



**ALASKA COMMUNITY AND PUBLIC TRANSPORTATION ADVISORY BOARD  
MEETING SUMMARY  
April 2, 2013**

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**PARTICIPANTS**

**MEMBERS**

- Jennifer Beckmann, Transportation Expert/Low Income
- Susan Bell, Denali Commission
- Patricia Branson, Transportation Expert/Seniors
- Doug Bridges, Nonprofit Organization
- Bill Herman, Alaska Mental Health Trust Fund
- Duane Mayes, Department of Human and Social Services
- Glenn Miller, Municipality
- Jeffrey Ottesen, Department of Transportation and Public Facilities
- Cheryl Walsh, Department of Labor and Workforce Development

**Not Present:**

- Heidi Frost, Transportation Expert/Disabilities
- Carol Wren, Tribes (attempted teleconference in a.m.)

**OTHERS**

- Eric Taylor, Department of Transportation and Public Facilities
- David Levy, Alaska Mobility Coalition (via teleconference during public comment)

**FACILITATOR**

Marsha Bracke, Bracke and Associates, Inc.

**ATTACHMENTS**

**The following documents are included as attachments to this meeting summary:**

- Attachment A: Flip Chart Transcript
- Attachment B: April 1 Public Stakeholder Forum Packet
- Attachment C: PowerPoint Presentation - Results Based Accountability

**AGENDA**

**Public Forum Lessons Learned**

The C&PTAB conducted a lessons learned discussion in response to the public stakeholder forum they hosted on Monday, April 1, 2013. Specific themes that arose from the public stakeholder forum were issues and opportunities associated with

- Medical transportation
- Taxi cab availability, accessibility, quality and cost
- Accurate communication and information about transportation options at the local level
- Tribal coordination
- Numbers, statistics and stories to describe the community and public transportation reality
- Insurance issues associated with sharing vehicles
- Bulk fuel and fuel taxes

Specific observations made by the group were recorded on flip chart notes and are transcribed in Attachment A - Flip Chart Notes, pages 6-7. The C&PTAB acknowledged the group is already working on medical transportation, has been working on tribal coordination but without much success to date, and encouraged an initiative to address the taxi issue, even though it is seen as a challenging state and municipal issue. Eric Taylor accepted an action item to investigate whether non-profit organizations, under contract to state government, were or were not required to pay fuel taxes. All information was accepted as input to the strategic plan to be generated by the group at a subsequent meeting.

Participants at and information shared at the Public Stakeholder Forum are included as Attachment B: Public Stakeholder Forum Packet.

### **Leveraging Resources**

Within the context of Goal 1 (CTTF Action Plan February 2012), the C&PTAB articulated its intent at the October 2012 meeting to work to ***leverage state agency collective transportation resources***. The C&PTAB's first step is to update the federal and state funding picture as completely as possible, and using that, begin the work of identifying new opportunities or barriers to coordination.

Jeff Ottesen reviewed the status of the Leveraging Resources subcommittee, summarizing highway and public transportation funding at the federal and state level. The subcommittee presenting the C&PTAB draft review of annual funding and the draft matrix identifying funding numbers. The group acknowledged the need to provide further discussion in the paper about other agency funding situations. Duane and Bill took an action item to meet with Margaret Brodie at Health Care Services to secure clarification on Medicaid numbers and generate input to the annual review report; Marsha and Cheryl will work together to make the additions from the Labor perspective. With that input, Marsha will generate another version of the report and distribute it to the group for their review. Marsha asked the group

to look closely at the barriers articulated in the draft paper and provide feedback should they have any.

### **Barriers Subcommittee**

Within the context of Goal 3 (CTTF Action Plan February 2012), the C&PTAB committed at its October 2012 meeting to ***identify barriers to coordination respective to medical transportation initially***, including Medicaid, Indian Health Services, applicable Labor and Workforce funds, and others as appropriate. The group will inventory the resources, identify barriers to coordination, and make recommendations regarding how to leverage medical transportation funding.

Bill Herman and Doug Bridges reported on the work of the Barriers subcommittee, noting the consistency of what they were learning with some of the lessons learned at the public stakeholder forum specifically regarding medical transportation and tribal coordination. They confirmed their intent to continue to build relationships with Medicaid personnel and support coordination opportunities that workgroup generated that C&PTAB might be able to help with. Specifically on the table is the idea of a medical ground transportation brokerage to facilitate the most appropriate ride for the user. Both gentlemen emphasized that as a performance measure, the most appropriate ride for the individual is a priority over cost savings.

### **Performance Measures**

Within the context of Goal 2 (CTTF Action Plan February 2012), the C&PTAB prioritized work at its October 2012 meeting to ***develop shared statewide performance measures for human service public transportation***. The subcommittee of Duane Mayes, Carol Wren and Heidi Frost have been studying the applicability and viability of the Results Based Accountability Model respective to working across state agencies and incorporating current and suggested performance measures.

Duane Mayes provided a PowerPoint presentation describing the model, a copy of which is included as Attachment C. Of specific interest to the group was the concept of the effort/effect against the quantity/quality matrix, noting that the first are numbers at the second indicate whether the effort has done any good.

Subsequent to this discussion, C&PTAB participated in a brainstorming/small work group exercise to identify what performance measures will indicate progress respective to community and public transportation coordination. Inputs provided by both groups are included in Attachment A Flip Chart Notes page 8. The group generated a lot of input respective to numbers, and proposed the use of a survey tool that would help them get at the effect/quality end of the matrix - specifically a survey.

Ultimately the C&PTAB acknowledged that it needed clarity on where it was going on a state level to identify performance measures against those goals, rather than generate data providers are already collecting. The group is working against three sets of materials - the law which mandates its work, the CTTF Action Plan of February 2012, and a work plan attempting to incorporate both sets of materials.

Another deliverable of the group in August 2013 is a Strategic Plan. Initially, the C&PTAB assumed that an update of the CTTF Action Plan would fulfill that requirement, but in acknowledgement of the group's mandate, information gleaned to date from subcommittee work, input provided at the public stakeholder forum, and the need to identify the most meaningful performance measures for coordinated transportation, the group opted to hold a special meeting devoted exclusively to the development of a Strategic Plan that incorporates and prioritizes all these inputs.

Marsha will work with the group to identify a date between now and the June meeting when a preponderance of the C&PTAB can participate in a strategic planning session. She will also work with the group electronically in the interim to start building materials based on existing inputs.

### **June Public Stakeholder Form**

C&PTAB discussed opportunities for a public stakeholder forum when they go to Craig in June. Suggestions were recorded on flip charts and are included in Attachment A on page 9. C&TPAB decided to devote its morning session to talking with a variety of public and tribal representatives, learning about their planning process and service delivery approach, and generating a more comprehensive understanding of rural transportation issues. Doug Bridges will provide Marsha with proposed presenters, and Marsha will generate a draft outline and invitation for C&PTAB to review prior to those invitations being extended.

### **Action Items**

1. Eric Taylor accepted an action item to investigate whether non-profit organizations, under contract to state government, were or were not required to pay fuel taxes.
2. Duane and Bill took an action item to meet with Margaret Brodie at Health Care Services to secure clarification on Medicaid numbers and generate input to the annual review report.
3. Marsha and Cheryl will work together to make the additions to the funding report from the Labor perspective..
4. C&PTAB members will look at the annual review report closely and specifically the barriers section, and provide Marsha with comments as soon as possible.
5. Marsha will generate another version of the funding report once those inputs are provided and distribute it to the group for their review.

6. Marsha will work with the group to schedule a May meeting in Anchorage focused exclusively on developing a strategic plan.
7. Marsha will work with the group electronically in the interim to start folding existing materials into a strategic planning format.
8. Doug Bridges will provide a list of proposed speakers to participate at the Craig meeting in June.
9. Marsha will assimilate those names and generate a draft process outline and invitation for C&PTAB review prior to extending invitations.

**ALASKA COMMUNITY AND PUBLIC TRANSPORTATION ADVISORY BOARD**  
**ATTACHMENT A: FLIP CHART TRANSCRIPTS**  
**April 1, 2013**

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AGENDA

- Public Forum - lessons learned
- Leveraging Resources
- Barriers to Coordination
- Performance Measures - 1
- Performance Measures - 2
- Work/Strategic Plan
- Wrap Up

DISCUSSION QUESTIONS

- Public/Board Input
- Path to completion - work plan
- Inform performance measures - performance measures
- Opportunities to pursue - recommendations to develop - strategic plan/recommendations

PUBLIC FORUM LESSONS LEARNED

- Opportunity for transportation - use of Medicaid waiver
- Tribal - tough to work - would like to find inroads - may need to be geographically specific - generate one success
- Juneau has tried hard to coordinate - barriers still exist - state and federal level
- Rules and policies misunderstood or miss-communicated (48 hour notice requirement)
- Taxis - frustration working with Medicaid waiver
- No taxis in Juneau providing medical transportation (reference Anchorage)
- Need most appropriate mode for client
- Taxis - paperwork cumbersome - state processing
- JEDC presentation - real numbers to who uses systems - enlightening
- Real statistics on users - need, real numbers on value - do more
- Time to start doing something about taxi issue
- Show what kind of services transportation keeps people in their own home
- Medicaid is deep and complex
- Medicaid certification process difficult (waiver)
- Agencies not aware and turnover in agencies - lack of information / knowledge
- taxis - state level issue - won't happen locally
- Alaska Federation of Nations - buy in? Explore tribal opportunities at POW
- Tribal - will struggle to coordinate - they have money and are setting up independent systems - boils down to outreach, communication, personalities
- Work with FTA on tribal issue? Does federal executive order apply?

- Same players - hope that we can help - fragile system
- Cabs - 24/7 access/accessible
- Isolated from Tribes - they expressed some fear of commitment
- We should be a 'lifeline"
- Cabs - can be useful but not answer - need to secure the 'most appropriate ride" - quality/access/cost
- Create system with most appropriate ride
- Insurance -sharing vehicle -opportunity?
- Develop performance measures that get to actual numbers and outcomes
- Bulk fuel - governor - no tax/large quantity - opportunity?

#### LEVERAGING RESOURCES

- State fuel tax hasn't been raised since 1961 - Parnell advocates repealing
- Vehicle miles traveled peaked in 2008 - transit/car pooling up - Bureau of Transportation Statistics
- Parnell announced 15% state agency budget reduction for next year
- Transportation infrastructure fund
- MAP 21 changing how money is distributed - to roads and not enough
- Not significant change to PT
- Buses travel on roads
- Medicaid rate review -looking for ways to trim excess/inefficiencies
- Labor - this number tied to specific people - not administration - doesn't show policies - doesn't get to most appropriate ride/subsidies
- What kind of pressure are these entities facing
- All communities facing cuts - guessing transit impacts
- Bill and Duane -meet with Margaret Brodie next week to understand what the Medicaid numbers are (breakdown of \$70M)
- Committees struggling with cuts and increased cost - property sales taxes going up
- Prioritize core services
- Local roads need to be paid for as well
- FTA 5307 operating funding significantly reduced - cut by 1/3
- Match rates increasing
- Know this is coming, report what we do know
- Pick areas to focus on (not everything)
- Reflect FTA - Medicaid - State - Community
- Use data - we labor) depend on transit - critical - pull that out
- Focus on opportunity for real impact
- Labor -opportunity for mobility manage
- still waiting to hear about state match (next month or so)
- Alaska Municipal League - cuts
- Coordination not an option any more

#### BARRIERS TO COORDINATION

- Mobility Manager
- Start small/specific

- ADA eligibility issue

PERFORMANCE MEASURES

	Quantity	Quality
Effort	#s	
Effect		Are people better off

Group 1:

- Survey
- Do you need public transportation
- Do you want it? Use it? What for?
- Demographic information
- Household income
- Without transit system - where would I be?
- Percent riding satisfied - service, hours, destination
- Penetration Rate
- Benefits/effect
- Look at existing plans - DHSS research analysis will collect and analyze
- Story about quality of life

Group 2:

- Survey?
- How much money leveraged
- Number of partnerships formed
- Number of coordinated riders per year
- Number of riders after hours
- Number of riders going to ....
- Trips per rider, i.e., 1-5, 6-10
- Rider "demographics" by percentage
- Number of riders outside the transit system
- Least restrictive environment

STRATEGIC PLAN

- Mission
- Objectives
- Initiative
- Performance goals (are people better off)

- ...for coordinated community and public transportation in the state
- If our coordinated system were working - this is what it would look like - build goals around that

#### DEFINITION OF COORIDNATION

- Dealing with limited funding most effectively
- Not duplicating services
- Meeting needs
- Maximizing reach

#### CRAIG MEETING

- Public Forum
- Craig/Klawock coordinated transportation
- Representatives from Hegdabert Coop
- Klawock Co-op
- Craig Tribal
- Kassan (Organized Village)
- State and federal barriers
- LSC mailing list
- Municipalities
- POWCAC
- Focus: Tribal Cooperation; rural transportation
- Each describe plan/barriers - how our work is relevant/can help
- Present plans
- PM - finalize strategic plan

#### ACTION ITEMS

1. Eric – Do nonprofits have a different status regarding state and federal fuel taxes? exemptions? contracts?
2. Duane and Bill - Meet with Margaret Brodie to better understand Medicaid funding, develop context for annual review report



**ALASKA COMMUNITY AND PUBLIC TRANSPORTATION ADVISORY BOARD  
PUBLIC STAKEHOLDER FORUM  
LIST OF PARTICIPANTS  
April 1, 2013**

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## **PARTICIPANTS**

### **PRESENTERS**

- Kim Champney, REACH, Inc.
- Aaron Ferguson, Juneau Economic Development Council
- Brain Holst, Juneau Economic Development Council
- John Kern, Capital Transit
- Mary Miller, Central Tlingit Haida Indian Tribes of Alaska
- Marianne Mills, Southeast Senior Services
- Heather Noe, SouthEast Alaska Regional Health Consortium
- Joan O'Keefe, Southeast Alaska Independent Living

### **MEMBERS**

- Jennifer Beckmann, Transportation Expert/Low Income
- Susan Bell, Denali Commission
- Patricia Branson, Transportation Expert/Seniors
- Doug Bridges, Nonprofit Organization
- Bill Herman, Alaska Mental Health Trust Fund
- Duane Mayes, Department of Human and Social Services
- Glenn Miller, Municipality
- Jeffrey Ottesen, Department of Transportation and Public Facilities
- Cheryl Walsh, Department of Labor and Workforce Development
- Carol Wren, Tribes (teleconference)

### **Not Present:**

- Heidi Frost, Transportation Expert/Disabilities

### **OTHERS**

- Casey Anderson, Alaska Mobility Coalition
- Marie Darlin, Juneau Commission on Aging
- David Levy, Alaska Mobility Coalition (teleconference)
- Stephanie Bushong, Department of Transportation and Public Facilities
- Debbi Howard, Department of Transportation and Public Facilities
- Eric Taylor, Department of Transportation and Public Facilities

### **FACILITATOR**

- Marsha Bracke, Bracke and Associates, Inc.

**GOVERNOR'S COORDINATED TRANSPORTATION TASK FORCE  
PUBLIC/STAKEHOLDER FORUM  
JUNEAU, ALASKA  
MONDAY, APRIL 1, 2013**

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**BIOGRAPHIES**

**KIM CHAMPNEY, QUALITY ASSURANCE DIRECTOR  
REACH, INC.**

Kim has worked at REACH, Inc. in Juneau for the past 15 years in a variety of positions. She has been an active member of the Juneau Coordinated Transportation Coalition for approximately eight years. In addition to her work with REACH, she is currently the president of the Alaska Association of Developmental Disabilities providers (a statewide membership organization for provider agencies) as well as serving on the advisory board for the Center for Human Development. She also has a position as adjunct faculty in UAA's Long-Term Care Apprenticeship Program. Kim has a master's degree in social work from the University of Wisconsin, Madison.

**BRIAN HOLST, EXECUTIVE DIRECTOR  
JUNEAU ECONOMIC DEVELOPMENT COUNCIL**

Brian Holst joined the Juneau Economic Development Council in February 2008 as Executive Director. He has worked in community and economic development for the past twenty years. His experience includes working with diverse groups in challenging economic climates in the developing world, with extensive experience in Latin America and Eastern Europe. He served as a US Peace Corps Volunteer in small business development and has worked as an international consultant, small business owner, and has led large-scale relief and development efforts. Program areas he has managed include micro-finance, small business assistance, community development, environmental initiatives, infrastructure development, housing, and conflict prevention/mitigation. Mr. Holst is a graduate of Juneau-Douglas High School.

**JOHN KERN, DIRECTOR  
CAPITAL TRANSIT**

John Kern was born and raised in rural Minnesota. He has two grown children. Mr. Kern earned degrees in mechanical design from St. Cloud Technical College and business administration from the University of Alaska, Southeast. After working for Collins Radio in Cedar Rapids, Iowa, he moved to Alaska in 1976. He worked for the Corps of Engineers on several construction projects in Southeast Alaska followed by a position with the State of Alaska, Department of Public Works. He began with the City and Borough of Juneau in 1977 as a planner with the Community Development Department and worked there until accepting the position as Transit Manager for Capital Transit in 1983. His work with Capital Transit and within the transit industry has been recognized at the local, State, and National level. Under his management, Capital Transit has achieved national recognition; in 1999 as one of the "Ten Best Small Transit Agencies in North America," and in 2003 as the "Community Transportation System of the Year." Most recently, Capital Transit was awarded the Governor's Committee on Employment and Rehabilitation of People with Disabilities Barrier Free Design Award in 2006.

**MARY A MILLER, PE, MBA, TRIBAL TRANSPORTATION DIRECTOR****CENTRAL COUNCIL TLINGIT & HAIDA INDIAN TRIBES OF ALASKA**

Mary A. Miller, PE, MBA, is Tribal Transportation Director for Central Council of Tlingit and Haida Tribes of Alaska and a tribal member. Ms. Miller has extensive Alaska based public and private sector engineering, project and program management experience. Miller's early career, after graduating from the University of Alaska in Fairbanks, was spent in Southeast Alaska working on road system development and civil and environmental engineering consulting. Later work for the North Slope Borough Capital Improvement Program expanded her transportation portfolio of projects to include airport improvement projects and aviation system planning. Her transportation-related accomplishments include securing several alternative transportation grants and associated project development for Alaska projects while serving as Regional Transportation Engineer for the USDA Forest Service in Juneau. Currently, as Tribal Transportation Director for Central Council, Miller's focus has been developing tribal capacity, planning and prioritizing deployment of tribal assets into tribal infrastructure or partnerships that benefit tribal members.

**MARIANNE MILLS, PROGRAM DIRECTOR****SOUTHEAST SENIOR SERVICES**

Marianne Mills is the Program Director of Southeast Senior Services (SESS), largest of three divisions of Catholic Community Services. SESS operates 20 different programs throughout Southeast Alaska toward the goal of helping older Alaskans maintain their health, independence and quality of life as well as supporting their family caregivers. SESS is best known for its regional network of senior centers and door-to-door transportation systems which serve 14 communities. In Juneau, Ketchikan and Sitka, where there are public transit systems, SESS is the provider of ADA complementary paratransit services. To date, SESS staff have partnered with community stakeholders to develop coordinated transportation systems in Haines/Klukwan, Hoonah, Juneau, Kake, Ketchikan/Saxman, Sitka, Yakutat, Craig and Klawock.

**HEATHER NOE, REFERRAL CARE COORDINATOR FOR PATIENT TRAVEL****SOUTHEAST ALASKA REGIONAL HEALTH CONSORTIUM**

Heather Noe is a Referral Care Coordinator for SEARHC Ethel Lund Medical Center. Heather has worked with SEARHC for approximately for years and has worked in the Medical Patient Travel Office for one. Ms. Noe works to ensure that travel and instructions are provided to a patient when traveling for Medical Services. She will describe the process of ANMC and MEH medical travel.

**JOAN O'KEEFE, EXECUTIVE DIRECTOR****SOUTHEAST ALASKA INDEPENDENT LIVING**

Joan O'Keefe has been employed with Southeast Alaska Independent Living (SAIL) for the past 14 years - 5 years as the director of the Outdoor Recreation and Community Access (ORCA) program and the last 9 years as Executive Director of the agency. Ms. O'Keefe has a Masters in Business Administration and has lived in SE Alaska for the past 30 years.

**Moderated by:**

Marsha Bracke  
Certified Professional Facilitator  
(208) 867-3714 - mobile



# COORDINATED TRANSPORTATION

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## Successes and Challenges

Presented by Kim Champney and Marianne Mills at the Community and Public Transportation Advisory Board Public Stakeholder Forum on April 1, 2013

## Historical Perspective

- Rural Transportation Conference in Girdwood
  - Looked at barriers to the efficient use of resources to fund transportation in Alaska
  - One key barrier cited then was different Departments within the State of Alaska funded transportation as a part of different service grants without any coordinated effort
  - Solution: Departments look at funding streams where transportation was a piece and incentivize coordination
- Medical Ground Transportation using Medicaid dollars
  - Moving target trying to identify the facts surrounding who provides it, what is the price, and who to contact about it. One State employee says there is no ground transportation use of Medicaid -- only air--while another would say only cab companies can provide that service.

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## Some successes

- Juneau Coordinated Transportation Coalition has a strong core of participants
- JCTC receives excellent support from the City of Juneau as well as the Juneau Economic Development Council
  - Key factor: Mobility Management funding awarded from DOT to JEDC/CBJ
- Community outreach/education plan is in development

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## Current barrier to coordination

Medicaid waiver regulations inhibit the ability of service providers and partners to coordinate transportation.



**7 AAC 43.1045. Day habilitation services** (a) The department will reimburse for day habilitation services that

(1) are provided to a recipient in one of the following recipient categories:

(A) children with complex medical conditions;

(B) adults with physical disabilities; however, the department will reimburse only if a recipient in that recipient category is also diagnosed as experiencing a developmental disability;

(C) individuals with mental retardation or developmental disabilities;

(2) are approved under 7 AAC 43.1030 as part of the recipient's plan of care; and

(3) receive prior authorization.

(b) The department will consider habilitation services to be day habilitation services if they

(1) take place in a nonresidential setting, separate from the home, assisted living home licensed under [AS 47.33](#), or foster home licensed under [AS 47.35](#) in which the recipient resides; for purposes of this paragraph, **day habilitation services include transportation** of the recipient between the home, assisted living home, or foster home where the recipient resides and the site where the services are provided.

## Some confusion by providers ...

**June 8, 2012**

### **SDS E-Alert - Day Habilitation Services Includes Transportation**

Regulations at 7 AAC 130.260(b)(1) governing the provision of Medicaid waiver day habilitation services state:

(b) The department will consider habilitation services to be day habilitation services if they

(1) take place in a nonresidential setting, separate from the home, assisted living home licensed under AS 47.32, or foster home licensed under AS 47.32 in which the recipient resides; **for purposes of this paragraph, day habilitation services include transportation of the recipient between the home, assisted living home, or foster home where the recipient resides and the site where the services are provided.**

***SDS has received reports from care coordinators that a significant number of day habilitation service providers are not providing transportation for recipients to and from the day habilitation site or activity. Regulations require transportation be included, because the reimbursement rate for day habilitation services was developed to include transportation.***

To be in compliance with Medicaid waiver regulations, providers must begin providing transportation for recipients to and from the day habilitation site immediately.

## Andi's Story

- Andi depends on transportation that is wheelchair accessible.
- Her family does not own a van that is accessible.
- Swimming is an important component of maintaining her health and well-being. Andi swims three days per week.
- She also enjoys participating in art classes at The Canvas two days a week.
- REACH struggles to meet all her transportation needs.



## Amount billed is generally the same!

### **Current Situation**

REACH provides transportation\*\*

From home to pool: bill 2 units of day habilitation

At pool: bill 6 units of day habilitation

Pool to home: bill 2 units of day habilitation

\*\*REACH staff person is driving

### **Coordinated Situation**

Care-A-Van provides transportation\*\*

- Home to pool: Care-a-Van bills a one-way ride

- REACH bills 6 units of day habilitation

- Pool to home: Care-A-Van bills a one-way ride

\*\*No REACH staff present

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## It's complicated ...

- State of Alaska's Division of Senior and Disability Services (manages the home and community-based services program) acknowledges the current situation is not working



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## Our Request ...

- Recommend to Senior and Disability Services that day habilitation services can include, but are not required to include, transportation.
  - SDS is in the midst of revising how rates are determined. This is an opportunity to change the expectation of transportation being rolled into the day habilitation unit.

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## Outcomes if this change occurs ...

- Increased choice for consumers = Person-Centered!
- Increased coordination
- More effective use of public resources
- Less confusion for providers and for people with disabilities

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## Thank You!

If you have questions, feel free to contact us:

Marianne Mills, Southeast Senior Services

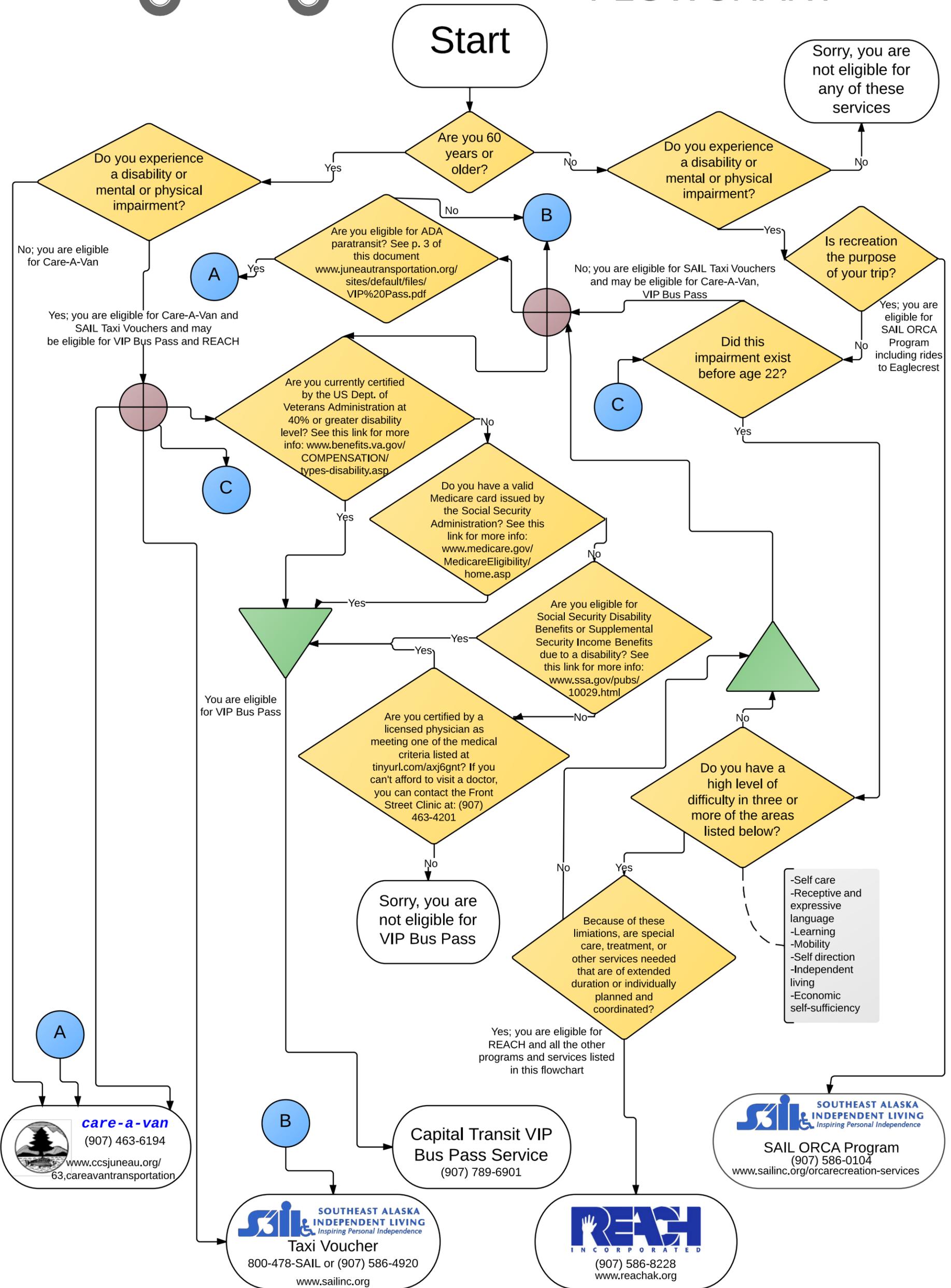
[Marianne.Mills@ccsjuneau.org](mailto:Marianne.Mills@ccsjuneau.org)

Kim Champney, REACH

[kchampney@reachak.org](mailto:kchampney@reachak.org)



# Juneau Coordinated Transportation Coalition RIDE ELIGIBILITY FLOWCHART

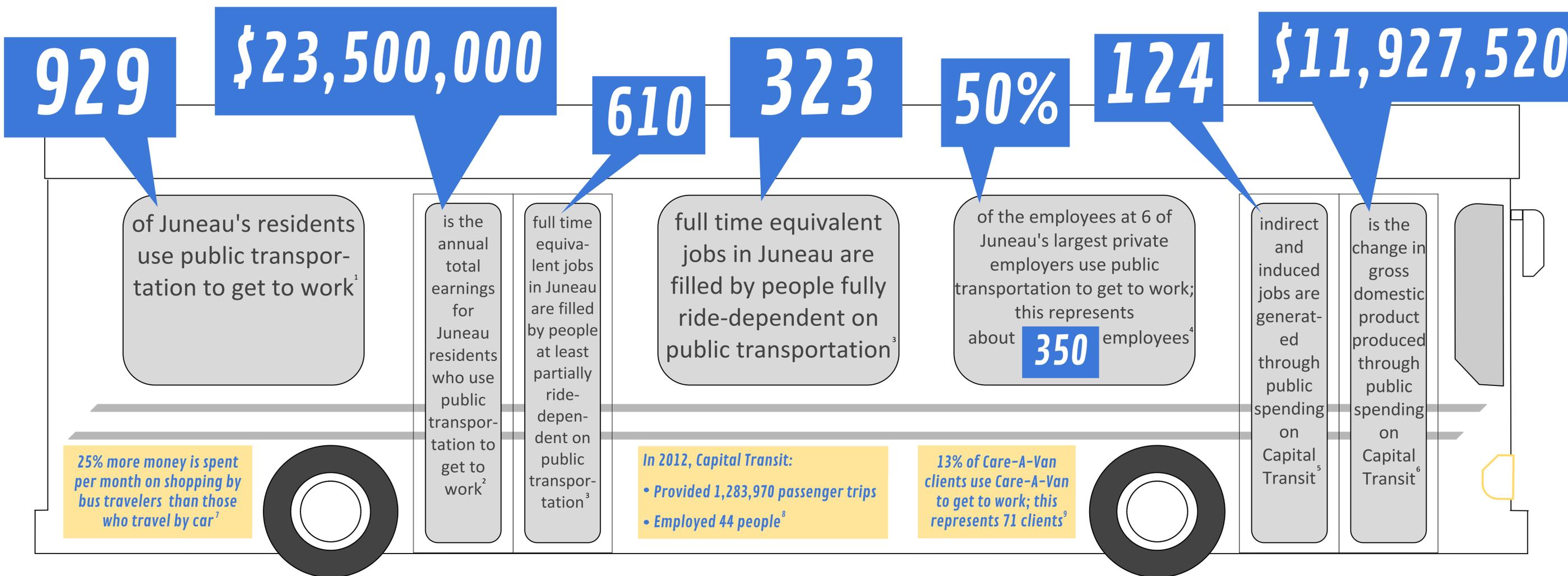


Flowchart Symbol Legend:

- = Terminus
- = Decision
- = Or
- = Connector
- = Merge
- = Note

# The Importance of Public Transportation

## for the Economy of Juneau, Alaska

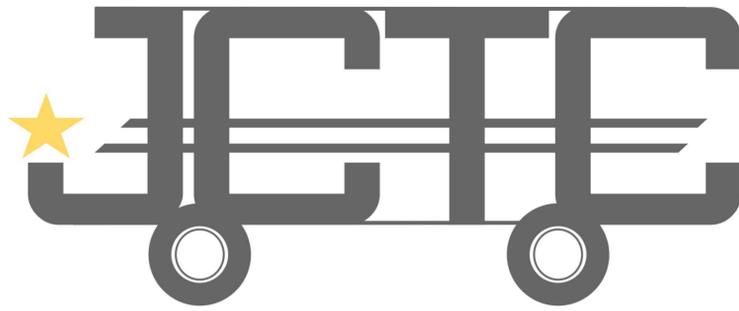


Learn more at:

[www.juneautransportation.org](http://www.juneautransportation.org)

Sources:

1. 2007-2011 average annual estimate; American Community Survey
2. Number of residents who use public transit to get to work multiplied by the average wage of these residents; 2007-2011 average annual estimate; American Community Survey
3. It is assumed that ride-dependent trips are round-trip and that workers are scheduled for five shifts per week; Juneau Transit Development Plan
4. 2009 Addendum to the CBJ 2008 Transit Development Plan: Coordinated Human Services Element
5. Indirect jobs include those in supporting industries, i.e., those that supply goods and services to enable direct spending including workers in industries supplying the engines, equipment parts, and the steel, concrete, wood and plastic materials that are needed for building vehicles, guideways and station facilities; Induced jobs include those jobs supported by the re-spending of worker income on consumer goods and services – including food, clothing, shelter, recreation and personal services; Based on estimate of 0.0000187 indirect and induced jobs per dollar spent on public transportation in the US multiplied by total expenditures identified in Capital Transit's FY13 budget; Glen Weisbrod, "Economic impact of public transportation investment", 2009: [www.apta.com/resources/reportsandpublications/documents/economic\\_impact\\_of\\_public\\_transportation\\_investment.pdf](http://www.apta.com/resources/reportsandpublications/documents/economic_impact_of_public_transportation_investment.pdf); Capital Transit Quick Facts: [www.juneau.org/capitaltransit/pdfs/QUIKFACT.pdf](http://www.juneau.org/capitaltransit/pdfs/QUIKFACT.pdf)
6. Gross domestic product represents business output minus cost of labor and materials; Based on an average of \$1.80 of change per dollar of investment in public transportation multiplied by Capital Transit's total expenditures identified in its FY13 budget; Glen Weisbrod, "Economic impact of public transportation investment", 2009: [www.apta.com/resources/reportsandpublications/documents/economic\\_impact\\_of\\_public\\_transportation\\_investment.pdf](http://www.apta.com/resources/reportsandpublications/documents/economic_impact_of_public_transportation_investment.pdf); Capital Transit Quick Facts: [www.juneau.org/capitaltransit/pdfs/QUIKFACT.pdf](http://www.juneau.org/capitaltransit/pdfs/QUIKFACT.pdf)
7. Sophie Tyler, et al. "The relevance of parking in the success of urban centres", 2012: [www.londoncouncils.gov.uk/London%20Councils/LondonCouncilsrelevanceofparkingFinalreportMASTER2.pdf](http://www.londoncouncils.gov.uk/London%20Councils/LondonCouncilsrelevanceofparkingFinalreportMASTER2.pdf)
8. Capital Transit Quick Facts: [www.juneau.org/capitaltransit/pdfs/QUIKFACT.pdf](http://www.juneau.org/capitaltransit/pdfs/QUIKFACT.pdf)
9. Care-A-Van Database Report; For FY13, 7/1/2011 - 6/30/2012



# Juneau Coordinated Transportation Coalition

## ★ WHO

JCTC partners are organizations that provide or are concerned about transportation in Juneau, Alaska.

### TYPES OF COMMUNITY PARTNERS THAT MIGHT BE INTERESTED IN PARTICIPATING IN JCTC INCLUDE:

- Private businesses
- Local governments
- Nonprofit organizations
- Operators of public transportation including private operators
- Religious institutions
- Tribal governments
- Taxi operators
- Tourism operators

### PARTICIPANTS OF JCTC HAVE INCLUDED:

- Alaska Mobility Coalition
- AWARE
- Capital Transit
- Central Council Tlingit Haida Indian Tribes of Alaska
- City and Borough of Juneau
- Juneau Economic Development Council
- Juneau Alliance for Mental Health, Inc.
- Juneau Pioneer Home
- Juneau Taxi and Tours
- Juneau Youth Services
- REACH
- SAGA/Americorps
- Southeast Alaska Independent Living (SAIL)
- Southeast Senior Services (CCS)
- St. Vincent de Paul

## ★ WHEN **JCTC WAS FORMED** July 25, 2005 **AND CONTINUES TO MEET -QUARTERLY**

Since its inception, JCTC has been involved in the distribution of over \$1,000,000 in grants to JCTC partners through DOT/FTA; over \$500,000 (non-capital/POS) was spent in the local economy; at least 12 vehicles were purchased.

## ★ WHAT

JCTC is a coalition of community partners that work together to make the most of available resources to improve the effectiveness and efficiency of transportation in Juneau, Alaska.

## ★ HOW

A key activity that JCTC carries out is the ranking of funding requests from member agencies and submission of these recommendations to the City and Borough of Juneau Assembly.

### JCTC WORKS TO ACCOMPLISH THE FOLLOWING GOALS:

- Goal 1** Maximize transportation resources within the City and Borough to meet the specific needs of all riders
- Goal 2** Ensure providers can participate to a level that complements their agency's services
- Goal 3** Leverage funding opportunities that maximize transportation resource opportunities within the community
- Goal 4** Increase awareness and support of transportation services to all community sectors

### Types of projects that have been funded in the past include:

- Voucher programs
- Replacement vehicles
- New vehicles

To be eligible for funding from the State for a transportation project, your organization must:

Participate in the local Coordinated Transportation Process



Annually register in the State's eGrant system ([tinyurl.com/bggrfbr](http://tinyurl.com/bggrfbr))

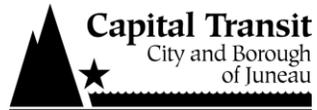
## ★ WHY

- The quality of life in our community of Juneau is improved when all residents can use transportation that is effective and efficient.
- State and Federal agencies require human service transportation providers to coordinate their activities in order to be eligible for certain sources of funding.

Learn more at: [www.juneautransportation.org](http://www.juneautransportation.org)

# Capital Transit City and Borough of Juneau, Alaska

Presentation to the *Community and Public Transportation  
Advisory Board*



## Current Work Program 2013



Comprehensive Operations Analysis/Transit Development Plan  
System analysis and 5 year plan



Care-a-Van Request for Proposals  
Service contract provider for the coming 5 year period



Downtown Transportation Center Concession Contract



Complementary Paratransit Service Eligibility Determination



Mobility Management Grant  
Currently funded by a grant from the State of Alaska



Lift Equipment Acquisition  
Currently funded through a grant from the FTA State of Good Repair Program



Replacement Bus Acquisition  
Pending funding from the State of Alaska Transfer Funds



Maintenance and Operations Facility Refurbishment  
Pending funding from a Bond and Sales Tax Initiative

## Coordination of Transportation



Advocacy for Transportation Services



Coordinated Transportation Website  
Community-wide Transportation Options  
One call dispatching?  
Shared eligibility documents?



Shared Vehicles  
Specialty Vehicles  
Residential Vehicles  
Accessible Taxi

## Challenges to Coordination

### Logistics

- Sharing Vehicles and Staff
- Ridesharing between Agencies

### Insurance

- Uniform Coverage for Multiple Agencies

### Federal Fuel Tax

- Applies to Contract Operators

### Data Collection

- Need to Track Rides to Clients

## The Public Transit Provider's Perspective



### Purchased Transportation Services

Fares

### Access to Funding

Pooled Funding – AMHTA

### Advocacy for Improved Services

### Prioritize Funding for Public

### Transportation Providers

Local Initiative and Funding

Better Use of Limited Resources



# **Central Council of Tlingit and Haida Indian Tribes of Alaska**

Community and Public  
Transportation Advisory Board  
Meeting April 1, 2013



# **Central Council of Tlingit and Haida Indian Tribes of Alaska**

By Mary A. Miller, PE  
Tribal Transportation Department  
Director

## About Central Council of Tlingit and Haida (CCTHITA)?

- CCTHITA is a Regional Tribal and nonprofit corporation. The Tribe was formed as a result of early aboriginal land claims to Southeast Alaska. Note that the Tribe is structured and organized different than most tribes.
- Although CCTHITA is based in Juneau, the Tribe has tribal members and organized Community Councils in most SE Alaska communities.
- Be aware that most SE Alaska communities also have local sovereign tribal governments (either IRA or traditional council tribes) such as Sitka Tribe, Skagway Traditional Council or Ketchikan Indian Community.

## More About Central Council of Tlingit and Haida

- CCTHITA services may look different in different communities. As a Regional Tribe it may deliver some programs in a community for smaller tribes (by agreement) while the service mix in an adjacent community may be totally different.
- The service area for the Tribal Transportation Program for CCTHITA is limited to Juneau.

## Transportation Program Background at Tlingit and Haida

- CCTHITA's transportation program began in earnest with SAFETEA-LU passage and implementation of "Indian Reservation Roads Program" (approx 2005+).
- Early years were spent in capacity building and included an unsuccessful attempt at operating a tribal transportation consortium in Southeast Alaska.
- Recent efforts have focused on meeting immediate tribal needs (Tribal owned infrastructure, tribal member benefits/leverage partnerships) and issuance of the Tribes first Long Range Transportation Plan.

## Tribal Transit

Tribes are authorized to engage in transit activities: Regulations are at 25 CFR 170

### § 170.148 What is a tribal transit program?

A tribal transit program is the planning, administration, acquisition, and operation and maintenance of a system associated with the public movement of people served within a community or network of communities on or near Indian reservations, lands, villages, communities, and pueblos.

### § 170.149 How do tribes identify transit needs?

Tribes identify transit needs during the tribal transportation planning process (see subpart D). Transit projects using IRR Program funds must be included in the FHWA-approved IRR TIP.

### § 170.150 What Federal funds are available for a tribe's transit program?

Title 23 U.S.C. authorizes the use of IRR Program funds for transit facilities as defined in this part. Additionally, there are many sources of Federal funds that may help support tribal transit programs. These include the Federal programs listed in this section. Note that each program has its own terms and conditions of assistance. For further information on these programs and their use for transit, contact the FTA Regional Transit Assistance Program (RTAP) National Transit Resource Center at <http://www.ctaa.org/ntrc>.

## Transit at Tlingit and Haida

- CCTHITA is currently working on a transit plan. The scope of work includes transit planning for several of the northern Southeast tribes via tribal resolution.
- The scope of this work is multi-modal and includes marine transit.
- We will be actively engaged in this planning effort in the next several months.

## Other Tribal Transit

- Sitka Tribe of Alaska – Through partnership operates “Community Ride” in Sitka.
- “KIC” in Ketchikan has recently initiated a par transit operation – On demand for tribal elders.
- Hydaburg has very recently initiated a transit service.

## Other Tribal Transit –Continued Hydaburg

**When did transit start?** February 19<sup>th</sup>, 2013

**What vehicles are they running?** Tribe previously owned two vehicles, a bus and a van.

**How many trips per day?** One. Starting with three trips a week. They have already increased to four trips a week en route to Klawock and Craig. Trips to Hollis on Fridays & Sundays.

**What is the routing?** Hydaburg to Klawock, Klawock to Craig & Back. Hydaburg to Hollis & Back.

**What is the fare and how much of operations (rough %) does fare cover?** \$10 Roundtrip/\$5 one-way. Children 12 and under and Elders 60 and over go free. Percent of costs are yet to be determined.

**Are they planning any additions or improvements?** Started part-time, the demand increased, so they have already added an extra day. They will continue to adjust to the demand. In the future they hope to acquire new vehicles.

## Questions?

Mary A. Miller, PE

Central Council Tlingit & Haida Indian Tribes of Alaska  
Tribal Transportation Director  
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Juneau, AK 99801

[mmiller@cchita.org](mailto:mmiller@cchita.org)

(907) 463-7765 or (907) 738-9305

# Results Accountability Decision-making and Budgeting

**Trying Hard  
Is Not  
Good Enough**

*How to Produce Measurable Improvements  
for Customers and Communities*

Mark Friedman

BOOK ORDERS

[www.trafford.com](http://www.trafford.com)

[www.amazon.com](http://www.amazon.com)

1

**SIMPLE**

**COMMON SENSE**

**PLAIN LANGUAGE**

**MINIMUM PAPER**

**USEFUL**

2

# What do our legislators say\*\*?

- *Clearly define what success is. Why do we never see a success?*  
(Former Senator Lyda Green)
- *More info on needs. Outcome focus is missing. Don't think in silos. Keep info manageable. Use simple charts. Provide a feedback loop on progress. Plan financially for the long perspective.* (Rep. Hawker)
- *I'm tired of Alaska always being at the top of the list of worst states!*  
(Sen. Davis)
- *I've never seen the state take away a program yet. There's no correlation with ever fixing a problem.* (Rep. Chenault)
- *I support prevention, but you must show how it works.*  
(Rep. Wilson)
- Results Based Budgeting – DHSS 2012/2013

3

## Results Accountability

is made up of two parts:

### Population Accountability

about the well-being of

**WHOLE POPULATIONS**

For Communities – Cities – Counties – States - Nations

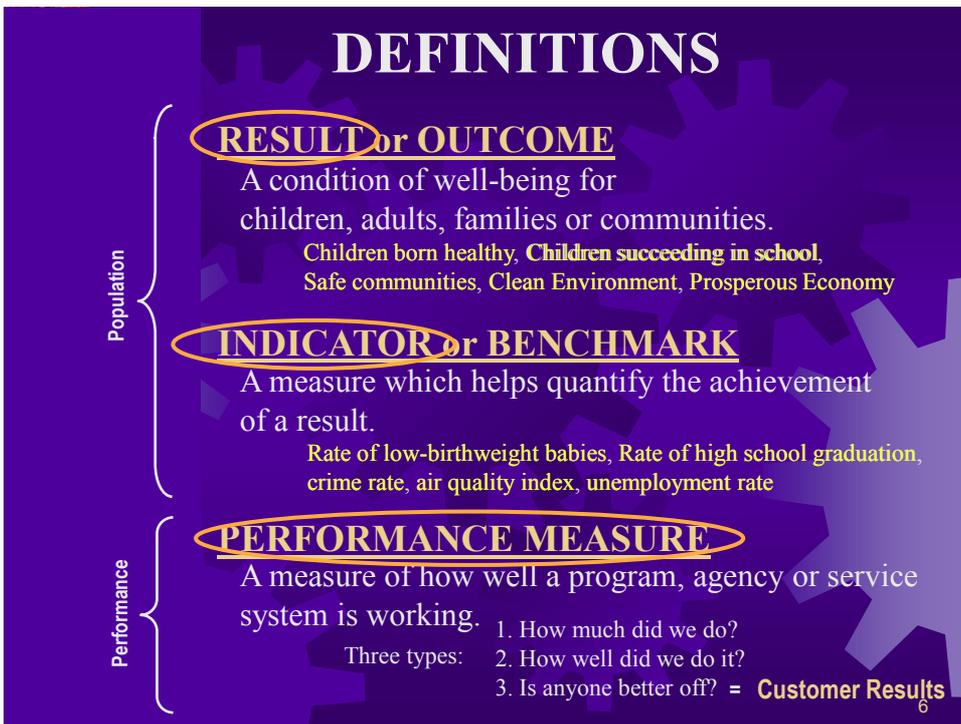
### Performance Accountability

about the well-being of

**CLIENT POPULATIONS**

For Programs – Agencies – and Service Systems

4



## IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

**RESULT** 1. Safe Community

**INDICATOR** 2. Crime Rate

**PERF. MEASURE** 3. Average Police Dept response time

**RESULT** 4. A community without graffiti

**INDICATOR** 5. % of surveyed buildings without graffiti

**RESULT** 6. People have living wage jobs and income

**INDICATOR** 7. % of people with living wage jobs and income

**PERF. MEASURE** 8. % of participants in job training who get living wage jobs

7

## Performance Accountability

For Programs, Agencies and  
Service Systems

8

Performance Measures

Quantity	Quality
<b>How Much</b> did we do? (#)	<b>How Well</b> did we do it? (%)

9

Performance Measures

<b>Effort</b> How hard did we try?
<b>Effect</b> Is anyone better off?

10

## Performance Measures

	<b>Effort</b>
<b>How Much</b>	<b>How Well</b>
	<b>Effect</b>

11

## Department of Transportation

(Performance Measures that we are aware of)

- ☀ Cost Per Ride
- ☀ Cost Per Mile
- ☀ Cost Per Hour
- ☀ Others??

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# Alaska Mobility Coalition

(Performance measures that we are aware of)

- ☀ Number of rides given
- ☀ Fixed vs. para-transit rides
- ☀ Increase ridership
- ☀ Length of waiting time
- ☀ Driver proficiency

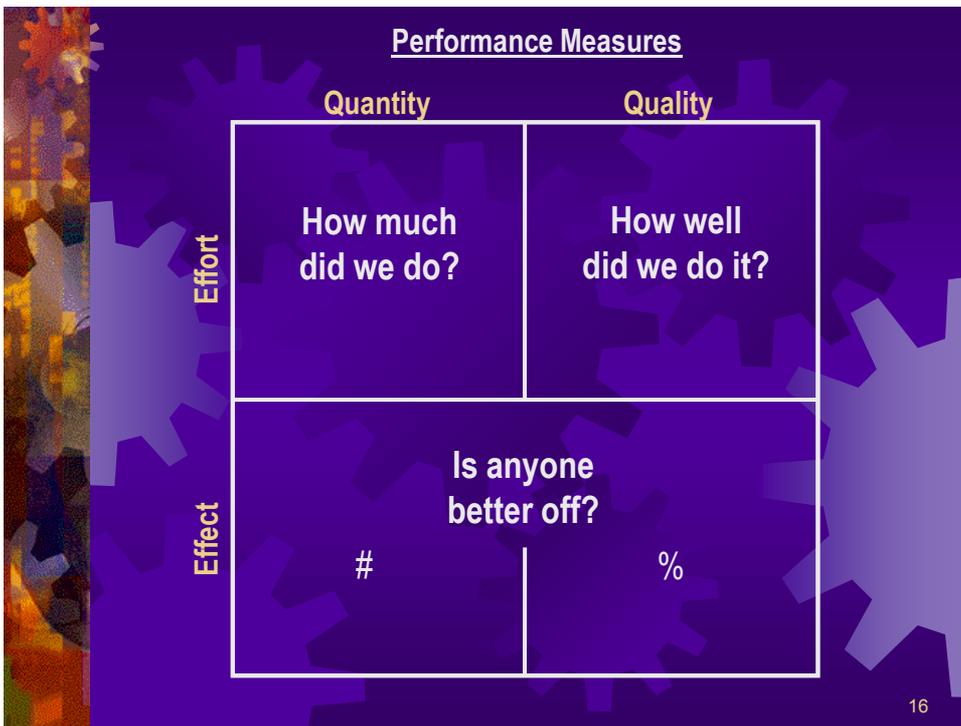
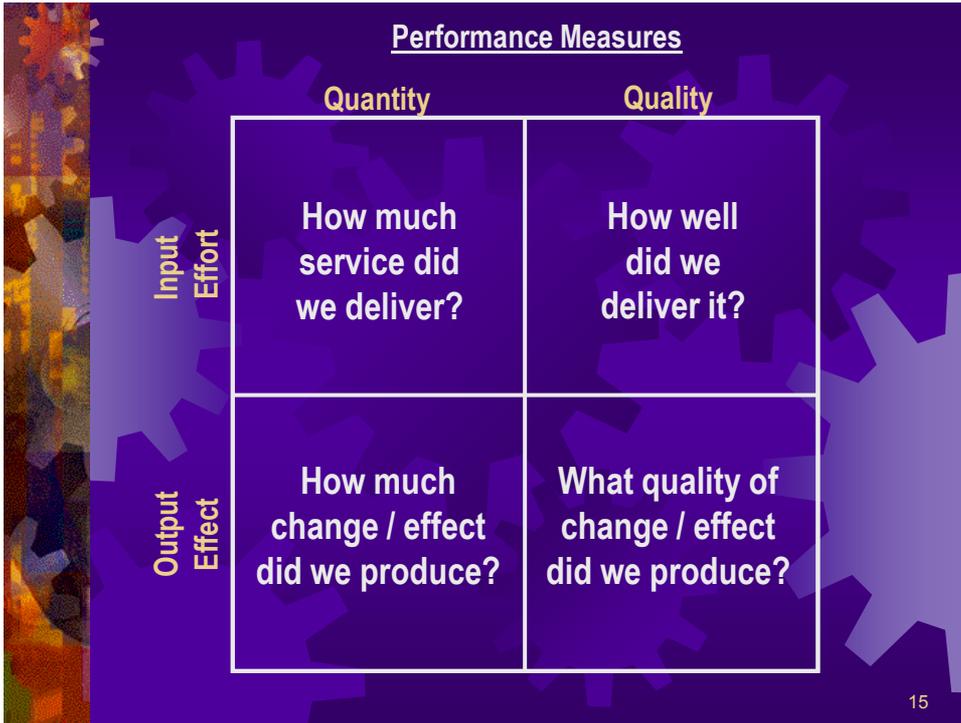
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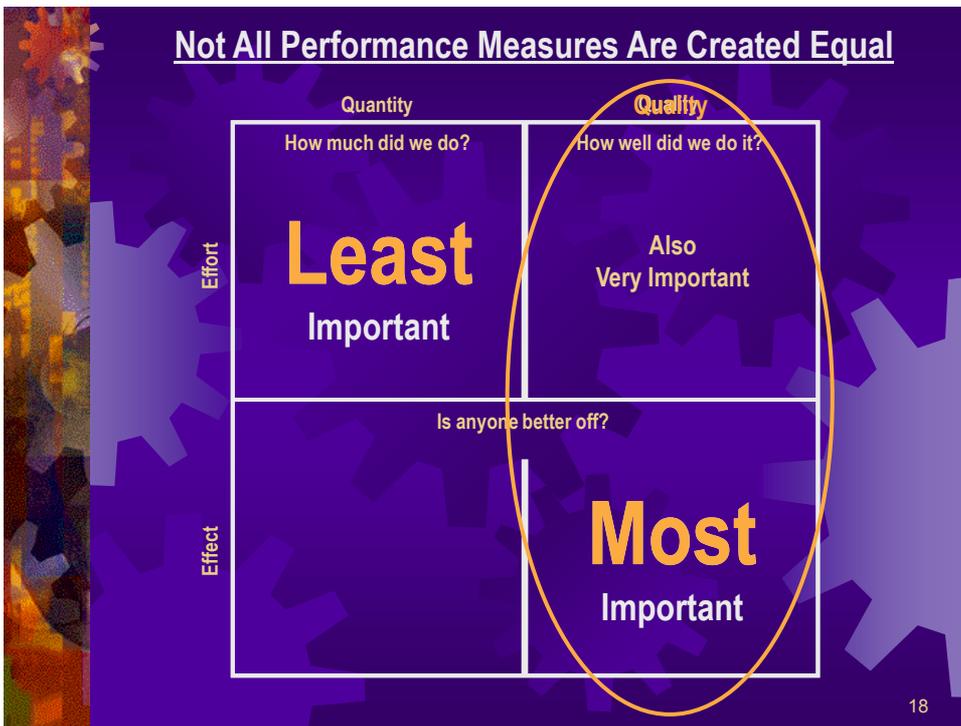
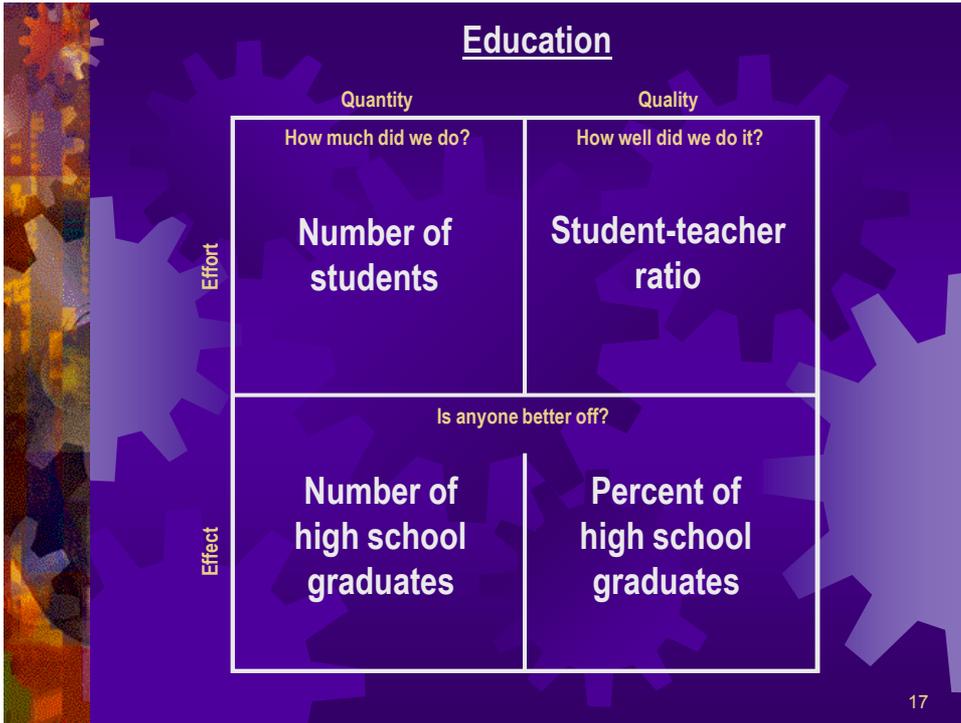
# People Mover/Anchor Rides/Share a Ride

(Performance Measures that we are aware of)

- ☀ % of trips on time
- ☀ Cost per passenger
- ☀ Track the # of riders from year to year
- ☀ Preventable accidents per 100,000 vehicle miles traveled
- ☀ Number of trips with insufficient capacity
- ☀ Miles between breakdowns

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- ## The Matter of Use
1. The **first purpose** of performance measurement is to **improve performance.**
  2. **Avoid** the performance measurement equals **punishment trap.**
    - Create a healthy organizational environment.
    - Start small.
    - Build bottom-up and top-down simultaneously.
- 20
-

# Comparing Performance

## 1. To Ourselves

Can we do better than our own history?

## 2. To Others

When it is a fair apples/apples comparison.

## 3. To Standards

When we know what good performance is.

21

# Comparing Performance

## 1. To Ourselves First

Can we do better than our own history?

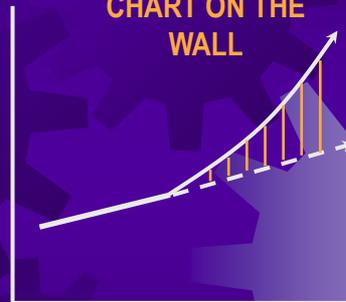
## 2. To Others

When it is a fair apples/apples comparison.

## 3. To Standards

When we know what good performance is.

Using a Baseline  
CHART ON THE  
WALL



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# Comparing Performance

## 1. To Ourselves First

Can we do better than our own history?

## 2. To Others

When it is a fair apples/apples comparison.

## 3. To Standards

When we know what good performance is.



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# Comparing Performance

## 1. To Ourselves First

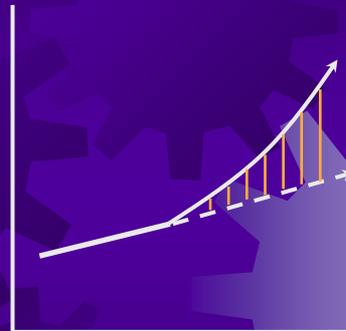
Can we do better than our own history?

## 2. To Others

When it is a fair apples/apples comparison.

## 3. To Standards

When we know what good performance is.



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## Advanced Baseline Display

Create targets only when they are:  
**FAIR & USEFUL**

Goal (line)

Target or Standard

Avoid publicly declaring targets by year if possible.

Your Baseline

Comparison Baseline

Instead:  
Count anything better than baseline as progress.

25

## All Data have two Incarnations

Lay  
Definition

Technical  
Definition

HS Graduation Rate

- % enrolled June 1 who graduate June 15
- % enrolled Sept 30 who graduate June 15
- % enrolled 9<sup>th</sup> grade who graduate in 12<sup>th</sup> grade

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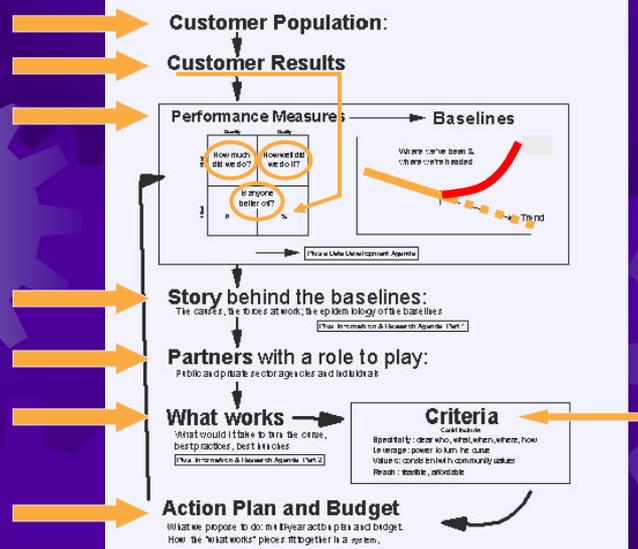
# Separating the Wheat from the Chaff

## Types of Measures Found in Each Quadrant



# Results-Based Decision Making

Getting from Talk to Action for Programs, Agencies and Service Systems



## Performance Accountability

For Programs, Agencies and Service Systems

1. Who are our customers?
2. How can we measure if our customers are better off? —— LR
3. How can we measure if we are delivering service well? —— UR
4. How are we doing on the most important of these measures?
5. Who are the partners with a role to play in doing better?
6. What works, what could work, to do better?
7. What do we propose to do?

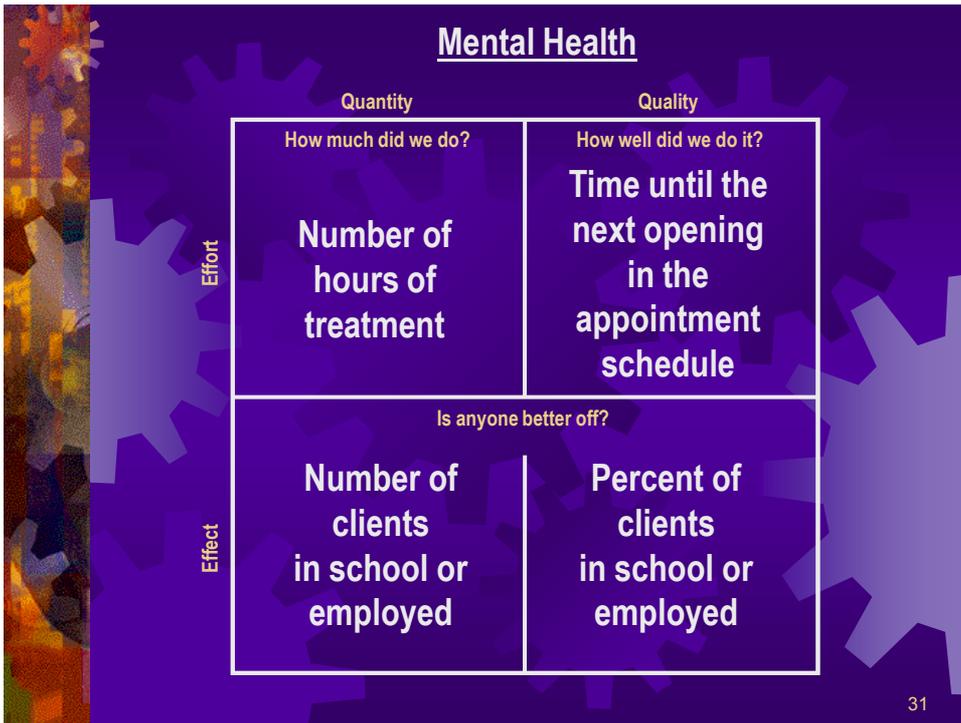
FPSI

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## Health Clinic

		Quantity	Quality
Effort	How much did we do?	<b>Number of patients treated</b>	How well did we do it? <b>Percent of patients treated in less than 1 hour</b>
	Is anyone better off?		
Effect	Profit amount	<b>Recovery number</b> <small>(for patients of the clinic)</small>	Profit rate <b>Recovery rate</b> <small>(for patients of the clinic)</small>

30



- ## A better agenda for meetings:
1. New data on our CURVES to turn
  2. New info on the STORY behind those curves
  3. New PARTNERS brought to the table
  4. New info on WHAT WORKS
  5. New info on financing
  6. Changes to the ACTION PLAN or BUDGET
  7. Adjourn
- 32

## What is important to the Community & Public Transportation Advisory Board?

- ☀ How do we measure the success of a community leveraging resources?
- ☀ Who are your riders?
- ☀ Why are they riding?
- ☀ When are they riding ?
- ☀ How do you measure the need?

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# THANK YOU !

Next Steps?

**Trying Hard  
Is Not  
Good Enough**

*How to Produce Measurable Improvements  
for Customers and Communities*

Mark Friedman

WEBSITES:

[www.raguide.org](http://www.raguide.org)

[www.resultsaccountability.com](http://www.resultsaccountability.com)

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