

North Carolina Department of Transportation
Research and Development

Transportation Information Needs Assessment for
Small Rural Municipalities in Eastern North Carolina

Research Project No. 2005-27

Final Report

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Executive Summary

There are approximately 257 small, rural municipalities in the state with populations of approximately 1,000 residents or fewer. Of these, approximately 144 are east of Interstate I-95. While contributing greatly to the state's character and charm, the residents of these towns often do not enjoy the same level of transportation services as residents of larger, more urban areas of the state. These problems can include reduced access to public transportation, reduced access to medical and other emergency services, stymied economic development, and reduced highway safety.

While NCDOT has many resources available to assist these small rural municipalities, locally elected officials often have limited knowledge and experience in how to address these problems. Small town elected officials and community leaders can better serve their constituents if they become more familiar with NCDOT's organization, and how it addresses various transportation needs and challenges throughout the state. If the leaders are better able to communicate their needs to NCDOT, then NCDOT can become more responsive to those and more fully achieve its mission.

As the application of Total Quality Management and other organizational change strategies have become more widespread, so too has the emphasis on employee and customer satisfaction (Muchinsky, 2003). While this appears straightforward, organizations have many different types of both employees and customers. Additionally, some organizations are more complex than others. State departments of transportation, including the North Carolina Department of Transportation, are particularly complex.

Tarnoff (2001), in a study for the National Cooperative Highway Research Program, conducted a survey intended to identify common 'policy, program, and organization approaches' that were being implemented by state departments of transportation to maximize the functioning of their organizations. While a common organizational research practice, Tarnoff found it was

not possible in this instance because “...it became clear that highway system operations could not be considered a unified discipline that [could] be analyzed as a coherent organizational activity.” Instead, the highway system has to be viewed as a set of disciplines that cross different divisions within the organization and outside of the organization. As a result, improving the operation of state departments of transportation depends upon fostering a 'culture of institutional cooperation' between the different disciplines and organizations involved, as well as focusing on the purpose of the department of transportation: satisfying the needs of the customers. A particularly difficult aspect for state departments of transportation is that, unlike most private organizations, they are a part of state government and must be concerned with the satisfaction of political customers. These political customers have needs and responsibilities very different from private customers, and these vary depending on the nature of the political customer (e.g. appointee, legislator, mayor, etc.).

In this specific project, we were concerned with a specific customer: the small town mayor. Small towns face a number of disadvantages and unique problems when trying to address their transportation-related needs. This project addressed these problems in two primary ways. First, we developed a resource containing basic contact information along with census data regarding demographic, economic, and social characteristics of each town. The contact information was gathered from the Directory of North Carolina Municipal Officials and Buyers' Guide 2005 (NCLM, 2005) and general demographic data (e.g. population, race / ethnicity), economic data (e.g. median income, length of commute), and social data (e.g. education level, non-English speaking) for each town was gathered from the 2000 U.S. Census. Second, to determine the mayors' general satisfaction with NCDOT and gain a general sense of their needs, a mail survey was sent to all of the towns. A series of regional meetings and one-on-one meetings were then held with the mayors to gain a deeper understanding of their experiences with NCDOT.

The mail survey was developed to measure the mayors' general satisfaction with the transportation services in their town and their satisfaction concerning interactions with the different levels of NCDOT and others that they work with in regards to transportation: NCDOT District Offices, NCDOT Raleigh Headquarters, Rural Planning Organizations, and their County Commissioner. Further, the mayors were asked to report common problems and needs they had in their towns. The survey was mailed to all 144 towns of east of Interstate 95. Of the 144 surveys, 87 were completed and returned for a response rate of 60.42%. We later held a series of regional meetings where representatives from the municipalities were invited to discuss the transportation-related needs of their communities, their issues or concerns regarding transportation-related spending / planning and their interactions with NCDOT.

While all of the towns had populations of less than 1,100 and were located in eastern North Carolina, there were vast differences between the towns. For example, while the average population was 469 residents, the population ranged from a low of 53 to a high of 1,165. Similar differences can be seen when considering the town residents' median incomes. The average median income (in 1999 dollars) was \$32,673, but this ranged from \$12,250 to \$96,037. These differences, along with many others, may be reflected in the mayor's reported satisfaction with NCDOT and their perceptions of their town's needs. Therefore, these variables were considered when analyzing the questionnaire data.

While the majority of the mayors reported on the questionnaire that they were generally satisfied with the level of transportation services in their towns, a sizeable percentage expressed dissatisfaction. The level of satisfaction varied depending upon characteristics of the towns. It also varied depending upon the specific transportation agent discussed, with mayors reporting more satisfaction and more contact with NCDOT and their district office than with their RPO or County Commissioner. Regardless of levels of contact or satisfaction, the mayors reported needing and wanting help with numerous different transportation-related issues in their town.

These results were made more clear in the regional meetings.

In the regional meetings, the mayors reported a number of immediate transportation-related concerns, including highway maintenance, safety, drainage, and highway signs, with limited time and resources to consider longer-term issues, such as the development of a strategic plan. More troubling for the mayors than the problems themselves were the difficulties they encountered trying to work with NCDOT to address the problems. Many of the mayors described NCDOT as an inefficient bureaucracy, resistant to change, that largely ignored the problems of the small towns. When NCDOT did turn its attention to the small towns, according to the mayors, they excluded the mayor and other town officials from the process. These problems are made worse by the mayors admitted lack of information about the operation of NCDOT and their general lack of time and other resources to put toward the problems. The mayors perceive little available assistance from either their respective RPO or their county administrator. How can these problems be addressed?

As noted by Tarnoff (2001), problems have to be addressed at all levels within the organization. Essentially, the problems are not caused by NCDOT or by the mayors, but with how they interact, or fail to interact, with one another. Many efforts should be focused on addressing the way NCDOT interacts with the small towns to increase both the efficiency with which the organization operates and to improve the perception of fairness. Research should also continue into how to improve the organizational infrastructure and operations of NCDOT itself. The needs of the small towns would also be served through the establishment of a small town transportation institute affiliated with a state-supported university. A small town transportation institute would serve as a resource for the small towns and as a partner to work with both the towns and NCDOT. Ultimately, these activities will foster collaboration between the municipalities and NCDOT and lead to the achievement of the goal of jointly developing an efficient, environmentally-sensitive, modern transportation system in the region.

Table of Contents

Section	Page
Technical Report Documentation Page	2
Disclaimer	3
Acknowledgements	4
Executive Summary	5
List of Tables	10
List of Figures	11
Introduction	12
Result of Literature Review	14
Method	20
Results: About the Towns	25
Results: The Survey	30
Results: Regional Meetings and Site Visits	42
Findings and Conclusions	50
Recommendations	52
Recommended Implementation and Technology Transfer Plan	60
References	63
Appendix A: The Towns	64
Appendix B: Sample from the <u>Guide to Small Towns</u>	75
Appendix C: The Questionnaire	78
Appendix D: Sample Cover Letter Sent With the Questionnaire	80

List of Tables

Table	Title	Page
1.	Job Title of Person Completing the Questionnaire	21
2.	Regional Meeting Locations	22
3.	Regional Meeting and Site Visit Participants	23
4.	About the Towns	25
5.	Commuting	27
6.	Race / Ethnicity	27
7.	Appointed Town Officials (in order of frequency)	28
8.	Town Services (in order of frequency)	29
9.	Which of the following do you need help or assistance with in your town? (in order of frequency)	40

List of Figures

Figure	Title	Page
1.	Mayors' Satisfaction with the Roads and Transportation Services in their Town	30
2.	Mayors' Satisfaction with the Services Provided by NCDOT	31
3.	Mayors' Satisfaction with the Services Provided by their NCDOT District Office	32
4.	Mayors' Satisfaction with the Services Provided by their Rural Planning Organization	33
5.	Mayors' Satisfaction with the Transportation-related help Provided by their County Commissioner	34
6.	Frequency of Contacts in the Past Year with NCDOT	35
7.	Frequency of Contacts in the Past Year with their NCDOT District Office	36
8.	Frequency of Contacts in the Past Year with their Rural Planning Organization	37
9.	Frequency of Contacts regarding Transportation in the Past Year with their County Commissioner	38
10.	Mayors' Satisfaction with the NCDOT Website	39

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According to data from the North Carolina League of Municipalities, there are approximately 257 small, rural municipalities in the state with populations of approximately 1,000 residents or fewer. Of these, approximately 144 are east of Interstate I-95. These small towns contribute greatly to the state's character and charm and draw numerous out-of-state visitors every year. Unfortunately, the charm of these small towns comes with a price. Many of the residents of these small rural municipalities do not enjoy the same level of transportation services as residents of larger, more urban areas of the state. These problems can include reduced access to public transportation, reduced access to medical and other emergency services, stymied economic development, and reduced highway safety (e.g. safe pedestrian access). The transportation-related difficulties experienced by these communities are compounded when the communities experience sudden growth, such as retail or industrial development, or other changes. The problems can quickly overwhelm the abilities of the elected officials and other community leaders to cope.

While NCDOT has many resources available to assist these small rural municipalities, locally elected officials often have limited knowledge and experience in how to address important transportation problems. They often lack the understanding of where to go, or who to contact, to help them meet their road and other transportation needs. Elected officials and community leaders in these small municipalities can better serve their constituents if they become more familiar with how NCDOT is organized, and how it addresses various transportation needs and challenges throughout the State. If the leaders of small rural

municipalities are better able to communicate their needs to NCDOT, then NCDOT can become more responsive to the needs of its constituents and more fully achieve its mission.

Many of the rural counties in the state, especially those in eastern North Carolina, lag the rest of the state and nation in various measures of economic and social health. These residents, on average, have lower family incomes, less formal education, and commute longer to work. If access to information and communication between the municipalities and NCDOT can be improved, then it can lead to the evolution of an efficient, environmentally-sensitive, modern transportation system in the region. The transportation system, in turn, will facilitate the economic development and improve the quality of life of the residents of eastern North Carolina.

This project addressed these problems in two primary ways. First, we developed a resource of information concerning the various small rural municipalities in order to ease communication between NCDOT and the communities. Second, we surveyed the mayors to determine what their transportation-related needs are and to explore the various obstacles to communication, both real and perceived, between NCDOT and their small rural municipalities.

Review of Literature

As the application of Total Quality Management, Continuous Process Improvement, and other organizational change strategies have become more widespread, so too has the emphasis on employee and customer satisfaction (Muchinsky, 2003). Employees are surveyed to determine their attitudes towards the organization, their satisfaction with their input into its operation, and the degree of effectiveness of communication within the organization. Customers are surveyed to determine their satisfaction with their interactions with the organization and whether the organization is meeting their needs. While this appears straightforward, organizations have many different types of employees and many different types of customers. Employees in the corporate headquarters may have a different perspective on the organization, and different problems, than those in an isolated field office. Likewise, the people who use the organization's products or services are customers, but so are the organization's suppliers and associated vendors. In order to fully understand the operation of an organization, and to develop effective strategies to improve that operation, one must understand the organization from each of these different levels and perspectives.

Some organizations are more complex than others, and state departments of transportation, including the North Carolina Department of Transportation, pose a particular problem. Tarnoff (2001), in a study for the National Cooperative Highway Research Program, conducted a survey intended to identify common 'policy, program, and organization approaches' that were being implemented by state departments of transportation to maximize the functioning of their organizations. While this is a common practice in research on organizations, Tarnoff (2001) found that it was not possible in this instance because "...it became clear that highway system operations could not be considered a unified discipline that can be analyzed as a coherent organizational activity." Instead, the highway system has to be viewed as a set of disciplines that cross different divisions within the organization (e.g. planning, construction, and research

divisions of DOT) and outside of the organization (e.g. private construction companies, town governments, other state agencies). As a result, according to Tarnoff (2001), improving the operation of state departments of transportation depends upon fostering a 'culture of institutional cooperation' between the different disciplines and organizations involved, as well as focusing on the purpose of the department of transportation: satisfying the needs of the customers. A particularly difficult aspect for state departments of transportation is that, unlike most private organizations, they are a part of state government and must be concerned with the satisfaction of political customers. These political customers have needs and responsibilities very different from private customers, and these vary depending on the nature of the political customer (e.g. appointee, legislator, mayor, etc.).

In this specific project, we are concerned with a specific customer: the small town mayor. Small towns face a number of disadvantages and unique problems when trying to address their transportation-related needs. For example, Isaacs and Wassall (1999) noted that there is a disconnect between transportation research and small town engineers. While large metropolitan regions will often have a staff of traffic engineers, small towns may make due with only one engineer or, often, no engineer at all. Essentially, small towns do not have easy access to the information they need to improve their road systems. The authors called for greater efforts to communicate research results to the people who need the information and to develop ways to make the information easily accessible to small town highway engineers.

Small towns can also often feel lost in the shuffle in the struggle for resources with larger towns, counties, and major metropolitan areas. The feelings of some of these small towns was summarized by Lockwood (2001) , a transportation planner in Florida, who discussed ways for small communities to work with, or “win”, in the struggle with one's state department of transportation. He notes that state department's of transportation are large organizations which like to address problems with common procedures, and those common procedures are very time-

consuming and may not fit the needs of a specific community. Further, the state DOT may view the issues presented by a small town as an obstacle to a larger mission, and respond with either a brush-off (“We’ll get back to you.”) or by simply saying “No.” He advises small towns to be prepared for a long and sustained effort to get results and to not be afraid to question what you do not understand, to go up the chain of command, and to use political influence when necessary. While these strategies may be effective, it is hardly the ideal, or most efficient, environment for any small town or state department of transportation in which to operate.

Is there any published research that specifically examines the concerns of small town mayors with their state department of transportation? In our review of the literature, we identified a number of published studies that examined employee and private customer satisfaction with their respective state DOT. The customer satisfaction surveys typically dealt exclusively with the satisfaction of private citizens. There was some research that considered satisfaction of contractors and other vendors, but only one study that considered the satisfaction of political customers (state legislators). There was no published research that examined the satisfaction of mayors of small towns, or of mayors of any size municipality.

A number of state departments of transportation have conducted surveys of their citizens to determine their satisfaction with the services provided or to attempt to enhance their involvement with DOT (for example, O’Leary, Arnold, Kyte, & Perfater, 1999). These surveys, however, are almost always limited to private citizens and do not typically consider the attitudes of public officials, especially elected officials such as mayors. The most common research found dealt with the satisfaction of private citizens. Rikoon, Pigg, and Bentivegna (2000) conducted a telephone survey of approximately 1,500 residents of different geographic regions in Missouri that examined their satisfaction with the Missouri Department of Transportation (MoDOT) and where they felt MoDOT should focus its attention. Residents were generally satisfied, but wanted more emphasis on road maintenance and were concerned with the perceived inequities in

the allocation of funds. The researchers did not find any differences in attitudes related to region or gender. Middle-aged residents and those with higher incomes and more education, however, tended to be less satisfied. Pigg and Brown (2005) conducted a follow-up survey in 2004 with 4,000 residents. The findings were similar, although residents' satisfaction with MoDOT had risen slightly. As in the previous survey, the residents expressed concerns with MoDOT's road maintenance and the inequitable allocation of funds. When asked to select their highest priority for MoDOT, they selected maintenance over new construction and safety efforts.

There has been some published research that considers other kinds of customers. For example, the Virginia Department of Transportation's Planning Division conducted surveys to determine how satisfied its internal and external customers were with the planning services they provided (Miller, 2001). The external customers included town and city planners, RPOs / MPOs, and others, while the internal customers were the various transportation districts and divisions within the state. These surveys, however, were limited to the services provided by the Transportation Planning Division, such as long-range planning, modeling, and passenger planning.

In one of the only studies found that considered the attitudes of elected officials, the Office of Research for the South Dakota Department of Transportation commissioned a customer satisfaction survey of residents and all elected state legislators (SDDOT, 2000). The telephone survey assessed global satisfaction with SDDOT along with a number of specific issues, including their awareness and knowledge of SDDOT, their attitudes towards the SDDOT's various products and services, their information needs regarding transportation, and attitudes on certain state-specific transportation-related political issues. The authors found a number of important differences between the responses of the residents and the state legislators. The legislators, in general, were better informed about SDDOT than were the residents, who reported that most of their attitudes were based upon their driving experiences and observing state

highway workers standing along the sides of the road. The legislators were more likely to report that the most important task of SDDOT was the planning and construction of new roads, whereas the residents placed a much greater emphasis on highway maintenance. Interestingly, the residents were more likely to favor additional or stricter laws on highway safety and transportation issues than were the state legislators. This last issue would likely differ depending upon the political makeup of the legislature itself. It is clear from this study that the attitudes of the small town mayors need to be considered separately from the residents of their towns. However, there are many differences between the role of a small town mayor and that of a state legislator. It will be interesting to determine whether the attitudes of the small town mayor are more similar to the legislators or the residents.

Of course, small towns are typically located in rural regions of their respective states. The National Association of Development Organizations (NADO) conducted a survey in 2003 of regional development organizations involved in rural transportation issues (NADO, 2004). The survey was primarily intended to determine whether the regional development organizations had formal relationships with their state's department of transportation to foster the participation of rural officials in transportation planning in compliance with the federal Transportation Equity Act for the 21st Century. In addition, the respondents were asked a number of questions regarding rural transportation needs in general. Of the 320 regional development organizations contacted, 176 completed the survey. The NADO found that the number of formal partnerships between state department's of transportation and regional development organizations had increased from 17 in 1998 to 23. According to the report, the North Carolina Department of Transportation began such partnerships in 2002; the most recent state DOT to do so. The survey respondents were also asked to list the most important transportation-related problems for the rural communities. The number one problem cited was highway maintenance and improvement, with new highway development (to foster economic growth) and public transit second and third

respectively. These responses are more similar to those expressed by the private citizens in the other surveys as compared to those expressed by the state legislators.

In order to maximize its operations, it is necessary for the North Carolina Department of Transportation to understand how it impacts its various customers, what needs they are meeting, what needs they are not, and how to better cooperate with those customers. The research reviewed makes it clear that different kinds of customers have different kinds of concerns. The small town mayor is a unique customer whose concerns have not been examined previously in any published research.

Overview of the Project

The project was conducted in two phases. Initially, a report containing information about the towns was prepared containing basic contact information along with census data regarding demographic, economic, and social characteristics of each town. Second, to determine the mayors' general satisfaction with NCDOT and gain a general sense of their needs, a mail survey was sent to all of the towns. A series of regional meetings and one-on-one meetings were then held with the mayors to gain a deeper understanding of their experiences with NCDOT.

Method

The Towns

The 144 towns included in the sample were located in eastern North Carolina and all had populations of 1,100 or fewer, according to 2004 data compiled by the North Carolina League of Municipalities. With a few exceptions, the majority of the towns were located east of interstate I-95. Appendix A lists all of the towns in the study along with basic contact information. More complete information about the towns is provided in the accompanying Guide to Small Towns; a sample of which is shown in Appendix B.

The contact information in the Guide to Small Towns was gathered from the Directory of North Carolina Municipal Officials and Buyers' Guide 2005 (NCLM, 2005). General demographic data (e.g. population, race / ethnicity), economic data (e.g. median income, length of commute), and social data (e.g. education level, non-English speaking) was gathered from the 2000 U.S. Census for each town. Two of the towns, Duck (Dare County) and Grantsboro (Pamlico County), were not incorporated at the time of the 2000 census and, therefore, the census data was not available. The population data reported in the Guide to Small Towns was drawn from the 2000 Census. Where that data was not available, the population figure from the Directory of North Carolina Municipal Officials and Buyers' Guide 2005 (NCLM, 2005) was used.

The Survey

The survey was developed to measure the mayors' general satisfaction with the transportation services in their town and their satisfaction concerning interactions with the different levels of NCDOT and others that they work with in regards to transportation: NCDOT District Offices, NCDOT Raleigh Headquarters, Rural Planning Organizations, and their County Commissioner. Further, the mayors were asked to report common problems and needs they had in their towns. The questionnaire was intended to provide a broad assessment of transportation-

related issues that would be expanded on in discussions during the regional meetings. The questionnaire was developed in collaboration between the principal investigators and the project steering committee. The questionnaire is shown in Appendix C.

The survey was mailed to all 144 towns, along with a self-addressed, stamped envelope, on three separate occasions. Further, each town was contacted, either by phone or in person, at least twice to encourage their participation. A sample of the cover letter included with the survey is shown in Appendix D. Of the 144 towns, 87 completed and returned their surveys for a response rate of 60.42%. As shown in Table 1 below, the majority of the surveys were completed by the town mayor.

<i>Table 1. Job Title of Person Completing the Questionnaire</i>	<i>N</i>	<i>%</i>
Mayor / Mayor Pro Tem	47	57%
Town Clerk	18	22%
Town / Village Administrator or Manager	12	15%
Town Board / Council Person	3	4%
Other	2	2%

Note. Five respondents did not complete this question.

A series of t-test analyses were performed to determine whether the responding and non-responding towns differed in regards to the demographic, economic, and social census data. The analyses revealed no statistically significant differences between the towns that responded and those that did not respond. Based on these findings, we are confident in concluding that our data is a representative sample of the 144 towns.

Regional Meetings and Site Visits

Seven regional meetings were scheduled with representatives of the small towns in various locations in eastern North Carolina. The locations, shown in Table 2 below, were largely in neutral locations (e.g. not in towns in the sample) to avoid issues of favoritism or bias:

<i>Table 2. Regional Meeting Locations</i>			
Town Hall, Winfall	Sampson Community College, Clinton	Cape Fear Community College, Wilmington	Beaufort Community College, Washington
Nash Community College, Rocky Mount	Windows on the World, Roper	Regional Center for Economic, Community, and Professional Development, Pembroke	

Awareness of the meetings was achieved through a series of mailings that accompanied the questionnaire, telephone calls by project staff, and personal contacts. The towns were told that Elizabeth City State University was conducting a survey of the transportation-related needs of small municipalities in eastern North Carolina. Further, that we would be holding a series of regional meetings in July and August where representatives from the municipalities were invited to discuss the transportation-related needs of their communities, their issues or concerns regarding transportation-related spending / planning and their interactions with NCDOT. The towns were told that the results of the regional meetings, along with written questionnaires the representatives would be asked to complete, would be compiled in a report that would be presented to NCDOT. We suggested that if access to information and communication between the municipalities and NCDOT could be improved, then it would lead to the evolution of an efficient, environmentally-sensitive, modern transportation system in the region. The transportation system, in turn, would facilitate economic development and improve the quality of life for the residents of eastern North Carolina. We told the towns that this project was the first step towards accomplishing these goals.

The approximately two hour meetings were intended to be open-ended discussions. The meeting facilitators (one or more of the project principal investigators) began the sessions by discussing the purpose of the project, generally, and, specifically, the purpose of the regional

meeting. It was stressed to the participants that, while the project itself was funded by NCDOT, the project personnel were not employees of NCDOT. Further, the facilitators made it clear that any comments made during the meetings would remain anonymous – the content of the comments would be communicated in the report, but not the specific sources. While the facilitators made certain that some specific questions were addressed, the point of the meeting was to engage the representatives of the various towns in a wide-ranging conversation on the unique issues and topics that most concerned each town.

Despite our best efforts to publicize the meetings, to emphasize the potential importance of the outcomes, and encourage their participation, relatively few towns chose to participate. There are a number of possible reasons for the low participation rate, including some that were cited by those representatives who did attend. We discuss some of these possible reasons and suggestions for increasing future participation later in the report.

As noted previously, the regional meeting locations were largely held in neutral locations. Important information, however, can be gained by talking with town representatives in their town. The representatives are often more comfortable in their own surroundings and the project personnel are able to see first-hand the problems or issues facing the specific town. In order to gather this additional data, several site visits were made to specific towns. Table 3 below presents the towns that participated in either the regional meetings or site visits:

<i>Table 3. Regional Meeting and Site Visit Participants</i>		
Bald Head Island	Bolton	Columbia
Duck*	Garland	Grimesland
Northwest	Oriental*	Parmele
Roper	Stonewall*	Wade
Wagram	Winfall	

*indicates site visits

It should be noted that project personnel often had other informal contacts with town

personnel and informal visits to a number of the towns. Many of the towns, for example, were visited by project personnel during their travels between regional meetings. In one instance, project personnel were invited to visit, and did, a town immediately after a regional meeting. While the number of towns formally visited was relatively small, the data gathered during these visits was extensive and revealed a number of common issues across the various towns and across the region. These findings are discussed in the Results section of this report.

Results: About the Towns

All of the towns in the study had populations of less than 1,100 and were all located in eastern North Carolina; however, that is largely where the similarities ended. As can be seen in Table 4, there were vast differences between the towns.

<i>Table 4. About the Towns</i>			
<i>Measure</i>	<i>Mean</i>	<i>Low</i>	<i>High</i>
Total Population	469.31	53	1165
Number of Children Age 3+ as % of Population	22.37%	3.98%	53.66%
% of Residents Age 21-64 w/ a Disability	29.33%	0	71.20%
% of Residents Age 65+	18.45%	5.30%	35.80%
Median Household Income (1999)	\$32,571.18	\$12,250.00	\$96,037.00
% of Families Below Poverty Level	12.97%	0	42.00%
% High School Graduate or Higher	72.67%	45.20%	100%
% Language Other than English Spoken at Home	8.16%	0	97.00%
% Speak English less than “Very Well”	2.54%	0	27.10%

For example, while the average population was 469 residents, the population ranged from a low of 53 to a high of 1,165. The average population size was also somewhat distorted by the five towns with populations of more than 1,000 residents. Sixty-percent of the towns (N = 86) had populations of fewer than 500 residents, and 20% (N = 28) had populations of fewer than 200 residents. There were 10 towns (7%) with populations of fewer than 100 residents.

Similar differences can be seen when considering the town residents' median incomes. The average median income (in 1999 dollars) was \$32,673, but this ranged from \$12,250 to \$96,037. Slightly more than 80% of the towns had median incomes of less than \$40,000

(80.85% or 114 towns). All of the towns had median incomes of less than \$70,000, except for two towns with median incomes of greater than \$90,000. At the other end of the scale, 25% of the towns (25.53% or 36 towns) had median incomes of less than \$25,000.

These differences create different transportation-related issues for the towns and also mean that the towns have access to widely divergent levels of resources – both in terms of financial and human resources. In discussions with one mayor, we learned that their town board was composed almost entirely of residents who had retired to the town from professional occupations in large metropolitan areas. The town's transportation issues, for example, were typically handled by a town board member who was a retired engineer. We will now discuss some of the differences between the towns in an effort to better understand the variety of challenges the towns are likely to face. It is also important for those who seek to work with the towns to more fully appreciate the diversity amongst the towns.

Commuting

The most common usage of the transportation system is commuting to work. In the small towns in our sample, on average, approximately 40% of the town's population commuted to work. Again, however, there were wide variations between the towns, with a low of 20% and a high of almost 60%. This figure is based upon the total population, which includes children and the elderly.

The average commute time in minutes (one-way) was 26.38 minutes, and it ranged from a low of just over 14 minutes to slightly less than 1 hour. There were only five towns where the average commute was greater than 40 minutes. The overwhelming majority of the residents commute by themselves in cars (mean of 77.41%) with at least one town where all of the residents that commuted to work did so this way. Carpooling was used, on average, by only 15.41% of the residents. Interestingly, in one town 43% of the residents reported carpooling to work. The use of public transportation, however, was practically nonexistent in these towns.

The average usage level was less than 1%, with the highest level of usage reported at 3.3%.

<i>Table 5. Commuting</i>	<i>Mean</i>	<i>Low</i>	<i>High</i>
% of town population commuting	39.85%	20.93	59.65
Average commute (in minutes)	26.38	14.10	54.70
% of commuters using car	77.41	13.80	100%
% of commuters carpooling	15.41	0	43.30
% of commuters using other means	1.54	0	35.00
% of commuters using public transportation	0.27	0	3.3
% of commuters walking	2.14	0	14.30

Race and Ethnicity

The average small town in the sample was primarily White (67%) with about 1/3 of the residents Black / African-American (29%). As can be seen in the table below, while this was the average, there were a number of towns where this was not the norm.

<i>Table 6. Race / Ethnicity</i>	<i>Mean</i>	<i>Low</i>	<i>High</i>
White	67.07	2.20	100
Black / African-American	28.96	0	97.40
American Indian	1.25	0	52.10
Hispanic / Latino	3.05	0	25.10
Asian	0.24	0	2.50
Other	1.91	0	20.70
Hawaii / Pacific Islander	0.10	0	3.20

Town Officials and Town Services

The different levels of resources available to the towns are reflected in the number of appointed town officials serving the town and the number of services the towns are able to offer. If the mayor has the luxury of assigning a given transportation problem to another town official, as opposed to having to address all problems him or herself, it will likely impact upon their satisfaction with NCDOT itself.

Approximately ½ of the towns had between 3 and 5 appointed town officials, and an additional 1/3 had only 1 or 2 officials. A handful of the towns report 7 or more appointed officials, with one town reporting a total of 12.

<i>Table 7. Appointed Town Officials (in order of frequency)</i>	<i># of Towns / %</i>	
Attorney	130	90
Town Clerk	128	89
Chief of Police	50	35
Fire Chief	49	34
Director of Public Works	39	27
Manager	24	17
Deputy Clerk	15	10
Director of Public Utilities	13	9
Economic Development Director	11	8
Water Plant Superintendent	10	7
Administrator	9	6
Director of Finance	9	6
Assistant Clerk	8	6
Inspector	8	6
Sewage Treatment Plant Superintendent	7	5
Planning Director	6	4
Tax Supervisor	6	4
Zoning Administrator	6	4
Street Superintendent	4	3
Community Development Director	2	1
Purchasing Agent	2	1
Sanitation Superintendent	2	1
Assistant Manager	1	0.5
Assistant to the Manager	1	0.5
Budget Director	1	0.5
Director of Electrical System	1	0.5
Emergency Director	1	0.5

<i>Table 7. Appointed Town Officials (in order of frequency)</i>	<i># of Towns / %</i>	
Public Information Officer	1	0.5
Public Safety Director	1	0.5
Safety Coordinator / Risk Management	1	0.5
Treasurer	1	0.5

The level of services provided by the towns varies. Most of the towns maintain a volunteer fire department (78%) and provide water and garbage services (65%). Approximately half of the towns provide police (47%) or sewer services (45%), but no other service approaches 50%.

<i>Table 8. Town Services (in order of frequency)</i>	<i># of Towns Providing / %</i>	
Volunteer Fire Department	112	78
Water	93	65
Garbage	93	65
Police	67	47
Sewer	65	45
Parks and Recreation	41	29
Municipal Recycling	33	23
Paid and Volunteer Fire Department	10	7
Staff Fire Department	0	0
Electrical Distribution	0	0

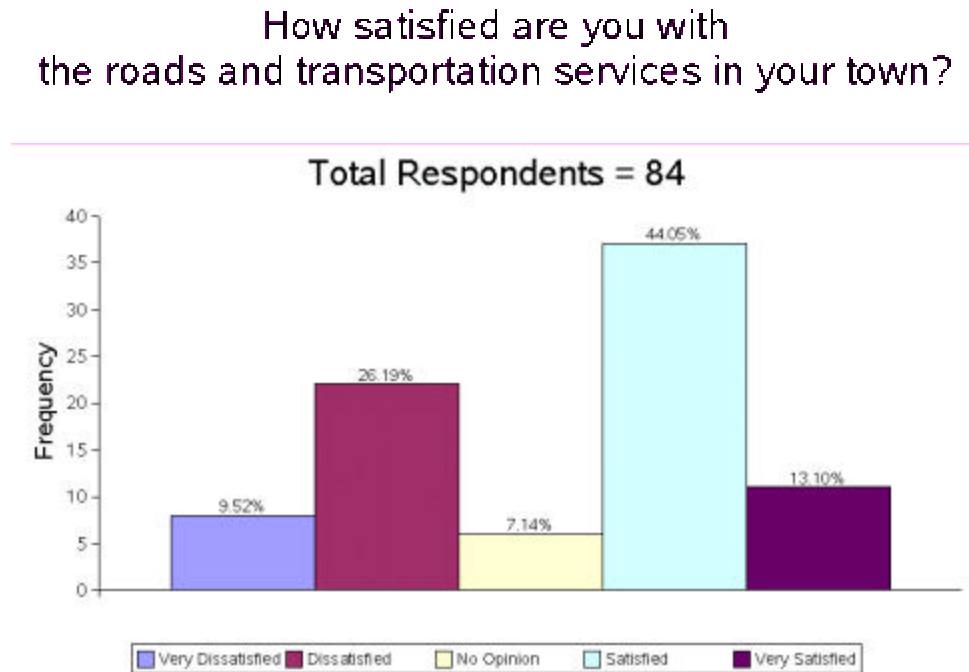
The numerous differences between the towns detailed above may be reflected in the mayor's reported satisfaction with NCDOT and their perceptions of their town's needs. These variables will be considered when analyzing the questionnaire data.

Results: The Survey

We next discuss the mayors' responses to each of the survey questions. In addition to reporting the basic frequencies, we also examine whether or not each town's general demographic, economic, and social data drawn from the Census were related to the mayors' responses. This was done by conducting a series of Stepwise Regression analyses. Statistically significant effects are reported for each item, where appropriate.

Satisfaction with NCDOT

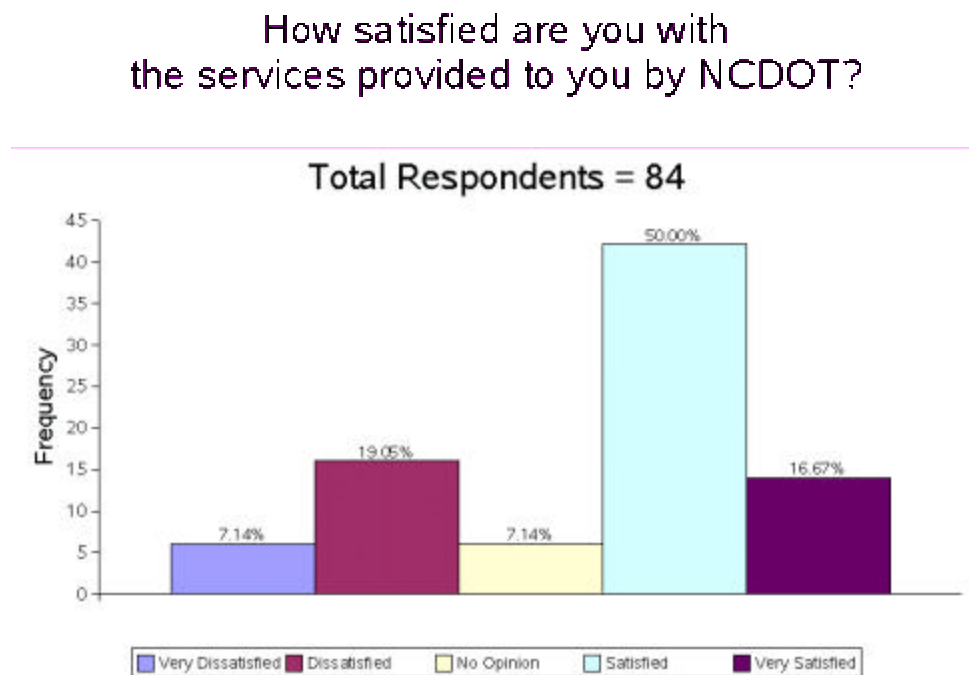
Figure 1.



Approximately 57% of the respondents reported being 'satisfied' or 'very satisfied' with their towns' transportation services. However, this leaves a sizeable percentage, 35%, who report being 'dissatisfied' or 'very dissatisfied.' The stepwise regression analysis revealed that greater

levels of satisfaction were reported by mayors in towns with a greater percentage of White residents, more appointed town officials, more school-age children, and a greater percentage of retirees. These findings suggest greater levels of satisfaction in small towns experiencing growth (more school-age children) and in coastal regions (more retirees, more town officials).

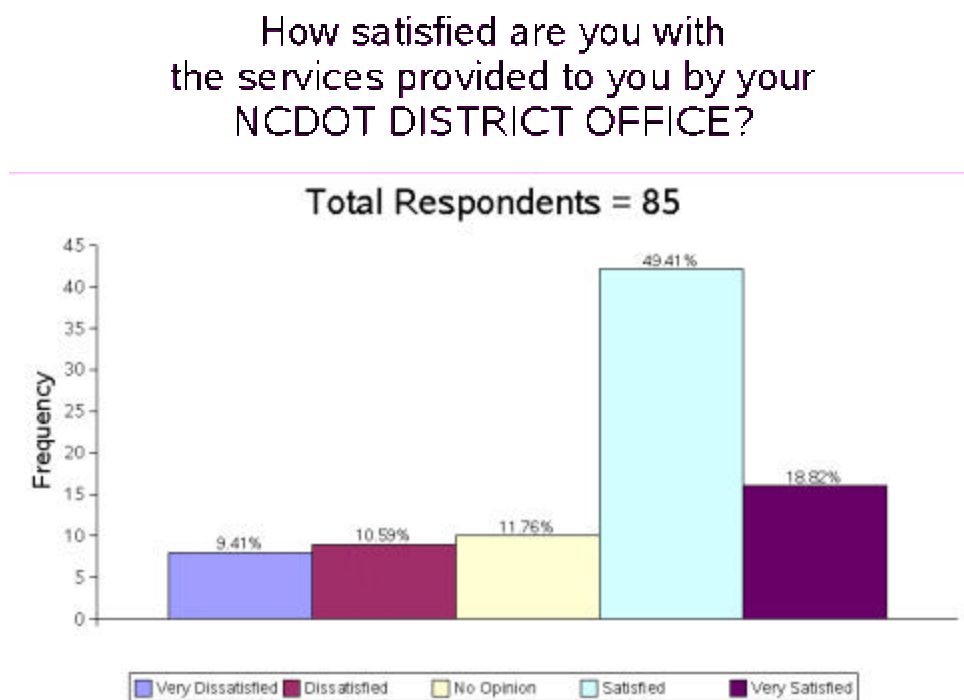
Figure 2.



Dissatisfaction with NCDOT was expressed by slightly more than one-quarter of the mayors. The majority of the towns, approximately 67%, reported being 'satisfied' or 'very satisfied' with the services that NCDOT provides to them. However, the stepwise regression revealed that the mayor's reported satisfaction was related to the number of families living in poverty in the town. Mayor's of towns with a higher level of poverty tended to report less satisfaction with the services provided by NCDOT.

Even when the Mayors report satisfaction, however, it should not be interpreted as 'no room for improvement.' Discussions with the mayors, during both regional meetings and other visits, revealed that reports of satisfaction were often tempered by a discussion of numerous shortcomings. This will be discussed in greater detail in the section concerning the regional meetings.

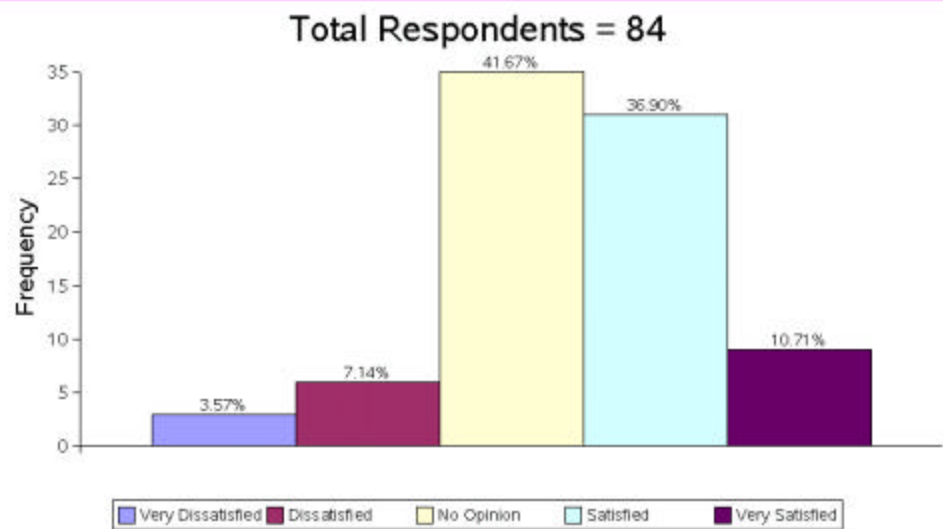
Figure 3.



Almost 70% of the mayors reported being satisfied with their District Offices. In contrast, approximately 20% reported dissatisfaction. Interestingly, almost 12% of the mayors reported 'no opinion.' Discussions during the regional meetings provided more insight into these responses than perhaps any other question on the survey.

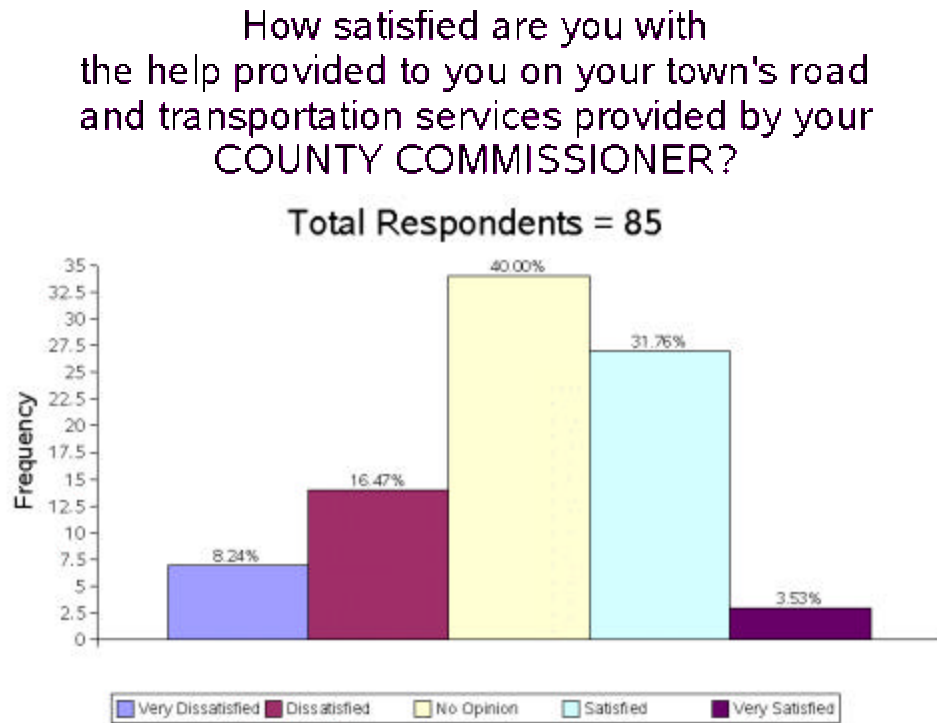
Figure 4.

How satisfied are you with
the services provided to you by the
RPO which serves your town?



How well are the RPOs serving the small towns in eastern North Carolina? Forty-two percent of the mayors had 'no opinion' about the services provided by the RPO, with an additional 10% having a negative opinion. The stepwise regression revealed that mayors in towns with more appointed officials and towns with more commuters expressed less satisfaction with the RPO serving their town. It is clear that more needs to be done to fulfill the mandate of the RPOs. This is another topic which is discussed further in the regional meetings.

Figure 5.



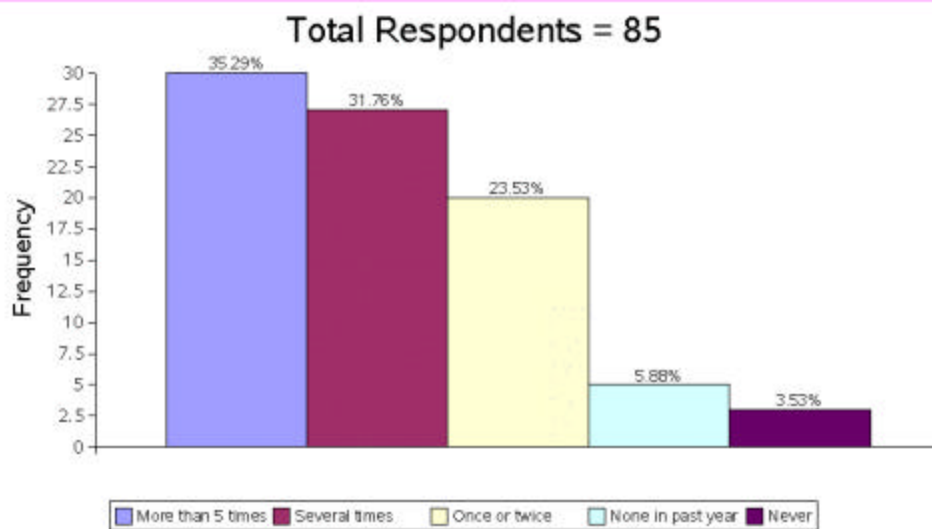
It has been suggested that the County Commissioners should be the first stop for mayors who are dissatisfied with the transportation services in their town. The small towns are located in counties and it is the job of the County Commissioner to facilitate the functioning of the county and the small towns within its borders. NCDOT, it has been said, depends upon the County Commissioner to communicate to them any transportation-related problems within a given county. This attitude, however, is not shared by the mayors themselves. As with the findings for the RPOs, 40% of the mayors had no opinion about the services provided to them by their County Commissioner. While approximately 35% had a positive opinion, only 3% were 'very satisfied' and approximately 25% had a negative opinion. The stepwise regression found less satisfaction reported by mayors in towns where a large percentage of the citizens commuted

by car. This may reflect the presence of a larger town or large employer elsewhere within the county (e.g. someplace with jobs to commute to). If so, this may create a belief amongst the mayors that the county commissioner is more interested in providing service to the larger town. Less satisfaction was also reported by mayors in towns where higher percentages of the residents were native North Carolinians and larger percentages of the residents were over the age of 65.

Contacts Regarding Transportation

Figure 6.

How many times in the PAST YEAR have you talked to, called, or met with someone from NCDOT?



Have these mayors interacted with NCDOT enough to allow them to have informed opinions? Research has found that most private citizens, for example, form their opinions of their state department of transportation based upon anecdotal evidence (e.g., the number of workers standing around job-sites). The mayors, however, report extensive contacts with

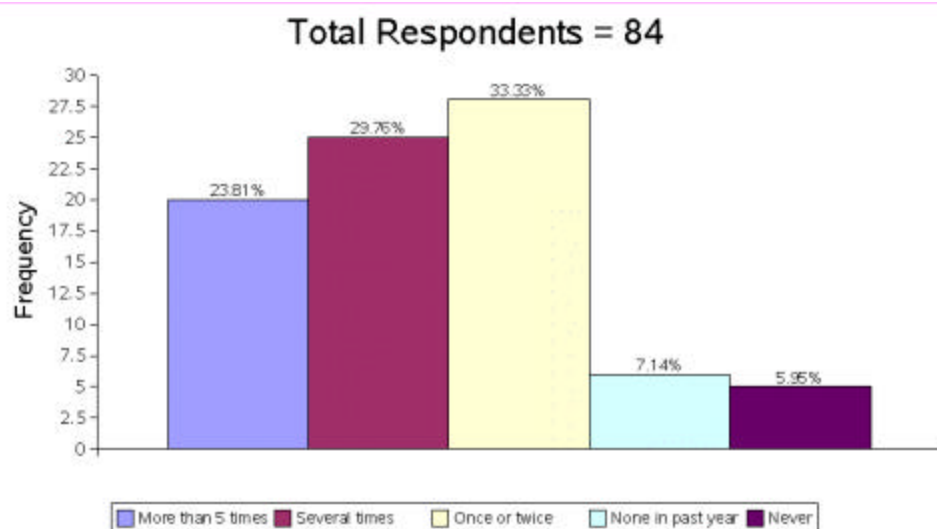
representatives of NCDOT with over 1/3 reporting 5 or more contacts in the past year.

Approximately 90% report interacting with someone from NCDOT at least several times during the past year. Only about 9% report little to no contact.

Are reports of these contacts with NCDOT officials related to the census data? The stepwise regression revealed that mayors in towns with larger populations and more commuters were more likely to report higher levels of contact with NCDOT officials. It's not clear from this data, or from discussions in the regional meetings, whether these reported differences reflect actual or perceived differences.

Figure 7.

How many times in the PAST YEAR have you talked to, called, or met with someone from your NCDOT DISTRICT OFFICE?

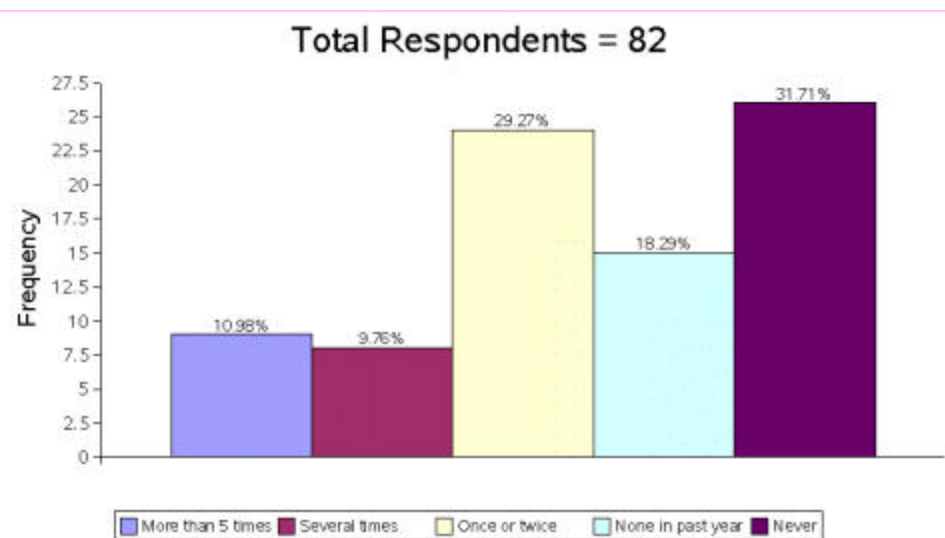


Reports for contacts with the NCDOT District Office are similar to those regarding NCDOT in general. The stepwise regression also revealed the same effect for population, with

mayors in larger towns reporting more contact with their NCDOT District Office. It should be noted here that the reported levels of contact were not related to reports of satisfaction. These issues will be discussed in more detail in the regional meetings section of the report.

Figure 8.

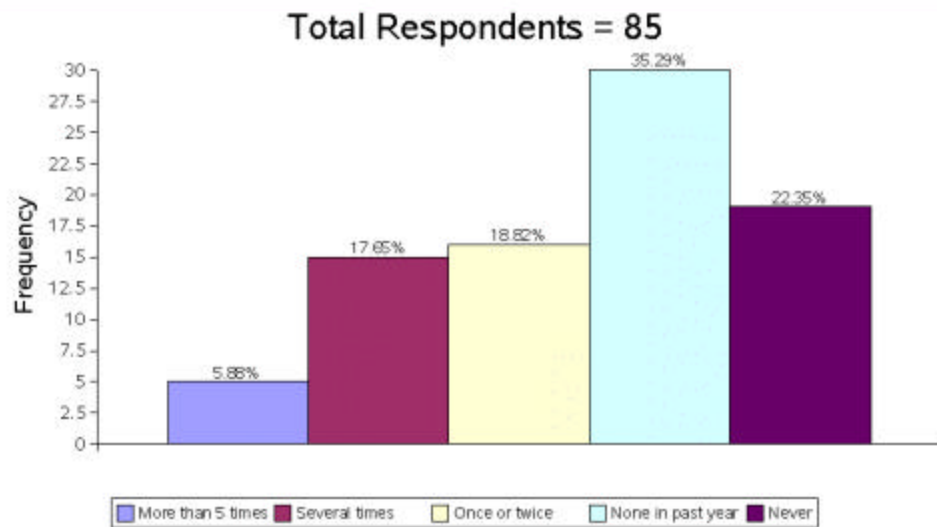
How many times in the PAST YEAR have you talked to, called, or met with someone from your RURAL PLANNING ORGANIZATION (RPO)?



Over 1/3 of the mayors report 'never' having contact with someone from the RPO that serves their town – and an additional 18% have not had contact in over a year. Contact more than once or twice was reported by about 20% of the mayors, however, several of the mayors we met with were members of the RPO and would be expected to have frequent contacts. Mayors in towns with larger populations of school-age children reported higher levels of contact with RPOs, as did those in towns where larger percentages of the residents were living in the same house as they did in 1995. Overall, the mayors do not perceive the RPOs as having a significant impact on their towns.

Figure 9.

How many times in the PAST YEAR have you talked about your road or transportation needs with your COUNTY COMMISSIONER?

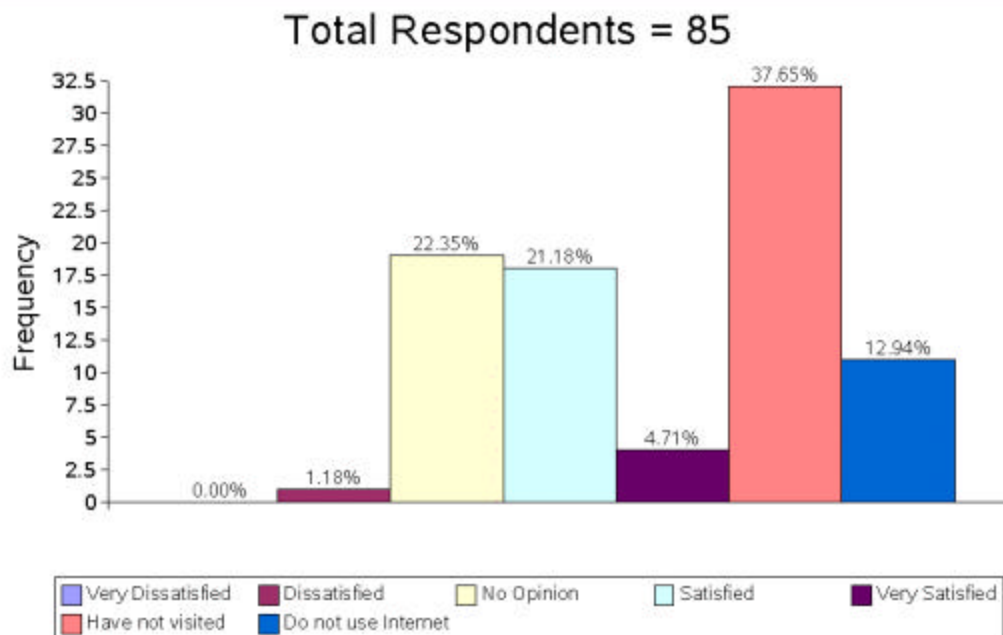


The mayors simply do not view the County Commissioner as part of the solution to their transportation problems, with almost 60% reporting not having discussed any transportation-related issues with the Commissioner in the past year. This issue was expanded on during the regional meetings.

The stepwise regression revealed that reports of contact with the county commissioner was related to the percentage of White residents in the town and the town's median household income. Unlike the data for satisfaction, the results showed that mayors in towns with fewer White residents and with lower median household incomes reported MORE contacts with the county commissioner. This may reflect the relative lack of resources within the town that, therefore, increases the likelihood that the mayor would seek outside assistance.

Figure 10.

How satisfied are you with the NCDOT website?



It is very important for both parties that there be regular communication between the towns and NCDOT. A user-friendly, interactive website can be an important tool for connecting NCDOT with the numerous small towns in North Carolina and for connecting those towns with NCDOT. Unfortunately, that is not happening with the current NCDOT website. While approximately 25% of the mayors report being 'satisfied' or 'very satisfied' with the website, the majority of the mayors either had 'no opinion' about the website (22%), had never visited it (38%), or did not use the Internet (13%). The lack of use is probably related to problems with the website itself (organization), along with a lack of awareness of the different resources available on the website.

Where is Help Needed?

<i>Table 9. Which of the following do you need help or assistance with in your town? (in order of frequency)</i>	<i>% reporting YES</i>
Help finding funding for needed projects	76.83%
Help finding possible solutions to road / transportation problems	62.20%
Help developing a long-term, strategic plan regarding roads / transportation	53.09%
Help determining who to contact to get help	50.00%
Help determining which projects need to be completed	46.68%
Help interpreting federal, state, or county regulations regarding transportation	46.34%
Training in how to solve transportation-related problems	45.12%
Help with following up on the status of problems reported to NCDOT	43.90%

Small towns are confronted with many of the same problems as larger metropolitan areas, but, in many cases, lack the resources to address those problems. When asked the areas their towns need help or assistance with, the two most common areas were “help finding funding for needed projects” (reported by 76%) and “help finding possible solutions to road / transportation problems” (reported by 62%). All eight areas were endorsed by a sizable percentage of the towns. Slightly more than half of the towns (50.59% or 42 towns) reported needing help in five or more of the areas, and almost 2/3's of the towns (63.84% or 53 towns) said they need help in three or more of the areas. It is also important to note that the mayors' reported satisfaction with the transportation services in their towns was not related to the amount of help they reported needing. These results make it clear that the towns are facing a number of challenges for which they would welcome assistance. We will discuss later in the report possible ways that that assistance could be provided.

Summary of the Survey Results. While the majority of the mayors are generally satisfied with

the level of transportation services in their towns, a sizeable percentage expressed dissatisfaction. The level of satisfaction varied depending upon characteristics of the towns. It also varied depending upon the specific transportation agent discussed, with mayors reporting more satisfaction and more contact with NCDOT and their district office than with their RPO or County Commissioner. Regardless of levels of contact or satisfaction, the mayors reported needing and wanting help with numerous different transportation-related issues in their town. These results were made more clear in the regional meetings.

Results: Regional Meetings and Site Visits

The purpose of the regional meetings and site visits were to gain insight into the responses on the survey questionnaire. While the survey provided us with what can be assumed to be a representative sample of the 144 towns in our study population, the same cannot be said for the participants in our regional meetings and site visits. Meetings such as these are more likely to draw participants who are dissatisfied or who have a specific issue that they want to discuss. It should be noted, however, that while we certainly had participants who were dissatisfied, we also had a number who attended out of a sense of responsibility and duty to their town and to the region itself. We feel the meetings provided valuable insight into the responses on the questionnaire. In this section, we will discuss what the meetings revealed regarding what the mayors feel NCDOT is doing well and what areas need improvement. Afterwards, possible solutions to the problems identified will be discussed.

Why were there relatively few participants?

As previously noted, while there was a high response-rate for the questionnaire, there were many fewer participants in the regional meetings. Why? Many of the mayors were surprised by the lack of turnout. For example, one mayor recalled telling his assistant to hurry because he was afraid they would not get a good seat at a meeting held in a 300 seat auditorium. We discussed this issue with a number of mayors at the regional meetings and they offered a number of possible reasons that were based on their discussions with mayors and town officials from neighboring communities. In many ways, the lack of participation is a reflection of both the problems small towns face and the problems that exist between small towns and NCDOT.

Several mayors and town officials noted a general cynicism regarding NCDOT that was shared by many of the mayors. Essentially, that regardless of what was said, there exists a belief that NCDOT was “not going to do anything about” whatever problems were identified. Several others cited the lack of participation by a representative of NCDOT. In this instance, the belief

was that this project was only 'research' and would not have a direct impact on their particular concerns.

In several cases, mayors contacted by phone cited their inability to fit the regional meetings into their schedules. The majority of the mayors in our sample population were part-time and could not take time away from their full-time jobs to attend a meeting. In one instance, a mayor contacted us to confirm attendance at an upcoming regional meeting, then called to reschedule to a later meeting because a problem had “come up.” The mayor was ultimately unable to attend the second meeting because of a another commitment that “came up.” Mayors who could not fit the meetings into their schedules could still get involved in the project by completing the questionnaire. In this way, the low turnout for the regional meetings may be the cause for the high response-rate on the questionnaire.

While participation in the regional meetings was less than desired, we did have participation from across the region with representatives from a diverse selection of towns. The problems and concerns the mayors and other representatives from the towns talked about took on an eerie similarity – comments by mayors in poor, rural inland towns were essentially the same comments made by mayors in wealthy, developed, coastal areas. It is to a discussion of those problems and concerns that we now turn.

Problems Reported by the Towns

The specific transportation-related problems reported by the towns were generally straightforward. Most commonly, the mayors talked about problems related to highway maintenance (i.e. pot-holes, repaving, grasscutting), drainage (including both the cleaning of ditches and development of working drainage systems), safety (including desired reductions in speed limits and the installation of stoplights), and highway signs (i.e. including the town on various road signs). While the mayors realize that solving drainage problems in a region that is essentially a flood plain is difficult, the other problems are perceived by the mayors as being

easy ones to address. Part of the frustration the mayors reported comes from the amount of effort they must expend in trying to get NCDOT to address what they see as 'simple' problems.

Given the mayors' limited capacity to work on transportation-related problems, it is not surprising that their concerns were largely limited to these immediate problems. When questioned further, the mayors discussed other concerns, such as the impact of growth on their town and neighboring communities, a need for assistance in the development of strategic plans, highway beautification, access to major state highway systems, and funding. However, the mayors reported having little time or capacity to address these concerns. While the mayors realized the need to address these larger concerns, and many expressed a great desire to, they reported finding themselves restricted to trying to deal with the problems they experienced working with NCDOT.

Problems Working with NCDOT

The mayors reported perceiving a number of problems in their interactions with NCDOT. It is not possible in the current project to determine whether their perceptions actually match reality. For example, more than one mayor reported a belief that NCDOT did not have a regular, preventative maintenance schedule in place. Rather, this project is concerned with what the mayors perceptions are because it is their perceptions, not the reality, that will determine their behavior. If they believe that NCDOT does not care about their town's problems, then they will not seek assistance from NCDOT.

Ignored or Forgotten by NCDOT. As noted by Lockwood (2001) in the literature review, small towns can often feel lost in the shuffle in the struggle for resources with larger towns, counties, and major metropolitan areas. This was certainly true for many of the mayors we spoke with who reported the belief that NCDOT did not care about their town or their problems. This was attributed by the mayors to a variety of factors including size (e.g. all of the resources go to the larger areas), income (e.g. they only care about the wealthy communities), region (e.g.

they only care about the Outer Banks), race (e.g. the White communities get all of the resources), and their lack of political power. The mayors cited examples where roads in nearby wealthy communities were repaved repeatedly whereas those in their towns were untouched. One mayor noted that certain communities received funds to develop bike trails and other limited use facilities while they were unable to receive funds for basic needs, such as traffic lights or pothole repairs. Some of these concerns may, in part, reflect a lack of knowledge about NCDOT operations and funding procedures (e.g. funds from an outside source may be earmarked for bike trails).

Inefficiency of NCDOT Operations. Problems dealing with the different organizational offices and bureaucratic layers of the NCDOT were cited repeatedly by mayors from all of the towns. This was true even for mayors that reported being satisfied with NCDOT. For example, one such mayor described the process of getting NCDOT to clean out a drainage ditch as typically taking a year and requiring repeated calls to the NCDOT main office and district office.

Common examples cited involved frequent responses from NCDOT employees that they would address the problem in the coming month or otherwise 'get back' to the mayor – and the problem was not addressed. For example, one mayor reported trying to address a problem concerning the erosion of the shoulder along a portion of the main state road through town. He was told by his NCDOT district office that the 'trucks' were north of his town and working their way in his direction. The problem would be addressed in the next few weeks. When the mayor contacted NCDOT a few weeks later to determine the status of the project, he was told that the 'trucks' were now south of his town.

A number of the mayors noted problems with the efficiency of the work crews when they did arrive to perform necessary maintenance or repair. While the crews addressed parts of the problems, they did not completely fix the problems. Examples cited included the patching potholes of on one section of road, but not similar potholes a half-mile away and constructing

storm drains that simply moved the flooding problem rather than eliminating it.

Several mayors reported that they believed a common tactic by NCDOT officials was to avoid addressing problems by explaining that a 'study' was necessary. After months of waiting for word regarding the study, they would ultimately learn that the 'study' had shown no problem. They complained that the nature of the 'study' was never explained to them nor were they provided with a copy of whatever 'study' had been conducted. These problems were all similar to those described by Lockwood (2001).

Exclusion from the Decision-Making Process at all Levels. A number of the mayors discussed feeling excluded from the decision-making process within NCDOT. These problems ranged from exclusion at the level of project planning (e.g. location of new roads and bypass exits), safety decisions, and planned maintenance and repair projects. All of the mayors discussed not being informed by NCDOT when work was to be performed in their town. Rather, the mayors reported that the first time they knew NCDOT was coming was, typically, when the trucks rolled into town. One mayor had repeatedly requested that NCDOT install a stoplight at the main intersection in their town because of heavy seasonal truck traffic, but was told that a traffic study was necessary. He told a story of NCDOT appearing in his office one day to tell him that they were there to conduct the study. Despite his arguments that traffic was not heavy during the time when the officials were there (truck traffic was heavy during harvesting season), the study was conducted and the stoplight request was denied.

Particularly difficult, and frustrating, problems reported by the mayors concerned issues related to jurisdiction. In many instances, it is unclear whether particular problems are the responsibility of the town, NCDOT, or, in some cases, the railroads. The mayors, when reporting these problems, also reported that their input was not sought and, when offered, was largely ignored (ex. “we told them over and over again that it was their responsibility, but NCDOT kept saying it wasn't”).

The mayors repeatedly described incidents where NCDOT decisions were made but never explained. These decisions ranged from speed limit changes and stoplights, to road repairs. It should also be noted that these problems were cited by mayors in a variety of different towns in different regions, both rural and coastal. Essentially, according to the mayors, information flow is one way.

Preference for Status Quo / Safety. NCDOT is responsible for maintaining a safe and efficient transportation system throughout the state. Safety, however, is often in conflict with efficiency, or speed. Speed reductions and traffic lights can sometimes enhance safety, but they almost always reduce the efficiency of the transportation system. Further, bureaucracies, by their very nature, are intended to be highly stable and to resist change. Therefore, NCDOT is hesitant to reduce speed limits, add traffic lights, or implement other traffic-slowing measures.

The residents of small towns are typically much more concerned with the safety of their town, especially when they perceive themselves as being at risk from 'outsiders' who speed through their towns. For example, in a study comparing the attitudes of residents and state legislators by the Office of Research for the South Dakota Department of Transportation (SDDOT, 2000), residents, as compared to legislators, showed a much greater preference for traffic safety over other issues. Given the lack of bureaucracy at the small town level – citizens are often on a first name basis with the mayor – there is often a much greater push for change. There is an almost inherent conflict between the mayors and NCDOT in regards to safety.

The mayors were typically the most passionate about their concerns when they were discussing their conflicts with NCDOT over safety. Many of the mayors told of repeated attempts to convince NCDOT to add traffic lights, reduce speed limits (including seasonal reductions in some coastal regions), or create/extend school zones. In some instances, we were told of how it was not until after one or two fatal accidents that the steps the mayors had been

pushing for were implemented. On this issue and several others, the attitudes of the mayors are much more similar to the attitudes of residents, as reported in research in other states (e.g. Rikoon, Pigg, and Bentivegna, 2000; SDDOT, 2000) , than they are with legislators or other officials.

Issues regarding the County Administrator. It had been suggested that the mayors should work through the county administrator in order to address their transportation-related needs. Essentially, NCDOT depends upon the County Administrator to inform them of needs in their respective counties. When this was put to the mayors, they expressed a number of concerns and, sometimes, outright laughed at the suggestion. First, the mayors see themselves as responsible for their town and do not wish to depend upon someone else to address their problems. While a few mayors reported involving the county administrator in long-running 'battles' with NCDOT, they did not report feeling that this should be the standard operating procedure. Second, a number of the mayors noted that their county tended to favor the larger towns within the county, so the county administrator would provide little assistance. Third, a few of the mayors noted difficulties working with their county administrator related to political fights, racial discrimination, or other issues. It does not appear that the mayors would willingly choose to resolve their transportation problems through the county administrator.

Issues regarding the Rural Planning Organizations. In each regional meeting, the mayors were asked about their experiences with their rural planning organization (RPO). The majority of the mayors knew little about the RPOs, reported few contacts with their RPO, and did not see the RPO's activities as addressing the needs of their town. In a few instances, the representatives at the regional meetings were also representatives on the board of their RPO. These representatives reported that their RPOs activities were centered on issues pertaining to the larger communities in the region and not responsive to their needs. Typically, according to these representatives, the RPO meetings had a set agenda that was provided to them and they had no

input into what that agenda would be. As the situation currently exists, the mayors do not perceive the RPOs as part of the solution for their town's problems.

Lack of information about NCDOT. The mayors repeatedly expressed frustrations in trying to work with NCDOT. They were especially frustrated by their lack of information about NCDOT, its organizational structure, who to contact to receive help, and how to proceed when addressing specific problems. A number of the mayors described calling specific numbers but talking to different staff members each time. While this is, in part, a problem with the NCDOT bureaucracy, it also reflects a lack of knowledge of the town officials in how to interact with that bureaucracy.

Most of the mayors are not aware of all of the different regulations affecting transportation or the different programs NCDOT has available. For example, one mayor complained that NCDOT did not mow the grass along the state route in their town in a timely manner, so they had taken it upon themselves to incur the costs and cut it themselves. The mayor was apparently unaware that NCDOT will provide funds to towns for them to contract out such work if they so choose.

Findings and Conclusions

While the majority of the mayors reported being largely satisfied with NCDOT in the survey, approximately one-quarter were dissatisfied. In the regional meetings, the mayors reported a number of immediate transportation-related concerns, including highway maintenance, safety, drainage, and highway signs, with limited time and resources to consider longer-term issues, such as the development of a strategic plan. More troubling for the mayors than the problems themselves was the difficulties they encountered trying to work with NCDOT to address the problems. Many of the mayors described NCDOT as an inefficient bureaucracy, resistant to change, that largely ignored the problems of the small towns. When NCDOT did turn its attention to the small towns, they excluded the mayor and other town officials from the process. These problems are made worse by the mayors admitted lack of information about the operation of NCDOT and their general lack of time and other resources to put toward the problems. The mayors perceive little available assistance from either their respective RPO or their county administrator. How can these problems be addressed?

It would be tempting to place blame with either NCDOT or the mayors and offer solutions aimed at one side or the other, however, this would not resolve the problems. As noted by Tarnoff (2001), state department's of transportation are complex operations and problems have to be addressed at all levels within the organization. The problems encountered, although not necessarily intentional, by small rural municipalities with regard to NCDOT may be attributed to, but not limited to, bidirectional factors that play out as the result of sociocultural phenomena, geographic location, organizational structure of state government, and the varied and unique responsibilities of small town officials. For example, attendees reported that they do not have the same types of resources as larger cities, yet they are expected to function within the policy guidelines and organizational structure of NCDOT while competing for the same finite resources. They indicated that unlike large city mayors and officials, small town mayors and

officials may be doing the job of three individuals in addition to working outside the government in order to make a living. Essentially, the problems are not caused by NCDOT or by the mayors, but with how they interact, or fail to interact, with one another. Solutions need to address all aspects of this relationship.

It is also important to remember that the survey and regional meeting findings reflect the perceptions of the small town mayors, and, not necessarily, the realities of the situation. Some problems described by the mayors in the regional meetings are matters of fact, such as repeated meetings to resolve a specific problem with no satisfactory solution reached. Other problems, such as assertions that small towns are overlooked in regards to project funding and maintenance, may or may not be reflected by the facts of the situation. Further research will be necessary to determine whether this problem does exist. Therefore, additional research needs to be a part of the solution to the problems described in this project.

Recommendations

Solutions to the problems identified must address all parties involved, from the mayors themselves through the different levels of NCDOT and the Rural Planning Organizations. Not surprisingly, the mayors' suggested solutions to the problems focused most often on changes they perceived needed to be made in the operation of NCDOT. It is at that level that we shall begin our discussions.

Next Steps: NCDOT

Distributive Justice: Are Resources Fairly Distributed? A common statement from the mayors in the regional meetings was that resources were not fairly distributed between the small towns and the larger municipalities. Essentially, the mayors felt that their towns were largely forgotten with the majority of the funds, including those for new construction, road improvements, and maintenance, given to larger towns, wealthier towns, or towns with a different racial / ethnic make-up. Clearly, further research needs to be conducted to determine whether this is, in fact, true. The analysis should include all aspects of the operation of NCDOT (e.g. research, new construction, maintenance) and should cover at least the last 10 years of operations so as to have a representative sample of NCDOT activities. While the current project focused on towns in eastern North Carolina, this follow-up analysis should cover the entire state. The analysis of the equitable distribution of funds should consider all likely possible biases, including size, geographic region, race / ethnicity, and socioeconomic status.

Enhancing Procedural Justice. Procedural justice concerns the perceived fairness of the procedures an organization uses in reaching a decision, including whether or not those procedures are actually followed (Muchinsky, 2003). While individuals may disagree with a specific decision reached by an organization, as long as the individuals believe the procedures used were fair and followed appropriately, they will still be satisfied with the organization itself. The dissatisfaction expressed by a number of the mayors on the questionnaire, on the other hand,

reflects dissatisfaction with the organization. This suggests problems regarding the perception of the procedural justice of NCDOT decisions, and this was confirmed in discussions with the mayors during the regional meetings. This concern with procedural justice was echoed by Tarnoff (2001), who noted that improving the operation of state departments of transportation depended upon fostering a 'culture of institutional cooperation' between the different disciplines and organizations involved.

Research has identified a number of factors associated with decision making processes that are likely to be perceived as being 'procedurally just' (Folger & Greenberg, 1985). It is necessary for participants in the process to believe that they are being treated with respect, have input into the process, and that their inputs actually influence the process. This includes being provided information about the decision making process and given feedback about its results. Participants also need to have the ability to challenge or respond to decisions with which they disagree. Finally, the participants need to believe that the rules are followed by all parties and that they are fairly applied without regard to personal, or other, biases. As described in the section summarizing the regional meetings, the mayors clearly felt that most of these factors were not present in their interactions with NCDOT.

A major step to addressing the problems identified would be to explore options to enhancing the perception of procedural justice in the decision making process of NCDOT. These changes should include making more information available about the decisions reached and the reasons for those decisions. Mayors need to be informed of time-tables for decisions, including adequate notification of the dates of visits to the towns for traffic surveys and other similar data-gathering efforts. Steps need to be taken to increase the amount of input that mayors and other town officials have in decisions and they need to have an increased ability to appeal those decisions. Additional research will be necessary to review all aspects of the NCDOT decision-making process and in order to make specific recommendations to enhance procedural

justice.

Problem Reporting and Tracking. Based upon discussions with the mayors in the regional meetings, NCDOT does not have a common method for reporting transportation-related problems. According to the mayors, problems are reported via telephone to various offices. The lack of a common reporting method, such as a standard form and standard contact person or persons, creates inefficiencies within the system and makes it very easy for problems to get 'lost' within the organization. The lack of structure also makes it difficult for the mayors and NCDOT itself to track progress on addressing the reported problems. Research needs to examine the problem-reporting process and offer specific solutions.

It would seem likely that this system could be greatly improved through the application of advances in information technology. For example, NCDOT could adopt a system similar to those used by computer and software companies in tracking customer technical problems. Problems could be submitted through a standardized, web-based, form, and maintained in an accessible database. Progress in addressing the problems could be updated regularly by those responsible and the impacted parties (mayors and other town officials) would have access to this information. Such a system would increase the productivity of NCDOT staff by reducing the number of hours lost in answering and researching telephone inquiries and likely increase the satisfaction of the mayors and others. It would also provide a measure of efficiency that could be utilized by various managers within NCDOT.

Perceptions of District Offices / Work Crews. This project examined the small town mayors' perceptions of NCDOT, including their interactions with their respective district offices. As discussed previously, a number of problems were cited. While informative, this analysis is incomplete if we do not also consider the perceptions of the personnel within the district offices, including the work crews themselves.

Many of the mayors identified problems that they perceived to be related to the behaviors

of the district offices. It is likely that the perceptions of the district office personnel would be different. Problems ascribed by mayors to the district offices may, in fact, be caused by rules or other procedures in place within NCDOT itself that are not under the control of the district offices. Research needs to consider these issues along with analyses examining the efficiency of the work crews.

Perceptions and Efficiency Throughout NCDOT. Perceptions of small town mayors and district office personnel reflect only a small number of the stakeholders who are ultimately responsible for the transportation system in the state. Research examining the perceptions of small town mayors and district office personnel should be expanded to consider all stakeholders both inside and outside of NCDOT. This research should also be aimed at identifying ways in which the efficiency of the organizations involved, especially in terms of decision making processes and information exchange, could be improved.

It is possible that such analyses would point towards the need for NCDOT to be reorganized into a more customer-satisfaction driven, user-friendly focused organization. For example, there may exist within the NCDOT organization the belief that the inability of small town mayors to understand the inner-workings and processes of NCDOT is a problem of the mayors themselves. Essentially, the mayors need to better educate themselves about transportation. This perception, however, does not reflect an organization focused on providing service to its customers. If customers are unable to find items that they need at their local Wal-Mart, the response is not that customers need to educate themselves about where to look. Instead, Wal-Mart would conclude that its stores needed be redesigned so that customers could easily find what they needed. If NCDOT should be a customer-satisfaction driven organization, then it likely needs to be redesigned to better meet the needs of those customers.

Organizational change, however, is not an easy process and faces many obstacles. Proposed changes in any organization are typically met with resistance and require a great deal

of time, effort, and money to implement. While this process may be beneficial and may ultimately be decided upon, there are other options that may offer a more timely solution to the problems identified by the small town mayors.

One such option could involve the establishment of some external mechanism or entity to improve the customer-satisfaction focus, and user-friendliness of NCDOT. Because the entity would be external to NCDOT, it would avoid conflicts with the existing organization, could be implemented more quickly, and, potentially, be more cost-effective. We will discuss this possible solution in the next section of the report.

Next-Steps: Small Towns

The mayors reported a number of immediate transportation-related concerns, including highway maintenance, safety, drainage, and highway signs, with limited time and resources to consider longer-term issues, such as the development of a strategic plan. The mayors reported needing assistance in a number of areas, including help finding funding for needed projects, project planning, interpreting state and federal regulations, and assistance working with NCDOT. These problems were made worse by their admitted lack of information about the operation of NCDOT and their general lack of time and other resources to put toward the problems.

In the previous section, we discussed how research and interventions aimed at NCDOT could affect improvements in this situation. While reform efforts aimed at addressing inefficiencies at federal, state, and regional levels would have benefits, they would not address the fundamental problems of a lack of financial, staffing, and knowledge resources the small towns face. A more efficient organizational infrastructure would simply allow the larger, wealthier, metropolitan regions in the state to better capitalize on their greater resources to the detriment of the smaller, poorer, rural regions of the state. In order to address these problems, an intervention is needed that will provide the small towns with the resources that they lack.

A possible solution would be the creation of a small town transportation institute that

would both seek to understand the transportation-related problems confronting small towns, including the indirect community impacts on the human environment, and work with the small towns and NCDOT to resolve those problems. The small town institute could be created as a part of a public university, which would provide benefits in regard to funding, but would also allow the institute to leverage the expertise of the university faculty. The small town transportation institute would function as a hub for NCDOT to direct towns to use before approaching NCDOT. Likewise, NCDOT could utilize the institute as a hub for resources about, and communication with, the small towns. This external entity would be customer-satisfaction focused with a specific mission of improving transportation services and satisfaction with those services in the small towns. While the mayors were strongly opposed to taking their transportation-related problems to their county administrator, this was largely due to their belief that they were responsible for their town. Unlike the county administrator, the small town transportation institute would not be a 'higher-up' in some organizational ladder, but, instead, would be welcomed as a partner working with the mayor and the town. The small town transportation institute would provide a catalyst for change within the region and state, as well as within NCDOT itself.

The mayors reported needing assistance in a number of areas, from finding funding for projects, to town planning, to information about the operation of NCDOT. Additionally, even if the mayors knew of solutions to the problems they faced, they lacked the personnel and other resources necessary to pursue those solutions. The small town transportation institute could provide both information and resources to the towns that would be otherwise unavailable. For example, Isaacs and Wassall (1999) noted that small towns do not have easy access to the information they need to improve their road system and called for greater efforts to communicate research results to the people who need the information and to develop ways to make the information easily accessible to small towns. The small town transportation institute would

provide such a method. In regards to grant funding, the institute could organize lists of possible grants and funding agencies for the towns and, also, find possible grants for specific projects towns wish to pursue. The institute, through the university's faculty, could also provide grant-writing services for the towns.

Many of the towns could benefit from collaboration with their neighboring towns. By combining populations, towns could increase their chances of receiving grant funding. By pooling knowledge with other towns, they could learn how to better address common problems. In some instances, towns may be able to pool resources to enhance economic development and their citizens' quality of life. However, the majority of the mayors we talked with did not have the time or resources to establish such collaborative partnerships. One of the most important services the institute could provide would be the facilitation of such partnerships. By establishing and enhancing working relationships between the towns, the institute could maximize the limited transportation resources available in the state, increase the likelihood of generating additional funds from outside sources, and promote economic growth within the state. We would recommend that further consideration be given to the establishment of such a small town transportation institute.

Summary

While the problems appear sizeable, they can be addressed in a number of ways. Many efforts should be focused on addressing the way NCDOT interacts with the small towns to increase both the efficiency with which the organization operates and to improve the perception of fairness. Research should also continue into how to improve the organizational infrastructure and operations of NCDOT itself. The needs of the small towns would also be served through the establishment of a small town transportation institute affiliated with a state-supported university. A small town transportation institute would serve as a resource for the small towns and as a partner to work with both the towns and NCDOT. Ultimately, these activities will foster

collaboration between the municipalities and NCDOT and lead to the achievement of the goal of jointly developing an efficient, environmentally-sensitive, modern transportation system in the region.

Recommended Implementation and Technology Transfer Plan

This project has resulted in two major products: the Guide to Small Towns' and the results of the survey questionnaire and regional meetings. How these two products can be used, and by who, will now be discussed in turn.

Guide to Small Towns. The Guide to Small Towns (Guide) is a printed document containing contact information for each town in the sample, along with transportation-related general demographic, social, and economic data drawn from the 2000 US Census. In the document, one page is devoted to each town, and this results in a somewhat lengthy document of more than 150 pages. The Guide would be useful for any individual or division within NCDOT that has an occasion to interact with the relevant small towns. Much more than a list of phone numbers, the Guide provides the names of key town officials, alternate contact information, dates of town meetings. Through providing data about the town, users can gain an understanding of the town itself, including the types of transportation-related problems the town is likely to face. Training in the use of the Guide is not necessary beyond that which is necessary to make persons aware of the existence of the document.

While not specifically mentioned in the original proposal, a by-product of the creation of the Guide was the creation of a SAS database containing the general demographic, social, and economic Census data for each of the towns. The database does not currently contain the contact information for each town, but that could be accomplished with a minimum of effort. If this SAS database was more fully developed (including complete documentation), it could be very useful for NCDOT employees, especially those in research and planning-oriented divisions. Unlike the guide, the SAS database would be searchable and would facilitate direct analysis of the data. For example, combining this database with information on transportation-related spending would facilitate an analysis of equity in highway funding. If the affected NCDOT employees are already SAS-users, training would be limited to familiarizing them with the

database itself. The SAS database could also be exported into other formats (such as the Microsoft Access format) with which the affected employees are already familiar.

Survey Questionnaire / Regional Meetings. The results generated from the survey questionnaire and regional meetings are the most important ones. As discussed throughout the report, addressing the problems identified will require efforts affecting all levels of NCDOT, including the small towns themselves. In the section Recommendations, we discuss the next steps that are necessary to address NCDOT-specific issues (pages 52-56) and some possible steps to address town-specific issues (pages 56-58).

The NCDOT-specific next steps are centered around issues regarding the efficiency of NCDOT operations, the fairness and equity of those operations, and the perceptions of the various employees within NCDOT. All of the different levels of NCDOT operations should be made aware of the findings and the organization, as a whole, should make decisions about what changes to pursue. This could be accomplished through distribution of this report or a series of presentations by project personnel or others knowledgeable of the contents of this report. Once areas targeted for change or further study are identified, it will be necessary to initiate a call for proposals to examine the problems in detail, determine specific changes needed, implement those changes, and evaluate their effectiveness.

The town-specific next steps are centered are ways to provide the towns with the resources they lack. Essentially, the towns often lack the knowledge resources necessary to solve their transportation-related problems. However, even if they had the knowledge or access to that knowledge, they would still lack the staffing and financial resources necessary to take advantage of the knowledge. How can the towns be provided with these resources? The most cost effective solution, we suggest, would be to create a small town transportation institute that would work with the towns to address their problems. The institute would provide the towns with the knowledge and staffing resources that they lack. While not able to directly impact the

towns' financial resources, the institute would facilitate grant-writing and, in that way, increase those resources.

The implementation of this aspect the project would require the next step of a planning grant to study the cost of such an institute, the specific services it would offer, its staffing needs, and to determine the specific goals and objectives for such an institute. If the planning grant determines that such an institute could be established and could be effective at a level of funding possible in the context of the current state and federal budget restrictions, then the next step would be the creation of the small town transportation institute. The process necessary to implement such an institute, including gaining acceptance, or buy-in, from all of the different levels of NCDOT and the towns themselves, would be the subject of the planning grant.

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Appendix A The Towns

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
Alliance	P.O. Box 39 Alliance, NC 28509-0039 http://www.pamlico-nc.com/abit.htm Town Hall: (252) 745-4260 Office Hours: 12-5 M-F; 1-5 W Mayor: Robert Sadler Town Clerk: Linda Marshall	Arapahoe	P.O. Box 432 Pamlico, NC 28510 Mayor: Terry Cannon
Askewville	P.O. Box 655 Windsor, NC 27983 Email: bwassoc@copper.net Town Hall: (252) 794-2553 Hours: 8-5, M-F Mayor: Meredith White Town Clerk: Kay Brantley	Atkinson	P.O. Box 160 200 N Town Hall Ave. Pender, NC 2841 Town Hall: (910) 283-7341 Hours: 8-1 (M,T,TH, F) Mayor: George Stalker Town Clerk: Linda Clark
Aulander	P.O. Box 100 Aulander, NC 27805 Email: townofaulander@gate811.net Town Hall: (252) 345-3541 Hours: 9-5, M-F Mayor: Joe R. Jernigan Sr. Town Clerk: Barbara Pittman	Aurora	P.O. Box 86 Aurora, NC 27806-0086 http://www.beaufort-county.com/Aurora/ Town Hall: (252) 322-4611 Hours: 8-5, M-F Mayor: Joe Hooker Town Clerk: Sandra S. Sartin
Autryville	P.O. Box 10 Autryville, NC 28318-0010 http://www.sampsonnc.com/index2.html Town Hall: (910) 525-4567 Hours: 8:30-5, Tues-Wed. Mayor: Patricia Williams Town Clerk: Diane Autry	Bailey	Bailey P.O. Box 40 Bailey, NC 27807-0040 http://www.co.nash.nc.us/ Town Hall:(252) 235-4977 Hours: 8-5, M-F Mayor: Robert Frazier Town Clerk: Becky Smith
Bald Head Island	Bald Head Island P.O. Box 3009 Brunswick, NC 28461-3009 E-mail: villagebhi@aol.com Town Hall: (910) 457-9700 Hours: 8-5, M-F Mayor: Larry Lammert Town Clerk: Amy R. Candler	Bath	P.O. Box Drawer 6A Bath, NC 27808-0006 townofbath@gotricountry.com Town Hall: (252) 923-0212 Hours: 9-12, Wed. & Fri. Mayor: Barbara Modlin Town Clerk: Martha Kay Fulton
Bayboro	P.O. Box 519 Bayboro, NC 28515-0519 http://www.pamlico-nc.com/abit.htm Town Hall: (252) 745-4238 Hours: 8-5 Tues., Wed., Thurs. Mayor: Keith Cowell Town Clerk: Joan Spain Leary	Bear Grass	1136 Cherry Lane Bear Grass, NC 27892 Town Hall: (252) 792-7323 Hours: None Mayor: Charlotte Griffin Town Clerk: Cathy Rogers
Belville	175 Main St. Belville, NC 28451-7421 townofbelville.com Email: ussbelville@aol.com	Beulaville	P.O. Box 130 Beulaville, NC 28518-0130 http://www.townofbeulaville.com Email: beulaville@intrstar.net

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	Town Hall: (910) 371-2465 Hours: 8-5, M-F Mayor: Albert O. Ismert Town Clerk: Deborah Shepard		Town Hall: (910) 298-4647 Hours: 8-5, M-F Mayor: Wilbur Hussey Jr. Town Manager: Lori T. Williams
Black Creek	P.O. Box 8 Black Creek, NC 27813-0008 www.orgsites.com/nc/blackcreek Email: blackcreek@simflex.com Town Hall: (252) 243-6439 Hours: 8-5, M-F Mayor: Ralph Smith Town Clerk: Barbara Aycock	Boardman	P.O. Box 87 Boardman, NC 28438-0087 Town Hall: (910) 608-0390 Mayor: Larry M. Williamson
Bogue	P.O. Box 2258 Bogue, NC 28584-2258 http://www.co.carteret.nc.us/boguettown@tcp2.com Town Hall: (252) 393-3055 Hours: 9-1, Mon.; 10-2 Tues., Thurs. Mayor: James R. Newcomb Town Clerk: Ann Goguen	Bolivia	P.O. Box 93 Bolivia, NC 2842-0093 http://www.sbichamber.com Town Hall: (910) 253-5303 Hours: 9-12 Fri. Mayor: Dewey C. Smith Town Clerk: Sonya Bowling
Bolton	P.O. Box 327 Bolton, NC 28423 http://www.columbusco.org/main/ Town Hall: (910) 655-8945 Hours: 8-5, M-F Mayor: Frank A. Wilson Town Clerk: Addie F. Mosley	Bridgeton	P. O. Box 570 Bridgeton, NC 28519-0570 bridgetontownhall@always-online.com Town Hall: (252) 637-3697 Hours: 9-5, Tues.-Fri. Mayor: Rodman L. Williamson Town Clerk: Elain G. Bryan
Brunswick	P.O. Box 68 Brunswick, NC 28424-0068 http://www.brunswickco.net/ Email: brunswick@ffast.net Town Hall: (910) 642-6741 Hours: 9-5, M-F Mayor: Rudolph G. Williams Town Clerk: Minerva Williams	Calypso	P.O. Box 467 Calypso, NC 28325 toc@ncisp.net Town Hall: (919) 658-9221 Hours: 9-5, (M, T, TH, F) Mayor: Lloyd Thomas Reaves Town Clerk: Loretta Lanier
Caswell Beach	P.O. Box 460 Caswell Beach, NC 28465-9820 http://www.caswellbeach.org/ Email: caswellbchh@ec.rr.com Town Hall: (910) 278-5471 Hours: 9-5, M-F Mayor: Harry Q. Simmons, Jr. Town Clerk: Linda C. Bethune	Cedar Point	P. O. Box 1687 Swansboro, NC 28584-1687 Email: townofcp@cpi.com http://www.co.carteret.nc.us/ Town Hall: (252) 393-7898 Hours: 8-12, M-F Mayor: Harry L. Redfern Town Clerk: Jaqueline Paylor
Cerro Gordo	P.O. Box 26 Cerro Gordo, NC 28430 http://www.columbusco.org/main/ Town Hall: (910) 654-5387 Hours: 9-5, Mon.&Fri. 9-2, Tues.-Thurs. Mayor: Leon Merritt Town Clerk: Wanda Prevatte	Chocowinity	P.O. Box 154 Chocowinity, NC 27817-0145 http://www.beaufort-county.com/Chocowinity/Chocowinity.h tm Email: townofchoco@choco.nccoxmail.com Town Hall: (252) 946-6568 Hours: 8-5, M-F Mayor: James H. Mobley, Jr.

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
			Town Clerk: Joy McRoy
Clarkton	P.O. Box 307 Clarkton, NC 28433-0307 Town Hall: (910) 647-5961 Hours: 8-5, M-F Town Clerk: Katherine E. Coates	Cofield	P. O. Box 99 Cofield, NC 27922-0099 http://www.co.hertford.nc.us/ Email: townofcofield@coastalnet.com Town Hall: (252) 358-8611 Hours: 8-5, M-F Mayor: Hermea P. Pugh, Sr. Town Clerk: Barabara J. Archer
Colerain	P.O. Box 176 Colerain, NC 27924-0176 http://www.co.bertie.nc.us/geninfo/coun ty.html Town Hall: (252) 356-2124 Hours: 9-2, Tues.-Thurs. Mayor: Burney Baker Town Clerk: Jo Ferguson	Columbia	P. O. Box 361 Columbia, NC 27925-0361 http://www.albemarle-nc.com/columbia/ Email: rhett_townofcolumbia@yahoo.com Town Hall: (252) 796-2781 Hours: 8-5, M-F Mayor: George G. Owens, Sr. Town Manager: Rhett White
Como	P. O. Box 117 Como, NC 27818-0117 http://www.co.hertford.nc.us/ Email: townofcomo@hotmail.com Town Hall: (252) 398-4398 Mayor: Danny D. Edwards Town Clerk: Molly Eubank	Conetoe	P.O. Box 218 Conetoe, NC 27819-0218 http://www.edgecombe.cc.nc.us/County/ Email: conetoetow@aol.com Town Hall: (252) 823-0349 Hours: 9-11, Tues. & Thurs. Mayor: Jean F. Harris Town Clerk: Susan Brown
Conway	P.O. Box 365 Conway, NC 27820-0272 http://www.northamptonnc.com/ Email: nancyjenkins@mchsi.com Town Hall: (252)585-0488 Hours: 9-5, M-F Mayor: Brian E. Bolton Town Administrator: Nancy Jenkins	Cove City	P.O. Box 8 Cove City, NC 28523 Email: covecitync@vol.com Town Hall: (252)633-1986 Hours: 2-6, M-F Mayor: Dred C. Mitchell Town Clerk: Sonja Gaskins
Creswell	P.O. Box 68 Creswell, NC 27928 Email: creswellnc@mchis.com http://www.visitwashingtoncountync.co m/community/town_of_creswell.htm Town Hall: (252) 797-4852 Hours: 9-5, M-F Mayor: W. J. White Town Clerk: Penny Chapman	Dortches	3057 Town Hall Road Rocky Mount, NC 27804-9186 http://www.co.nash.nc.us/ Town Hall: (252) 443-9131 Mayor: Kirby B. Brown Town Clerk: Ann E. Smith
Dover	P.O. Box 128 Dover, NC 28526-0128 Email: mayorofdover@eastlink.net Town Hall: (252) 523-9610 Hours: 1-5, M-F Mayor: Malcolm Johnson Town Clerk: Stella Brown	Dublin	P.O. Box Dublin, NC 28332-0036 Town Hall: (910) 862-4301 Hours: 8-5, M-5 Mayor: Horace R. Wyatt Town Clerk: Jane Starnes
Duck	P.O. Box 8369 1240 Duck Road, Suite 106 Duck, NC 27949-8369	East Arcadia	1516 East Arcadia Road Arcadia, NC 28456 Town Hall: (910) 655-8525

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	http://www.townofduck.com e-mail: info@townofduck.com Town Hall: (252) 255-1234 Hours: normal Mayor: Gene Schwarz Deputy Clerk: Lori Kopec		Hours: 9-5, M-F Mayor: Willie Dixon Town Clerk: Lavonia Lewis
Elm City	P.O. Box 717 117 S. Railroad Street Elm City, NC 27822-0717 http://www.elmcity.govoffice.com Email: thelmcity@simflex.com Town Hall: (252) 236-4917 Hours: 8:30-6 Monday-Thursday 8:30-12 Friday	Eureka	P.O. Box 3150 Eureka, NC 27839-3150 http://www.waynegov.com/ Town Hall: (919) 242-5064 Hours: 8-5, M-F Mayor: William Randy Bass Town Clerk: Rita Chase
Everetts	P. O. Box 129 Everetts, NC 27825-0129 http://www.visitmartincounty.com/about_mc/everetts.htm Town Hall: (252) 792-3394 Hours: 8:30-1:30, Thursdays Mayor: Ray Deans Town Clerk: Nancy S. Hardison	Faison	P. O. Box 365 Faison, NC 28341-0365 Email: faisontown@intrstar.net Town Hall: (910) 267-2721 Hours: 9-5, M-F Mayor: William W. Igoe Town Clerk: Christian Higgins
Falcon	P.O. Box 112 Falcon, NC 28342-0112 http://www.co.cumberland.nc.us Town Hall: (910) 980-1355 Hours: 9-5, M-F Mayor: Wayne G. Lucas Town Clerk: Belinda D. White	Falkland	P.O. Box AO Falkland, NC 27827-0070 http://www.co.pitt.nc.us/about/munic.asp Town Hall: (252) 757-1648 Hours: 7-8am, Thursdays Mayor: J.P. Stancil Town Clerk: Vickie Wells
Forest Hills	P.O. Box 506 Cullowhee, NC 28723-0506 http://www.jacksonnc.org/ Email: mayordavis@mchsi.com Town Hall: (828) 293-3385 Mayor: James S. Davis Town Clerk: Ruth Roman	Fountain	P.O. Box 134 Fountain, NC 27829-0134 Email: tofclerk@aol.com http://www.sampsonnc.com/elections.html Town Hall: (252)749-1305 Hours: 9-5, M-F Mayor: Shirley Mitchell Town Clerk: Letha Hines
Garland	P.O. Box 207 Garland, NC 28441-0207 Town Hall: (910) 529-4141 Hours: 9-5, M-F Mayor: Anthony L. Johnson Town Clerk: Teresa Vaught	Gaston	P.O. Box M Gaston, NC 27832-0287 http://www.co.gaston.nc.us/ Email: deanie@charterinternet.com Town Hall: (252) 537-1047 Hours: 9-5, M-F Mayor: Billy W. Melton Town Clerk: Clara Jones-Manning
Gatesville	P.O. Box 1 Gatesville, NC 27938-0001 http://www.albemarle-nc.com/gates/ Town Hall: (252)357-1270 Hours: Part-time Mayor: Elton L. Winslow	Godwin	P.O. Box 10 Godwin, NC 28344-0010 http://www.co.cumberland.nc.us/ Town Hall: (910) 980-1674 Mayor: Deborah L. Tew

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	Town Clerk: Lois B. Hofler		
Grantsboro	P.O. Box 174 Grantsboro, NC 28529-9605 e-mail: grantsboronc@pamlico.net Town Hall: (252) 745-6511 Hours: 9-12 W Mayor: Clifton Earl Stowe Clerk: Pat Prescott	Greenevers	314 East Charity Road Rose Hill, NC 28458-8301 Email: togcomm@aol.com Town Hall: (910) 289-3078 Hours: 9-5, M-F Mayor: Alfred Dixon Town Clerk: Ernestine E. Murphy
Grimesland	P.O. Box 147 Grimesland, NC 27827-0147 http://www.co.pitt.nc.us/about/munic.asp Town Hall: (252) 752-6337 Hours: 9-5, M-F Mayor: Edward Earl Aldridge Town Clerk: Dorothy M. Sullivan	Halifax	P.O. Box 222 Halifax, NC 27839-0222 http://www.halifaxnc.com/ Email: townofhalifax@telpage.net Town Hall: (252) 538-6571 Hours: 8:30-1, M-F Mayor: Gerald Wright Town Clerk: Sharon M. Bounds
Hamilton	P.O. Box 249 Hamilton, NC 27840-0249 Email: kgehamilton@clis.com http://www.visitmartincounty.com/about_mc/hamilton.htm Town Hall: (252) 798-2001 Hours: 9-5, M-F Mayor: D. G. Matthews III Town Clerk: Kimberly G. Edmondson	Harrells	P.O. Box 82 Harrells, NC 28444-0082 Email: harrells@intrstar.net http://www.sampsonnc.com/elections.html Town Hall: (910) 532-4040 Hours: 9-5, Thursdays Mayor: James C. Moore Town Manager: Cynthia J. Ezzell
Harrellsville	P.O. Box 37 Harrellsville, NC 27942-0037 http://www.co.hertford.nc.us/ Email: hville@gate811.net Town Hall: (252) 356-4499 Hours: 9-5, MWF Mayor: Robert Dantz Town Clerk: Dina H. White	Hassell	P.O. Box 123 Hassell, NC 27841-9999 http://www.visitmartincounty.com/about_mc/hassell.htm Town Hall (252) 795-4538 Mayor: Dennis C. Briley Town Clerk: Mildred B. Briley
Hobgood	P.O. Box 217 Hobgood, NC 27843-0217 www.townofhobgood.com http://www.halifaxnc.com/ Email: townofhobgood@earthlink.net Town Hall: (252) 826-4573 Hours: 9-5, M-F Mayor: Timothy Purvis Town Clerk: Winnifred Stanley	Holden Beach	110 Rothschild Street Holden Beach, NC 28462-5037 http://www.hbtownhall.com/ Email: hbtownmgr@infoave.net Town Hall: (910) 842-6488 Hours: 9-5, M-F Mayor: Norman Meares Town Clerk: Joyce B. Shore
Holly Ridge	P.O. Box 145 Holly Ridge, NC 28445-0145 http://www.co.onslow.nc.us/elections/elected_officals/officials_holly_ridge.htm Town Hall (910) 329-7081 Hours: 9-5, M-F Mayor: Elmer Padgett Town Clerk: Brenda Padgett	Hookerton	P.O. Box 296 Hookerton, NC 28538-0296 http://www.co.greene.nc.us Town Hall: (252) 747-3816 Hours: 9-5, M-F Mayor: Morris Luckett Town Clerk: Sarah J. Head
Indian Beach	P.O. Box 306 Indian Beach, NC 28575-0513 Email: indianbeach@bizec.rr.com	Jackson	P.O. Box 614 Jackson, NC 27845-0614 http://www.northamptonnc.com/

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	http://www.indianbeach.org/ Town Hall: (252) 247-3344 Hours: 10-5, M-F Mayor: William L. Fugate Town Clerk: Beverly Bigley		Town Hall: (252) 534-3811 Hours: 9-5, M-F Mayor: John F. McKellar Town Clerk: Judy Harrison
Jamesville	P.O. Box 215 Jamesville, NC 27846-0215 http://www.visitmartincounty.com/about_mc/jamesville.htm Town Hall: (252) 792-5006 Hours: 9-5, M-F Mayor: Jane Wolfe Town Clerk: Lois W. Davis	Kelford	P.O. Box 97 Kelford, NC 27847-0097 Email: townofkelford@gate811.net http://www.co.bertie.nc.us/Directory/cournty.html Town Hall: (252)344-2691 Hours: 9-4 Mondays Mayor: Wade Timothy Emory Town Clerk: Emma Bracy
Lasker	203A West Church Street Lasker, NC 27845 http://www.northamptonnc.com/ Town Hall: (252)539-4014 Mayor: Leon D. Collier Town Clerk: Judy Collier	Leggett	63 Draughn Road Tarboro, NC 27886 http://www.co.franklin.nc.us/ Town Hall: (252) 823-4404 Mayor: Charles L. Corbett Town Clerk: Peggy Moore
Lewiston-Woodville	P.O. Box 340 Lewiston Woodville, NC 27849 Email: lewistonwoodvill@earthlink.net http://www.co.bertie.nc.us/geninfo/cournty.html Town Hall: (252) 348-2824 Hours: 9-5, M-F Mayor: Carl A. Lee Town Clerk: Dianne Harrington	Linden	P.O. Box 130 Linden, NC 28356-0119 Town Hall: (910) 980-0119 Hours: 9-5, M-F Mayor: Carl Leo Kelly Town Clerk: Sue G. Giles
Lucama	P.O. Box 127 Lucama, NC 27851-0127 Email: lucama@cocentral.com www.townoflucama.org Town Hall: (252) 239-0560 Hours: 9-5, M-F Mayor: Virginia Johnson Town Clerk: Tammy Keesler	Lumber Bridge	P.O. Box 191 Lumber Bridge, NC 28357-0191 Town Hall: (910) 843-3991 Hours: 8-3, Mondays Mayor: William L. Davis Town Clerk: Brenda Dens
Macclesfield	P.O. Box 185 Macclesfield, NC 27852-0185 Email: sbass@rockymountnc.com www.townofmacclesfield.com Town Hall: (252)827-4823 Hours: 9-5, M-F Mayor: Mike Keel Town Clerk: Shirley Bass	Magnolia	P.O. Box 459 Magnolia, NC 28453 Email: magnolia@gsiwave.com Town Hall: (910)289-3205 Hours: 9-5, M-F Mayor: Corbett L. Quinn Town Clerk: Kathrina Miller
Manteo	407 Budleigh Street Manteo, NC 27954-0246 www.townofmanteo.com Email: info@townofmanteo.com Town Hall: (252) 473-2133 Hours: 9-5, M-F Mayor: John Wilson Town Clerk: Becky Breiholz	Marietta	P.O. Box 178 Marietta, NC 28363-0099 Town Hall: (910) 628-1177 Mayor: D. Justin Oliver Town Clerk: Paul Oliver

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
Maysville	P.O. Box 265 404 Main Street Maysville, NC 28555-0265 Town Hall: (910) 743-4441 Hours: normal Mayor: James D. Harper Clerk: Dale Gurganus McCullough	McDonald	P.O. Box 1074 Fairmont, NC 28340 Town Hall: (910) 628-0574 Hours: 9-5, M-F Mayor: Mary S. Greyard Town Clerk: Kathleen S. Bacot
Mesic	9312 NC Highway 304 Bayboro, NC 28515-9744 Town Hall: (252) 745-3254 Mayor: Joe W. Ollison Town Clerk: Hazel P. Smith	Micro	P.O. Box 9 Micro, NC 27555-0009 Email: micro.town@mail.co.johnston.nc.us Town Hall: (919) 284-2572 Hours: 9-5, M-F Mayor: Earl E. Jones, Jr. Town Clerk: Betsy Nicholson
Middlesex	P.O. Box 69 Middlesex, NC 2557-0069 Email: t.o.m@Simflex.com Town Hall: (252) 235-5761 Hours: 9-5, M-F Town Clerk: Jennifer Lambert	Minnesott	1758 NC Hwy 306 South Minnesott Beach, NC 28510-9702 Town Hall: (252) 249-1755 Hours: 8-12 & 1-3, Mon., Wed., Thurs. Mayor: Ray Lee Town Manager: Connie J. Kinney
Momeyer	4868 Momeyer Way Nashville, NC 27856-9091 Email: momeyer@nashvillenc.com Town Hall: (252) 459-4788 Hours: 8-4, Mon., Wed., Fri. Mayor: Kenneth Lee Parker Town Clerk: Karen Hendricks	Newton Grove	P.O. Box 4 Newton Grove, NC 28366-0004 Town Hall: (910) 594-0827 Hours: 9-5, M-F Mayor: Gerald W. Darden Town Clerk: Sheila Barefoot
North Topsail Beach	2008 Loggerhead Court North Topsail Beach, NC 28460-9286 www.north-topsail-beach.org Town Hall: (910) 328-1349 Hours: 9-5, M-F Mayor: W. Rodney Knowles Town Clerk: Lorain M. Carborne	Northwest	P.O. Box 1509 Leland, NC 28451-1509 www.cityofnorthwest.com Email: shirley@cityofnorthwest.com Town Hall: (910) 655-3110 Hours: 9-5, M-F Mayor: James A. Knox Town Clerk: Shirley O. Freeman
Oak City	P.O. Box 298 Oak City, NC 27857-0298 Town Hall: (252) 798-7721 Hours: 9-5, Tues.-Fri. Mayor: Barbara E. Cotten Town Clerk: Tammy Bullock	Ocean Isle Beach	3 W 3 rd Street Ocean Isle Beach, NC 28469-7506 www.oibgov.com Email: divey@oibgov.com Town Hall: (910) 579-2166 Hours: 8-5, M-F Mayor: Debbie S. Smith Town Clerk: Wendy Pittman
Oriental	P.O. Box 472 Oriental, NC 28571-0472 Email: wytcutler@visitoriental.com www.visitoriental.com http://www.oriental-nc.com/ Town Hall: (252) 249-0555 Hours: 9-5, M-F Mayor: Sherrill Styron	Orrum	P.O. Box 9 Orrum, NC 28369-0009 Town Hall: (910) 638-8501 Hours: 8-5, M-F Mayor: Vance Bass Town Clerk: Lettie Sue Navarrete

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	Town Manager: Wyatt Cutler		
Pantego	P.O. Box 87 Pantego, NC 27860-0087 Town Hall: (252) 943-2985 Mayor: Glenda A. Jackson Town Manager: Marie C. Russ	Parkton	P.O. Box 55 Parkton, NC 28371-0055 Town Hall: (910) 858-3360 Hours: 9-5, M-F Mayor: Robert Adams Town Clerk: Kimberly McKeldin
Parmelee	Town of Parmelee Attn: Mayor and Town Board P.O. Box 98 Parmelee, NC 27861-0098 http://www.visitmartincounty.com/about_mc/parmelee.htm	Patterson Springs	1721 S. Post Road Shelby, NC 28152-8533 Town Hall: (704) 471-0907 Mayor: Bobby G. Biggers Town Clerk: Annie B. Miller
Peletier	P.O. Box 225 Swansboro, NC 28584 Town Hall: (252) 393-8949 Mayor: Allen Walter Vinson Town Clerk: Alice H. Dunn	Pikeville	P.O. Box 9 Pikeville, NC 27863-0009 http://www.pikeville.govoffice.com/ Email: townofpikeville@nc.rr.com Town Hall: (919) 242-5126 Hours: 8-5, M-F Mayor: Herbert Sieger Town Clerk: Kathie Fields
Pink Hill	P.O. Box 530 Pink Hill, NC 28572-0530 Email: townofpinkhill@earthlink.net Town Hall: (252) 568-3181 Hours: 9-5, M-F Mayor: Anthony Mitchell Town Clerk: Devora Castellano	Pollocksville	P.O. Box 97 Pollocksville, NC 28573-0097 Email: pvilletc@earthlink.net Town Hall: (252) 224-9831 Hours: 9-5, M-F Mayor: James V. Bender, Jr. Town Clerk: Gail Thomas
Powellsville	P.O. Box 22 Powellsville, NC 7967-0022 Email: townofpowellsville@mchsi.com Town Hall: (252) 332-5933 Hours: 8-4:30, Wed. & Fri. Mayor: Thomas Asbell Town Clerk: Helen Campbell	Princeton	P.O. Box 67 Princeton, NC 27569-0067 Email: princeton.clerk@mail.co.johnston.nc.us Town Hall: (919) 936-8171 Hours: 9-5, M-F Mayor: Donald B. Rains Town Clerk: Marla Ashworth
Princeville	P.O. Box 1527 Princeville, NC 27886-1527 www.townofprincevillenc.com Town Hall: (252) 823-1057 Hours: 9-5, M-F Mayor: Priscilla Everette-Oates Town Clerk: Pamela Barlow	Proctorville	P.O. Box 190 Proctorville, NC 28375-0190 Town Hall: (910) 628-9374 Hours: 9-5, M-F Mayor: Hal Dixon Ivey Town Clerk: Virginia N. Ivey
Raynham	P.O. Box 479 Rowland, NC 28383-0479 Town Hall: (910) 422-8023 Hours: 1 st & 2 nd Tuesday Mayor: Phyllis Bollinger Clerk: Harry Mitchell	Rennert	6 Park Street Shannon, NC 28386-9710 Town Hall: (910) 843-2162 Hours: 10-2, Mon. & Fri. Mayor: Michael Locklear Town Clerk: Velenda Morgan
Rich Square	P.O. Box 336 Rich Square, NC 27869-0336 http://www.northamptonnc.com/	Richlands	P.O. Box 245 Richlands, NC 28574-0245 http://www.co.onslow.nc.us/

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	Town Hall: (252) 539-2315 Mayor: John E. Pellam Town Clerk: Frances W. Futrell		Town Hall: (910) 324-3301 Hours: 9-5, M-F Mayor: Marvin Trott Town Clerk: Eva C. Brown
Roper	P.O. Box 217 Roper, NC 27970-0217 http://www.ropernc.com/ Email: t.roper@mchsi.com Town Hall: (252) 793-5527 Hours: 9-5, M-F Mayor: Estelle W. Sanders Town Clerk: Juanita H. Oliver	Roxobel	P.O. Box 37 Roxobel, NC 27872-0037 Email: townofroxobel@gate811.net Town Hall: (252) 344-7791 Hours: 9-5; Wednesday and Thursday Mayor: Gary T. Johnson Town Clerk: JoAnn S. Medford
Saint Helena	P.O. Box 1508 Burgaw, NC 28425-1508 Town Hall: (910) 259-1508 Hours: 9-1, Mondays Mayor: Robert M. Barnhill Town Clerk: Mary Bakan	Saint James	3628 Saint James Drive Southport, NC 28461 http://www.firewise.org/usa/stjames.htm http://www.stjamespoa.org Email: tosj@atmc.net Town Hall: (910) 253-4730 Hours: 9-5, M-F Mayor: Leonard Blair Harmon Town Administrator: Josann Campanello
Salemburg	P.O. Box 190 Salemburg, NC 28385-0190 Town Hall: (910) 525-5650 Hours: 9-5, M-F Mayor: Bobby S. Stickland Town Clerk: Juanita Faircloth	Sandy Creek	114 Sandy Creek Drive Leland, NC 2841-9762 Email: townofsandycreek@aol.com Town Hall: (910) 655-3153 Hours: 12-5, M-F Mayor: Robert Cruse Town Clerk: Robyn B. Watts
Sandyfield	P.O. Box 907 Riegelwood, NC 28456-0907 Email: sandyfield_town@bellsouth.net Town Hall: (910) 655-9877 Hours: 8-12, M-F Mayor: Perry Dixon Town Clerk: Bernice Cato	Saratoga	P.O. Box 206 Saratoga, NC 27873-0206 Town Hall: (252) 238-3487 Hours: 9-5, M-F Mayor: Charles Thomas Hawkins Town Clerk: Peggy Baker-Whitely
Seaboard	P.O. Box 327 Seaboard, NC 27876 Email: stownhall@mchsi.net Town Hall: (252) 589-5061 Hours: 9-5; M, T, Th, F 8-12; W Mayor: Melvin F. Broadnax Town Clerk: C. L. Cleaton	Seven Springs	P.O. Box 198 Seven Springs, NC 28578-0198 Town Hall: (252) 569-5241 Hours: 9-5, MWF Mayor: Emma Ward Town Clerk: Deanna G. Grady
Severn	P.O. Box 401 Severn, NC 27877-0401 Email: severnnc@3rddoor.com Town Hall: (252) 585-0411 Hours: 9-5, M-F Mayor: George H. McGee Town Clerk: Carol Ferguson	Simpson	P.O. Box 10 Simpson, NC 27879-0010 Email: simpson@vox.nccoxmail.com Town Hall: (252) 757-1430 Hours: 9-5, M-F Mayor: David C. Boyd Town Clerk: Jeanette Newbern
Sims	P.O. Box 161 Sims, NC 27880-0161	Speed	P.O. Box 327 Speed, NC 2788-03277

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
	Town Hall: (252) 237-4226 Hours: 2-5, M-F Mayor: Susan C. Evans Town Clerk: Kristi Leggett		Town Hall: (252) 823-5593 Mayor: Wilbert Harrison Town Clerk: Jo Roberson
Stantonsburg	P.O. Box 10 Stantonsburg, NC 27883-0010 Email: townofstbrg@geeksn.net Town Hall: (252) 238-3608 Hours: 9-5, M-F Mayor: Roland L. Gardner Town Clerk: Diane E. Webb	Stedman	P.O. Box 220 Stedman, NC 28391-0220 Email: townofstedman@nc.rr.com Town Hall: (910) 323-1892 Hours: 9-5, M-F Mayor: Billy D. Horne Town Manager: Connie F. Spell
Stonewall	P.O. Box 99 Stonewall, NC 2583-0099 Town Hall: (252) 745-3456 Mayor: Charles Alexander Town Clerk: Marie Spain	Tar Heel	P.O. Box 158 Tar Heel, NC 28393-0158 Town Hall: (910) 738-1950 Hours: 9-5, M-F Mayor: Angela Allen Town Clerk: Jenny Luxton
Teachey	P.O. Box 145 Teachey, NC 28464-0145 Email: teacheytown@gsiwave.com Town Hall: (910) 285-7564 Hours: 9-5, M-F Mayor: Neta Pistner Town Administrator: Kaye Foster	Topsail Beach	P.O. Box 3089 Topsail Beach, NC 28445-9831 www.topsailbeach.org Email: townmanager@topsailbeach.org Town Hall: (910) 328-5841 Hours: 9-5, M-F Mayor: Howard Braxton Town Clerk: Stephanie Riverbark
Trenton	P.O. Box 399 Trenton, NC 28585-0399 http://www.co.jones.nc.us/Trenton.htm Town Hall: (252) 448-1784 Mayor: Sylvia Willis Town Clerk: Glenn Spivey	Turkey	P.O. Box 55 Turkey, NC 28393-0055 Town Hall: (910) 592-7273 Hours: 9-5, M-F Mayor: Michael Cottle Town Clerk: Sarah White
Vanceboro	P.O. Box 306 Vanceboro, NC 28586-0306 Town Hall: (252) 244-0919 Hours: 9-5, M-F Mayor: Jimmie L. Morris Town Clerk: Carol C. Ipock	Vandemere	P.O. Box 338 Vandemere, NC 28587-0338 Town Hall: (252) 745-5473 Hours: 9-12, Wednesdays Mayor: William Edward Town Clerk: Daphne Yeomans
Varnamtown	100 Varnamtown Road Supply, NC 28462 e-mail: varnamtown@atmc.net Town Hall: (910) 842-3095 Hours: 9-2 W Mayor: Judy L. Galloway Clerk: Luellen Norris	Wade	P.O. Box 127 Wade, NC 28395-0127 Email: wadecb@worldnet.att.net Town Hall: (910) 485 -3502 Hours: 9-5, M-F Mayor: Huell Aekins Town Clerk: Cindy Burchett
Wagram	P. O. Box 118 Wagram, NC 28396-0118 Email: townofwagram@alltel.net Town Hall: (910) 369-2776 Hours: 9-5, M-F Mayor: Milton Farmer Town Clerk: Phyllis D. Lowery	Walnut Creek	P.O. Box 10911 Goldsboro, NC 27532-0911 Email: cookwlntrk@aol.com http://www.walnutcreeknc.com/ Town Hall: (910) 778-9687 Hours: 9-5, M-F Mayor: Ken Ritt Town Clerk: Sandra R. Allen

<i>Town</i>	<i>Contact Information</i>	<i>Town</i>	<i>Contact Information</i>
Walstonburg	P.O. Box 126 Walstonburg, NC 27888-0126 http://www.co.greene.nc.us/ Email: walstonbrg@aol.com Town Hall: (252) 753-5667 Hours: 9-5, M-F Mayor: Susan Casper Town Clerk: Bonnie R. Riddle	Washington Park	P.O. Box 632 Washington, NC 27889-0632 Town Hall: (252) 946-3157 Hours: 9-5, M-F Mayor: Thomas B. Richter Town Clerk: Walter J. Bowen, Jr.
Watha	425 Watha Road Watha, NC 28478 Town Hall: (910) 285-7210 Mayor: Marion K. Knowles, Jr. Town Clerk: Rita C. Garriss	Whitakers	P.O. Box 727 Whitakers, NC 27891 Town Hall: (252) 437-4011 Hours: 9-5, M-F Mayor: Ben Neville, Jr. Town Clerk: Joyce Bailey
White Lake	1879 White Lake Drive PMB7250 White Lake, NC 28337-7250 www.whitelakenc.com Town Hall: (910) 862-4800 Hours: 9-5, M-F Mayor: H. Goldston Womble, Jr. Town Clerk: Brenda Clark	Winfall	P.O. Box 275 Winfall, NC 27985-0275 Email: winfall@intelliport.com Town Hall: (252) 426-5015 Hours: 9-5, M-F Mayor: Frederick L. Yates Town Clerk: Gloria Mason
Winton	P. O. Box 134 405 North Main Street Winton, NC 27986-0134 Email: winton@inteliport.com Web: http://www.wintonnc.com Town Hall: (252) 358-3041 Hours: 9-5, M-F Mayor: Calvin S. Hall Town Clerk: Catheline D. Parker	Woodland	P.O. Box 297 Woodland, NC 27897-0297 Town Hall: (252) 587-7161 Hours: 9-5, M-F Mayor: Margaret Burgwyn Town Clerk: Gail Colson

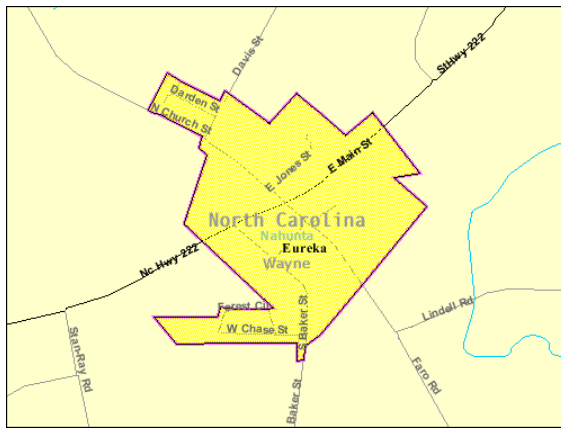
Appendix B:
Samples from the Guide to Small Towns

The Guide to Small Towns compiles data regarding the 144 small towns in eastern North Carolina with populations less than 1,100 that were included in the NCDOT-funded project entitled Transportation Needs Assessment for Small Rural Municipalities in Eastern North Carolina (Project No. HWY-2005-27). The variables that are reported were selected because it was believed that they would have the most impact on transportation-related issues, including the kinds of problems the towns confront as well as the factors that may affect how the town and NCDOT work together.

The data was drawn from two primary sources. Town contact information was gathered from the Directory of North Carolina Municipal Officials and Buyers' Guide 2005 (NCLM, 2005). General demographic data (e.g. population, race / ethnicity), economic data (e.g. median income, length of commute), and social data (e.g. education level, non-English speaking) was gathered from the 2000 U.S. Census for each town.

The two sample towns presented, Eureka and Kelford, were selected because, while they have virtually identical populations (244 and 245 respectively), they differ greatly on just about every other measure. For example, fewer than 10% of the families in Eureka were below the poverty line in 2000, as compared to over 20% of the families in Kelford.

Eureka, Wayne County



P.O. Box 3150
Eureka, NC 27839-3150

<http://www.waynegov.com/>

Town Hall: (919) 242-5064
Hours: 8-5, M-F

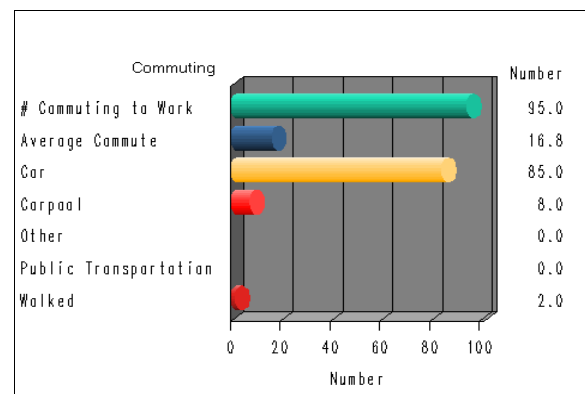
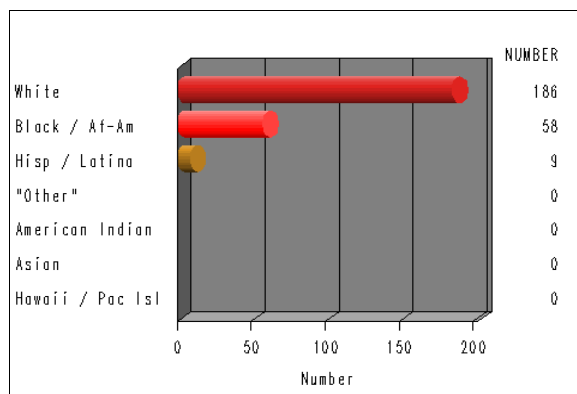
Mayor: William Randy Bass
Town Clerk: Rita Chase

Transportation-Related Demographics

Total Population	Number of Children 3+ in School	# Age 21-64 with a Disability	# Age 65+
244	65	17	59

Income and Education

Median Household Income (1999)	% of Families Below Poverty Level	% High School Graduate or Higher	# Language Other Than English at Home	# Speak English less than "Very Well"
29545	9.1	83.5	16	10



Kelford, Bertie County

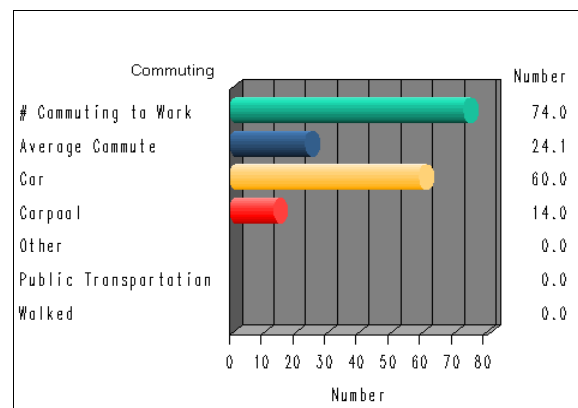
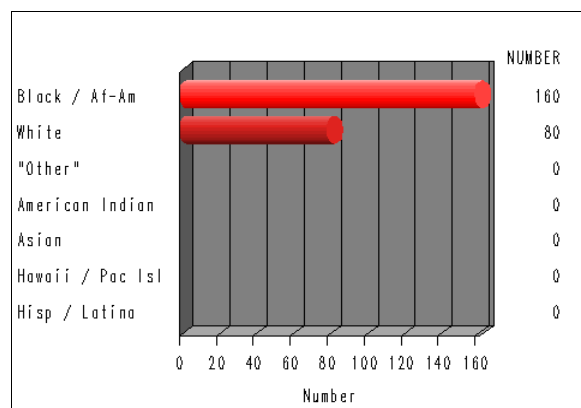
	<p>P.O. Box 97 Kelford, NC 27847-0097</p> <p>Email: townofkelford@gate811.net http://www.co.bertie.nc.us/Directory/county.html</p> <p>Town Hall: (252)344-2691 Hours: 9-4 Mondays</p> <p>Mayor: Wade Timothy Emory Town Clerk: Emma Bracy</p>
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Transportation-Related Demographics


Total Population	Number of Children 3+ in School	# Age 21-64 with a Disability	# Age 65+
245	75	50	39

Income and Education

Median Household Income (1999)	% of Families Below Poverty Level	% High School Graduate or Higher	# Language Other Than English at Home	# Speak English less than "Very Well"
21750	22.6	58.9	1	1



Appendix C The Questionnaire

	Transportation Information Needs Assessment for Small Rural Municipalities in Eastern North Carolina Mayor / Town Board Survey
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Your responses to this survey will be kept anonymous. Elizabeth City State University will track which towns have submitted this survey, but the final summary report will include only the percentage of respondents who selected each choice. The results WILL NOT be reported by town or mayor.

How satisfied are you with each of the following?	Very Dissatisfied	Dissatisfied	No Opinion	Satisfied	Very Satisfied
1. the roads and transportation services in your town?					
2. the services provided to you by NCDOT?					
3. the services provided to you by your NCDOT DISTRICT OFFICE?					
4. the services provided to you by the Rural Planning Organization (RPO) which serves your town?					
5. the help provided to you on your town's roads and transportation services by your <u>County Commissioner</u> .					

How many times in the PAST YEAR have you talked to, called, or met with each of the following?	More than 5 times	Several times (3-5)	Once or twice	None in the past year, but have in previous years	I have never interacted with these persons
6. someone from NCDOT?					
7. someone from your NCDOT DISTRICT OFFICE?					
8. someone from the Rural Planning Organization that serves your town?					
9. How many times in the <u>past year</u> have you talked about your road or transportation needs with your County Commissioner?					

10. How satisfied are you with the NCDOT website?

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ No Opinion
- ☐ Satisfied
- ☐ Very Satisfied
- ☐ I have Internet access, but I have not visited the NCDOT website.
- ☐ I do not have Internet access or I do not use the Internet.

Which of the following do you need help or assistance with in your town?		
11. Help finding funding for needed projects	YES	NO
12. Help determining which projects need to be completed	YES	NO
13. Help finding possible solutions to road / transportation problems	YES	NO
14. Help determining who to contact to get help	YES	NO
15. Help with following up on the status of problems reported to NCDOT	YES	NO
16. Help interpreting federal, state, or county regulations regarding transportation	YES	NO
17. Help developing a long-term, strategic plan regarding roads / transportation	YES	NO
18. Training in how to solve transportation-related problems	YES	NO

19. Are you, or your representative, planning to attend one of our Regional Meetings?

- Yes
- No
- Have not decided

20. Please provide the job title of the person completing this survey (i.e. Mayor, Town Clerk, etc.)

21. Name of your town: _____

22. We realize that in many towns the Mayor is often called upon to perform many different jobs, including their own private work in addition to their public service. As a result, the Mayor or other contact person (such as the Town Clerk) is often not available 5 days a week. Please place an 'X' in the boxes for days of the week or times of the month when the Mayor is typically AVAILABLE or IN his/her office?

<i>A Typical Month</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>
1 st week	X if in office	X if in office	X if in office	X if in office	X if in office	X if in office
2 nd week	X if in office	X if in office	X if in office	X if in office	X if in office	X if in office
3 rd week	X if in office	X if in office	X if in office	X if in office	X if in office	X if in office
4 th week	X if in office	X if in office	X if in office	X if in office	X if in office	X if in office

Thank you for your time and effort in completing this survey. Your help is greatly appreciated.
Please return the survey using the enclosed, prepaid envelope or bring it with you to one of the regional meetings.
If you have questions or comments please contact:

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(252) 335-3722
(252) 335-3554 [fax]
sdbradshaw@mail.ecsu.edu

Appendix D
Sample Cover Letter Sent with the Questionnaire

Your Honor / Town Board,

I am writing to invite your participation in a regional meeting on July 11th at UNC-Pembroke (directions enclosed) that addresses the transportation-related needs of your community. We have received funding to hold a series of regional meetings with the Mayors of the small towns in eastern NC to discuss their experiences, both good and bad, with NCDOT. The discussions will be summarized in a report to NCDOT that lays out how the working relationship between your town and NCDOT can be improved. The flyer enclosed describes this project in more detail.

In addition to the discussions at the regional meetings, we are also asking the Mayors, or a representative, to complete the enclosed brief questionnaire (peach-colored paper) that asks several questions regarding your experiences with NCDOT. Once the questionnaire is completed, please have it returned to us using the postage-paid envelope provided or have it brought to the regional meeting. We will also have additional copies, if needed, at the regional meeting.

We certainly hope you find this project a useful one and choose to participate in the regional meeting. I will be contacting you in the next several days to encourage your attendance, or a representative's, at the regional meeting and to answer any questions that you may have. I look forward to speaking with you and helping you and your town with your transportation-related needs.

Sincerely,

Scott D. Bradshaw, Director
Center for Research and Evaluation
Elizabeth City State University