funding. Approximately fifty percent of those applying each year actually receive funding.
- Non-profit organizations have extremely limited financial resources and few grant programs. Public bodies have access to expanded resources and broader access to grant programs.

Eligible Project Expenses

As noted earlier under the coordinated transportation planning requirements, all awarded Section 5310 projects are required to be derived from a regional Coordinated Public Transit-Human Services Transportation Plan. In addition to being within a project derived from or included in the applicable regional plan, Section 5310 project funding eligibility is limited to the following types of project expenses.

Eligible Capital Expenses

In accordance with FTA guidance, at least fifty-five percent of Section 5310 funds must be utilized for public transportation capital projects that are planned, designed, and carried out to meet the specific needs of seniors and individuals with disabilities. Eligible capital expenses that meet this fifty-five percent requirement involve the following:

Rolling stock and related activities for Section 5310-funded vehicles:

- Acquisition of expansion or replacement buses or vans, and related procurement, testing, inspection, and acceptance costs
- Vehicle rehabilitation or overhaul
- Preventative maintenance
- Radios and communication equipment
- Vehicle wheelchair lifts, ramps, and securement devices

Support equipment for Section 5310 Program:

- Computer hardware and software
- Transit-related Intelligent Transportation Systems (ITS)
- Dispatch systems

Support for mobility management and coordination programs among public transportation providers and other human service agencies providing transportation. Mobility management activities may include:

- Promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, seniors, and low-income individuals
- Support for short-term management activities to plan and implement coordinated services
- Support of state and local coordination policy bodies and councils
- Operation of transportation brokerages to coordinate providers, funding agencies, and passengers
- Provision of coordination services, including employer-oriented transportation management organizations' and human service organizations' customer-oriented travel navigator systems and neighborhood travel coordination activities such as coordinating individualized travel training and trip planning activities for customers
- Development and operation of one-stop transportation traveler call centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs
- Operational planning for the acquisition of intelligent transportation technologies to help plan and operate coordinated systems inclusive of geographic information systems (GIS) mapping, global positioning system technology, coordinated vehicle scheduling, dispatching and monitoring technologies, as well as technologies to track costs and billing in a coordinated system, and single smart customer payment systems. (Acquisition of technology is also eligible as a standalone capital expense)

Other Eligible Capital and Operating Expenses

Up to forty-five percent of a rural, small urbanized area or large urbanized area's annual apportionment may be utilized for the following:

- Public transportation projects (capital only) planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable
- Public transportation projects (capital and operating) that exceed the requirements of ADA
- Public transportation projects (capital and operating) that improve access to fixed-route service and decrease reliance by individuals with disabilities on ADA-complementary paratransit service

- Alternatives to public transportation (capital and operating) that assist seniors and individuals with disabilities with transportation

Chapter 2: Outreach and Planning Process

INTRODUCTION

FTA guidance notes that states and communities may approach the development of a coordinated plan in different ways. The MTA, in conjunction with the KFH Group, led a broad approach that built upon previous coordinated transportation planning efforts and involved a diverse group of regional stakeholders. An outreach plan was developed that followed FTA guidance on the individuals, groups, and organizations that should be invited to participate in the coordinated planning process, and included the following:

- Area transportation planning agencies
- Public transportation providers
- Private transportation providers
- Nonprofit transportation providers
- Past or current organizations funded under the Section 5310, JARC, and/or the New Freedom Programs
- Human service agencies funding, operating, and/or providing access to transportation services
- Existing and potential riders, including both general and targeted population passengers (individuals with disabilities and seniors)
- Advocacy organizations working on behalf of targeted populations
- Agencies that administer health, employment, or other support programs for targeted populations
- Nonprofit human service provider organizations that serve the targeted populations
- Job training and placement agencies
- Housing agencies
- Healthcare facilities
- Mental health agencies
- Economic development organizations
- Faith-based and community-based organizations
- Employers and representatives of the business community
- Appropriate local or state officials and elected officials
- Policy analysts or experts

REGIONAL COORDINATING BODY

Through the development of earlier versions of this plan each of the five regions in the State established a Regional Coordinating Body to provide an ongoing format to discuss any local transportation needs, especially those of older adults, people with disabilities, and people with lower incomes. In relation to the Section 5310 Program the Regional Coordinating Bodies are responsible for reviewing local applications before they are submitted to the MTA, and endorsing

only those applications that are derived from/included in the current regional Coordinated Transportation Plan.

The update of the previous Lower Eastern Shore Coordinated Transportation Plan built upon existing coordination and planning efforts. The MTA and KFH Group worked with Shore Transit, the regional transit system formed through consolidation of separate transit providers that previously operated in each county in the region. Shore Transit is a division of the Tri-County Council for the Lower Eastern Shore of Maryland. Shore Transit participated in the update of this plan by coordinating logistics for regional outreach events, conducting outreach into the community, offering input on transportation needs and resources, and providing input on potential strategies and projects.

LOWER EASTERN SHORE COORDINATED TRANSPORTATION PLANNING WORKSHOP

On March 4, 2015 the MTA, Shore Transit, and the KFH Group hosted a regional workshop to engage a variety of organizations at the local level that are aware of transportation issues, especially in regard to people with disabilities, older adults, and people with lower incomes. The marketing of this event was conducted through a statewide outreach plan that followed FTA guidelines, and highlighted the workshop on the Lower Eastern Shore along with those in Southern Maryland, Western Maryland, and on Maryland's Upper Eastern Shore. Information on the regional workshops was distributed to over 500 stakeholders from across Maryland, and these stakeholders were encouraged to pass the invitation along through their contact lists to help ensure an even broader outreach effort.

The Lower Eastern Shore Coordinated Transportation Planning Workshop attracted fifteen participants, including representatives from:

- Area Agency on Aging
- County Health Departments
- Departments of Social Services
- Locally Operated Transit Systems (LOTS)
- Planning agencies and firms
- Private transportation providers

The workshop began with discussion of the federal coordinated transportation planning requirements, the State's approach to meeting these requirements, and a review of the Section 5310 Program. The majority of the workshop was focused on obtaining input from participants on the unmet transportation needs in the region. Using the needs assessment included in the 2010 version of this plan, stakeholders updated transportation needs from a regional perspective to better reflect current conditions. Subsequently the revised needs assessment was distributed to the full group for an additional review. The results of the overall input process are reflected in the unmet transportation needs include in Chapter 4 of this plan.

WORKSHOP FOLLOW-UP

As a follow-up to the regional workshop participants were provided a preliminary list of strategies based on the updated needs assessment. They were then invited to a meeting on May 6, 2015 that provided the opportunity to discuss and refine these strategies.

At this follow-up meeting participants discussed the process for prioritization of the strategies. There was consensus that the method would involve distributing an on-line survey to workshop participants with the list of strategies, and each person would have the ability to rate each as a high, medium or low priority. The results of this survey are reflected in the potential strategies highlighted in Chapter 7 of this plan.

MARYLAND COORDINATED COMMUNITY TRANSPORTATION WEBSITE

As in coordinated transportation planning efforts in 2007 and 2010, the outreach effort included the use of the “Maryland Coordinated Community Transportation” website – (<http://www.kfhgroup.com/mdcoordinationplans.htm>). This website offers information on the coordinated planning requirements and the Section 5310 Program. The website was used through the planning process to provide information on regional workshops, meeting outcomes, and draft plans. The site features links to the LOTS in Maryland and resources to support mobility management and coordination efforts.

Chapter 3: Previous Plans and Studies

INTRODUCTION

As part of the overall needs assessment this section provides a review of recent plans in the region relating to transportation. A primary component of this review is transit development plans conducted for the LOTS in the region. A transit development plan (TDP) is a short-range transit plan that serves as a guide for planning public transportation improvements for a transit program over a five-year horizon. The MTA requires that the LOTS, as a recipient of grant funding through the MTA, conduct a TDP every five years. The TDP then serves as a basis for preparing the annual transportation plan (ATP), which is the state's annual grant application for transit funding.

This section also includes relevant information from other studies and plans on issues that impact transportation and mobility in the region.

TRANSIT DEVELOPMENT PLANS

Town of Ocean City Transportation Department

The Ocean City TDP was completed in November, 2014. This five-year plan notes that the Town of Ocean City Transportation Department (OCT) is unique in Maryland in that the geography of its service area constrains routing, and the extreme fluctuation of visitor population drives service demand. Both geography and the traffic congestion, a result of visitor influx, further constrain operating speeds during the peak season. Therefore, the TDP states that service expansions are constrained by funding, vehicle fleet size, and the very real challenges in recruiting 150 part-time drivers on an annual basis. For these reasons, the focus of the recommendations in the plan were on streamlining operations and improving service information from the customer's standpoint.

The recommended projects included in the Ocean City TDP were derived through detailed analysis of existing community transportation services, rider and non-rider community input, a transit needs analysis, alternatives analysis, and committee discussion. For the five-year plan the TDP focuses on maintaining the high service levels and current coverage of OCT, while adding significantly to the infrastructure that supports it. This infrastructure includes a significant vehicle replacement plan, new on-board security to maintain safety and reduce the risk to the Town, a new fare collection system to safeguard the significant revenue collection that supports the system, a new real-time bus information system to allow customers to know when they can expect a bus, and a new data collection system to provide for improved reporting.

The TDP notes that in the long run the transit system and the bus lanes that it uses represent a key element that supports the continued growth of Ocean City. With capacity of the Coastal highway fixed, substantial additional density can only be accommodated by increasing passenger

throughput, and that implies maximizing the use of the bus lanes. In the long run, more capital may well be needed to manage these lanes to maximize bus ridership, as this system in effect becomes a bus rapid transit system. The development of the technology infrastructure and facilities called for in this TDP are building blocks toward that eventual development.

Shore Transit

A TDP is currently underway for Shore Transit. The initial technical memorandum prepared for the Shore Transit TDP focuses on documenting and assessing the transportation services currently available in Somerset, Wicomico, and Worcester Counties. It includes Shore Transit's mission, goals, and objectives, as well as a review of previous transit and transportation studies. It summarizes existing services, including the current fleet, technology, facilities, funding sources, fare policy, and analyzes route level performance.

When completed, the full Shore Transit TDP will include the history and current state of the transit system, the identification of transportation needs and issues, and a program of recommended improvements for the five-year planning horizon. The plan will also include the companion capital and operating budgets to support the program of improvements and a capital replacement plan. Appropriate information will be added to the final version of the Lower Eastern Shore Coordinated Transportation Plan.

COMPREHENSIVE PLANS

City of Salisbury Comprehensive Plan (2010)

The City of Salisbury's Comprehensive Plan, adopted in 2010, encourages future development that "reinforces Salisbury's historic and architectural influences while at the same time providing significant changes that will improve the livability of residents." Under the transportation section of the plan, the city encourages the use of public transportation and other forms of motorized and non-motorized transportation to reduce motor vehicle use and traffic congestion, while also promoting the "establishment of an intermodal transportation hub to serve as a consolidated regional transfer center for passengers using the airport, local/regional bus service, rental cars, and carpooling."

The plan calls for the following public transit related implementation strategies:

- Coordinate with the Salisbury/Wicomico MPO, Shore Transit, and the Airport Commission to conduct a study for the purpose of identifying potential sites to locate an intermodal transportation hub to support the economic, employment and transportation goals of the city and the region
- Coordinate with Shore Transit and the Maryland Transit Administration to expand and enhance the existing public transportation system and to increase connectivity within the City of Salisbury.

- Encourage the provision of bike racks on all transit buses

The future land use section of the plan advocates for infill development along U.S. Route 13 and U.S. Route 50 while outward development will be directed to the north and south of the city.

Somerset County Comprehensive Plan (1996)

The most recent Somerset County Comprehensive Plan was adopted in 1996. This plan is over eighteen years old and predates the establishment of Shore Transit. Its recommendations for public transportation are still applicable today.

At the time the plan was written, Somerset County's public transportation services included the Statewide Special Transportation Assistance Program for the elderly, low income and physically challenged, and a county operated "Dial-a-Ride" Program for elderly residents. The plan recommended a feasibility study in coordination with the Maryland Transit Administration to explore adding additional transit service in the county. The plan suggested studying the feasibility of expanding the UMES-Salisbury State University shuttle service to provide general public transit usage between Princess Anne and Salisbury. The plan also stressed the need for continued financial support for the county's special public transportation program.

Wicomico County Comprehensive Plan (2014)

The 2014 Wicomico County Comprehensive Plan is currently pending adoption. The previous comprehensive plan was adopted in 1998. The plan's goals include concentrating development and infrastructure in designated growth areas, preserving and protecting environmentally sensitive and rural lands from the impacts of development, and cooperatively working with the eight municipalities and rural villages to ensure a sustainable and high quality of life. Concerning transportation, the plan envisions a "fully coordinated multimodal transportation system" and "improved transportation opportunities for disadvantaged, minority, and low-income groups."

The future land use section of the plan encourages the renewal of existing communities within the county, the avoidance of incompatible land uses, and maintaining the rural character of the County by conserving agricultural lands and natural resources. Future development is predicted to occur in pre-existing growth areas surrounding the City of Salisbury.

Worcester County Comprehensive Plan – 2006

The purpose of the Worcester County Comprehensive Plan, adopted in 2006, was to "maintain and improve the county's rural and coastal character, protect its natural resources and ecological functions, accommodate a planned amount of growth served by adequate public facilities, improve development's compatibility and aesthetics, continue the county's prosperous economy, and provide for residents' safety and health."

While the plan did not offer a specific category of public transportation related policies, projects, or recommendations, there were several references to public transportation within the general recommendations for roadways, including:

- A recommendation for a regional transportation study for the northern half of the County to provide recommendations for improving traffic capacity, safety, mass transit, and non-vehicle transit
- A recommendation to develop a second park and ride lot along U.S. 50
- A recommendation for increased bike and pedestrian mobility
- A mention of providing mass transit stops and sidewalks in urban areas, as related to reducing the environmental impacts of roads
- A call for the development of a bike/trail system and increased use of mass transit to reduce dependency on automobiles

OTHER PLANS AND STUDIES

Shore Transit Routing Study (2012)

The Shore Transit Routing Study provided a review of fixed route services in the Salisbury area and offered recommendations to address productivity, service needs, and specific routing suggestions with regard to the re-location of the transit center. This moved from downtown Salisbury to its current location, which is about five miles east of downtown on Tri-County Way, co-located with the administrative and operating center for the Tri-County Council of the Lower Eastern Shore.

The study recommended:

- Streamlining the local Salisbury routes to improve local route frequency and improve productivity
- Extending certain routes to serve the new transfer center
- Limiting major service and route changes in order to build ridership and minimize rider confusion

Shore Transit Ridership Study (2013)

The focus of the Shore Transit Ridership Study was to help the agency with NTD data collection and reporting, specifically the collection and calculation of passenger miles. In order to capture these data, KFH Group conducted full boarding/alighting counts on Shore Transit's fixed routes. While on-site for the boarding/alighting effort, KFH Group also conducted a passenger survey and an analysis of on-time performance.

The boarding/alighting counts showed that the regional routes exhibited the strongest performance, with significantly higher ridership and productivity than the Salisbury local routes. The calculation of passenger miles, based on the boarding/alighting activity, estimated the annual passenger miles to be 6,116,797, which was significantly lower than the previous year's estimate by Shore Transit. On-time performance for the fixed routes was fifty percent. The passenger survey indicated that the majority of the riders were frequent users of the system, using the bus to get to work. The most frequently requested improvements were for additional benches and shelters, more direct routes, and more frequent service. The results of all three of these tasks will be consulted in the development of this TDP.

Salisbury/Wicomico Metropolitan Planning Organization Long-Range Transportation Plan Update (2014 to 2015):

An update of the thirty-year Long-Range Transportation Plan for the bi-state MPO that includes communities in Wicomico County, Maryland and Sussex County, Delaware is currently underway. A project team of STV, Maryland Department of Transportation (MDOT), the Delaware Department of Transportation (DelDOT), and the Salisbury/Wicomico Metropolitan Planning Organization (S/W MPO) is working on *Connect 2045*. The S/W MPO was established in 2003, and, in accordance with Federal regulation, the Long-Range Transportation Plan must be updated every four years. In addition to revising the previous plan and extending the time frame to 2045, *Connect 2045* will meet the federal requirements under MAP-21 and reflects the changing landscape of this largely rural area of Maryland's Eastern Shore and the Delmarva Peninsula.

The 2010 Census redefined the Urbanized Area to include a larger portion of Sussex County, Delaware. Since open, timely, and meaningful public involvement is a critical aspect of MPO transportation planning, the STV-led team is hosting several public meetings and working sessions with the MPO Council and Technical Advisory Committee while developing *Connect 2045*. Meetings have been held at Salisbury University in Salisbury, Maryland and at Seaford City Hall in Seaford, Delaware and were advertised through traditional networks and social media outlets. A series of telephone interviews conducted with a targeted list of stakeholders representing the public, private, and advocacy sectors in both Maryland and Delaware provided further insights on specific content areas.

Chapter 4: Assessment of Transportation Needs

INTRODUCTION

FTA coordinated planning guidelines require an assessment of transportation needs for individuals with disabilities and seniors. FTA notes that this assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts.

The transportation needs assessment for the Lower Eastern Shore region focuses on these population groups and also involves a broader approach that builds upon previous coordinated planning efforts. The overall transportation needs assessment involves:

- The regional workshop discussed in Chapter 2 that provided a forum for stakeholders to discuss and update the transportation needs in the 2010 version of this plan
- The Review and documentation of transportation needs from other plans and studies, discussed in Chapter 3
- The analysis of demographic data using current information from the U.S. Census, detailed in the next chapter of this plan

This section details the results from the overall transportation needs assessment based on input from stakeholders at the regional workshop. Many transportation needs are regional in nature or are evident in each county, and therefore the group as a whole discussed the unmet transportation needs from the 2010 version of this plan and updated the previous list.

REGIONAL TRANSPORTATION NEEDS

Need for Expanded Transportation Services

Trip Purpose

- There is a need for additional transportation options for non-medical trips.
- Options for unplanned transportation needs are limited. There is a need for additional services that allow impromptu trips, especially for ones that require accessible vehicles.
- There is need for flexible transportation services to address that people with various disabilities may have different transportation needs.

- Transportation services are needed that allow trip-chaining, i.e. customer who needs to stop at daycare before arriving at work location, or customer who needs to stop to have prescription filled after leaving doctor's office but before arriving at home.

Time Related

- Transportation options are limited in evenings and on Sundays. There is a need for expanded services that enable mobility at these times, especially for work related trips.
- Limited frequency of public transit services presents challenges for accessing jobs, medical appointments and other services. There is need for expanded services that operate more frequently, require fewer transfers, and provide for a shorter duration of travel for all user groups.
- There is a need for flexible transportation services that can meet the changing demands created by seasonal workers and tourists.

Place/Destination

- There are limited transportation options for people who live outside fixed-route public transit services. There is need for services that provide transportation to these areas.
- There is a need for greater transportation options for access to employment opportunities and job-related activities, especially jobs that require second and third shift hours. This includes access to jobs in adjacent states.
- There is need for more flexible transportation options for people who are travelling to dialysis facilities, as current services are not designed to accommodate return trip after dialysis treatment. In addition dialysis facility openings need to be coordinated with available transportation services.

Need for Improved and Expanded Outreach, Marketing, and Education

- Despite current outreach efforts some people are not aware of available transportation options and unsure about how to use available transportation services. Continued and expanded marketing efforts are needed.
- There is a specific need to expand marketing of availability of Shore Ride services to the rural areas in the region.

- Expanded travel training and better promotion of training on how to use available public transit services that is available is needed, especially for older adults and people with disabilities

Need for More Affordable Transportation Services

- Fares may be cost prohibitive for people on fixed incomes and who are frequent users of transportation services. An evaluation of possible subsidy programs is needed, especially related to possible lower fares or fare subsidies for workers and young mothers. This needs to be balanced with the need for sufficient revenues to support public transit services and to meet MTA performance standards.

Need for Improved Coordination and Connectivity

- Coordination between stakeholders that was foundation for previous successful efforts is now waning and coordination between human service agencies is not progressing. There is a need to re-energize grass roots efforts to take coordination of transportation services to the next level. Improved technology that encourages coordination and centralized scheduling of trips is also needed.
- There is need to improve connectivity between land use and future development with public transportation services. Transit systems need to be “at the table” during the early phases of land use projects.
- Biking as a travel option needs to be better integrated into the planning process. This includes the need for additional bike racks on buses. This effort needs to be balanced with safety and liability concerns and an assessment of current usage of existing bike racks.
- There is a need for more convenient transfers between Shore Ride and fixed-route services.
- Coordination of agency vehicles is needed that allows for better options for handling oversized wheelchairs, both in terms of vehicle capacity or weight. There may mean improved coordination between a procurement office that writes the specifications and purchases the vehicles with the transportation operator and the employees who will be users of the equipment.
- There is a need for a coordinated approach that produces additional trained CDL drivers in the region. It was reported to be a growing problem due to programs through schools and colleges becoming cost prohibitive for some people.

Chapter 5: Demographic Analysis

INTRODUCTION

This chapter provides an analysis of future population trends for the Lower Eastern Shore, as well as an analysis of the demographics of population groups that often depend on transportation options beyond an automobile. This analysis is coupled with the input from regional stakeholders documented in the preceding chapter to provide a broad transportation needs assessment. This assessment can then be used to develop strategies, projects, and services to meet identified needs and expand mobility and to generate recommendations to improve coordination within the region.

POPULATION ANALYSIS

This section examines the current population and population density within the Lower Eastern Shore area and provides future population projections for the region.

Population

In the 2010 Census, the United States Census Bureau reported that Somerset County had a population of 26,470, Wicomico County had a population of 98,733, and Worcester County had a population of 51,454. As Table 5-1 illustrates, all of the jurisdictions have experienced steady growth from the 1990 to the 2010 Census. Wicomico County has experienced the most rapid growth since the 2000 Census with a 17 percent increase. The population of the entire region has grown by 13 percent over the past decade.

Table 5-1: Historical Populations

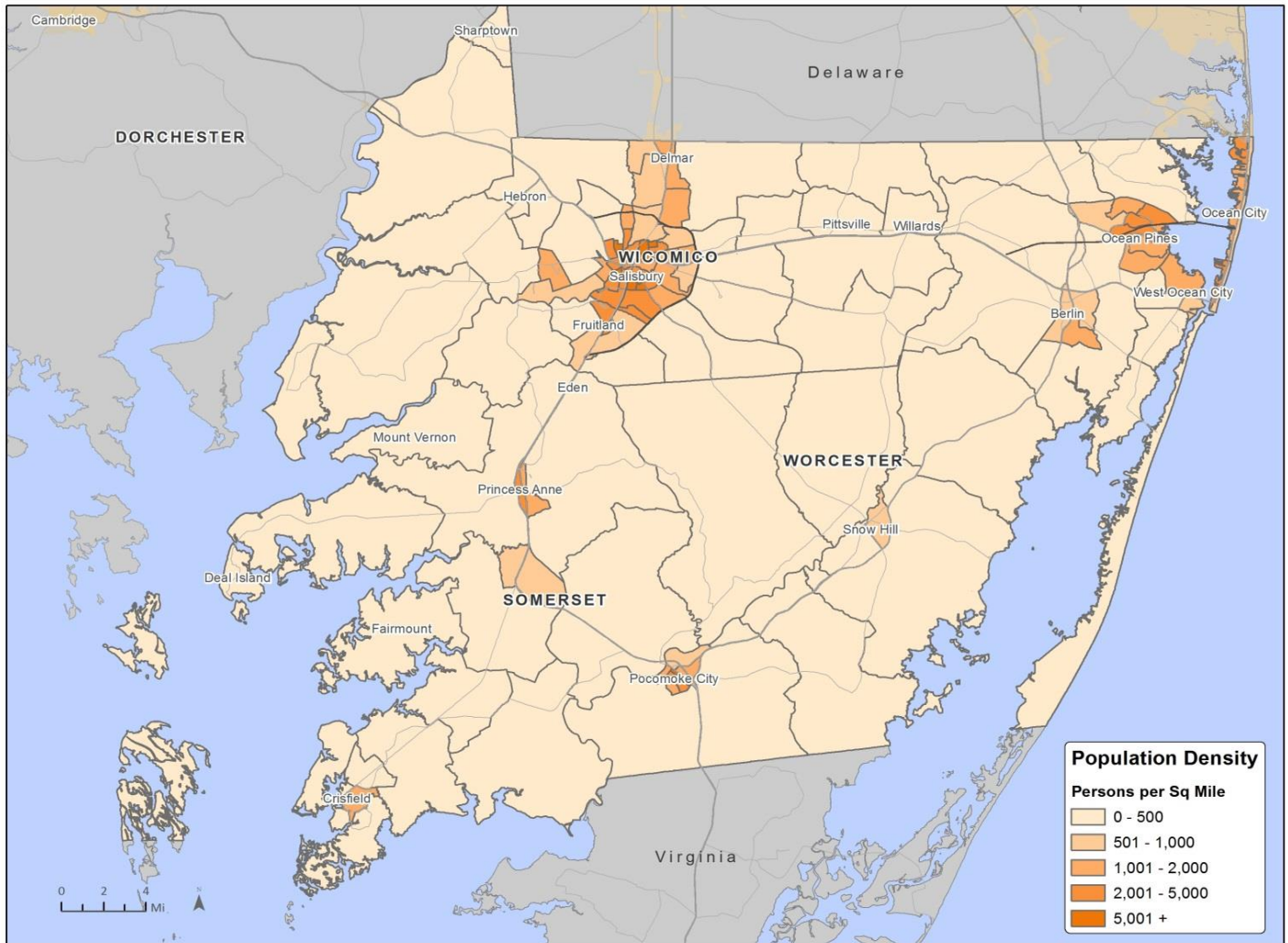
Year	Somerset County	Wicomico County	Worcester County	Total Service Area
1990	23,440	74,339	35,028	132,807
2000	24,747	84,644	46,543	155,934
2010	26,470	98,733	51,454	176,657

Source: United States Census Bureau

Population Density

One of the most important factors in determining the level of transit service in an area is population density. The average population density for the region is 152 persons per square mile. Locations with population densities above the area average include Crisfield, Delmar, Fruitland, Ocean City, Ocean Pines, Pocomoke City, Princess Anne, and Salisbury. The population density for the entire region can be seen in Figure 5-1.

Figure 5-1: 2010 Census Population Density



Source: United States Census Bureau

Population Forecasts

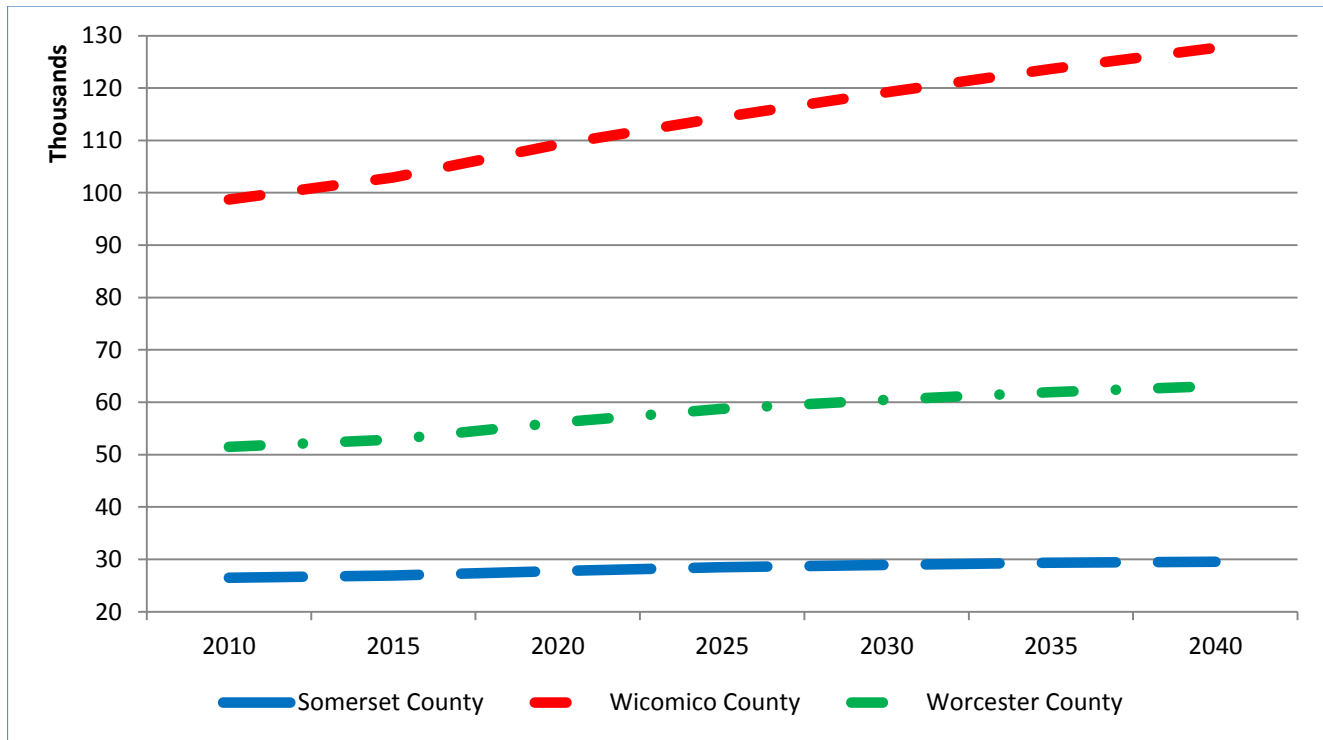
Future population forecasts for the region anticipate moderate population growth to the year 2040. The region is expected to experience just over a 24 percent growth rate during the period from 2010 to 2040; or an average annual rate of 0.82 percent. During this period, the area is expected to grow from 176,657 persons to 220,300 persons or an increase of about 43,600 persons. Table 5-2 shows the forecasted population growth and Figure 5-2 provides a visual illustration of the growth.

Table 5-2: Population Forecasts

Year	Somerset County	Wicomico County	Worcester County	Total Service Area
2010 Population	26,470	98,733	51,454	176,657
2015 Forecast	26,900	102,950	52,900	182,750
2020 Forecast	27,750	109,200	56,100	193,050
2025 Forecast	28,500	114,400	58,750	201,650
2030 Forecast	28,950	119,200	60,450	208,600
2035 Forecast	29,350	123,650	61,950	214,950
2040 Forecast	29,550	127,650	63,100	220,300

Source: Maryland Department of Planning, July 2014 Revised Projections

Figure 5-2: Future Population Growth



DEMOGRAPHIC ANALYSIS

Public transportation needs are defined in part by identifying the relative size and location of those segments within the general population that are most likely to be dependent on transit services. This includes individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. The analysis within this section draws upon data from the American Community Surveys five-year estimates (2010 - 2014). The results of this demographic analysis highlight those geographic areas of the service area with the greatest need for transportation.

For the purpose of developing a relative process of ranking socioeconomic need, block groups are classified relative to the service area as a whole using a five-tiered scale of “very low” to “very high.” A block group classified as “very low” can still have a significant number of potentially transit dependent persons; as “very low” means below the service area’s average. At the other end of the spectrum, “very high” means greater than twice the service area’s average. The exact specifications for each score are summarized below in Table 5-3.

Table 5-3: Relative Ranking Definitions for Transit Dependent Populations

Amount of Vulnerable Persons or Households	Score
Less than and equal to the service area’s average	Very Low
Above the average and up to 1.33 times the average	Low
Above 1.33 times the average and up to 1.67 times the average	Moderate
Above 1.67 times the average and up to two times the average	High
Above two times the average	Very High

Transit Dependence Index

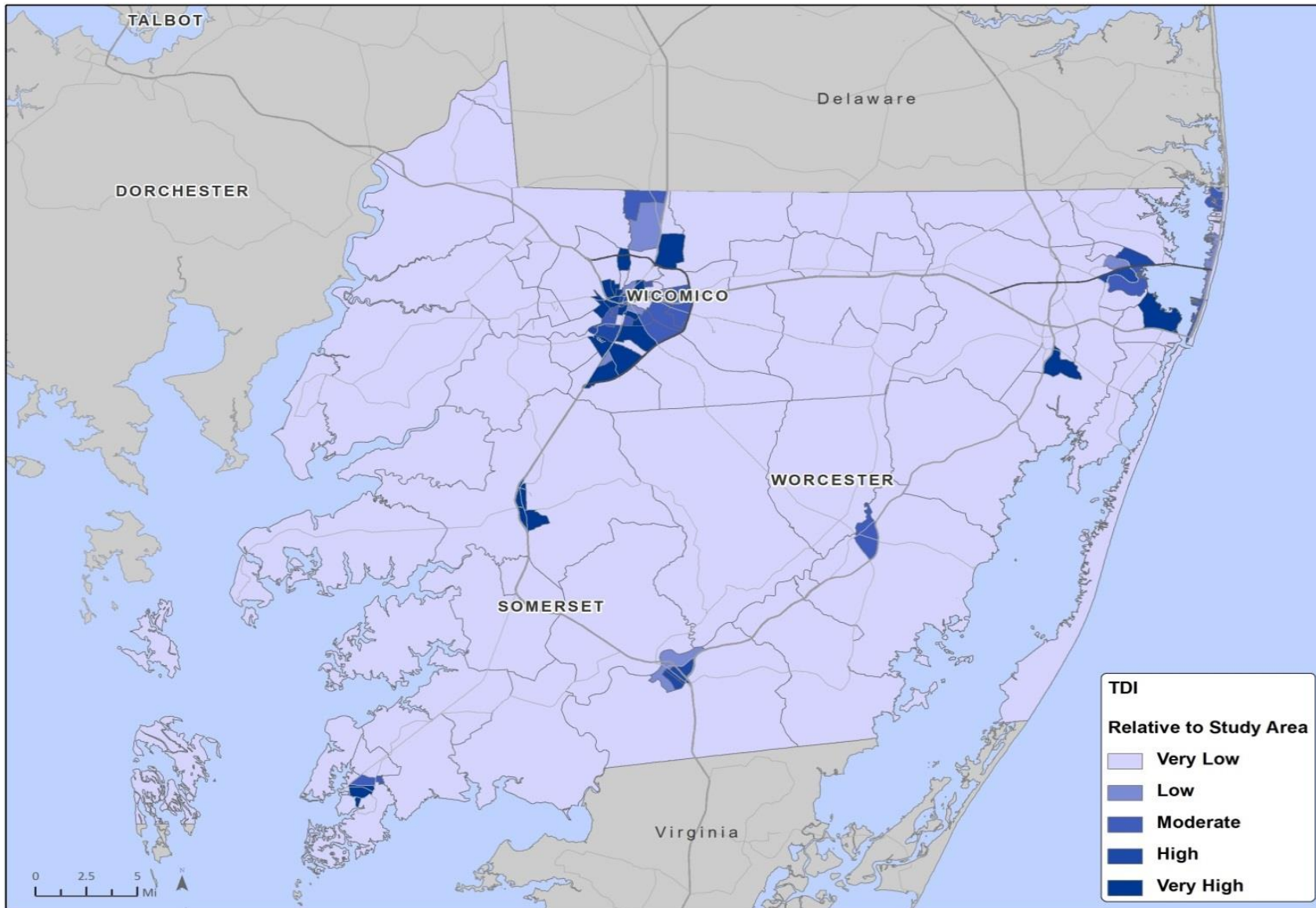
The Transit Dependence Index (TDI) is an aggregate measure of transportation need. Five factors make up the TDI calculation:

- Population Density
- Autoless Households
- Senior Populations
- Youth Populations
- Below-Poverty Populations

The factors above represent specific socioeconomic characteristics of the population in this region. For each factor, individual block groups were classified according to the prevalence of the vulnerable population relative to the planning area average. The factors were then plugged into the TDI equation to determine the relative transit dependence of each block group (very low, low, moderate, high, or very high).

The areas with a “very high” transit demand are located in downtown Salisbury, a portion of Princess Anne, the southwest side of Pocomoke City, southern Berlin, and a portion of West Ocean City. Figure 5-3 illustrates the concentrations of transit dependent populations.

Figure 5-3: Transit Dependence Index



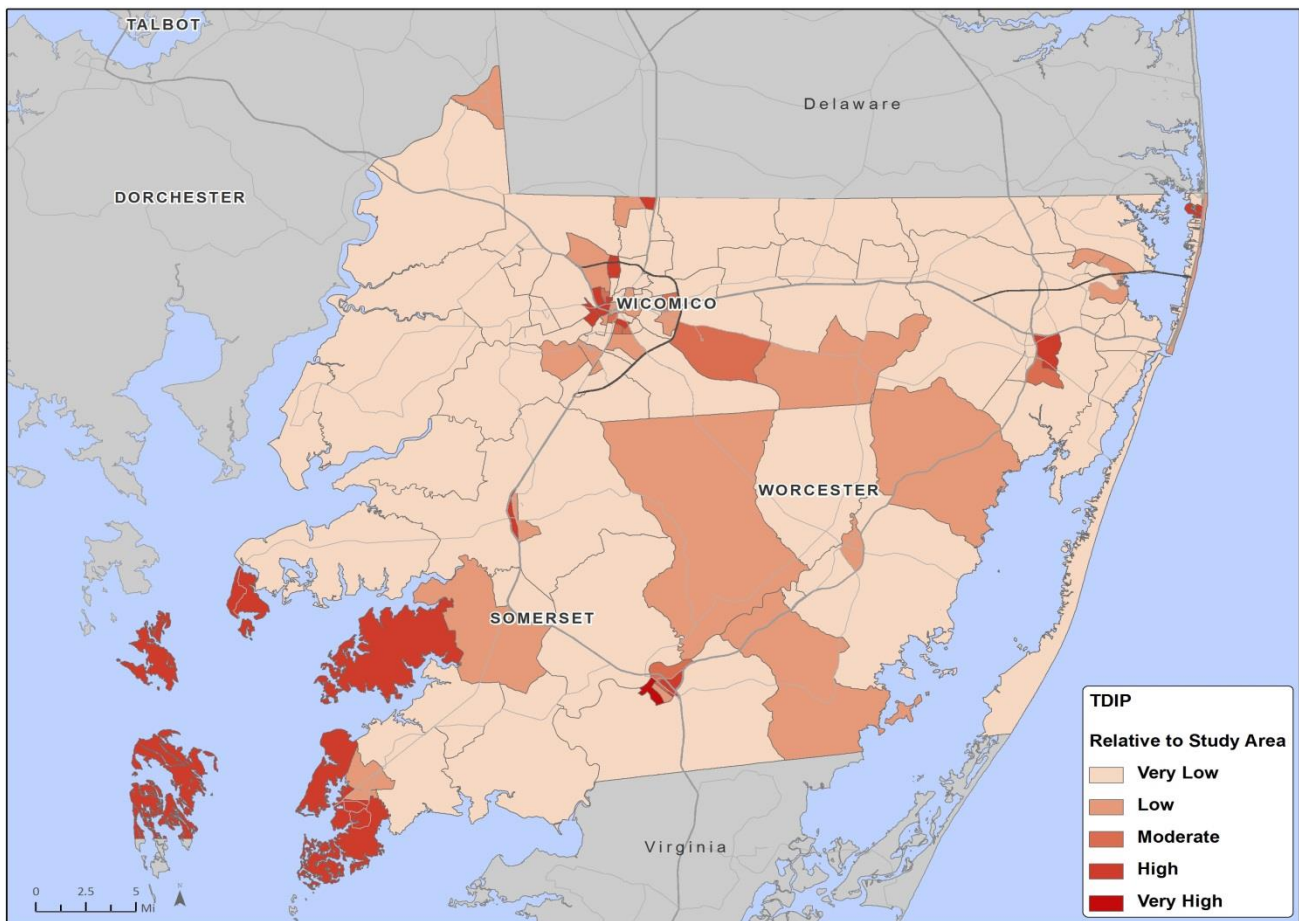
Source: American Community Survey

Transit Dependence Index Percentage

The Transit Dependence Index Percentage (TDIP) provides a complementary analysis to the TDI measure. This analysis is nearly identical to the TDI measure with the key exception of the population density factor. By removing the population density factor, the TDIP measures percentage rather than amount of vulnerability.

As seen in Figure 5-4, the areas with the highest percentage of transit dependent persons are located in the northwest portion of Salisbury and the southwest portion of Pocomoke City.

Figure 5-4: Transit Dependence Index Percentage

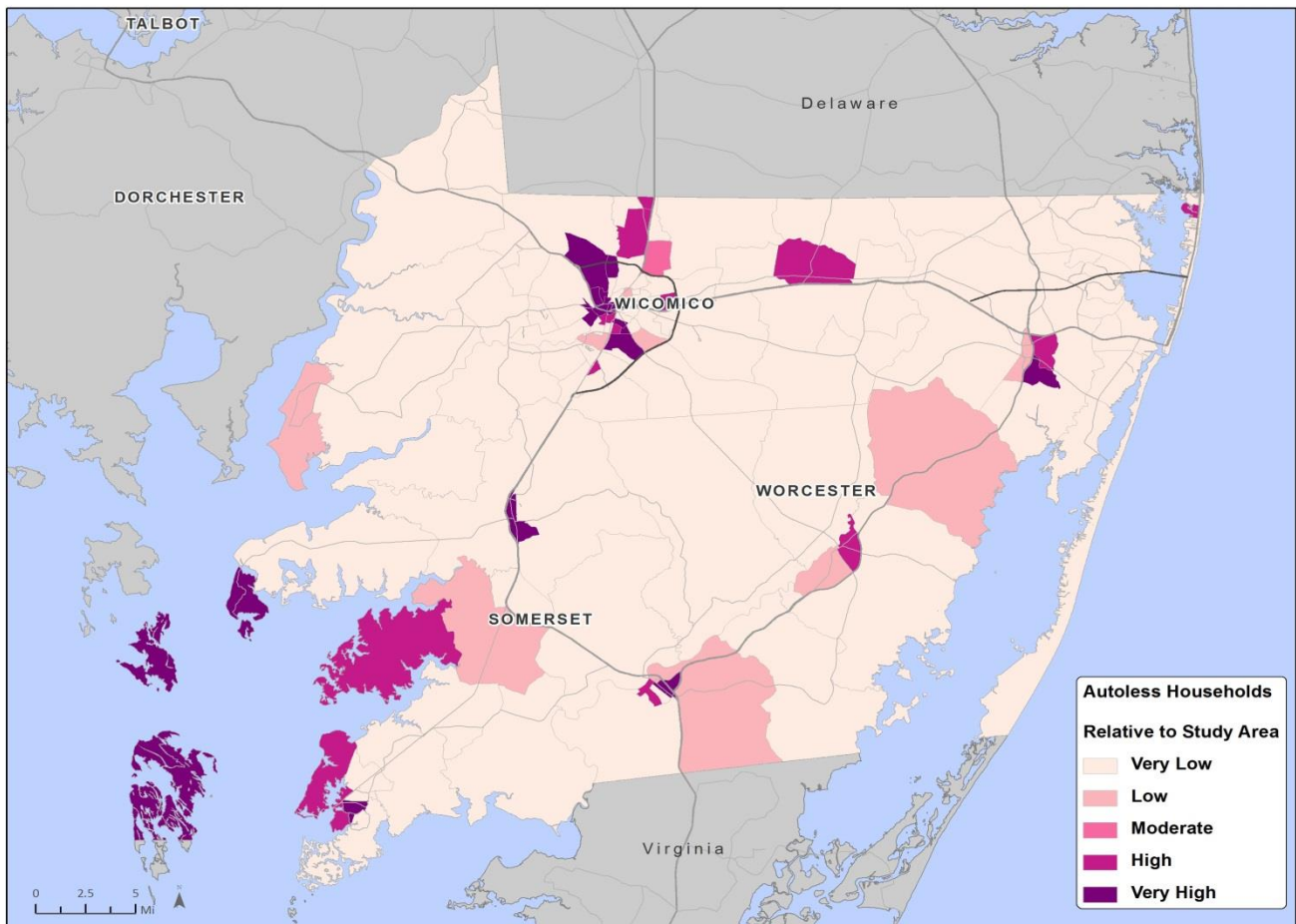


Source: American Community Survey

Autoless Households

While autoless households are reflected in both the TDI and TDIP measures, displaying this segment of the population separately is important when many land-uses are at distances too far for non-motorized travel. Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Figure 5-5 displays the relative number of autoless households in the region. The highest concentrations occur throughout Salisbury, the eastern portion of Princess Anne, Snow Hill, the southern section of Berlin, Crisfield, and Smith Island.

Figure 5-5: Relative Density of Autoless Households

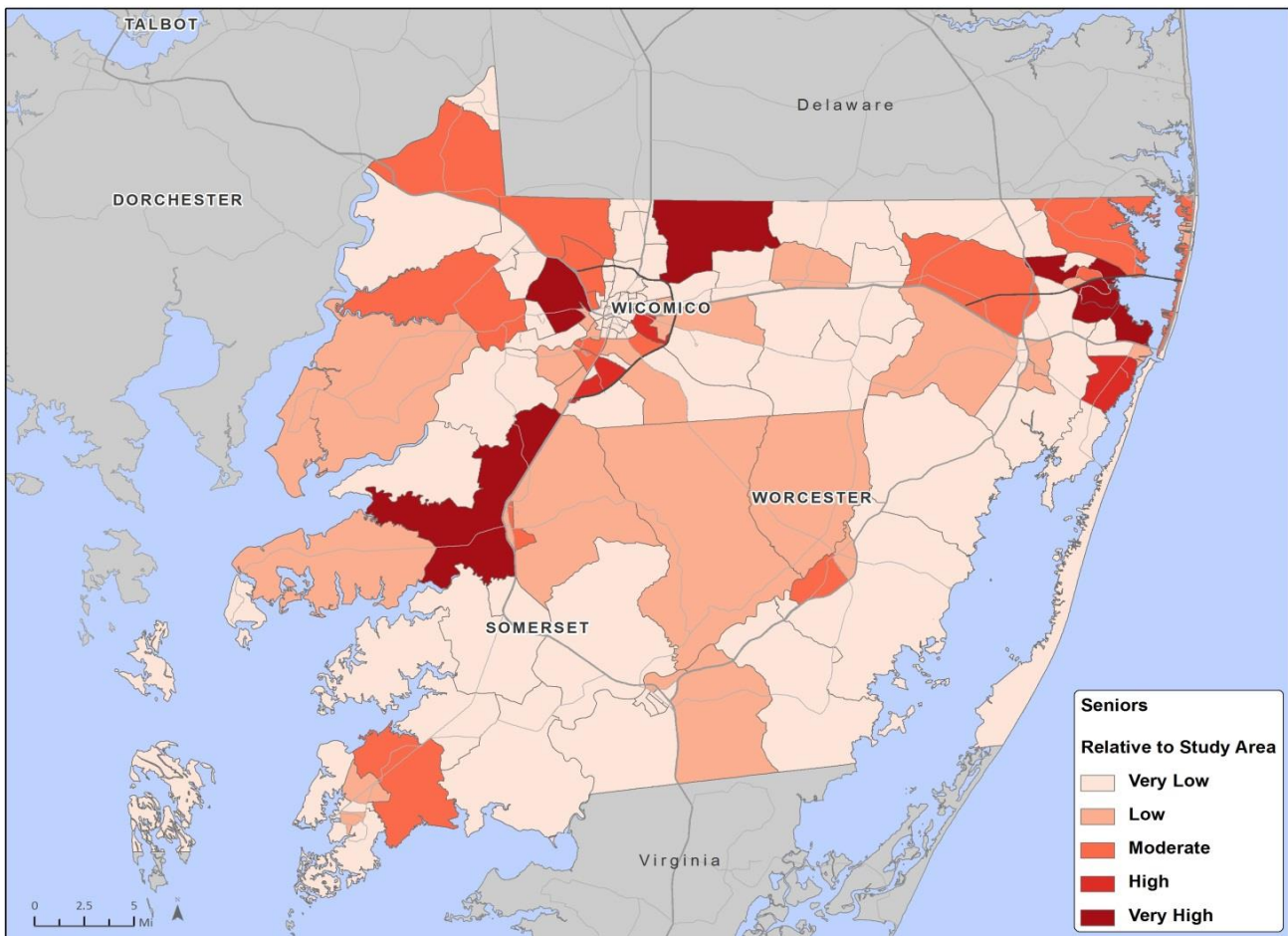


Source: American Community Survey

Senior Adult Populations

The second socioeconomic group analyzed by the TDI and TDIP indices is the senior adult population. Individuals 65 years and older may scale back their use of personal vehicles as they age leading to a greater reliance on public transportation compared to those in other age brackets. According to the American Community Survey, over sixteen percent of the area's population is age 65 and older. The block groups classified as having a "very high" concentration of senior adults are located in the areas to the west of Princess Anne, the Fruitland area, northwest of Salisbury, to the east of Delmar, and throughout the Ocean Pines and West Ocean City area. Figure 5-6 shows the relative number of senior adults in the region.

Figure 5-6: Relative Density of Senior Populations

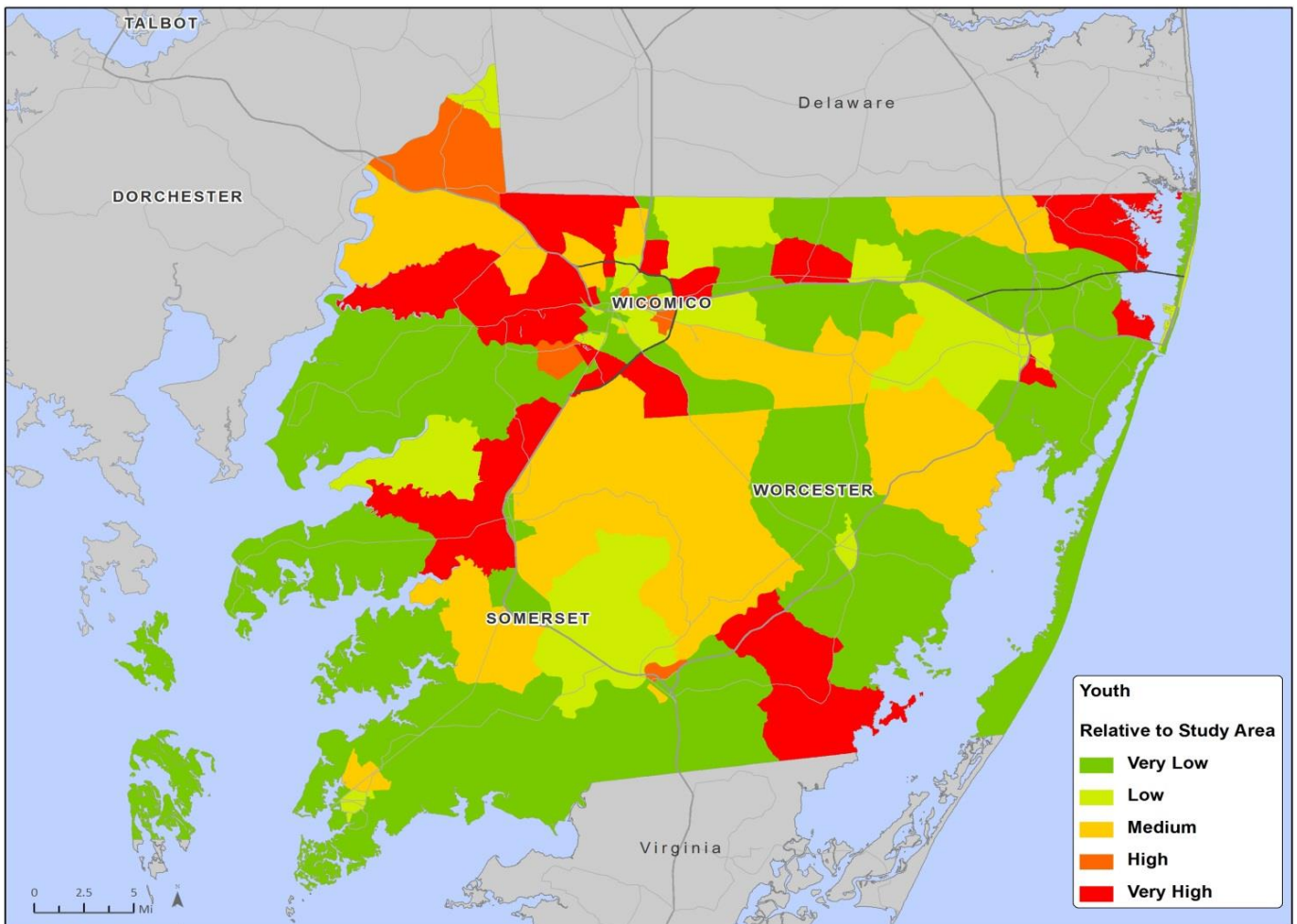


Source: American Community Survey

Youth Populations

Youths and teenagers, ages 10 to 17 years, who cannot drive or are just beginning to drive but do not have an automobile available appreciate the continued mobility from public transportation. According to the American Community Survey, approximately nine percent of the population of the service area is 10 to 17 years old. Areas with a “very high” classification of youth include the areas to the west of Salisbury and Princess Anne, areas to the east of Delmar, the northern portion of Snow Hill, and north of Ocean Pines. Figure 5-7 illustrates the areas with high concentrations of youth populations.

Figure 5-7: Relative Density of Youth Populations

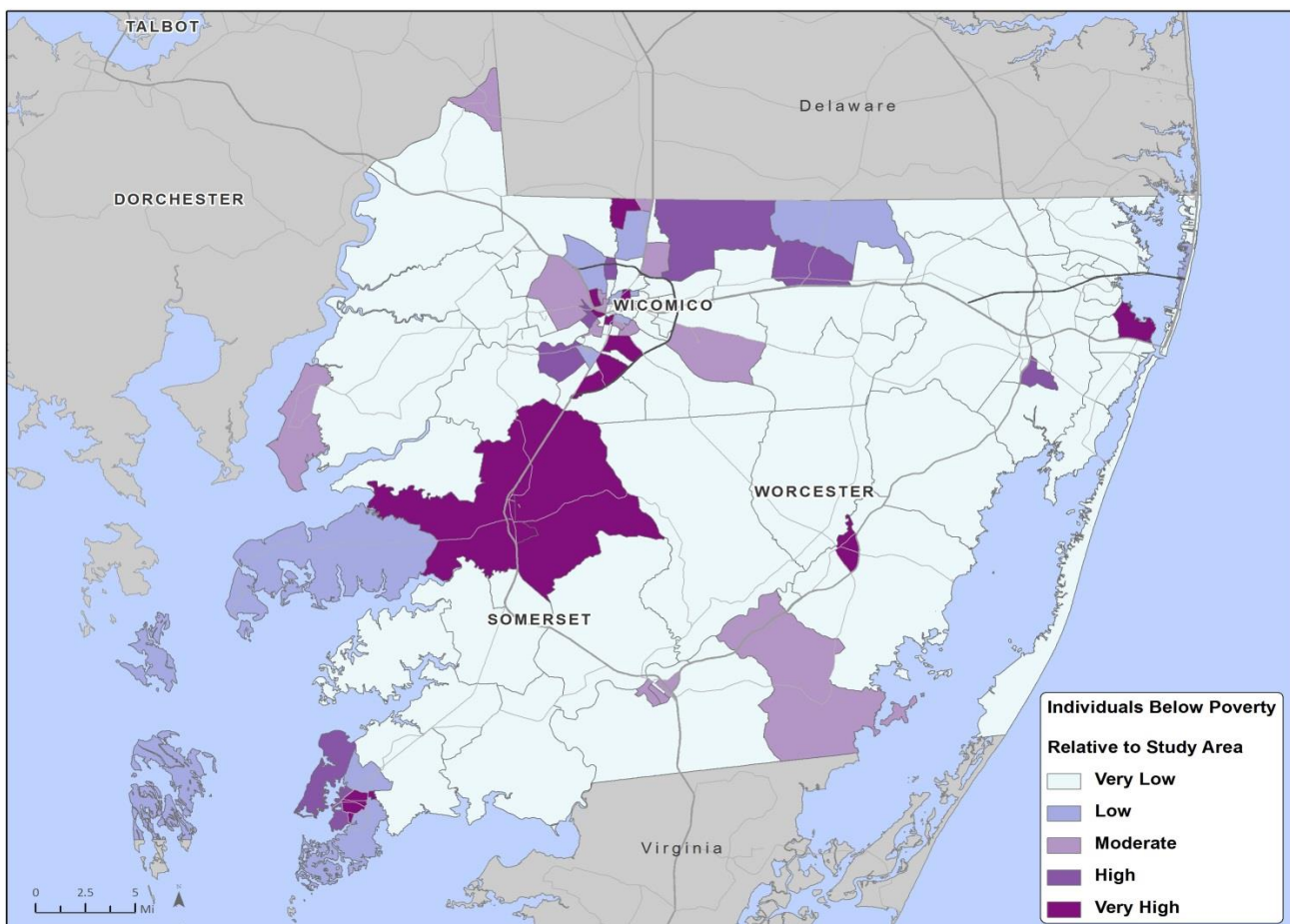


Source: American Community Survey

Below Poverty Populations

Individuals that make up the below-poverty population face financial hardships that make the ownership and maintenance of a personal vehicle difficult, and thus they may be more likely to depend on public transportation. According to the American Community Survey just over 14 percent of the region’s population is living at or below the federal poverty level. Figure 5-8 depicts the average of below-poverty individuals per block group. Block groups with above average below poverty populations are scattered throughout the region appearing in the urban areas of Salisbury and Ocean City as well as the rural areas around Crisfield, Princess Anne, and Snow Hill.

Figure 5-8: Relative Density of Below Poverty Populations

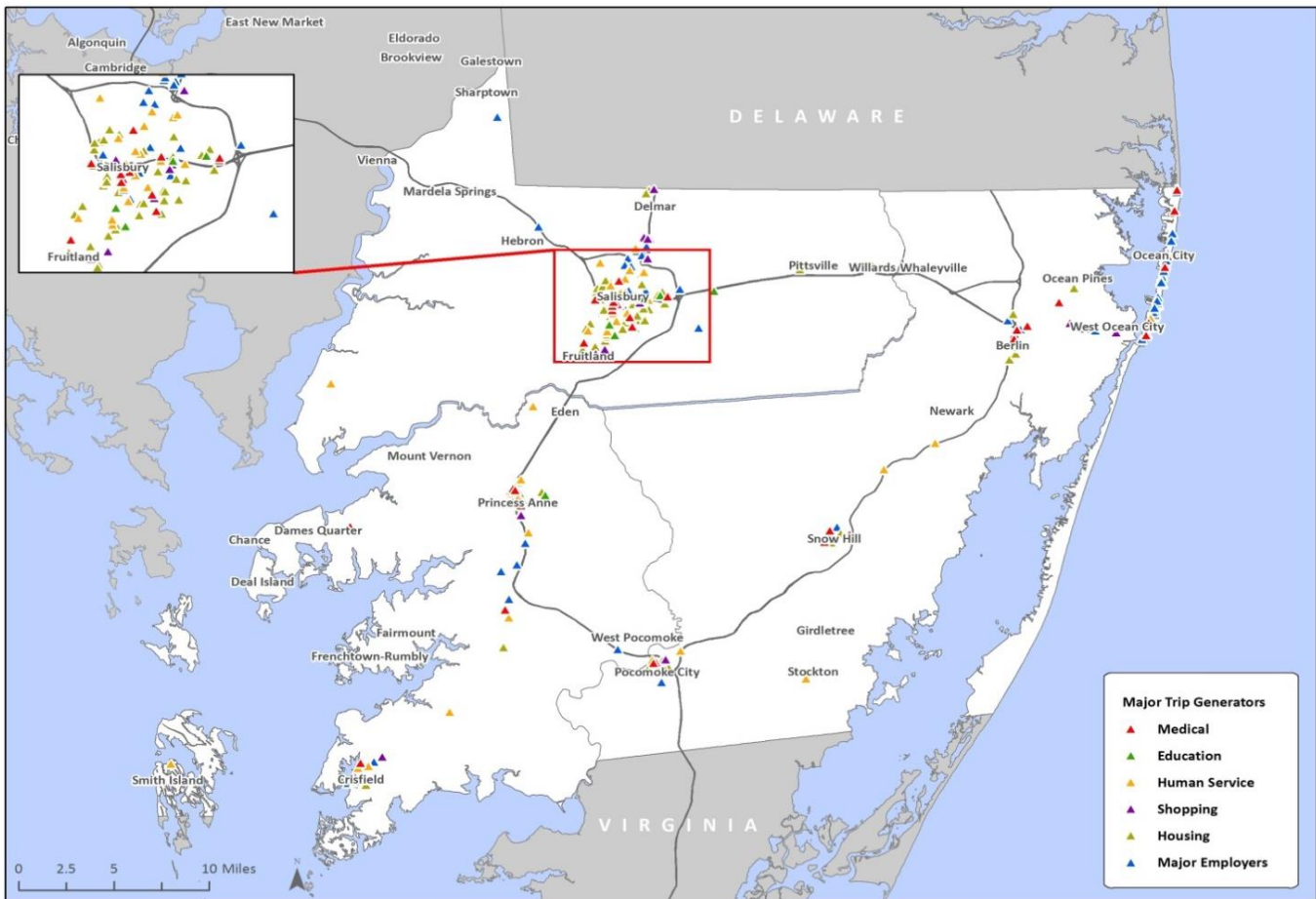


Source: American Community Survey

LAND-USE PROFILE

Identifying major land-uses in the region complements the demographic analysis by indicating where transit services may be most needed. Major land-uses are identified as origins, from which a concentrated transit demand is generated, and destinations, to which both transit dependent persons and choice riders are attracted. They include educational facilities, major employers, governmental and non-profit agencies, high-density housing complexes, major shopping destinations, and medical facilities. This section will also detail the commuting patterns and top employment destinations of area residents. Major trip generators in the region are portrayed in Figure 5-9.

Figure 5-9: Major Trip Generators



Source: American Community Survey

Travel Patterns

In addition to considering the region's major employers, it is also important to take into account the commuting patterns of residents and workers. As displayed in Table 5-4, approximately eighty percent of Wicomico and Worcester County residents work in their county of residency. In Somerset County only 57 percent of residents work in the county and 43 percent commute to other counties in Maryland. The majority of residents in all three counties drive alone to work. The second most frequently used method is carpooling. Public transportation garners approximately one to two percent in the three counties.

Table 5-4: Journey to Work Travel Patterns

Place of Residence	Somerset Co.		Wicomico Co.		Worcester Co.	
Workers 16 years and older	9,038		45,795		23,224	
Location of Workplace						
In State of Residence	8,663	96%	42,008	92%	20,692	89%
In County of Residence	4,936	57%	34,233	81%	16,512	80%
Outside County of Residence	3,727	43%	7,775	19%	4,180	20%
Outside State of Residence	375	4%	3,787	8%	2,532	11%
Means of Transportation to Work						
Car, Truck, or Van - drove alone	6,920	77%	37,155	81%	19,017	82%
Car, Truck, or Van - carpoled	697	8%	5,317	12%	1,814	8%
Public Transportation	170	2%	261	1%	367	2%
Walked	561	6%	928	2%	457	2%
Taxicab, motorcycle, bicycle, other	155	2%	733	2%	450	2%
Worked at Home	535	6%	1,401	3%	1,119	5%

Source: American Community Survey

Another source of data that provides an understanding of employee travel patterns is the United States Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. LEHD draws upon federal and state administrative data from the Census, surveys, and administrative records. Table 5-5 shows the top five employment destinations for the residents of Somerset, Wicomico, and Worcester Counties.

Table 5-5: Top Five Work Destinations by Percentage of Resident Workers

Somerset Residents		Wicomico Residents		Worcester Residents	
Destination	%	Destination	%	Destination	%
Salisbury	19%	Salisbury	38%	Ocean City	14%
Crisfield	8%	Baltimore	2%	Salisbury	9%
Princess Anne	7%	Ocean City	2%	Berlin	7%
Baltimore	3%	Fruitland	2%	West Ocean City	5%
Pocomoke City	2%	Berlin	1%	Pocomoke City	3%

Source: United States Census Bureau, OnTheMap Application, LEHD Origin-Destination Data

Chapter 6: Current Transportation Services and Resources

INTRODUCTION

A variety of public transit, human service transportation, and private transportation services are provided in the Lower Eastern Shore region. This section documents and describes the transportation programs and services identified. The process to identify the various transportation resources available in the region included:

- Using information from the previous coordinated transportation plan for the region.
- Reviewing information from the most recent Transit Development Plans (TDPs) conducted in the region.
- Collecting basic descriptive and operational data from regional workshop participants through the registration process.
- Obtaining input from regional stakeholders through the coordinated planning process.
- Using information and data from previous reports, including the Transportation Association of Maryland's 2014 Annual Report and Membership Directory.
- Following up as needed with transportation program staff where needed to fill gaps in information.

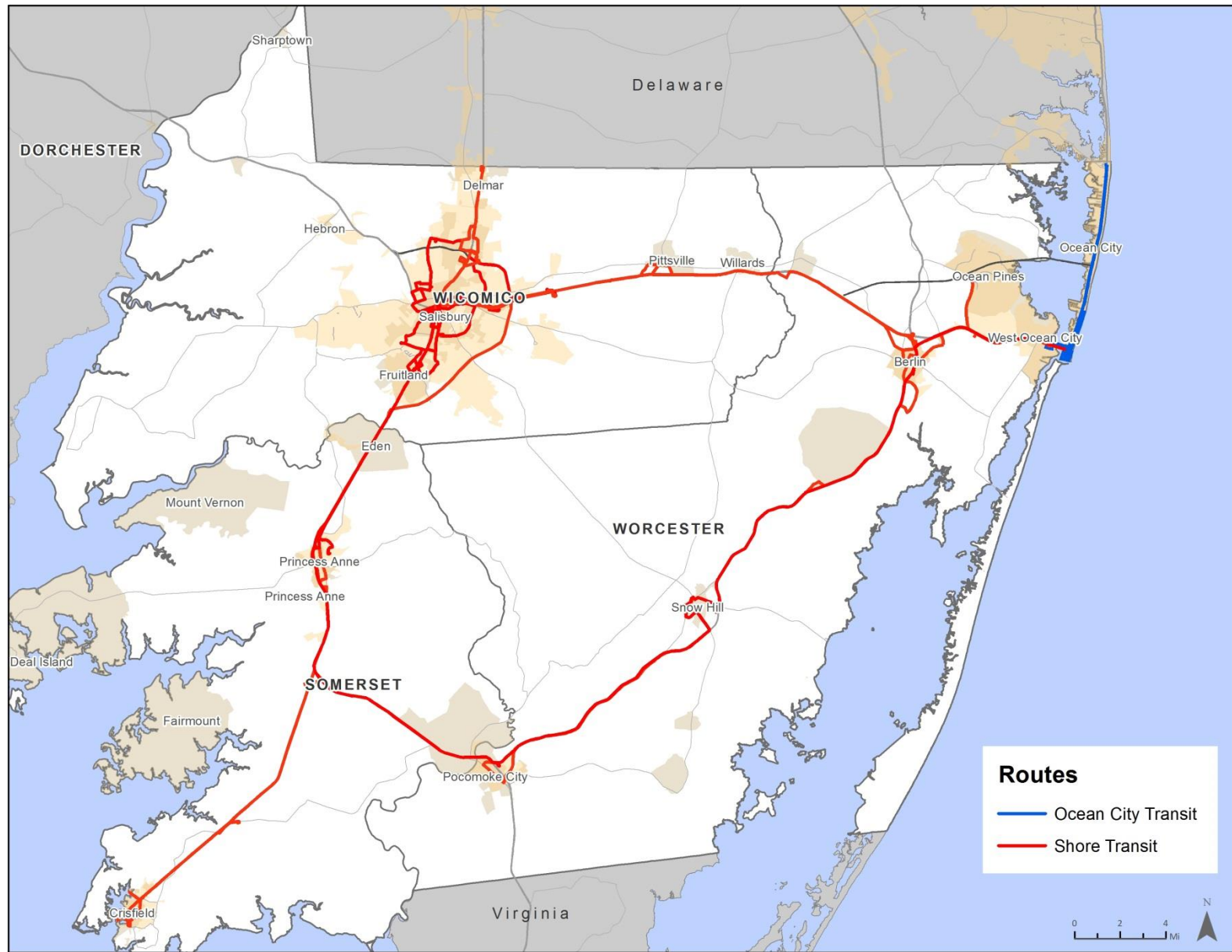
PUBLIC TRANSIT

The Lower Eastern Shore is currently served by two public transit agencies, Ocean City Transportation and Shore Transit. Ocean City Transportation serves the resort town of Ocean City with service into West Ocean City. Shore Transit provides the bulk of its service in Salisbury, the largest city in the Lower Eastern Shore Region, and provides regional routes connecting Somerset, Wicomico, and Worcester Counties. The section contains basic service information for each of the two public transit services in the region. A map depicting these services is provided in Figure 6-1.

Ocean City Transportation

Ocean City Transportation (OCT) provides fixed-route public transit, as well as Americans with Disabilities Act (ADA) complementary paratransit. The Coastal Highway Beach Bus, the core route in the system, operates 24 hours a day, seven days a week during most of the year. The system operates

Figure 6-1: Lower Eastern Shore Fixed Route Transit Services



two fixed-route bus services and the complementary ADA (paratransit) service, as well as a medical transportation service, express fixed-route bus service for major special events, and a Boardwalk tram service. Each service is discussed in the following section.

The ebb and flow of the population causes OCT service to fluctuate, ranging from the operation of five buses (the fall and winter schedule) to 67 buses (the summer peak schedule). In the past, the peak number of vehicles in the summer included ten vehicles on loan from the MTA. A map of the service area and the OCT fixed routes is presented in Figure 6-2. The map also contains a “Transit Connection”, represented as the dashed line, and it is a scheduled fixed-route service provided by other public transportation providers that connect with OCT services. The West Ocean City Park & Ride and the South Division Transit Station serve as the transfer points for the OCT and Shore Transit services. The North End transit center is the connecting point for the OCT and Delaware Area Regional Transit (DART) Resort services.

Coastal Highway “Beach Bus” Service

This fixed-route service functions as a trunk line, providing service along Baltimore Avenue/Coastal Highway from the south end of Ocean City (South Division Street) to the north end of Ocean City (144th St) and back again. During the off-peak season, it takes one hour for the driver to complete the round trip, with the trip time extended to two and a half hours during the peak season. The FY 2015 schedule by season is presented in Table 6-1.

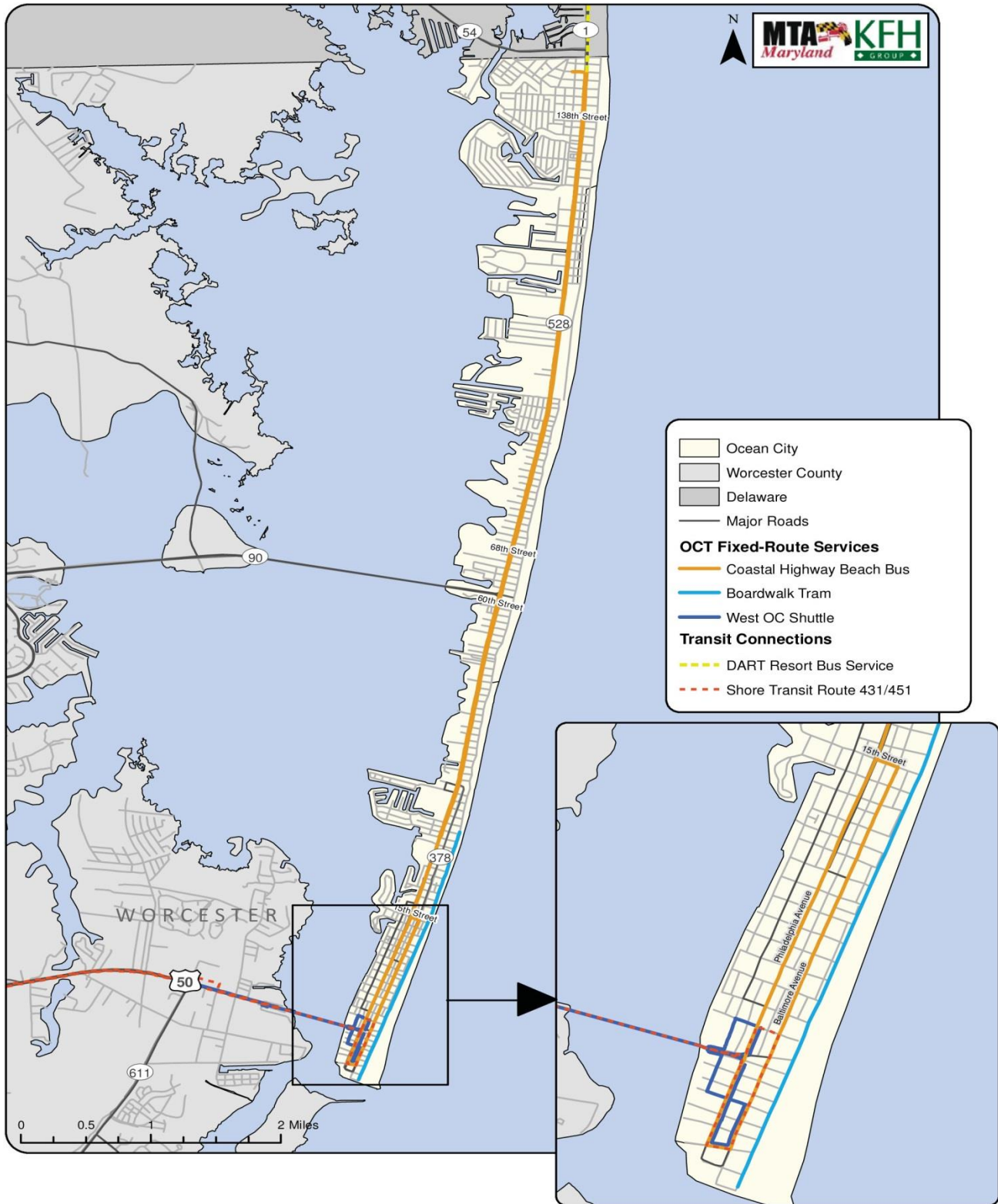
Table 6-1: Seasonal Hours of Operation of Coastal Highway “Beach Bus” Service (2013-2014)

Season	Days	Hours	Headways
Fall Sep. 8 – Oct. 24, 2015	Every day	6:00 a.m. – 10:00 p.m.	15-minute headway
	Every day	10:00 p.m. – 6:00 a.m.	30-minute headway
Winter Oct. 25, 2015 – Apr. 3, 2016	Sun - Thu	6:20 a.m. – 11:35 p.m.	40-minute headway
	Sun - Thu	11:40 p.m. - 6:15 a.m.	No service
	Fri - Sat	24 hours	30-minute headway
Spring Apr. 4 - May 21, 2015	Every day	6:00 a.m. – 10:00 p.m.	15-minute headway
	Every day	10:00 p.m. – 6:00 a.m.	30-minute headway
Summer May 22 - Sep. 7, 2015	Every day	6:00 a.m. – 3:00 a.m.	10-minute headway
	Every day	3:00 a.m. – 6:00 a.m.	20-minute headway

West Ocean City Park & Ride Shuttle Service

The park and ride facility in West Ocean City includes 689 parking spaces, a pedestrian and bike path, interpretive signs for wetlands viewing, and restrooms. OCT originally provided seasonal shuttle service that connected the park & ride lot and the south end transfer facility on South Division Street in downtown Ocean City. The development of the Ocean City Factory Outlets has become a major trip generator, and the shuttle route was adjusted to include a stop there. The scheduled service is mainly a summer schedule with non-summer service provided on certain weekends.

Figure 6-2: Ocean City's Fixed-Route Transit Services



Source: Ocean City Transportation's Transit Development Plan

From the Friday before Memorial Day to Labor Day, as well as during special event weekends in May and early Fall, the shuttle service operates at headways of 20 minutes from 6:00 a.m. to, historically, 3:00 a.m., but planned in 2014, 2:00 a.m. In order to maintain a transit connection between West Ocean City and the boardwalk area, Shore Transit, based in Salisbury, will provide an extension to its Salisbury-Ocean City service that already has a scheduled stop at the Park & Ride lot and continue into the South Division Street facility.

Express Beach Bus Service for Special Events

OCT operates addition express services for major Ocean City events, including:

- Springfest – Service between 40th Street Convention Center parking lot and the Inlet Fairground. This service typically operates every 20 minutes, 9 a.m. to 11 p.m. Thursday through Saturday, and 9 a.m. to 7 p.m. Sunday.
- White Marlin Open - service between Jacqueline Avenue and 14th Street. This service typically operates every 20 minutes, 3 p.m. to 11 p.m.

ADA Paratransit Service

ADA complementary paratransit service is provided by OCT. Service is provided during the same hours as the “Beach Bus” Coastal Highway service. OCT policy is that a request for a reservation be made by 10:00 p.m. the day prior to the trip. Three vehicles are used to provide the service: two 16 and 2 wheelchair spaces with lift, and one 12 and 2 wheelchair spaces with lift.

MEDTRN Service

In coordination with the ADA paratransit service, OCT provides demand-response transportation service specifically to medical appointments. Called the Robert H. Melvin Jr. MEDTRN Service, this service is limited to ADA-qualified persons with disabilities residing within the corporate limits of Ocean City, traveling to medical/dental/vision appointments located within 500 yards off of Route 50 between Ocean City and Berlin, and or within the corporate limits of Berlin. MEDTRAN service is available Monday, Wednesday, and Friday from 8 a.m. to 4:30 p.m.; advanced reservations are required and requested by 11 a.m. the day preceding service. This service began in FY 2010 as a pilot project, and is operated using one of the three-paratransit vehicles in OCT’s fleet.

Boardwalk Tram

In addition to the bus and paratransit services, OCT operates a Boardwalk tram service during the peak season. The Boardwalk Tram is not part of the FTA/MTA-funded public transportation program; however, it is an important part of the Town’s transportation network during the peak season.

The Boardwalk tram service operates a fleet of eight tram vehicles (rubber-wheeled trains) in the pedestrian infrastructure, along the whole length of the Ocean City Boardwalk, which runs from South 1st Street (about a block and a half from the OCT’s South Division Transit Center) to 27th Street,

stopping as needed along the route to load or discharge passengers. Tram fare is \$3.00 per one-way passenger trip, with discount fare punch cards available at \$20 for eight rides, and an all-day pass for \$6 can be used between 11 a.m. and 4 p.m. daily, excluding Springfest, Sunfest, OC Air Show weekend, July 4th weekend, Memorial Day weekend, and Labor Day weekends.

Shore Transit

Shore Transit, one of two divisions of the Tri-County Council for the Lower Eastern Shore of Maryland (TCCLES), is the designated public transportation provider for Somerset, Wicomico, and Worcester Counties. Shore Transit was formed in 2003, and became the primary provider of community transportation services when the three single-county transit programs were consolidated into Shore Transit in 2004. Shore Transit's governance is provided by the Tri-County Council Executive Board, which consists of eight members: two voting members from each county, one at-large member, and the immediate past board chair. Guidance from regional transit stakeholders is provided through the Shore Transit Advisory Board (STAB).

Shore Transit provides both regional and local fixed routes, ADA complementary paratransit (Shore Access), and demand-response service (Shore Ride). The following section provides a brief description of each community transportation service provided by Shore Transit.

Regional Fixed Routes

Shore Transit operates regional fixed routes that serve to connect the three counties with the major activity centers in the region. Beginning in 2014, Shore Transit began to scale back service during the winter months due to seasonal fluctuations in demand, which is largely due to the tourist economy. The reduced winter schedule eliminates the Berlin-Ocean Pines-West Ocean City Route. Other routes only see a reduction in operating times and frequency. This section provides a brief description of each route during the winter season and the summer season.

Winter Seasonal Routes

- **Routes 203 E and 203 W, providing service between Salisbury and Ocean City.** These two routes operate daily, providing service between the hours of 5:05 a.m. and 12:52 a.m. There are seven eastbound trips and seven westbound trips, with variable headways.
- **Route 252, Salisbury-Princess Anne-Pocomoke.** This route operates Monday-Friday from 4:40 a.m. to 12:25 a.m., making twelve round trips, with variable headways; on Saturdays from 8:40 a.m. to 12:25 a.m., offering eight round trips; and on Sundays from 4:40 a.m. to 12:25 a.m., offering six round trips.
- **Routes 503 N and 503 S, providing service between Pocomoke and Ocean City.** These paired routes operate daily between 4:20 a.m. and 2:08 a.m., with nine northbound trips and nine southbound trips provided.

- **Route 705 N, connecting Salisbury, Princess Anne, and Crisfield.** This route provides eight round trips Monday -Friday (3:50 a.m. to 7:57 p.m.) and five round trips on Saturdays also between 3:50 a.m. to 7:57 p.m.
- **Route 705 S, connecting Princess Anne and Crisfield.** The 702S provides six round trips, Monday through Friday, from 3:50 a.m. to 7:57 p.m. On Saturdays, this route offers four round trips between 3:50 a.m. and 7:57 p.m.

Summer Seasonal Routes

- **Route 202 E and 201 W, providing service between Salisbury and Ocean City.** These two routes operate daily from 5:15 a.m. to 1:15 a.m. There are twelve eastbound trips and twelve west bound trips operating on hourly headways in the morning hours and gradually increasing to two hour headways in the evening.
- **Route 252, Salisbury-Princess Anne-Pocomoke.** This route operates Monday-Friday from 4:40 a.m. to 12:25 a.m. making twelve round trips with variable headways; and on Saturdays from 12:40 p.m. to 12:25 a.m. making seven round trips on variable headways.
- **Routes 502N and 502S, providing service between Pocomoke and Ocean City.** These paired routes operate daily between the hours of 4:30 a.m. and 2:25 a.m. with ten north and south bound trips.
- **Routes 592E and 592W, providing service between Berlin, Ocean Pines, and West Ocean City.** These two routes provide daily service between the hours of 9:27 a.m. and 11:04 p.m. operating nine eastbound trips and eight westbound trips.
- **Routes 704N, Salisbury-Crisfield-Princess Anne.** This route provides eleven round trips Monday-Saturday from 3:50 a.m. to 9:57 p.m. Headways along the route are variable with highest frequency occurring in the morning hours.
- **Route 704S, Princess Anne-Crisfield.** The 704S provides nine round trips, Monday through Saturday, from 5:45 a.m. to 8:29 p.m. Headways along the route are variable with highest frequency occurring in the morning hours.

Figure 6-3 provides a map of Shore Transit's regional fixed routes based on the current Winter schedule.

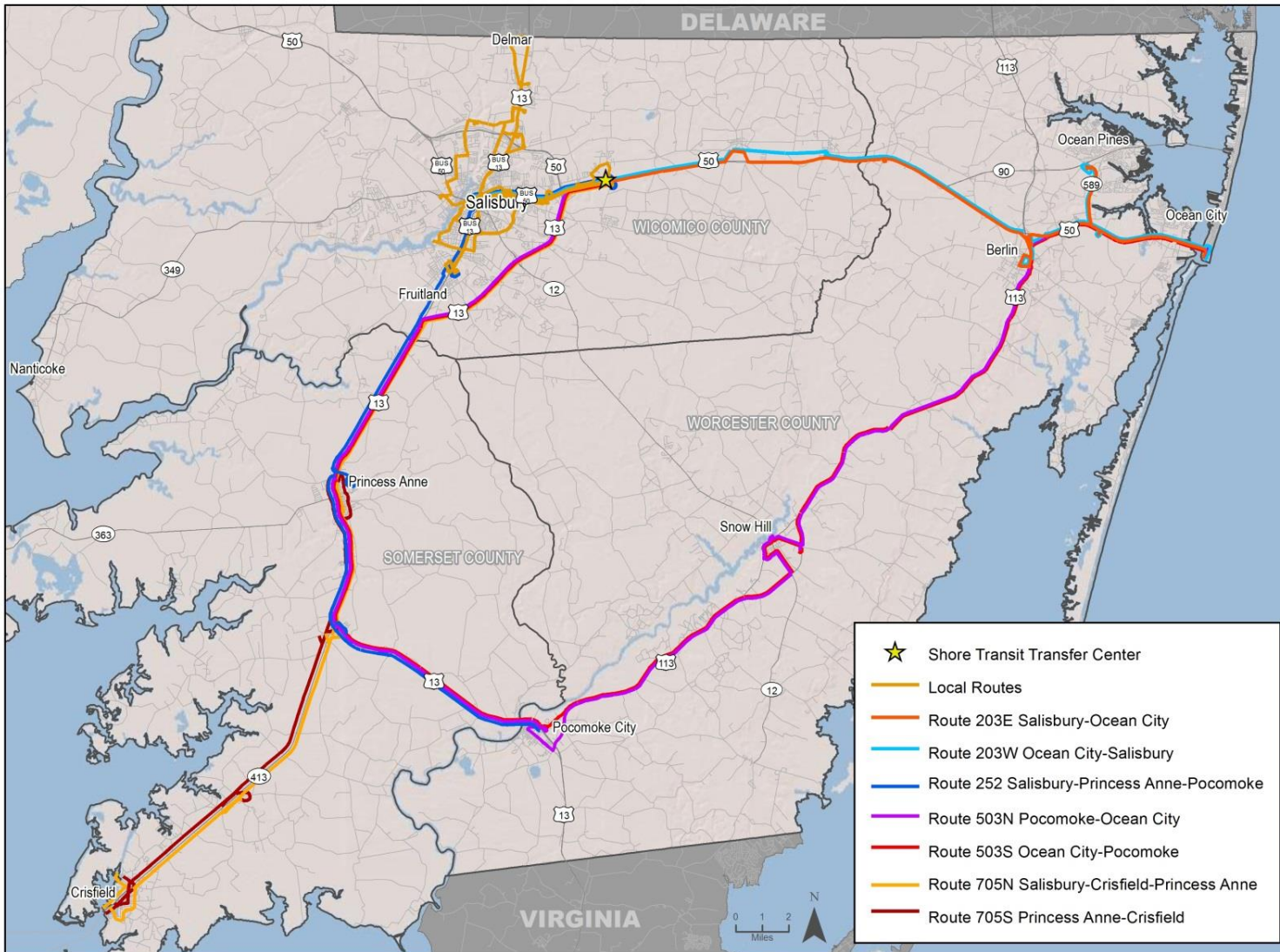
Local Fixed Routes

Shore Transit's localized fixed routes are provided in the Salisbury-Wicomico urbanized area. These routes include:

Winter Seasonal Routes

- **Route 101, Downtown Salisbury Trolley.** The trolley route operates Thursday- Saturday from 6:35 p.m. to 3:07 a.m. The route connects Salisbury University to downtown Salisbury points of interest.

Figure 6-3: Shore Transit’s Regional Fixed Routes



- **Route 105a and 105b, Salisbury University.** This route serves the needs of the Salisbury University Community, connecting the Perdue School of Business with University Park 1 and 2, University Village, and Avery Street. Service is provided Mondays through Thursday from 7:00 a.m. to 8:42 p.m., with 10-minute headways until 3:44, and 20 minute headways after that. The schedule indicates that Friday service is limited.
- **Route 114, Salisbury-Delmar.** This route travels between Salisbury and Delmar. Ten round trips are provided Monday-Friday, between the hours of 5:55 a.m. and 7:40 p.m. On Saturdays, six round trips are provided between the hours of 6:55 a.m. and 7:40 p.m.
- **Route 154, South Salisbury.** This route travels through Salisbury to Fruitland offering six round trips, Monday-Friday, from 6:30 a.m. to 7:52 p.m.
- **Route 198, East and West Salisbury.** The Route 198 provides limited local service on both the east and west sides of Salisbury. There are five round trips provided, offering service Monday through Friday between the hours of 7:00 a.m. and 8:26 p.m.

Summer Seasonal Routes

- **Route 113, Salisbury-Delmar.** This route operates Monday-Friday from 5:55 a.m. to 10:54 p.m. offering thirteen round trips primarily on hourly headways, with the exception of evening service. The route also operates on Saturdays from 1:55 p.m. to 10:54 p.m. The Route 113 replaces the winter season's Route 112.
- **Route 153, South Salisbury.** This route provides transportation throughout Salisbury and Fruitland offering nine round trips Monday-Friday from 5:00 a.m. to 7:52 p.m. The Route 153 replaces the winter season's Route 152.
- **Route 197, East and West Salisbury.** The East and West Salisbury Route operates Monday-Friday from 5:30 a.m. to 8:26 p.m. offering eight round trips per day on one and half hour headways. The Route 197 replaces the winter season's Route 196.

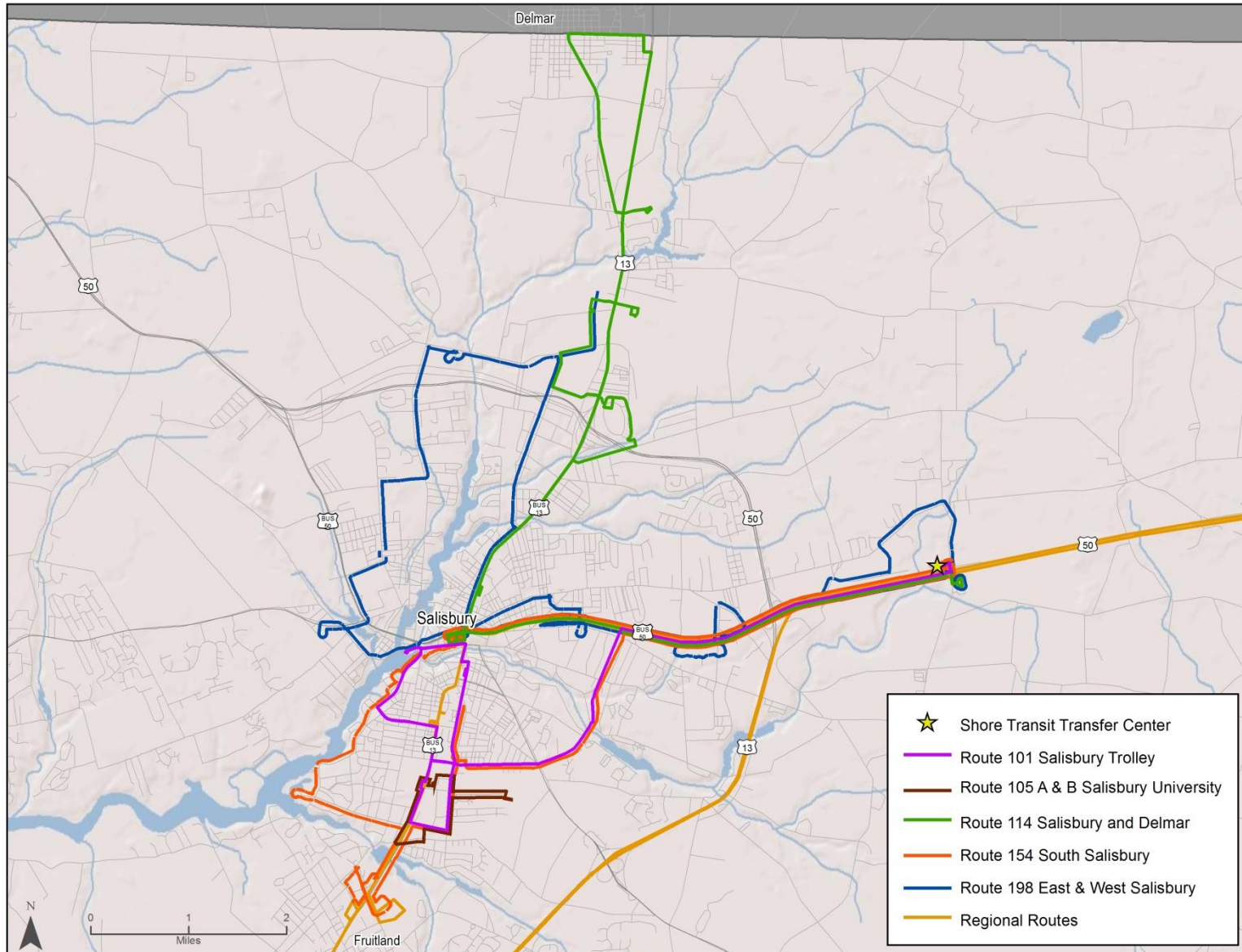
Figure 6-4 provides a map of the local fixed routes based on the current Winter schedule.

Shore Transit's main transfer point is co-located with the agency's operating facility located at 31901 Tri-County Way, which is east of downtown Salisbury along the Route 50 corridor. Greyhound uses the facility as its Salisbury passenger stop. Shore Transit's transfer point was moved in 2013 from Calvert Street in downtown Salisbury. There continues to be transfer activity at the Calvert Street location for those routes that serve downtown Salisbury.

Shore Access

Shore Access is the name of Shore Transit's ADA complementary paratransit program, which offers origin to destination service within three-quarters of a mile of Shore Transit's fixed routes for people with disabilities. Riders must be certified as eligible for the service by Shore Transit. Service is available during the same service period as the fixed routes.

Figure 6-4: Shore Transit's Local Fixed Routes



Shore Ride

Transportation service is provided in the rural areas of the region, defined as those areas that are three-quarters of a mile or farther from a fixed route. Shore Ride provides service on an origin to destination basis for seniors (age 62 and over) and people with disabilities. For general public riders, service is provided to local destinations or to the closest fixed route bus stop. Shore Ride operates Monday through Friday from 8:30 a.m. to 4:30 p.m.

NON-PROFIT AND HUMAN SERVICE TRANSPORTATION PROVIDERS

Some area residents may be eligible to use transportation services provided by private, non-profit organizations. Most of these organizations offer transportation for their clients, allowing individuals to participate in day programs or employment. Many of these programs also provide transportation for medical appointments. These organizations include:

- Bay Shore Services
- County Commissions on Aging
- County Departments of Social Services
- County Health Departments
- Deer's Head Center
- Go Getters, Inc.
- Lower Shore Enterprises
- Worcester County Commission on Aging

For several years, Shore Transit provided Medical Assistance transportation (demand-response, for those trips that could not be accommodated on Shore Transit's fixed routes) for all three of the local county health departments, either directly, or through local taxi companies. Shore Transit found that the expenses associated with providing these trips were higher than the revenues received, causing financial stress for Shore Transit. Rates for Medical Assistance trips were raised substantially by Shore Transit, which has resulted in a significant shift from Shore Transit to local taxi companies for Medical Assistance trips.

PRIVATE TRANSPORTATION PROVIDERS

Taxi Services

There are a number of taxi companies providing service in the Lower Eastern Shore Region. The regional providers, primarily based in Salisbury, include:

- Bailey's Taxi Service, Salisbury
- Big City Cab, Crisfield
- City Cab, Salisbury

- Pinnacle Transportation, Salisbury
- Riverside Taxi, Salisbury
- Salisbury Taxi, Salisbury
- University Taxi, Princess Anne
- Yellow Cab, Salisbury

In addition to these providers, Ocean City has the largest presence of taxicabs in the Lower Eastern Shore. In 2010, the Town of Ocean City implemented a medallion system. A medallion is required for each taxicab vehicle. There were 175 medallions sold. The sale price for a medallion was \$1,500 with an annual renewal fee of \$500. The intent of the medallion system was to reduce competition in order to attract operators that maintain good standings (safety). The list of operators with a medallion is provided as Table 6-2. Based on this medallion system, the town also receives 25 percent of the sale price each time an existing medallion is sold.

Table 6-2: Taxi Providers in the Town of Ocean City

Company	Medallion Type	City, State, Zip	No. of Medallions
A Better Cab	Fleet	Ocean City, MD 21842	2
Aaron Cab	Independent	Odenton, MD 21113-2706	1
AAT Party Car	Fleet	Berlin, MD	2
AB Sea Taxi	Independent	Fruitland, MD 21826	1
About Town	Fleet	Berlin, MD 21811	6
Academy Taxi	Fleet	Princess Anne, MD 21853	1
Academy Taxi	Fleet	Princess Anne, MD 21853	3
American Veteran	Independent	Ocean City, MD 21842	1
Amir Taxi	Independent	Princess Anne, MD 21853	1
Apple Taxi	Independent	Princess Anne, MD 21853	1
At The Beach	Fleet	Newark, Md 21841	5
Beach Cruiser	Independent	Selbyville, DE 19975	1
Best Taxi	Independent		1
Blue Ocean Taxi	Independent	Ocean City, MD 21842	1
Bridge Taxi, LLC t/a Wally's Taxi	Fleet	Ocean City, MD 21842	2
Casino Express Taxi Service	Fleet	Ocean City, MD 21842	2
Century Taxi	Fleet	Bishopville, MD 21813	6
Century Taxi	Fleet	Bishopville, MD 21813	1
City Cab	Fleet	Bishopville, MD 21813	18
Coastal Cab	Independent	Ocean City, MD 21842	1
Community Cab	Independent	Ocean City, MD 21842	1
Curb Taxi	Independent		1
Dave's Taxi	Fleet	Berlin, MD 21811	3
Delmarva Taxi	Independent	Berlin, MD 21811	1
Dennis Mantle Taxi	Independent	Beechcreek, PA 16822	1
EZ Ryder	Fleet	Salisbury, MD 21804	1

Company	Medallion Type	City, State, Zip	No. of Medallions
Golden Sands Taxi	Independent	Princess Anne, MD 21853	1
Happy Cab	Independent	Berlin, MD 21811	1
Holiday Taxi	Fleet	Selbyville, DE 19975	1
I Taxi	Fleet	Ocean City, MD 21842	3
Info Taxi	Independent	Ocean City, MD 21842	1
IRIE Taxi	Independent	Washington, DC 20011	1
Island Way Taxi	Fleet	Salisbury, MD 21801	3
Lightning Taxi	Independent	Ocean City, MD 21842	1
Luxury Cab	Independent	Dundalk, MD 21222	1
Marks Taxi	Fleet	Ocean City, MD 21842	2
Nadine Taxi	Independent	Fruitland, MD 21826	1
Night Life Taxi	Independent	Ocean City, MD 21842	1
Nite Club Taxi	Fleet	Ocean City, MD 21842	7
Nite Club Taxi (aka A Beach Taxi)	Fleet	Ocean City, MD 21842	5
North End Taxi	Fleet	Eden, MD 21822	4
O Sea Taxi	Independent	Ocean City, MD 21842	1
Ocean City Club	Independent	Ocean City, MD 21842	1
Ocean City Taxi	Fleet	Salisbury, MD 21804	32
Oceanic Taxi	Fleet	Ocean City, MD 21842	4
Ocean's Nite Taxi	Fleet	Ocean City, MD 21842	1
Ocean's Nite Taxi	Fleet	Ocean City, MD 21842	1
On Time Taxi	Fleet	Ocean City, MD 21842	3
One Love Taxi	Independent	Silver Spring, MD 20901	1
Paul's Taxi	Independent	Willards, MD 21874	1
Red C Taxi	Independent	Salisbury, MD 21801	1
Safari Taxi	Independent	Salisbury, MD 21804	1
Schilloci Taxi	Independent	Newark, MD 21841	1
Sunset Taxi	Fleet	Ocean City, MD 21842	7
Target Taxi	Fleet	Princess Anne, MD 21853	2
Taxi Taxi	Fleet	Ocean City, MD 21842	8
The Cab Guy	Independent	Ocean City, MD 21842	1
Tipsy Taxi	Independent	Ocean City, MD 21842	1
Ultimate Taxi	Independent	Ocean City, MD 21843	1
University Taxi	Fleet	Princess Anne, MD 21853	4
Yamaha Taxi	Independent	Washington, DC 20011	1

INTERCITY BUS

Below is a list of transportation providers that offer scheduled services to the Lower Eastern Shore.

Greyhound

Greyhound Bus Lines, Inc. maintains a bus station with a ticketing and package desk in the Tri-County Council Multi-Purpose Center which is also the main transfer station for Shore Transit. Greyhound provides daily scheduled service to Annapolis and Baltimore, MD; Washington, D.C., New York, NY; Newark, NJ; Richmond, VA and Norfolk, VA; Philadelphia, PA; and Dover and Wilmington, DE. Current departure times are as follows:

- To Annapolis and Washington, DC: 4:30 p.m.
- To Annapolis and Baltimore, MD: 10:00 a.m. and 6:45 p.m.
- To Delaware, New Jersey, New York: 2:05 a.m. and 10:00 a.m.
- To Richmond and Norfolk, VA: 2:45 p.m. and 7:45 p.m.

Greyhound no longer operates to Ocean City. Shore Transit interconnects to take Greyhound passengers to and from the Shore Transit terminal and Ocean City.

More information can be obtained from www.greyhound.com.

BayRunner Shuttle

The BayRunner Shuttle also provides intercity bus service from the Lower Eastern Shore with daily trips to the Baltimore-Washington International Airport and the downtown Baltimore Greyhound Station. BayRunner's eastern shore schedules are listed in Table 6-3. This service is arranged to allow passengers to make convenient connections with the rest of the intercity bus, rail, and airport network. More information can be obtained from www.bayrunnershuttle.com.

Table 6-3: Bay Runner Schedules to/from Eastern Shore

Daily Departures to Baltimore Area								
Leave Ocean City	Leave Ocean Pines	Leave Salisbury	Leave Cambridge	Leave Easton	Leave Kent Island	Arrive BWI Marshall Airport	Arrive BWI Rail Station	Arrive Baltimore Greyhound Bus Station
N/A	N/A	5:20 AM	6:00 AM	6:30 AM	6:55 AM	7:30 AM	7:35 AM	N/A
N/A	N/A	7:20 AM	8:00 AM	8:30 AM	8:55 AM	9:30 AM	9:35 AM	N/A
8:10 AM	8:30 AM	9:20 AM	10:00 AM	10:30 AM	10:55 AM	11:30 AM	11:35 AM	12:00 PM
10:10 AM	10:30 AM	11:20 AM	12:00 PM	12:30 PM	12:55 PM	1:30 PM	1:35 PM	2:00 PM
12:10 PM	12:30 PM	1:20 PM	2:00 PM	2:30 PM	2:55 PM	3:30 PM	3:35 PM	N/A
2:10 PM	2:30 PM	3:20 PM	4:00 PM	4:30 PM	4:55 PM	5:30 PM	5:35 PM	6:00 PM
4:10 PM	4:30 PM	5:20 PM	6:00 PM	6:30 PM	6:55 PM	7:30 PM	7:35 PM	8:00 PM
Daily Departures from Baltimore Area								
Leave Baltimore Greyhound Bus Station	Leave BWI Marshall Airport	Leave BWI Rail Station	Arrive Kent Island	Arrive Easton	Arrive Cambridge	Arrive Salisbury	Arrive Ocean Pines	Arrive Ocean City
N/A	8:30 AM	8:35 AM	9:15 AM	9:35 AM	10:05 AM	10:40 AM	11:30 AM	11:50 AM
N/A	10:30 AM	10:35 AM	11:15 AM	11:35 AM	12:05 PM	12:40 PM	1:30 PM	1:50 PM
12:10 PM	12:30 PM	12:35 PM	1:15 PM	1:35 PM	2:05 PM	2:40 PM	3:30 PM	3:50 PM
2:10 PM	2:30 PM	2:35 PM	3:15 PM	3:35 PM	4:05 PM	4:40 PM	5:30 PM	5:50 PM
N/A	4:30 PM	4:35 PM	5:15 PM	5:35 PM	6:05 PM	6:40 PM	7:30 PM	7:50 PM
6:10 PM	6:30 PM	6:35 PM	7:15 PM	7:35 PM	8:05 PM	8:40 PM	9:30 PM	9:50 PM
8:10 PM	8:30 PM	8:35 PM	9:15 PM	9:35 PM	10:05 PM	10:40 PM	11:30 PM	11:50 PM

DART

DART First State and the Delaware Transit Corporation (DTC) - The DTC operates seasonal resort bus service that connects Ocean City, MD and Rehoboth Beach, DE. This route, Route 208, connects Ocean City, Fenwick, South Bethany, Bethany Beach, Dewey Beach, and Rehoboth. The Rehoboth Park & Ride stop serves as the major transfer point connecting riders from Ocean City to all of the other seasonal resort bus services. Additional information can be viewed at www.dartfirststate.com.

Tiger Travel Bus

The Tiger Travel Bus, oriented to the needs of Salisbury University students, provides bus service from Salisbury to destinations including New York, NY; Norfolk, VA; and Virginia Beach, VA. Tiger Travel's Salisbury bus station is located on South Salisbury Boulevard near Salisbury University.

Chapter 7: Prioritized Strategies

INTRODUCTION

A key element required in the coordinated transportation plan involves strategies, activities, and/or projects that address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery. As noted in the FTA coordinated transportation planning guidance, priorities based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities must be identified.

This section provides a prioritized list of strategies for the Lower Eastern Shore Region based on local stakeholder review and input. This list built upon the ones included in the previous coordinated plan, and were initially updated to reflect needs identified by the group at the regional workshop discussed in Chapter 2. The updated list of strategies was then discussed with regional stakeholders at a May 6, 2015 meeting, and subsequently updated and prioritized based on their input. Regional stakeholders agreed that this list would be grouped by strategies that were higher priorities, ones that were a medium priority, and strategies that were a lower priority.

GOALS / STRATEGIES

The development of potential strategies took into account overall goals for maintaining and improving mobility in the region. While many of the strategies are interrelated, for consideration by regional stakeholders the proposed strategies were grouped by these goals. The prioritized list with a description of each potential strategy is provided in the next section.

Goal

Maintain existing services through appropriate operating and capital funding.

Strategies

- Continue to support capital projects that are planned, designed, and carried out to meet the specific needs of seniors and individuals with disabilities.
- Maintain services that are effectively meeting identified transportation needs in the region.

Goal

Ensure customers are aware of existing transportation options and can use these services effectively.

Strategy

- Establish or expand programs that train customers, human service agency staff, medical facility personnel, elected officials, and others in the use and availability of transportation services

Goal

Expand public transportation options in the region.

Strategy

- Support recommendations to improve public transportation identified through detailed transit development plans conducted in the region

Goal

Expand specialized transportation services for people who unable to use or access public transit services.

Strategy

- Use current human services transportation services to provide additional trips, especially for older adults and people with disabilities
- Expand options for long distance medical trips, especially for people who do not qualify for Medical Assistance funded transportation

Goal

Consider a broader variety of transportation services that target specific needs identified through the coordinated transportation planning process.

Strategies

- Use volunteers to provide more specialized and one-to-one transportation services
- Expand access to taxi and other private transportation operators
- Consider and implement vehicle repair programs

Goal

Secure additional funding and resources to support community transportation services.

Strategies

- Develop additional partnerships and identify new funding sources to support public transit and human service transportation
- Advocate for additional funding to support public transit and human service transportation

Goal

Provide more flexible transportation services that respond to seasonal nature of the region.

Strategy

- Provide flexible services that can accommodate seasonal businesses and peak tourism seasons.

Goal

Improve coordination and connectivity in the region.

Strategies

- Improve coordination between transportation providers in the region.
- Improve coordination of available transportation services with dialysis treatment and other medical facilities.
- Improve connectivity between land use planning and community transportation services.

HIGH PRIORITIES

Maintain Services that are Effectively Meeting Identified Transportation Needs in the Region

While maintaining the current capital infrastructure is vital to meeting community transportation needs, financial resources are needed to operate vehicles and continue services at the current level. This strategy involves providing operating funds to support existing public transit services and human services transportation that are effectively meeting mobility needs identified in the region, especially those serving older adults and individuals with disabilities.

The MTA has established performance standards for the Locally Operated Transit Systems (LOTS) as a tool to monitor effectiveness and efficiency. These performance standards are derived from a compilation of sources that include industry research, industry experience, and peer reviews. The performance standards include:

- Operating Cost Per Hour
- Operating Cost Per Mile
- Operating Cost Per Passenger Trip
- Farebox Recovery
- Passenger Trips Per Mile
- Passenger Trips Per Hour

Through this strategy there would be support for public transit services operated by the LOTS that are meeting these standards. It also allows for opportunities to identify existing services that are important to the community, but that could be improved through modifications or technical assistance. This strategy would also enable the LOTS and regional stakeholders to establish public transit service baselines to help determine if additional funding is warranted.

Transportation provided through human service agencies is more specialized, and therefore is not monitored through these performance measures. There are tools available that these agencies can use to evaluate their transportation programs and ensure that financial resources are being used effectively. An example would be for human service agencies to utilize Easter Seals Project Action's *Transportation by the Numbers* tool which provides human service organizations with ways to more easily identify expenses, revenues and performance outcomes so that agencies can make more informed decisions about their future in the transportation business. This tool is available through www.projectaction.org.

Expand Options for Long Distance Medical Trips, Especially For People Who Do Not Qualify For Medical Assistance

Regional stakeholders expressed the need for transportation services that serve long-distance medical trips, particularly for people who are not eligible for Medicaid funded transportation. One consideration though this strategy is to use a commuter-oriented model as a basis for developing a ride-sharing program for long distance medical trips. A database of potential drivers and riders could be kept with a central "mobility manager," who would match the trip needs with the available participating drivers. The riders would share the expenses with the drivers on a per-mile basis (i.e., similar to mileage reimbursement).

The ridesharing strategy could be a cost-effective way to provide long-distance medical trips without sending a human service or public-transit vehicle out of the region for a day. It will, however, require an agency or organization in the region with the organizational structure and the willingness to assume the lead role and the ability to coordinate and implement the program.

Advocate for Additional Funding to Support Public Transit and Human Service Transportation

Coupled with the need to develop additional partnerships is a stronger advocacy campaign that highlights the impact that public transportation and human services transportation has on residents of the region, and how it is a vital component of the community transportation infrastructure. There is a need to educate locally elected officials on the impact of transportation services and the need for additional funding. Specific talking points are needed to ensure a consistent message.

This strategy involves a regional and unified effort to inform elected officials, local and national decision makers, and the general public on the dire need for additional funding to support current services. Taking this a step further, greater funding to expand transportation options would be necessary, especially since additional administrative resources are often overlooked when operational expansion is discussed.

This advocacy campaign could be part of a national movement to stress the importance of community and public transit in the surface transportation reauthorization debate in Washington, D.C. The Community Transportation Association of America (CTAA) and the American Public Transportation Association (APTA) have developed a variety of resources that can be used in advocacy efforts with local offices of House and Senate members, local media and state and local elected officials.

Develop Additional Partnerships and Identify New Funding Sources to Support Public Transit and Human Service Transportation

During the regional workshop, local stakeholders noted that there is currently a lack of overall funding to support the variety of transportation services that are needed in the region. In addition, the demand for public transit, human services transportation, and specialized transportation services continues to grow daily. One of the key obstacles the transportation industry faces is how to pay for additional services.

This strategy would involve identifying partnerships opportunities to leverage additional funding to support public-transit and human-services transportation in the region. It would include meeting multiple unmet needs and issues by tackling non-traditional sources of funding. Hospitals, supermarkets, and retailers who want the business of the region's riders may be willing to pay for part of the cost of transporting those riders to their sites. This approach is applicable to both medical and retail establishments already served, as well as to new businesses. While this plan helps to document the need for these additional services, some may need to be further quantified. In addition, it might also be necessary to document unmet needs and gaps in service as part of educating elected officials and potential funders.

Improve Coordination of Available Transportation Services With Dialysis Treatment and Other Medical Facilities

During the coordinated planning workshop it was noted that coordination between stakeholders that was foundation for previous successful efforts is now waning, and coordination between human service agencies is not progressing. Recipients of funding through the Section 5310 Program are required to coordinate with other Federally assisted programs and services in order to make the most efficient use of Federal resources. However, this is an ongoing issue since for the most part each agency and organization operates transportation independently of others in the region.

This strategy calls for greater coordination of services and financial resources in an effort to use available funding as effectively as possible. The reality is the demand for public and human services transportation in the region will continue to surpass resources, so it is vital that wheelchair accessible vans in the community are fully utilized, that long distance trips are consolidated when possible, and training and vehicle maintenance are coordinated. This strategy supports efforts to re-energize grass roots efforts to take coordination of transportation services to the next level, including improved technology that encourages coordination.

There is also a need to improve coordination with dialysis facilities, as current services are not designed to accommodate return trip after dialysis treatment. In addition dialysis facility openings need to be coordinated with available transportation services. This strategy supports efforts to work with dialysis and other medical facilities to ensure transportation options are taken into consideration when scheduling treatments and appointments.

MEDIUM PRIORITIES

Continue to Support Capital Projects that are Planned, Designed, and Carried Out to Meet the Specific Needs of Seniors and Individuals with Disabilities

Maintaining and building upon current capital infrastructure is crucial to expanding mobility options, especially for older adults, people with disabilities, veterans, and people with lower incomes in the region. Before the region can consider efforts for improving mobility for these population groups it is critical to ensure that the current foundation of services remains in place through a sufficient capital network.

This strategy involves acquisition of replacement buses or vans, vehicle rehabilitation or overhaul, and other appropriate vehicle equipment improvements that support the current capital infrastructure in the region, especially for non-profit organizations that provide human services transportation. It also includes preventative maintenance, an eligible (capital) expense through the Section 5310 Program. With limited capital funding to replace buses it is essential that current vehicles are maintained and remain safe and operable beyond the typical useful life criteria.

Establish or Expand Programs That Train Customers, Human Service Agency Staff, Medical Facility Personnel, Elected Officials, and Others in the Use and Availability of Transportation Services

Despite current outreach efforts regional stakeholders noted that some people are not aware of available transportation options and unsure about how to use available transportation services. They specifically noted the need to expand marketing of availability of Shore Ride services to the rural areas in the region. Expanded travel training and better promotion of training that is available is needed, especially for older adults on how to use the available services.

This strategy involves expanded outreach programs to ensure people helping others with their transportation issues are aware of mobility options in the region. Additional efforts include expanded travel training programs to help individuals use available public transit services.

While marketing efforts should be broader than just public transit services and provide information on the variety of transportation options in the region, this strategy and potential projects should incorporate recommendations from the TDPs. For instance the Town of Ocean City's TDP notes that one service-related administrative function that could help increase ridership is to make information about how to use the service and when the next bus will arrive easier for customers to access and understand.

Support Recommendations to Improve Public Transportation Identified Through Detailed Transit Development Plans Conducted in the Region.

Stakeholders expressed the need for expanded and more frequent public transit services in the region. The opportunity to meet these needs is through a Transit Development Plan (TDP), a short-range transit planning process that is conducted by transit systems on a periodic basis. The TDP planning process builds on or formulates the county's or region's goals and objectives for transit, reviews and assesses current transit services, identifies unmet transit needs, and develops an appropriate course of action to address the objectives in the short-range future, typically a five-year horizon. This TDP then serves as a guide for public transportation, providing a roadmap for implementing service and/or organizational changes, improvements, and/or potential expansions. A Transit Advisory Committee (TAC), comprised of local stakeholders, guides the development of the TDP.

The MTA requires the LOTS in Maryland to conduct a TDP on an ongoing basis. The LOTS use their TDP as a basis for preparing their Annual Transportation Plans (ATPs) that serve as their Annual Grant Applications for transit funding. This strategy calls for support of service recommendations included in previous and future TDPs. Detailed in each plan, these recommendations respond to a variety of the transportation needs expressed by regional stakeholders such as improving access to work locations and employment opportunities.

A TDP was completed for the Town of Ocean City in November, 2014. The TDP noted that it is anticipated that OCT will continue operating existing routes and levels of service for the Coastal

Highway Beach Bus, West Ocean City Park & Ride Shuttle, and ADA paratransit service (supplemented by MEDTRN).

A TDP is currently underway for Shore Transit. It is anticipated that the TDP will address needs specific to public transit services identified at the coordinated planning workshop. These include the need for expanded services that operate more frequently, require fewer transfers, and provide for a shorter duration of travel. The fare structure will also be reviewed. Regional stakeholders noted fares may be cost prohibitive for people on fixed incomes and who are frequent users of transportation services.

Provide Flexible Services That Can Accommodate Seasonal Businesses and Peak Tourism Seasons

Regional stakeholders noted that there is a need for flexible transportation services that can meet the changing demands created by seasonal workers and tourists. The seasonal nature of these needs can be challenging for implementing public transit services that would only operate part of the year, and therefore more flexible services may need to be considered.

This strategy supports the implementation of flexible services to meet these needs. This strategy provides the mechanism for a variety of possible public-private partnerships with major employers and with large hotel and resort facilities. It offers opportunities for private transportation operators who may have greater organizational flexibility and fewer constraints, and therefore can respond quicker to the ever-changing needs of seasonal transportation services.

Improve Coordination between Transportation Providers in the Region

During the coordinated planning workshop it was noted that coordination between stakeholders that was foundation for previous successful efforts is now waning, and coordination between human service agencies is not progressing. Recipients of funding through the Section 5310 Program are required to coordinate with other federally assisted programs and services in order to make the most efficient use of Federal resources. This is an ongoing issue since for the most part each agency and organization operates transportation independently of others in the region.

This strategy calls for greater coordination of services and financial resources in an effort to use available funding as effectively as possible. The reality is the demand for public and human services transportation in the region will continue to surpass resources, so it is vital that wheelchair accessible vans in the community are fully utilized, that long distance trips are consolidated when possible, and training and vehicle maintenance are coordinated. This strategy supports efforts to re-energize grass roots efforts to take coordination of transportation services to the next level, including improved technology that encourages coordination.

LOWER PRIORITIES

Expand Access to Taxi and Other Private Transportation Operators

Regional stakeholders expressed the need for greater transportation options that allow for unplanned and impromptu trips, and transportation services that allow trip-chaining, i.e. customer needs stop at daycare before arriving at work location, or customer who needs to stop to have prescription filled after leaving doctor's office but before arriving at home. For these trips private transportation services may be the best options for area residents.

This strategy encourages greater access to taxi and other private transportation services through voucher programs that help offset user costs while helping to ensure the profitability for the private operators. It also promotes community partnerships, especially between the disability community and taxi operators, that are especially essential in the effort to increase the availability of accessible vehicles. These partnerships can help to assess anticipated demand and business potential, to confirm marketing and outreach efforts, and most importantly to identify potential funding and subsidy opportunities.

Use Current Human Services Transportation Services to Provide Additional Trips, Especially for Older Adults And People With Disabilities

The expansion of current human service transportation programs operated in the region is a logical strategy for improving mobility, especially for older adults and people with disabilities. This strategy would meet multiple unmet needs and issues identified by regional stakeholders, including providing mobility for people who live beyond fixed-route public transit services and people who live in the more remote areas of the region, while taking advantage of existing organizational structures. This strategy would also support door-to-door transportation needed by customers who need assistance to travel safely and an escort from a departure point, into and out of a transport vehicle and to the door of their destination.

Operating costs – driver salaries, fuel, and vehicle maintenance – would be the primary expense for expanding demand-response services by human service agencies, though additional vehicles may be necessary for providing expanded same-day and door-to-door transportation services.

Improve Connectivity between Land Use Planning and Community Transportation Services

Regional stakeholders expressed the need to improve connectivity between land use and future development with transportation services. Decisions where to place popular destinations has tremendous impact on the ability of public transit providers to serve these locations, and therefore it is vital that transportation providers are involved at the outset of the development process. This strategy supports efforts that ensure public transit and other transportation

providers are at the table and can provide their input on parking lot design, shelter placement, and other land use considerations.

This strategy also supports efforts to incorporate biking into the community transportation network and the planning process. This includes the need for additional bike racks on buses.

Consider and Implement Vehicle Repair Programs

In the region some people with lower incomes will have a car available for their use, but it may be inoperable. With long trip distances and dispersed populations in the rural areas of the region, sometimes a repaired automobile is the most cost-effective way to provide a person with access to employment opportunities and to community services.

While the FTA funding programs do not allow funds to be used for vehicle repair to repair cars, this strategy calls for the consideration and implementation of programs that are funded through donations and other resources and enable car ownership. A possible model or partnership is with Vehicles for Change Inc. (VFC) that empowers families with financial challenges to achieve economic and personal independence a car ownership and technical training program.

Use Volunteers to Provide More Specialized and One-To-One Transportation Services

A variety of transportation services are needed to meet the mobility needs of older adults and people with disabilities. Some of the needs identified by regional stakeholders are better handled through more specialized services beyond those typically provided through general public transit services. In addition the rural nature and the geographic makeup of the region are not always conducive for shared-ride services. The implementation of a volunteer driver program would offer transportation options that are difficult to meet through public transit and human service agency transportation, and provide a more personal and one-to-one transportation service for customers who may require additional assistance. Fortunately, there are numerous examples of successful volunteer driver programs in Maryland and throughout the country that can be used as models to design a volunteer-driver program for the region.

Chapter 8: Ongoing Arrangements

A required step in the local application process for Section 5310 Program funds is to submit part of the application to the appropriate Regional Coordinating Body for endorsement. These Regional Coordinating Bodies are responsible for reviewing local applications before they are submitted to the MTA, and endorsing only those applications that are derived from/included in the current regional coordinated transportation plan.

For the Lower Eastern Shore an ongoing Lower Shore Regional Coordinating Committee structure has been served in this review process. This committee provides an ongoing forum for members to:

- Provide input and assist public transit and human service transportation providers in establishing priorities with regard to community transportation services.
- Review and discuss coordination strategies in the region and provide recommendations for possible improvements to help expand mobility options in the region.
- Review and discuss strategies for coordinating services with other regions in Maryland and outside the State to help expand mobility options.
- Lead updates of the *Lower Eastern Shore Public Transit-Human Services Transportation Plan*.

This committee, established by the Tri County Council for the Lower Eastern Shore with MTA oversight, includes appropriate representatives from stakeholder organizations and the public. Participants of the 2015 coordinated transportation planning process not already involved in this committee are encouraged to contact the Tri County Council for the Lower Eastern Shore if they have interest in possibly serving on the committee.

Chapter 9: Plan Adoption Process

Stakeholders from the Lower Eastern Shore Region who participated in the coordinated transportation planning process had the opportunity to review a preliminary draft of this plan. Their input was incorporated into this final draft that will be reviewed by the Shore Transit Advisory Board. On March 17, 2016, the Shore Transit Advisory Board voted unanimously to support and approve this Coordinated Transportation Plan for the Lower Eastern Shore.

Appendix A: Coordinated Planning Guidance

COORDINATED PLANNING

1. The Coordinated Public Transit – Human Services Transportation Plan

Federal transit law, as amended by MAP-21, requires that projects selected for funding under the Section 5310 program be “included in a locally developed, coordinated public transit-human services transportation plan” and that the plan be “developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers and other members of the public.” The experiences gained from the efforts of the Federal Interagency Coordinating Council on Access and Mobility (CCAM), and specifically the United We Ride (UWR) initiative, provide a useful starting point for the development and implementation of the local public transit-human services transportation plan required under the Section 5310 program.

Many states have established UWR plans that may form a foundation for a coordinated plan that includes the required elements outlined in this chapter and meets the requirements of 49 U.S.C. 5310. In addition, many states and designated recipients may have coordinated plans established under SAFETEA-LU, and those plans may be updated to account for new stakeholders, eligibility, and MAP-21 requirements. FTA maintains flexibility in how projects appear in the coordination plan. Projects may be identified as strategies, activities, and/or specific projects addressing an identified service gap or transportation coordination objective articulated and prioritized within the plan.

2. Development of the Coordinated Public Transit - Human Services Transportation Plan

Overview

A locally developed, coordinated public transit-human services transportation plan (“coordinated plan”) identifies the transportation needs of individuals with disabilities, seniors, and people with low incomes; provides strategies for meeting those local needs; and prioritizes transportation services and projects for funding and implementation. Local plans may be developed on a local, regional, or statewide level. The decision as to the boundaries of the local planning areas should be made in consultation with the state, designated recipient, and the MPO, where applicable. The agency leading the planning process is decided locally and does not have to be the state or designated recipient.

In UZAs where there are multiple designated recipients, there may be multiple plans and each designated recipient will be responsible for the selection of projects in the designated recipient’s area. A coordinated plan should maximize the programs’ collective coverage by minimizing duplication of services. Further, a coordinated plan must be developed through a process that includes participation by seniors, individuals with disabilities, representatives of public, private and nonprofit transportation and human service transportation providers, and other members of the public. While the plan is only required in communities seeking funding under the Section 5310 program, a coordinated plan should incorporate activities offered

under other programs sponsored by federal, state, and local agencies to greatly strengthen its impact.

Required Elements

Projects selected for funding shall be included in a coordinated plan that minimally includes the following elements at a level consistent with available resources and the complexity of the local institutional environment:

- An assessment of available services that identifies current transportation providers (public, private, and nonprofit)
- An assessment of transportation needs for individuals with disabilities and seniors. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service
- Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery
- Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities identified

Local Flexibility in the Development of a Local Coordinated Public Transit-Human Services Transportation Plan

The decision for determining which agency has the lead for the development and coordination of the planning process should be made at the state, regional, and local levels. FTA recognizes the importance of local flexibility in developing plans for human service transportation. Therefore, the lead agency for the coordinated planning process may be different from the state or the agency that will serve as the designated recipient for the Section 5310 program. Further, FTA recognizes that many communities have conducted assessments of transportation needs and resources regarding individuals with disabilities and seniors. FTA also recognizes that some communities have taken steps to develop a comprehensive, coordinated human service transportation plan either independently or through United We Ride efforts. FTA supports communities building on existing assessments, plans, and action items. As new federal requirements must be met, communities may need to modify their plans or processes as necessary to meet these requirements. FTA encourages communities to consider inclusion of new partners, new outreach strategies, and new activities related to the targeted programs and populations.

Plans will vary based on the availability of resources and the existence of populations served under these programs. A rural community may develop its plans based on perceived needs emerging from the collaboration of the planning partners, whereas a large urbanized community may use existing data sources to conduct a more formal analysis to define service gaps and identify strategies for addressing the gaps.

This type of planning is also an eligible activity under four other FTA programs—the Metropolitan Planning (Section 5303), Statewide Planning (Section 5304), Formula Grants for

Rural Areas (Section 5311), and Urbanized Area Formula (Section 5307) programs—all of which may be used to supplement the limited (10 percent) planning and administration funding under this program. Other resources may also be available from other entities to fund coordinated planning activities. All “planning” activities undertaken in urbanized areas, regardless of the funding source, must be included in the Unified Planning Work Program of the applicable MPO.

Tools and Strategies for Developing a Coordinated Plan

States and communities may approach the development of a coordinated plan in different ways. The amount of available time, staff, funding, and other resources should be considered when deciding on specific approaches. Regardless of the method chosen, seniors; individuals with disabilities; representatives of public, private, and nonprofit transportation and human service providers; and other members of the public must be involved in the development and approval of the coordinated plan. The following is a list of potential strategies for consideration:

- **Community planning session.** A community may choose to conduct a local planning session with a diverse group of stakeholders in the community. This session would be intended to identify needs based on personal and professional experiences, identify strategies to address the needs, and set priorities based on time, resources, and feasibility for implementation. This process can be done in one meeting or over several sessions with the same group. It is often helpful to identify a facilitator to lead this process. Also, as a means to leverage limited resources and to ensure broad exposure, this could be conducted in cooperation, or coordination, with the applicable metropolitan or statewide planning process.
- **Self-assessment tool.** *The Framework for Action: Building the Fully Coordinated Transportation System*, developed by FTA and available at www.unitedwerride.gov, helps stakeholders realize a shared perspective and build a roadmap for moving forward together. The self-assessment tool focuses on a series of core elements that are represented in categories of simple diagnostic questions to help groups in states and communities assess their progress toward transportation coordination based on standards of excellence. There is also a *Facilitator’s Guide* that offers detailed advice on how to choose an existing group or construct an ad hoc group. In addition, it describes how to develop elements of a plan, such as identifying the needs of targeted populations, assessing gaps and duplication in services, and developing strategies to meet needs and coordinate services.
- **Focus groups.** A community could choose to conduct a series of focus groups within communities that provides opportunity for greater input from a greater number of representatives, including transportation agencies, human service providers, and passengers. This information can be used to inform the needs analysis in the community. Focus groups also create an opportunity to begin an ongoing dialogue with community representatives on key issues, strategies, and plans for implementation.

- **Survey.** The community may choose to conduct a survey to evaluate the unmet transportation needs within a community and/or available resources. Surveys can be conducted through mail, e-mail, or in-person interviews. Survey design should consider sampling, data collection strategies, analysis, and projected return rates. Surveys should be designed taking accessibility considerations into account, including alternative formats, access to the Internet, literacy levels, and limited English proficiency.
- **Detailed study and analysis.** A community may decide to conduct a complex analysis using inventories, interviews, Geographic Information Systems (GIS) mapping, and other types of research strategies. A decision to conduct this type of analysis should take into account the amount of time and funding resources available, and communities should consider leveraging state and MPO resources for these undertakings.

3. Participation in the Coordinated Public Transit – Human Services Transportation Planning Process

Recipients shall certify that the coordinated plan was developed and approved through a process that included participation by seniors; individuals with disabilities; representatives of public, private, and nonprofit transportation and human services providers; and other members of the public. Note that the required participants include not only transportation providers but also providers of human services, and members of the public who can provide insights into local transportation needs. It is important that stakeholders be included in the development, approval, and implementation of the local coordinated public transit-human service transportation plan. A planning process in which stakeholders provide their opinions but have no assurance that those opinions will be considered in the outcome does not meet the requirement of “participation.” Explicit consideration and response should be provided to public input received during the development of the coordinated plan. Stakeholders should have reasonable opportunities to be actively involved in the decision-making process at key decision points, including, but not limited to, development and approval of the proposed coordinated plan document. The following possible strategies facilitate appropriate inclusion:

Adequate Outreach to Allow for Participation

- Outreach strategies and potential participants will vary from area to area. Potential outreach strategies could include notices or flyers in centers of community activity, newspaper or radio announcements, e-mail lists, website postings, and invitation letters to other government agencies, transportation providers, human services providers, and advocacy groups. Conveners should note that not all potential participants have access to the Internet and they should not rely exclusively on electronic communications. It is useful to allow many ways to participate, including in-person testimony, mail, e-mail, and teleconference. Any public meetings regarding the plan should be held in a location and time where accessible transportation services can be made available and adequately advertised to the general public using techniques such as those listed above. Additionally, interpreters for individuals with

hearing impairments and English as a second language and accessible formats (e.g., large print, Braille, electronic versions) should be provided as required by law.

Participants in the Planning Process

Metropolitan and statewide planning under 49 U.S.C. 5303 and 5304 require consultation with an expansive list of stakeholders. There is significant overlap between the lists of stakeholders identified under those provisions (e.g., private providers of transportation, representatives of transit users, and representatives of individuals with disabilities) and the organizations that should be involved in preparation of the coordinated plan.

The projects selected for funding under the Section 5310 program must be “included in a locally developed, coordinated public transit-human services transportation plan” that was “developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and non-profit transportation and human services providers and participation by other members of the public.” The requirement for developing the local public transit-human services transportation plan is intended to improve services for people with disabilities and seniors. Therefore, individuals, groups, and organizations representing these target populations should be invited to participate in the coordinated planning process. Consideration should be given to including groups and organizations in the coordinated planning process if present in the community. Examples of these types of groups are listed below.

Transportation Partners

- Area transportation planning agencies, including MPOs, councils of government (COGs), rural planning organizations (RPOs), regional councils, associations of governments, state departments of transportation, and local governments
- Public transportation providers, including ADA paratransit providers and agencies administering the projects funded under FTA urbanized and rural programs
- Private transportation providers, including private transportation brokers, taxi operators, vanpool providers, school transportation operators, and intercity bus operators
- Nonprofit transportation providers, including volunteer programs
- Past or current organizations funded under the Section 5310, JARC, and/or the New Freedom programs
- Human service agencies funding, operating, and/or providing access to transportation services

Passengers and Advocates

- Existing and potential riders, including both general and targeted population passengers (individuals with disabilities and seniors)
- Protection and advocacy organizations
- Representatives from independent living centers
- Advocacy organizations working on behalf of targeted populations

Human Service Partners

- Agencies that administer health, employment, or other support programs for targeted populations. Examples of such agencies include but are not limited to departments of social/human services, employment one-stop services, vocational rehabilitation, workforce investment boards, Medicaid, community action programs (CAP), Agency on Aging (AoA), Developmental Disability Council, community services board
- Nonprofit human service provider organizations that serve the targeted populations
- Job training and placement agencies
- Housing agencies
- Healthcare facilities
- Mental health agencies

Other

- Security and emergency management agencies
- Tribes and tribal representatives
- Economic development organizations
- Faith-based and community-based organizations
- Representatives of the business community (e.g., employers)
- Appropriate local or state officials and elected officials
- School districts
- Policy analysts or experts

Note: Participation in the planning process will not bar providers (public or private) from bidding to provide services identified in the coordinated planning process. This planning process differs from the project selection process, and it differs from the development and issuance of a request for proposal (RFP) as described in the common grant rule (49 CFR part 18 and part 19).

Levels of Participation

The suggested list of participants above does not limit participation by other groups, nor require participation by every group listed. Communities will have different types of participants depending on population and size of community, geographic location, and services provided at the local level. FTA expects that planning participants will have an active role in the development, approval, adoption, and implementation of the plan. Participation may remain low even though a good faith effort is made by the lead agency to involve passengers; representatives of public, private, and nonprofit transportation and human services providers; and others. The lead agency convening the coordinated planning process should document the efforts it utilized, such as those suggested above, to solicit involvement.

In addition, federal, state, regional, and local policy makers, providers, and advocates should consistently engage in outreach efforts that enhance the coordinated process because it is important that all stakeholders identify the opportunities that are available in building a coordinated system. To increase participation at the local levels from human service partners, state department of transportation offices are encouraged to work with

their partner agencies at the state level to provide information to their constituencies about the importance of partnering with human service transportation programs and the opportunities that are available through building a coordinated system.

Adoption of a Plan

As a part of the local coordinated planning process, the lead agency in consultation with participants should identify the process for approving and adopting the plan, and this process must include participation by stakeholders identified in the law: seniors; individuals with disabilities; representatives of public, private, and nonprofit transportation and human service providers; and other members of the public. A strategy for adopting the plan could also be included in the state's SMP and the designated recipient's PMP, further described in Chapter VII.

FTA will not formally review and approve coordinated plans. The recipient's grant application (see Appendix A) will document the plan from which each project listed is included, including the lead agency, the date of adoption of the plan, or other appropriate identifying information. This may be done by citing the section of the plan or page references from which the project is included.

4. Relationship to Other Transportation Planning Processes

Relationship between the Coordinated Planning Process and the Metropolitan and Statewide Transportation Planning Processes

The coordinated plan may either be developed separately from the metropolitan and statewide transportation planning processes and then incorporated into the broader plans, or be developed as a part of the metropolitan and statewide transportation planning processes. If the coordinated plan is not prepared within the broader process, the lead agency for the coordinated plan should ensure coordination and consistency between the coordinated planning process and metropolitan or statewide planning processes. For example, planning assumptions should not be inconsistent.

Projects identified in the coordinated planning process and selected for FTA funding must be incorporated into both the TIP and STIP in UZAs with populations of 50,000 or more; and incorporated into the STIP for rural areas under 50,000 in population. Depending on the projects resulting from the coordinated planning and selection process, a single line item on the TIP/STIP for capital or operating projects may be sufficient. However, given the expanded project and subrecipient eligibility under MAP-21, a designated recipient and state may need to consider more detailed programming, such as categorizing the projects based on the types of projects (capital or operating) and/or types of subrecipients, e.g., nonprofit, public entity, etc.

In some areas, where the coordinated plan or project selection is not completed in a time frame that coincides with the development of the TIP/STIP, the TIP/STIP amendment processes will need to be utilized to include selected projects in the TIP/STIP before FTA grant award.

The lead agency developing the coordinated plan should communicate with the relevant MPOs, state departments of transportation or regional planning agencies at an early stage in plan development. States with coordination programs may wish to incorporate the needs and strategies identified in local coordinated plans into statewide coordination plans.

Depending upon the structure established by local decision makers, the coordinated planning process may or may not become an integral part of the metropolitan or statewide transportation planning processes. State and local officials should consider the fundamental differences in scope, time horizon, and level of detail between the coordinated planning process and the metropolitan and statewide transportation planning processes. However, there are important areas of overlap between the planning processes, as well. Areas of overlap represent opportunities for sharing and leveraging resources between the planning processes for such activities as: (1) needs assessments based on the distribution of targeted populations and locations of employment centers, employment-related activities, community services and activities, medical centers, housing, and other destinations; (2) inventories of transportation providers/resources, levels of utilization, duplication of service, and unused capacity; (3) gap analysis; (4) any eligibility restrictions; and (5) opportunities for increased coordination of transportation services. Local communities may choose the method for developing plans that best fits their needs and circumstances.

Relationship between the Requirement for Public Participation in the Coordinated Plan and the Requirement for Public Participation in Metropolitan and Statewide Transportation Planning

Title 49 U.S.C. 5303(i)(6) and 5304(f)(3), as amended by MAP-21, require MPOs and states to engage interested parties in preparing transportation plans, TIPs, and STIPs. “Interested parties” include, among others, affected public agencies, private providers of transportation, representatives of users of public transportation, and representatives of individuals with disabilities.

MPOs and/or states may work with the lead agency developing the coordinated plan to coordinate schedules, agendas, and strategies of the coordinated planning process with metropolitan and statewide planning in order to minimize additional costs and avoid duplication of efforts. MPOs and states must still provide opportunities for participation when planning for transportation related activities beyond the coordinated public transit-human services transportation plan.

Cycle and Duration of the Coordinated Plan

At a minimum, the coordinated plan should follow the update cycles for metropolitan transportation plans (MTPs) (i.e., four years in air quality nonattainment and maintenance areas and five years in air quality attainment areas). States, MPOs, designated recipients, and public agencies that administer or operate major modes of transportation should set up a cycle that is conducive to and coordinated with the metropolitan and statewide planning processes to ensure that selected projects are included in the TIP and STIP and to receive funds in a timely manner.

Role of Transportation Providers that Receive FTA Funding Under the Urbanized and Rural Area Formula Grant Programs in the Coordinated Planning Process.

Recipients of Section 5307 and Section 5311 assistance are the “public transit” in the public transit-human services transportation plan and their participation is assumed and expected. Further, 49 U.S.C. 5307(b)(5), as amended by MAP-21, requires that, “Each recipient of a grant shall ensure that the proposed program of projects (POP) provides for the coordination of public transportation services ... with transportation services assisted from other United States Government sources.” In addition, 49 U.S.C. 5311(b)(2)(C)(ii) requires the Secretary of DOT to determine that a state’s Section 5311 projects “provide the maximum feasible coordination of public transportation service ... with transportation service assisted by other federal sources.” Finally, under the Section 5311 program, states are required to expend 15 percent of the amount available to support intercity bus service. FTA expects the coordinated planning process in rural areas to take into account human service needs that require intercity transportation.

The schematic below illustrates the relationship between the coordinated plan and the metropolitan and statewide planning processes.

