

Transit Development Plan for Shore Transit

Draft Final - June 2022



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Bethesda, MD | Austin, TX

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Appendix A: Trip Generators

Chapter 1

Introduction

A Transit Development Plan (TDP) is a planning process that should be undertaken on a periodic basis by every transit system. A TDP serves as a guide for public transportation improvements in a community or region for the short-range future. The Maryland Department of Transportation/Maryland Transit Administration (MDOT MTA) requires all Locally Operated Transit Systems (LOTS) in the State of Maryland to conduct a TDP every five years. The LOTS use their TDP as a basis for preparing their Annual Transportation Plans (ATPs) which serve as the annual grant application to MDOT MTA. The TDP provides a basis for future funding requests, including continued capital and operations funding as well as potential service enhancements.

Shore Transit

Shore Transit is the LOTS that serves the Lower Eastern Shore region. The TDP process builds upon and formulates Shore Transit'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. The completed TDP for Shore Transit will serve as a guide for implementing service and/or organizational changes, improvements, and/or potential expansion during the next five-year period.

Management and Organizational Structure

Tri-County Council for the Lower Eastern Shore of Maryland

Shore Transit is one of the divisions of the Tri-County Council for the Lower Eastern Shore of Maryland, formed by an Act of the Maryland General Assembly in 2001. The purpose of the Council is to facilitate regional planning and development in Somerset, Wicomico and Worcester counties. The Council membership is made up of municipal, county and state elected officials as well as the county administrators from the three counties. The voting members are the five Somerset County Commissioners, four of the seven Wicomico County Council members, the Wicomico County Executive, five of the seven Worcester County Commissioners, one municipal representative from each of the three Counties, and the members of the General Assembly who represent the region and have a majority of their districts within the three counties. Currently, there are twenty-three voting members and fourteen non-voting members.

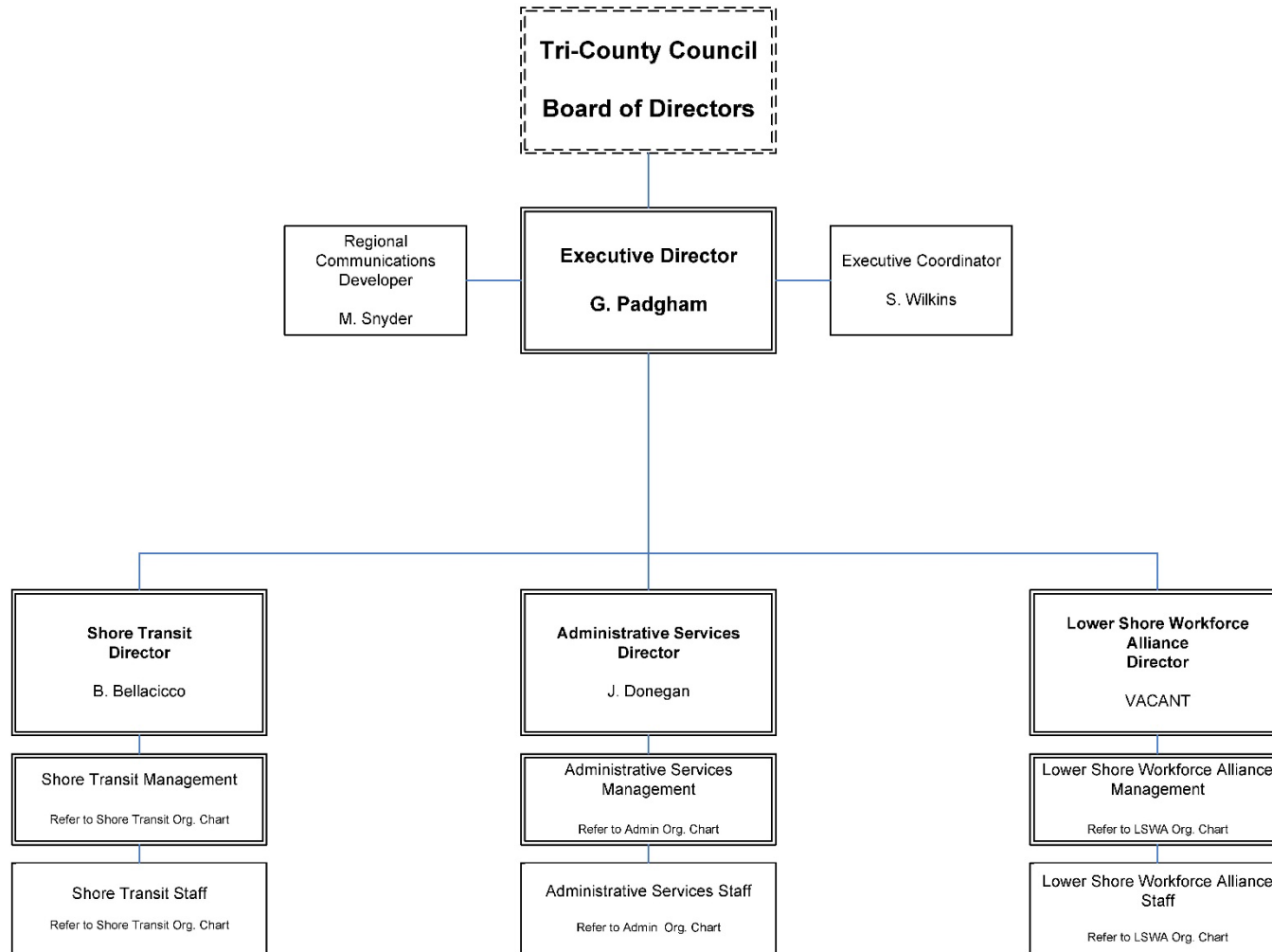
Figure 1-1 on the next page provides the organization chart for the Tri-County Council for the Lower Eastern Shore of Maryland.

Figure 1-1: Tri-County Council for the Lower Eastern Shore of Maryland Organization Chart

Organization
Chart

**TRI-COUNTY COUNCIL
FOR THE LOWER EASTERN SHORE OF MD**

Revised 08/30/21
FY22



Shore Transit Advisory Board

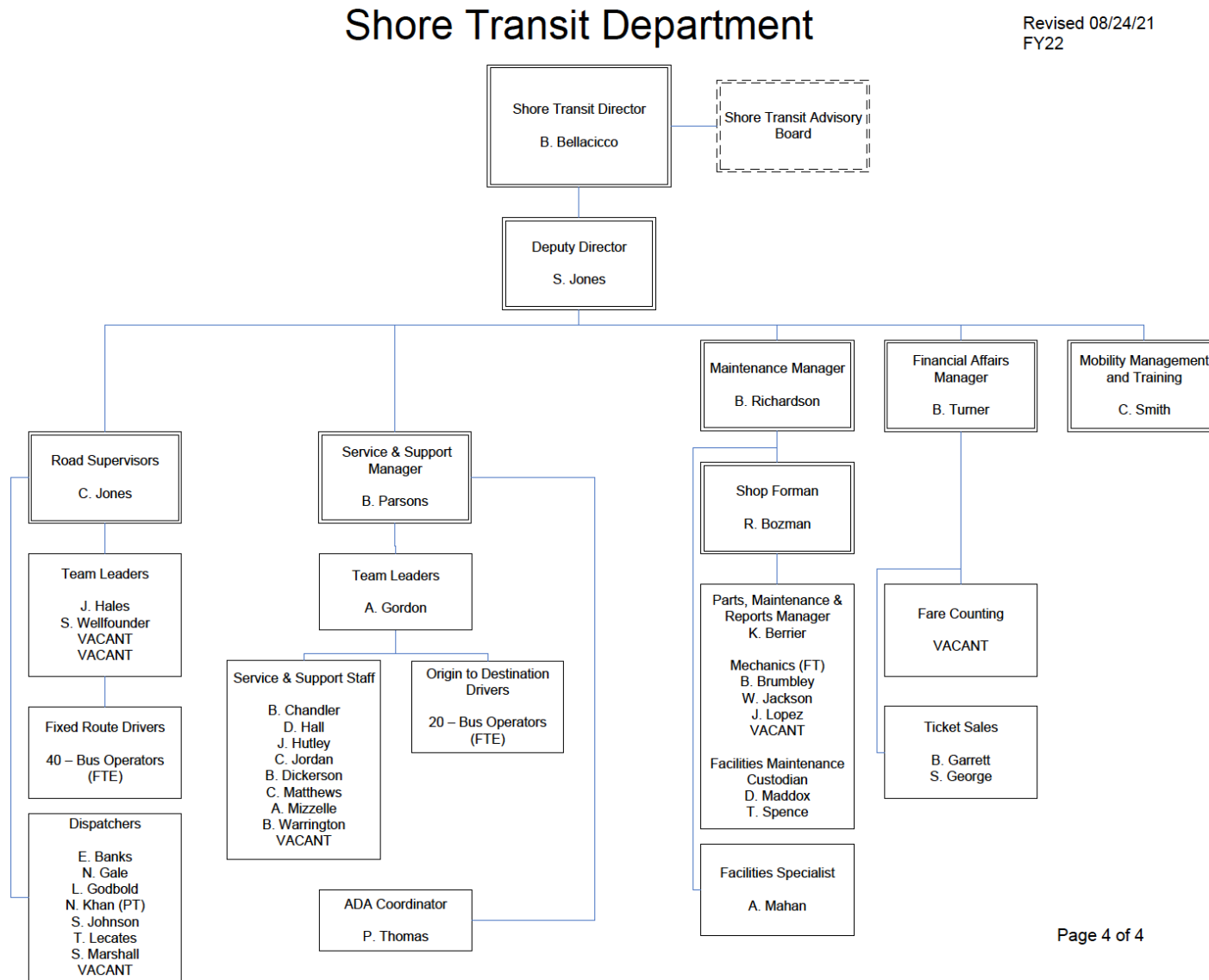
Shore Transit was formed in 2003 and became the primary provider of community transportation services in the region when the three single-county transit programs were consolidated into Shore Transit in 2004. Guidance from regional transit stakeholders is provided through the Shore Transit Advisory Board. This Board typically meets quarterly, although no meetings were actually conducted in FY21 due to COVID-19 restrictions and instead updates were provided through Shore Transit staff to the Board. A project kickoff meeting for the TDP was conducted through an online meeting, and it is anticipated that future meetings with the Board will also be conducted in this manner.

The Shore Transit Advisory Board's Executive Committee and all other committees meet on an as-needed basis. The Board has a Chairperson, Vice-Chairperson, Secretary-Treasurer, and Immediate Past-Chair which comprise the Executive Committee. There are typically 15 Board Members (five from each associated county) who have voting power. There are three standing committees in addition to the Executive Committee; the Finance Committee, the Membership Committee; and the Program Committee. There are five Ex-Officio Members from TCC/Shore Transit, OC Transportation, Delmarva Community Transit, and MDOT MTA.

Shore Transit Organization

Shore Transit is managed by a Transit Director and aided by a Deputy Director and managers and supervisors who oversee operations, customer service, vehicle maintenance, and finance functions. Figure 1-2 on the next page depicts Shore Transit's management and institutional structure.

Figure 1-2: Shore Transit Management Structure



Mission and Values

The mission of Shore Transit is:

“To provide safe, reliable, friendly, and efficient community transportation services to the residents and businesses of Somerset, Wicomico, and Worcester counties in Maryland, on clean, well-maintained vehicles, operated by trained, licensed, professionals, with a focus on excellent customer service.”

Shore Transit has a published list of “values,” which are very similar to goals, as they indicate what the system is striving to accomplish. These values are expressed in the following five categories that are described below.

- **Safety:** Committed to the safety of our customers, employees, and the general public.
- **Service Excellence:** Committed to providing safe, clean, reliable, on-time, courteous service for our customers.
- **Fiscal Responsibility:** Committed to effectively managing the taxpayers and customer generated dollars.
- **Innovation and Technology:** Committed to actively participating in identifying best practices for continuous improvement.
- **Teamwork:** Committed to actively blending our individual talents to achieve world class performance and service.

Transportation Services

Shore Transit provides a variety of services to meet mobility needs in the region that are detailed in Chapter 2 of this TDP:

- Local fixed routes serve the small urban Metropolitan Planning Organization (MPO) area in Wicomico County that includes Salisbury, Delmar, and Fruitland.
- Regional fixed routes serve the rural areas of Somerset, Wicomico, and Worcester Counties and connect communities throughout the region.
- General public demand response service for residents who live in rural areas and beyond $\frac{3}{4}$ mile from a bus stop or transfer point.
- Curb to curb / door to door services for older adults and people with disabilities in Wicomico and Worcester Counties.
- ADA complementary paratransit within $\frac{3}{4}$ mile of a fixed route for people who are unable to access public transportation due to a disability.

Overview of the Plan

The chapters that follow present the results of the planning process:

- **Chapter 2: Review of Existing Conditions** provides a detailed review of Shore Transit’s services, including route profiles and a performance assessment. This chapter includes a review of other available human service transportation and private transportation available in the region.
- **Chapter 3: Transit Needs Assessment** identifies transit needs in the region based on input received through outreach efforts, with a particular focus on feedback from current customers, key stakeholders, and the broader community.
- **Chapter 4: Review of Demographics and Land Use** provides an analysis of demographic data, land use, and travel patterns to identify major trip generators and underserved/unserved locations.
- **Chapter 5: Service and Organizational Alternatives** presents potential service and organizational alternatives to improve current services, providing a menu of potential transit improvements.
- **Chapter 6: Microtransit Service Assessment** provides information on the microtransit alternative introduced in Chapter 5, outlining the necessary steps towards implementing this service in the region.
- **Chapter 7: Transit Service Plan** provides final recommendations, including budgeting and implementation considerations over the next five years.

Chapter 2

Review of Existing Conditions

Introduction

This chapter provides an assessment of existing conditions that will serve as the foundation for the overall planning process. It includes a review and assessment of current Shore Transit services, a discussion of other transportation providers in the region, and a review of previous transportation plans and studies. The review of transit services provides a fundamental understanding of current and former transportation trends, and along with the needs assessment that is detailed in the next chapter, this information was used to develop possible service and organizational alternatives for improving mobility in the region.

The information and data included in this chapter was obtained through a variety of sources, primarily Shore Transit's annual grant application and reports, discussions and follow-up with Shore Transit staff, previous planning efforts, and online research. It should also be mentioned that the TDP process was initiated during a time still impacted by the COVID-19 pandemic, and as appropriate specific information and data affected by the pandemic are noted.

Shore Transit Transportation Services

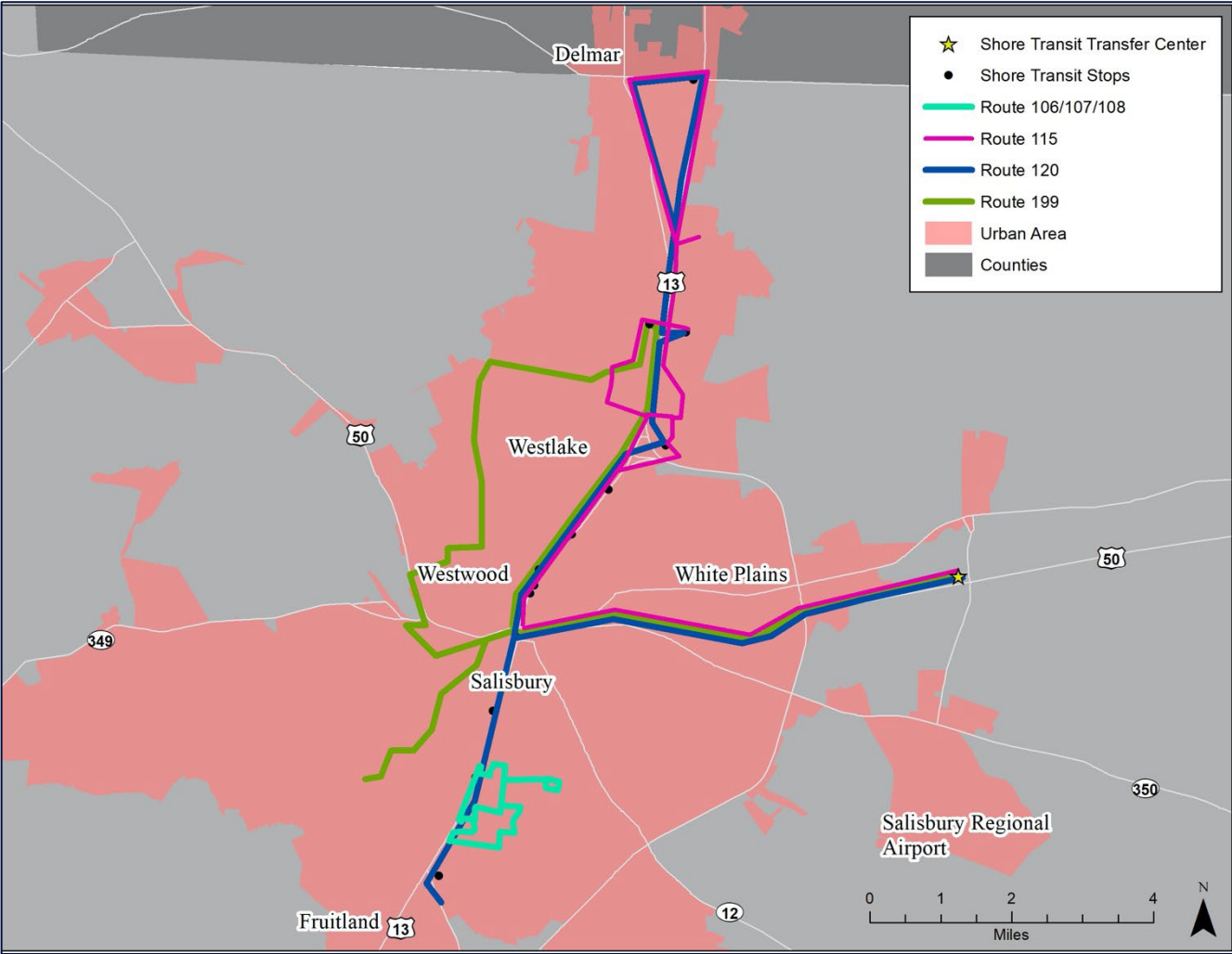
As noted in the Introduction Shore Transit provides a variety of services to meet mobility needs in the region that are detailed in the following section.

Local Fixed Routes

Shore Transit's localized fixed routes are provided in the Salisbury-Wicomico urbanized area. A map of the following routes is provided in Figure 2-1, and specific route profiles are included later in this document:

- Route 106
- Route 107
- Route 108
- Route 115
- Route 120
- Route 199

Figure 2-1: Shore Transit Local Fixed Routes

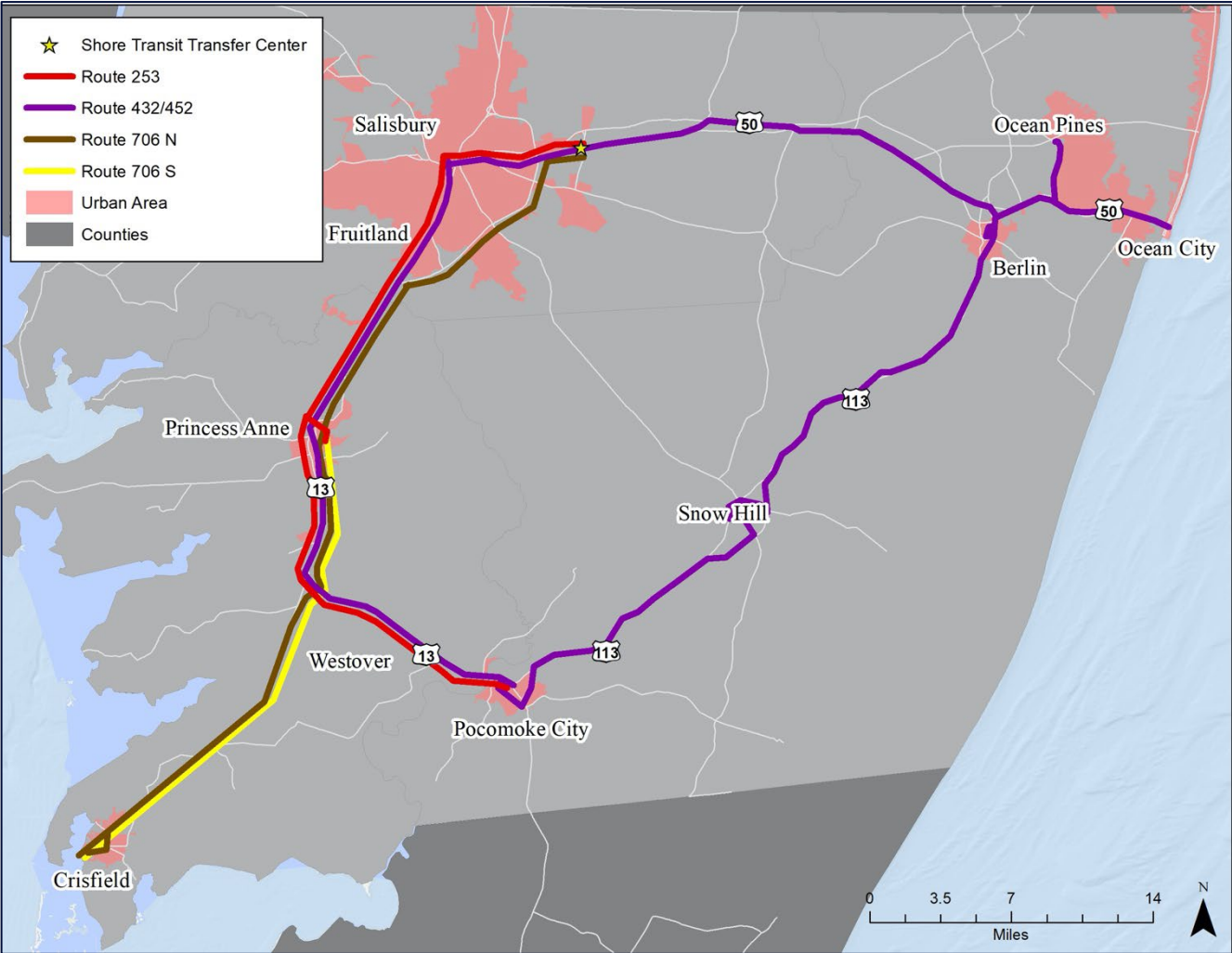


Regional Fixed Routes

Shore Transit operates regional fixed routes that serve to connect the three counties with the major activity centers in the region. A map of the following routes is provided in Figure 2-2, and similar to the local routes specific profiles are included later in this chapter:

- Route 253
- Route 432
- Route 452
- Route 706

Figure 2-2: Shore Transit Regional Fixed Routes



Shore Ride

Shore Ride provides transportation in the rural areas of the region, defined as those areas that are three-quarters of a mile or farther from a fixed route bus stop or transfer point. 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. Customers must contact the Shore Transit Customer Service Center by 12:00 noon the business day prior to their trip to schedule a ride. Shore Ride services operate Monday through Friday from 8:30 a.m. to 4:30 p.m., and are available on a first come, first served basis.

Shore Access

Shore Access is 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 through an application and in-person interview process. Service is available during the same service period as the fixed routes.

Ridership Data

An overview of system ridership for the last four fiscal years is displayed in Table 2-1. As shown in this table ridership was highest in FY2019, when 312,443 trips were provided. Subsequently, with the impacts of the COVID-19 pandemic on transit capacity and demand – like most transit providers in Maryland and the rest of the United States – Shore Transit experienced lower ridership in FY 2020, and then again in FY021 when ridership was about half of the demand pre-pandemic.

Table 2-1: Shore Transit Ridership Data

	Salisbury Wicomico Local	O2D- 07/ADA	Somerset, Wicomico, Worcester Rural	O2D-11	SSTAP	Total
FY2018	238,630	37,444	38,741	1,953	8,386	325,154
FY2019	229,275	40,471	32,105	2,180	8,412	312,443
FY2020	166,471	34,052	27,342	1,523	9,378	238,766
FY2021	105,978	25,455	18,000	1,199	2,145	152,777

Source: Form 2a Services Performance Summaries, FY2018-2021

Operating and Performance Data

Operating and performance data for Shore Transit services in FY2021 is provided in Table 2-2. Data for individual routes are provided in the next section, and a review of these performance measures compared to MDOT MTA standards is provided later in this document.

Table 2-2: Shore Transit FY2021 Operating and Performance Data

Performance Trends	Salisbury Wicomico Local	O2D- 07/ADA	Somerset, Wicomico, Worcester Rural	O2D-11	SSTAP	Total
Total Passenger Trips	105,978	25,455	18,000	1,199	2,145	152,777
Total Service Miles	869,577	380,068	371,242	12,414	28,351	1,661,652
Total Service Hours	36,738	22,780	7,115	1,235	1,699	69,567
Total Operating Costs	\$2,680,479	\$1,669,378	\$544,310	\$89,058	\$143,226	\$5,126,451
Total Farebox Receipts	\$203,224	\$102,501	\$33,888	\$2,182	\$7,126	\$348,921
Other Local Revenue	\$1,211,090	\$768,844	\$232,315	\$39,745	\$33,581	\$2,285,575
Advertising Revenue	\$34,195	\$20,625	\$6,887	\$1,377	\$1,775	\$64,859
Cost/Hour	\$72.96	\$73.28	\$76.50	\$72.11	\$84.30	\$73.69
Cost/Mile	\$3.08	\$4.39	\$1.47	\$7.17	\$5.05	\$3.09
Cost/Trip	\$25.29	\$65.58	\$30.24	\$74.28	\$66.77	\$33.56
Local Operating Revenue Ratio	53%	52%	49%	47%	28%	53%
Farebox Recovery	8%	6%	6%	2%	5%	7%
Passenger Trips/Hour	2.88	1.12	2.53	0.97	1.26	2.20
Passenger Trips/Mile	0.12	0.07	0.05	0.10	0.08	0.09

Source: Form 2a Services Performance Summary, FY2021

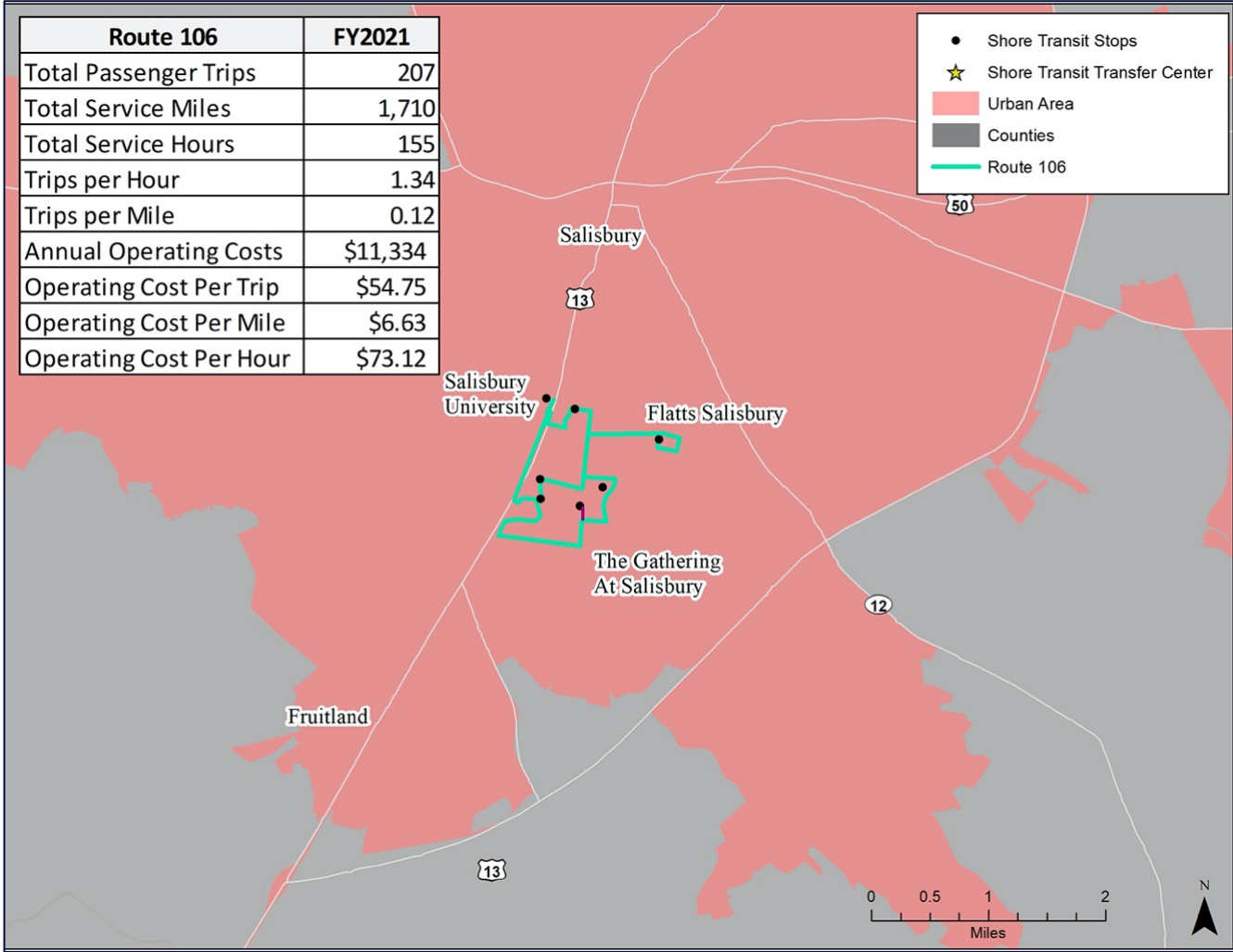
Shore Transit Route Profiles

The following section contains profiles for each of the Shore Transit local and regional fixed routes, detailing the service area, service hours, ridership data, bus stops, and productivity data.

106 Salisbury University

Figure 2-3 illustrates Route 106 that travels between Salisbury University, University Park, and The Gathering at Salisbury. The route operates Monday through Friday from 6:40 a.m. to 2:47 p.m.

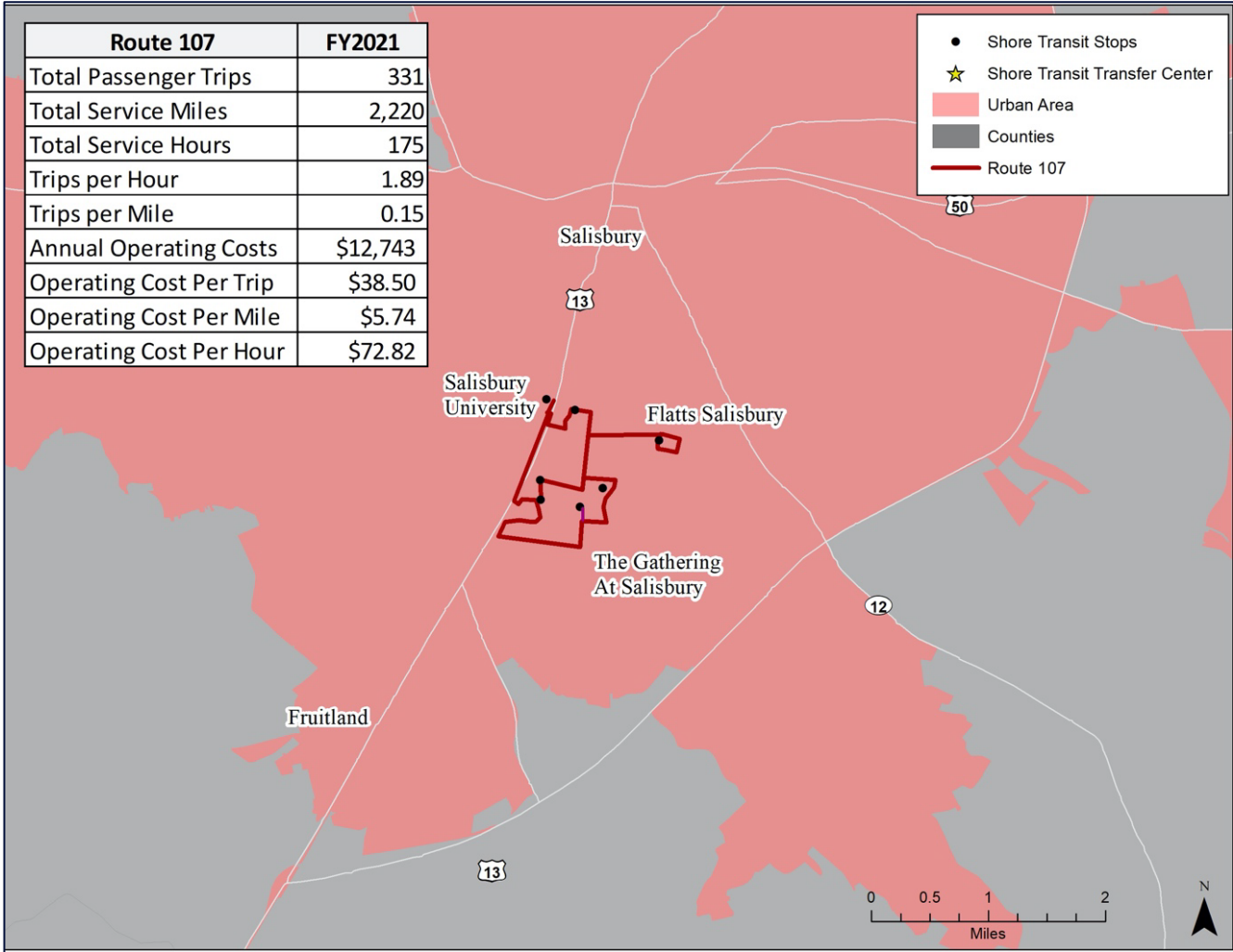
Figure 2-3: 106 Salisbury University Route Profile



107 Salisbury University

This route travels between Salisbury University, University Orchard, The Flatts Salisbury and Avery Street, and is shown in Figure 2-4. The route runs Monday through Friday from 6:40 a.m. to 2:55 pm. Most trips in the morning and afternoon skip three stops, except at 10:57 a.m., 11:23 a.m., and 11:49 a.m.

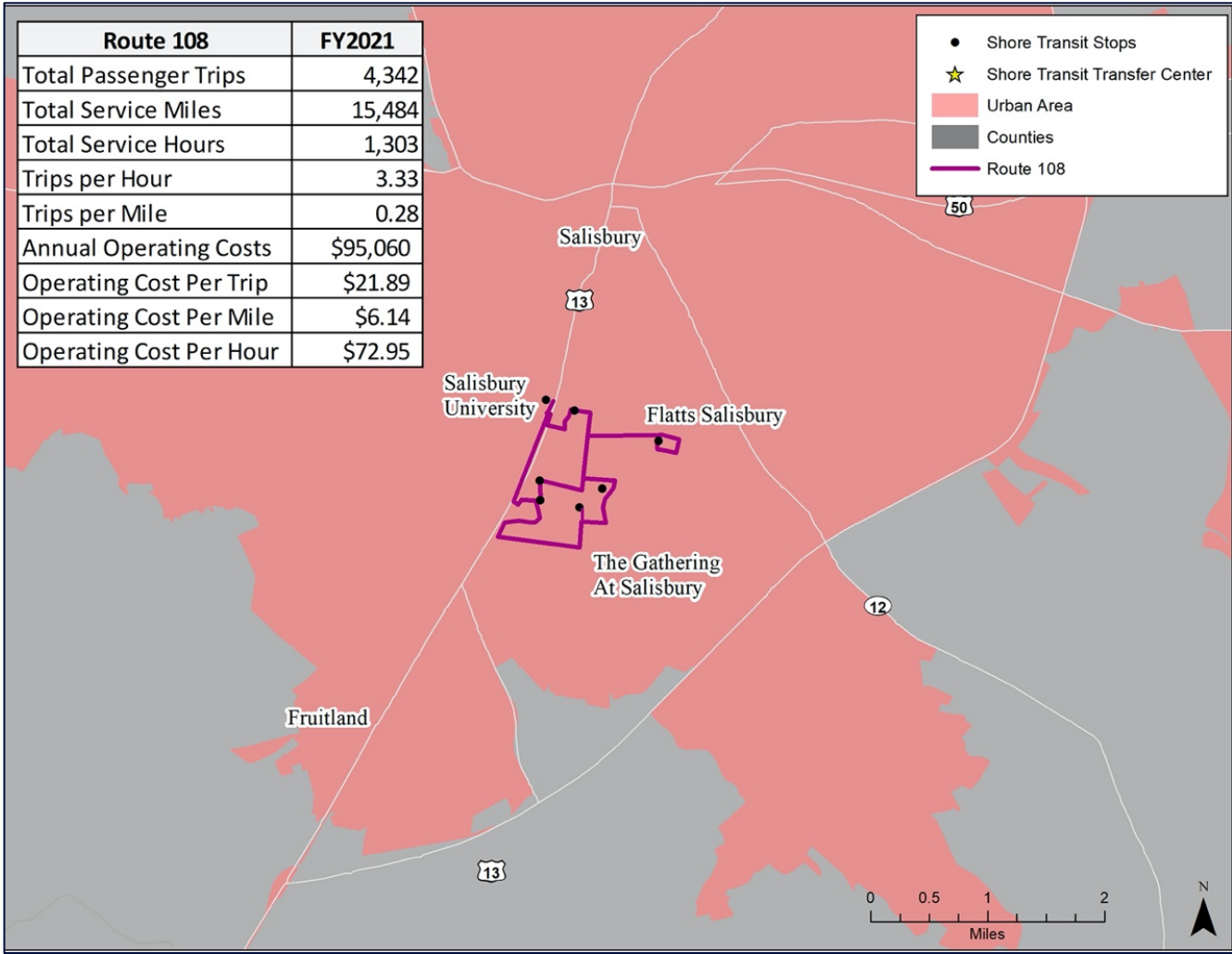
Figure 2-4: 107 Salisbury University Route Profile



108 Salisbury University

This route, shown in Figure 2-5, travels between Salisbury University, University Orchard, The Gathering at Salisbury, University Park, and The Flatts Salisbury. Service is provided Monday through Thursday, with limited service on Friday. The hours of service are from 3:15 p.m. to 8:04 p.m. and operates about every 30 minutes.

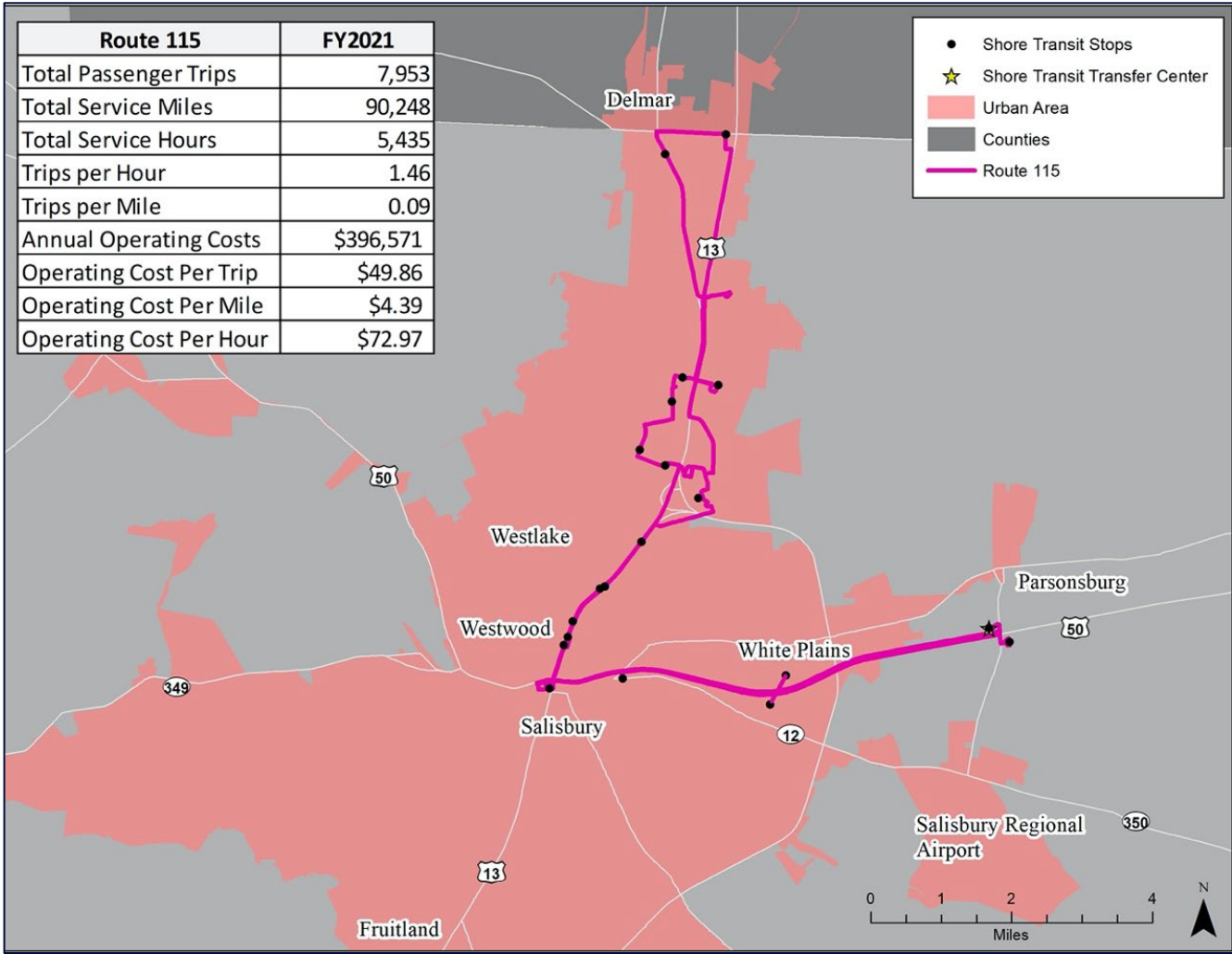
Figure 2-5: 108 Salisbury University Route Profile



115 Salisbury & Delmar

Shown in Figure 2-6, this route travels between Salisbury and Delmar with key stops that include: Wor-Wic Community College, Calvert Street, Centre @ Salisbury, Target / Addison Court Apts. @ Jasmine Dr., Walmart-Salisbury, and Rite-Aid – Delmar. There are also designated flag stops at East State Street Apartments in Delmar, and Bi-State Boulevard behind the Truck Store. The route operates Monday through Friday from 6:15 a.m. to 6:35 p.m. Starting at 8:35 a.m., the bus runs every hour until 11:35 a.m., after which the bus runs every two hours.

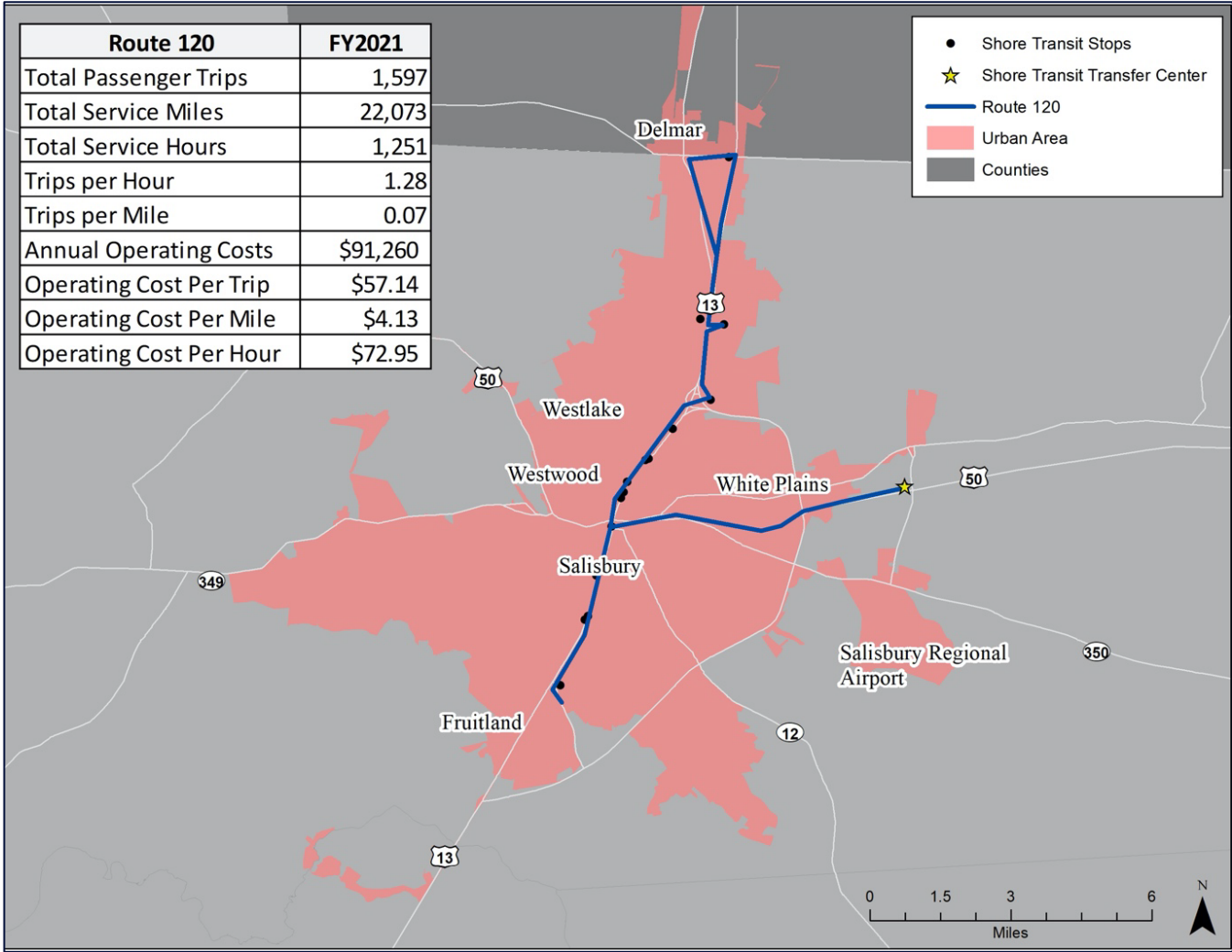
Figure 2-6: 115 Salisbury & Delmar Route Profile



120 Delmar-Fruitland

This route is show in Figure 2-7, and travels from Delmar to Fruitland on weekends only. Notable stops include Delmar Rite-Aid, Target @ Jasmine Dr., Walmart North, Centre at Salisbury, Calvert St, Magg's Gym, Walmart Fruitland, Pat's Pizzeria. This route operates on Saturday and Sundays from 9:30 a.m. to 9:33 p.m.. At 2:50 p.m. and 4:00 p.m. the route runs from the Shore Transit Bus Terminal to the Walmart in Fruitland, skipping over the stops between Calvert Street and Salisbury University.

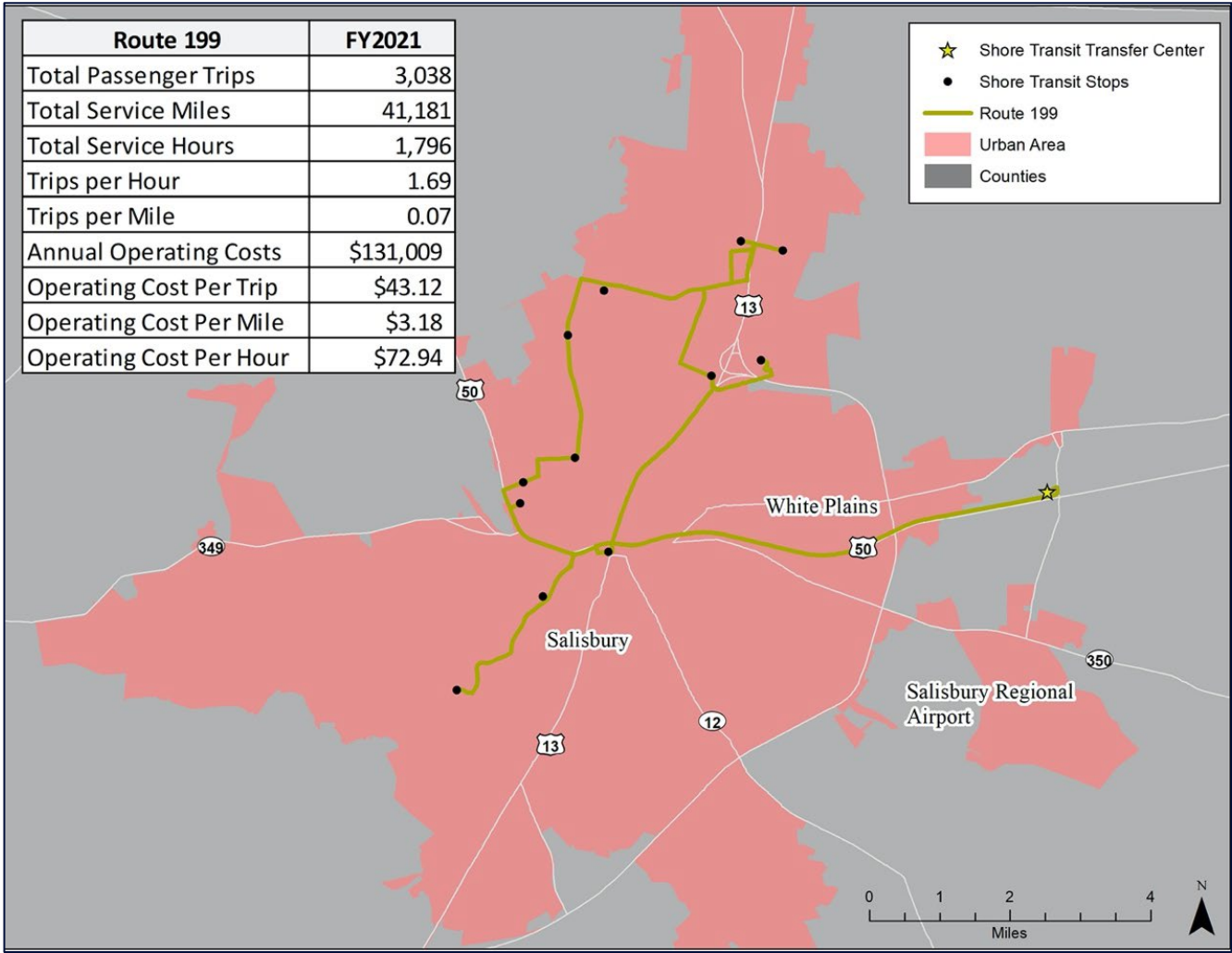
Figure 2-7: 120 Delmar-Fruitland Route Profile



199 West & North Salisbury

This route is show in Figure 2-8, and travels between West and North Salisbury. Some notable stops include Calvert St, Pine Bluff Village, Lodges at Naylor Mill, Foxfield Apts., Walmart in Salisbury, Target on Jasmine Dr., and the Centre at Salisbury. The route runs Monday through Friday from 9:48 a.m. to 4:05 p.m.

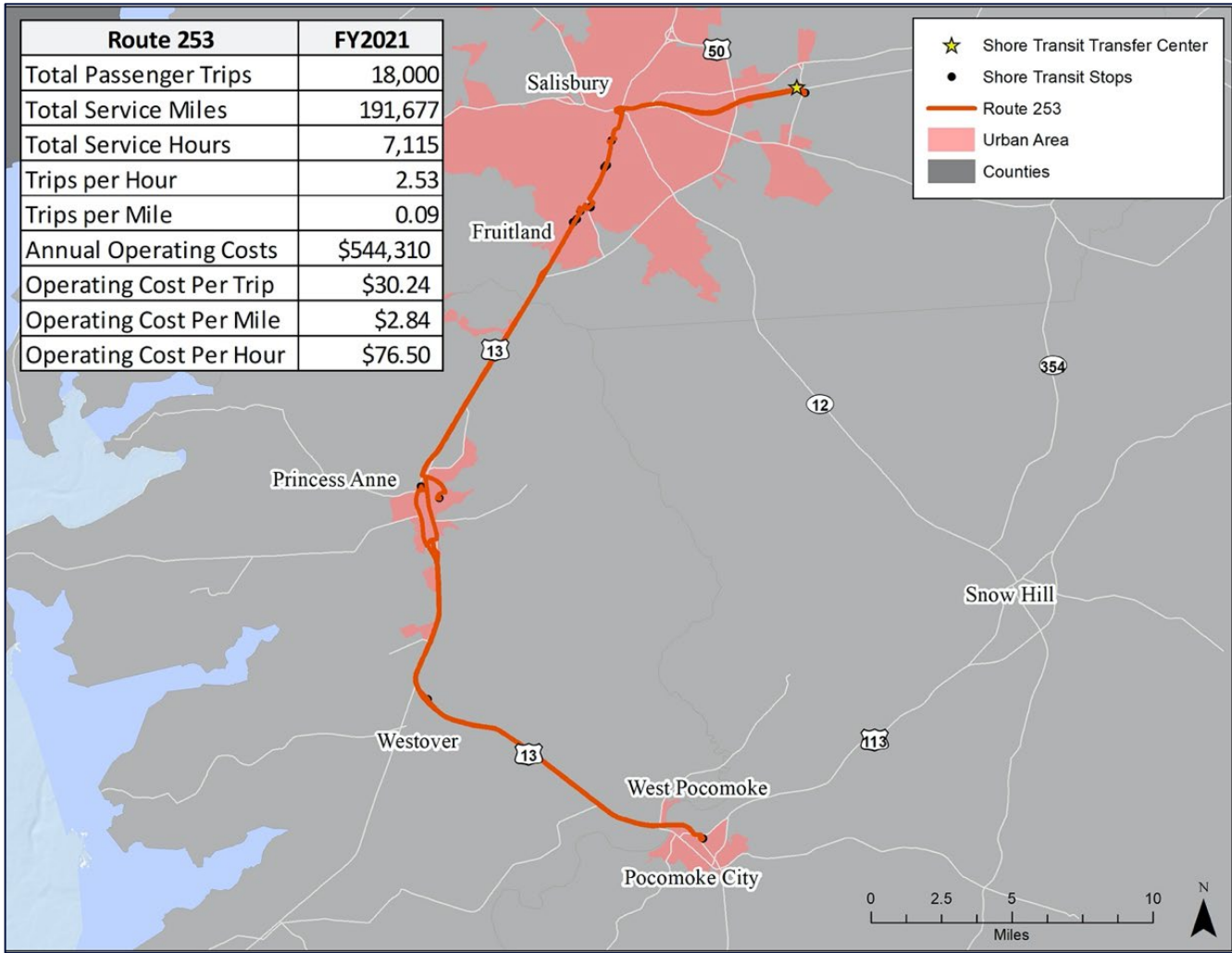
Figure 2-8: 199 West & North Salisbury Route Profile



253 Salisbury – Princess Anne – Pocomoke

This route is shown in Figure 2-9, and travels between Salisbury, Princess Anne, and Pocomoke. Some notable stops include Shore Transit Bus Terminal, Wor-Wic Community College, Walmart in Fruitland, UMES, Somerset Plaza, and Walmart in Pocomoke. This route operates Monday through Friday from 4:00 a.m. to 9:10 p.m. Most of the frequency runs the loop (Shore Transit Bus Terminal and back), however, are between 7:00 a.m. and 10:45 a.m., with four buses run from Shore Transit Bus Terminal to the Walmart in Pocomoke City. Connections can be made with route 115, 199, 432, and 452 at Calvert Street. At the Walmart in Pocomoke, riders can connect with routes 432 and 452. The routes 706, 432, and 452 connect at the Princess Anne Transfer Point. And finally, riders can connect with routes 432 and 452 at the Walmart in Fruitland.

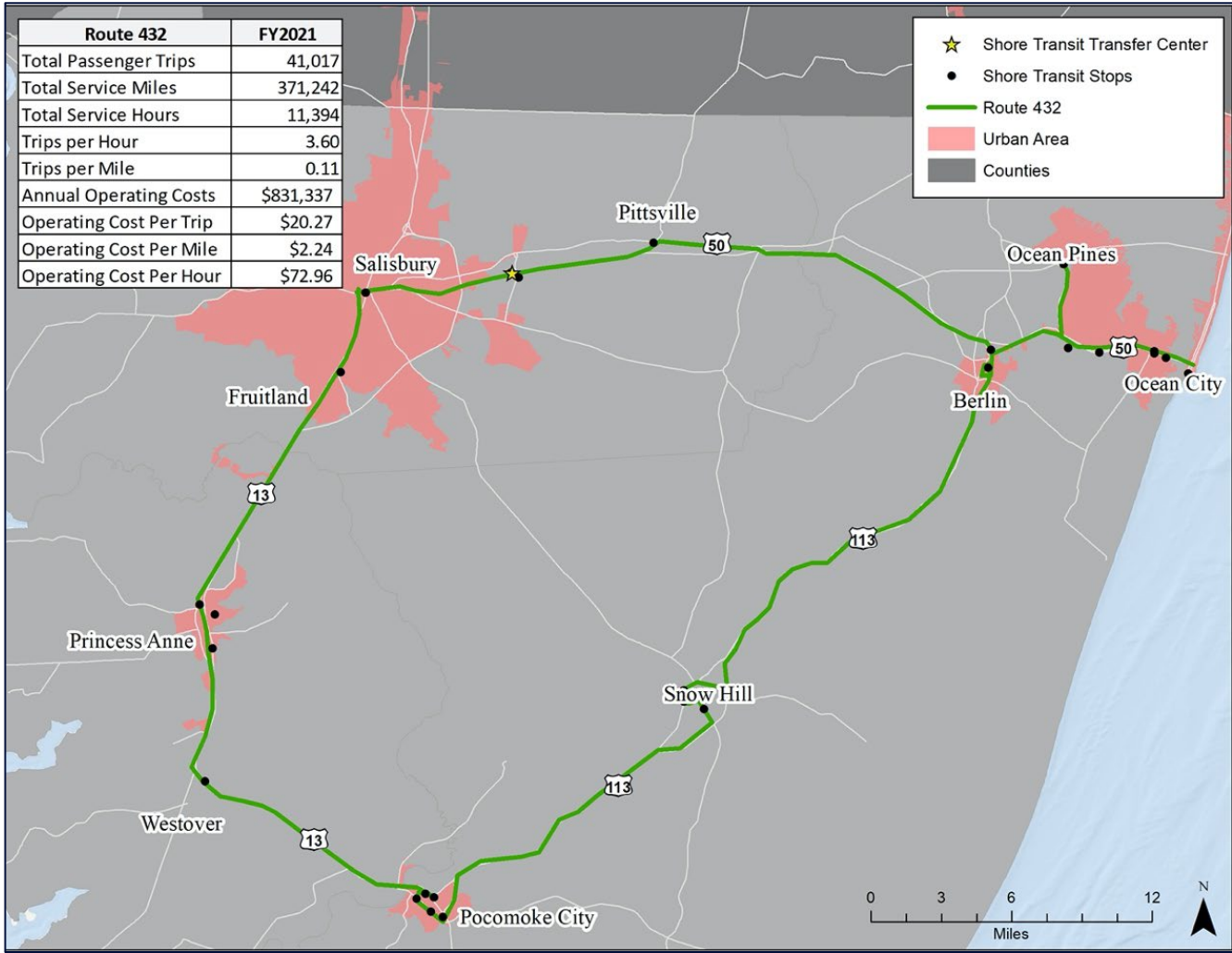
Figure 2-9: Salisbury – Princess Anne – Pocomoke Route Profile



432 Salisbury – Ocean City – Pocomoke

Route 432 is a regional route traveling between Wicomico, Worcester, and Somerset Counties. The most popular of the Shore Transit routes in FY2021, this route begins at the Tri-County Council Multi-Purpose Center in Salisbury, travels to Ocean City, Berlin, Snow Hill, Pocomoke, Princess Anne and ends in Salisbury. During May to October, the OC Transfer Point is not served if the OC Transit’s Park and Ride Shuttle is operated. This route is show in Figure 2-10, and runs Monday through Sunday from 5:15 a.m. to 9:05 p.m. with seven trips.

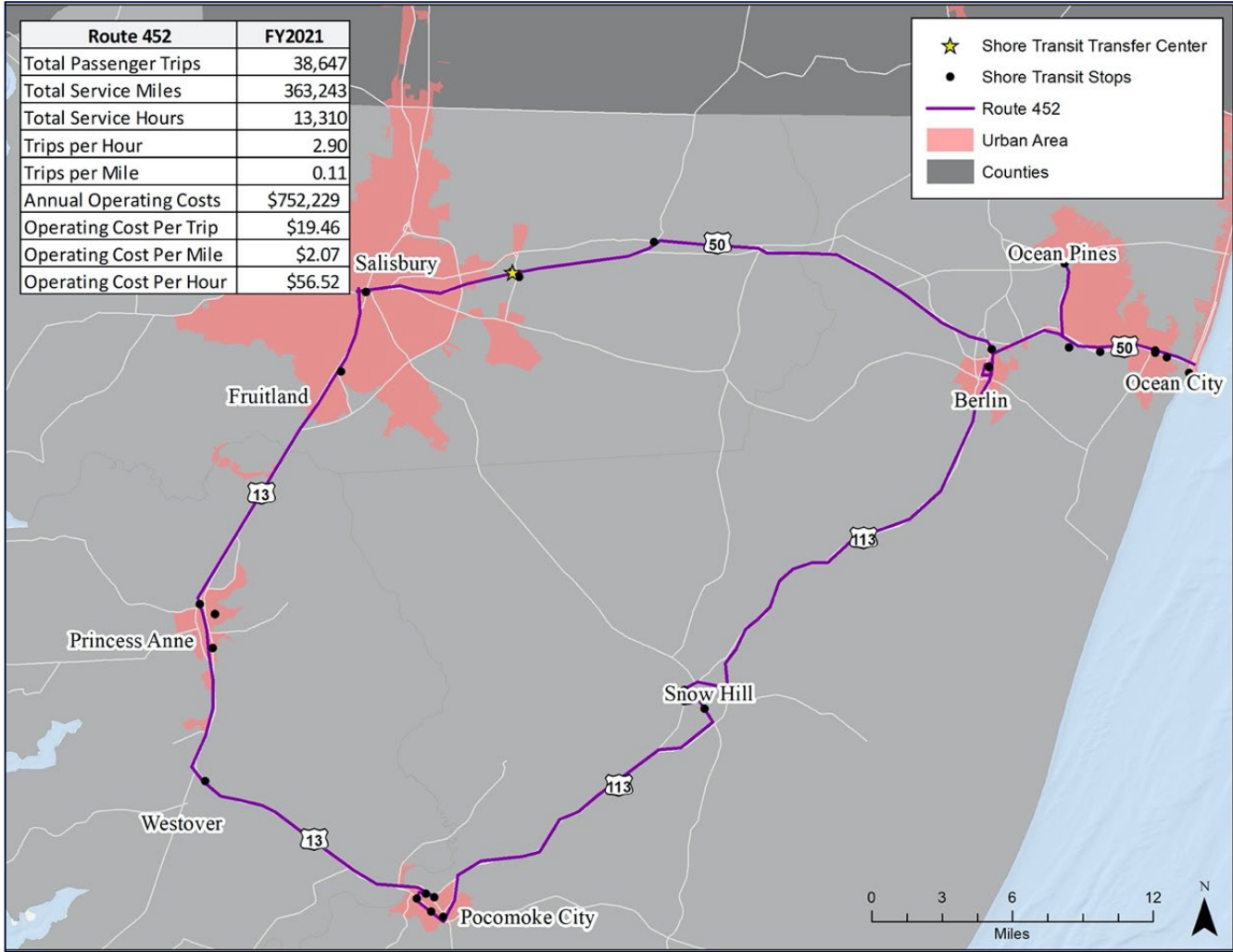
Figure 2-10: Salisbury – Ocean City- Pocomoke Route Profile



452 Salisbury – Pocomoke – Ocean City

Route 452 is another regional route that begins at the Tri-County Council Multi-Purpose Center in Salisbury to Princess Anne, Pocomoke, Snow Hill, Berlin, Ocean City and ends in Salisbury. In FY2021 it provided the second most passenger trips of any Shore Transit route. During May to October, the OC Transfer Point is not served if the OC Transit’s Park and Ride Shuttle is operated. This route is show in Figure 2-11, and runs between Monday through Sunday from 4:20 a.m. to 8:20 p.m. with 7 trips.

Figure 2-11: 452 Salisbury – Pocomoke – Ocean City

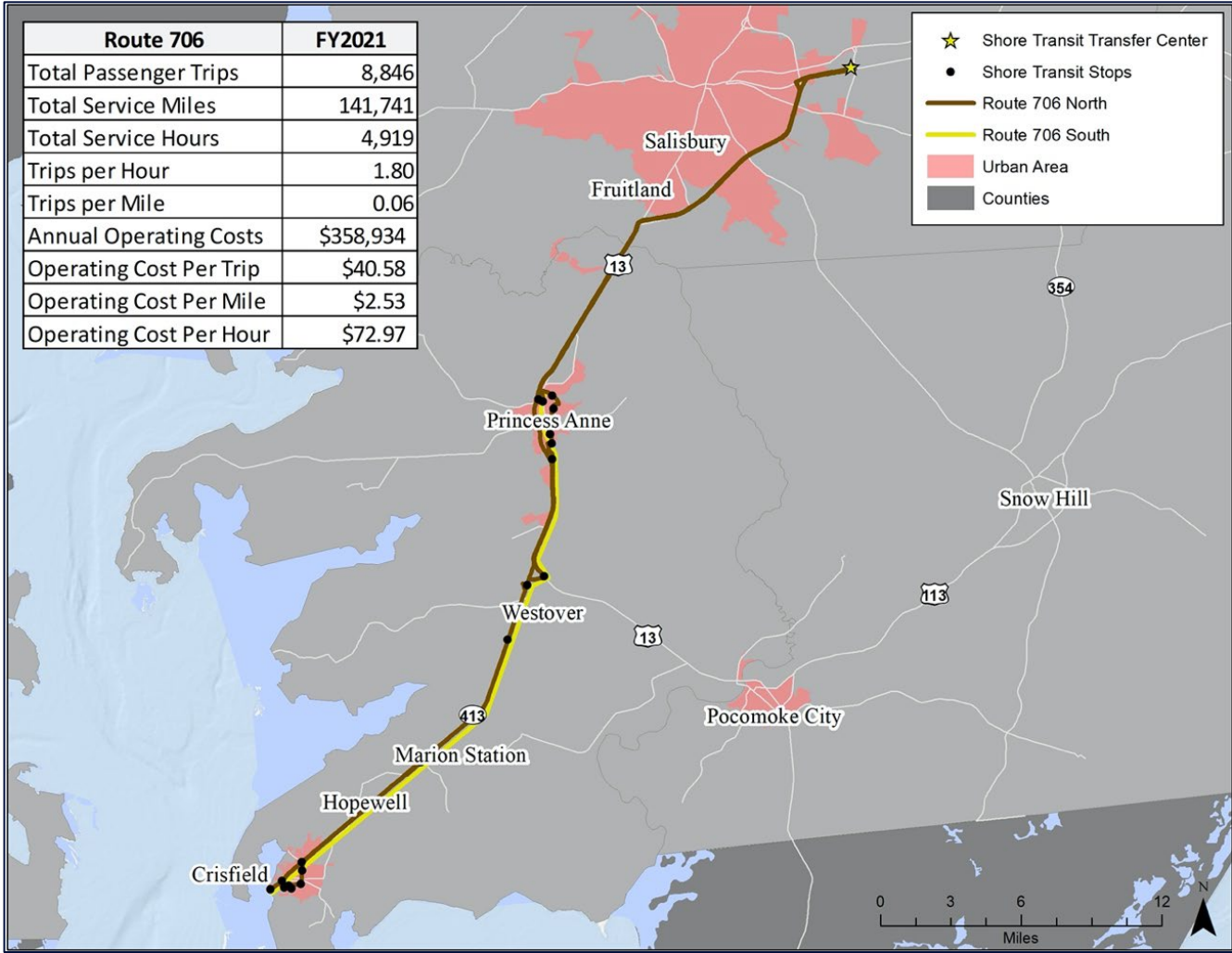


706 Salisbury – Crisfield – Princess Anne

Route 706 North travels between Princess Anne and Crisfield with notable stops including Princess Anne Transfer Point, Westover Park and Ride, Crisfield McDonald’s and Somers Cove. This route is show in Figure 2-12, and operates Monday through Friday at 4:00 a.m. and 6:15 a.m., Sunday at 5:20 a.m., and Monday through Saturday from 7:40 a.m. to 7:55 p.m.

Route 706 South travels between Princess Anne and Crisfield with notable stops including Princess Anne Transfer Point, Crisfield High School and Somers Cove. The route runs Monday through Friday at 5:45 a.m., and then Monday through Saturday from 7:10 a.m. to 7:20 p.m.

Figure 2-12: 706 Salisbury – Crisfield – Princess Anne



MDOT MTA Performance Measures & System-wide Performance Evaluation

The MDOT MTA established performance standards for the Locally Operated Transit Systems (LOTS) within the state to analyze and evaluate services by their productivity, efficiency, and effectiveness. Services are rated "successful," "acceptable," and "needs review" based on their performance in different operating measures. Transit system performance measures are tabulated throughout the fiscal year and submitted to MDOT MTA annually. The MDOT MTA performance standards were developed according to previous industry research, industry experience, and peer reviews. The following operating measures form MDOT MTA performance evaluation process for the LOTS:

- Operating cost per hour
- Operating cost per mile
- Operating cost per passenger trip
- Farebox recovery
- Passenger trips per mile
- Passenger trips per hour

Table 2-3 provides performance by individual route and overall fixed route system for FY2021. Using the MDOT MTA performance measures Shore Transit overall services were evaluated for productivity, and this review indicated the following:

- Overall Shore Transit is meeting MDOT MTA performance measures for typical small urban performance measures in terms of operating costs per hour and operating costs per mile.
- With the impacts of the COVID-19 pandemic on transit capacity and demand, as most transit providers in Maryland and the rest of the United States, Shore Transit has experienced lower ridership. As a result operating cost per passenger trip, passenger trips per mile, and passenger trips per hour are not meeting performance measures.
- Through the course of the TDP process more recent ridership data will be obtained and assessed to provide an updated analysis related to the performance measures.

Table 2-3: Fixed Route System Summary

Route	Total Passenger Trips	Total Service Miles	Total Service Hours	Total Operating Costs	Operating Cost per Hour	Operating Cost per Mile	Operating Cost per Passenger Trip	Passenger Trips per Mile	Passenger Trips per Hour
106	207	1,710	155	\$11,334	\$73.12	\$6.63	\$54.75	0.12	1.34
107	331	2,220	175	\$12,743	\$72.82	\$5.74	\$38.50	0.15	1.89
108	4,342	15,484	1,303	\$95,060	\$72.95	\$6.14	\$21.89	0.28	3.33
115	7,953	90,248	5,435	\$396,571	\$72.97	\$4.39	\$49.86	0.09	1.46
120	1,597	22,073	1,251	\$91,260	\$72.95	\$4.13	\$57.14	0.07	1.28
199	3,038	41,181	1,796	\$131,009	\$72.94	\$3.18	\$43.12	0.07	1.69
253	18,000	191,677	7,115	\$544,310	\$76.50	\$2.84	\$30.24	0.09	2.53
432	41,017	371,242	11,394	\$831,336	\$72.96	\$2.24	\$20.27	0.11	3.60
452	38,647	363,243	13,310	\$752,229	\$56.52	\$2.07	\$19.46	0.11	2.90
706	8,846	141,741	4,919	\$358,934	\$72.97	\$2.53	\$40.58	0.06	1.80
Total Routes	123,978	1,240,819	46,853	\$3,224,786	\$68.83	\$2.60	\$26.01	0.10	2.65

Source: Form 2a Services Performance Summary, FY2021/ Operating Costs Provided by Shore Transit

Expenses and Funding

For FY2022 Shore Transit is funded through a variety of federal, state, and local sources that include:

- FTA Section 5307 – Federal and state funds allocated for public transportation operating in urbanized areas. Capital and some operating funds are available through this program.
- FTA Section 5311 – Federal and state funds allocated for public transportation operating in rural areas. Both capital and operating funds are available through this program.
- Statewide Special Transportation Assistance Program (SSTAP) – State funds for general-purpose transportation for older adults and people with disabilities.
- Local jurisdictions and agencies – The three counties in the region, as well as the Wicomico County Commission on Aging, provide local match support for the federal and state programs.
- Maryland Department of Human Services (DHS) - The three County Departments of Social Services (DSS) in the Shore Transit service area have historically received a grant from DHS to help operate the transit system and to serve DSS customers.
- Fare revenues from customers, as well as advertising income and other non-fare revenue sources.

Table 2-4 provides the projected income sources for Shore Transit in FY2022.

Table 2-4: FY2022 Shore Transit Projected Income

	Source
Projected Income	
FTA/MTA S. 5307	\$2,009,378
FTA/MTA S. 5311	\$316,974
MTA SSTAP	\$142,040
FTA/MTA Mobility Management	\$114,496
FTA/MTA Preventive Maintenance	\$640,000
Fares and Tickets	\$450,000
Advertising & Non-Fare Revenue	\$154,839
Sponsored Routes	\$200,000
Wicomico County Commission on Aging	\$100,000
Wicomico County	\$478,396
Worcester County	\$327,858
Somerset County	\$327,858
Maryland Department of Human Services	\$1,465,629
CARES Act	\$492,130
Total	\$7,219,598

Source: Shore Transit, Final Draft Budget 6/17/2021

Fare Policies

Table 2-5 provides Shore Transit's fare structure for fixed route services. Customers may pay with cash or Shore Transit Tickets or a Shore Transit Route Pass. Shore Transit tickets are available in \$3, \$1.50, \$1, and .50¢ increments.

Table 2-5: Shore Transit Fixed Route Fare Structure

Service	Fare
Fixed-Route	
General Fare	\$3.00
Senior/Disabled/Medicare	\$1.50
Children under 42" tall	Free
7 Day Pass (Unlimited Rides)*	\$25.00
14 Day Pass (Unlimited Rides)*	\$50.00
21 Day Pass (Unlimited Rides)*	\$75.00
30 Day Pass (Unlimited Rides)*	\$100.00
Shore Access	
ADA Paratransit - One Trip	\$5.00
Shore Ride	
General Public	\$5.00
Elderly, Medicare, Disabled in Wicomico and Worcester Counties	\$4.00

* \$2.00 one-time initial Bus Pass fee; Fixed Route Bus Pass is refillable

For the Shore Ride services that provides transportation for customers who reside in rural areas (3/4 mile beyond a fixed route bus stop/transfer point) in Somerset, Wicomico and Worcester Counties the fare is \$5.00 per ride. For older adults, people with disabilities, and Medicare cardholders in Wicomico and Worcester Counties who qualify for this service, the fare is \$4.00 per ride. For people with disabilities who qualify for the Shore Access, Shore Transit's ADA complementary paratransit program, the fare is \$5.00 per ride.

Facilities, Fleet, and Technology

Shore Transit's administrative office and maintenance facility is located in the Tri-County Council Multi-Purpose Center at 31901 Tri-County Way, Salisbury, MD 21804. The facility includes offices, a detached bus maintenance facility, fueling station, and vehicle storage lot. The facility also houses Shore Transit's primary transfer center. The transfer center includes multiple bus bays, an indoor and outdoor waiting area, schedules/brochures, restrooms, and a cafeteria.

Table 2-6 provides information on Shore Transit's current fleet, showing 37 active vehicles. This inventory will be updated as needed through the planning process, and serve as the basis for the capital plan that will be included in the final TDP.

Table 2-6: Shore Transit Active Vehicle Inventory

Fleet Number	Model Year	Make	Model	Vehicle Type	Seating Capacity		Fuel Type	Current Condition	Mileage	Useful Life Minimum Years/Miles		Earliest Possible Replacement Year
					Ambulatory	Wheelchair				Miles	Years	
94	2009	FORD	E-350	Light Duty Bus	8	2	Gasoline	Marginal	439,345	200,000	6	2016
97	2011	FORD	E-450	Light Duty Bus	16	2	Gasoline	Marginal	377,024	200,000	6	2017
100	2014	FORD	E-450	Light Duty Bus	14	2	Gasoline	Good	287,229	200,000	6	2021
101	2014	FORD	E-450	Light Duty Bus	14	2	Gasoline	Good	273,712	200,000	6	2021
102	2014	FORD	E-450	Light Duty Bus	14	2	Gasoline	Good	290,838	200,000	6	2021
103	2014	FORD	E-450	Light Duty Bus	14	2	Gasoline	Good	286,989	200,000	6	2021
104	2014	FORD	E-450	Light Duty Bus	14	2	Gasoline	Good	299,569	200,000	6	2021
105	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	168,619	200,000	6	2025
106	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	167,982	200,000	6	2025
107	2011	FORD	E-450	Light Duty Bus	10	4	Gasoline	Marginal	415,755	200,000	6	2017
108	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	174,985	200,000	6	2025
109	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	176,778	200,000	6	2025
110	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	193,380	200,000	6	2025
111	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	160,891	200,000	6	2025
112	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	231,580	200,000	6	2024
113	2017	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	223,677	200,000	6	2024
114	2018	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	126,797	200,000	6	2024
115	2019	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	32,081	200,000	6	2025
116	2019	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	30,141	200,000	6	2025
117	2019	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	57,999	200,000	6	2023
118	2019	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	17,520	200,000	6	2025
119	2021	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	7,408	200,000	6	2025
120	2021	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	6,218	200,000	6	2026
121	2021	FORD	E450	Light Duty Bus	16	2	Gasoline	Excellent	6,701	200,000	6	2025
122	2021	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	4,300	150,000	4.9	2026
123	2021	FORD	E-450	Light Duty Bus	16	2	Gasoline	Excellent	4,743	150,000	4.8	2026
231	2011	FORD	E-450	Light Duty Bus	16	2	Gasoline	Adequate	464,896	200,000	6	2026
274	2017	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	311,647	350,000	10	2026
275	2017	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	302,297	350,000	10	2026
276	2017	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	336,762	350,000	10	2025
277	2017	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	323,297	350,000	10	2025
278	2017	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	319,926	350,000	10	2025
279	2018	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	132,503	350,000	10	2027
280	2018	FORD	F-650	Heavy Duty Bus	28	2	Gasoline	Excellent	140,867	350,000	10	2026
300	2021	FORD	F-550	Medium Duty Bus	26	2	Gasoline	Excellent	16,221	200,000	6.6	2025
301	2021	FORD	F-550	Medium Duty Bus	26	2	Gasoline	Excellent	13,605	200,000	6.6	2026
411	2010	ELDRDO	TRANSMARK	Heavy Duty Bus	26	2	Diesel	Marginal	681,592	500,000	12	2023

Shore Transit also has a non-revenue vehicle fleet of 13 vehicles based on the FY 2022 ATP, consisting of a variety of support vehicles as shown in Table 2-7.

Table 2-7: Shore Transit Non-Revenue Vehicle Inventory

Fleet Number	Model Year	Make	Model	Vehicle Type	Seating Capacity		Fuel Type	Current Condition	Mileage	Useful Life Minimum Years/Miles		Earliest Possible Replacement Year
					Ambulatory	Wheelchair				Miles	Years	
3	2,006	FORD	PICKUP	Support Truck	3	-	Gasoline	2	119,062	200,000	6	2011
6	2,017	CHEVROLET	VAN	Non-Revenue Vehicle_Rev_Vehicle	2	-	Gasoline	5	55,841	130,000	10	2027
9	2,006	FORD	PICKUP	Support Truck	3	-	Gasoline	2	132,713	200,000	6	2012
11	2,013	FORD	PICKUP	Non-Revenue Vehicle	6	-	Gasoline	5	57,991	130,000	10	2023
12	2,014	DODGE	AMERIVAN	Support Van	5	2	Gasoline	3	152,484	200,000	6	2020
13	2,014	DODGE	AMERIVAN	Support_Van	5	2	Gasoline	4	161,299	200,000	6	2020
14	2,015	DODGE	AMERIVAN	Support Van	5	2	Gasoline	5	78,410	200,000	6	2021
19	2,019	CHEVROLET	SUV	Non-Revenue Vehicle	5	-	Gasoline	5	12,900	130,000	10	2029
86	2,004	FORD	SEDAN	Non-Revenue Vehicle	5	-	Gasoline	2	163,259	130,000	10	2014
88	2,009	FORD	SEDAN	Support Car	5	-	Gasoline	2	218,672	200,000	6	2015
89	2,009	FORD	SEDAN	Support Car	5	-	Gasoline	2	160,617	200,000	6	2015
92	2,011	FORD	SEDAN	Support Car	5	-	Gasoline	3	117,069	200,000	6	2017
93	2,011	FORD	SEDAN	Support Car	5	-	Gasoline	3	130,848	200,000	6	2017

Pedestrian and Bicycle Access

Shore Transit currently owns a limited number of bus mounted bicycle racks that are rotated onto vehicles that operate local Salisbury routes. Shore Transit has bike racks on two buses, and uses them on routes in Salisbury. They report that demand for bike racks has remained low, but if the City of Salisbury efforts to encourage bicycle ridership ever result in more people riding they can increase the number of racks. Storage racks are also provided at major bus stops.

Marketing/Advertising Program

Shore Transit provides information on their services through variety of outreach efforts, though the COVID-19 pandemic has eliminated most in person community outreach events. Typically Shore Transit marketing efforts involve the following:

- Bus schedules are distributed to agencies and customers through e-mail, mail, website (www.shoretransit.org), and distribution at key locations (including buses). This email list is also used for up-to-date information (i.e.: weather, delays, and public hearings).
- Education and training presentations are provided to agencies throughout the Tri-County area. Training/Presentations are given at many local service agencies and community organizations. Shore Transit participates in trade shows and fairs throughout the area providing brochures, schedules, and promotional items. Shore Transit participates in the programs hosted by the local area Chambers of Commerce.
- The Shore Transit website, www.shoretransit.org, provides stop and schedule information on the fixed and regional routes, though a Trip Planner feature is experiencing technical issues and customers are encouraged to use a Schedules menu on the website or to call the Shore Transit customer service center. Riders can also check schedules and have service alerts sent directly to their cell phones or email. The website also includes a rider guide that provides tips on riding Shore Transit, details on bus fares and payment options, and specific information on accessible services.

Other Area Providers and Purchasers

Somerset, Wicomico, and Worcester Counties have multiple transportation options beyond Shore Transit. These include Ocean City Transit, intercity bus, private non-profit providers, and taxi companies. The region is also served with a regional airport.

Regional Coordination

Shore Transit was originally formed through a regional coordination efforts, so as noted in the FY 2022 ATP there is a long history of Shore Transit's Customer Service and Support Center acting as a one-stop point of contact for arranging and monitoring customer rides inside and outside of the transit system:

- Transportation providers, public and private, government and non-profit, are offered Shore Transit services in order to offer a more cost effective way of providing service.
- An agreement with the Town of Ocean City continues to improve service to the customers of that location by providing a direct service to the neighboring Berlin area of dense medical facilities.
- Shore Transit continues to partner with Greyhound as the local ticket agent. Greyhound also uses the Shore Transit facility as its bus stop in the Salisbury area.

In their ATP Shore Transit highlighted the following efforts with other transportation providers in the region:

- **Ocean City Transit:** Transfer Points are coordinated for both fixed route and demand response rides.
- **Somerset County Commission on Aging:** Provides back-up support when there is a greater demand for specialized transportation and calls upon Shore Transit when their demand is more than their resources.
- **Worcester Developmental Center:** Shore Transit provides driver training on an as-needed basis.
- **Greyhound Bus Lines:** Shore Transit is a ticket agent for Greyhound and Greyhound uses the Shore Transit Facility as their Salisbury Bus Stop.
- **Delmarva Community Transit:** Provides fixed route transportation between Cambridge and Salisbury with coordinated transfers at the Transfer Point in Downtown Salisbury.
- **DART Transit:** DART, the Delaware public transit agency, and Shore Transit coordinate the transfer of passengers at a bus on the Maryland/Delaware line.
- **Worcester County Commission on Aging:** Worcester COA utilizes Shore Transit to transport seniors to three Senior Centers in Worcester County.

Ocean City Transit

Ocean City Transit provides fixed route and ADA paratransit services for the Town of Ocean City, which is a part of Worcester County. OC Transit is operated by the town and is an MTA subrecipient of federal and state transportation funding. OC Transit provides a high level of fixed route service during the summer season, with services scaled back during the winter season. Connections with OC Transit are very important for Shore Transit riders, as many riders use Shore Transit to travel from their homes throughout the Lower Eastern Shore to jobs in Ocean City. During the off-peak winter season, this connection is made in Ocean City, at their South End terminal. During peak season, this connection is made at the West Ocean City Park and Ride on Route 50.

Intercity Bus

Greyhound Bus Lines, Inc.

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 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 Wilmington, DE and New York: 2:05 a.m.
- To Norfolk and Richmond, VA: 12:55 a.m.

BayRunner Shuttle

BayRunner Shuttle provides round trip van services from Ocean City, Ocean Pines, Salisbury, Cambridge, Easton, and Kent Island to BWI Airport, BWI Amtrak, and Baltimore Greyhound terminals and back seven days a week. BayRunner Shuttle's schedules are provided in Table 2-8 on the next page.

Table 2-8: BayRunner Shuttle Schedule

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 a.m.	6:00 a.m.	6:30 a.m.	6:55 a.m.	7:30 a.m.	7:35 a.m.	N/A
8:10 a.m.	8:30 a.m.	9:20 a.m.	10:00 a.m.	10:30 a.m.	10:55 a.m.	11:30 a.m.	11:35 a.m.	12:00 p.m.
10:10 a.m.	10:30 a.m.	11:20 a.m.	12:00 p.m.	12:30 p.m.	12:55 p.m.	1:30 p.m.	1:35 p.m.	2:00 p.m.
12:10 p.m.	12:30 p.m.	1:20 p.m.	2:00 p.m.	2:30 p.m.	2:55 p.m.	3:30 p.m.	3:35 p.m.	N/A
2:10 p.m.	2:30 p.m.	3:20 p.m.	4:00 p.m.	4:30 p.m.	4:55 p.m.	5:30 p.m.	5:35 p.m.	6:00 p.m.
4:10 p.m.	4:30 p.m.	5:20 p.m.	6:00 p.m.	6:30 p.m.	6:55 p.m.	7:30 p.m.	7:35 p.m.	8:00 p.m.

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	10:30 a.m.	10:35 a.m.	11:15 a.m.	11:35 a.m.	12:05 p.m.	12:40 p.m.	1:30 p.m.	1:50 p.m.
12:10 p.m.	12:30 p.m.	12:35 p.m.	1:15 p.m.	1:35 p.m.	2:05 p.m.	2:40 p.m.	3:30 p.m.	3:50 p.m.
2:10 p.m.	2:30 p.m.	2:35 p.m.	3:15 p.m.	3:35 p.m.	4:05 p.m.	4:40 p.m.	5:30 p.m.	5:50 p.m.
N/A	4:30 p.m.	4:35 p.m.	5:15 p.m.	5:35 p.m.	6:05 p.m.	6:40 p.m.	7:30 p.m.	7:50 p.m.
6:10 p.m.	6:30 p.m.	6:35 p.m.	7:15 p.m.	7:35 p.m.	8:05 p.m.	8:40 p.m.	9:30 p.m.	9:50 p.m.
8:10 p.m.	8:30 p.m.	8:35 p.m.	9:15 p.m.	9:35 p.m.	10:05 p.m.	10:40 p.m.	11:30 p.m.	11:50 p.m.

Nonprofit 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 provide transportation for medical appointments. Organizations identified through the recent coordinated transportation plan for the region include the following:

Section 5310 Recipients

- Dove Pointe, Inc.
- Lower Shore Enterprises, Inc.
- SHORE UP! Inc.
- Somerset Community Services, Inc.
- Worcester County Commission on Aging
- Worcester County Development Center, Inc.

Other Organizations

- Area Agency on Aging of Somerset County
- Bay Shore Services
- Cambridge VA Outpatient Clinic
- County Departments of Social Services
- County Health Departments-Medical Assistance (MA) Transportation
- Deer's Head Center
- Go Getters, Inc.
- Lower Shore Enterprises
- Maintaining Active Citizens (MAC) Inc.

Taxicab Companies

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

- Are Jay Taxi, Salisbury
- Bailey's Taxi Service, Salisbury
- Big City Cab, Crisfield
- Bruce Taxi, Salisbury
- CaRx, Salisbury
- City Cab, Salisbury
- Forerunners Transportation, Salisbury
- Gene's Taxi, Salisbury
- Golden Taxi Inc., Salisbury
- Paul's Taxi, Salisbury
- Pinnacle Transportation, Salisbury
- Riverside Transportation Taxi, Salisbury
- Salisbury Taxi, Salisbury
- Shoosh Taxi Service, Salisbury
- Taxi, Etc., LLC, Salisbury
- University Taxi, Princess Anne
- Yellow Cab, Salisbury

Ridehailing

Ridesharing or ride sourcing services are provided by Transportation Network Companies (TNCs) such as Uber & Lyft. These services use smartphone apps that connect passengers with drivers who typically use their personal, non-commercial vehicle. Uber and Lyft are now operating in the Lower Eastern Shore of Maryland but their services are limited and their availability could vary depending on the demand, technology infrastructure, and urban-rural nature of the place.

Ridesharing: Carpools, Vanpools

Ridesharing services are also available in the Lower Eastern Shore of Maryland. Ridesharing includes carpooling, vanpooling and real-time ridesharing services such as Uber Pool and Lyft Pool for commuters. The availability of these services is limited in the region.

Other Transportation Services or Resources

DART

DART First State and the Delaware Transit Corporation (DTC) operate a seasonal beach bus service that runs daily in summer between Rehoboth Park & Ride, DE and the Northern Transit Center, OC. This route, Route 208 Blue Line, 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 beach bus services. DART and Shore Transit also share a bus stop in Delmar, MD.

Downtown Salisbury Trolley

The City of Salisbury provide free downtown trolley service while Salisbury University is in session. It operates from the bus stop near the Guerrieri Academic Commons and serves several off-campus student housing complexes. It operates on Thursdays and Fridays during the semester from 9 p.m.-2 a.m. Trolley service on every 3rd Friday of the month starts early at 5:45 p.m.

Delmarva Community Transit

Delmarva Community Transit, a part of the non-profit Delmarva Community Services, provides service on Maryland's Mid-Shore Monday to Friday, plus limited Saturday service. This includes five trips per weekday from Cambridge to downtown Salisbury and back, providing demand response services to western Wicomico County along US Highway 50.

Tiger Travel Bus

The Tiger Travel Bus provides bus service to Salisbury University students 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.

UMES/Princess Anne Shuttle

University of Maryland Eastern Shore (UMES) provides shuttle bus transportation for college students throughout the campus. The service operates from Monday through Friday between 7:00 a.m. -11:10 p.m. and on weekends from 2:00 p.m.-10:35 p.m. with limited stops.

VA Maryland Health Care System Shuttle

Veteran Affairs (VA) Maryland Health Care System Shuttle is a free weekday shuttle service available to eligible Veteran patients to attend their scheduled clinic appointments throughout the VA Maryland Health Care System. Veteran patients are required to call at least 48 hours in advance of their scheduled clinic appointment to schedule a ride on this shuttle. In the Lower Eastern Shore, Maryland, this bus operates between Cambridge VA Outpatient Clinic and Perry Point VA Medical Center; and Cambridge VA Outpatient Clinic and Crisfield. Additional information can be viewed at <https://www.maryland.va.gov/patients/shuttle.asp>.

Airports

Within the Tri-County Region, the Wicomico Regional Airport (SBY) provides passenger service to Charlotte, NC and Philadelphia, PA. The airport is located in Wicomico County, just to the southeast of Salisbury. The airport is owned by Wicomico County and operated by the Wicomico County Airport Commission. The Ocean City Municipal Airport, located in Berlin, offers general aviation services. The closest major airport, depending on the location in the service area, would be Baltimore-Washington International (BWI) or Norfolk International (ORF).

Review of Previous Plans and Studies

The following section reviews recent plans and initiatives addressing public transportation in the region. The reviewed plans include those specific to transportation, as well as those covering broader issues and planning efforts.

Shore Transit “Choice Ridership” Study (2021)

In 2021, BEACON conducted a ridership study that aimed to provide an overview of effective strategies to increase ridership. It was concluded that some of the challenges that Shore Transit faces when trying to gain riders include:

- Difficulty increasing ridership with tourist, students, and aging populations
- Failure to attract ridership among college students outside of university routes
- Slow adoption of technology which enables riders and consumers to access bus service
- Uniform/flat fee structure for each route

Some effective strategies that were found from similar transit agencies include interactive LED touchscreens at bus stops, wireless connectivity through 4G WI-FI services on buses, and improved ticketing processes to attract new riders. BEACON concluded with three potential operations actions to increase choice ridership, which included:

1. Technological upgrades/features
 - a. Enhanced user-friendly website
 - b. State-of-the-art mobile app
 - c. Enhanced bus stop features
 - d. Universal Wi-Fi connectivity
2. Bus attributes
 - a. Enhanced cleanliness
 - b. Enhanced customer-tested scheduling
 - c. Targeted destinations (events, downtown locations, etc.)
3. Targeted marketing/advertising

Lower Eastern Shore Maryland Coordinated Public Transit-Human Services Transportation Plan (2020)

One of the federal FTA grant programs is the Enhanced Mobility of Seniors and Individuals with Disabilities Program, better known as Section 5310. One of the requirements of the Section 5310 Program is that projects selected for funding must be “included in a locally developed, coordinated public transit-human services transportation plan.

In response to this requirement the MDOT MTA Office of Local Transit Support that administers this program, along with the other state’s public transit and human service funding programs, leads the updates of regional Coordinated Public Transit-Human Services Transportation Plans. This includes a plan for the Lower Eastern Shore Region that includes Somerset, Wicomico, and Worcester Counties. The 2020 update built upon an initial version produced in 2007, and subsequently updated in 2010 and 2015. Future projects funded through the Section 5310 Program are then derived from this updated Coordinated Transportation Plan.

The Lower Eastern Shore Coordinated Transportation Plan involved an analysis of current transportation needs, and presents strategies and potential projects for improving mobility in the region. The following strategies were determined to be high priorities for the region:

- Support Recommendations to Improve Public Transportation Identified Through Detailed Transit Development Plans Conducted in the Region
- Incorporate Elected Officials and Policymakers into the TDP Advisory Process to Provide Political Insight and Ensure More Realistic Transportation Expansion Plans for the Region
- Maintain Services that are Effectively Meeting Identified Transportation Needs in the Region
- Advocate for Additional Funding to Support Public Transit and Human Service Transportation through Outreach towards Community and Regional Leaders and Policymakers
- Develop Additional Partnerships and Identify New Funding Sources to Support Public Transit and Human Service Transportation, Including with Local Businesses and Municipalities
- Use Current Human Services Transportation Services to Provide Additional Trips, Especially for Older Adults and Individuals with Disabilities
- Continue to Explore Opportunities to Support Coordination between Transportation Providers in the Region

Wicomico County Comprehensive Plan (2017)

In 2017, Wicomico County created a comprehensive plan that established goals, objectives, and implementation strategies. The plan utilized a series of public workshops for citizen participation during the local planning process. The plan is broken down into 11 elements: Sensitive Area Protection, Water Resources, Agriculture, Land Use, Transportation, Community Facilities, Historic and Cultural Resources, Housing and Community Development, Economic Development and Financial Sustainability, Mineral Resources, and Implementation. A goal in the plan that is geared towards transit aims to encourage a fully coordinated multi-modal transportation system that accommodates the movement of people and goods by air, land, and water.

The transportation vision for Wicomico County included a transportation network that is pedestrian-friendly within designated growth areas in order to reduce traffic congestion and air pollution from vehicle emissions. The Land Use element of the plan promoted a mix of residential and commercial/retail uses in the designated County growth areas, which would help promote walkable neighborhoods. A major goal within the transportation section included the improvement of transportation opportunities for disadvantaged, minority, and low-income groups.

Town of Ocean City Comprehensive Plan (2017)

The Town of Ocean City Comprehensive Plan discusses current needs and goals for the next 10 to 20 years. The plan is broken down into 12 sections, which include quality of life and sustainability, public participation, growth areas, community design, infrastructure, transportation, housing, economic development, environmental protection, resource conservation, stewardship, and implementation approaches.

Although the automobile dominates the transportation system in Ocean City, alternative modes of public transportation including bus, trolley, bike and pedestrian means will continue to be increased. The main goal of the plan is to maintain and improve the transportation system to accommodate the movement of people and goods as efficiently as possible, with minimum congestion and maximum safety. Some major objectives on how to achieve this goal includes identifying property in key locations to accommodate parking, park and ride, and public transportation facilities, continue to implement a bikeway system using alleys, secondary streets, the Boardwalk, bay front and beachfront connections, decrease reliance on automobile use by continuing to increase transit ridership, and study the impact of establishing a “complete streets” policy on the long term management of the existing street system.

Pocomoke City Comprehensive Master Plan (2014)

The Pocomoke Comprehensive Master Plan provides a series of goals, objectives, and recommendations to manage and direct growth and development in Pocomoke City. The overall transportation goal of the plan was to ensure safe and efficient movement of people and goods. In order to reach the goal, the plan includes 7 objectives, which range from integrating land use with street and highway networks, minimizing vehicular traffic effects on residential streets, maximizing the existing street and highway system, improving pedestrian safety, and continuing maintenance programs.

Connect 2050 Salisbury/Wicomico MPO Long Range Transportation Plan (2020)

Connect 2050 is the 30-year long range transportation plan for the Salisbury Wicomico Metropolitan Planning Organization. The plan identifies and details the transportation plans, projects, and programs that will be carried out by the S/WMPO during the next thirty years. The plan lays out six major goals for S/WMPO, which include managing the existing transportation system, increasing the safety and security, enhancing access and mobility, providing a connected, multi-modal transportation system, protecting the environment and quality of life, and supporting economic development. A major section within the long-range transportation plan focuses on bicycle and pedestrian systems, which discusses the 20 Year Bicycle and Pedestrian Access Master Plan.

MoveSBY Mobility Masterplan (2021-2022)

MoveSBY will be the City's first ever mobility masterplan, focusing especially on active transportation, i.e.; walking, biking, transit etc. This plan will supplant the City's 2017 Bicycle Masterplan, which was intended to be updated every five years, and will integrate all transportation planning for the City's jurisdiction into one document. As such, the Urban Greenway and Rail Trail Masterplans, as well as the Eastern Shore Drive Visioning Plan will be unified under the new MoveSBY plan.

Chapter 3

Transit Needs Assessment

Introduction

This chapter provides an assessment of transit needs in the region based on input received through outreach efforts, with a particular focus on feedback from current customers, key stakeholders, and the broader community. Along with the review of existing services and the analysis of demographics discussed in the next chapter of this plan, this needs assessment provides the foundation for development of the alternatives and recommendations through the next phase of the planning process.

Overall, this chapter is divided into the following sections:

- **Shore Transit Advisory Board** – Synopsis of input provided during the project kick-off meeting, including feedback on public transportation needs, key issues, and future opportunities.
- **Shore Transit Staff Input / Annual Transportation Plan** – A summary of feedback from staff and issues noted in the Shore Transit ATP.
- **Customer (Rider) Survey Results** – Summary of a customer survey that provided information on trip characteristics, typical travel patterns, desired service improvements, and satisfaction levels.
- **Community Survey Results** – Summary of a broader community survey that provided the opportunity to gather opinions from the general public on Shore Transit services and public transportation as a whole.
- **Stakeholder Interviews** – A review of the feedback received from local stakeholders regarding existing transit services and priorities for the future.

Shore Transit Advisory Board

A project kick-off meeting was conducted with the Shore Transit Advisory Board at the outset of the TDP process. This meeting also included key Shore Transit staff and the MDOT MTA Regional Planner for the Lower Eastern Shore. Participants discussed the proposed workplan, confirmed community outreach efforts, and provided comments on current issues, unmet needs, and possible objectives for the TDP. This discussion included the following issues and unmet needs:

- There is a need for first mile/last mile connections to existing Shore Transit services. The City of Salisbury has mentioned wanting to start a service that would help fill these gaps. On-demand microtransit services were noted as a possible solution in the area, as well a potential one in rural areas of the region.
- Continued coordination with universities in the region should continue to help identify how student needs are changing and how they can be better met in the future.
- Transportation continues to be a barrier for many residents living in rural areas of the region, and there is a need to connect these residents to Shore Transit pickup points.
- Like many transit systems in the country, due to COVID-19 and other factors Shore Transit faces driver shortages and challenges in recruiting and retaining bus operators.
- There continues to be a need from the community for greater transportation options to the Baltimore/Washington D.C. area, and overall distance gaps between where people live and where they to go.
- Overall concerns on future funding to support transit services in the region.

Shore Transit Staff Input / Annual Transportation Plan

In their ATP Shore Transit noted a variety of issues that can be taken into account as part of needs assessment. In addition, there have been discussions with Shore Transit staff from the outset of the TDP on current challenges and future needs. The following is a summary that will be updated as needed through the remainder of the planning process:

- Challenges from the COVID-19 pandemic that have resulted in higher operating costs and a major decline in ridership.
- Operating costs will increase as employee pay must increase to move meet the Maryland State mandate for \$15 an hour minimum wage. Shore Transit notes that they are also planning a change to employee benefits that should lower the cost of the provided benefits while increasing the take home pay rate.

- Like many transit systems across the country Shore Transit is facing a shortage in drivers that also resulted from the pandemic.
- Shore Transit serves a very rural area, and this results in longer distances and travel time on most of the routes. Ridership is therefore low compared to the miles traveled.
- The service area is seasonal, with many riders going to summer jobs in the tourist areas at the beach, but COVID-19 closures reduced beach visits and thus demand for employment transportation.
- Funding from all sources has been flat for the past seven years, and the most recent year saw a reduction in anticipated revenue.
- A growing senior population in the region is increasing the demand for origin to destination service by older adults and people with disabilities. This is resulting in a growing demand for transportation to dialysis treatments and other medical appointments.
- The TDP need to consider alternate fuel conversion plans based on the MDOT MTA study and Shore Transit future plans.

Customer (Rider) Survey

An important task for the TDP was the administration of a rider survey that was distributed on Shore Transit routes to receive feedback on services from customers and to develop a rider profile. With input from Shore Transit, an on-board survey was prepared for these purposes.

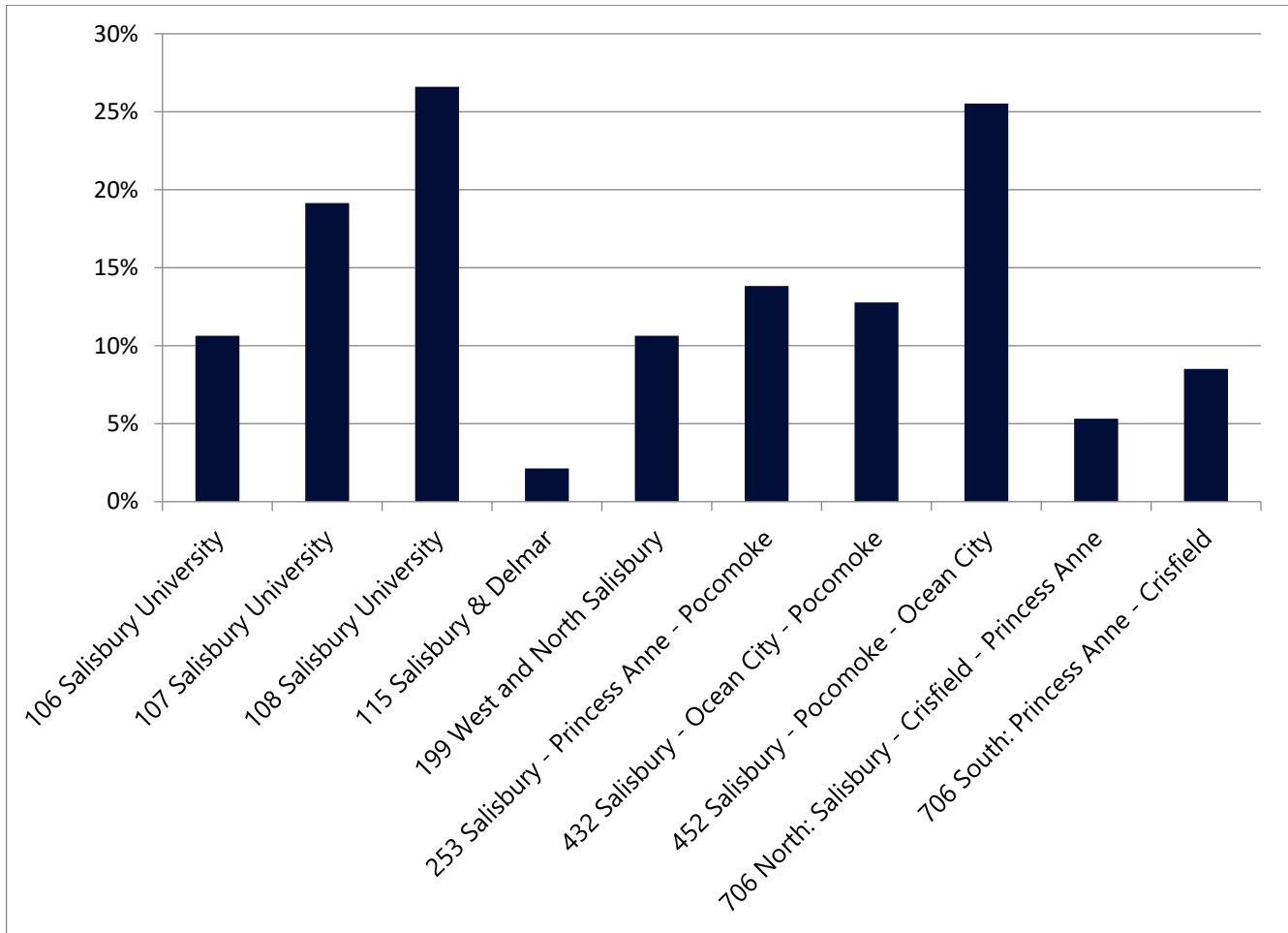
The survey was distributed by Shore Transit staff over two weeks from December 6, 2021 to December 24, 2021. A total of 95 rider surveys were collected, and the results are discussed in the following section.

Trip Information

Survey respondents were asked several questions pertaining to their trip. The first question asked participants to indicate which Shore Transit route they were using. A subsequent question asked if they would need to transfer to another route to complete their trip.

- A majority of the passengers surveyed responded that were using either 108 Salisbury University (27%) or 452 Salisbury – Pocomoke – Ocean City (26%)
- The fewest number of respondents stated that they were using the 115 Salisbury & Delmar (2%), 706 North (5%), and 706 South (8.5%).
- Over 84% of respondents answered that they would not need to transfer to another route.
- Overall survey results are shown in Figure 3-1.

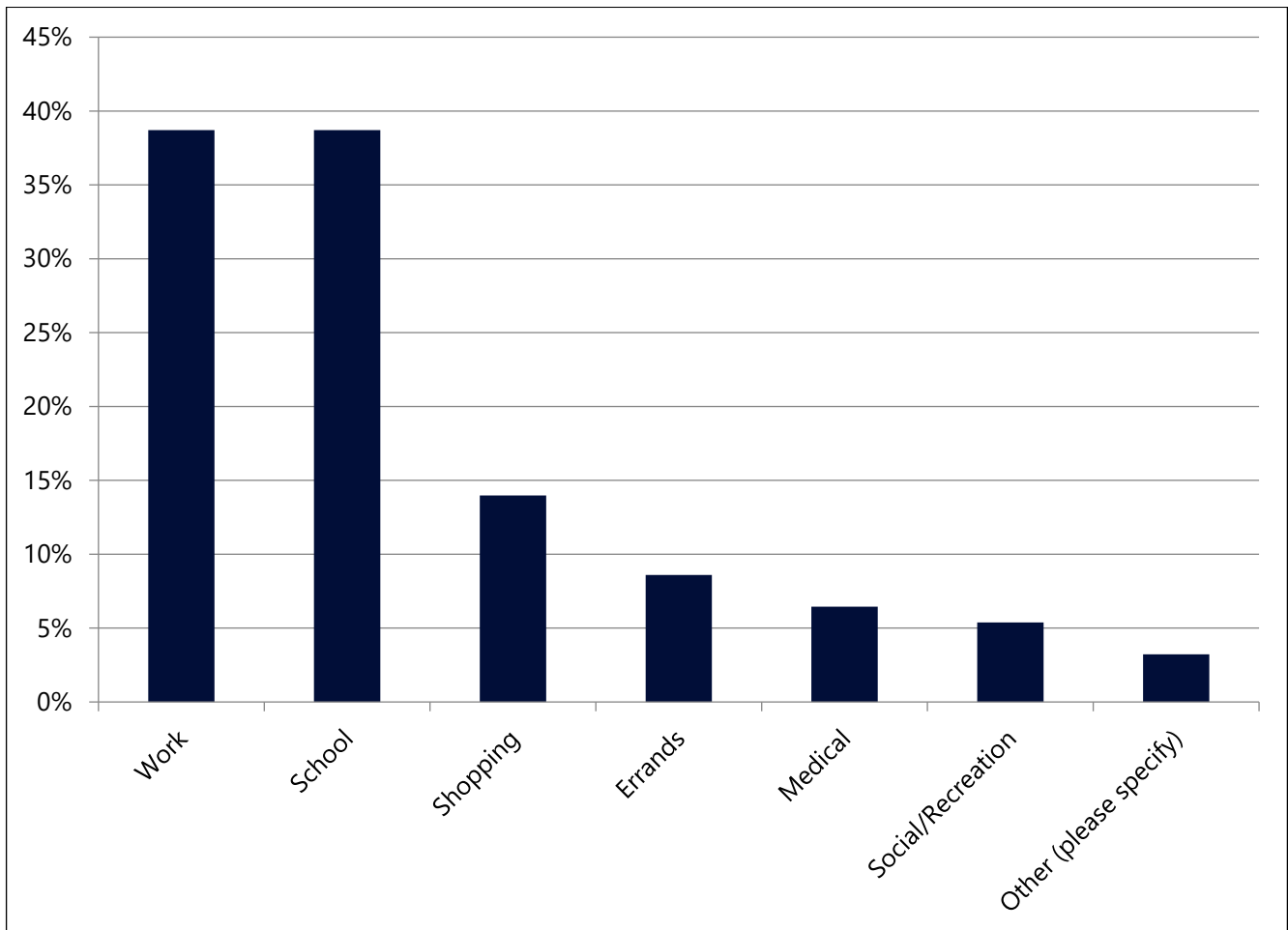
Figure 3-1: Shore Transit Routes Used by Survey Respondents



Customers were asked about the purpose of their trip on the day they were surveyed.

- As shown in Figure 3-2, the two main reasons customers were using the Shore Transit were for work and school.
- Only a handful of respondents stated that they were traveling for shopping, errands, medical, or social/recreational reasons.

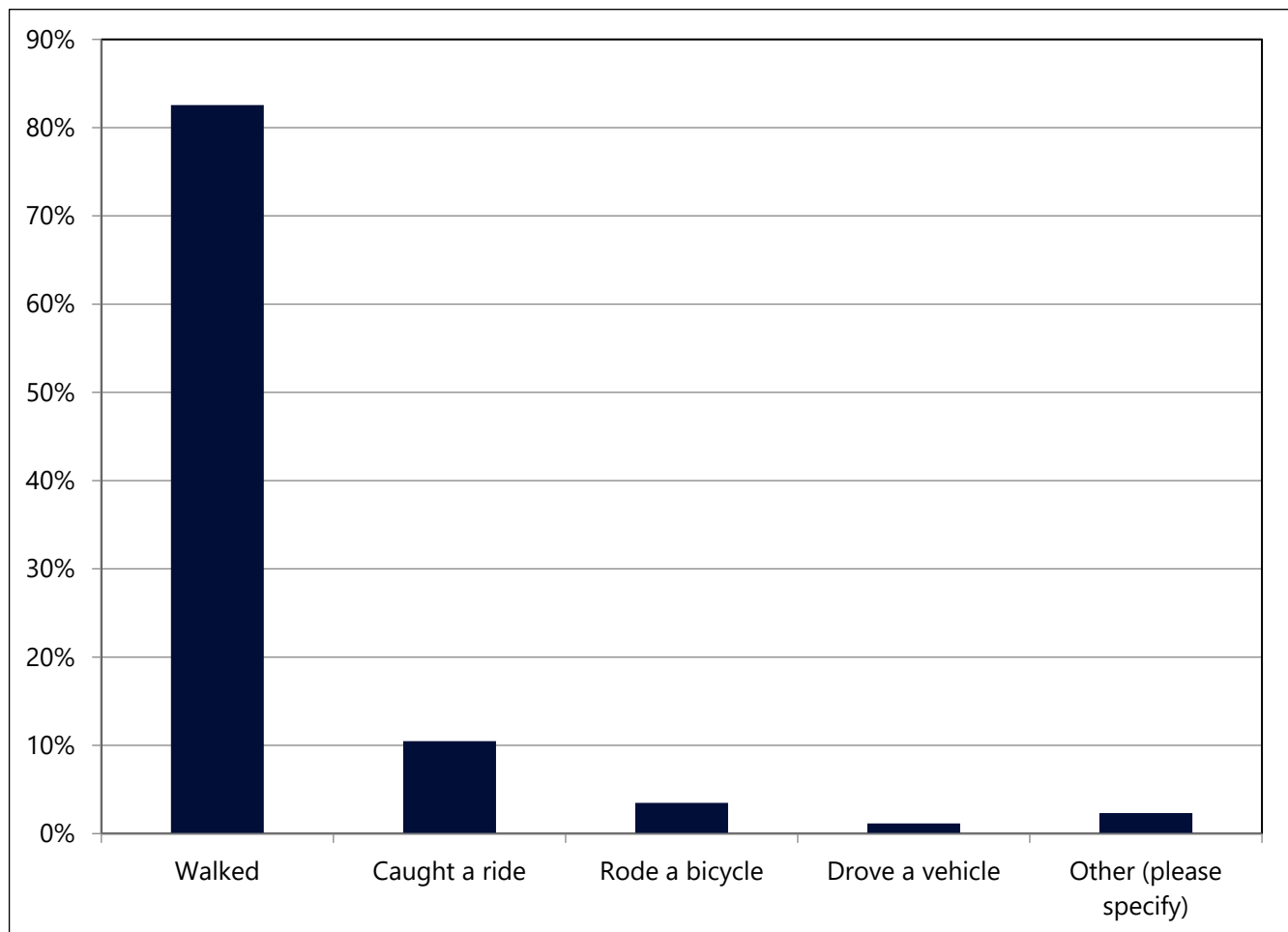
Figure 3-2: Trip Purpose



Shore Transit customers were asked how they traveled to the bus stop.

- A vast majority responded that they had walked (83%) to the stop.
- As seen in Figure 3-3 a few people responded that they caught a ride (10.5%), while only a few had stated that they rode a bike or drove a vehicle. One person noted that the bus had picked them up at their home.

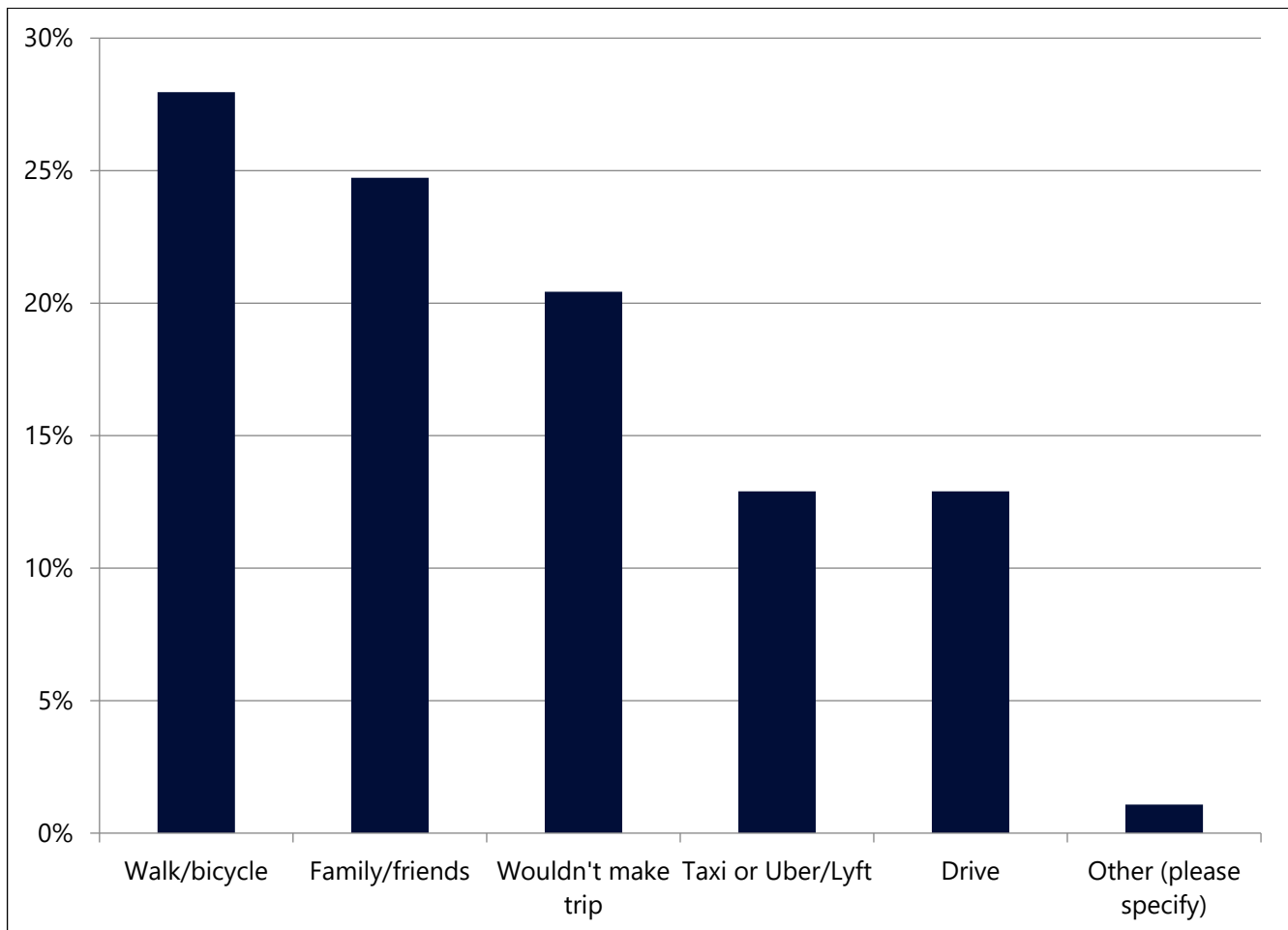
Figure 3-3: Primary Method of Travel to the Bus Stop



Customers were asked how they would have completed their current trip if Shore Transit was not available.

- As show in Figure 3-4, many respondents stated that they would either walk/bike (28%) or rely on family or friends (25%).
- However, 20% indicated that would not make the trip at all if it wasn't for Shore Transit services.

Figure 3-4: Travel Options if Shore Transit Not Available



Travel Characteristics

Survey respondents were asked about their primary mode of transportation and their use of other transportation services in the region.

- Over 86% of survey respondents answered that public transportation is their main travel option. As shown in Figure 3-5 the next highest most of transportation was walking (8%) and driving alone (3.5%).
- A majority of respondents stated that they do not use any other transportation service other than Shore Transit (78%). However, a handful of respondents stated that they used OC Transit, MD Upper Shore Transit, Greyhound, and DART services, as seen in Figure 3-6.

Figure 3-5: Primary Mode of Transportation

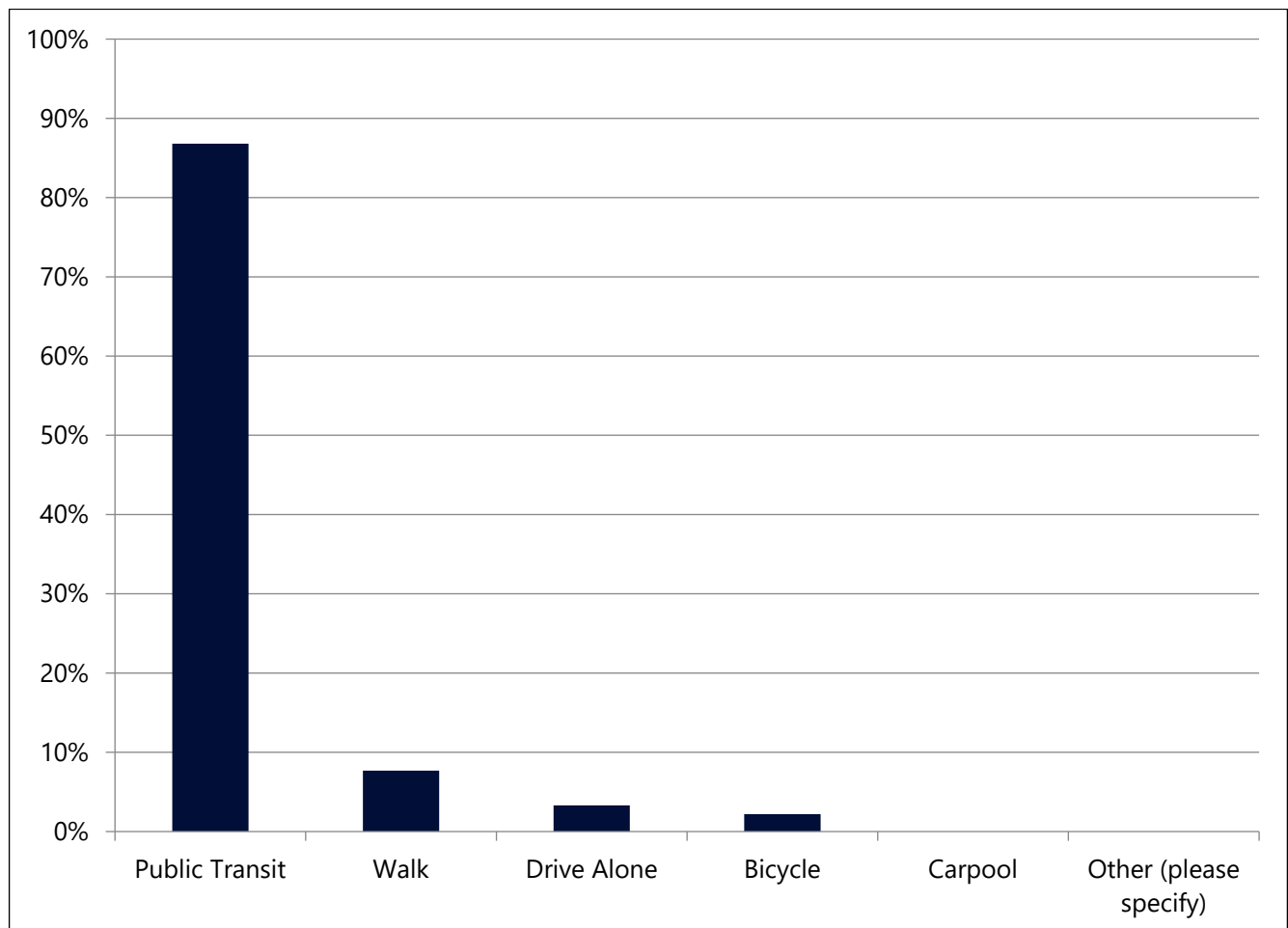
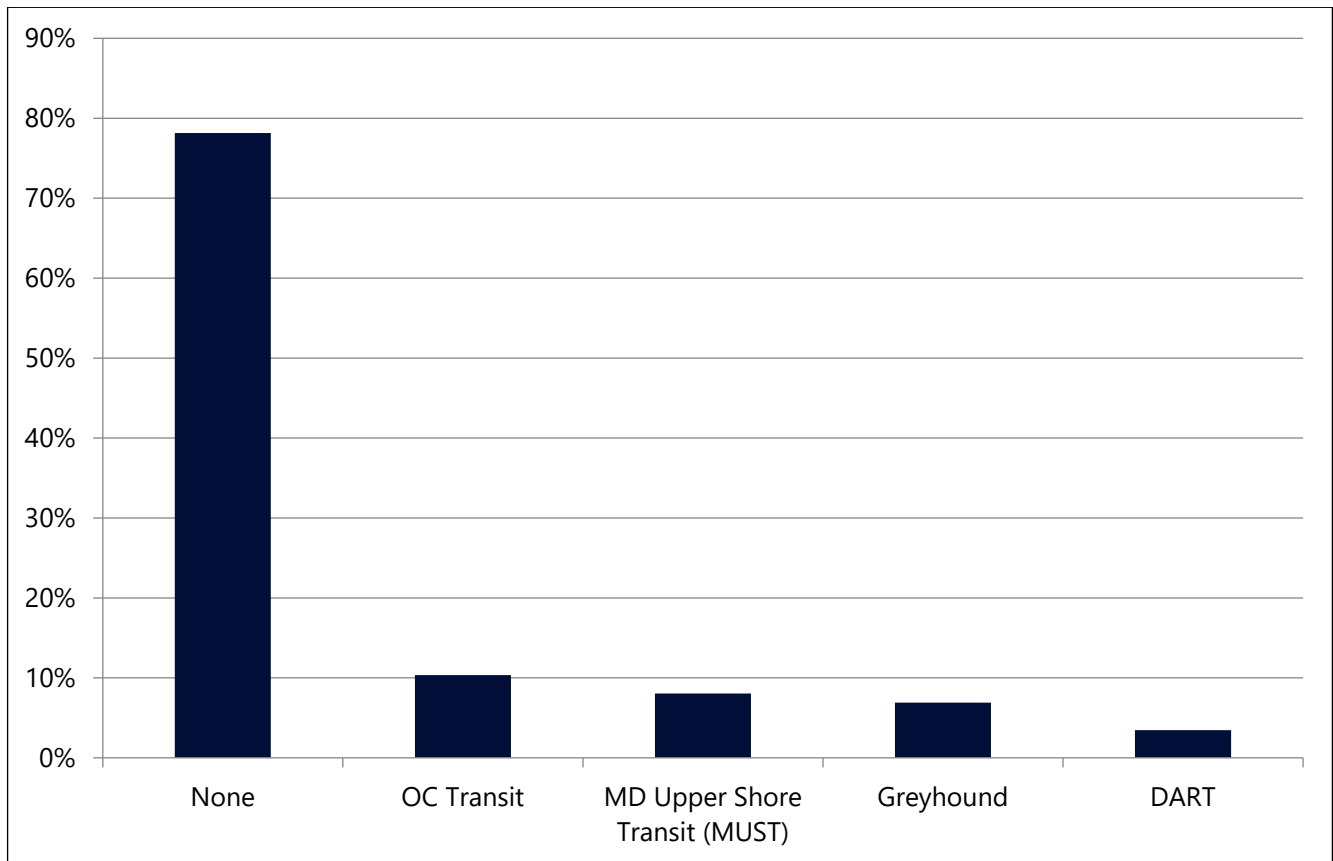


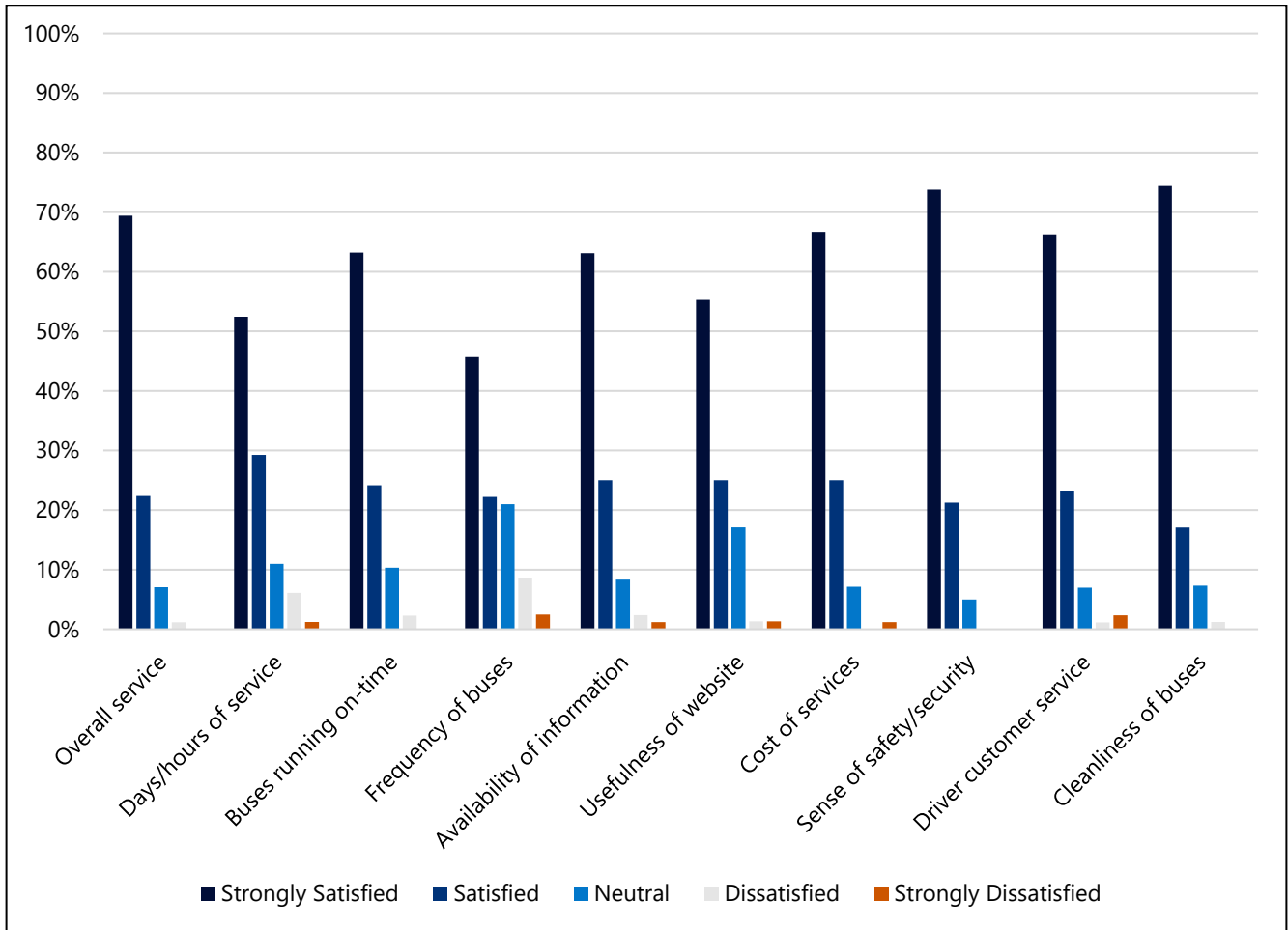
Figure 3-6: Use of Other Public Transportation Services

Rider Satisfaction

The survey presented several questions to determine rider satisfaction and elicit suggestions for improvement. Riders were asked to rate their satisfaction with various aspects of Shore Transit services and give their overall satisfaction level. Some key figures included:

- Many people were strongly satisfied with the sense of safety and security (74%), the cleanliness of the buses (74%), the overall services (69%), and the cost of services (67%).
- Only a handful of people were strongly dissatisfied with any of the services, and those were related to the frequency of the buses (2%).
- A handful of people felt neutral about the frequency of the buses (21%) and about the usefulness of the website (17%).
- A summary of responses can be seen in Figure 3-7. This is a good baseline to judge the rider's satisfaction levels with the current services and to document satisfaction with any proposed changes.

Figure 3-7: Customer Satisfaction with Shore Transit

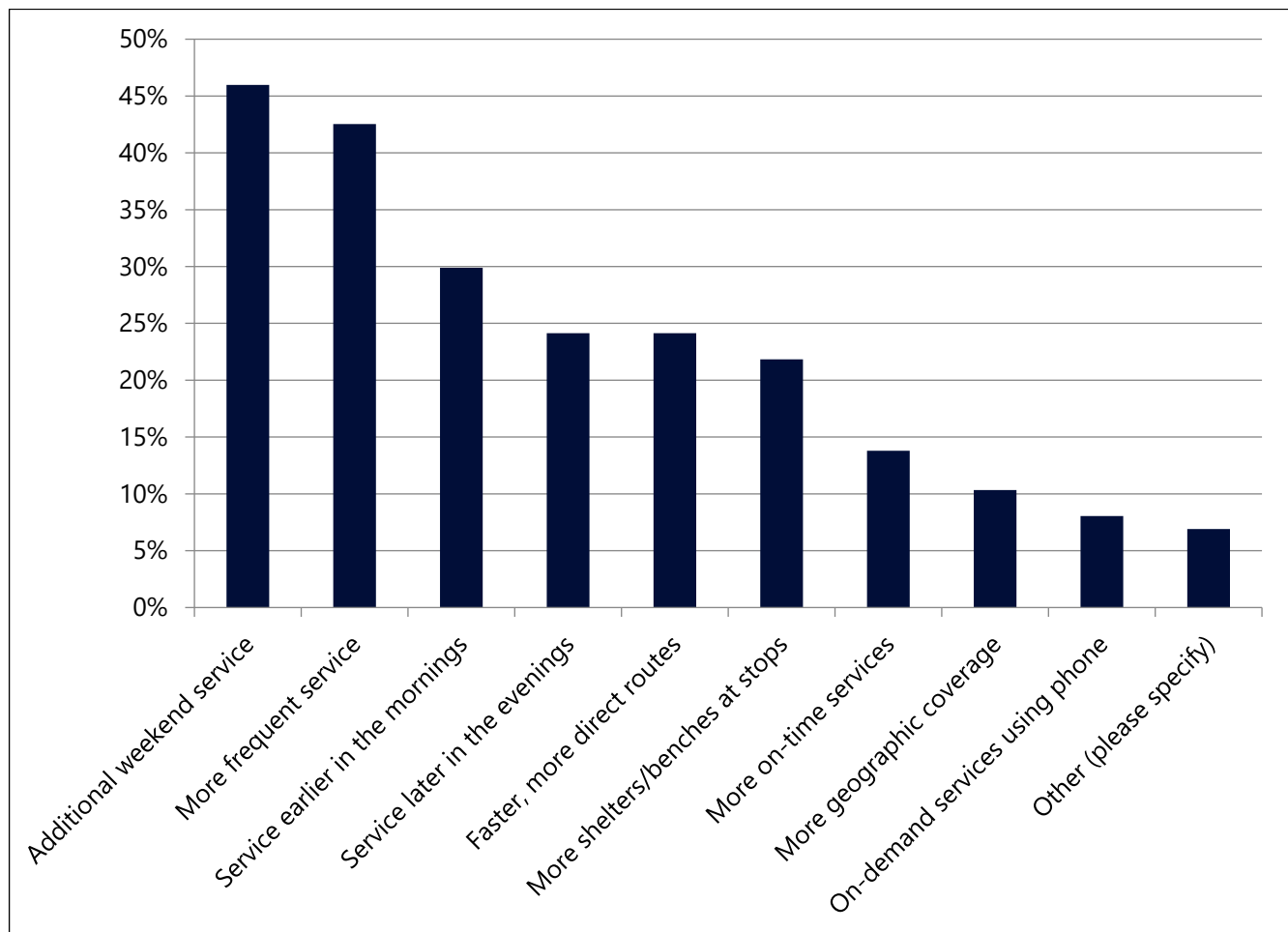


Transit Improvements

Shore Transit customers were asked for their input on potential service improvements they would like to see implemented.

- As shown in Table 3-8 the most popular response was additional weekend service, followed closely by more frequent service.
- Earlier service in the mornings and service later in the evening was next requested improvement.
- There was also strong support for faster more direct services, and more shelters and benches at current bus stops.

Figure 3-8: Desired Shore Transit Service Improvements



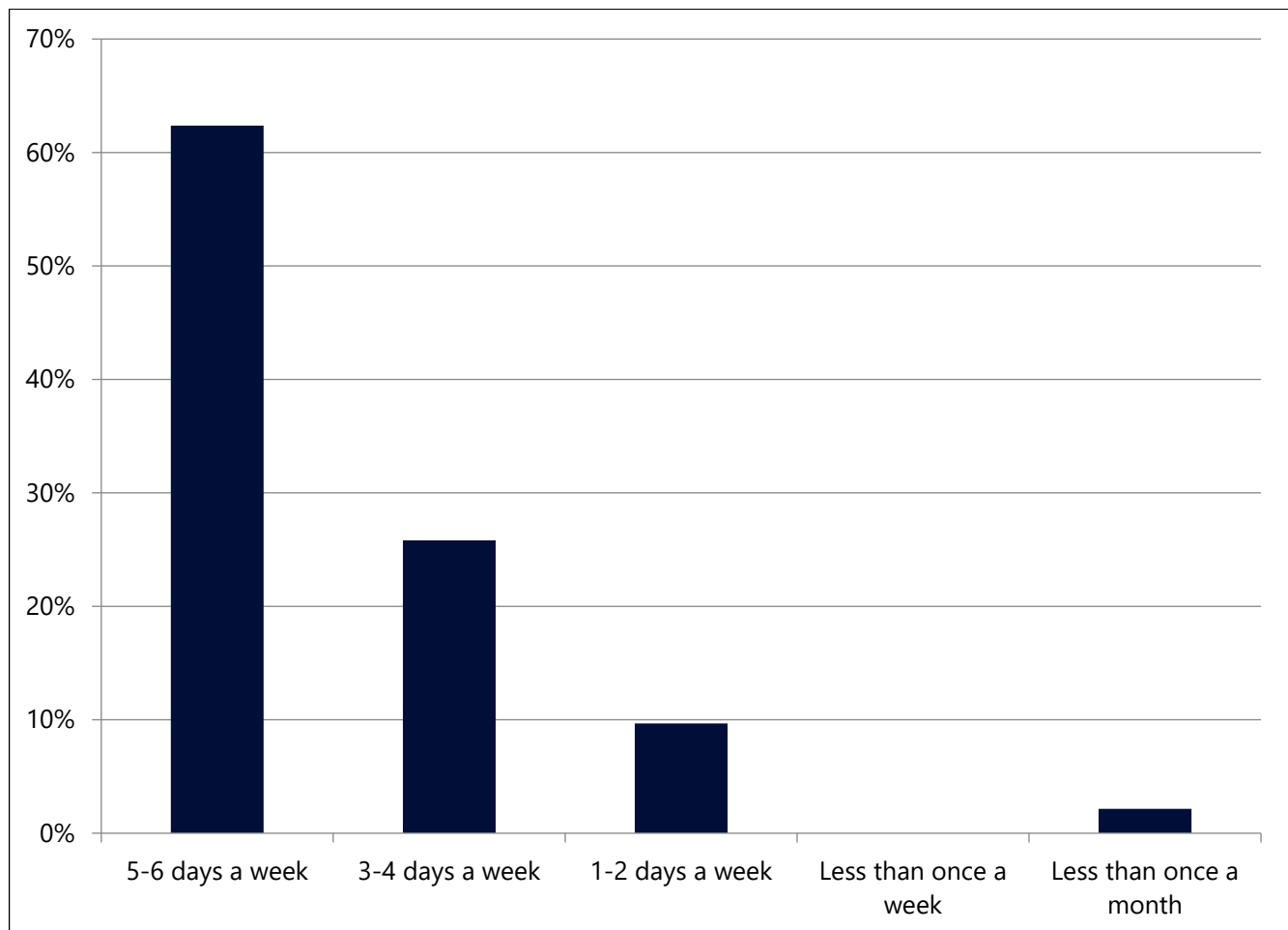
Rider Profile

Several questions on the survey asked customers to provide information about themselves. These responses are summarized in this section to form a Shore Transit rider profile.

Frequency Using Shore Transit

- Figure 3-9 shows the frequency of public transportation use reported by survey respondents, with the two highest responses being 5-6 days a week and 3-4 days a week.

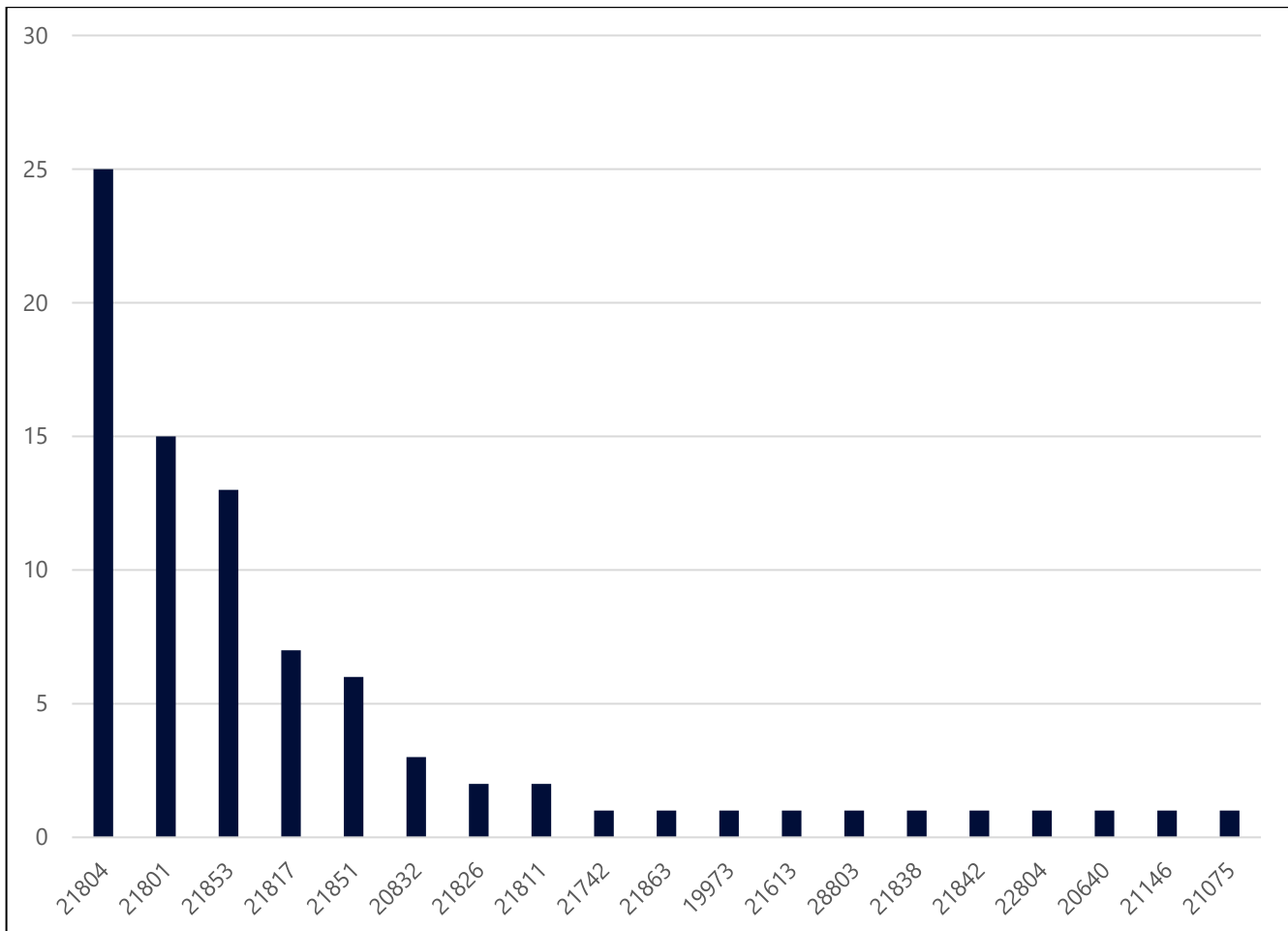
Figure 3-9: Frequency Using Shore Transit



Rider Demographics

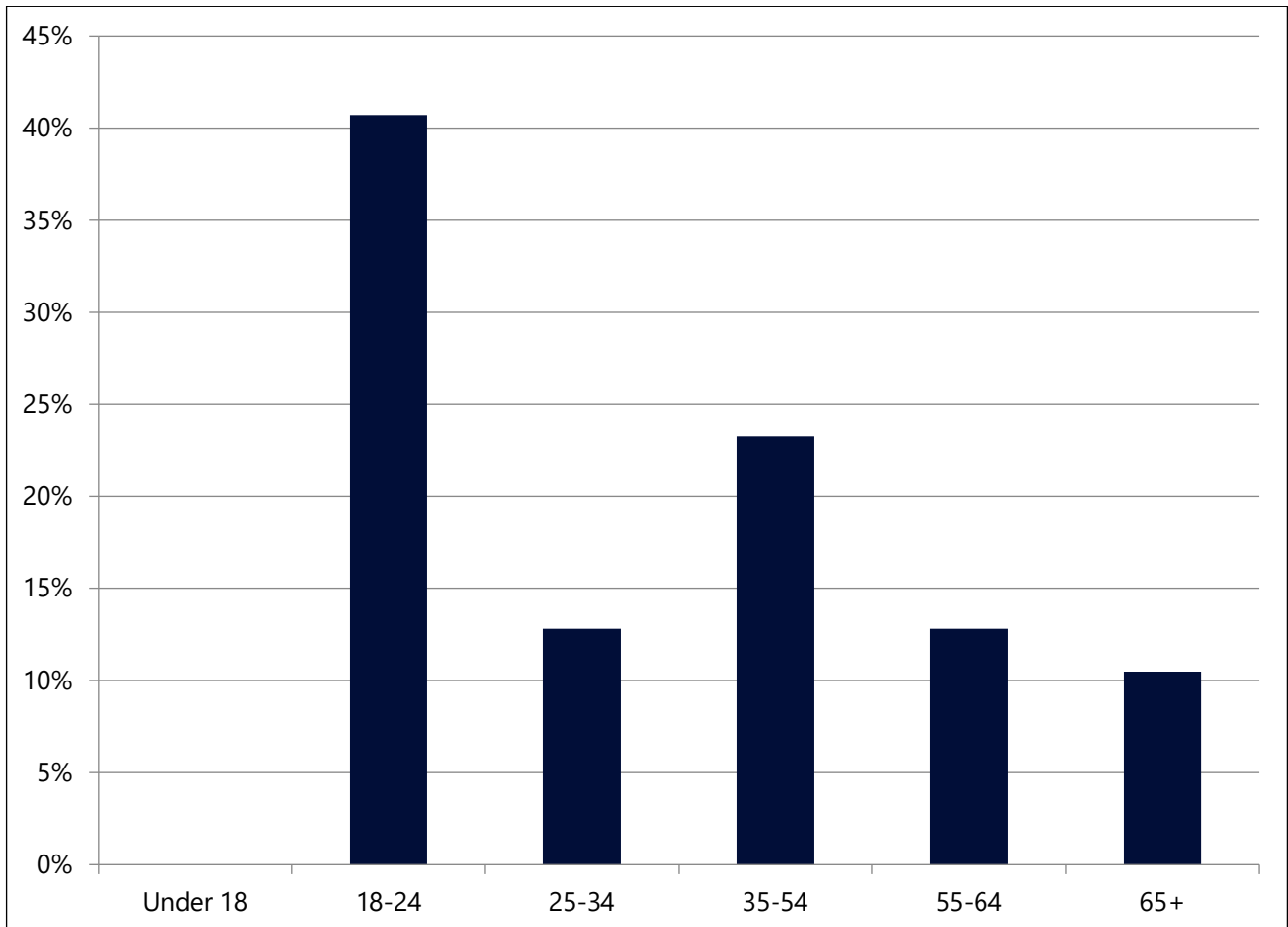
- A majority of the respondents of the rider survey live in either 21804 (Wicomico County/Salisbury) and 21801 (Wicomico County/Salisbury), as shown in Figure 3-10.

Figure 3-10: Zip Codes of Respondents



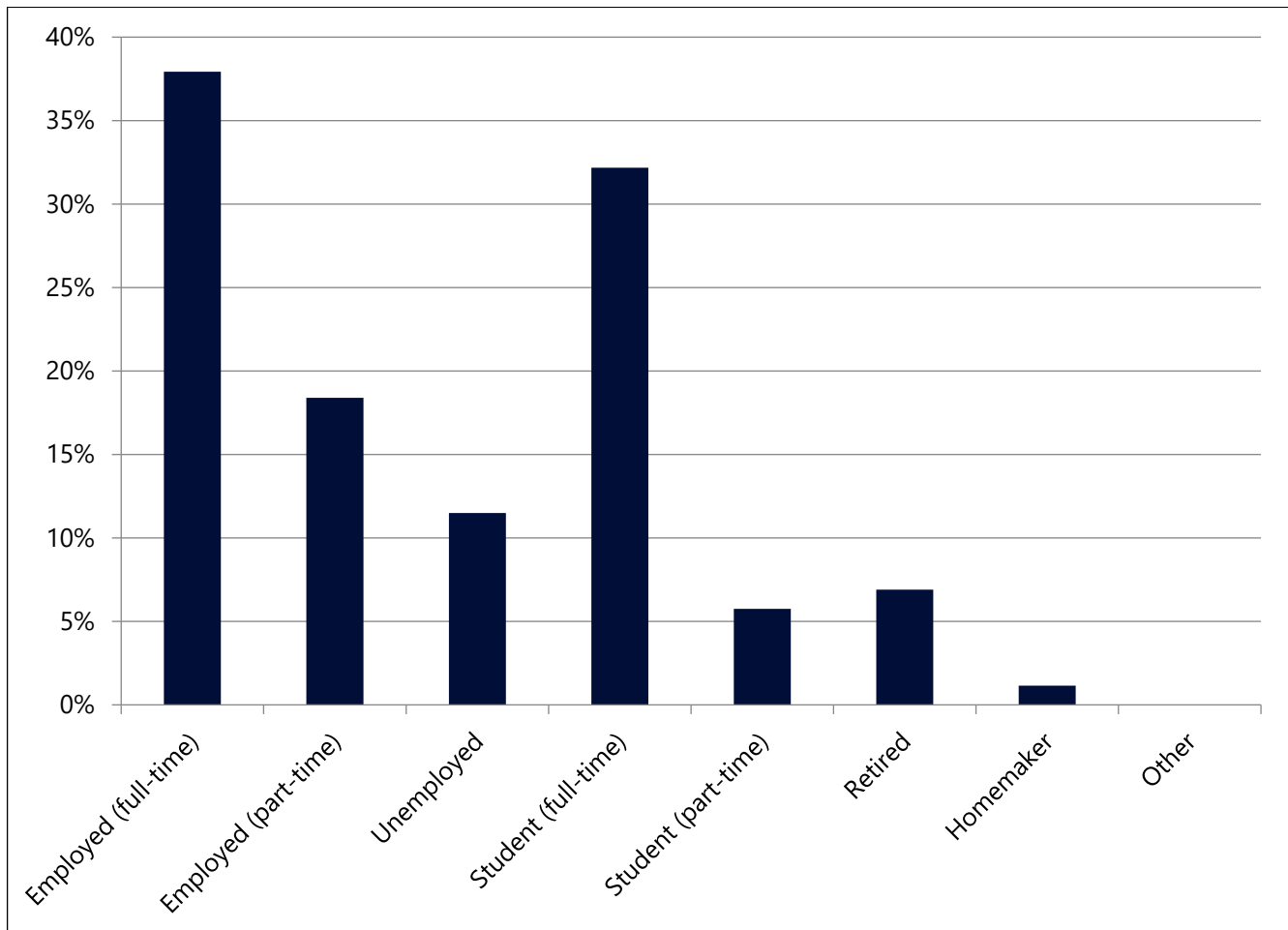
- The age distribution of Shore Transit customers that completed a survey is provided in Figure 3-11 and shows that 40% of respondents were 18 – 24 years of age and 23% are 35-54.

Figure 3-11: Age of Rider Survey Respondents



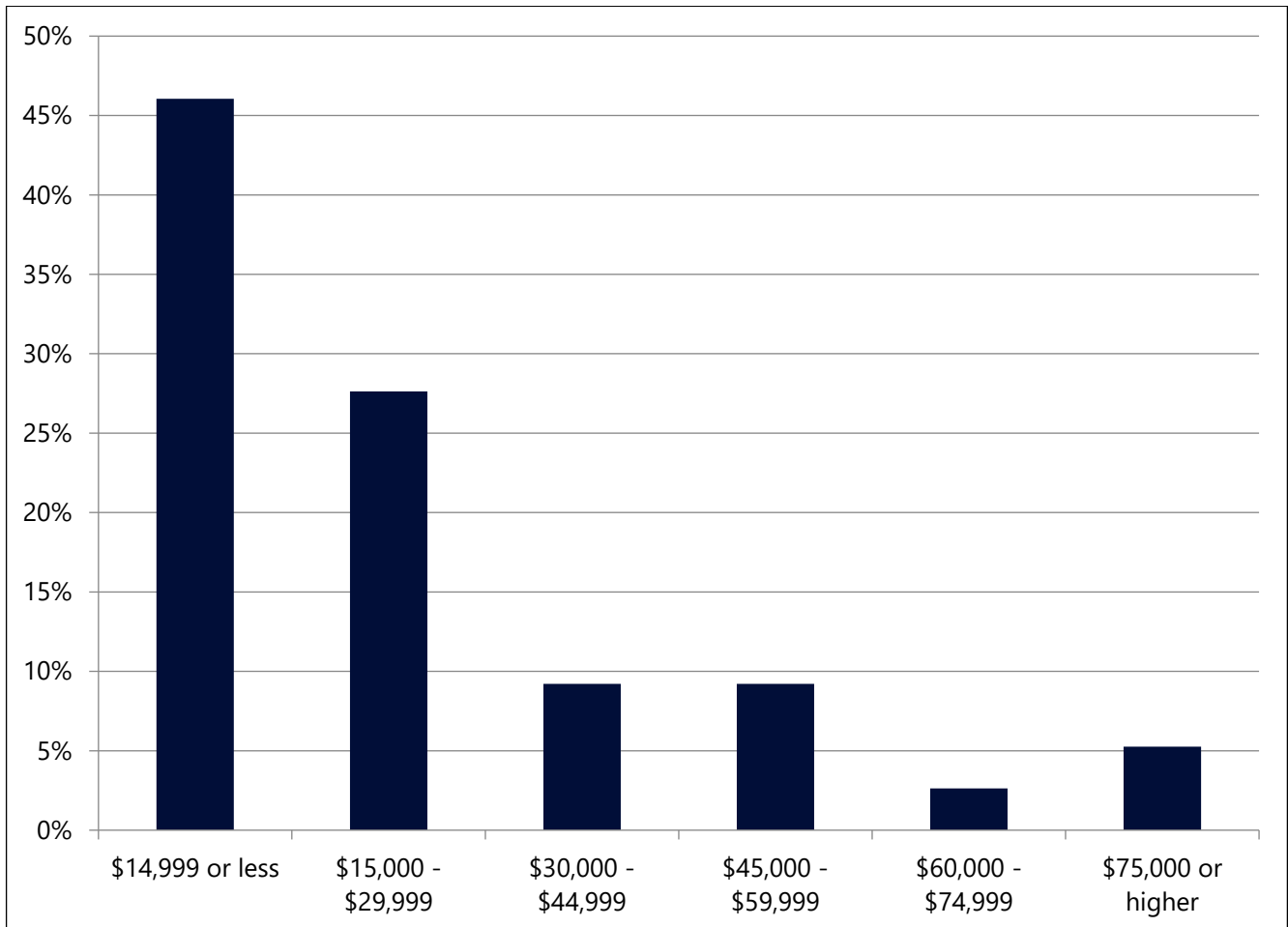
- Respondents were also asked to check all answers that fit their employment status, as shown in Figure 3-12. The two highest answers included employed full-time and student full-time (38% and 32% respectively).

Figure 3-12: Employment Status



- Riders were asked for their annual household income. As shown in Figure 3-13, a majority of respondents stated that their annual household income was \$14,999 or less.

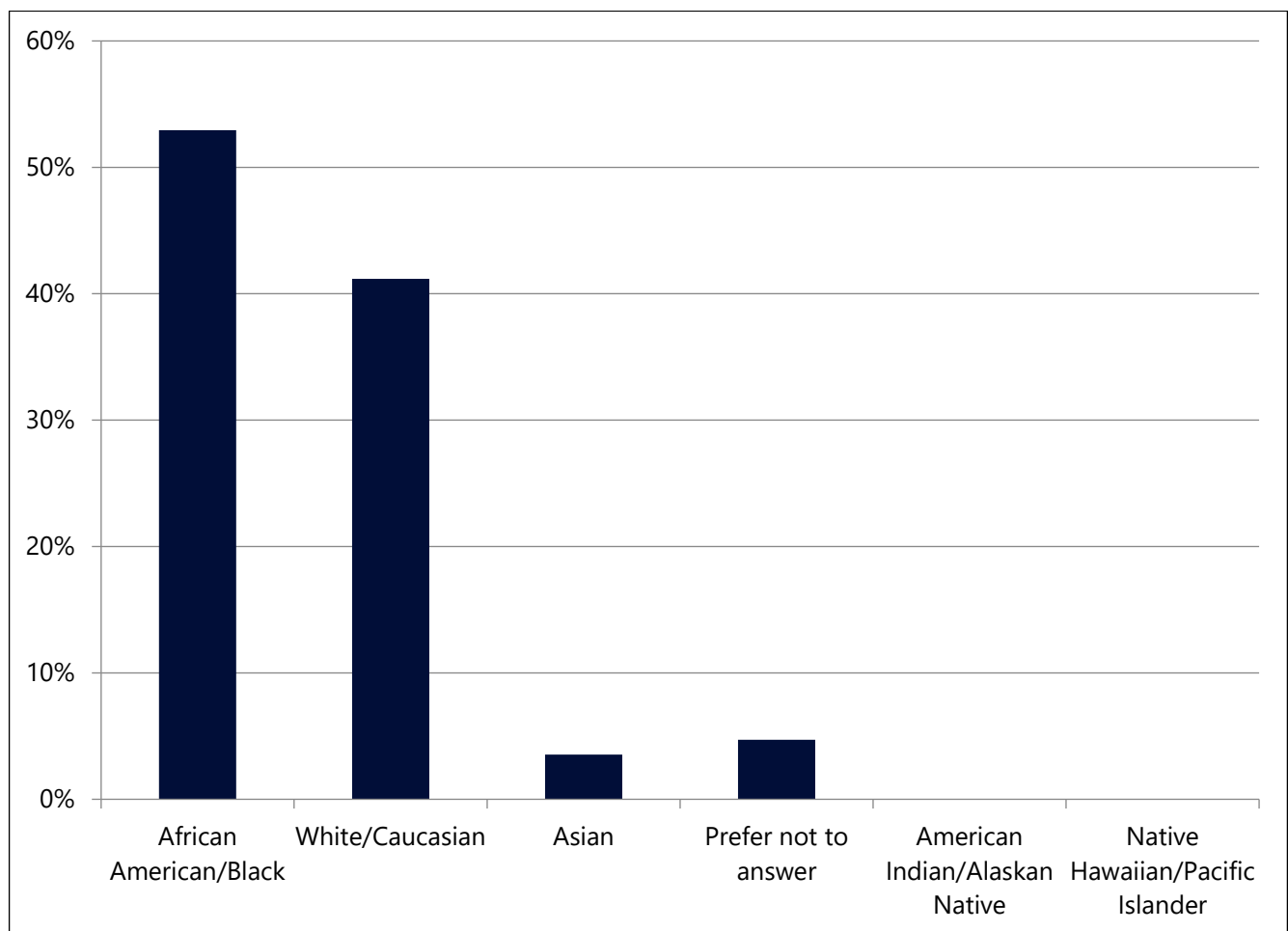
Figure 3-13: Annual Household Income



- Customers were asked two questions regarding race, which included whether they consider themselves Hispanic or Latino and to choose which best describes their race.
- About 7% of the riders who responded stated that they do consider themselves Hispanic or Latino.
- A majority of riders stated that they are African American/Black (53%) and/or White/Caucasian (41%), as shown in Figure 3-14.

Survey respondents were asked how they classified their ethnicity.

Figure 3-14: Ethnicity



The customer survey also indicated the following regarding respondents:

- Over 42% of the people indicated that they are a part of one of the area colleges or universities.
- Over 87% of respondents indicated that they have an internet enabled “Smart” phone.
- A little over half of the respondents stated that they do not have a valid driver’s license, and the majority stated that they do not have access to a functioning vehicle (57% and 79% respectively).

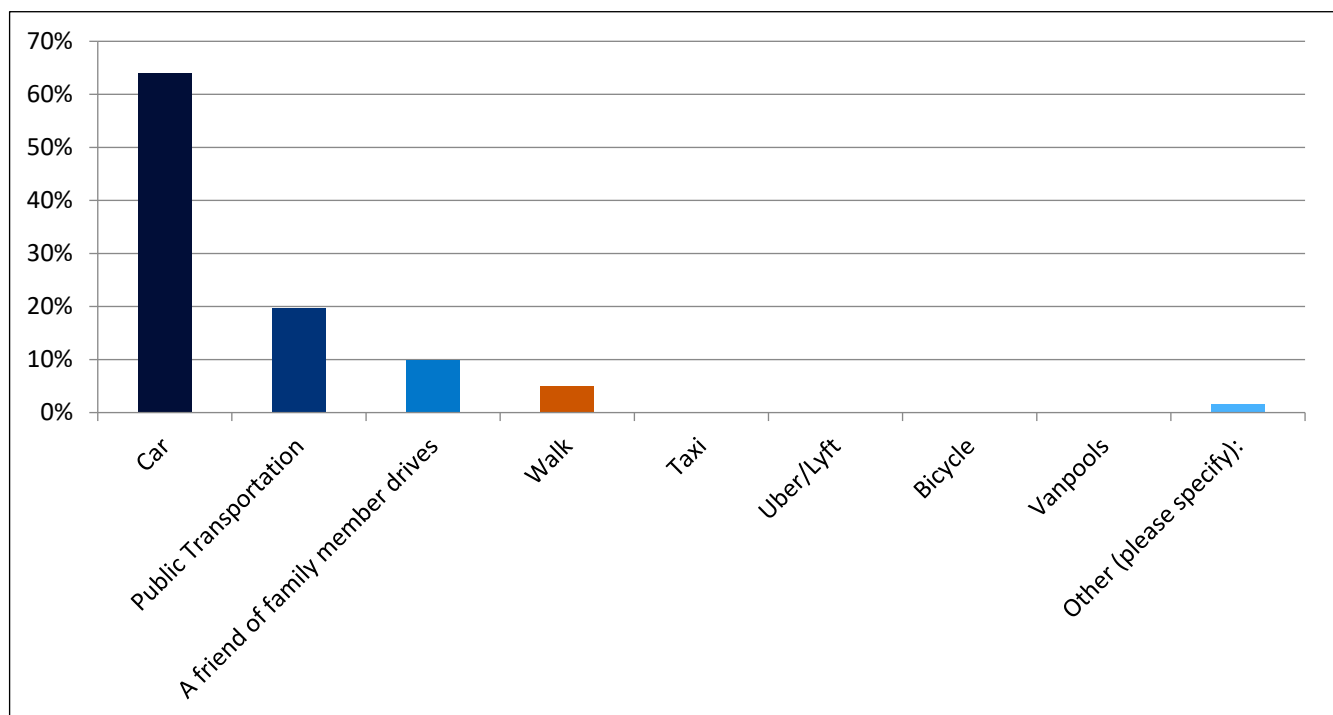
Community Survey

In addition to the customer survey a broader community survey was developed, and was made available on-line through the Shore Transit website. This survey provided the opportunity to gather opinions from the general public on Shore Transit services and public transportation as a whole. A total of 61 Community Surveys were collected. The community survey provided the following key results.

Primary Mode of Transportation

- The survey asked respondents what was their primary mode of transportation. While a car was the top answer, as indicated in Figure 3-15, 20% stated that public transportation was their primary mode.

Figure 3-15: Primary Mode of Transportation

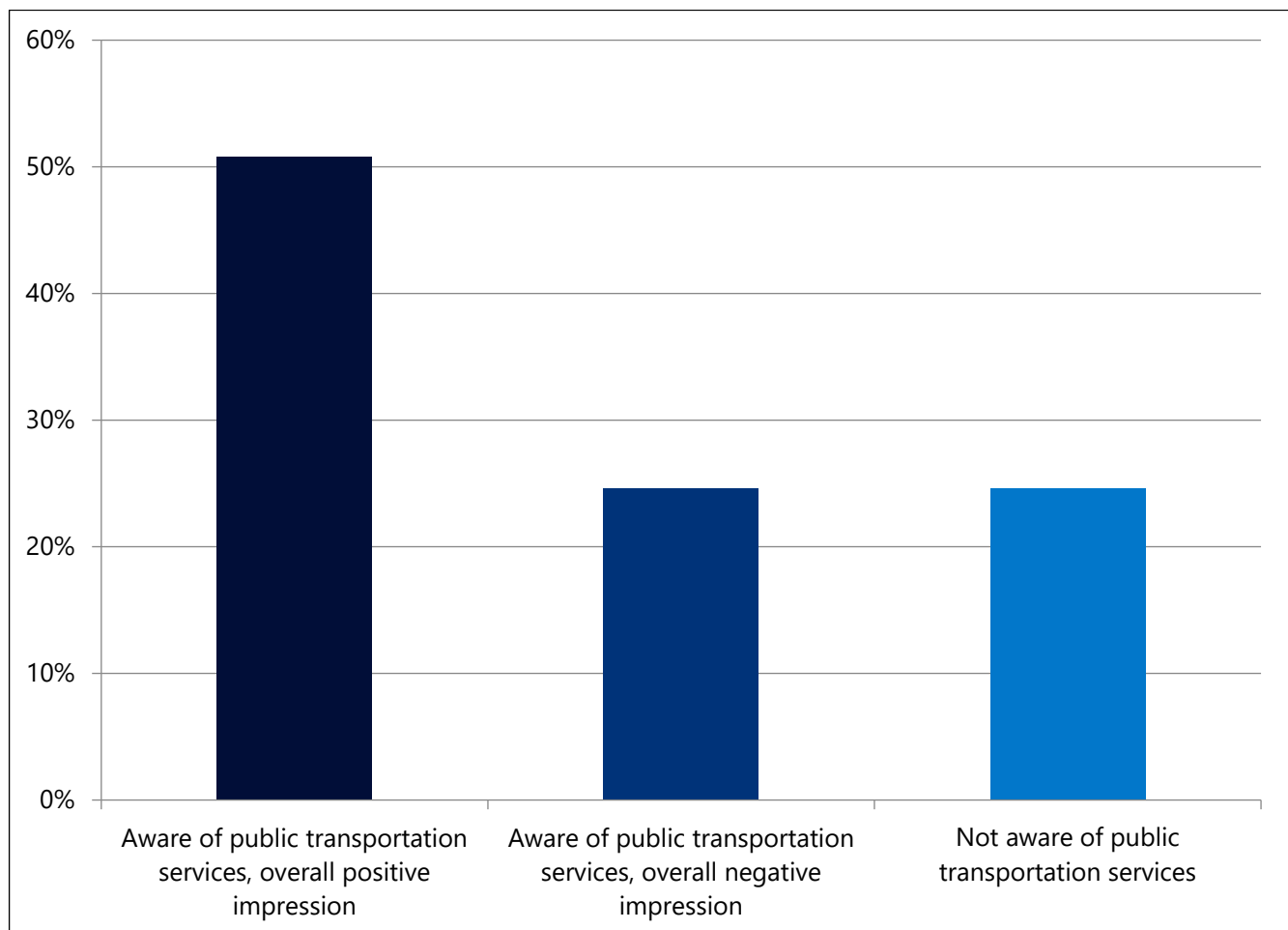


Awareness of the Shore Transit

Community survey respondents were asked about their awareness and overall impression of Shore Transit services.

- Overall, 75% of the respondents were aware of the public transportation services, with 51% having an overall positive impression.
- About 24% of respondents indicated that they were unaware of the services provide by Shore Transit.
- Figure 3-16 summarizes responses to the question regarding awareness and impression of current public transportation services.

Figure 3-16: Awareness and Impression of Shore Transit Services

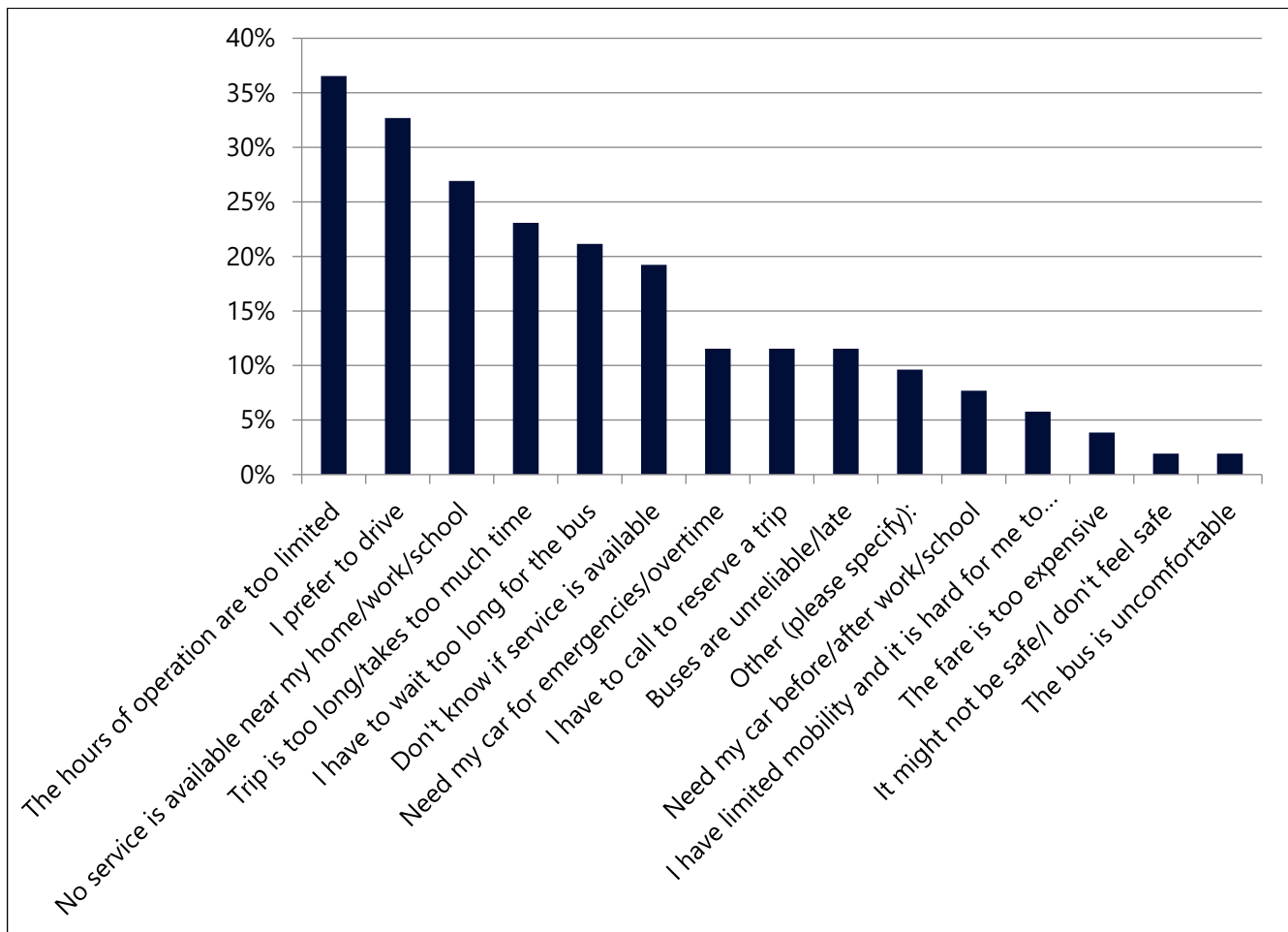


Use of Shore Transit

When asked about the usage of Shore Transit, 66% of respondents stated that they do not use the services. For these people the survey also asked respondents their reasons for not using public transit. Respondents could select more than one option.

- As shown in Figure 3-17, the top three reasons include limited hours of operation, respondents preferred driving, and the lack of availability of services near their home, work, or school.
- Very few respondents stated that they do not use the services due to expensive fare or lack of safety.

Figure 3-17: Reasons Not Using Public Transportation

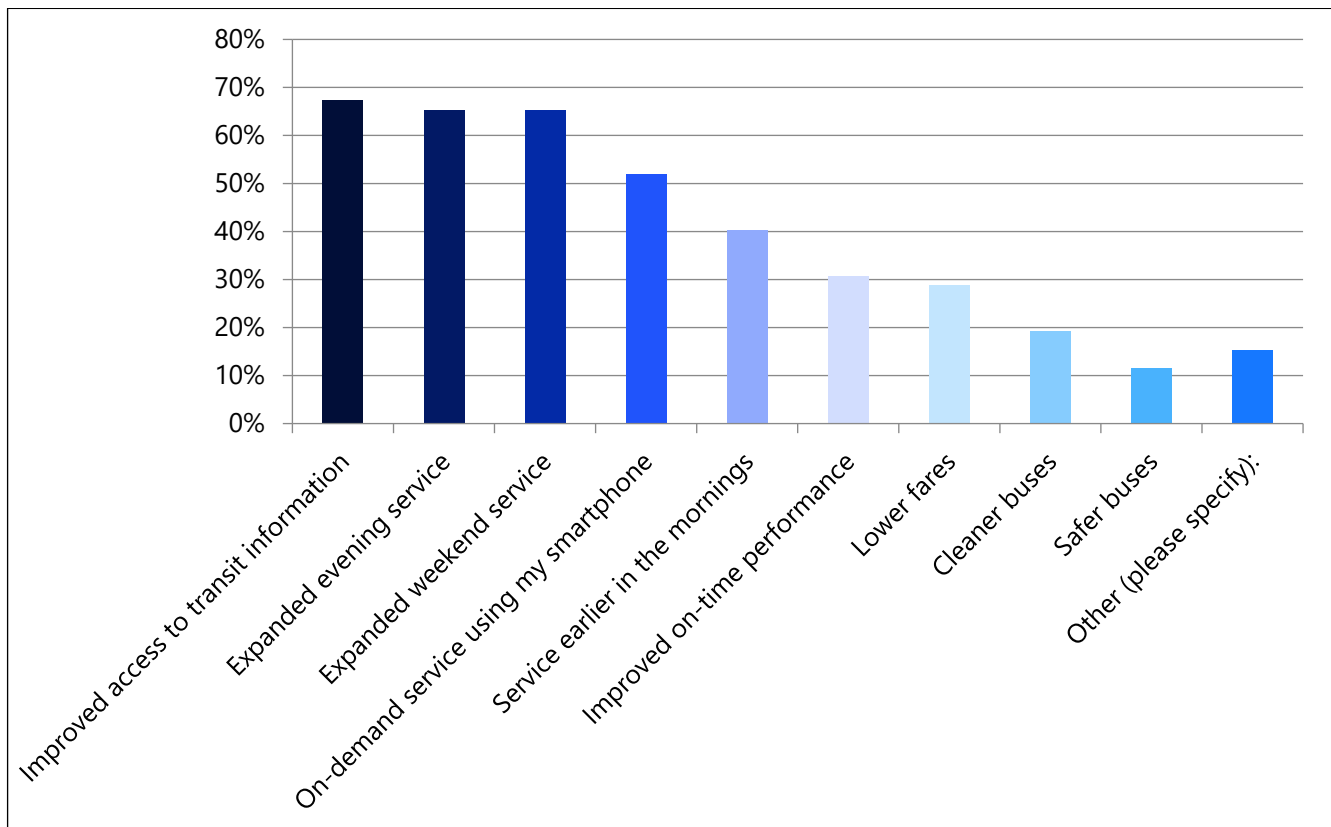


Potential Service Improvements and Travel Needs

People who do not use Shore Transit were also asked if they would use public transportation if the service met their travel needs, and what improvements could be made that would encourage them to use the system. They were also asked about their support for transit services in the region.

- Almost 95% of community survey respondents indicated that they would consider using public transportation if the services met their travel needs.
- In regard to possible improvements for public transportation services, as shown in Figure 3-18 the top four improvements included better access to transit information, expanded evening service, expanded weekend service, and on-demand service using a smartphone.
- The bottom three improvements included lower fares, cleaner buses, and safer buses, which indicates that the cost and safety of buses are not a major issue for riders and community members.
- When asked whether additional improvement for public transportation in the region is needed, 97 of respondents answered yes. Over 90% also supported additional funding to help fund the expansion of public transportation in the future.

Figure 3-18: Transit Service Improvements Needed to Encourage Use of Public Transportation



Community Survey Respondent Profile

The survey asked multiple questions regarding basic demographics of the survey respondents.

- Figure 3-19 shows the breakdown of where respondents live, with the highest percentage being located in Crisfield (35%).
- When asked about age group, 28% of respondents indicated that they were between 36-45 years of age, while 19% of respondents indicated that they were either 46-55 or 66-75 years of age, as shown in Figure 3-20.
- Over 79% of respondents stated that they have a valid driver's license.
- Over 92% have an internet enabled "smart" phone
- When asked about the number of Cars, Trucks, SUVs, and Motorcycles in the household, a majority of respondents stated that they have 1 or 0 (41% and 24%), as seen in Figure 3-21.
- Respondents were also asked about their current employment status and a majority of respondents stated that they were employed, full-time (37%). Figure 3-22 shows the breakdown of employment statuses for the respondents. 15% of respondents answered other, stating that they were disabled. Respondents were also asked about annual household income levels and the top three answers included \$14,999 or less, \$15,000 - \$29,999, and \$30,000 - \$44,999, as seen in Figure 3-23. Finally, the survey asked how respondents classify themselves, as shown in Figure 3-24. A majority of respondents indicated that they are Caucasian/White (63%).

Figure 3-19: Where Do You Live?

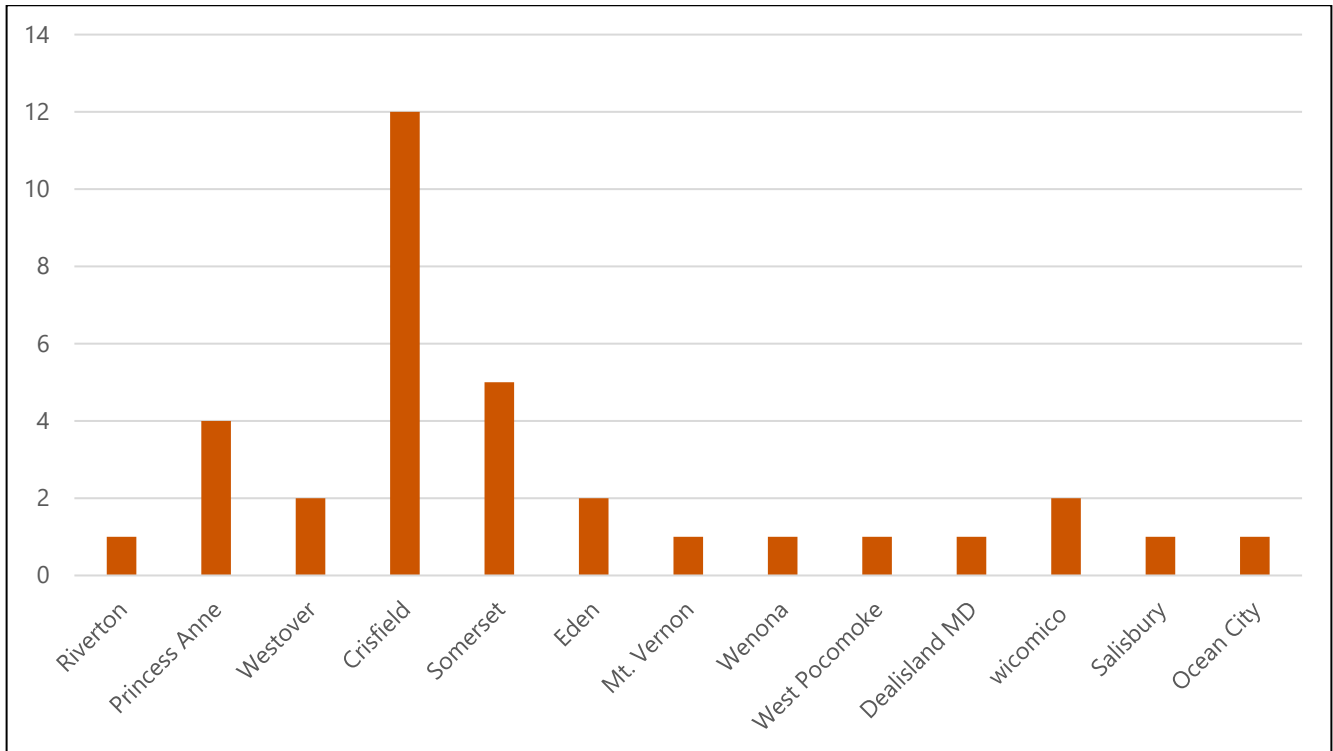


Figure 3-20: What is Your Age Group?

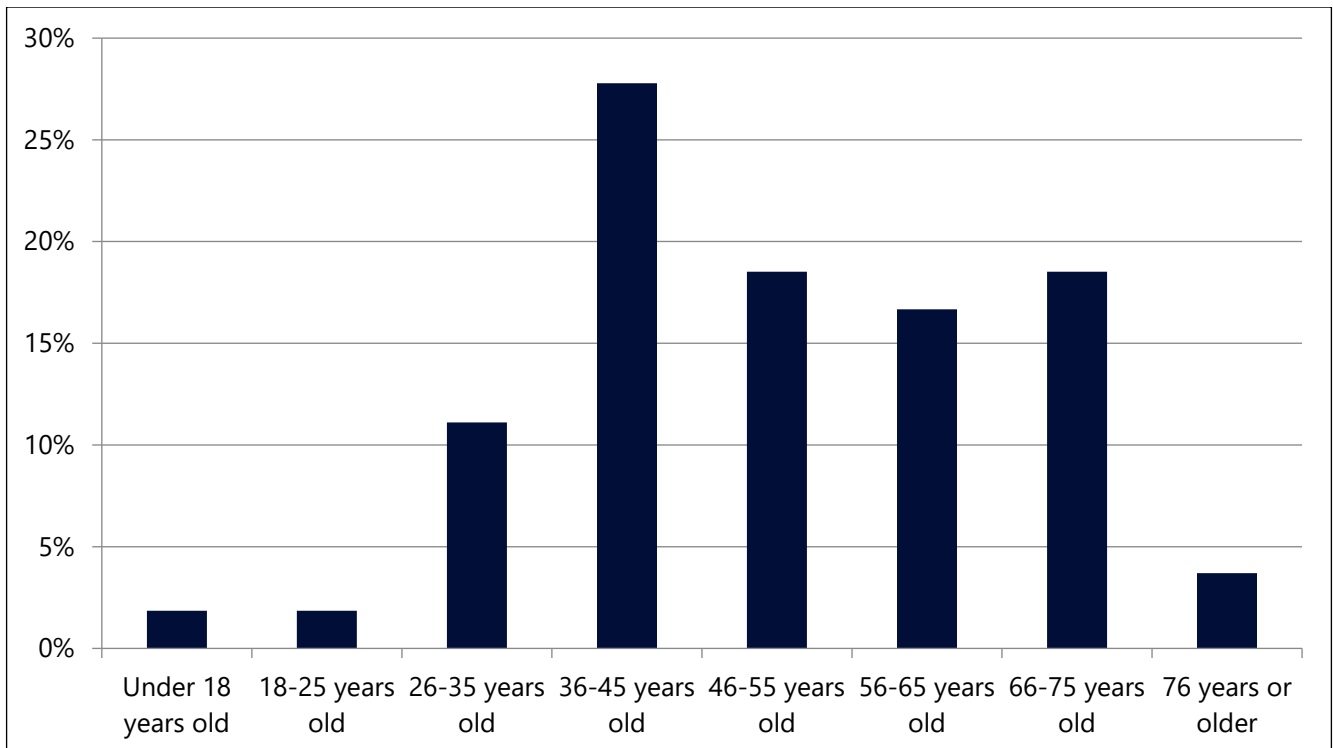


Figure 3-21: How Many Working Cars/Trucks/SUVs/Motorcycles Are in Your Household?

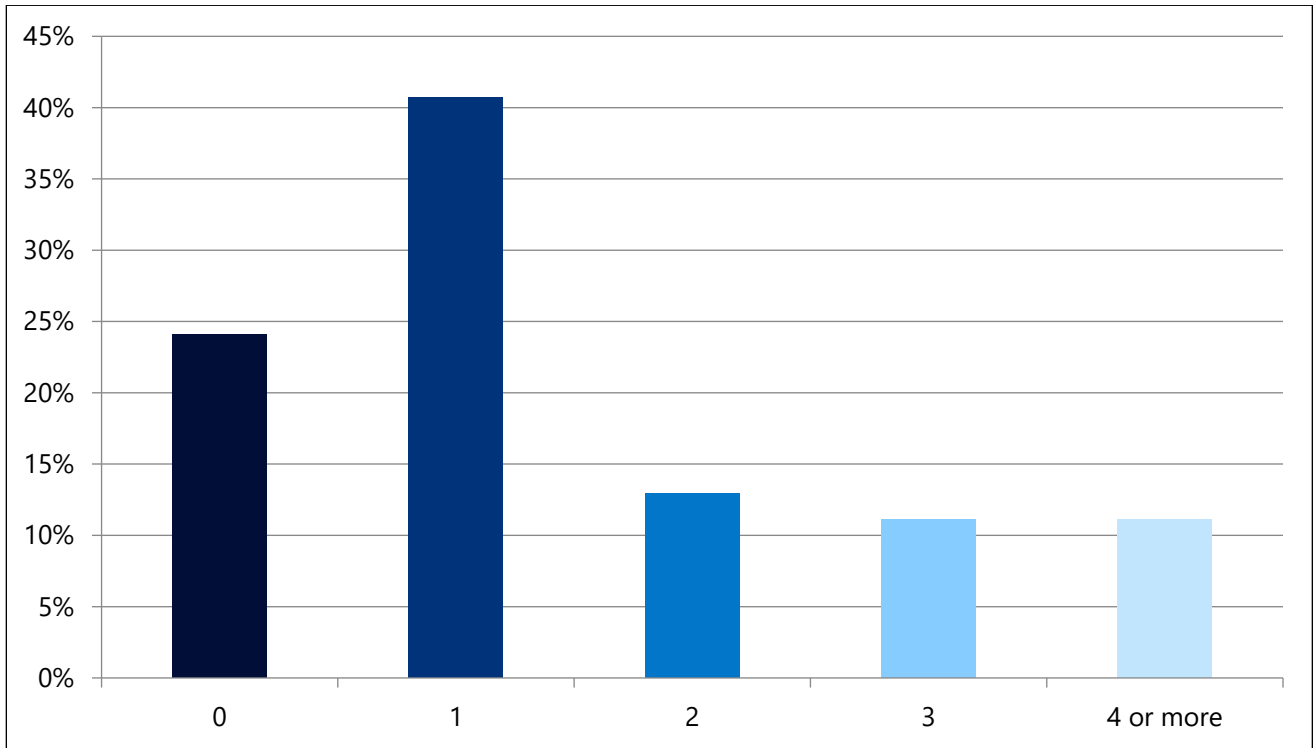


Figure 3-22: What Is Your Current Employment Status?

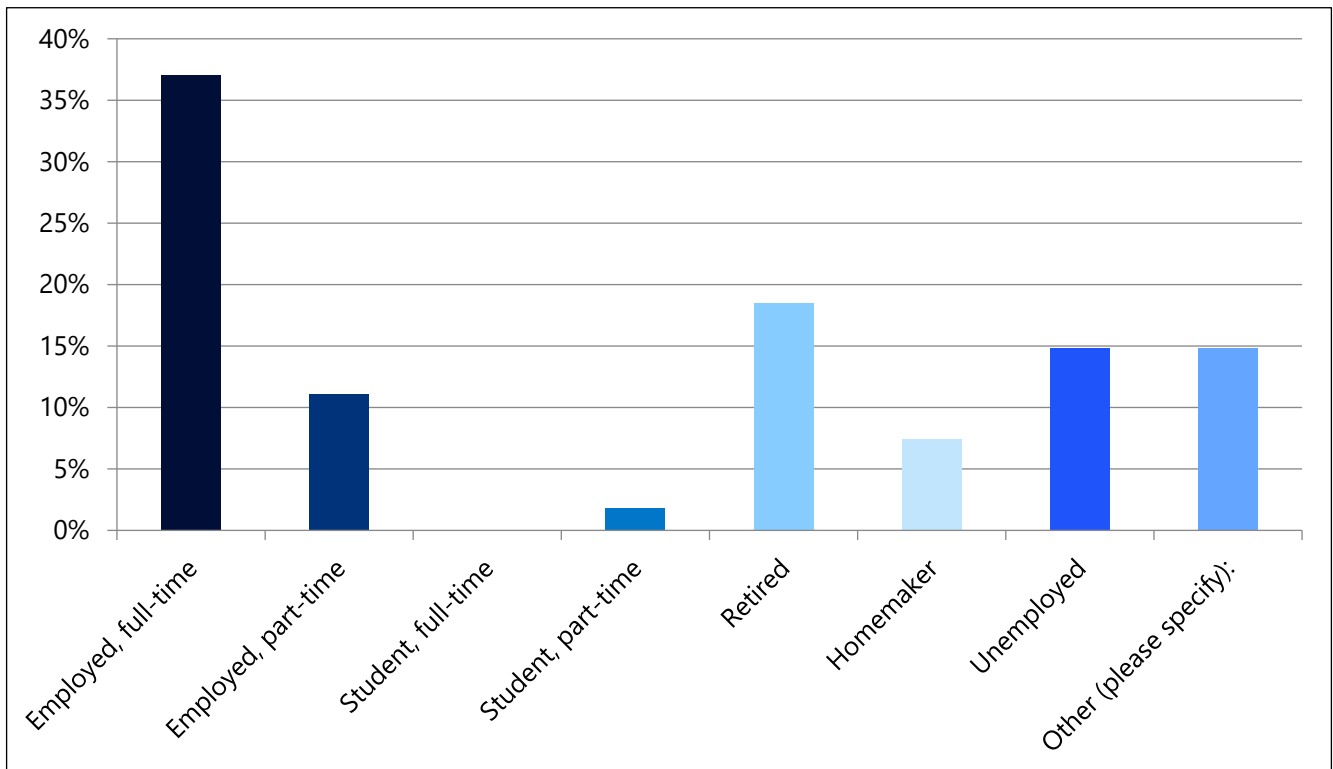


Figure 3-23: What Is Your Annual Household Income?

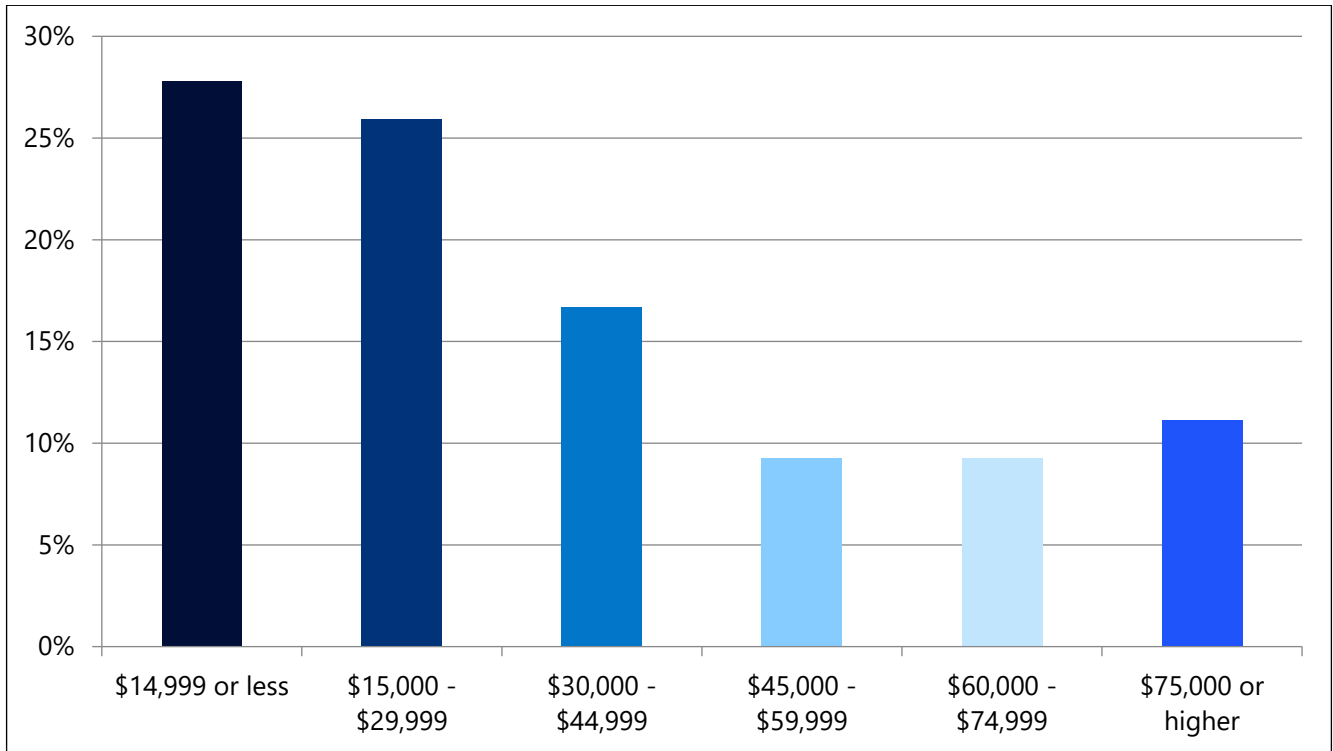
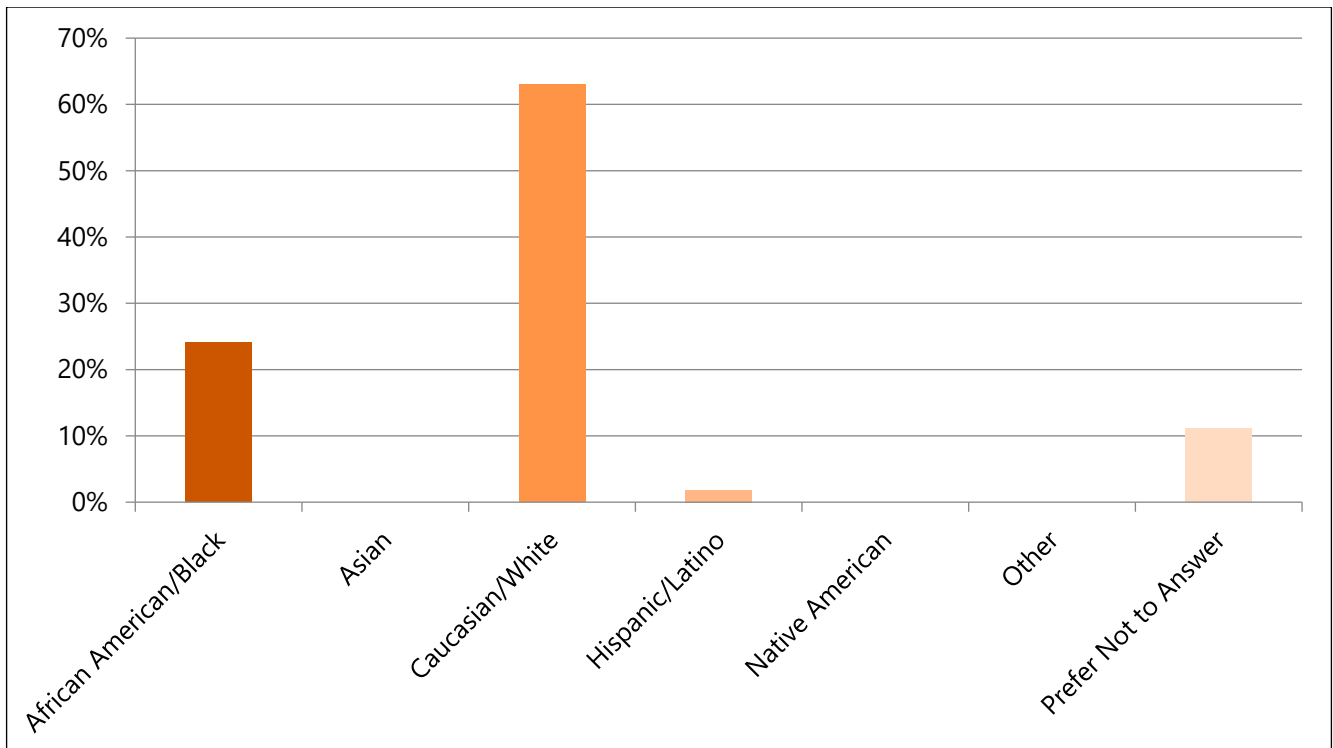


Figure 3-24: What Is Your Race?



Comments

Many respondents left comments, which included increasing frequency and availability in Crisfield and rural areas, decreasing wait time, more reliable schedules, and more connection to rail stations and airports.

Stakeholder Input

In addition to the survey process, individual interviews were conducted with several key stakeholder agencies and organizations:

- Salisbury/ Wicomico MPO
- Somerset County Health Department
- Worcester County Health Department

Through the next phase of the TDP, additional stakeholder interview will be conducted to obtain specific input on potential service improvements.

Results of the stakeholder discussions to this point include the following:

- Stakeholders enjoy working with employees at Shore Transit, and always find them accommodating and very easy to work with.
- Their customers seem to be grateful to have the Shore Transit services available and to use current routes to access key locations in the region.
- There are opportunities to improve the marketing of public transportation services, to reinforce that is available to the general public and to counter perceptions that it is only for people with lower incomes.
- While current services are often convenient for employment trips, accessing other types of activities can result in long travel times.
- There is a need for additional services in the Crisfield area, it was noted that due to the rural nature it is challenging to access Shore Transit pickup points.
- There is a need for more frequent and extensive services between locations in Somerset County and Salisbury.
- There are first/last mile connections needs, and the concept of on-demand microtransit services that would meet these needs would be well received.

Chapter 4

Review of Demographics and Land Use

Introduction

An important step for the TDP process is to assess current and future transit needs through analysis of demographic and land use data. As part of a broader needs assessment that will include stakeholder and community input, this analysis will help to guide the alternatives that will be identified through a subsequent phase in the TDP process.

The review of demographics and land use includes a general population profile for the Lower Eastern Shore region; identification and evaluation of population subgroups who often depend on public transportation services; a review of the demographic characteristics pertinent to a Title VI analysis¹; and assessment of major trip generators. Data sources include the 2010 Census and American Community Survey (ACS) 2014-2019 5-year estimates.

Population Analysis

The following section provides a general population profile for Somerset, Wicomico, and Worcester Counties, examining historical numbers and future projections.

Population

As shown in Table 4-1, as of the 2019 Five Year ACS Census Shore Transit service area's population was 180,033, a more than 3% increase from 2010. However, as noted in the table most of the increase was in Wicomico County, while Worcester County only had a small increase and Somerset County had a population decrease during this period.

¹ Title VI is a federal statute that provides "that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." Title VI has been broadened by related statutes, regulations and executive orders, and now includes requirements that transit agencies receiving federal funds must ensure their programs and services do not disproportionately cause adverse impacts on minority populations, low-income populations and limited English proficient (LEP) persons.

Table 4-1: Historical Populations for Shore Transit Service Area

County	2010 Population	2015 Population	2019 Population	2010-2015 % Change	2015-2019 % Change	2010-2019 % Change
Somerset	26,411	25,980	25,729	-1.63%	-0.97%	-2.58%
Wicomico	96,951	101,182	102,539	4.36%	1.34%	5.76%
Worcester	51,133	51,519	51,765	0.75%	0.48%	1.24%
Shore Transit Service Area	174,495	178,681	180,033	2.40%	0.80%	3.17%
Maryland	5,696,423	5,930,538	6,018,848	4.11%	1.49%	5.66%

Source: ACS 2019 5 Year Estimates, Table B01003

Population Forecast

Projections developed by the Maryland Department of Planning, shown in Table 4-2, estimate that the Shore Transit service area will grow about 22% over the next thirty years (to 219,250 in 2045). This is greater than the projected growth rate of the state overall (14%). Similar to the historical population trends much of the increase is anticipated to occur in Wicomico County.

Table 4-2: Population Projections for Shore Transit Service Area

Place	2030	2040	2045
Somerset	27,450	28,310	28,500
Wicomico	115,700	124,650	128,800
Worcester	57,150	60,810	61,950
Shore Transit Service Area	200,300	213,770	219,250

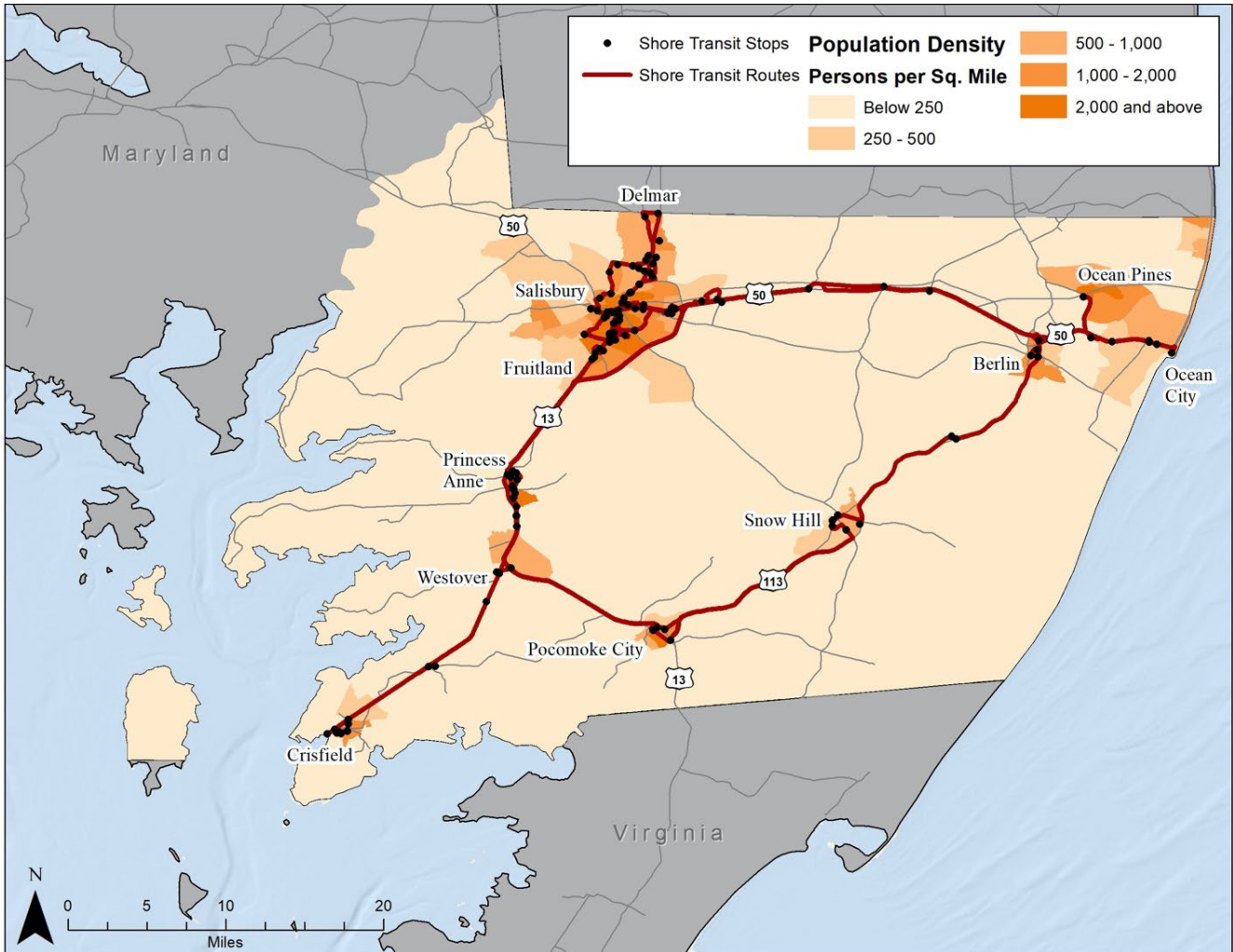
Source: Maryland Department of Planning

Population Density

Population density is often an effective indicator of the types of public transit services that are most feasible within a study area. While exceptions always exist, an area with a density of 2,000 persons per square mile will generally be able to sustain frequent, daily fixed-route transit service. Conversely, an area with a population density below this threshold, but above 1,000 persons per square mile may be better suited for deviated fixed-route or demand response services.

Figure 4-1 portrays the population density for Somerset, Wicomico, and Worcester Counties at the census block group level. There four clusters of census block groups with the highest population density (greater than 2,000 persons per square mile) concentrated in Salisbury, Ocean Pines, Princess Anne, and Pocomoke City. Most of the block groups surrounding Salisbury have a moderate to high population density (500 persons and above).

Figure 4-1: Population Density



Transit Dependent Populations

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 use transit services. These transit dependent populations include individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. Determining the location of these populations assists in the evaluation of current transit services and the extent to which the services meet community needs. The Transit Dependence Index (TDI) is an aggregate measure displaying relative concentrations of transit dependent populations. Five factors make up the TDI calculation; including population density, autoless households, elderly populations (age 65 and over), youth populations (ages 10-17), and below poverty populations.

The factors above represent specific socioeconomic characteristics of residents in the region. For each factor, individual block groups were classified according to the prevalence of the vulnerable population relative to the County average. The factors were then put into the TDI equation to determine the relative transit dependence of each block group.

As illustrated in Figure 4-2, the relative classification system utilizes averages in ranking populations. For example, areas with less than the average transit dependent population fall into the “very low” classification, where areas that are more than twice the average will be classified as “Very High.” The classifications “Low, Moderate, and High” all fall between the average and twice the average; these classifications are divided into thirds.

Figure 4-2: Transit Dependent Populations Classification System

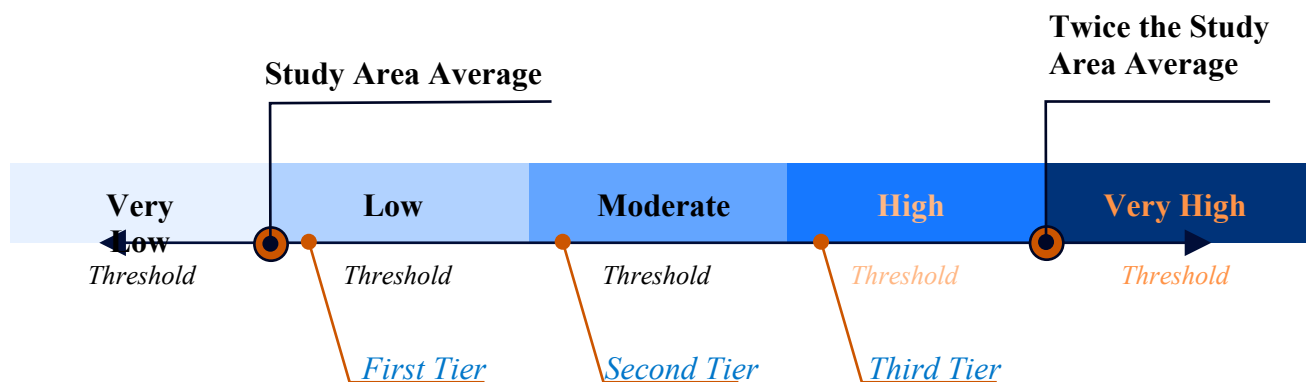
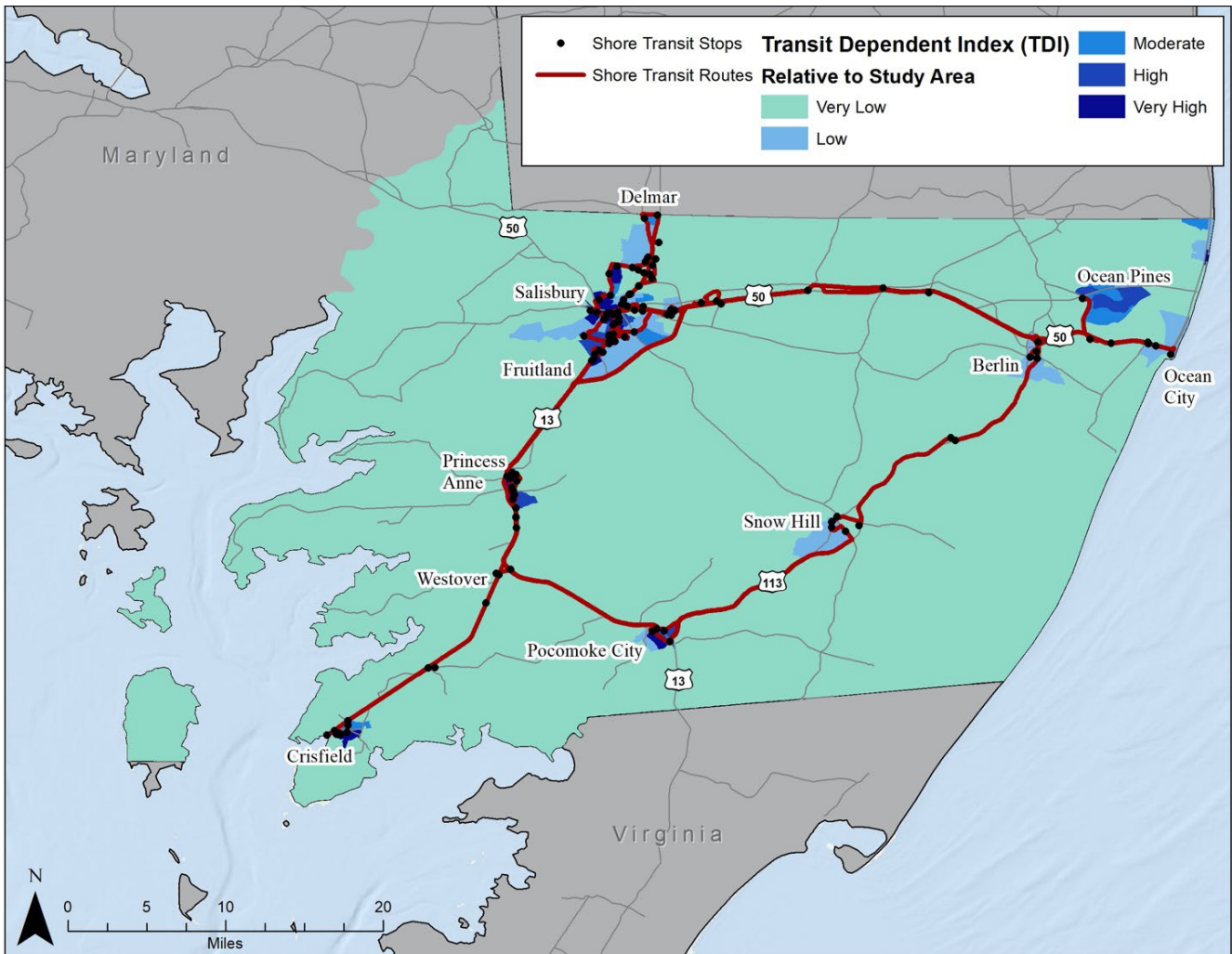


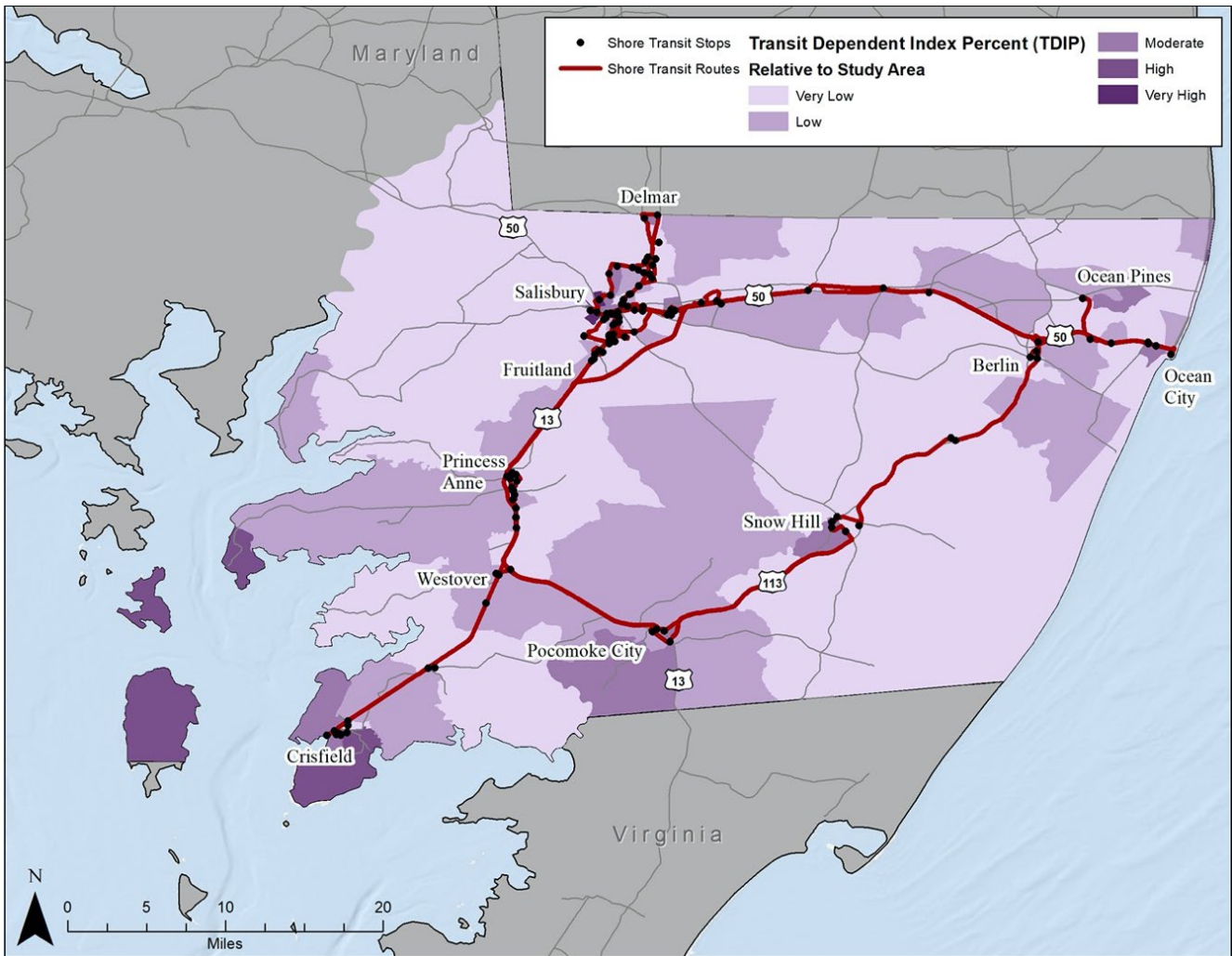
Figure 4-3 displays the TDI rankings for the Shore Transit service area. There are four clusters of census block groups with very high transit dependence concentrated around Salisbury, Princess Anne, Pocomoke City, and Crisfield. Areas with "High Need" are located around Pocomoke City, Ocean Pines, Princess Anne, and Salisbury. The TDI, to some extent, matches the population density pattern.

Figure 4-3: Transit Dependence Index



The Transit Dependence Index Percent (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure except for the exclusion of population density. As shown in Figure 4-4, areas with "Very High Needs" are concentrated near Salisbury. Areas with "High Needs" are concentrated in the southwestern area of Somerset County.

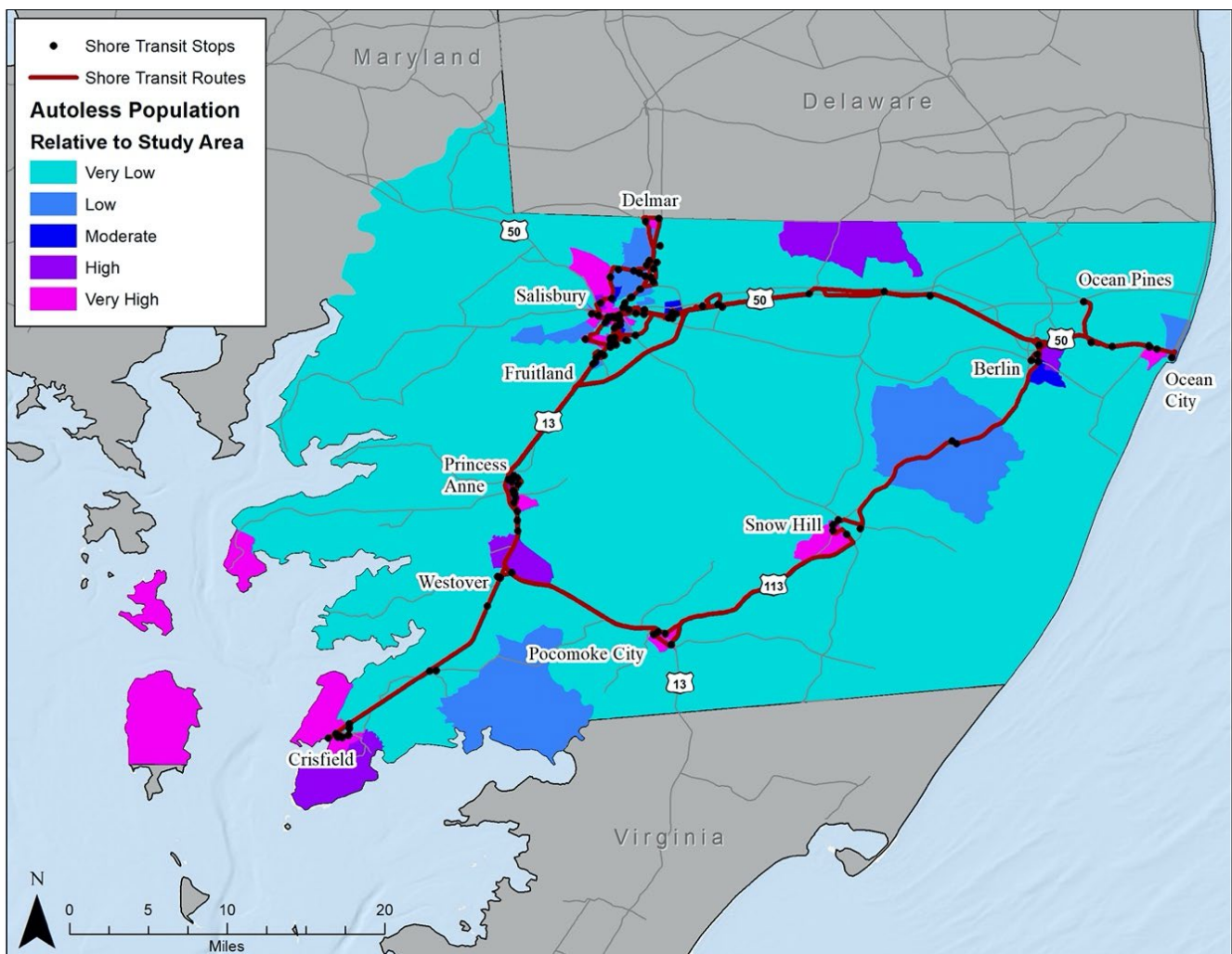
Figure 4-4: Transit Dependence Index Percentage



Autoless Households

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. Although autoless households are reflected in both the TDI and TDIP measures, displaying this segment of the population separately is important since most land uses in the Shore Transit service area are at distances too far for non-motorized travel. Figure 4-5 displays the relative number of autoless households. The areas of “Very High” needs are located around Salisbury, Snow Hill, Pocomoke City, Princess Anne, and Crisfield. The areas with “High” needs are concentrated around Ocean City, Berlin, Westover, Princess Anne, Crisfield, and the east of Salisbury.

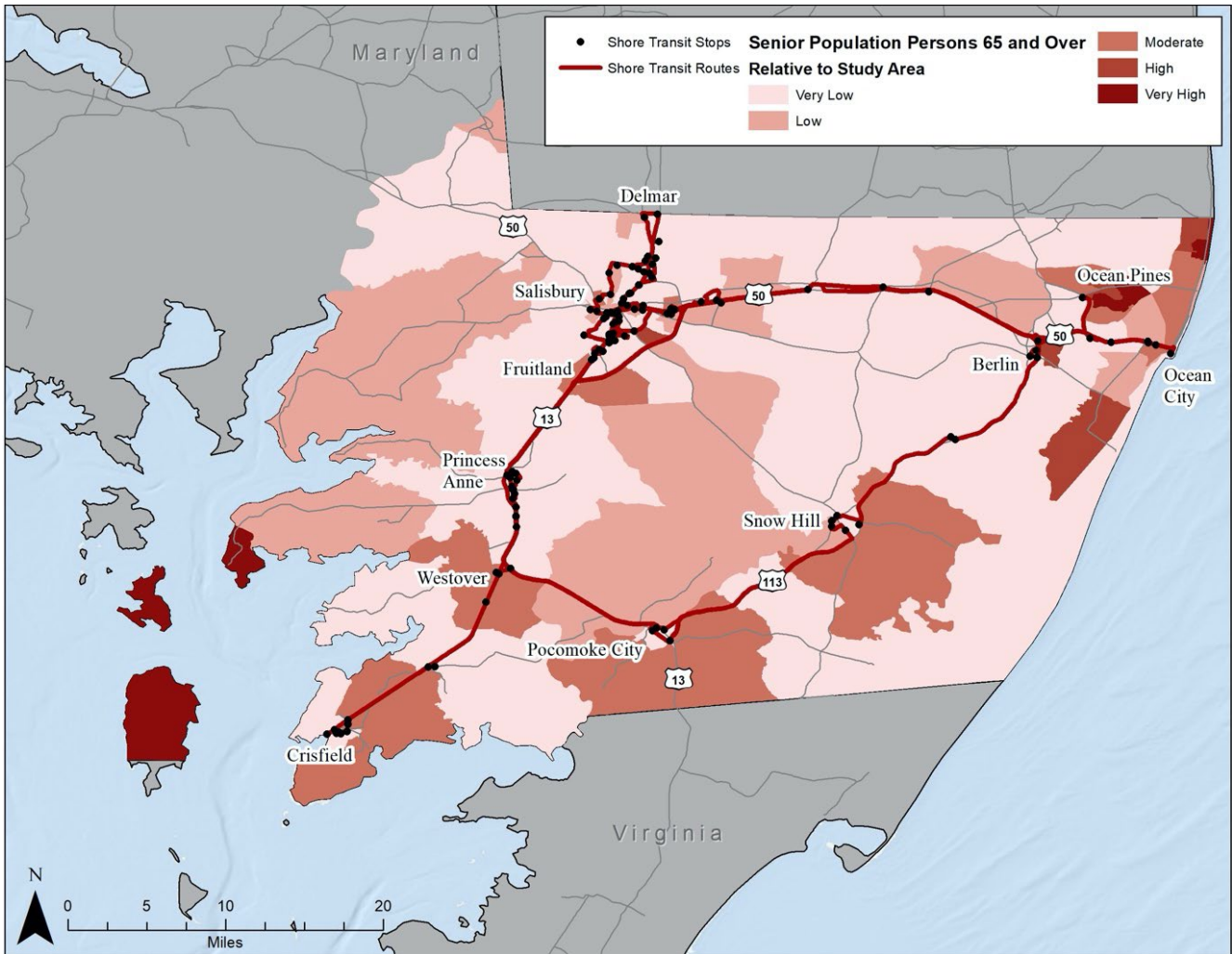
Figure 4-5: Classification of Autoless Households



Senior Adult Population

A second socioeconomic group analyzed by the TDI and TDIP indices is the senior population. Individuals 65 years and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Figure 4-6 displays the relative concentration of seniors in the Shore Transit Service Area. The block groups classified as “Very High” are located around Ocean Pines.

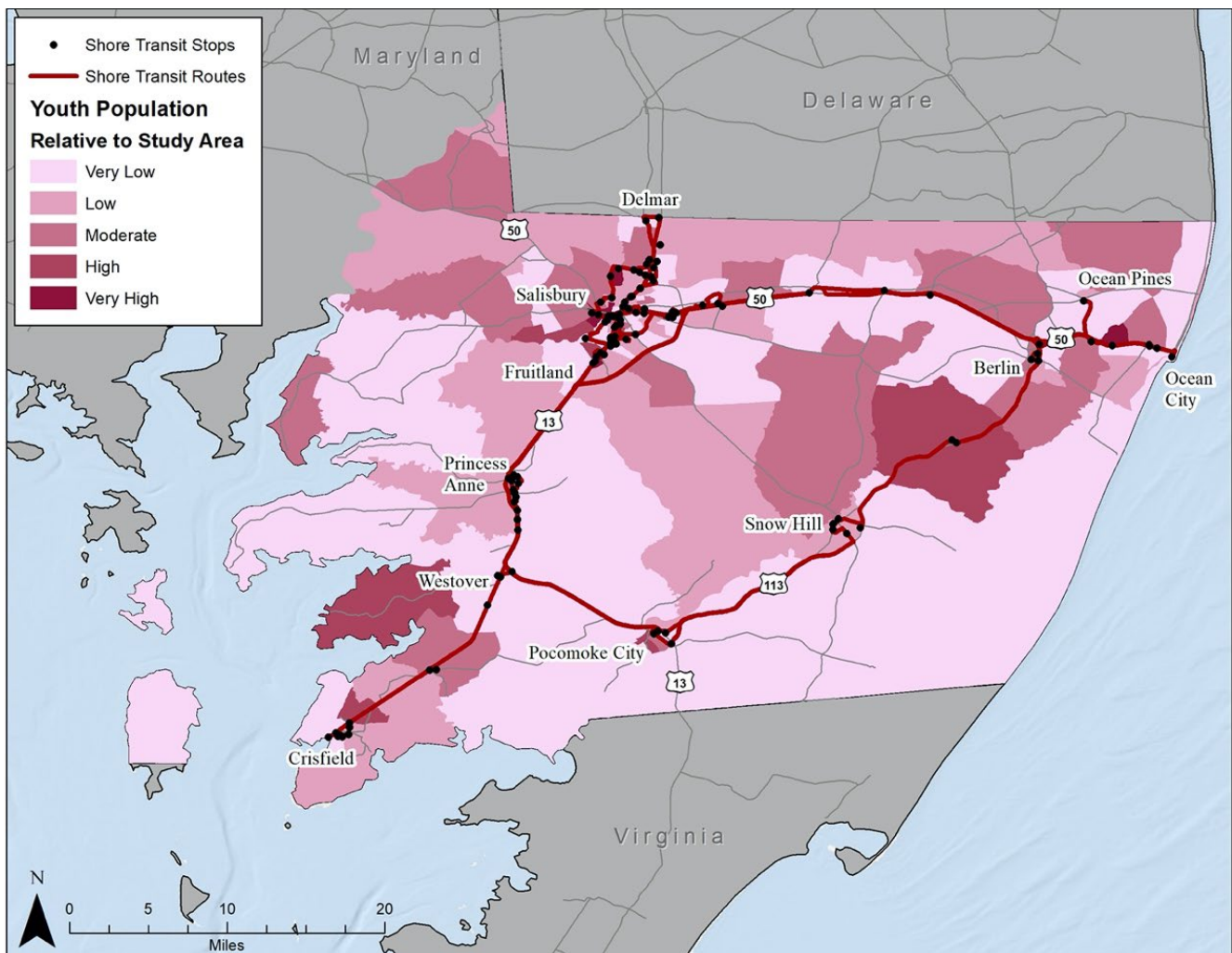
Figure 4-6: Classification of Senior Adults



Youth Population

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. Areas labeled as “Very High” are concentrated west of Ocean City and around Salisbury. The areas classified as “High” are concentrated near Salisbury, east of Westover, Crisfield and south of Berlin. Figure 4-7 illustrates the population breakdowns of youth populations in the Shore Transit Service Area.

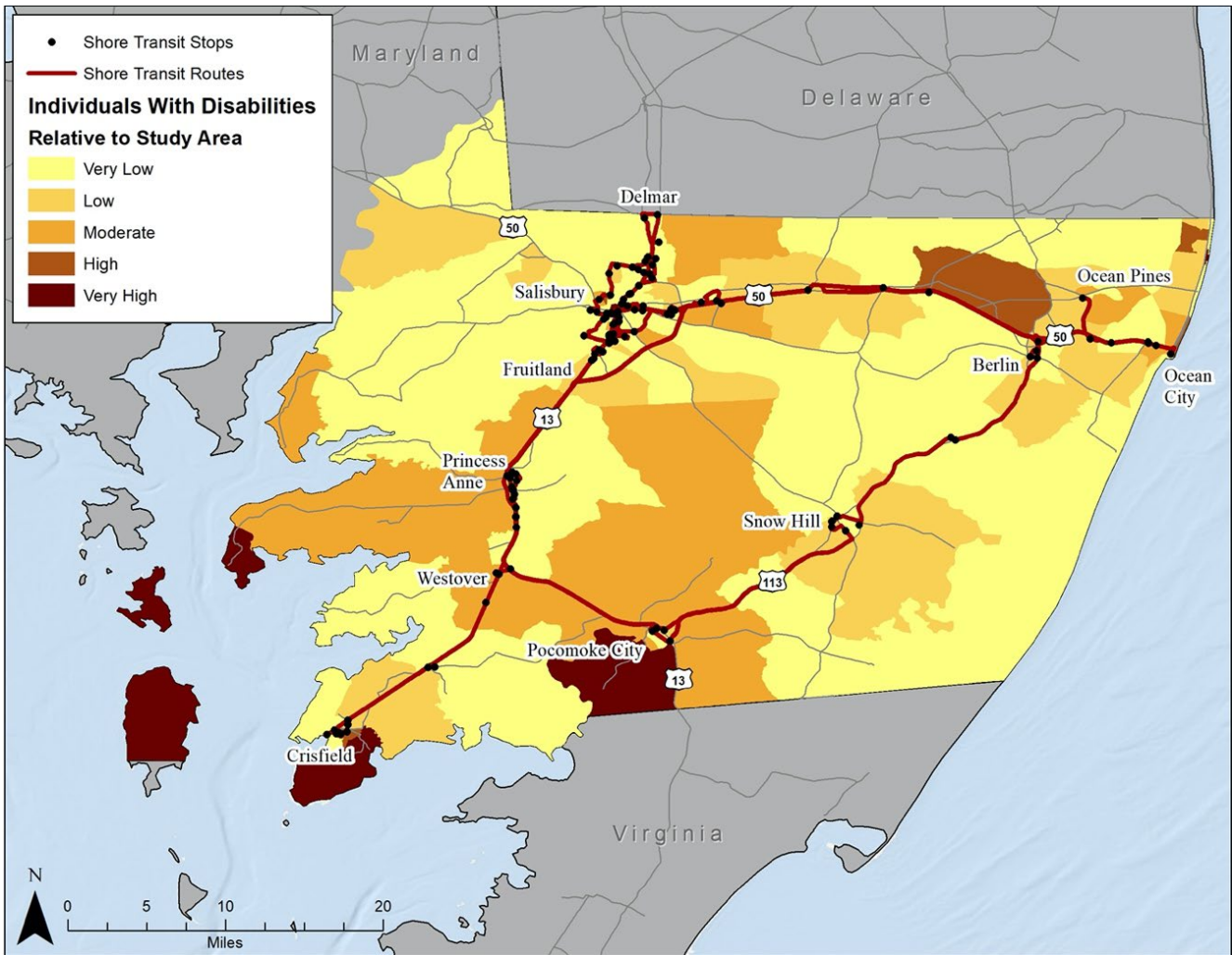
Figure 4-7: Classification of Youths



Individuals with Disabilities

Individuals with disabilities may be unable to operate a personal vehicle and consequently more likely to rely on public transportation. As shown in Figure 4-8, block groups near Salisbury, Pocomoke City, and Crisfield have “Very High” needs for individuals with disabilities. The block groups classified with “High” needs are located near Ocean City and north and west of Ocean Pines.

Figure 4-8: Classification of Individuals with Disabilities



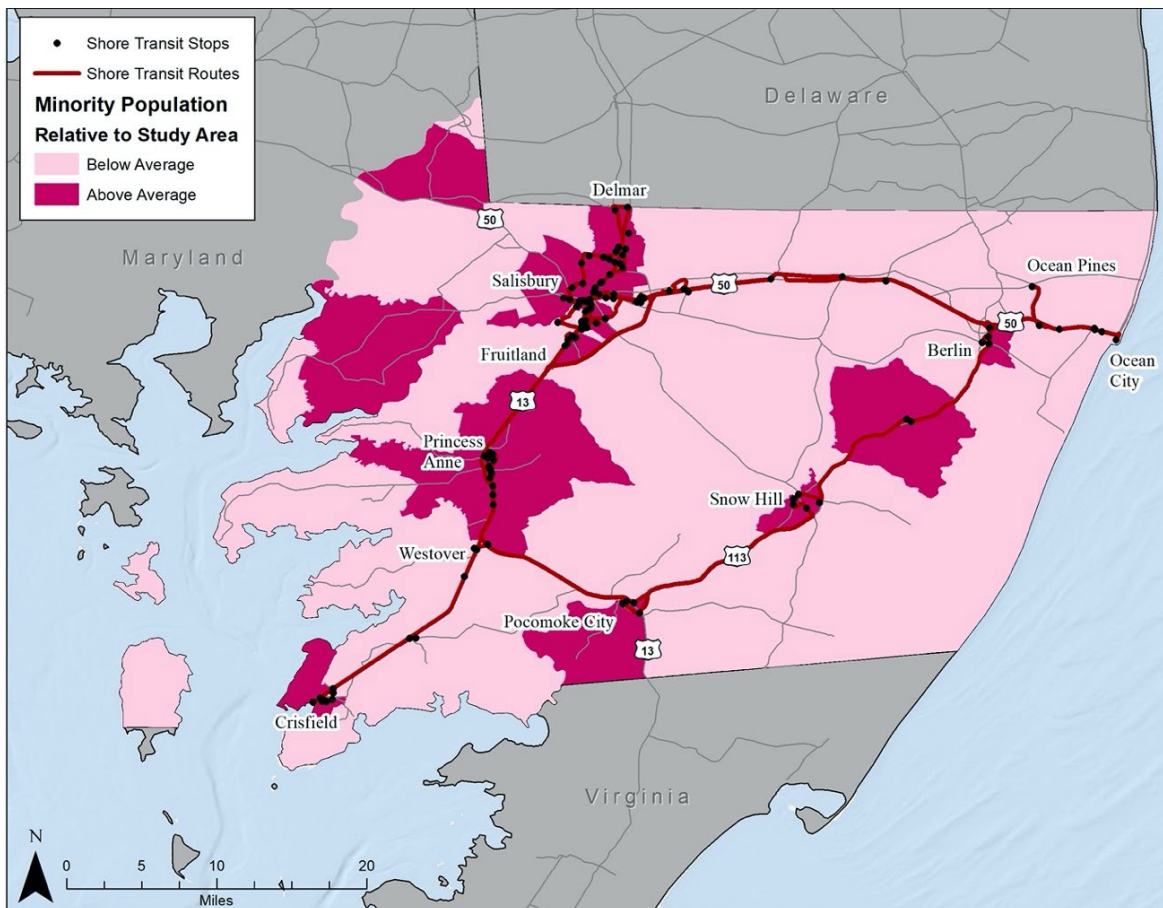
Title VI Demographic Analysis

As part of the Civil Rights Act of 1964, Title VI prohibits discrimination based on race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. The following section examines the minority and below poverty populations of the counties within the Shore Transit Service Area. It then summarizes the prevalence of residents with Limited-English Proficiency (LEP).

Minority Population

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not disproportionately impacted by any proposed alterations to existing public transportation services. Figure 4-9 depicts the percentage of minority persons per block group in the Shore Transit Service Area. Out of 137 total block groups, 53 had a minority population above the service area average. These above average block groups are mostly located around Salisbury, Princess Anne, Berlin, Snow Hill, Pocomoke City, Crisfield, and the northwest edge of Wicomico County.

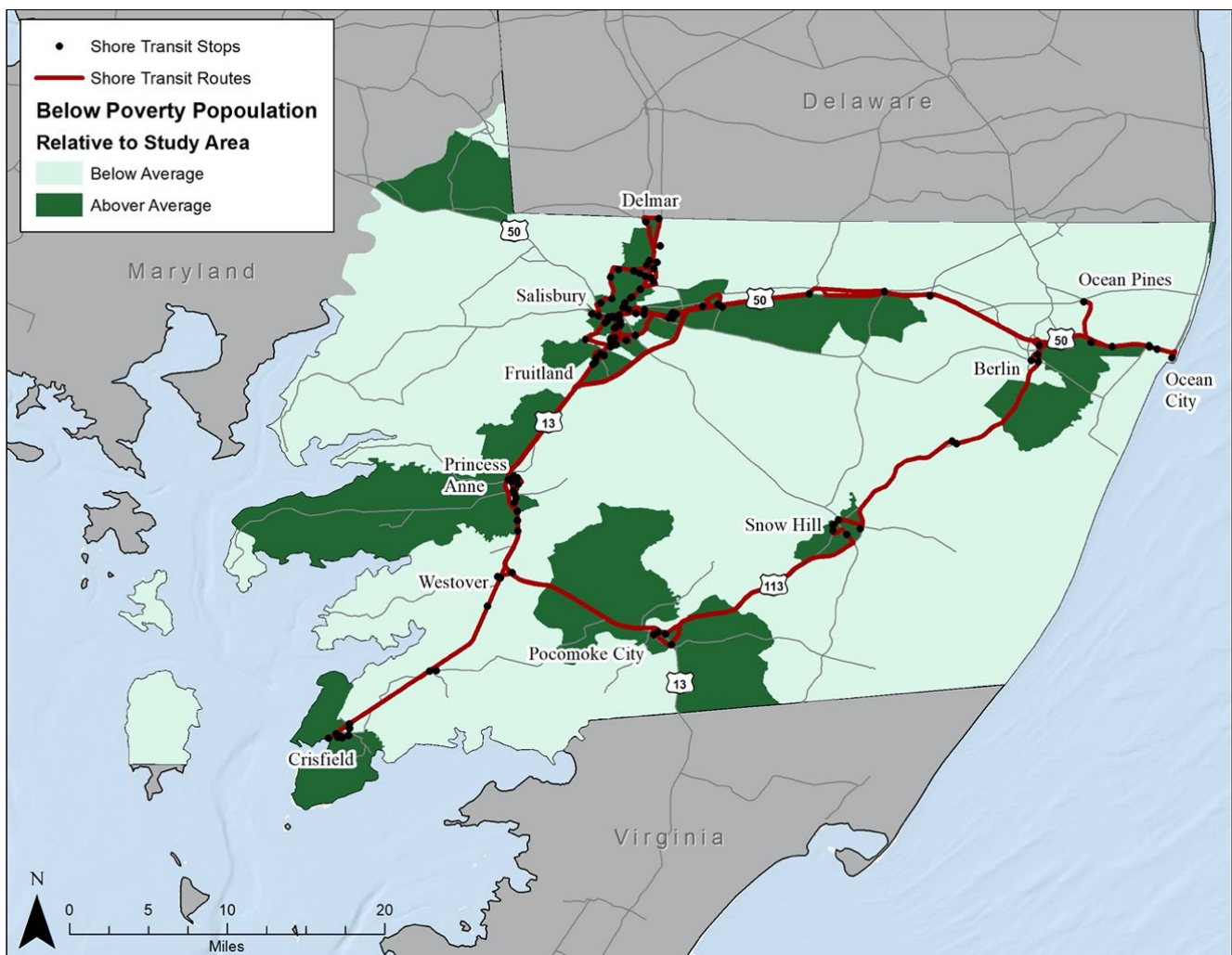
Figure 4-9: Minority Individuals



Below Poverty Level Population

The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that may make the ownership and maintenance of a personal vehicle difficult. In such cases, they may be more likely to depend on public transportation. Figure 4-10 depicts the percentage of below poverty individuals per block group. Out of 137 total block groups, 53 had a below poverty population above the area average. These block groups are greatly dispersed.

Figure 4-10: Individuals Below Poverty



Limited-English Proficiency

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. Limited English Proficiency (LEP) population is a count of people who do not speak English as their primary language and their ability to speak English is less than “very well.” Title VI’s Safe Harbor Provision stipulates that recipients of federal funding must provide written translations of all “vital documents” for each language group with an LEP population that makes up 5 percent or 1,000 persons (whichever is less) of the total population of the service area.

As shown in Table 4-3, Somerset County residents predominately speak English (92.5%). Spanish is the next most prevalent language (2.72%). Table 4-4 shows the LEP breakdown for Wicomico County, where residents predominately speak English (89.37%). Spanish is the next most prevalent language in Wicomico County (4.25%). As shown in Table 4-5, Worcester County residents predominately speak English (94.07%). Like Somerset and Wicomico Counties, Spanish is the next most prevalent language (2.39%).

Table 4-3: Limited English Proficiency for Somerset County

Somerset County	Total Population	% of County Population	Estimated LEP Population	% LEP of County Population
Total Population 5 years and over	24,721			
<i>Total Population 5 years and over speaking:</i>				
English Only	22,868	92.50%		
Spanish or Spanish Creole	672	2.72%	251	1.02%
French (incl. Patois, Cajun)	55	0.22%	6	0.02%
French Creole	3	0.01%	0	0.00%
Italian	5	0.02%	5	0.02%
Portuguese or Portuguese Creole	13	0.05%	0	0.00%
German	113	0.46%	7	0.03%
Greek	8	0.03%	0	0.00%
Other Slavic languages	26	0.11%	4	0.02%
Urdu	23	0.09%	12	0.05%
Other Indic languages	31	0.13%	18	0.07%
Chinese	47	0.19%	47	0.19%
Japanese	14	0.06%	0	0.00%
Korean	17	0.07%	17	0.07%
Vietnamese	32	0.13%	32	0.13%
Other Asian languages	358	1.45%	169	0.68%
Tagalog	17	0.07%	13	0.05%
Arabic	222	0.90%	37	0.15%
African languages	197	0.80%	0	0.00%

Source: American Community Survey, Five-Year Estimates (2011-2015), Table B16001.

Table 4-4: Limited English Proficiency for Wicomico County

Wicomico County	Total Population	% of County Population	Estimated LEP Population	% LEP of County Population
Total Population 5 years and over	95,051			
<i>Total Population 5 years and over speaking:</i>				
English Only	84,945	89.37%		
Spanish or Spanish Creole	4,041	4.25%	2,009	2.11%
French (incl. Patois, Cajun)	166	0.17%	22	0.02%
French Creole	2,120	2.23%	1,467	1.54%
Italian	21	0.02%	0	0.00%
Portuguese or Portuguese Creole	298	0.31%	219	0.23%
German	117	0.12%	11	0.01%
Yiddish	17	0.02%	0	0.00%
Scandinavian languages	5	0.01%	0	0.00%
Greek	55	0.06%	24	0.03%
Russian	183	0.19%	36	0.04%
Polish	27	0.03%	7	0.01%
Serbo-Croatian	3	0.00%	0	0.00%
Other Slavic languages	53	0.06%	1	0.00%
Armenian	11	0.01%	0	0.00%
Persian	2	0.00%	0	0.00%
Gujarti	155	0.16%	102	0.11%
Hindi	47	0.05%	0	0.00%
Urdu	331	0.35%	107	0.11%
Other Indic languages	121	0.13%	24	0.03%
Other Indo-European languages	54	0.06%	0	0.00%
Chinese	92	0.10%	66	0.07%
Korean	961	1.01%	710	0.75%
Mon-Khmer	21	0.02%	0	0.00%
Thai	29	0.03%	23	0.02%
Vietnamese	230	0.24%	136	0.14%
Other Asian languages	193	0.20%	33	0.03%
Tagalong	211	0.22%	97	0.10%
Other Pacific Island languages	58	0.06%	0	0.00%
Other Native North American languages	3	0.00%	0	0.00%
Hungarian	7	0.01%	0	0.00%
Arabic	309	0.33%	134	0.14%
African languages	165	0.17%	0	0.00%

Source: American Community Survey, Five-Year Estimates (2011-2015), Table B16001.

Table 4-5: Limited English Proficiency for Worcester County

Worcester County	Total Population	% of County Population	Estimated LEP Population	% LEP of County Population
Total Population 5 years and over	49,258			
<i>Total Population 5 years and over speaking:</i>				
English Only	46,336	94.07%		
Spanish or Spanish Creole	1,179	2.39%	172	0.35%
French (incl. Patois, Cajun)	82	0.17%	7	0.01%
Italian	209	0.42%	103	0.21%
Portuguese or Portuguese Creole	4	0.01%	0	0.00%
German	103	0.21%	7	0.01%
Other West Germanic languages	15	0.03%	0	0.00%
Scandinavian languages	10	0.02%	0	0.00%
Greek	147	0.30%	32	0.06%
Russian	231	0.47%	16	0.03%
Polish	18	0.04%	0	0.00%
Serbo-Croatian	29	0.06%	0	0.00%
Other Slavic languages	11	0.02%	0	0.00%
Armenian	6	0.01%	6	0.01%
Persian	92	0.19%	15	0.03%
Hindi	48	0.10%	0	0.00%
Urdu	305	0.62%	0	0.00%
Other Indo-European languages	105	0.21%	0	0.00%
Chinese	45	0.09%	28	0.06%
Japanese	23	0.05%	0	0.00%
Korean	54	0.11%	26	0.05%
Vietnamese	41	0.08%	41	0.08%
Other Asian languages	14	0.03%	14	0.03%
Tagalog	67	0.14%	5	0.01%
Hungarian	23	0.05%	0	0.00%
Arabic	24	0.05%	4	0.01%
Hebrew	19	0.04%	0	0.00%
Other and unspecified languages	18	0.04%	9	0.02%

Source: American Community Survey, Five-Year Estimates (2011-2015), Table B16001.

Land Use Profile

Major Trip Generators

Identifying land uses and major trip generators in Somerset, Wicomico, and Worcester Counties complemented the above demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations, like multi-unit housing, major employers, medical facilities, educational facilities, non-profit and governmental agencies, and shopping centers. A detailed list of all the major trip generators by categories is provided in Appendix A. Key observations derived from the land use analysis by trip generator categories are as follows:

- **Multifamily Housing:** There are a small number of multi-unit apartment buildings within Somerset County, Wicomico County and Worcester County, including senior/independent living apartments. As seen in Figure 4-11, much of the housing stock is located near Salisbury.
- **Major Employers:** Major employers that employ more than 100 employees include the University of Maryland Eastern Shore (993 employees), Peninsula Regional Medical Center (2,900 employees), Perdue Farms (1,600 employees), The Harrison Group (over 1,000 employees), as shown in Figure 4-12.
- **Medical:** Atlantic General Hospital in Berlin is one of the major employers in the area. Other general medical facilities identified are primary care, nursing, or rehabilitation centers (Figure 4-13).
- **Shopping:** Shopping centers and grocery stores are mainly present in Salisbury, Pocomoke City, Ocean City, Berlin, and Lusby. Popular grocery stores and big boxes including Wal-Mart, Food Lion, and Save-A-Lot. Shopping centers are illustrated in Figure 4-14.
- **Education:** Educational facilities within Somerset County, Wicomico County, and Worcester County include middle school, high schools, adult education centers and colleges, as seen in Figure 4-15.
- **Human Service:** There are plenty of human service agencies in the three counties as illustrated in Figure 4-16 that include health departments, senior centers, and social services.

Figure 4-11: Multi-Unit Housing Trip Generators

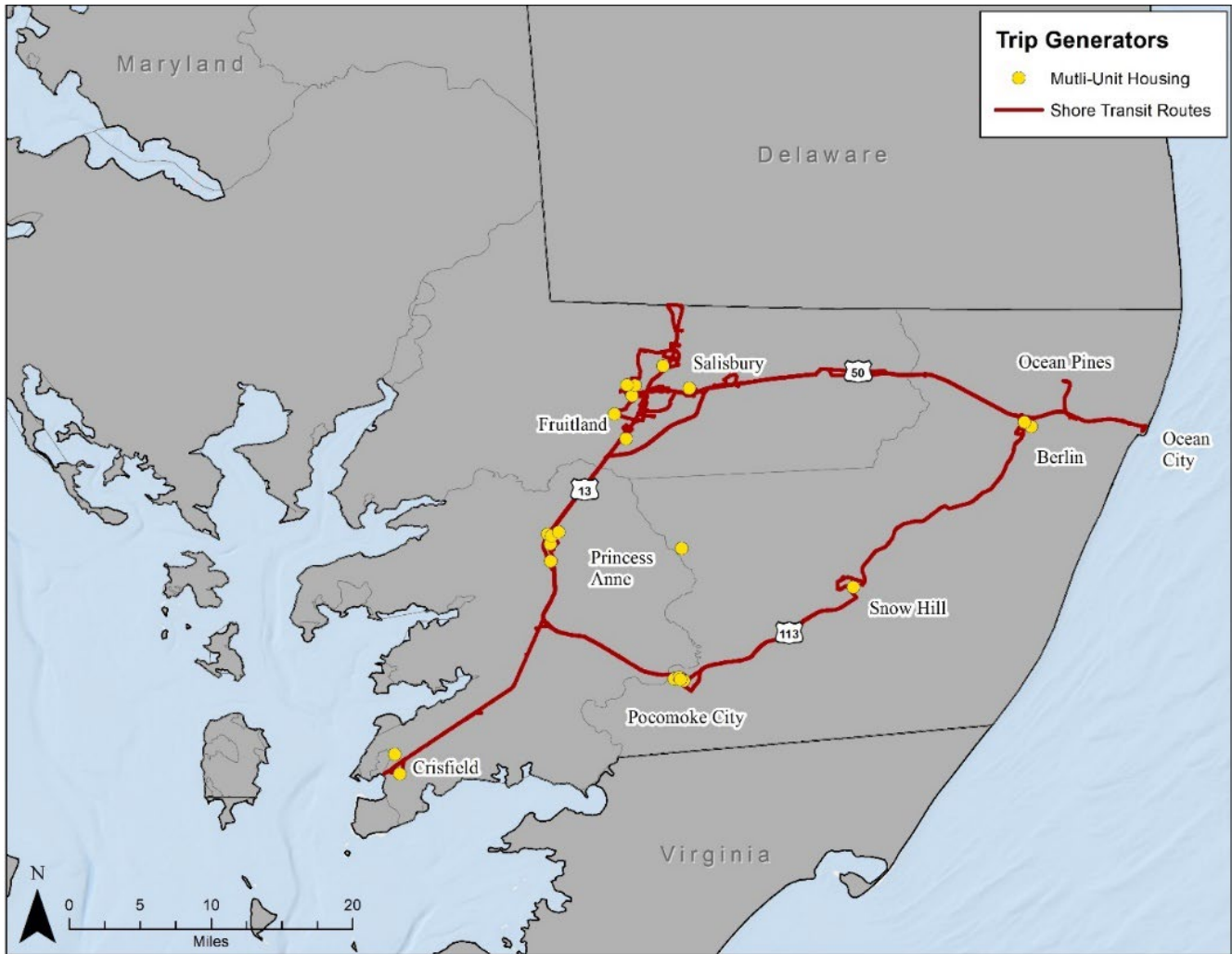


Figure 4-12: Major Employers Trip Generators

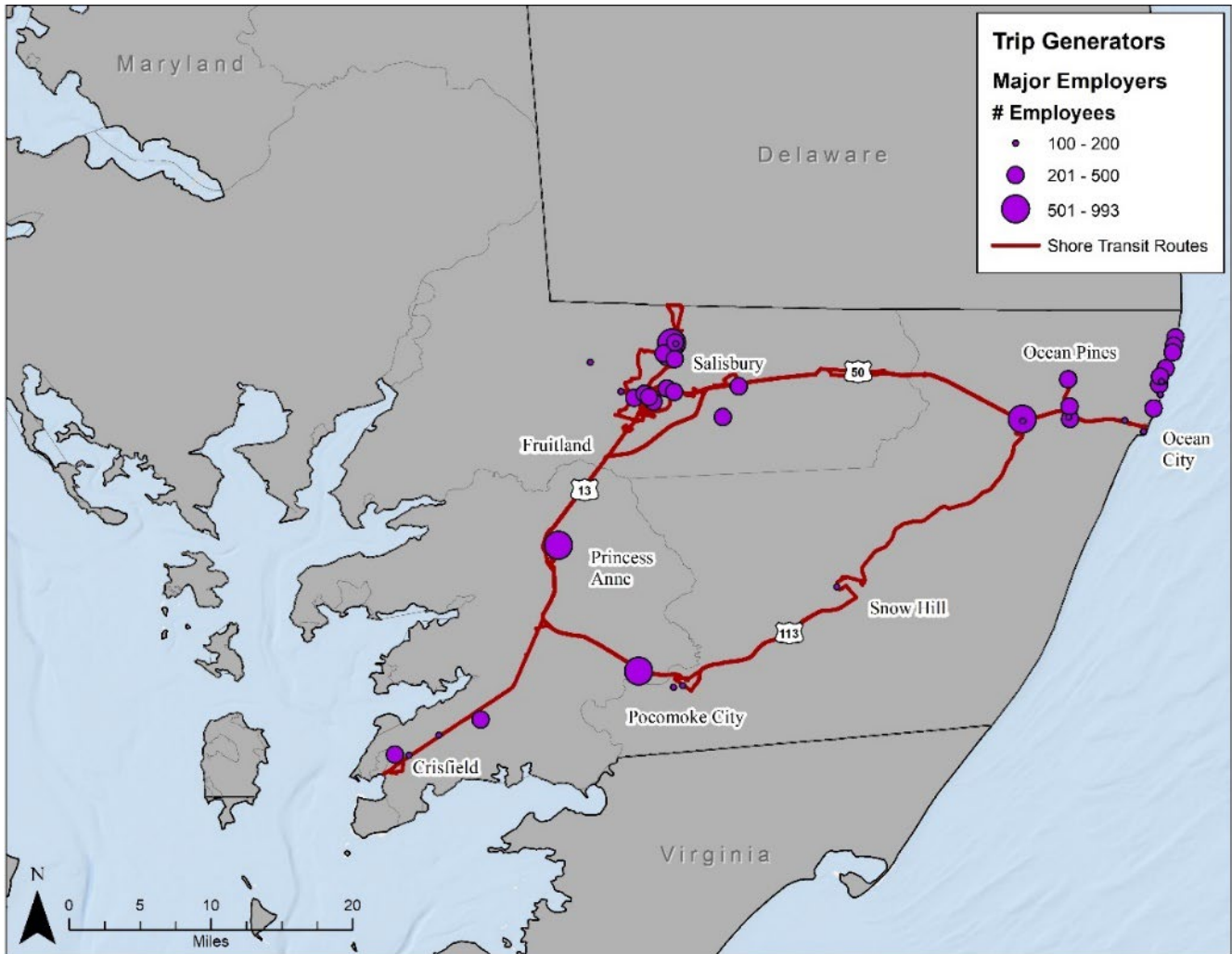


Figure 4-13: Medical Facilities Trip Generators

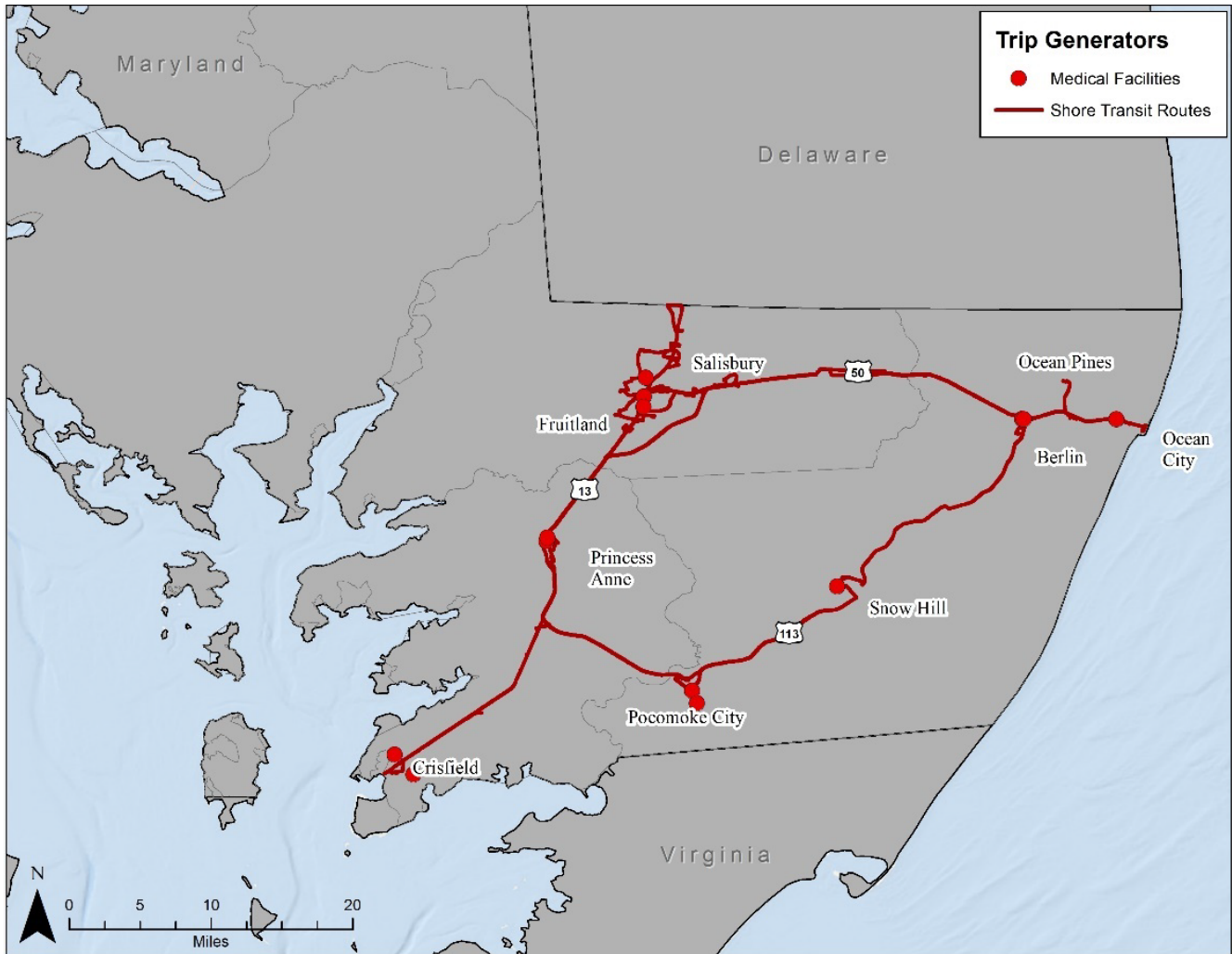


Figure 4-14: Shopping Centers Trip Generators

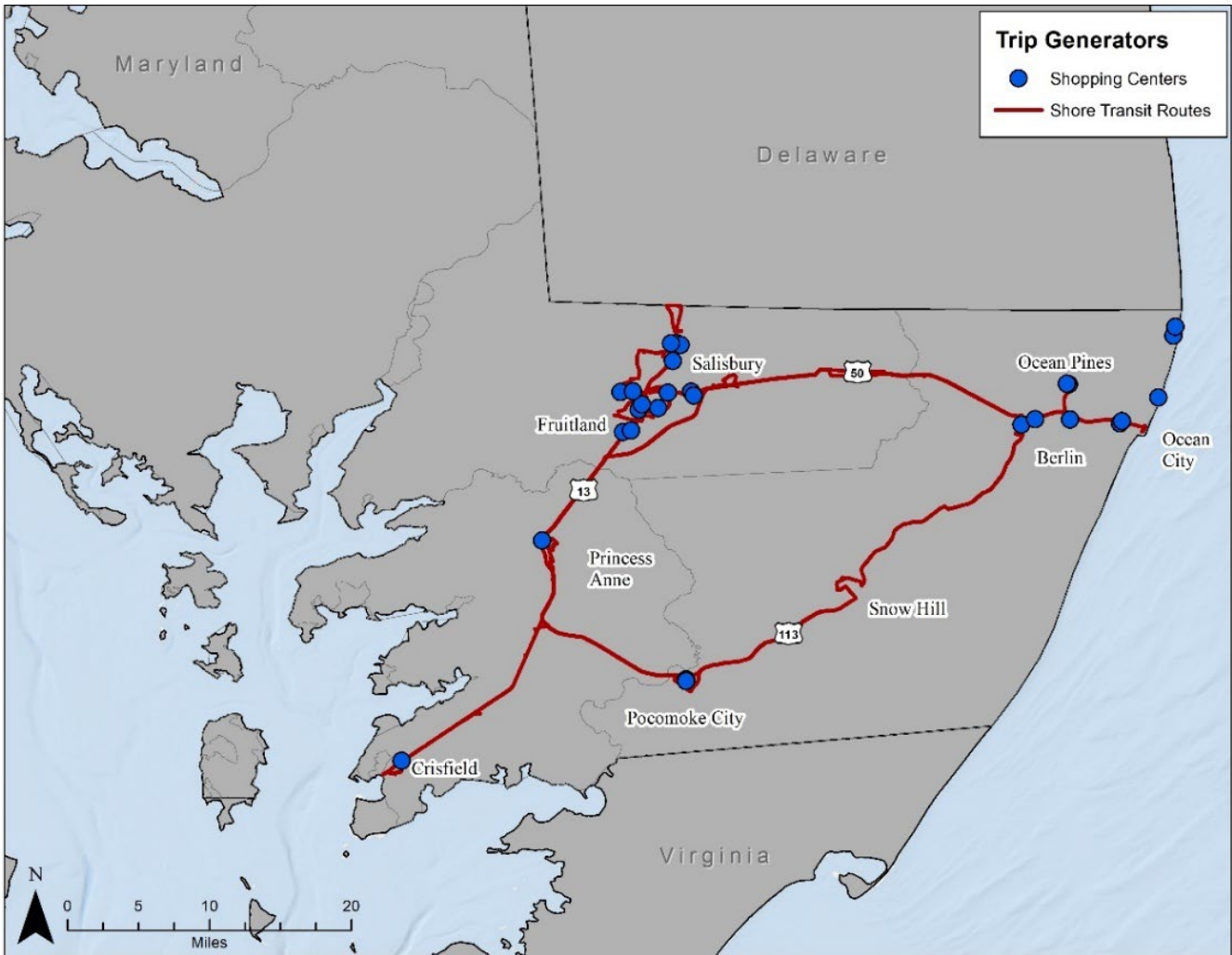
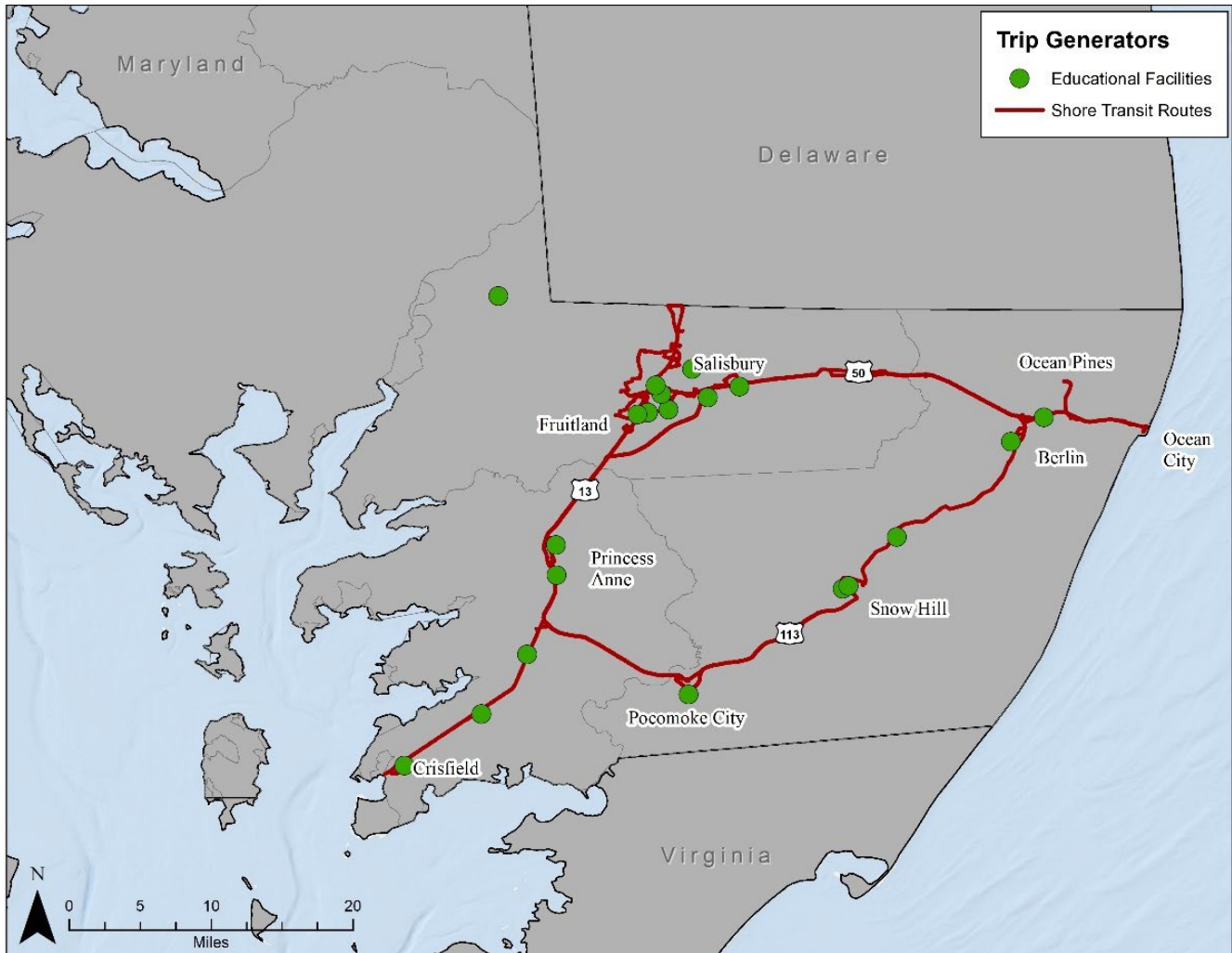


Figure 4-15: Educational Facilities Trip Generators

Employment Travel Patterns

In addition to considering the location of Somerset, Wicomico, and Worcester County's major employers, it is also important to account for the commuting patterns of residents working inside and outside of the counties. According to the 2019 ACS five-year estimates, only 51% of Somerset County workers work at locations within the county, 74% of Wicomico County workers work within the county, and 71% of Worcester County workers work within the county. As shown in Table 4-6, this level of in-county commuting is higher than for Maryland overall, except for Somerset County. About 29% of residents in Somerset, Wicomico, and Worcester Counties work outside of the state.

Table 4-6: Journey to Work Patterns

Place of Residence	Maryland		Somerset County		Wicomico County		Worcester County	
Workers 16 Years and Older	3046449		8635		48291		23759	
Location of Employment	#	%	#	%	#	%	#	%
In State of Residence	2,535,535	83.23%	7,964	92.23%	43,648	90.39%	21,265	89.50%
In County of Residence	1,640,416	53.85%	4,414	51.12%	35,665	73.85%	16,896	71.11%
Outside County of Residence	895,119	29.38%	3,550	41.11%	7,983	16.53%	4,369	18.39%
Outside State of Residence	510,914	16.77%	671	7.77%	4,643	9.61%	2,494	10.50%
Means of Transportation to Work	#	%	#	%	#	%	#	%
Car, Truck, or Van - drove alone	2,251,348	73.90%	6,732	77.96%	39,856	82.53%	19,194	80.79%
Car, Truck, or Van - carpoled	271,403	8.91%	830	9.61%	4,393	9.10%	1,748	7.36%
Public Transportation	254,650	8.36%	66	0.76%	333	0.69%	587	2.47%
Walked	70,256	2.31%	560	6.49%	1,331	2.76%	519	2.18%
Taxicab, Motorcycle, Bicycle, other	46,903	1.54%	161	1.86%	858	1.78%	411	1.73%
Worked at home	151,889	4.99%	286	3.31%	1,820	3.77%	1,300	5.47%

Source: ACS, Five-Year Estimates (2015 - 2019), Table B08130

Another source of data that provides an understanding of employee travel patterns is the Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) dataset. Figures 4-16 to 4-21 illustrate the results of this analysis. As of 2018, the top five employment destinations for Wicomico County residents were Salisbury City, Fruitland City, Delmar, Ocean Pines, and Cambridge City. The top five employment destinations for Somerset County residents include Crisfield City, Salisbury City, Princess Anne, Pocomoke City, and Fruitland City. The top five employment destinations for Worcester County include Ocean Pines, Ocean City, West Ocean City, Berlin, and Salisbury City.

Figure 4-16: Commuting Patterns for Wicomico County Residents

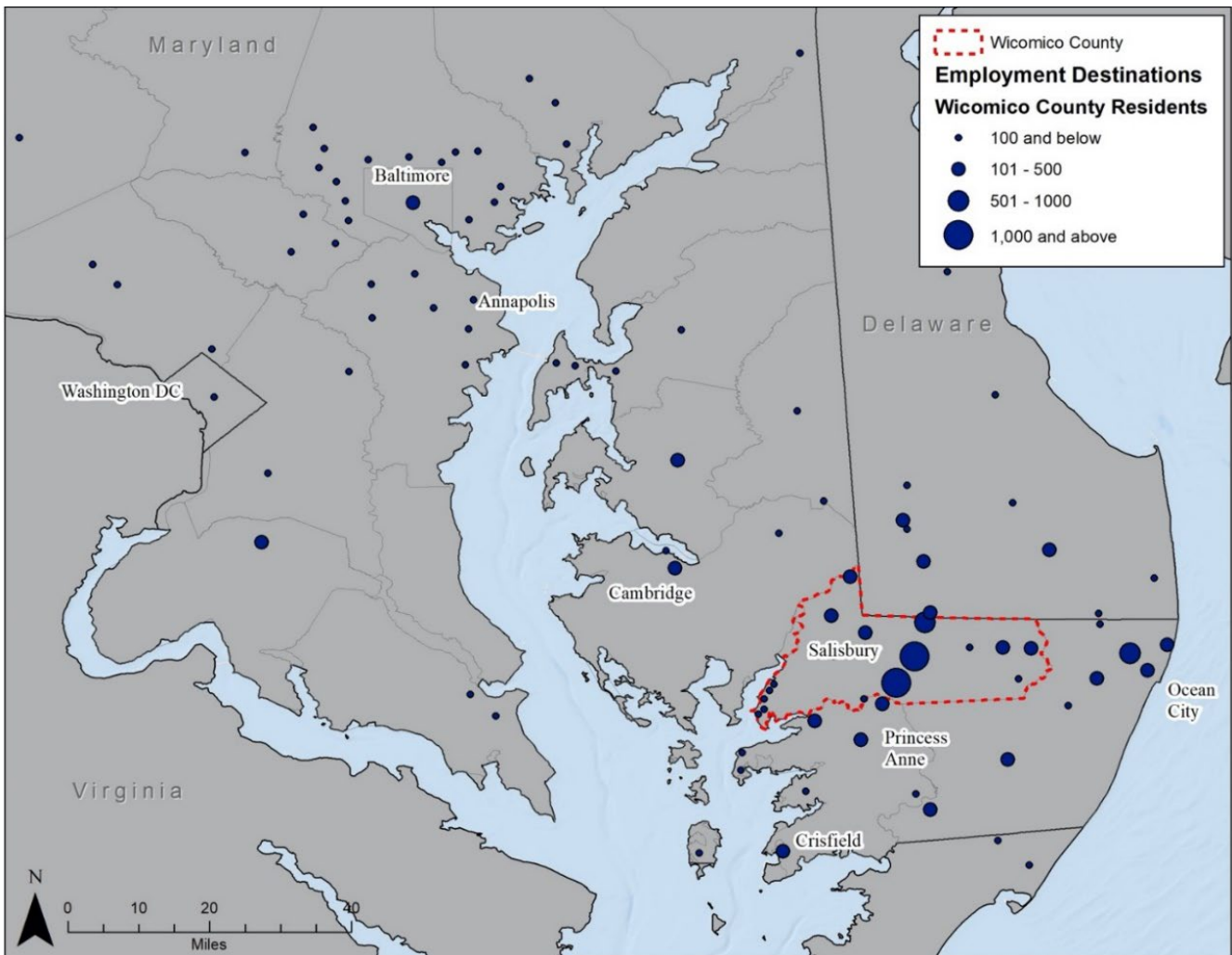


Figure 4-17: Commuting Patterns for Somerset County Residents

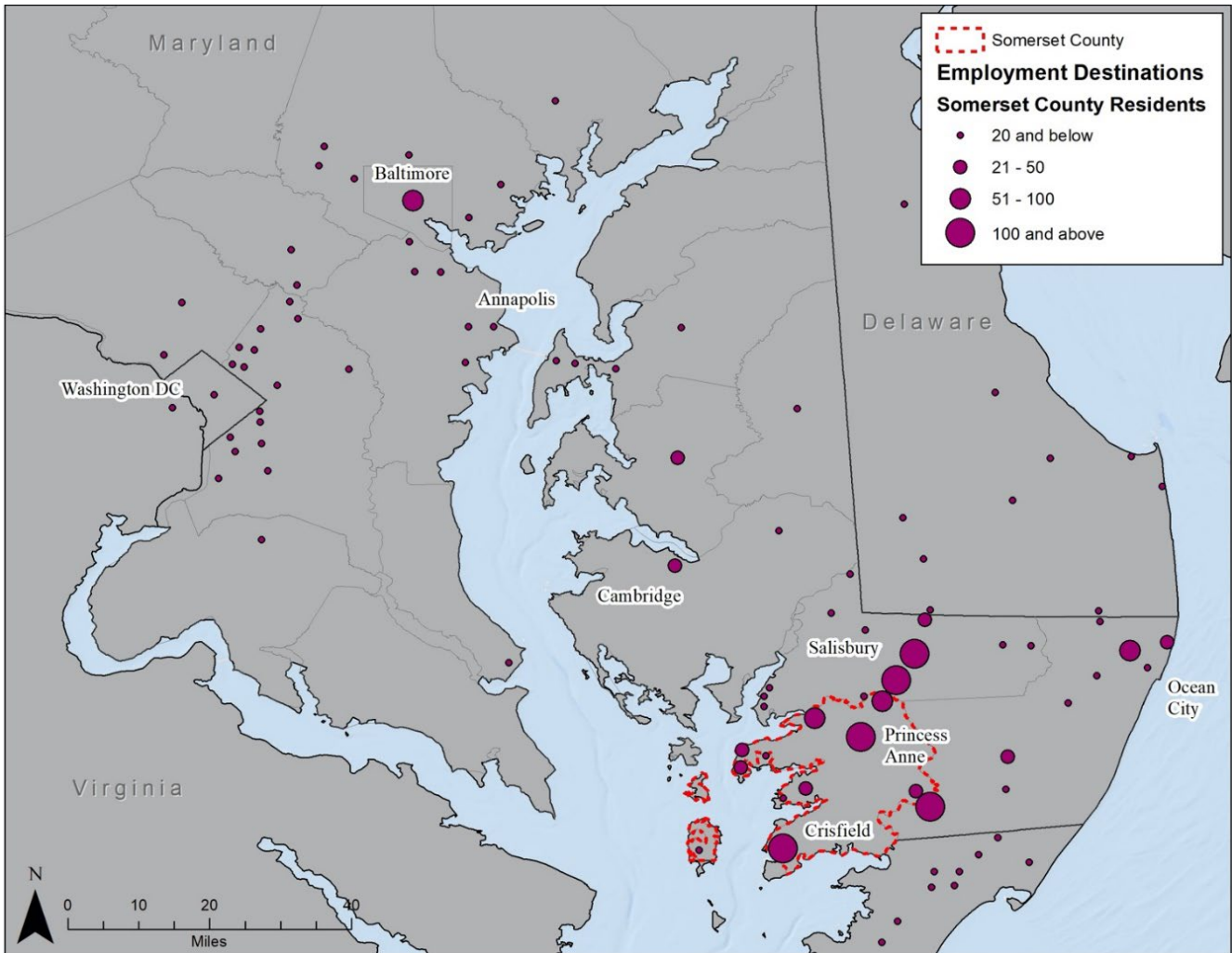


Figure 4-18: Commuting Patterns for Worcester County Residents

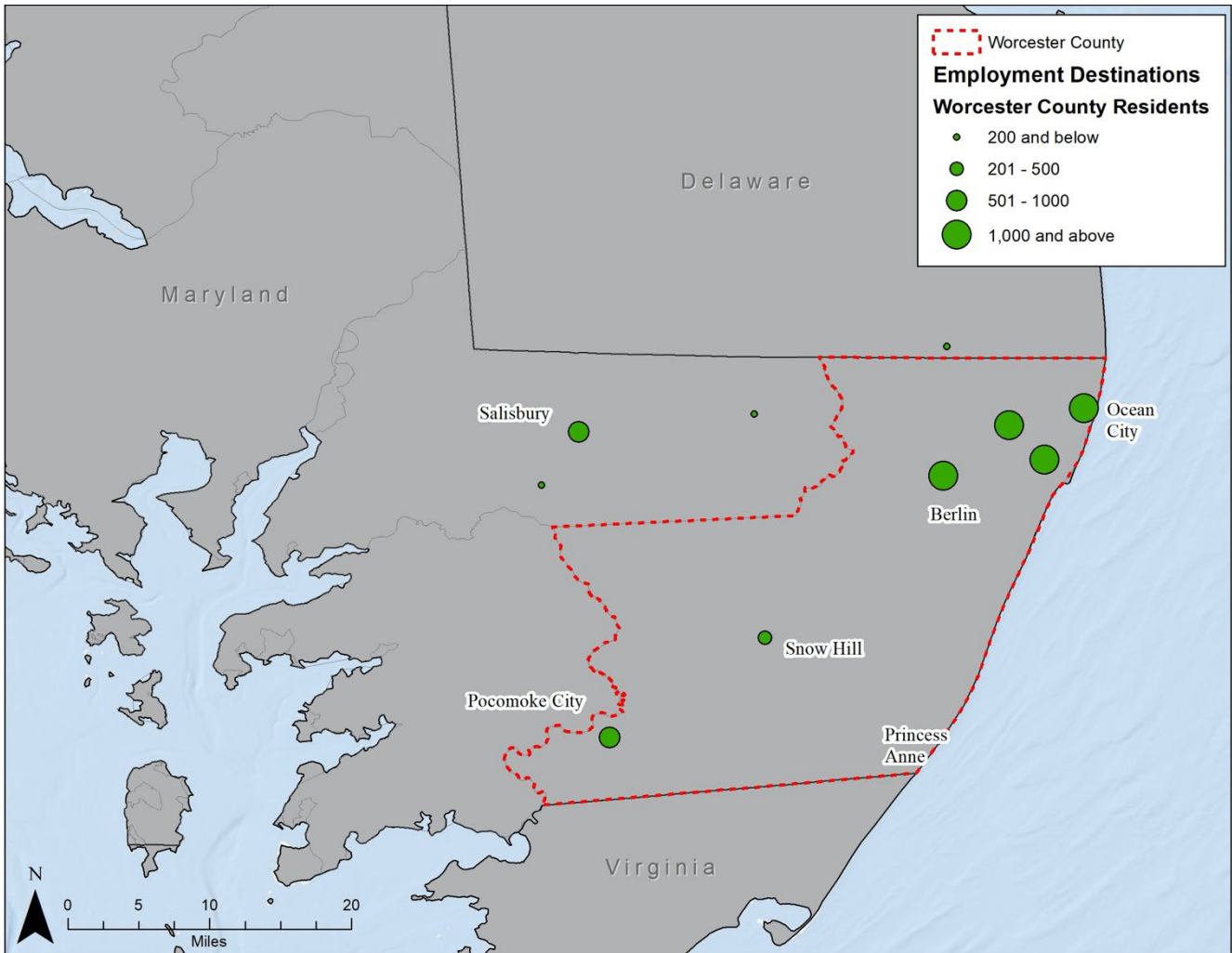


Figure 4-19: Commuting Patterns for Wicomico County Workers

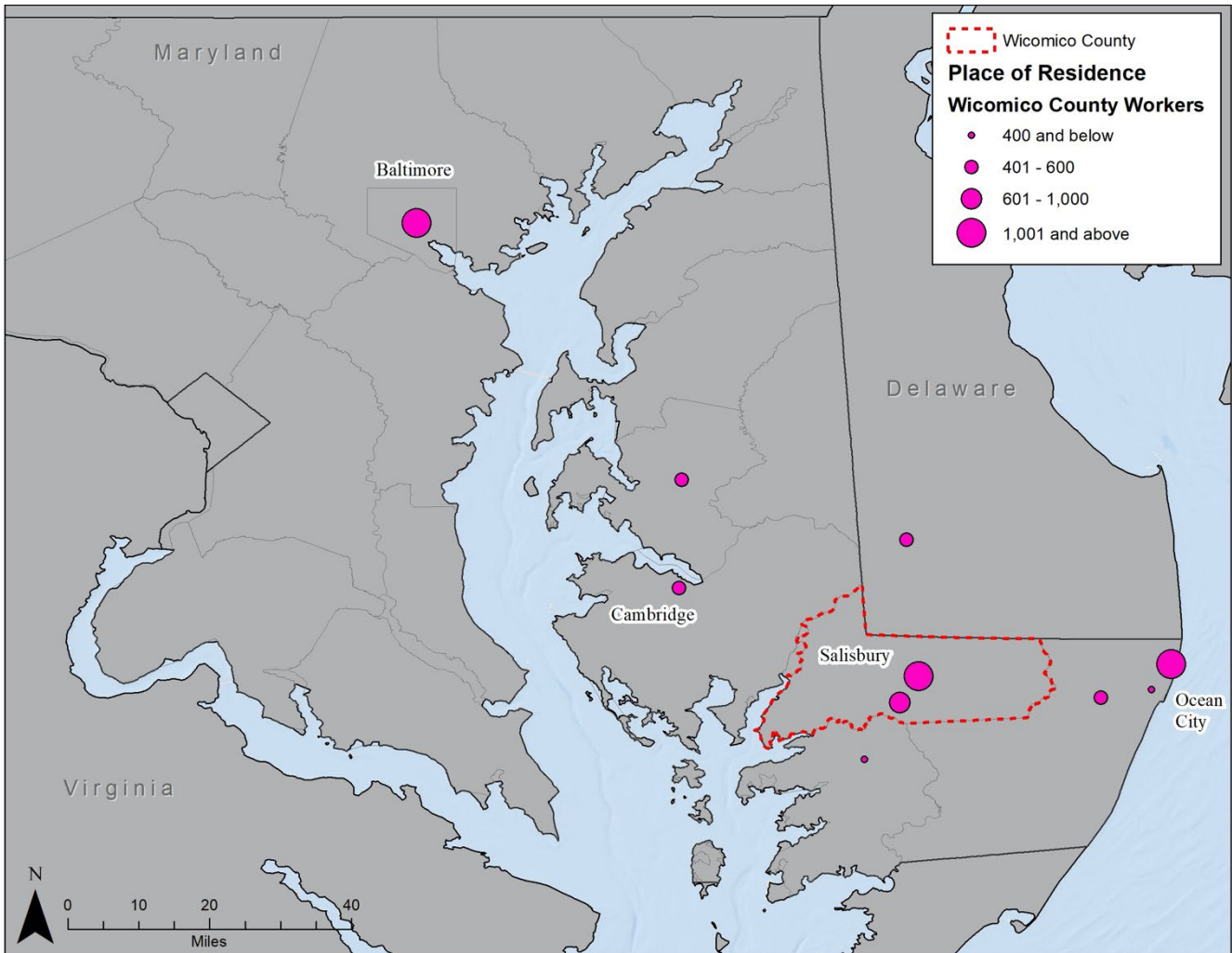


Figure 4-20: Commuting Patterns for Somerset County Workers

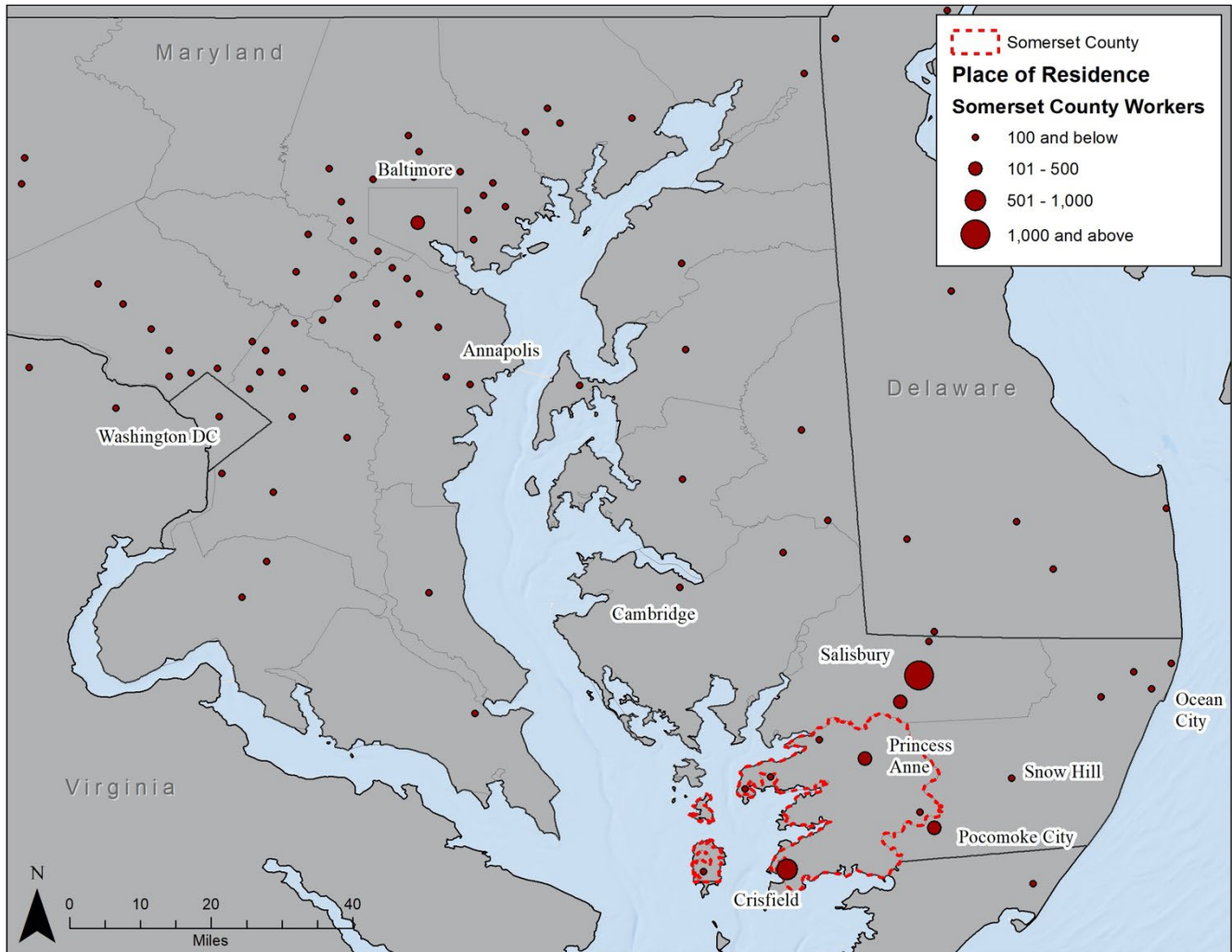
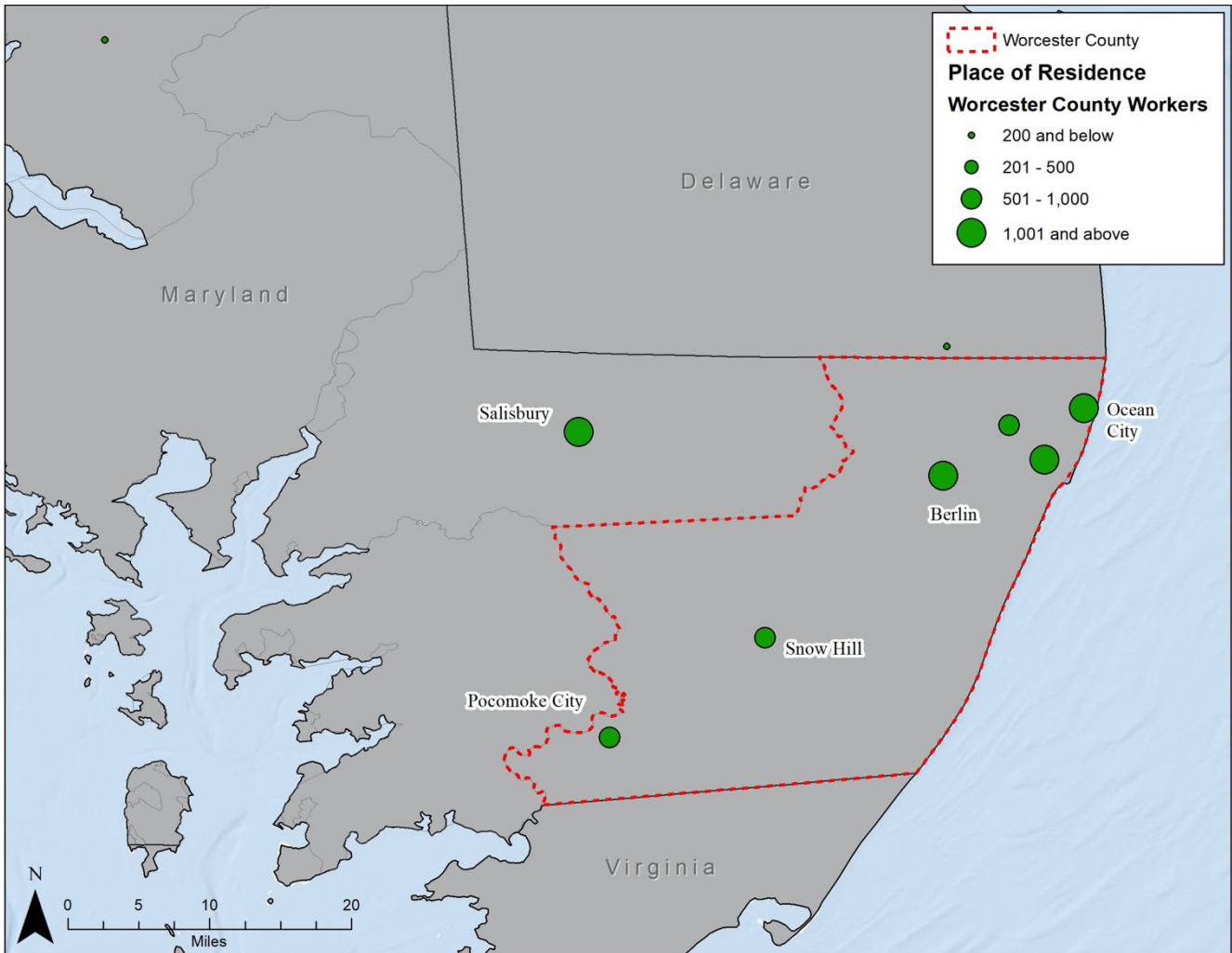


Figure 4-21: Commuting Patterns for Worcester County Workers



Chapter 5

Service and Organizational Alternatives

Introduction

This chapter presents service and organizational alternatives to improve and expand public transportation services in the region. These alternatives were developed based on a review of current services, the analysis of current and future demographics, and input from customers, residents, and various agency representatives.

It should be noted that these alternatives were developed during a time that Shore Transit, like transit systems across the country, is continuing to deal with the ramifications from the COVID-19 pandemic. With the impacts of the pandemic on transit capacity and demand, as most transit providers in Maryland and the rest of the United States, Shore Transit has experienced lower ridership. Therefore, this challenging period may not be the ideal time to consider major changes to the transit network.

However, it is also a time when there is funding to expand transit services through various COVID-19 relief programs, and increased future funding is projected through the recent Infrastructure Investment and Jobs Act (IIJA). The preliminary alternatives strive to take into account the ongoing pandemic effects, while providing the foundation for improvements and expansions in the future as the recovery from the pandemic hopefully continues. The proposed alternatives will need further analysis and more detailed service planning in the future that responds to going and everchanging impacts from COVID-19. Taking these realities into account this chapter begins with a discussion on planning and preparing for a post-COVID-19 recovery period.

The alternatives discussed in this chapter include a summary of each proposal, as well as the potential advantages, disadvantages, and estimates of costs and ridership. They focus on:

- Expanding weekend service
- Increasing frequency on current services
- Expanding mobility options in the City of Salisbury
- Implementing microtransit services (to be further detailed in Chapter 6)
- Reassessing the current route structure
- Reassessing marketing efforts
- Implementing a rebranding campaign

Preparing for COVID-19 Recovery Period and Long-Term Impacts of the Pandemic

Through the pandemic, transit providers across the country have been facing a variety of challenges when trying to continue to provide mobility for their communities. In addition to driver shortages and rising costs to operate services, these issues have included modifying vehicles to maintain safety for drivers and customers, conveying safety protocols to the public, and implementing service changes while minimizing the impacts on population groups most in need of mobility.

Looking ahead, Shore Transit will need to continue to plan, budget, and operate services through a pandemic recovery period. While specific changes will be identified as a hopeful return to a post-COVID period occurs, it is anticipated that this recovery period will include:

- Budgeting for a continued increase in operating costs. A number of factors have already led to transit systems incurring significant increases in these expenses, and it is expected that this will continue in the future with the need to improve and increase driver salaries and benefits.
- Monitoring financial opportunities through previous COVID-19 recovery funding, and being prepared to respond in a timely manner to future grant applications.
- Modifying fleets to include more vehicles with smaller passenger capacity to meet demand for new services (i.e. microtransit/on-demand services discussed in the alternatives), and to expand the potential driver pool by reducing the number of vehicles that require an operator with a CDL.
- Assessing potential service changes or improvements, with a renewed focus on improving transportation services to vulnerable populations most impacted by the pandemic.
- Assessing opportunities to deploy new technologies, and to work out any issues before increased ridership demands.
- Expanding marketing efforts to educate customers on new services that are implemented through the recovery period, and to alleviate any customer concerns related to their safety in using public transit and to build confidence in the system.

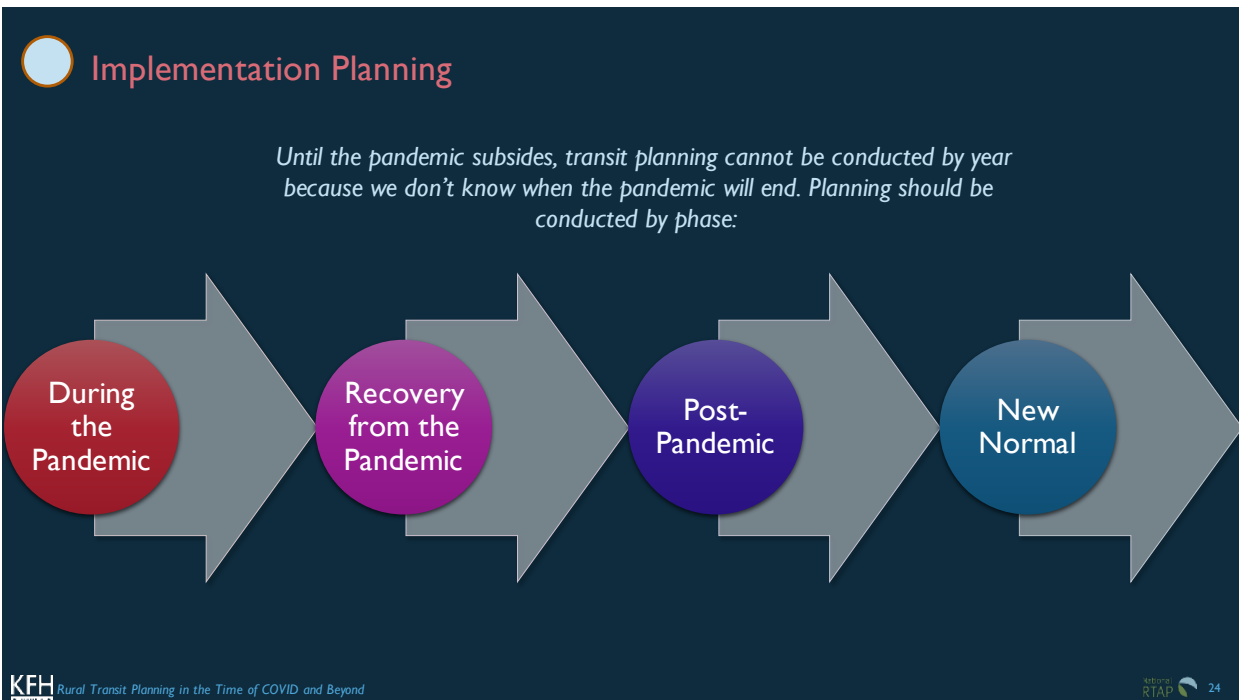
While no one can predict the future, and the effects of COVID-19 will have long-term impacts on public transit and human services transportation, the pandemic recovery period will also present opportunities and the need to adapt to:

- Changes in the provision of healthcare services such as tele-medicine, that will in turn impact needed transportation services.
- Workplace changes, through which some people will be working from home permanently -- while service workers may need even more flexible transportation to access their employment locations.
- A need for renewed and reimagined transit system that encompasses a broader family of services, and include as appropriate fixed route services, scheduled services, microtransit, and demand response services.

Planning for the Post Pandemic Recovery Period

Preparation for a recovery period also needs to recognize the challenges inherit with the planning for the uncertainties that still exist. However, there are a variety of resources that are available for assistance with this transition and with planning for the post pandemic timeframe, and include:

- The National Rural Transit Assistance Program (RTAP) provides various resources to support transit with ongoing safety demands and the economic ramifications from the pandemic. These resources include a "Rural Transit Planning in the Time of COVID and Beyond" conducted by the KFH Group that provided guidance on planning efforts through three phases: 1) During the pandemic, 2) Recovery from the pandemic and 3) Post-pandemic. These resources are available at <https://www.nationalrtap.org/Resource-Center/COVID-19-Information>.



- The Community Transportation Association of America (CTAA) and the American Public Transportation Association (APTA) provide various resources and tools for dealing with COVID-19, and with preparing for a pandemic recovery period. These resources include guidance with planning for both ongoing and long-term impacts from the pandemic, and for a post-COVID environment. CTAA resources can be found at <https://ctaa.org/covid-19-resources>, and APTA guidance is available at <https://www.apta.com/covid-19-resource-hub>.

Assess Opportunities to Improve Recruitment and Retention of Vehicle Operators

In order to safely operate service levels to meet community needs, and to expand services in the future, transit agencies must have an adequate number of qualified operators. Like many transit agencies across the nation Shore Transit is faced with a shortage of drivers. Prior to the COVID-19 pandemic, operator vacancies were already an issue for some transit agencies. Since the onset of the pandemic a variety of issues, including the fear of COVID-19 infection has exacerbated the problem.

The job of professional transit operator is an essential worker with specialized skills, who faces daily challenges with potentially belligerent passengers, pressure to keep on schedule with challenging driving conditions, long periods of time sitting, and safely assisting individuals with disabilities, all while ideally being the professional, courteous public face of the organization. During the pandemic, operators are also faced with the risk of exposure to the virus, the responsibility of trying to enforce the Transportation Security Administration (TSA) directive requiring face coverings on transit vehicles (sometimes with violent reactions from passengers), and added tasks with cleaning and disinfecting of surfaces during their shift. Being a transit operator is a difficult job. Ideally their pay should reflect this.

If a transit agency cannot attract quality candidates to apply and continue working, the quality of the services the organization provides will suffer. Without enough employees (high quality or otherwise), service levels cannot be maintained, and some members of the community will lose their ride to work, school, the doctor, and other essential destinations. Each time a transit organization must fill a vacant position, there is a cost to the organization to hire and train a new employee. Paying overtime to current employees can be a short-term solution but is not a sustainable strategy. Not only is a high rate of overtime utilization costly to the agency in terms of payroll (because the overtime pay rate is typically 150% of the regular pay rate), but frequent overtime can also lead to safety risks due to operator fatigue and employee burnout, leading to yet more vacancies.

Therefore a consideration looking ahead for Shore Transit and transit systems across the country is the assessment of opportunities to improve driver recruitment and retention, taking into account national research and analysis of operator vacancy rates that shows:

- Higher pay leads to lower vacancies – Systems with higher minimum and maximum pay rates have lower vacancy rates on average.
- Reliable hours and pay attracts workers – Systems with a higher percentage of full-time drivers and with more generous overtime levels have lower vacancy rates.
- Workers want training, health benefits, and a quality work environment – Systems that offer healthcare benefits, offer CDL training, and that foster a quality working environment have lower vacancy rates.

Additional considerations to support driver recruitment include:

- If they are to restore and maintain staffing levels, transit agencies will need to provide competitive wages and benefits that are commensurate with the levels of risk, pressures, and responsibilities

that come with the operator position. The compensation will need to be higher than that offered by low-risk, low-challenge jobs in their area, and competitive with other types of driving jobs such as school bus operators.

- To compete with other employers in the area in today's employment environment, transit agencies may need to offer hiring bonuses. Hiring bonuses could be paid in installments over the course of the first year to encourage continued employment. Bonuses for referrals from current employees should also be considered.
- In addition to offering competitive, higher entry-level wages, transit agencies need to offer regular cost of living increases so that operators can continue to earn a living wage, and periodic longevity increases and/or bonuses, rewarding operators for their years of service will help retain operators and reward them for continuing to work for the organization.
- Transit agencies with vehicles that require the operator have a CDL can seriously consider providing paid training to prepare new hires to obtain their CDL. Offering a competitive wage as well as a meaningful sign-up bonus contingent upon a minimum period of employment can help prevent new CDL operators from taking a higher-paying job as soon as they have earned their CDL.
- Transit agencies offer an advantage over transportation network companies (such as Lyft or Uber) not only with benefits, but also by being a trusted employer. Transit agencies can have an advantage in recruiting efforts by emphasizing the agency's mission and the importance of the job to the community. However, adequate pay is needed for the job to be attractive. Transit agencies with full-time operator positions (at least 35 hours per week) are likely to have lower operator vacancy rates.

Investing in adequate compensation to maintain full staffing operating staff levels should be a priority for every transit agency, but additional funding may be needed to do this. Additional funding to allow for competitive pay scales and hiring bonuses for transit operators is an investment in the economy and quality of life in the region. Transit operators are essential frontline employees—essential for safely getting other community members to their jobs, schools, health care appointments, retail establishments, and other essential needs.

Potential Service Alternatives

The needs assessment that was detailed in Chapter 3 discussed potential service improvements that were proposed by current riders, community members, and key stakeholders. That feedback was used to lay out the following potential service alternatives that include a summary of potential advantages and disadvantages, as well as estimates of costs and ridership. The cost information for these service alternatives is expressed as the fully allocated costs, which means all program costs on a per unit basis are considered when contemplating expansions. These cost estimates took account previous Shore Transit operating expenses, while anticipating increased expenses as discussed in the previous section.

Expanded Weekend Service

The top service improvement recommended by current customers through the rider survey was for additional weekend service. Expanded weekend service was also a top service improvement expressed through the community survey when respondents were asked what improvement would encourage them to use public transit.

Currently the local 115 and 199 routes operate Monday through Friday. This alternative proposes consideration of Saturday service on these routes, with operating hours similar to the 120 Delmar-Fruitland Route that operates on Saturday. The potential impacts of this proposal are outlined in Table 5-1.

Table 5-1: Potential Impacts of Expanded Weekend Service

Advantages	Disadvantages
<ul style="list-style-type: none"> Improves access and makes Shore Transit easier and more convenient to use. Addresses the top need expressed in the rider survey. Expands mobility options for employment and shopping trips. Utilizes vehicles in existing fleet, and would not require additional capital to operate the service. 	<ul style="list-style-type: none"> Additional Saturday service would increase annual operating expenses. Results in additional mileage on current buses, accelerating the vehicle replacement schedule. Would require Shore Transit to update its marketing materials. May require changes to the 120 Route to take into account expanded services.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> Operating Saturday service similar to the current hours to the Route 120 would result in approximately 702 annual service hours for each route. Based on a projected \$75.00 per hour the additional annual operating expenses are estimated to be about \$52,650 per route. 	<ul style="list-style-type: none"> Assuming passenger trips per hour would be similar to pre-COVID numbers it is estimated that Saturday service on Route 115 would result in 2,106 annual passenger trips. Assuming passenger trips per hour would be similar to pre-COVID numbers for Route 199 it is estimated that Saturday service would result in 1,544 annual passenger trips.

Increased Service Frequency

The next most popular request from current customers was for more frequent service. Therefore, this alternative proposes consideration of more frequent service on the most popular Shore Transit routes:

- Route 432 was the most popular of the Shore Transit routes in FY2020 and FY 2021, providing the highest overall ridership totals and passenger trips per hours for the system. Therefore, this route would be logical candidate for more frequent service. Currently there are seven trips throughout the day on this regional route, and this alternative proposes adding two additional runs each day.
- Route 452 provided the second highest ridership for the system in FY2020 and FY2021, and had the top ridership in FY2019. Currently there are seven trips throughout the day on this regional route, and this alternative proposes adding one additional run each day.

The potential impacts of this proposal are outlined in Table 5-2.

Table 5-2: Potential Impacts of Increased Service Frequency

Advantages	Disadvantages
<ul style="list-style-type: none"> • Addresses a top need expressed through the rider survey. • Increased frequency on popular routes would provide customers with more convenient services and expanded access to important destinations in the region. • Depending on timing of additional runs vehicles in existing fleet could be utilized. 	<ul style="list-style-type: none"> • May require modifications to current route schedule to accommodate additional runs and ability to use vehicles in existing fleet. • Would increase annual operating expenses. • Results in additional mileage on current buses, accelerating the vehicle replacement schedule. • Any route and schedule adjustments would require Shore Transit to update its print and web materials.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Increasing frequency on Route 432 as proposed would result in approximately 3,285 annual service hours. • Based on a projected \$75.00 per hour the additional annual operating expenses for this expansion would be estimated to be \$246,375. • Increasing frequency on Route 452 as proposed would result in approximately 1,643 annual service hours. • Based on a projected \$75.00 per hour the additional annual operating expenses for this expansion would be estimated to be \$123,188. 	<ul style="list-style-type: none"> • Assuming passenger trips per hour would be similar to pre-COVID numbers it is estimated that the increased frequency on Route 432 would result in 23,324 annual passenger trips. • Assuming passenger trips per hour would be similar to pre-COVID numbers for Route 452 it is estimated that increased frequency on Route 452 Saturday would result in 11,826 annual passenger trips.

The projected cost implications of these expanding weekend service and increasing service frequency on selected routes are summarized in Table 5-3.

Table 5-3: Summary of Service Expansions

Project Description	Projected Annual Revenue Service Hours	Projected Annual Operating Expenses ⁽⁴⁾	Estimated Annual Ridership ⁽⁵⁾
Saturday Service - Route 115 (1)	702	\$52,650	2,106
Saturday Service - Route 199 (1)	702	\$52,650	1,544
Increased Frequency: Route 432 (2)	3,285	\$246,375	23,324
Increased Frequency: Route 452 (3)	1,643	\$123,188	11,826

(1) Assumes 13.5 hours of expanded services.

(2) Assumes projected two additional runs of 4.5 hours each.

(3) Assumes projected two additional runs of 4.5 hours each.

(4) Assumes projected operating cost of \$75.00 per hour.

(5) Assumes ridership similar to pre-COVID-19 for each individual route.

Expand Mobility Options in City of Salisbury

The Salisbury Planning Department developed a plan in 2017 for the US 13 Salisbury Boulevard Corridor to facilitate economic growth and multimodal transportation accessibility. This plan included recommendations on transit improvements as a component to multimodal transportation in the City. The plan noted that while some transit exists in this corridor, the service is limited, and recommended the following transit service expansions as the area transforms and as more transit-oriented development occurs:

- Transit routes that maximize connectivity along the corridor, with 10 to 15 minute headways.
- Routes that would link major destinations, to include Salisbury University and the Peninsula Regional Medical Center.
- The services should be implemented without any major infrastructure investments and be routed along the corridor and into adjacent communities, though the plan notes the need for comfortable and attractive bus stops as well as defined crosswalks to be integrated into the streetscape.
- Four looping routes were proposed along the corridor and are depicted in the plan:
 - The first priority loops connect between downtown and the University.
 - The next priority loops would link communities to the north with downtown and up to The Centre and Salisbury shopping mall.

Through a stakeholder interview for the TDP with staff from the City of Salisbury Department of Infrastructure and Development, they expressed the need for expanded local transit services in the City. They noted that Salisbury community members want a local option that operates on short headways,

and could involve small buses that serve stops along US 13 and/or microtransit services. The City of Salisbury noted that they are working with MDOT MTA Planning on a Statewide Transit Innovation Grant (STIG) to assess their options to improve transit services and overall mobility in the City.

This alternative therefore proposes that Shore Transit work more closely with the City on efforts to improve and expand transit services in Salisbury. Shore Transit reported that the City has been invited to join the Shore Transit Advisory Board, and ideally this will provide a forum to initiate these discussions and to ensure coordination on future efforts. There appears to be a significant opportunity to expand mobility options in the City of Salisbury, though it will take a coordinated partnership between the two entities and the ability to fully assess the feasibility of:

- High frequency transit services along the US 13 corridor.
- On-demand microtransit services that provide first mile/last mile connections to this service and the broader Shore Transit network.

The potential impacts of this proposal are outlined in Table 5-4.

Table 5-4: Potential Impacts of Expanding Mobility Options in the City of Salisbury

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides the opportunity to expand mobility options for local residents and improve their access to jobs, medical facilities, shopping locations, and recreational sites. • Incorporates transit planning and services into the US 13/Salisbury Boulevard development and transformation. • Provides opportunity for Shore Transit and the City of Salisbury to work more closely on efforts to improve and expand mobility. • Ensures that existing transit organizational structure is fully utilized, as opposed to the City of Salisbury possibly establishing a separate transit entity. 	<ul style="list-style-type: none"> • Will require extensive planning between Shore Transit and the City of Salisbury to take possible routes and services from conceptual options through to implementation, to include detailed service planning, funding arrangements, capital needs, and public outreach. • Expanded services in the City of Salisbury will result in the need for additional vehicle operators, potentially still at a time when recruiting and retaining drivers is already an issue. • Ridership on previous attempts at local service expansions was limited and services were subsequently discontinued.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Operating and capital costs would need to be determined through more detailed service planning that would take into account hours of operation, service span, and frequency. 	<ul style="list-style-type: none"> • The expansion of services in the City of Salisbury has the opportunity for significant ridership increases, though previous local services were not used extensively.

Implement Microtransit / Mobility on Demand Services

As on-demand ride-hailing apps like Uber and Lyft have become a common mobility option over the past decade, demand has risen for public transit services that utilize mobile technology to provide on-demand transportation services. In the past few years, microtransit services have emerged across the country, and many transit systems have implemented these services or are exploring the potential for mobility on-demand options for the communities they serve.

There are a variety of reasons for Shore Transit to consider implementation of microtransit services, that include:

- The opportunity to access on-demand service through their smartphone was a top improvement noted through the community survey when respondents were asked which ones would encourage their use of public transit.
- Through individual interviews, several key stakeholders noted the need for first mile/last mile connections to existing Shore Transit services and expressed interest in exploring the potential for microtransit services in the region.
- As noted in the previous alternative, the City of Salisbury has mentioned wanting to start a service that would help fill gaps in mobility.
- There are certain attributes of the region that indicate that the area is well-suited for a microtransit service that would connect with current Shore Transit routes and expand mobility in the region.

There are a variety of factors and opportunities that impact this alternative, so a separate Chapter 6 that follows provides a detailed discussion of microtransit considerations and possible implementation.

Reassessment of Route Structure

Current Shore Transit routes are designed to serve large geographic areas, and therefore are primarily loop routes that operate on long runs. Regional routes involve extensive travel times. For instance the seven runs on the 432 Salisbury-Ocean-City-Pocomoke Route currently operates on round trips that are from 4-4.5 hours long.

Another factor is that MDOT MTA is currently working on a Statewide Transition Plan that will be identifying future alternative fuel options for the LOTS across the state (including use of electric vehicles), and that will be assessing the impacts of this change in relation to facilities, maintenance, and other issues. Shore Transit also expressed concern about operating vehicles with possible range restrictions in the large rural areas that they serve with long routes.

Therefore, this alternative proposes a reassessment of the current route structure to reduce the length of routes. This option would also respond to customer requests through the rider survey for more direct

services. While the current pandemic recovery time is not as the ideal time for a route redesign, as noted earlier in the discussion on planning for a post-pandemic period, this is the time to begin assessing potential service changes or improvements.

There are a variety of factors related to any route restructure, such as route timing, transfer locations, vehicle housing, etc. that will be discussed with Shore Transit and MDOT MTA, and then appropriately detailed in the draft TDP. This discussion will include consideration of splitting current routes into shorter segments with bi-directional service, and that offer the opportunity for transfer between routes.

The potential impacts of this proposal are outlined in Table 5-5.

Table 5-5: Potential Impacts of Route Restructure

Advantages	Disadvantages
<ul style="list-style-type: none"> • Responds to the request from current customers for more direct services. • Provides opportunity to implement shorter routes that are easier to market and for the public to understand. • Makes public transit more appealing the general public. • Prepares Shore Transit for results from MDOT MTA transition plan. 	<ul style="list-style-type: none"> • Will require significant staff time in the final service planning, public outreach, and customer education that would be needed. • Depending on the final restructured system could result in the need for additional vehicle operators, potentially still at a time when recruiting and retaining drivers is already an issue. • Would require a major update to marketing materials as part of public education campaign.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Some route modifications may be cost neutral, while others could result in additional operating and capital expenses. • After discussions with Shore Transit and MDOT MTA a more detailed plan with potential costs can be developed. 	<ul style="list-style-type: none"> • A route restructuring that includes more direct services provides the opportunity for a ridership increase.

Potential Organizational Alternatives

Reassess Marketing Efforts

While Shore Transit has historically used a variety of marketing methods that include on-line tools, education and training presentations, and participation in regional events, through the community survey, respondents noted the need for improved access to transit information. Recognizing that the marketing of transit services is an ongoing effort, this alternative supports a renewed approach as hopefully the impacts of the pandemic subside. In addition, planning and implementation of potential microtransit services discussed in Chapter 6 will require a marketing plan to educate the community on the use of these services. The possible route restructuring would also involve a major marketing campaign.

Some possible considerations for this assessment based on a current review of Shore Transit on-line marketing efforts include:

- Improve access to the Route Planner available through the Shore Transit website so that an account login is not needed.
- Include a clearer map on the schedule brochures for each route, and that indicate path of travel for the routes through directional arrows, highlights key areas more effectively, and clearly differentiate individual routes.
- Ensure that Google map feature on the "Find Closest Bus Stop" website page is fully functioning.
- Expand use of social media platforms to promote services and interact with community members.

The potential impacts of this proposal are outlined in Table 5-6.

Table 5-6: Potential Impacts of Marketing Reassessment

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides opportunity to improve information to the community and increase ridership. • Addresses a top need expressed through the community survey. • Helps to reinforce Shore Transit as critical component of the local transportation infrastructure. 	<ul style="list-style-type: none"> • Will require staff time to fully reassess marketing efforts. • Modifications to current marketing methods and outreach efforts related to any new service expansions may require additional expenses.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Cost associated with any new marketing efforts will be dependent on the level of staff time dedicated to this reassessment and to on-line and print resources needed as part of the efforts. 	<ul style="list-style-type: none"> • It is anticipated that a renewed marketing campaign would help to educate more people in the community about Shore Transit services, and would result in an increase in ridership.

Implement Rebranding Campaign

The most valuable form of advertising and building awareness of public transit services is the vehicles. Shore Transit buses are all over the area, and are seen by residents of the region on a regular basis. While Shore Transit has proven to be successful in their efforts to coordinate transit services and expand mobility in the region, it has now been nearly twenty years since the formation of the system and may be time to consider a rebranding effort.

Through a rebranding campaign, Shore Transit has the opportunity to reestablish the system as a critical part of the community infrastructure. This branding and marketing effort should be treated as a business decision, designed to help promote the system and ultimately encourage and increase ridership and service. It can involve applying a new brand to the system and a new paint scheme. It may be possible to take advantage of local resources, such as the Graphic Design Program through the Art Department at Salisbury University. The final design should be done professionally, and in a way that the system will be noticed in a positive way.

One consideration for a possible rebranding campaign is to new vehicle colors and paint scheme. Shore Transit is similar to many transit systems across the country in that they use plain white buses that have an institutional look to them, and at times may be rarely noticed by the public. Through rebranding efforts some transit systems, like those pictured below, have gone from white buses to a dynamic paint scheme that is much more recognizable in the community. The overall intent is to have something eye catching that will be noticed and can instill pride. Considerations can include a local color that symbolizes the area, and is easily recognizable and fits within the region's landscape.



The potential impacts of this proposal are outlined in Table 5-7.

Table 5-7: Potential Impacts of Rebranding Campaign

Advantages	Disadvantages
<ul style="list-style-type: none"> • Further community awareness of Shore Transit services. • Provide a “refresh” for a system now nearly 20 years old. • Opportunity to use local resources through possible partnership with Salisbury University. 	<ul style="list-style-type: none"> • Will require staff time to lead and facilitate rebranding campaign. • Expenses related to rebranding efforts, particularly for new paint scheme for buses.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Cost associated with a rebranding will be dependent on the level of staff time and to the resources needed as part of the effort. 	<ul style="list-style-type: none"> • It is anticipated that a rebranding campaign would help to further establish Shore Transit in the community, and would result in an increase in ridership.

Chapter 6

Microtransit Service Assessment

Introduction

As discussed in the previous chapter, an increasing number of public transit providers have recently begun operating transit service with an on-demand, e-hailing component. These services, called microtransit, use smaller vehicles and mobile technology to provide dynamic routing and curb-to-curb or corner-to-corner service. Customers can use a smartphone application (app) to schedule and pay for a ride within a specific geofenced zone.

Currently, most existing microtransit has been implemented as a first mile/last mile mobility option that connects to an area's broader transit network. One example in Maryland is the Montgomery County Department of Transportation's Ride On Flex service which provides connections to important community destinations and current transit services. However, rural areas are also looking at opportunities to implement microtransit services to meet needs and fill gaps in transportation. In Maryland for instance, Cecil County is operating a new mobility-on-demand program that serves a specific population and is helping to test the feasibility of more extensive microtransit services in other parts of the county. Both the Montgomery and Cecil County microtransit programs are further detailed in this chapter.

Microtransit service provides more flexibility to customers than traditional fixed route service. Riders can individualize service by selecting both their pick-up and drop-off locations, while dynamic routing capabilities allow drivers to quickly adjust pick-up locations to provide more efficient service. Many transit operators see microtransit as a viable alternative to lower performing fixed routes.

As Shore Transit looks to expand and improve mobility options, microtransit could be an appealing service model. This chapter is meant to serve as both an introduction to microtransit and an assessment of the Lower Eastern Shore's suitability for microtransit. This document includes a background on microtransit, a peer review of microtransit services, and the necessary steps towards implementing a possible microtransit service in the region.

Background

The Emergence of Microtransit

The ability to use a smartphone app to plan, request, pay, and track curb-to-curb mobility services is transforming the traveler's modal choices. In 2009, Uber became the first private tech-based company to supply private-for-hire e-hailing services, in which the company's business model quickly galvanized

an enterprise of peer-to-peer e-hailing firms, which are now known as transportation network companies (TNCs). Since then communities have been inundated with a menu of on-demand, e-hailing shared-use services. While TNCs were originally used as an alternative to taxis, the private tech companies have materialized into a first mile/last mile solution for public transit customers. Capitalizing on the new service delivery model, transit operators started developing partnerships with TNCs or contracting with tech based companies for app-based microtransit services.

Lessons Learned

Since microtransit is a recent service model, many programs are still in their infancy, and little historical data is available for these services. Additionally, microtransit services should not be evaluated under the same criteria as traditional fixed route or demand-response services. Since microtransit functions similarly to traditional demand-response but serves populations that may have previously used fixed route, a combination of metrics can be used to assess the performance of the service. Despite the lack of historical data, several qualitative observations have been made about the early stages of microtransit:

- Microtransit programs are well received by a variety of age groups that appreciate the flexibility and personal nature of the service.
- Operating costs for microtransit services, versus other public transit services, will likely be cost neutral when replacing existing routes/services.
- Microtransit can result in greater efficiencies and on-time performance in certain circumstances but can have lower service productivity (i.e. trips per mile or hour) when measured by traditional performance metrics.
- The most successful applications of microtransit programs are either in the catchment area of major public transportation hubs or as a supplement/ replacement for demand-response or ADA paratransit.

Examples In Maryland

In the assessment of possible microtransit services in the region it can be helpful to look at existing services. As noted in the Introduction in Maryland both Cecil and Montgomery Counties have implemented microtransit services that can serve as examples. The two programs differ in the service organization, operation, and implementation, and these distinctions are outlined further outlined in the following sections. It is important to note that these two programs are only a sample of existing services. Every microtransit program is unique in some aspect – whether it be service concept, service area, etc.

Montgomery County Ride On Flex

The Montgomery County Department of Transportation (MCDOT) contracted with the mobility company Via to help develop a mobile application for customers to access Ride On's Flex service. Providing vehicles and drivers, along with requirements for federal compliance, were under the purview of MCDOT. Via supplied the technology needed for both the mobile application for riders and the on-board routing and dispatch equipment for drivers. Each flex cutaway bus was equipped with an internet-enabled tablet that allowed the driver to process new trip requests, pick up riders, and view their updated route. In the summer of 2020, MCDOT renewed its one year contract with Via. Figure 5-1 shows the driver's tablet found in each Flex vehicle, while Figure 5-2 shows the ADA accessible Ride On Flex buses at an MCDOT bus depot.

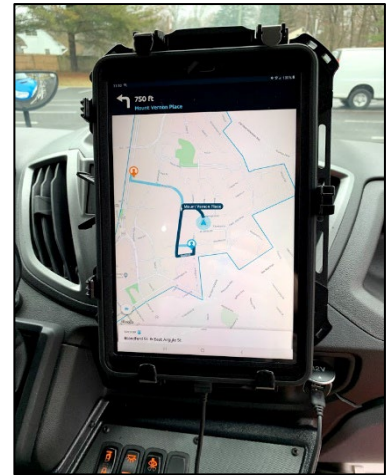


Figure 5-1: Ride On Flex Driver Tablet

Figure 5-2: Ride On Flex Cutaway Buses at Bus Depot



Ride On Flex currently operates within two geofenced zones in Montgomery County. The larger Wheaton-Glenmont zone is 3.4 square miles and is served by two vehicles, while the Rockville zone is 0.7 square miles and served by one vehicle. Each zone serves at least one WMATA Metrorail station and the residential and commercial areas surrounding them. The Wheaton-Glenmont service operates during peak commuting hours, from 6:00 a.m. – 9:00 a.m. and 3:30 p.m. – 7:00 p.m. The Rockville service zone operates midday, from 9:00 a.m. – 3:30 p.m. These two different service spans were instituted in an effort to better gauge travel demand for microtransit during peak and off-peak hours.

A one-way trip on the Flex costs \$2.00, the same as Ride On's fixed route fare. Currently, Ride On Flex does not offer an e-payment (app-based) option to customers, instead opting to use electronic fareboxes at the front of the vehicle that accepts both cash and SmarTrip card payments. Riders who do not have access to a smartphone have the option to call the Ride On offices to book a trip on the Flex. The use of traditional fareboxes eliminates a potential travel barrier for unbanked riders – individuals who do not have bank accounts or credit cards.

Cecil Transit COMPASS

Cecil Transit used an Integrated Mobility Innovation (IMI) grant from the Federal Transit Administration (FTA) to pilot a mobility-on-demand service -- the Cecil On-Demand Mobility Platform and Service Solution (COMPASS) that serves people recovering from drug addiction.¹ To facilitate this effort Cecil Transit worked with their current scheduling software vendor Routematch to extend its partnership to help with designing and implementing a new microtransit service. Subsequently when Uber acquired Routematch Cecil Transit used the transportation network company's well-known app in the implementation, with the COMPASS service launching on April 26, 2021.

COMPASS is a targeted mobility program, and currently, only residents from participating recovery houses are eligible to use the microtransit service. Each recovery house determines if individuals are eligible to use COMPASS by flagging customer profiles in Uber's back-end. Eligible residents can then open the Uber app and see COMPASS as an available service alongside other Uber services like UberX. Staff at the recovery houses can also book rides for their residents through an online portal. Like other Uber services, customers can request their rides in real-time and expect a COMPASS vehicle to pick them up in about 11 minutes.

COMPASS customers can only use the microtransit services to travel to or from designated pick-up/drop-off locations. These locations include the participating recovery houses, employment centers, medical and addiction treatment facilities, and judicial courts. The current operating zone for COMPASS is a 71 square mile zone that includes federally-recognized Enterprise and Opportunity Zones. Cecil Transit staff can alter the COMPASS zone and other parameters depending on demand and community needs. At this time, COMPASS operates from 4 AM to 10 PM, Monday through Friday. While most COMPASS rides only carry individual passengers at this time because of demand, Cecil Transit hopes that more rides are pooled in the future, achieving a vision for expanding shared mobility.

¹ Information from Shared-Use Mobility Center (SUMC) Resource Library profile on COMPASS included in this service profile.

Planning and Launching a Microtransit Service

Launching a microtransit system warrants a unique planning process that incorporates public-private partnerships, increased public outreach/marketing, and demographic analysis, along with other considerations. This section provides a potential step-by-step process for implementing microtransit services on the Lower Eastern Shore.

Step 1: Conduct Assessment of Existing Public Transit

Implementing an effective microtransit service requires analysis of existing public transportation in the region, as any microtransit services will connect with these routes and serve as a first mile/last mile connection. Chapter 2 detailed the network of Shore Transit's local and regional fixed routes that would serve as the foundation for any on-demand service.

The review of current services indicates that the area is well-suited for a microtransit service that would connect with current Shore Transit routes and expand mobility in the region. Notably, the Salisbury area shows great potential for a microtransit service to supplement or even replace one of Shore Transit's Salisbury focused bus routes.

Step 2: Identify Key Stakeholders and Conduct Public Outreach

Beyond the assessment of existing public transit services is the need -- as with any effort to improve or expand transportation services -- to obtain input from the community and to have key stakeholders and potential users involved at the outset of the planning process. For the potential microtransit services some of this important feedback has already occurred, as noted in the needs assessment in Chapter 3:

- The opportunity to access on-demand service through their smartphone was a top improvement noted through the community survey when respondents were asked which ones would encourage their use of public transit.
- Through individual interviews, several key stakeholders noted the need for first mile/last mile connections to existing Shore Transit services and expressed interest in exploring the potential for microtransit services in the region.
- The City of Salisbury has mentioned wanting to start a service that would help fill gaps in mobility.

While microtransit has become increasingly known in the transit industry and was discussed with key stakeholders through the TDP outreach efforts, many members of the public may not be aware of what it is and how it works. As a result, Shore Transit will need to undertake an extensive public outreach process to introduce the concept to current riders, representatives from human service agencies, senior living facilities, homeowner's associations, and major employers, as well as the general public. Additionally, this outreach process should focus on transit operators and planners to help introduce the

concept and receive feedback from regional professionals. In particular, the outreach should be coordinated with the City of Salisbury, who as noted has expressed strong interest in expanding mobility options for city residents through microtransit or other service options. Efforts should also be made to gather political support, as engaging with elected officials has shown to help in building momentum for a microtransit service.

If Shore Transit would like to pursue a microtransit service, focused outreach will be needed to introduce and explain microtransit to the public. Shore Transit should plan on hosting community meetings that allow for individual community input about the service before making any final plans.

In addition to public meetings, other outreach activities could include:

- An online survey
- Pop-up events at major stops in the system, particularly those located in the City of Salisbury

Step 3: Establish Public-Private Partnership & Service Model

Due to the need for e-hailing capabilities, microtransit services generally require the public transportation entity to partner with a mobility-based technology company. These partnerships can take many forms, differing in who operates the service, ensures compliance, and provides technology. Things to consider when establishing a public-private partnership include:

- **Technological Platform:** The technology company needs to develop both a customer app and an onboard software system for service operators. These platforms should allow for on-demand scheduling, dynamic routing, payment, and vehicle tracking. The technology product should be simple to use for customers and operators alike, and preferably collect trip data to store in a database for future analysis.
- **Service Provider:** There are three broad choices for selecting a microtransit service provider – keeping the service in house and using agency vehicles and employees, contracting the service out to an established transit contractor, or contracting with the technology to both create the mobile app and operate the service.

Every partnership has its unique advantages or disadvantages. Providing the service in-house bestows the transit agency with the most control and best guarantees Title VI and ADA compliance. Contracting to an established industry leader or technology company will help cut operating costs but could complicate public oversight and federal compliance.

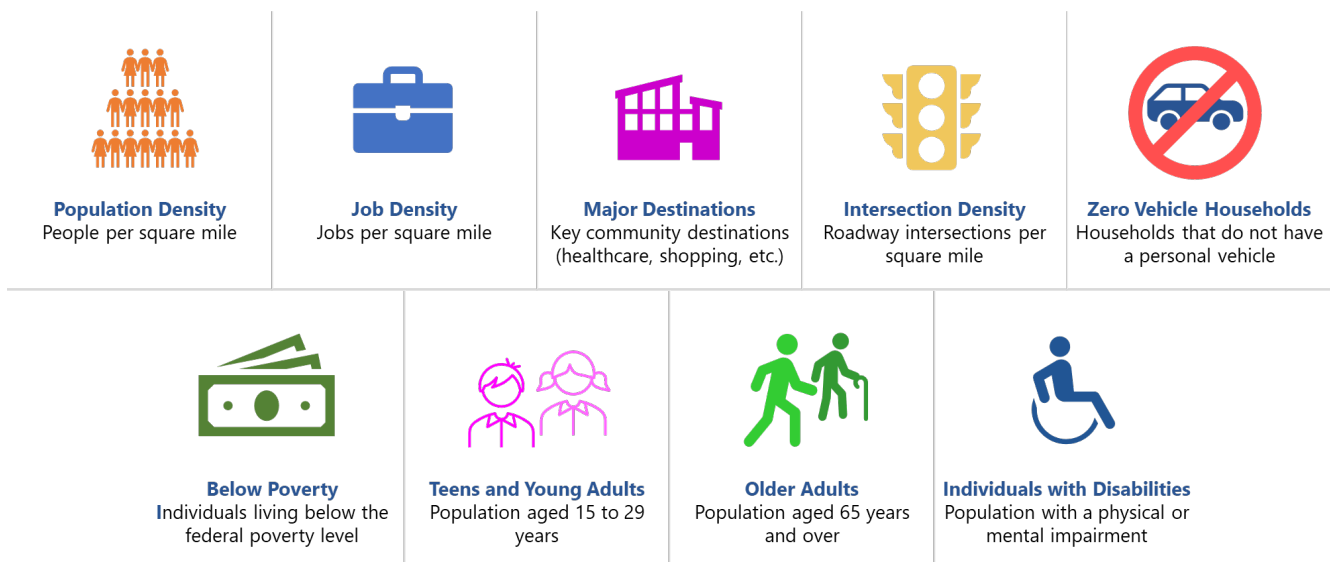
Step 4: Develop Geo-Fenced Zone Characteristics

A microtransit service needs a clear, well-reasoned geographic area to operate within. If a service area is too large, on-time performance will suffer and the cost per trip will likely increase. Due to the variety of socioeconomic, infrastructural, and operational factors that influence microtransit service efficiency, there is no ideal size for a geo-fenced zone. Some service areas are less than a square mile while others are over 25 square miles. Establishing on-time performance standards and operating data from microtransit projects can be used to refine both service area size and vehicle deployment. A demographic analysis should be undertaken to determine which areas are more likely to support a microtransit service. The microtransit propensity index (MPI) was developed to assist with this analysis and evaluate areas for their suitability for microtransit service.

Microtransit Propensity Index (MPI)

The MPI was created to help transit providers make decisions on where to establish microtransit zones based on demographic, geographic, and infrastructural factors that may impact an area's propensity for service. An MPI score was calculated for each Census Block Group in the three county Shore Transit service area. As seen in Figure 5-3, the MPI score was calculated based on several variables including population density, job density, major destinations, intersection density, zero vehicle households, below poverty, teens and young adults, older adults, and individuals with disabilities.

Figure 5-3: Microtransit Propensity Index Factors



These factors are deemed positive indicators of microtransit propensity. Key factors that are not included in this analysis are internet and smartphone access. Microtransit service is typically based around on-demand, real-time trip requests which require broadband connectivity of which data is not readily available. This is an important consideration if the service mode is to be implemented.

The MPI calculates a relative score – this means that each of the factors are scored based on a block group’s relation to the study area’s mean. The resulting factor scores were calculated using the MPI formula. Once the MPI calculation was complete, scores were normalized using percentile scores to adhere to a 1 to 10 scoring schema based on average scores. Figure 5-4 and Table 5-1 provide additional information on the MPI calculation and scoring system.

Figure 5-4: Microtransit Propensity Index Calculation

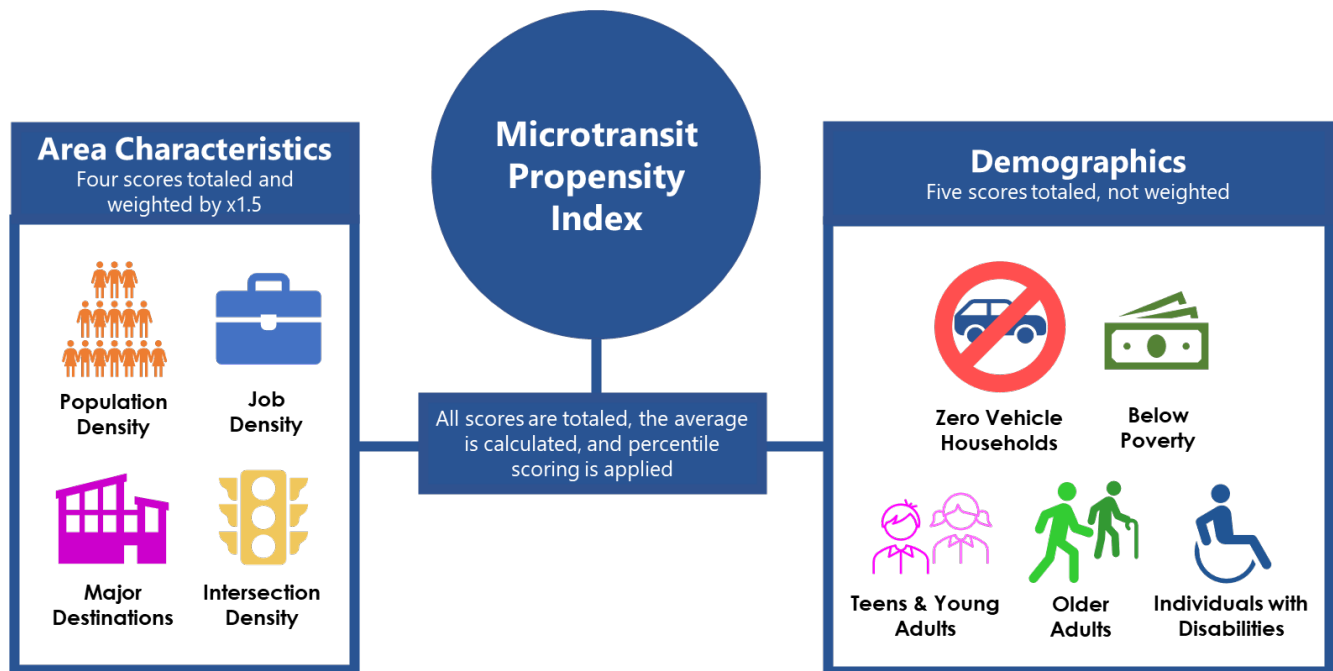


Table 5-1: Microtransit Propensity Index Scoring Table

Microtransit Propensity Scoring System	
1 – Very Low	Metric was in the bottom 10% of the MPI Scores
2	Metric was in the bottom 20% of the MPI Scores
3	Metric was in the bottom 30% of the MPI Scores
4	Metric was in the bottom 40% of the MPI Scores
5 – Below Average ^	Metric was in the bottom 50% of the MPI Scores
6 – Above Average v	Metric was in the top 50% of the MPI Scores
7	Metric was in the top 40% of the MPI Scores
8	Metric was in the top 30% of the MPI Scores
9	Metric was in the top 20% of the MPI Scores
10 – Very High	Metric was in the top 10% of the MPI Scores

Figure 5-5 maps the microtransit propensity by block group throughout Shore Transit’s service area. Areas that scored an MPI of 10 are considered to have a very high likelihood of success for an on-demand microtransit service. Locations with these highest scoring block groups include:

- Downtown Salisbury
- North of Salisbury along the U.S. 13 corridor
- Ocean City
- Princess Anne
- Pocomoke City

Other areas that received high propensity scores included Berlin, Crisfield, Snow Hill, and West Ocean City. However, the City of Salisbury hosts the largest concentration of high scoring block groups. Within the Shore Transit service area, Salisbury would be the ideal location for a pilot program. Figure 5-6 provides a zoomed in map of microtransit propensity scores in the immediate Salisbury area.

Figure 5-5: Microtransit Propensity Scores for the Shore Transit Service Area

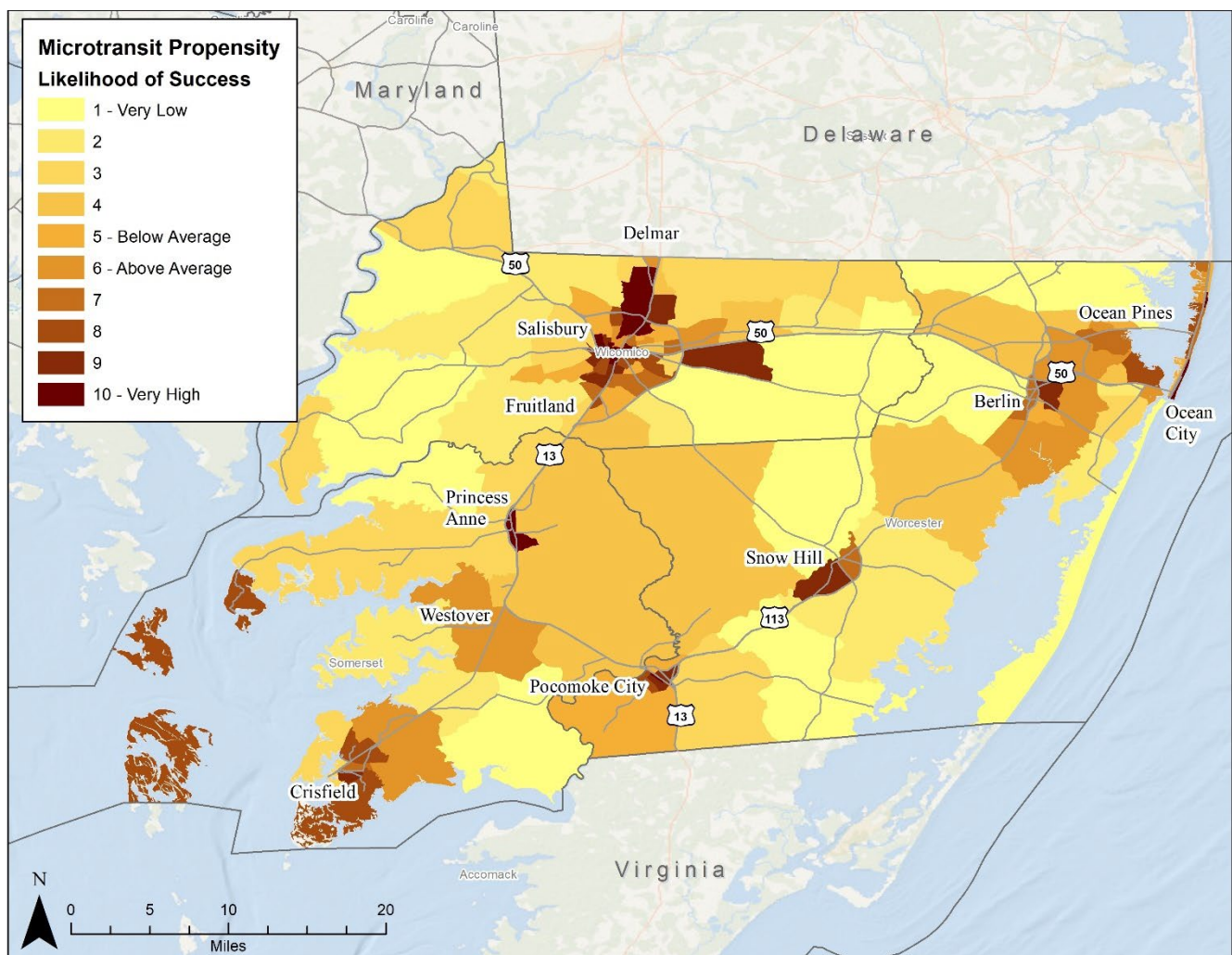
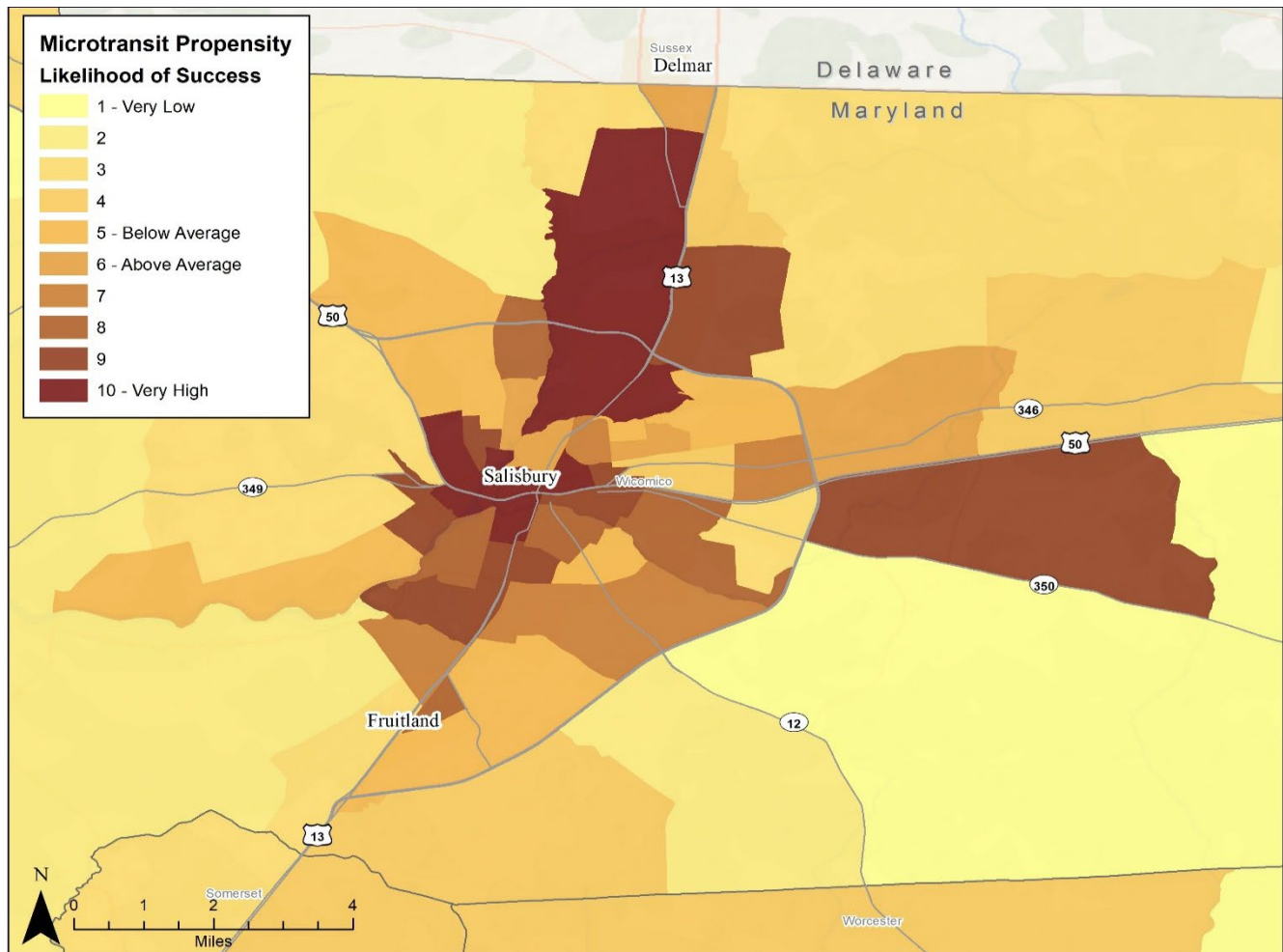


Figure 5-6: Microtransit Propensity Scores in Salisbury

Step 5: Determine Budget and Identify Funding Services

Microtransit services need funding to cover the initial capital costs to get started as well as any operating costs involved in the project. Multiple factors determine the budget for implementing microtransit services, including the service model chosen, the geographic extent of the service area the project serves, the infrastructure already in place, and the operating days and hours of the chosen service. The operating costs of a microtransit service are determined by several factors such as the use of a contractor, service zone size, and the number of dedicated vehicles. If the service is operated in house, capital costs might need to be included to acquire vehicles.

Once a budget is set, decisions must be made on funding. Most transit systems work with funding from local, state, and federal sources. Since microtransit is an emerging service model, there may be federal or state innovation grants to aid agencies in developing a microtransit pilot program. For instance, FTA has made funding available through the Integrated Mobility Innovation (IMI) Demonstration program and other funding sources.

Another key strategy to finding funding is managing an aggressive marketing campaign that helps explain the service to the general public. If there is a large amount of vocal support for microtransit, local decision makers may provide additional funding. If a microtransit zone is within a major employment district, there may be funding options available from local businesses.

Step 6: Develop Fare Structure

Like current Shore Transit services, a portion of the funding for microtransit can come from farebox recovery. User fees can help offset some of the costs of the project, however in no case will they completely cover the costs of the project. Therefore, federal, state, local, or other forms of funding are needed to make a proposed on-demand service a reality.

Microtransit is a distinct service that usually has a higher cost per trip than a productive fixed route due to its individualized service model. Finding the proper fare structure for the service is important, and there are several options to ensure that farebox recovery is adequate and riders will not be discouraged by high prices. Options include:

- Fare free service
- Same as the current Shore Transit service
- Premium fare that is slightly higher than current fares.

Considerations should also be made for special fares that offer discounts to older adults, people with disabilities, and other high need groups. Additionally, there could be special fares offered to the public, including first ride free, discounted ride vouchers, and other expenses. It is important to note that any fare discounts offered on a mobile app must be made available to those who do not have access to the app.

If it is determined that a fare will be charged for microtransit services, this farebox recovery will help to offset operating costs. Based on typical demand response type services this would result in approximately 5-10% of overall operating costs, though ultimately the farebox recovery amount will be impacted by the fare for the microtransit service. The actual farebox collection will be determined by the service model.

Step 7: Ensure Compliance with Federal Civil Rights

To assure that a microtransit program complies with the federal civil rights requirements writ out in Title VI of the 1964 Civil Rights Act (Title VI) and the 1990 Americans with Disabilities Act (ADA), demographic analyses and initiatives must be undertaken. Title VI compliance requires that any service change does not have a disparate impact or disproportionate burden on minority or below-poverty populations. A full Title VI analysis is only required for fixed-route bus service, but a service equity analysis is warranted for a new microtransit system. ADA accessibility requirements for microtransit are the same as those for demand response; a vehicle, payment system, and information distribution that is accessible to all potential riders.

Some Title VI and ADA considerations include:

- Reducing fares for disadvantaged socioeconomic groups.
- Customers with no smartphone or internet access. As a demand response provider, CountyRide already has a phone-based dispatching system in place. This could be used in tandem with the app to schedule on-demand rides.
- Unbanked customers. There should be a farebox for those who cannot pay via the mobile app.
- Limited English proficiency (LEP) populations. Translations and interpretation services should be made available at the service call center, post translated documents on the service's website, and make Google Translate available on the website.
- Vehicle accessibility. In compliance with ADA guidelines, all vehicles used for microtransit service must be wheelchair accessible. If the mobility company is providing the service, there must be a dedicated number of accessible vehicles

Step 8: Develop Program Evaluation

As pilot microtransit programs begin operation, there must be an effort to collect, analyze, and evaluate data to gauge service performance in productivity, on-time performance, and customer satisfaction. A thorough microtransit evaluation should analyze both traditional performance metrics outlined in the FTA National Transit Database (NTD) and emerging performance measures that evaluate the nuances of microtransit's unique service model.

Traditional Performance Measures

The NTD houses a vast array of data, most performance measures are based on ridership and operating costs. When being evaluated under cost and ridership measures, microtransit is more similar to DRT, which has performance standards that differ from normal fixed-route service. A valuable resource is the Transit Cooperative Research Program's (TCRP) *Guidebook for Measuring, Assessing, and Improving Performance of Demand-Response Transit* (TCRP Report 124), which outlines pertinent measures included in the NTD as well as additional performance measures for safety and on-time performance. Table 5-2 outlines the traditional performance measures that can be found within the NTD. The MDOT MTA already requires many of these statistics to be calculated for annual reporting and performance evaluation.

Table 5-2: Traditional Performance Measures

Performance Indicator	Definitions	Standard/Goal
National Transit Database		
Operating Cost per Vehicle Revenue Miles	Operating cost/revenue miles	Minimize
Operating Cost per Vehicle Revenue Miles	Operating cost/revenue hours	Minimize
Operating Cost per Passenger Trip	Operating cost/passenger trips	Minimize
Trips per Vehicle Revenue Mile	Passenger trips/revenue hours	Maximize
Trips per Vehicle Revenue Hour	Passenger trips/revenue hours	Maximize
Key DRT Performance Measures, TCRP Report 124		
Passenger Trips per Revenue Hour	Passenger trips/revenue hours	Maximize
Operating Cost per Revenue Hour	Operating cost/revenue hours	Minimize
Operating Cost per Passenger Trip	Operating cost/passenger trips	Minimize
Safety Incidents per 100,000 Vehicle Miles	$(\text{NTD major} + \text{non-major safety incidents}) / (\text{vehicle miles}) \times 100,000$	Minimize
On-Time Performance	$(\text{On-time trips} + \text{no-shows} + \text{early trips}) / (\text{completed trips} + \text{no-shows} + \text{missed trips})$	Maximize

Emerging Performance Measures

As microtransit services become more commonplace, new performance measures are being developed to evaluate them alongside traditional measures. Currently, there are no set performance standards and thresholds for microtransit. As the amount of microtransit data and research grows, the county can expect more concrete guidelines for evaluating microtransit performance in their service area.

In February 2020, the FTA published *Mobility Performance Metrics (MPM) for Integrated Mobility and Beyond* (MPM Report), which provides a comprehensive summary of different performance metrics specifically for Mobility on Demand (MOD) Sandbox Projects. The report underlines the need for a series of performance measures that:

- Measures how well an integrated public/private mobility system meets the needs of individuals.
- Evaluate the system's performance while meeting overall travel demand.
- Addresses the service's impact locally, regionally, and nationally.
- Evaluates the service in relation to the agency's overarching goals and objectives.

The FTA has primarily focused on customer sentiment in its recommended performance measures for MOD projects. It provides five specific parts of the customer experience while using microtransit to help gauge service performance, these are listed below:

- **Offset time** - Difference between preferred departure time and actual departure time.
- **Spontaneity time** - How far in advance do passengers have to book their trip?
- **Wait time** - Amount of time between trip request and boarding the vehicle.
- **Travel time** – Amount of time spent in the vehicle and walking to access point.
- **Time prediction accuracy** - Reliability, is the real-time prediction accurate?

The MPM and other research provide a useful foundation for developing a precise and nuanced performance evaluation program for microtransit. If a microtransit program is developed, these emerging measures should be incorporated into its performance evaluation to complement traditional measures.

Performance Measures to Consider

Microtransit operators across the country have used an array of performance measures to evaluate their systems. Most measures can be separated into five categories:

1. Productivity
2. Cost effectiveness
3. Shared ride
4. Connecting to transit
5. Customer satisfaction

These categories and their component performance measures are intended to give Baltimore County the tools to implement a pilot microtransit program that can be effectively evaluated for continued expansion and modification of the service.

Moving Forward

This chapter serves as an introduction to the concept of microtransit and how it could be considered by Shore Transit in the future. The implementation of microtransit in the region must be tailored based on additional stakeholder input, data-driven analysis, and available funding. However, if Shore Transit decides to begin a pilot microtransit service this information can serve as a guide for service implementation to ensure that each of the steps outlined are followed.

Chapter 7

Service and Capital Plan

Introduction

This chapter is the culmination of the TDP process, providing a plan to guide Shore Transit services over the next five years. This plan was derived through an evaluation of existing services (Chapter 2), a needs assessment that included an analysis of rider and community input (Chapter 3), a comprehensive demographic review (Chapter 4), and input on a variety of service alternatives (Chapters 5 and 6).

The costs shown in this chapter are based on projected hourly operating costs and estimates of capital costs. Depending on the timing and implementation choices, costs may differ due to inflation or variable market costs. All proposed services are conceptual and will require operational planning and community outreach before implementation.

The conceptual plan is divided into the following sections:

- **Service Plan** – Brief narratives on the proposed improvements; broken into short, mid, and long-term implementation timeframes.
- **Title VI Analysis** – Review of changes in services to ensure they do not have a disproportionately high negative impact on below poverty or minority populations.
- **Conceptual Financial Plan for Operating** – Estimated operating costs for the five years of the TDP, based on existing operating costs and estimated expenses for proposed service improvements.
- **Conceptual Financial Plan for Capital** – Estimated capital costs for the five years of the TDP, based on information from Shore Transit’s most recent Annual Transportation Plan and estimated capital needs to implement the proposed operating plan.

Service Plan

The proposed projects for the service plan are summarized below in an implementation timeline. Each of the improvements proposed in the service plan has been derived from the review of alternatives in the preceding chapters. Brief descriptions of the proposed improvements are provided in this section; however, additional details can be found in Chapters 5 and 6.

In general, the short-term projects correspond to Years 1 and 2, mid-term projects to Years 3 and 4, and the long-term projects to Year 5 and beyond. Actual implementation will vary based on the availability of funding and other changing conditions.

Short-Term Improvements (Years 1-2)

Expanded Weekend Service

The top service improvement recommended by current customers through the rider survey was additional weekend service. Expanded weekend service was also a top service improvement expressed through the community survey when respondents were asked what improvement would encourage them to use public transit.

Currently, the local 115 and 199 routes operate Monday through Friday. Through this service improvement, Saturday service would be implemented on these routes with operating hours similar to the 120 Delmar-Fruitland Route that currently operates on Saturday.

Improvement Highlights

- Addresses the top need expressed in the rider survey.
- Expands mobility options for area residents, particularly for employment and shopping trips.
- Utilizes vehicles in the existing fleet and would not require additional capital to operate the service.

Salisbury On-Demand Microtransit Pilot Program

The potential for microtransit services was well received through discussions with key stakeholders. There was a particularly strong interest in providing these services in and around the City of Salisbury to improve public transit travel times. The implementation process detailed in Chapter 6 can serve as a foundation for this effort, as microtransit services should be specifically tailored to meet the community's needs. As also noted in Chapter 6, the Downtown Salisbury area and north of Salisbury along the US 13 corridor were identified as ideal locations for a microtransit pilot program. It is recommended that Shore Transit pursue a microtransit pilot program to improve transit access and travel times in the Salisbury area.

Multiple factors will determine the budget for implementing microtransit services, including the service model chosen, the geographic extent of the service area, the infrastructure already in place, and the operating days and hours of the chosen service. Specific considerations related to operating and capital costs include:

- The operating costs of a microtransit service are generally determined by three factors, including the use of a service contractor, service zone size, and the number of dedicated vehicles. For conceptual budgeting purposes, it is assumed that Shore Transit would operate microtransit services directly for the pilot program and operate ten hours a day for five days a week utilizing two expansion vehicles. Final service periods would be determined after community outreach, the assessment of available funding, and the availability of potentially vehicles to operate the service.
- Microtransit services also involve initial capital costs. Assuming the pilot program is operated in house by Shore Transit, the capital costs will be for technology startup costs with Software-as-a Service (SaaS) vendor. Beyond start-up costs, vendors typically require an annual subscription fee based on the number of vehicles or ridership. Contracting with a proven technology vendor to provide SaaS can provide a shorter service deployment process and provide dedicated software support. As a pilot program, the SaaS option also provides flexibility in the event the pilot is suspended.
- While ultimately capital costs will depend upon the selected vendor, their pricing, and the number of vehicles used in the service, for conceptual budgeting purposes the initial technology capital costs are projected as approximately \$200,000 with continuing annual subscription fees of approximately \$30,000. These costs typically include software, licensing, and digital hardware and configurations that will be needed.
- Assuming that the pilot program will be operated in-house using vehicles in the current fleet there would be no initial capital to acquire vehicles, though future capital requests will need to account for the additional use of current vehicles that would accelerate the replacement schedule or the need to seek expansion vehicles to operate additional microtransit services.

Improvement Highlights

- Responds to a top improvement noted through the community survey and stakeholder interviews.
- Expands transit service to provide a first mile/last mile connection to existing Shore Transit services.
- Provides an opportunity for Shore Transit to implement on-demand service in conjunction and in coordination with their existing services, as opposed to another organization or governmental entity taking on this role.
- A downtown Salisbury service could serve as the pilot for similar services in other areas, providing the opportunity to consider lessons learned and to make necessary adjustments and modifications.

Mid-Term Improvements (Years 3-4)

Increased Service Frequency

A popular request from current customers through the rider survey was for more frequent service. Therefore, through this improvement more frequent service would be implemented on the most popular Shore Transit routes:

- Route 432: Currently there are seven trips throughout the day on this regional route, and through this service improvement two additional runs each day would be added.
- Route 452: Currently there are seven trips throughout the day on this regional route, and through this service improvement one additional run would be added each day.

Improvement Highlights

- Addresses a top need expressed through the rider survey.
- Increased frequency on popular routes would provide customers with more convenient services and expanded access to important destinations in the region.
- Depending on the timing of additional runs, vehicles in existing fleet could be utilized.

Expanded Microtransit Services

After an assessment of the Salisbury microtransit pilot program, it is proposed that similar services be further planned and implemented in other parts of the Shore Transit service area. Specifically, the following areas identified in Chapter 6 as having a higher propensity for these services would be prime candidates in the mid-term timeframe:

- Expansion in and around Salisbury
- Princess Anne
- Pocomoke City

Improvement Highlights

- Provides area residents with flexible transportation options, including first mile/last mile connections with existing Shore Transit services.
- Provides the opportunity to take into account lessons learned from the Salisbury microtransit pilot program.

Long-Term Improvements (Year 5 and Beyond)

Additional Microtransit Services

The microtransit service assessment provided in Chapter 6 identified additional communities beyond those proposed for the short and mid-term timeframes, and that could be considered for these on-demand services. At this point, a variety of lessons learned would be available and that could be taken into account in the expansion of additional microtransit in the region. Specifically, the following areas identified in Chapter 6 as having high scores through the assessment would be candidates in the long-term timeframe (or possibly moved up depending on community input or the lesson learned through implementation of services in other parts of the service area):

- Crisfield
- Snow Hill
- Berlin

Additional Considerations and Ongoing Activities

Coordination with the City of Salisbury

As noted in Chapter 5, a Salisbury Planning Department plan includes recommendations on transit improvements as a component of multimodal transportation in the City, and recommended a variety of transit service expansions as the area transforms and as more transit-oriented development occurs. The City is also working with MDOT MTA Planning on a possible separate planning study that would further assess options to improve transit services and overall mobility specific to Salisbury.

This TDP discusses the opportunities for on-demand microtransit services in the City of Salisbury that would provide first mile/last mile connections to the current Shore Transit network. Implementation will require coordination and planning between Shore Transit and the City of Salisbury, using the data and information provided in Chapter 6. This on-demand microtransit appears to be the most optimum service to expand transportation options in Salisbury in the near future.

However, the City has also noted possible high frequency transit services along the US 13 corridor. This potential service expansion will require a separate and detailed analysis of potential routing, funding arrangements, and capital needs, as well as a strong partnership between Shore Transit and the City of Salisbury, to fully assess the feasibility of this expansion.

Route Structure Reassessment

As discussed in Chapter 5, current Shore Transit routes are designed to serve large geographic areas, and operate on long runs that involve extensive travel times. Therefore, a future reassessment of the current route structure is recommended to determine if the length of routes can be reduced, while also taking into account the current MDOT MTA Statewide Transition Plan that is identifying future alternative fuel options for the LOTS across the state (including use of electric vehicles) -- and that will be assessing the impacts of this change in relation to facilities, maintenance, and other issues.

While this route structure assessment is recommended, it is done so with the caveat that the ongoing impacts of the COVID-19 pandemic need to be considered. Based on circumstances at the conclusion of this TDP, now is not the ideal time for a route redesign. However, through the five-year horizon of the TDP is it hoped that conditions improve, and Shore Transit can conduct this assessment and work with customers and key stakeholders on potential route modifications that shorten ride times.

Enhanced Marketing and Branding Efforts

While the marketing of transit services is an ongoing effort, any changes to the Shore Transit route structure and/or the implementation of on-demand microtransit services will require a renewed approach -- and an updated marketing plan as detailed in Chapter 5 to educate the community on the use of these services. Shore Transit can also collaborate with key agencies and stakeholders to ensure the expanded knowledge of these services, and to develop community support that will serve to improve the visibility of the system and the modified or new mobility options.

Outreach efforts should also provide the opportunity to discuss the microtransit concept with other audiences, further educating key community members on the potential service. This will be an important component in the future marketing of future microtransit services, and will greatly help to spread the word about the service. In addition to this word-of-mouth marketing, a variety of education and outreach efforts have been used by other communities to publicize new microtransit and flexible transportation services. These tactics should start to be crafted and developed as soon as a microtransit software vendor is procured.

As also noted in Chapter 5 there is the opportunity for a rebranding campaign that could involve a variety of efforts, including a new logo and fresh new vehicle colors and paint scheme. Implementation of microtransit services will also offer the chance to brand a new "product line" with a specific name. A key aspect of the community outreach effort is the branding of microtransit services to help differentiate the new service typology from other modes of transportation. Transit systems are using a variety of marketing and outreach efforts to publicize new flexible services, implementing extensive marketing campaigns to educate potential customers on the availability and use of the services. These efforts have included website pages specific to the service that include specifics on booking a trip, a map of the service area, hours of operation, and fares. Others have used promotional videos, including ones that feature prominent local residents or elected officials using the service.

Title VI Analysis

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin. Public transportation agencies have the ability and responsibility to enhance the social and economic quality of life for people in their communities. As such, public transportation agencies must ensure that changes in services do not have a disproportionately high negative impact on below poverty or minority populations.

Shore Transit is not required by the FTA to evaluate its service and fare changes under Title VI due to thresholds regarding UZA population (200,000 or more) and number of vehicles operated in peak service. However, Shore Transit should still consider the impacts of proposed changes based on the distribution of the region's minority and below poverty populations. Chapter 2 includes maps that show this distribution. In addition,

Overall, minority and below poverty individuals stand to benefit from the proposed service changes included in this TDP, as do all residents of the region. However, Shore Transit should continue its monitoring and evaluation efforts once these service changes are implemented to ensure that below poverty and minority populations do not experience adverse and disproportionate impacts.

Conceptual Financial Plan for Operating

TCCLES/Shore Transit develops an annual grant application to MDOT MTA that includes operating and capital grant programs. Maryland's transit program combines available federal and state funds to provide local assistance, and the allocation to the different localities is not strictly formula driven. Therefore, any estimate for the amount of grant funding available to TCCLES/Shore Transit is somewhat speculative. However, the TDP serves an important role in the MTA's annual process of reviewing grant applications; typically the projects proposed in Shore Transit's annual grant application must have been identified in the TDP in order to receive funding.

Table 7-1 presents the conceptual financial plan for transit operations covering the TDP's five-year period. The estimated total budget for each year assumes that all service improvements occur in the year planned and the current level of service remains unchanged. As noted previously the actual implementation will be based on several factors, primarily community input, detailed service planning, and funding availability.

A variety of assumptions were used in developing the operating cost estimates:

- The projected cost per revenue hour and the operating costs to maintain the current level of service assume a 3% annual inflation rate.
- For the initial year the expenses are based on TCCLES/Shore Transit's FY2023 budget submitted to MDOT MTA through the ATP.

- Regarding the potential funding to support the proposed services, there are a variety of unknown factors and issues. The projected funding sources for years 2-5 are based on a similar percentage from the FY2023 ATP budget. However, at this time MDOT MTA does not anticipate increases in current federal and state programs that support current Shore Transit services. Therefore any service expansions or improvements will most likely require additional local support.
- Shore Transit should continue to work with MDOT MTA annually through the ATP process to explore opportunities through current federal and state funding programs, as well as any new ones that become available over the next five years. For instance, the Federal Transit Administration (FTA) has recently developed new funding programs that support innovative mobility projects such as microtransit services. During the next five years it is anticipated that the federal legislation that funds transportation will be reauthorized, potentially creating additional funding opportunities.
- Projected microtransit service projections are based on the assumption that Shore Transit would operate services directly, while obtaining appropriate software from an industry vendor. Therefore costs are projected at \$75 per hour operating cost, plus an anticipated ongoing fee from the software vendor. However, final costs would be based on the service model ultimately chosen by Shore Transit and the selection of a vendor that occurs through a procurement process.

Table 7-1: Conceptual Operations Financial Plan

Current Services	Year					Long-Term
	1	2	3	4	5	
Baseline Shore Transit Operating Budget ⁽¹⁾	\$7,576,111	\$7,803,394	\$8,037,496	\$8,278,621	\$8,526,980	\$8,782,789
Short-Term TDP Projects						
Expanded Weekend Service - Routes 115 and 199		\$108,459	\$111,713	\$115,064	\$118,516	\$122,072
Downtown Salisbury On-Demand Microtransit Pilot (2)		\$410,000	\$422,300	\$434,969	\$448,018	\$461,459
Mid-Term TDP Projects						
Increase Service Frequency - Route 432			\$261,158	\$268,992	\$277,062	\$285,374
Increase Service Frequency - Route 452				\$134,315	\$138,345	\$142,495
North Salisbury Microtransit Service			\$422,300	\$434,969	\$448,018	\$461,459
Princess Anne Microtransit Service				\$434,969	\$448,018	\$461,459
Pocomoke City Microtransit Service				\$434,969	\$448,018	\$461,459
Long-Term TDP Projects						
Crisfield Microtransit Service					\$448,018	\$461,459
Snow Hill Microtransit Service						\$461,459
Berlin Microtransit Service						\$461,459
Projected Operating Expenses	\$7,576,111	\$8,321,853	\$9,254,966	\$10,536,869	\$11,300,993	\$12,562,940
Anticipated Funding Sources						
Federal/State	\$3,273,710	\$3,595,952	\$3,999,159	\$4,553,082	\$4,883,267	\$5,428,566
Local	\$2,774,405	\$3,047,499	\$3,389,209	\$3,858,647	\$4,138,473	\$4,600,604
Farebox and Other Revenue	\$1,527,996	\$1,678,402	\$1,866,598	\$2,125,140	\$2,279,253	\$2,533,770
Total Projected Funding	\$7,576,111	\$8,321,853	\$9,254,966	\$10,536,869	\$11,300,993	\$12,562,940

(1) Year 1 based on FY2023 budget, assumes 3% annual inflation each year thereafter.

(2) Projected microtransit service projections are based on a \$75 per hour operating cost, plus an anticipated ongoing fee from the software vendor

Conceptual Financial Plan for Capital

The capital plan provides the basis for maintaining, replacing, and expanding the capital infrastructure needed to maintain Shore Transit’s current level of service and to implement the operating plan of this TDP. The capital plan consists of a vehicle replacement plan and any other capital expenses.

Useful Life Standards

Useful life standards are developed by MDOT MTA based on the vehicle manufacturer’s designated life cycle and the results of independent FTA testing. If vehicles are allowed to exceed their useful life they may become much more susceptible to break-downs which may result in increased operating costs and a decrease in service reliability. MDOT MTA vehicle useful life policy, shown below in Table 7-2, and is also provided in the Locally Operated Transit System Program Manual.

Table 7-2: MDOT MTA’s Vehicle Useful Life Policy

Vehicle Classification	Useful Life	
	Years	Miles
Revenue Specialized Vehicles (Accessible Minivans, Vans, Accessible Taxicabs & Sedans)	4	100,000
Light Duty Small Bus (25' to 35')	5	150,000
Medium Duty Bus (25' to 35')	7	200,000
Heavy Duty Bus (Medium Size, 30' to 35')	10	350,000
Heavy Duty Bus (Large Size, Over 35')	12	500,000
Non-Revenue Specialized/Fleet Support Vehicles (Pick-Up trucks, Utility Vehicles & Sedans)	10	200,000

Source: MDOT MTA, Locally Operated Transit System (LOTS) Program Manual, April 2017, Rev. 3 01.2019

Vehicle Plan – Baseline Estimate

Table 7-3 provides the existing Shore Transit vehicle inventory, along with an estimated replacement year for each vehicle taking into account projected replacement years from the FY2023 ATP.

Table 7-3: Vehicle Inventory with Replacement Years

Fleet Number	Model Year	Vehicle Type	In Service Date	Current Condition	Current Status	Mileage	Useful Life Minimum Years/Miles		Estimated Useful Life Mileage Remaining	Earliest Possible Replacement Year
							Miles	Years		
94	2009	Light Duty Bus	9/30/2009	Marginal	Active	454,315	150,000	5	304,315	2015
97	2011	Light Duty Bus	4/20/2011	Marginal	Active	397,184	150,000	5	247,184	2016
100	2014	Light Duty Bus	10/15/2014	Good	Active	308,661	150,000	5	158,661	2020
101	2014	Light Duty Bus	10/16/2014	Good	Active	311,073	150,000	5	161,073	2020
102	2014	Light Duty Bus	10/17/2014	Good	Active	324,333	150,000	5	174,333	2020
103	2014	Light Duty Bus	10/20/2014	Good	Active	311,877	150,000	5	161,877	2020
104	2014	Light Duty Bus	10/24/2014	Good	Active	337,843	150,000	5	187,843	2020
105	2017	Light Duty Bus	7/31/2017	Excellent	Active	207,156	150,000	5	57,156	2023
106	2017	Light Duty Bus	8/1/2017	Excellent	Active	205,042	150,000	5	55,042	2023
107	2011	Light Duty Bus	4/20/2011	Marginal	Active	443,148	150,000	5	293,148	2016
108	2017	Light Duty Bus	8/1/2017	Excellent	Active	212,983	150,000	5	62,983	2023
109	2017	Light Duty Bus	8/4/2017	Excellent	Active	210,542	150,000	5	60,542	2023
110	2017	Light Duty Bus	8/9/2017	Excellent	Active	229,206	150,000	5	79,206	2023
111	2017	Light Duty Bus	8/17/2017	Excellent	Active	197,874	150,000	5	47,874	2023
112	2017	Light Duty Bus	8/18/2017	Excellent	Active	262,551	150,000	5	112,551	2023
113	2017	Light Duty Bus	8/22/2017	Excellent	Active	256,128	150,000	5	106,128	2023
266	2008	Light Duty Bus	2/1/2010	Poor	Inactive	608,497	200,000	7	408,497	2017
274	2017	Medium Heavy Duty Bus	12/17/2016	Excellent	Active	358,455	350,000	10	8,455	2027
275	2017	Medium Heavy Duty Bus	12/17/2016	Excellent	Active	353,374	350,000	10	3,374	2027
276	2017	Medium Heavy Duty Bus	12/17/2016	Excellent	Active	386,615	350,000	10	36,615	2027
277	2017	Medium Heavy Duty Bus	3/2/2017	Excellent	Active	352,584	350,000	10	2,584	2027
278	2017	Medium Heavy Duty Bus	3/6/2017	Excellent	Active	375,570	350,000	10	25,570	2027
411	2010	Medium Heavy Duty Bus	9/14/2010	Marginal	Active	691,428	500,000	12	191,428	2023
279	2018	Medium Heavy Duty Bus	10/30/2018	Excellent	Active	171,014	350,000	10	178,986	2029
280	2018	Medium Heavy Duty Bus	11/5/2018	Excellent	Active	195,237	350,000	10	154,763	2028
114	2018	Light Duty Bus	4/8/2019	Excellent	Active	179,705	150,000	5	29,705	2024
231	2011	Light Duty Bus	10/17/2019	Adequate	Active	484,220	150,000	5	334,220	2025
115	2019	Light Duty Bus	6/3/2020	Excellent	Active	74,292	150,000	5	75,708	2025
116	2019	Light Duty Bus	6/9/2020	Excellent	Active	73,051	150,000	5	76,949	2025
117	2019	Light Duty Bus	6/15/2020	Excellent	Active	102,035	150,000	5	47,965	2024
118	2019	Light Duty Bus	9/9/2020	Excellent	Active	57,490	150,000	5	92,510	2025
119	2021	Light Duty Bus	11/24/2020	Excellent	Active	48,963	150,000	5	101,037	2025
120	2021	Light Duty Bus	11/23/2020	Excellent	Active	46,378	150,000	5	103,622	2026
121	2021	Light Duty Bus	12/1/2020	Excellent	Active	51,365	150,000	5	98,635	2025
300	2021	Medium Duty Bus	7/21/2021	Excellent	Active	16,221	200,000	7	183,779	2028
301	2021	Medium Duty Bus	7/21/2021	Excellent	Active	13,605	200,000	7	186,395	2029
122	2021	Light Duty Bus	10/8/2021	Excellent	Active	4,300	150,000	5	145,700	2027
123	2021	Light Duty Bus	10/7/2021	Excellent	Active	4,743	150,000	5	145,257	2027

Financial Plan for Capital

Table 7-4 provides a financial plan for vehicle replacement and expansion. The following assumptions were considered in developing the capital plan:

- The plan is initially based on the vehicle replacement schedule identified in the previous table.
- Then the capital plan includes additional vehicles to accommodate for the potential implementation of on-demand microtransit services.

Table 7-4: Conceptual Financial Plan for Vehicle Replacement, Rehabilitation, and Expansion

	Year				
	1 (FY24)	2 (FY25)	3 (FY26)	4 (FY27)	5 (FY28)
Number of Vehicles					
Replacement (1)	11	6	5	4	2
Expansion (2)	-	2	2	4	2
Total Number of Vehicles	11	8	7	8	4
Vehicle Costs					
Replacement	\$973,574	\$711,592	\$457,871	\$365,983	\$172,038
Expansion	\$0	\$167,544	\$167,464	\$334,928	\$167,464
Total Projected Costs	\$973,574	\$879,136	\$625,335	\$700,911	\$339,502
Anticipated Funding Sources					
Federal	\$778,859	\$703,309	\$500,268	\$560,729	\$271,602
State	\$97,357	\$87,914	\$62,534	\$70,091	\$33,950
Local	\$97,357	\$87,914	\$62,534	\$70,091	\$33,950
Total Projected Funding	\$973,574	\$879,136	\$625,335	\$700,911	\$339,502

(1) Based on Shore Transit FY2023 Annual Transportation Plan

(2) Based on Proposed Microtransit Service Improvements

Other Capital Expenses and Funding Sources

The financial plan for equipment and other capital is provided in Table 7-5. These expenses are based on the TCCLES/Shore Transit FY2023 ATP, along with an addition for projected costs for microtransit software costs noted earlier.

Table 7-5: Financial Plan for Other Capital Equipment

Projects	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Preventive Maintenance	\$800,000	\$840,000	\$850,000	\$850,000	\$850,000	\$860,000
Shore Transit Operations System	\$621,000	-	\$100,000	-	\$200,000	-
Mobility Management	\$143,120	\$147,414	\$151,836	\$156,391	\$161,083	\$165,915
Microtransit Software	-	\$200,000	\$30,000	\$30,000	\$30,000	\$30,000
Bus Camera System	-	-	-	\$200,000	-	-
Concrete Repairs	-	\$250,000	-	-	-	-
Total Projected Non-Vehicle Capital	\$1,564,120	\$1,187,414	\$1,131,836	\$1,036,391	\$1,241,083	\$1,055,915
Anticipated Funding Sources						
Federal	\$1,251,296	\$949,931	\$905,469	\$829,113	\$992,866	\$844,732
State	\$156,412	\$118,741	\$113,184	\$103,639	\$124,108	\$105,592
Local	\$156,412	\$118,741	\$113,184	\$103,639	\$124,108	\$105,592

Conceptual Plan Overview

As noted previously in the TDP, this plan was developed at a time when the impacts of the COVID-19 pandemic are still being felt. Shore Transit, like transit systems across the country, is now involved in a recovery period that still involves a variety of future uncertainties. However, this TDP presents recommendations for transit improvements in the region that can be considered over the next five years, with a particular focus on expanding current Shore Transit services and implementing new on-demand microtransit services. These improvements respond to the top needs expressed by current customers and key stakeholders in the region.

While the service improvements were developed to address issues identified during the review of needs, they are dependent on the future availability of new or additional funding. Despite uncertain funding, it is important to remember that public transportation can contribute to the local and regional economy by providing a way for residents to get to work and school, access necessary medical services, and support local businesses and economic development.

Appendix A: Trip Generators

Multi-Unit Housing

Name	Address
Chesapeake Cove	201 Hall Hwy, Crisfield, MD 21817
BayCare Assisted Living	302 Market St, Pocomoke City, MD 21851
Chesapeake Cottage Assisted Living	6625 Whitesburg Rd, Snow Hill, MD 21863
Princess Anne Townhouses	30475 Pine Knoll Dr, Princess Anne, MD, 21853
Somerset Commons	12370 Somerset Ave, Princess Anne, MD 21853
Sommer Place Apartments	11408 Bratten Ave, Princess Anne, MD 21853
Somerset Village	29 Somerset Village Dr, Crisfield, MD 21817
Reserves at Somerset Commons	30520 Hickory Rd, Princess Anne, MD 21853
Loretta Village I	12439 Loretto Rd, Princess Anne, MD 21853
Pine Bluff Village	1514 Riverside Dr, Salisbury, MD 21801
Rivers Edge Apartments	670 Fitzwater St, Salisbury, MD 21801
Square at Merritt Mill	219 Mill Woods Circle, Salisbury, MD 21801
Summitt Apartments	115 Church St, Fruitland, MD 21826
Westbrook Commons	555 West Rd, Salisbury, MD 21801
Gateway Village	907 Gateway St, Salisbury, MD 21801
Homes at Foxfield	100 Foxfield Circle, Salisbury, MD 21801
Windy Gardens	800 Lynnhaven Dr, Pocomoke City, MD 21851
Lynn Haven Acres	806 Lynnhaven Dr, Pocomoke City, MD 21851
Cannery Village	115 Cannery Way, Berlin, MD 21811
Clarke Manor	409 Linden Ave, Pocomoke City, MD 21851
Snow Hill Senior	266 South Washington St, Snow Hill, MD 21863
Decatur Apartments	10218 Old Ocean City Blvd, Berlin, MD 21811
Sunshine Village Apartments	22 Bradley Ct, Pocomoke City, MD 21851

Major Employers

Employer	Address	# Employees
Peninsula Regional Medical Center	100 E Carroll St, Salisbury, MD 21801	2,900
Salisbury University	1101 Camden Ave, Salisbury, MD 21801	1,800
Perdue Farms	521 Willow St, Salisbury MD 21801	1,600
Harrison Group	110 Baptist St, Salisbury, MD 21801	1,083
University of Maryland Eastern Shore (UMES)	11868 College Backbone Rd, Princess Anne, MD 21853	993
Atlantic General Hospital	9733 Healthway Dr, Berlin, MD 21811	830
Walmart/Sam's Club	2702 N Salisbury Blvd, Salisbury MD 21801	750
Sysco Eastern Maryland	33300 Peach Orchard Rd, Pocomoke City, MD 21851	700
Walmart	11416 Ocean Gateway, Berlin, MD 21811	500
Wor-Wic Community College	32000 Campus Dr, Salisbury, MD 21804	431
Somerset Community Services	5574 Tulls Corner Rd, Marion Station, MD 21838	425
Jubilant Cadista Pharmaceuticals	207 Kiley Dr, Salisbury, MD 21801	400
O.C. Seacrets	117 49th St, Ocean City, MD 21842	380
Dough Roller	6909 Coastal Hwy, Ocean City, MD 21842	350
Genesis HealthCare/Salisbury Rehabilitation and Nursing Center	200 Civic Ave, Salisbury, MD 21804	340
Phillips Seafood Restaurants	2004 North Philadelphia Ave, Ocean City, MD 21842	326
McCready Health	201 Hall Hwy, Crisfield, MD 21817	300
Delmarva Power	2530 N Salisbury Blvd, Salisbury, MD 21801	300
Carousel Resort Hotel & Condominiums	11700 Coastal Hwy, Ocean City, MD 21842	294
Clarion Resort Fontainebleau	10100 Coastal Hwy, Ocean City, MD 21842	270
K&L Microwave	2250 Northwood Dr, Salisbury, MD 21801	265
Three Lower Counties Community Services	560 Riverside Dr, Salisbury, MD 21801	250
Dove Pointe	1315 Mr Hermon Rd, Salisbury, MD 21804	250
SHORE UP!	520 Snow Hill Rd, Salisbury, MD 21804	250
BBSI	220 E Main St, Salisbury, MD 21801	249
Boscov's	2310 N Salisbury Blvd, Salisbury, MD 21801	249
Pepsi-Cola Bottling	330 Snow Hill Rd, Salisbury, MD 21804	249
Verizon	2720 N Salisbury Blvd, Salisbury, MD 21801	249
Fager's Island	201 60th St, Ocean City, MD 21842	240
Ocean Enterprise 589/ Casino at Ocean Downs	10218 Racetrack Rd, Berlin, MD 21811	235
Ocean Pines Association	11143 Cathell Rd, Berlin, MD 21811	221
Piedmont Airlines/American Airlines	5443 Airport Terminal Rd, Salisbury, MD 21804	220
91st Street Joint Venture/Princess Royale	9100 Coastal Hwy, Ocean City, MD 21842	204

Employer	Address	# Employees
Trimper's Rides	700 S Atlantic Ave, Ocean City, MD 21842	200
Berlin Nursing and Rehabilitation Center	9715 Healthway Dr, Berlin, MD 21811	197
McDonald's	2709 N Salisbury Blvd, Salisbury, MD 21801	185
Bel-Art Products	2024 Broad St, Pocomoke City, MD 21851	185
Delaware Elevator	27685 Rockawalkin Ridge Rd, Salisbury, MD 21801	170
Candy Kitchen	5301 Coastal Hwy, Ocean City, MD 21842	150
Rubberset	26466 Silver Land, Crisfield, MD 21817	146
Bloomin' Brands	12741 Ocean Gateway, Ocean City, MD 21842	142
Southern Connection Seafood	4884 Crisfield Hwy, Crisfield, MD 21817	120
Castle in the Sand	3701 Atlantic Ave, Ocean City, MD 21842	117
Home Depot	11408 Ocean Gateway, Berlin, MD 21811	114
Food Lion	1216 Nanticoke Rd, Salisbury, MD 21801	110
Hartley Hall Nursing Home	1006 Market St, Pocomoke City, MD 21851	101
Snow Hill Nursing & Rehabilitation Center	430 Market St, Snow Hill, MD 21863	100

Medical Facilities

Name	Address
Atlantic General Hospital	9733 Healthway Dr, Berlin, MD 21811
Deer's Head Hospital Center	351 Deers Head Hospital Rd, Salisbury, MD 21802
McCready Memorial Hospital	201 Hall Hwy, Crisfield, MD 21817
Peninsula Regional Medical Center	100 E Carroll St, Salisbury, MD 21801
Pocomoke City VA Outpatient Clinic	1701 Market St, Pocomoke City, MD 21851
Your Doc's In Urgent Care	1511 Ocean Hwy, Pocomoke City, MD 21851
Medstar Health	3437 Lawsonia Rd, Crisfield, MD 21817
Chesapeake Health Care	12145 Elm St, Princess Anne, MD 21853
Lower Shore Immediate Care	12302 Somerset Ave, Princess Anne, MD 21853
Eastern Shore Medical Center	914 Eastern Shore Dr, Salisbury, MD 21804
Berlin Health Center	9730 Healthway Dr, Berlin, MD 21811
Tidal Health Medical Center	428 W Market St, Snow Hill, MD 21863
West Ocean City Injury & Illness Center	12547 Ocean Gateway, Ocean City, MD 21842

Shopping Centers

Name	Address
East Town Plaza	2146 Old Snow Hill Rd, Pocomoke City, MD 21581
Waverly Shopping Center	809 S Salisbury Blvd, Salisbury, MD 21801
Clairmont Shopping Center	1014 S Salisbury Blvd, Salisbury, MD 21804
Salisbury Plaza	220 Cyrpress St, Salisbury, MD 21801
The Centre At Salisbury	2300 N Salisbury Blvd, Salisbury, MD 21801
Lusby Town Square	230 Town Square Dr, Lusby, MD 20657
Twilley Shopping Centre	311 Civic Ave, Salisbury, MD 21804
The Commons	111 E N Pointe Dr, Salisbury, MD 21801
Ocean City Square Shopping Center	11805 Coastal Hwy, Ocean City, MD 21842
White Marlin Mall	12641 Ocean Gateway, Ocean City, MD 21842
South Gate Shopping Center	11001 Manklin Creek Rd, Berlin, MD 21811
Berlin Shopping Center	10452 Old Ocean City Blvd, Berlin, MD 21811
Montego Bay Shopping Center	12827 Coastal Hwy, Ocean City, MD 21842
33st Shopping Plaza	3314 Coastal Hwy, Ocean City, MD 21842

Education Facilities

School	Address
Cedar Chapel Special School	510 Coulbourne Ln., Snow Hill, MD 21863
Crisfield High	210 N. Somerset Ave., Crisfield, MD 21817
James M. Bennett High	300 E. College Ave., Salisbury, MD 21804
Mardela Middle and High	24940 Delmar Rd., Mardela Springs, MD 21837
Parkside High	1015 Beaglin Park Dr., Salisbury, MD 21804
Peyton Adult & Alt Learning Center	28573 Hudson Corner Rd., Marion, MD 21838
Pocomoke High	1817 Old Virginia Rd, Pocomoke City, MD 21851
Salisbury Christian	807 Parker Rd., Salisbury, MD 21804
Salisbury University	1101 Camden Ave., Salisbury, MD 21801
Snow Hill High	305 S. Church St., Snow Hill, MD 21863
Stephen Decatur High	9913 Seahawk Rd., Berlin, MD 21811
Tawes Tech & Career Center	7982 Crisfield Hwy., Westover, MD 21871
The Salisbury School	6279 Hobbs Rd., Salisbury, MD 21804
University of Maryland - Eastern Shore	30665 Student Services Center, Princess Anne, MD 21853
Washington High	10902 Old Princess Anne Rd., Princess Anne, MD 21853
Wicomico High	201 Long Ave., Salisbury, MD 21804
Worcester Preparatory	508 S. Main St., Berlin, MD 21811

School	Address
Worcester Technical High	6290 Worcester Hwy., Newark, MD 21841
Wor-Wic Community College	32000 Campus Dr., Salisbury, MD 21804
Sojourner-Douglass College	408 Coles Cir., Salisbury, MD 21804

Human Service Agencies

Name	Address
Go-Getters	11559 Somerset Ave., Princess Anne, MD 21853
Somerset County Dept of Social Services	30397 Mt. Vernon Rd., Princess Anne, MD 21853
Wicomico County Dept of Social Services	201 Baptist St., Salisbury, MD 21801
Worcester County Dept of Social Services	299 Commerce St., Snow Hill, MD 21863
Somerset County Health Department	7920 Crisfield Hwy., Westover, MD 21871
Wicomico County Health Department	108 E. Main St., Salisbury, MD 21801
Worcester County Health Department	6040 Public Landing Rd., Snow Hill, MD 21863
Wicomico County Housing Authority	911 Booth St., Salisbury, MD 21801
Pine Buff Senior Center	1508 Riverside Dr., Salisbury, MD 21801