Sitka Public Transit-Human Services Transportation Coordinated Plan For 2015 through 2019

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Overview

This Five-Year Plan for Coordination of Public and Human Services Transportation for Sitka contains an evaluation of community characteristics, a stakeholder assessment, an inventory of existing transportation services, and a list of goals and priorities. It also provides a description of the unmet transportation needs in the region as determined through various analytical methods such as human service agency and transportation provider interviews, demographic research, local public meetings, and conversations with local stakeholders. This planning effort is the foundation for a series of approaches to address current and projected unmet transportation needs for people with low incomes, older adults, and individuals with disabilities. The intent of this document is to create a guide for local decision-makers as they consider advances in the coordination of transportation resources within Sitka.

This five-year plan meets the requirements for the Federal Transit Administration's (FTA) required local coordinated transportation plan as set forth in the Moving Ahead for Progress in the 21st Century Act (MAP-21) guidelines (aka P.L. 112-141), https://www.fhwa.dot.gov/map21/.

Any reader of this plan must know that no agency in Sitka, not the public transit providers, nor any other agency, is funded by a grant to, or required by any laws to implement this plan. This plan discusses possible strategies, and provides the background data and a planned focus for continued work in Sitka on better use of transit and human service agency transportation resources. This plan is not a promise of implementation; it is a source of knowledge and a shared vision of where coordination efforts in Sitka may try to go in the future.

The planning process was undertaken by the Center for Community (CFC) and Sitka Tribe of Alaska, with financial assistance from Alaska Department of Transportation. The three primary transit providers in Sitka (CFC, Sitka Tribe, and SESS-Southeast Senior Services) have other transit plans and work obligations (per funding sources) that fully occupy their current staff resources. The human service agencies in Sitka also have other mandates and goals that occupy their staff. However, as all of these agencies find staffing resources, unmet client needs, or funding opportunities, they can turn to this Plan to guide their shared efforts to improve transportation in Sitka for human service clients as well as the general public.

This is Sitka's third public transit-human services coordinated transportation plan, and it builds on the five-year plan published in July 2010 and Sitka's first plan published in May 2007, which was a rough initial effort at meeting the coordinated planning needs in the community. The five-year plan completed in 2010 improved greatly on the 2007 plan, which was not designed as a long-term plan. The 2007 plan lacked strategies for increasing coordination and sharing of resources among human service providers, the public transit systems, and private transportation providers. CFC and Sitka Tribe conducted the 2010 plan in order to enhance their 2007 coordination efforts and because any organization that intended to apply for grant funding during the planning period for which SAFETEA-LU (Safe Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users Act) guidelines applied needed to use the information contained in the plan. The plan is being updated now because the 2010 plan is five years old and because SAFETEA-LU has been replaced by the Moving Ahead for Progress in the 21st Century Act (MAP-21).

The objectives for this planning effort are to more accurately and carefully (1) establish the current and

future needs of Sitkans and visitors to Sitka for community transportation and gaps in existing service, (2) determine the resources available and lacking to meet the needs, (3) create strategies to develop public transit, human services transport, and private sector transport options to fill gaps, and (4) develop the most effective means and models for coordinating (sharing) resources.

WHY A COORDINATED PUBLIC TRANSPORTATION PLAN?

In July of 2012, President Obama signed the Moving Ahead for Progress in the 21st Century Act (aka MAP-21), which reauthorized the Surface Transportation Act. This was the first major, multi-year reauthorization of the Surface Transportation Act since Congress passed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in August of 2005. As part of this reauthorization, grantees under the Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310), Formula Grants for Rural Areas (Section 5311), and Bus and Bus Facilities (Section 5339) grant programs must meet certain requirements in order to receive continued funding through MAP-21.

In addition to federal funds available through MAP-21, the Alaska Department of Transportation & Public Facilities/Alaska Community Transit program offers grants through the Alaska Mental Health Trust program to nonprofit and governmental organizations that serve Alaska Mental Health Trust beneficiaries. A coordinated public transportation plan allows us to maximize our resources while eliminating gaps in service.

INTRODUCTION

One of the MAP-21 requirements is that projects from the programs listed above must be part of a "locally developed coordinated public transit-human services transportation plan." This transportation plan is required to be developed through a process that includes representatives of public, private, and non-profit transportation services, human services providers, and the general public.

Transportation coordination has been increasing across the nation because the benefits of coordination are clear. According to the Federal Coordinating Council on Access and Mobility's (CCAM) United We Ride information, nationally, $700 million could be saved if transportation providers would coordinate their individual resources which are dedicated to providing transportation. This conservative estimate is based on a study conducted by the National Academy of Science's Transportation Research Board (TRB), but it highlights the fact that transportation resources (funding, people, vehicles, and services) could be more effectively utilized to provide more transportation for communities.

Transportation coordination, while making sense from an efficiency and resource utilization standpoint, is also becoming a national mandate. During the last few years, the Federal Transit Administration, with the CCAM, developed a national campaign entitled "United We Ride," to help promote transportation coordination. State "United We Ride" grants have also been awarded to encourage transportation coordination planning at the state level. This locally developed five-year coordinated transportation plan for Sitka is a result of the national United We Ride campaign and efforts for coordination that originated at the Federal level and have reached through to the Alaska Department of Transportation and, finally, to local communities.

As indicated above, the U.S. Congress is also supporting the new emphasis on coordinated human service agency and public transportation efforts with the passage of SAFETEA-LU. Coordinated transportation is now an eligibility requirement for the following FTA grant programs:

Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) – This program (49 U.S.C. Section 5310/MAP-21 Section 20009) is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services. States apply for funds on behalf of local government authorities, private nonprofit agencies, and other public transportation providers. Capital projects are eligible for funding. Most funds are used to purchase vehicles, but other eligible expenses include acquiring transportation services under contract, lease or other arrangements, operating assistance, and state program administration. This revised Section 5310 under MAP-21 consolidates the Transportation for Elderly Persons and Persons with Disabilities (Section 5310 under SAFETEA-LU) and the New Freedom Program (Section 5317 under SAFETEA-LU), which encouraged transit systems to go beyond the ADA requirements when they provide services and facility improvements that address the transportation needs of individuals.

Formula for Grants for Rural Areas (Section 5311) – This program (49 U.S.C. Section 5311/MAP-21 Section 20010) provides capital, planning, and operating assistance to states and Indian tribes to support public transportation in rural areas with populations less than 50,000, where many residents often rely on public transit to reach their destinations. States and Indian tribes apply for funds, with states applying on behalf of local government agencies, private nonprofit agencies, and other public transportation providers. Planning, capital, operating, job access and reverse commute projects are eligible for funding, and so is the acquisition of public transportation services. The revised Section 5311 incorporates low-income populations as a formula factor, which is similar to the repealed Job Access and Reverse Commute (JARC) program from SAFETEA-LU (Section 5316). In addition, other changes include the tribal program now provides formula funds and discretionary awards, planning now is eligible, certain vanpool expenditures may be used for local match, and more.

Bus and Bus Facilities (Section 5339) – This program (49 U.S.C. Section 5339/MAP-21 Section 20029) provides capital funding to replace, rehabilitate and purchase buses and related equipment, and to construct bus-related facilities. States and designated recipients that operate or allocate funding to fixed-route operators apply for funds on behalf of public agencies and private nonprofit organizations engaged in public transportation, including those providing services open to a segment of the general public, as defined by age, disability or low income. Section 5339 replaced the Bus and Bus Facilities Program (Section 5309) from SAFETEA-LU. States are eligible to transfer funds in order to supplement urban and rural formula grant programs (MAP-21 Sections 5307 and 5311, respectively).

Alaska Mental Health Trust Program – The State of Alaska established the Alaska Mental Health Trust (AMHT) to channel revenues earned from lands deeded to the state by the federal government expressly for the benefit of Alaskans who experience mental illness. Each year the Alaska Mental Health Trust Authority funds the Coordinated/Non-coordinated Transportation Program for the benefit of all the beneficiaries identified by the trust's board of directors, including those with mental illness, developmental disabilities, Alzheimer's and other dementias, chronic alcoholism, and traumatic brain injury. At times the Alaska Legislature also adds a contribution from the state's general funds through the capital budget. Nonprofits and governmental organizations that serve AMHT beneficiaries are eligible to receive funds. Planning, limited operating or start-up projects, purchase of rides (such as through cab vouchers), the purchase or repair of vehicles, equipment and technology, and match for federal transportation projects all are eligible to receive AMHT funds. (http://dot.alaska.gov/stwdplng/transit/hs_funding_amht.shtml)

One of the prerequisites to apply for funding under these federal MAP-21 and state AMHT programs is participation in the creation of a "locally developed coordinated public transit-human services

transportation plan." This five-year human services and public transportation coordination plan is the first step for Sitka toward satisfying that application requirement. The plan is a living document that may be amended as new organizations join the effort in future years.

METHODOLOGY

This report contains information gathered from a variety of sources to help support the key findings and recommendations emerging from this plan. The community background and demographics sections include information gathered from the Alaska Department of Commerce, Community and Economic Development, Division of Community and Regional Affairs community profile database, and from the Sitka Economic Development Association (SEDA) Sitka, Alaska, Community Profile 2014-15. In addition, other information for these sections was obtained from national census and weather data, and from state economic and human services data.

For the inventory of resources and services and gaps in service sections, each coordinated group member was asked to supply data either through interview or survey. This helped us get an idea about what services already are provided in Sitka, including fixed-route public buses, dial-a-ride paratransit, vanpools, school buses (including for activities), and other transportation services provided or sponsored by social service agencies in town.

Each coordinated group member was interviewed or surveyed about their needs assessments. The general public participated in the planning process through a community meeting and a community survey posted online and distributed on the RIDE and Care-A-Van buses, and an opportunity to comment on or testify about the final version of the plan. Our outreach included newspaper press releases, radio PSAs, fliers posted on community bulletin boards, Facebook, and more.

Once we had our stakeholder and community input, this version of the plan was drafted. Finally, a resolution was submitted to our local governmental agency (the Sitka Tribe of Alaska) for approval.

Community Background

The City and Borough of Sitka, Alaska, is a town of just more than 9,000 people (give or take a few each year) located on the western coast of Baranof Island in Southeast Alaska. Sitka was Alaska's original capital, until Juneau became capital in 1906, and features a rich mixture of Tlingit, Russian and American culture. Sitka is the only large community on Baranof Island, with most of the other communities being small fishing villages such as Port Alexander, Port Armstrong, Port Walker, Baranof Warm Springs, and a few fish camps. Sitka and most of the rest of the Southeast Alaska region are located in the Tongass National Forest, and the Sitka National Historical Park (one of the nation's smallest national parks) is located near downtown Sitka.

The City and Borough of Sitka, which includes almost all of Baranof Island (except a small sliver near Port Alexander) and part of nearby Chichagof Island, is the largest city in the United States by land area (2,870 square miles), water area (1,941 square miles) and total area (4,811 square miles). Sitka is larger than the areas of Delaware and Rhode Island combined. However, the core part of Sitka only has about 14 miles of paved road from end to end along the coast and barely extends more than a mile or so from the shore due to mountains that rise out of the sea. Most of Sitka's urban core is within a two-square-mile radius of downtown, making it a popular location for walkers and bikers. Sitka is 93 air miles SSW from the state capital in Juneau, 590 air miles SE from Anchorage, and 850 air miles NW of Seattle.

Sitka is located in a temperate rain forest, which means there's usually a misty rain falling much of the year but the temperatures are cool and mild. The average annual rainfall in Sitka is 86.72 inches, and the average annual snowfall is 33 inches. August typically is Sitka's warmest month, with an average high of 62 degrees and an average low of 53 degrees and an average rainfall of 6.85 inches. January usually is the coldest month, with an average high of 40 degrees, an average low of 32 degrees, and average rainfall of 8.39 inches and average snowfall of 10 inches. The sidewalks can be difficult to walk during the winter because of frequent freezing rain turning to ice.

Being located on an island, Sitka is off of Alaska's road system. There are short roads to get around town, but no road connections to other communities. The state-operated Rocky Gutierrez Airport features several daily Boeing 737 flights from Alaska Airlines (with Delta Airlines scheduled to start providing seasonal summer service in 2015), along with other commercial and charter flights using smaller planes. The Alaska Marine Highway System, aka the state ferry or Blue Canoe, provides passenger and car ferry service to Sitka once or twice a week, depending on the season or vessel repair/maintenance status. Sitka gets most of its freight by barge from two companies, Samson Tug and Barge and Alaska Marine Lines/Northland Services. When people travel from Sitka, they usually go to Juneau, Ketchikan, Anchorage, Seattle, or one of the nearby villages in the region (Kake, Angoon, Hoonah, etc.).

Sitka is the only Alaska community to hold a Bicycle Friendly Community designation from the League of American Bicyclists (bronze 2008, bronze 2012) and a Walk Friendly Community designation from the Walk Friendly Communities program (bronze 2013) at the same time. Sitka has the highest percentage of people who bike to work of any community in Alaska with more than 750 population (5.4 percent, more than 10 times the national average and five times the state average). Sitka also has one of the highest percentages of people who walk to work of any community in Alaska (13.2 percent). Alaska has the highest percentage of walking commuters of any state (6.0 percent) because so many of Alaska's communities are off the road system and small.

Service Provider Capabilities

OVERVIEW

Evaluation of service provider capabilities and the structure of transportation resources in Sitka provides coordinated transportation planners with the necessary foundation for implementing changes that will complete and improve the network of transportation resources. Multiple components of community outreach activities were used to encourage public and human service agency transportation providers and users to participate in the coordination planning efforts, to include focus groups and one-on-one interviews.

An understanding of existing resources, vehicle utilization, and financial information is necessary prior to implementation of new coordinated approaches to service for older adults, individuals with disabilities, and people with low incomes. The summary and vehicle utilization tables at the end of this chapter provide an overview of the vehicle inventories and utilization, hours of service, and passenger eligibility for each of the participating organizations (where information was provided by those organizations).

The ultimate goal for organizations in Sitka that provide, purchase, or use transportation for older adults, individuals with disabilities, people with low incomes, and the general public is to improve upon the existing network of services to create new efficiencies so that programs can provide more service with the existing level of funding. If services are to be expanded in the future, additional funding will be necessary. This document outlines several coordination strategies to be explored that can be accomplished through coordination of existing resources as well as strategies that can only be implemented with additional funding.

Certain coordinated transportation stakeholders are eligible for additional funding through the Federal Transit Administration's (FTA) Section 5310 Program, Enhanced Mobility of Seniors and Individuals with Disabilities; Section 5311 Program, Formula for Grants for Rural Areas; Section 5339 Program, Bus and Bus Facilities; and through the Alaska Mental Health Trust Program. Criteria for eligible applicants to the Section 5311 and 5339 programs are as follows:

- Public entities, including tribes, providing public transit services; or,
- Private, nonprofit entities designated by local government to provide public transit services.

Criteria for eligible applicants to Section 5310 are as follows:

- Private, nonprofit 501(c)(3) corporations;
- Public bodies identified by the state as lead agencies in a coordination project; or
- Public bodies that certify that no private, nonprofit corporations exist within their jurisdiction for the provision of elderly and disabled transportation.

Organizations that are not eligible applicants for Section 5310 or state AMHT funds may still benefit from those programs through agreements with eligible organizations and they should seek partnerships and formal contractual agreements with an eligible applicant in order to achieve the coordinated transportation goals.

INVENTORY OF SERVICES AND KEY STAKEHOLDERS

Key public and human service agency transportation stakeholders in Sitka were invited to participate in

an email survey or one-on-one interview with a representative from Center for Community to discuss the existing transportation resources utilized for their consumers. The interviewer used a standard set of questions for each interview to promote consistency in the findings. Several organizations volunteered to participate either through email or via a personal, face-to-face discussion or via a telephone interview. Stakeholders that provide transportation described their services and resources. Other organizations that purchase trips from a third-party provider or arrange transportation on behalf of their consumers expressed several common interests regarding the unmet transportation needs of their consumers and the general public in Sitka. Below is a list of the stakeholder organizations that participated in the interviews in 2015:

- Center for Community, Welfare to Work Services
- Center for Community, Services for the Developmentally Disabled
- Center for Community, Infant Learning and Parents as Teachers
- Center for Community, the RIDE (state grants)
- Mount Edgecumbe High School (State of Alaska-operated boarding school)
- SAIL (Southeast Alaska Independent Living)
- Salvation Army
- Sitka Community Hospital
- Sitka Community Schools (afterschool programs)
- Sitka Counseling and Prevention Services
- Sitka Native Education Program (SNEP)
- Sitka Pioneer Home (State of Alaska-operated residential elder care)
- Sitka School District
- Sitka Tribe of Alaska, the RIDE, (FTA to tribe grant)
- Sitkans Against Family Violence (SAFV)
- Southeast Alaska Regional Health Consortium (SEARHC)
- Southeast Alaska Regional Health Consortium Raven's Way Program
- Swan Lake Senior Center, Care-A-Van and the RIDE paratransit contractor
- Youth Advocates of Sitka (YAS)

Summary of Transportation Services by Organization

The following paragraphs take a consumer or public transportation-focused view of the stakeholder organizations that participated in the interview process. Each organization is unique in its approach. Some organizations directly operate transportation, some purchase transportation from third parties, some advocate or refer consumers to available transportation resources, and others have a combination of approaches (i.e., purchase and provide transportation for consumers or the public). Summaries of organizations that directly operate and/or purchase transportation for consumers are listed in Section A. Organizations that advertise or refer people to available transportation services are listed in Section B.

A. Organizations that Directly Operate, Administer, and/or Purchase Transportation

Center for Community (CFC)

Center for Community (CFC) is a non-profit provider of home and community-based services for people with disabilities, older adults, and others who experience barriers to community living in Alaska. CFC's central administration is in Sitka, but CFC provides services throughout several towns and villages in Southeast Alaska. The organization in Sitka is eligible for FTA Sections 5310 and 5311, and state AMHT funding. It currently receives Section 5310 and Section 5311 funding. CFC provides services through five programs:

- **Independent Living Services for Persons with Developmental Disabilities** – A list of services

pertaining to "learning about living" and "habilitation" are included in this program. Habilitation includes supported living, supported employment, in-home supports, and day habilitation (community activity). Clients are encouraged to exercise, taught to ride public transit, and exposed to social opportunities. For all of these clients, CFC staff provide ongoing case management to help the client or family navigate through all the state public assistance, Medicaid, and health and social service programs' requirements and services.

- **In-Home Care Services to Adults with Physical Disabilities and Seniors** – Adults with disabilities include anyone age 21 to 65 who struggles with a disability that was caused by an accident or disease. Seniors include anyone older than age 65 who needs assistance to stay at home alone safely, or whose family caregivers need support. CFC provides care coordination for many of these clients, as well as in-home care services with CFC direct service workers: including "hands-on" personal care, assistance with chores, or respite for caregivers. CFC currently serves more than 300 people a year with various combinations of in-home care services.

- **Early Learning/Infant Learning** – This ongoing program receives referrals of 0- to 3-year-old children to screen the children for developmental delays. The program also provides therapies to children and instructional support to parents. The CFC has received several years of Small Projects Grants from the Alaska Mental Health Trust Authority, and offers twice-weekly toddler playgroups to work with emotional development of toddlers and to support parents.

- **Employment Enhancement Services ("Welfare to Work Services")** – Adults, who receive welfare cash assistance ("TANF") because they have minor children and where the parents are of working age (between 18 and 65), are supposed to be moved off of cash assistance under federal and state welfare reform. The CFC program provides welfare-to-work counseling and job services to all non-tribal clients in Southeast Alaska.

- **Public Transit for Community of Sitka** – In fiscal year 2014, Sitka's the RIDE system – managed by a collaborative effort between Center for Community, Sitka Tribe of Alaska and Southeast Senior Services – delivered more than 64,000 one-way passenger trips. The RIDE is a fixed-route bus service operated by STA (described in detail later in this section). Complementary paratransit services are operated by Southeast Senior Services at Swan Lake Senior Center under a contract from Center for Community, and operated in conjunction with transportation services for the elderly or younger Medicaid waiver clients, funded by several other grants secured directly by Southeast Senior Services from state, federal, private, and tribal sources. Fixed-route and paratransit services are open to the public and many of the regular riders are individuals with developmental or physical disabilities.

Three of the five programs at CFC include transportation: Community Services for Persons with Developmental Disabilities; Employment Enhancement Services; and the RIDE fixed-route and paratransit. The following tables outline the transportation that is provided for each program.

CFC — COMMUNITY SERVICES FOR PERSONS WITH DEVELOPMENTAL DISABILITIES

Client eligibility:	Individuals of all ages who have developmental disabilities
Hours/Days of Service:	Monday-Friday, 8 a.m. to 5 p.m. Saturday and Sunday, 10 a.m. to 3 p.m.
Peak Hours/Days of Service:	Monday-Friday, 2-5:30 p.m.
Mode of Service:	Demand Response (but only with other scheduled services provided by CFC staff who must escort client)
Number of Vehicles:	Seven sedans
Transportation Staff:	One full-time program assistant manages the staff and client use of the vehicles. Training specialist staff members must provide a mandatory staff escort while providing supportive services to clients, while incidently driving the vehicles. There are no dedicated drivers on staff. There is low potential for coordinating these trips with other transportation providers.
Annual Trips (one-way):	Approximately 9,000 (Due to the nature of the customer needs, trips typically are scheduled with one passenger per trip.)
Annual Transportation Costs:	$16,000 (approximately, for vehicle depreciation, fuel, maintenance, but no salary costs).
Cost Per Trip:	$1.85 (approximately).
Transportation Funding Sources:	Various CFC program grants or the Medicaid Waiver Program for individuals with developmental disabilities.

CFC — EMPLOYMENT ENHANCEMENT SERVICES

Programs:	**Purchased Bus Pass Program**	**Gas Stipend Program**
Client Eligibility:	Adults age 18 to 65 who receive welfare cash assistance, have children at home, and are moving from welfare to work.	
Hours/Days of Service:	Monday-Friday, 8 a.m. to 5 p.m.	
Mode of Service:	Purchased trips through bus passes or taxi vouchers	Stipends to fuel client cars
Number of Vehicles:	0	0
Annual Trips Purchased:	Transportation for about four clients/families per month	Varies

Programs:	Purchased Bus Pass Program	Gas Stipend Program
Annual Transportation Costs:	$4,200	$1,500
Transportation Funding Sources:	Employment Enhancement Services contract and grant from State of Alaska	

CFC — THE RIDE FIXED-ROUTE AND PARATRANSIT

Programs:	Fixed Route	Paratransit
Client Eligibility:	General Public	Individuals who are Americans with Disabilities Act (ADA) eligible and people age 60 or older
Hours/Days of Service:	Monday-Friday 6:30 a.m. to 7:30 p.m.	Monday-Friday 6:30 a.m. to 9:30 p.m., Saturday and Sunday by advance appointment only, about five hours per weekend day
Mode of Service:	Fixed Route	Demand Response
Number of Vehicles:	Six total (four CFC-owned buses are operated by STA, two buses owned by STA, one STA-owned snowplow truck)	Three (owned by SESS purchased through grants from 5310/AMHT)
Annual Ridership:	60,606 (total ridership for three routes)	15,473
Annual Transportation Costs:	$707,326.38	$310,564.11
Cost Per Trip:	$11.67	$20.07
Transportation Funding Sources:	FTA Section 5311 AMHT Purchased Services	FTA Section 5311, FTA Section 5310 AoA Title III and XI, City of Sitka AMHT Purchased Services

In addition to the programs directly provided by CFC in Sitka, the agency facilitates coordination of resources throughout the community and successfully writes grants to assist many local non-profit organizations. Under the public transit program, CFC has Memoranda of Agreements/Contracts with a number of social service agencies in Sitka that receive free vouchers for their clients on the RIDE. Examples of such inter-agency agreements include: Sitka Counseling and Prevention Services, SEARHC, Sitkans Against Family Violence, Youth Advocates of Sitka, and the state offices of Vocational Rehabilitation, and Children's Services, and others.

Sitka Tribe of Alaska – the RIDE (formerly known as "the Community RIDE")

The RIDE is the fixed route public transportation service in Sitka. In 2002, CFC issued an RFP for a provider of fixed-route services on two proposed routes. Sitka Tribe of Alaska (STA) was the successful bidder under the RFP process. From 2002 until the present, STA has operated the RIDE's first two fixed routes (Red and Blue Lines) under a contract from CFC that included CFC's leasing of buses owned by CFC to STA for use on the fixed routes.

In 2007, Sitka Tribe secured its own Tribal Transit grant from the Federal Transit Administration, and has since that time applied its grant plus some of the tribe's funds from Indian Reservation Roads to the operation of a third fixed route — the Green Line — that is linked to and coordinated as an integral part of the RIDE's overall fixed route system. The Green Line, like all routes, is open to the general public However, the route was designed to serve designated tribal housing, medical and educational facilities, and tribal citizens with low incomes.

Also in 2007, the Tribe received a Congressional earmark grant for the "transit needs of Sitka," which allowed the tribe to purchase two more RIDE buses and a truck and plow for snow removal at passenger shelters on the routes. The tribe's buses and CFC's leased buses are used interchangeably on any of the three fixed routes.

Southeast Senior Services (SESS) has a contract from CFC to provide complementary paratransit service for all three fixed routes. CFC, as the grant recipient for FTA Section 5311 and 5310 funds, provides operating and administrative revenue for both the fixed route services, and for the contract for paratransit services. CFC is also the recipient for capital funding for vehicles to support two fixed routes (the Red and Blue Lines) (Note: SESS obtains its OWN capital grants for paratransit rolling stock.)

Continued funding for the transit system remains a challenge, and STA's funding from several federal and tribal sources is now less than half of what it was a couple of years ago. Other than an annual payment to cover fuel and maintenance for the SESS paratransit buses, the City and Borough of Sitka had not been a regular financial contributor to the transit/paratransit system in Sitka. In 2014, the City made a one-time contribution to the system to help offset some of STA's funding losses. On March 10, 2015, representatives from CFC and STA went before the Sitka Assembly to request a $100,000 allocation in FY2016 for public transit, even though the City is in a budget crunch where other programs are being cut. At the time, the Assembly agreed to add $25,000 as a placeholder and may revise that figure as the budget is finalized.

Today, CFC, STA, and Southeast Senior Services continue to work in coordination to operate three fixed routes and complementary paratransit service in Sitka. Daily hours of operation for public transportation are Monday through Friday from 6:30 a.m. to 7:30 p.m. Transportation is not provided on six holidays — New Year's Day, Memorial Day, Labor Day, Alaska Day (Oct. 18), Thanksgiving Day, and Christmas Day. One route — the Green Line — operates on a 30-minute frequency; while the other two routes (Red Line and Blue Line) operate on about 60-minute frequencies. The RIDE is open to the general public and all vehicles are wheelchair accessible. The fare structure is described as follows:

One-Way Pass	$2 adult	$1 seniors/children/disabled
All-Day/Daily Pass	$5 adult	$3 seniors/children/disabled
12-Ride Pass	$20 adult	$10 seniors/children/disabled
Monthly Pass	$50 adult	$25 seniors/children/disabled

A child is any passenger age 6-17 years old, a senior is age 60 or older.

Bus passes are sold on the vehicles or may be purchased in advance at any of the following locations:

- Sitka Tribe of Alaska Main Office, 256 Katlian St. (upstairs)
- Old Harbor Books
- SeaMart Grocery Store

Route bus stops are as follows:

THE RIDE BUS STOPS

RED LINE
(Halibut Point Road)
60-minute frequency

INBOUND
McDonald's
AC/Lakeside Grocery
Random House/Ernie's
Crescent Harbor/
ALL-LINE TRANSFER
OUTBOUND
AC/Lakeside Grocery
Sitka Community Hospital

Sitka High School/
BLUE LINE TRANSFER
1112 Edgecumbe Drive
SeaMart Grocery
Cascade Creek Road
Sand Dollar Drive
2700 HPR
Channel Club
Sollar Drive
Across from HP Rec Area
4408 HPR
4708 HPR
Ferry Terminal
INBOUND
State Troopers
4317 HPR
3205 HPR
2711 HPR
2219 HPR
Across from USFS HPR
SeaMart Grocery

BLUE LINE
(Sawmill Creek Road)
60-minute frequency

INBOUND
Price/Burkhardt Streets
1211 Sawmill Creek
National Park Entrance
Crescent Harbor/
ALL-LINE TRANSFER
OUTBOUND
Swan Lake Sr Ctr/Salvation Army
Monastery/Arrowhead Streets

Arrowhead/Verstovia Streets

Sitka High School/
RED LINE TRANSFER
SMC and Baranof Street
SMC and Biorka Street
National Park, SMC
Price/Burkhardt Streets
Whale Park
INBOUND
Thimbleberry Trailhead
Anna Drive
1517 SMC-Arrohead Transfer

GREEN LINE
(Downtown/Japonski Island)
30-minute frequency

IN TOWN
Community House
STA Main Tribal Offices
Center for Community
SMC and Baranof Street

Indian River: Kaasdaa Heen
Indian River: Peter Simpson
Crescent Harbor/
ALL-LINE TRANSFER (45 min)
Crescent Harbor/
NO TRANSFER (15 min)
TO JAPONSKI ISLAND
University of Alaska Southeast
USCG Maple
SEARHC Hospital
Sealing Cove/O'Connell Bridge

the RIDE

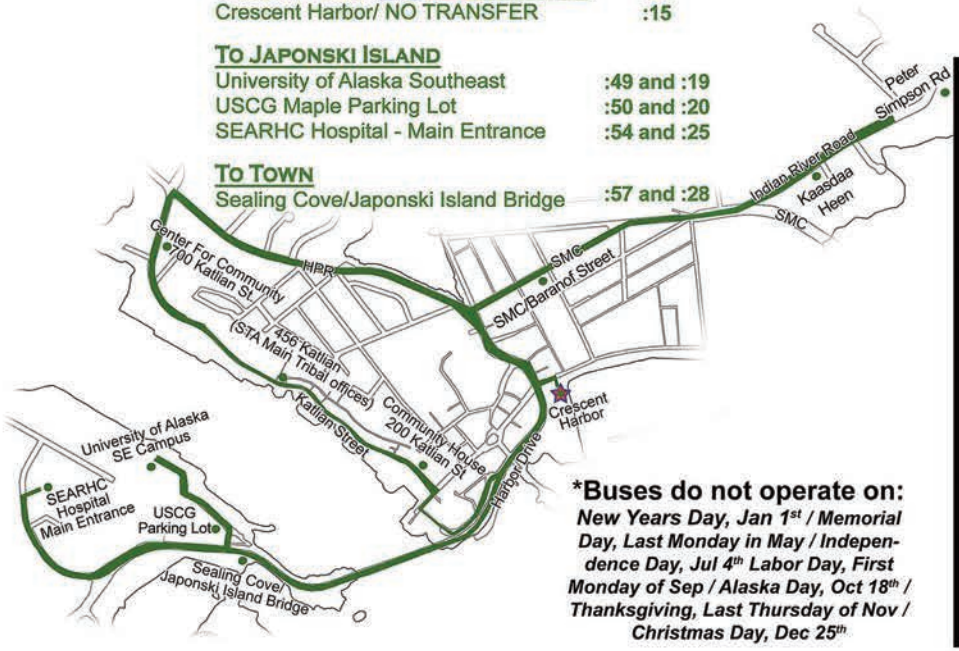
Have Questions?
Call the RIDE Hotline
Mon-Fri, 8:00am - 5:00pm at
(907) 747-7103

THE GREEN LINE: DOWNTOWN/ISLAND ROUTE

IN TOWN	DEPARTS
Community House – 200 Katlian St	:30 and :59
456 Katlian (STA Main Tribal offices)	:31 and :00
Center For Community – 700 Katlian St	:33 and :03
SMC & Baranof Street	:35 and :05
Indian River: Kaasdaa Heen	:37 and :07
Indian River: Peter Simpson Road	:38 and :08
Crescent Harbor/ALL LINE TRANSFER	:45
Crescent Harbor/ NO TRANSFER	:15

TO JAPONSKI ISLAND	
University of Alaska Southeast	:49 and :19
USCG Maple Parking Lot	:50 and :20
SEARHC Hospital - Main Entrance	:54 and :25

TO TOWN	
Sealing Cove/Japonski Island Bridge	:57 and :28



***Buses do not operate on:**
New Years Day, Jan 1st / Memorial Day, Last Monday in May / Independence Day, Jul 4th Labor Day, First Monday of Sep / Alaska Day, Oct 18th / Thanksgiving, Last Thursday of Nov / Christmas Day, Dec 25th

SINGLE-RIDE TICKETS & DAILY PASSES are SOLD ON BUSES

MONTHLY BUS PASSES
& Punch Cards for 12 or 24 Trips
MAY BE PURCHASED AT:

Sitka Tribal Enterprises
204 Katlian Street
Mon-Fri, 8:30a-4:30p

Old Harbor Books
201 Lincoln Street
Mon-Sat, 10:00a-6:00p

Bear Country Gifts
401 Lincoln Street
Mon-Sat, 9:00a-6:00p

Seamart
1867 Halibut Point Road
Sun-Sat, 7:00a-11:00p

PARATRANSIT SERVICES

To Request a Paratransit RIDE
Call Monday-Friday, 8:00am - 5:00pm:
(907) 747-8617

Swan Lake Senior Center, through the RIDE, provides door-to door transportation services for seniors, age 60 and older and individuals with disabilities. **You are eligible to ride IF**: a) you are age 60 or older OR b) you are under 60 but need assisted transportation due to a permanant or temporary disablity. I*f you are under 60, please provide a document from a physician attesting to your disability.*

PARATRANSIT FARE STRUCTURE:
Under 60 yrs: $2/one way & $4/round trip
Seniors 60+ yrs: Donation Requested

PARATRANSIT HOURS OF OPERATION:
Monday through Friday, 6:30 am to 9:00 pm
Saturday and Sunday by reservation only
Please call 24 hours in advance for a reservation.

Community RIDE can take you where you want to go in Sitka: shopping, to the doctor, or to visit a friend!

ALL BUSES WHEELCHAIR ACCESSIBLE

the RIDE

BUS SCHEDULE

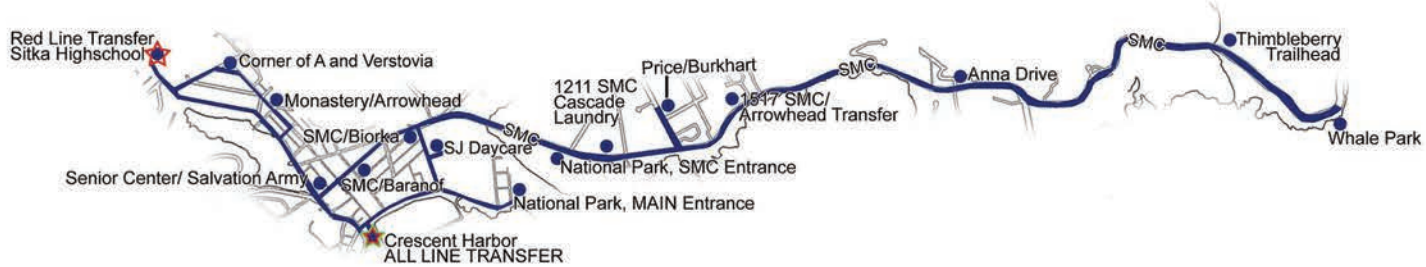
Catch the RIDE:
Monday - Friday*
6:30a - 7:30p
Effective August 2011

ALL OF OUR BUSES ARE WHEELCHAIR ACCESSIBLE

Call the Hotline:
Mon-Fri, 8:00am - 5:00pm at
(907) 747-7103

Need door-to-door RIDES?
Please see the back panel of this schedule for info about our "PARATRANSIT SERVICES"

the RIDE



FARE STRUCTURE

Child= 6 - 17 Yrs
Adult= 18 - 59 Yrs
Senior= 60+ Yrs
Disabled= Any Age

	Child	Adult	Senior/ Disabled
One Way:	$1	$2	$1
Day Pass:	$3	$5	$3
Month Pass:	$25	$50	$25
12-Ride Pass:	$10	$20	$10

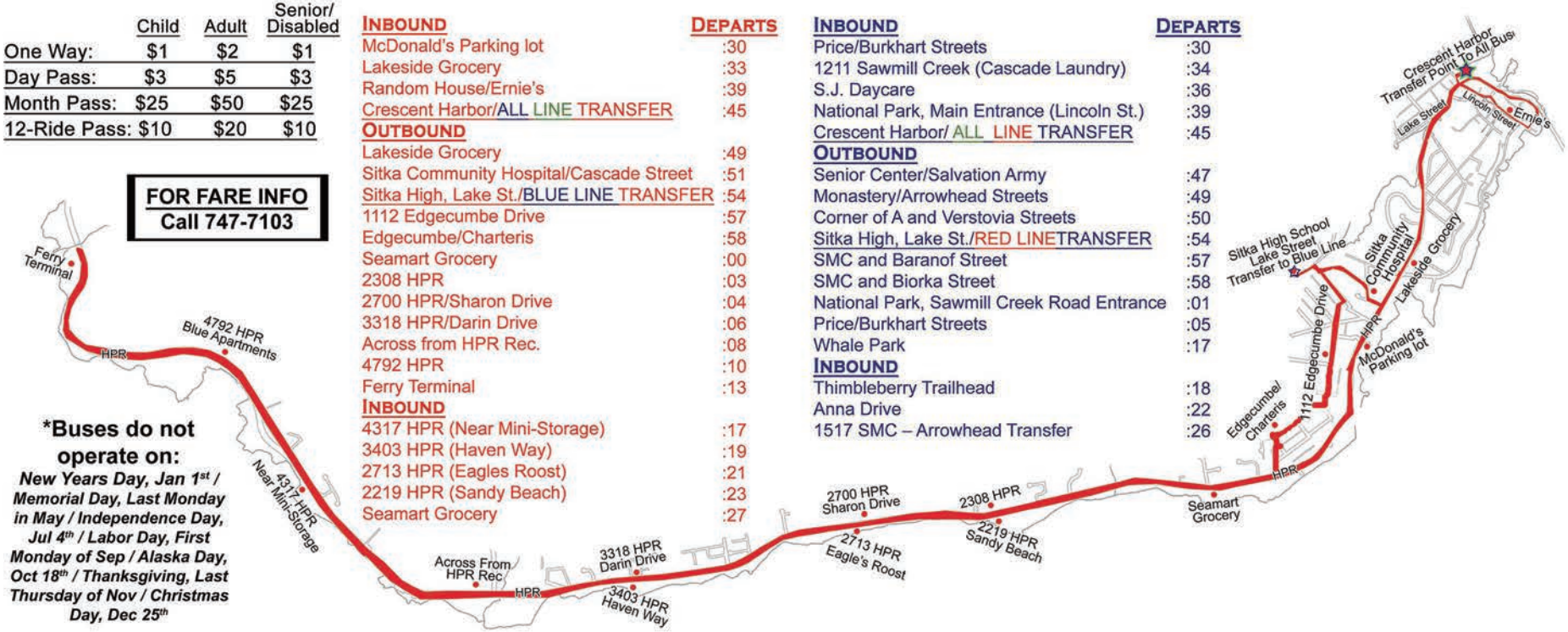
FOR FARE INFO
Call 747-7103

THE RED LINE
HALIBUT POINT ROAD ROUTE

INBOUND	DEPARTS
McDonald's Parking lot	:30
Lakeside Grocery	:33
Random House/Ernie's	:39
Crescent Harbor/ALL LINE TRANSFER	:45
OUTBOUND	
Lakeside Grocery	:49
Sitka Community Hospital/Cascade Street	:51
Sitka High, Lake St./BLUE LINE TRANSFER	:54
1112 Edgecumbe Drive	:57
Edgecumbe/Charteris	:58
Seamart Grocery	:00
2308 HPR	:03
2700 HPR/Sharon Drive	:04
3318 HPR/Darin Drive	:06
Across from HPR Rec.	:08
4792 HPR	:10
Ferry Terminal	:13
INBOUND	
4317 HPR (Near Mini-Storage)	:17
3403 HPR (Haven Way)	:19
2713 HPR (Eagles Roost)	:21
2219 HPR (Sandy Beach)	:23
Seamart Grocery	:27

THE BLUE LINE
SAWMILL CREEK BOULEVARD ROUTE

INBOUND	DEPARTS
Price/Burkhart Streets	:30
1211 Sawmill Creek (Cascade Laundry)	:34
S.J. Daycare	:36
National Park, Main Entrance (Lincoln St.)	:39
Crescent Harbor/ ALL LINE TRANSFER	:45
OUTBOUND	
Senior Center/Salvation Army	:47
Monastery/Arrowhead Streets	:49
Corner of A and Verstovia Streets	:50
Sitka High, Lake St./RED LINETRANSFER	:54
SMC and Baranof Street	:57
SMC and Biorka Street	:58
National Park, Sawmill Creek Road Entrance	:01
Price/Burkhart Streets	:05
Whale Park	:17
INBOUND	
Thimbleberry Trailhead	:18
Anna Drive	:22
1517 SMC – Arrowhead Transfer	:26



***Buses do not operate on:**
New Years Day, Jan 1st / Memorial Day, Last Monday in May / Independence Day, Jul 4th / Labor Day, First Monday of Sep / Alaska Day, Oct 18th / Thanksgiving, Last Thursday of Nov / Christmas Day, Dec 25th

The Ride Sch
. alinaaks88
Middle Island
© Mapbox © OpenStreetMap

Each route and associated stops are illustrated on the map on the preceding page (Page III-8-10). As listed above and illustrated on the map, all three routes meet at the Crescent Harbor transfer point in downtown Sitka. Because it is a transfer point where all routes can be accessed, Crescent Harbor is the busiest stop for the system. The top three busiest stops for each route that are not transfer centers are as follows:

BUSIEST STOPS BY ROUTE

ROUTE	LOCATION	NUMBER OF ANNUAL PASSENGER BOARDINGS AND ALIGHTINGS
Red Line	SeaMart Grocery	4,040
Blue Line	Price and Burkhardt Streets	3,509
Green Line	SEARHC Hospital	2,551

Productivity of the service between 2007, 2009 and 2014 is illustrated in the following table. Productivity in terms of passengers per revenue vehicle hour (the number of hours a vehicle is in service) increased significantly between 2007 and 2008 due to a tribal transit grant to STA, which was used to expand service by adding one additional bus route (the Green Line) so that service could be provided on 30¬minute frequencies. Reportedly, the number of revenue vehicle hours increased by less than one percent between 2007 and 2008. Prior to operation of the Green Line, annual revenue vehicle hours were 6144 (12 hours a day times 2 routes times an average of 256 operating days per annum.)

In 2014, STA reported 5.90 one-way passenger trips per revenue vehicle hour (up from 3.93 passengers in 2009). This means that for every hour that a vehicle was in service, it carried an average of 5.90 passengers.

CATEGORY	2007	2009	2014
Total one-way trips (rides)	28,172	39,410	58,686
Revenue vehicle hours	9,216	9,216	9,945
Rides per revenue vehicle hour	2.84	3.93	5.90

The following table illustrates the annual operating and capital expenses for the fixed-route services between FY 2008 and FY 2010. Revenue sources from the FTA Section 5311 Grant received by Center for Community (CFC) fund the administrative and operating costs of the Red and Blue Lines. Revenue from the Section 5311 Grant received by Sitka Tribe of Alaska (STA) fund the Green Line. The fiscal year is defined as July 1 through June 30.

CATEGORY	FY2007	FY2009	FY2014
Administrative Costs	$83,068	$124,537	$130,834
Operating Costs	$820,181	$793,265	$773,300
Maintenance Costs	$41,322	$25,724	$61,707
Capital Costs (Vehicles)	$0	$133,221	$0
TOTALS	**$944,571**	**$1,076,747**	**$965,841**

The RIDE receives funding for administrative expenses through the following resources:

- FTA Section 5311;
- FTA Section 5309 for Training needs
- Center for Community (FTA Section 5311);
- Tribal Transit funds (for operations starting in November 2007);
- Tribal Transportation Program;
- Passenger fares.

In terms of capital expenses, CFC owns four buses— two 29-foot buses and two 24-foot buses — leassed to STA. STA also owns two 24-foot buses and a snowplow truck.

Maintenance

Sitka Tribe of Alaska intends to build a maintenance facility by 2017. The maintenance facility will have two (2) maintenance bays and space to wash one transit vehicle at a time. The facility will also have office space and space for a driver training room. As this plan goes to press, STA is seeking a suitable site.

Paratransit

Paratransit services for the RIDE are provided by Southeast Senior Services (SESS) working out of the Swan Lake Senior Center. Paratransit is provided as described in the following paragraphs.

HUMAN SERVICE AGENCY AND SCHOOL TRANSPORTATION PROVIDERS

Care-A-Van – Swan Lake Senior Center/Southeast Senior Services (SESS)

Southeast Senior Services is part of Catholic Community Service, a private non-profit organization that provides door-to-door demand response transportation in Sitka for anyone age 60 and older and for any person with a disability, regardless of his or her age. Southeast Senior Services (SESS) operates Sitka's complementary paratransit service, Medicaid transportation, and meal delivery services out of the Swan Lake Senior Center. Transportation provided by SESS is locally known as Care-A-Van.

Southeast Senior Services has provided transportation to seniors since 1974, prior to the development of the RIDE. Southeast Senior Center is a long-time coordination partner with CFC and the RIDE.

CARE-A-VAN SERVICES

Programs:	Paratransit, Medicaid transportation, and meal delivery
Client Eligibility:	Adults age 60 and older and individuals with disabilities of any age
Hours/Days of Service:	Monday-Friday, 6:30 a.m. to 9 p.m., Saturday and Sunday, 9 a.m. to 2 p.m., by reservation
Mode of Service:	Door-to-door demand response
Number of Vehicles:	Five vans for 6-10 passengers, 100-percent wheelchair accessible
Transportation Staff:	One full-time and three part-time drivers, one manager (shared with other Swan Lake services), one assistant/scheduler (shared with other Swan Lake services)
Annual Trips Provided:	13,600
Annual Transportation Costs:	$330,355
Cost Per Passenger Trip:	$24.29
Transportation Funding Sources:	FTA Section 5311, CFC, City of Sitka

Trip reservations are strongly encouraged at least 24-hours and up to eight months in advance. The scheduler will work late reservations into the schedule, if possible. In fact, the schedulers are well known for their caring attitude and tendency to find a way to provide transportation that is needed.

The manager indicated that the transportation program does not prioritize trips; however, schedulers will make adjustments to the schedule to ensure that passengers are able to get to essential appointments.

Fare Structure and Eligibility

Passengers older than 60 years ride for free but donations are accepted. The suggested donation amount is $1 per trip. Passengers younger than age 60 are required to pay a fare of $2 per one-way trip. Passenger fare revenue is directed to the Swan Lake Senior Center budget.

The scheduler attempts to schedule trips in 20-minute increments and schedules multiple passengers on a vehicles whenever possible. The Swan Lake Senior Center receives about 50 calls per day for trip requests and cancellations, according to the interviewee. CFC's paratransit contract with Care-A-Van pays $167 per day for dispatch services (through Section 5310).

Passengers younger than age 60 are required to complete an application with approval from a medical professional to determine eligibility for complementary paratransit service prior to receiving transportation services.

Starting in the second half of 2015, people younger than age 60 wishing to use paratransit for more than a short period of time, such as post-surgery, will be required to apply for status as being eligible for Americans with Disabilities Act (ADA) services. If found ADA eligible, a rider of any age will have priority for rides and will receive an ADA card that will give him or her short-term access to paratransit services in other communities.

Driver Training and Policies

Drivers are required to consent to a background check prior to working for the center and must agree to random drug testing. Drug testing is conducted through Work Safe. Driver training is provided through the main office, and all drivers are required to participate in training.

Funding

The sources of revenue for SESS transportation services in Sitka are as follows:

- Center for Community (paratransit contract Sections 5311 and 5310);
- Medicaid Waiver;
- Title III grant of the Older Americans Act through the State of Alaska;
- Title VI of Older Americans Act, through two pass-through grants from with Sitka Tribe of Alaska;
- Passenger contributions and fares;
- In-kind donations from the City and Borough of Sitka (fuel and maintenance); and
- Local fundraising.

The City of Sitka contributes to the senior transportation program by providing all fuel, by providing all SESS vehicles with maintenance services at the City Garage, and by providing the Swan Lake Senior Center building where the transportation program is one of several programs being operated.

Annual transportation operating expenses for FY 2015 were reported by SESS and Center for Community as follows (NOTE: 2016 expenses expected to include $92,000 for replacement vehicle purchase):

EXPENSE CATEGORY	2015 ANNUAL EXPENSE
Driver Salaries and Benefits	$122,917
Dispatcher/Scheduler Salaries and Benefits	$48,708
Fuel (in-kind from City of Sitka)	$28,692
Maintenance (in-kind from City of Sitka)	$8,142
Vehicle Insurance	$4,143
Vehicle License/Registration	$50
Paraplan	$2,614
Administrative	$117,556
TOTAL EXPENSES	**$338,355**

Vehicles used for paratransit service are owned by SESS and were purchased through grants received through Alaska Department of Transportation and the Alaska Mental Health Trust (AMHT). SESS obtains fuel for vehicles by direct donation from the City and Borough of Sitka. No vehicles were purchased during 2015.

The Salvation Army

The Salvation Army is a private non-profit agency located at 405 Sawmill Creek Road in Sitka. The agency provides support for individuals with low incomes and operates a daily soup kitchen. Consumers include older adults, individuals with disabilities, at-risk youth, and individuals and families who are homeless. The Salvation Army was listed in the 2010-15 Sitka Public Transit-Human Services Transportation Coordinated Plan, but now does not use its own vehicles to transfer clients, only the occasional church member.

Sitka Community Hospital

Sitka Community Hospital is a public, non-profit hospital that is owned by the municipality. The hospital is one of the area's largest employers with approximately 140 employees. It offers 15 long-term care beds and 12 beds for acute care.

In 2009, Sitka Community Hospital received a 12-passenger van (model year 2009) that is wheelchair accessible and has capacity for one wheelchair. The van is being used to take long-term care patients on outings to the senior center for lunch, parades, church, errands, and once per year it is used to take passengers to a cruise ship for an outing with Sitka Pioneer Home assisted living residents. The van is also used for medical appointment trips between Sitka Community Hospital and SEARHC when Care-A-Van service is not available.

The schedule for using the van has a regularly scheduled trip about once or twice a week to and from the Swan Lake Senior Center for lunch, and all other trips are provided on a demand-response basis.

SITKA COMMUNITY HOSPITAL

Programs:	Hospital Long-Term Care Patients
Client Eligibility:	Patients
Hours/Days of Service:	Transportation Service Hours Vary
Mode of Service:	Demand Response
Number of Vehicles:	One 12-passenger van, wheelchair accessible
Transportation Staff:	Long-Term Care Staff
Annual Trips Provided:	No Stats
Annual Transportation Costs:	No Stats
Transportation Funding Source:	Hospital Budget

Sitka Counseling and Prevention Services

Sitka Counseling and Prevention Services, Inc., is a 501(c)(3) nonprofit corporation whose primary purpose is to prevent and reduce the harmful effects of mental illness and/or substance abuse in the lives of youth, adults and families. The agency does this by providing caring professional and therapeutic services. Sitka Counseling offers a variety of outpatient/group treatment services; children, adult and family services; mental health; co-occurring and substance use disorders. The diverse backgrounds of staff enable the agency to provide an individual approach to the problems which confront our clients in Sitka and Yakutat.

Programs offered by Sitka Counseling include:

The **Residential Treatment** programs have the capacity for 12 beds (six men and six women) and are designed to provide a 'family style' environment, with peer support in a Level 3.1 substance treatment program. During treatment, transportation is used and clients are encouraged to use the RIDE. If the RIDE is not available, the staff on duty will drive the agency SUV vehicle. The program focuses on assisting clients in attaining/maintaining abstinence; establishing a quality program of recovery; integrated treatment for co-occurring disorders; making healthy connection to the community; and achieving economic self-sufficiency. These goals are achieved in three distinct phases. The average resident stays 4-6 months.

Sitka Counseling offers outpatient counseling services to youth, adolescents, adults, couples and families who need assistance with mental health, addictions and emotional problems. Both of our locations are on the RIDE bus routes, and clients are encouraged to use public transportation. We do not have designated outpatient transportation.

The **Harbor Lights** program offers confidential support for individuals experiencing symptoms of a mental illness, which negatively impacts their daily lives. The adult severe mental illness program serves 45 clients and offers clients transportation in our sedan to appointments, activities, shopping and events. There also are about 15 clients who use the RIDE daily with the vouchers provided by CFC through a grant from Alaska Mental Health Trust.

The **Family Center** program services 35 clients providing services that are structured, safe, secure, nurturing environment where the children learn to express and manage their emotions. This allows them to develop essential skills to better function at school, home and in the community. They have a van, which is used daily for client pick-up/drop-offs, and also provides transportation for the evening family parenting classes.

River's Edge Property is a six-unit apartment complex on Flume Circle (off Indian River Road) for individuals who qualify for HUD Section 8-11 housing. The tenants use the RIDE and have their own vehicles.

SITKA COUNSELING AND PREVENTION SERVICES

Programs:	Continuum of behavioral health assessments and treatment programs
Client Eligibility:	Individuals with behavioral health issues, transportation for residents and outpatients
Hours/Days of Service:	Varies by Program

Mode of Service:	Demand Response, Door-to-Door Client Transportation
Number of Vehicles:	Three (One 12-passenger 2007 Chevrolet Express van, one four-passenger 2011 Subaru Legacy sedan, one six-passenger 2014 Honda Pilot SUV)
Transportation Staff:	Agency staff (no dedicated drivers) operate vehicles
Annual Trips Provided:	Not Tracked
Annual Transportation Costs:	Not Tracked (Ttransportation costs are part of other agency costs) Sitka Counseling also purchases bus passes for the RIDE
Transportation Funding Sources:	Grants obtained by CFC for the benefit of Sitka Counseling and Medicaid agency revenue (projected)

Sitka Native Education Program (SNEP)

The Sitka Native Education Program (SNEP) is a nonprofit organization dedicated to the education of Native youth in Sitka. The program is a partnership between the Sitka School District and the Sitka Tribe of Alaska, with participation from other programs in town. Services include traditional Native education about language, songs, dance, drumming and beading. The program also provides tutoring services for students of all grade levels throughout all of the schools in the Sitka and Mount Edgecumbe area. The program also has limited preschool tuition assistance. The program did offer student transportation when the 2010-15 Sitka Public Transit-Human Services Transportation Coordinated Plan was compiled, but no longer offers transportation and has put its bus up for sale.

Sitka Pioneer Home

The Sitka Pioneer Home provides assisted living services for Alaska residents who are age 65 and older. The facility is located in downtown Sitka on Katlian Street. The Pioneer Home provides some rides for residents, mostly to medical appointments at the various medical centers and clinics around Sitka. If residents need transportation that is not provided by the home's program, they, or their family, are encouraged to call Swan Lake Senior Center to arrange for their own transportation. Some residents also use the RIDE fixed-route service to get around town. The home is not required, via the resident contract for services, to provide transportation. But it does have a small bus to facilitate medical care and resident recreation, with non-medical transportation provided at the discretion of the home's director.

The Sitka Pioneers Home activities director estimated that the Home's transportation program provides approximately 20 trips per week for medical purposes. In addition, the activities department also provides about two trips per month (10 to 12 passengers each trip) for non-medical purposes. Sitka Pioneer Home was unable to calculate annual transportation expenses or productivity.

SITKA PIONEER HOME (STATE OF ALASKA)

Programs:	Assisted-living services and transportation
Client Eligibility:	Current residents

Hours/Days of Service:	Transportation on weekdays, as needed
Mode of Service:	Demand Response door-to-door
Number of Vehicles:	Three (one vehicle accomodates up to four wheelchairs)
Transportation Staff:	Agency staff (not dedicated drivers) operate vehicles The agenc staff are paid, just not dedicated to driving
Annual Trips Provided:	Approximately 1,160
Annual Transportation Costs:	No tracked, expenses are part of other agency costs
Transportation Funding Sources:	State of Alaska

Sitkans Against Family Violence (SAFV)

SAFV is a non-profit 501(c)(3) organization that offers a 25-bed shelter for women and their children who are victims of domestic violence or become homeless. The main office of SAFV is located in Sitka, with some outreach services provided in Angoon, Kake and Port Alexander by Sitka staff. SAFV makes occasional trips to Angoon, Kake and Port Alexander, and has funds to transport victims to shelter (usually in Sitka) if necessary. In addition to providing safe shelter, the program maintains a primary prevention coalition to work on changing societal norms in order to interrupt violence before it occurs. This coalition provides community education and violence prevention in the community and schools.

SAFV has no fleet vehicles and uses cabs (emergency only) and buses (preferred) to transport clients. The SAFV director said it has spent about $350 annually for the RIDE bus passes over the past three years. Last year SAFV had a minimal state ferry cost of about $100 (before it ran about $200 to $1,000 a year).

SITKANS AGAINST FAMILY VIOLENCE (SAFV)

Programs:	Domestic violence shelter, community education and violence prevention training
Client Eligibilty:	Anyone in need of shelter from domestic violence
Hours/Days of Service:	24 hours
Mode of Service:	Purchased transportation
Number of Vehicles:	None
Transportation Staff:	None
Annual Trips Purchased:	The RIDE and taxi vouchers: $350, Ferry service: $100
Transportation Funding Sources:	About 50 percent of funding is from State of Alaska, including pass-through federal dollars, remaining funds are from local sources (City of Sitka), grants and donations

Southeast Alaska Independent Living (SAIL)

Southeast Alaska Independent Living (SAIL) is an Aging and Disability Resource Center and a Center for Independent Living nonprofit organization that serves anyone with a disability and seniors older than 60. SAIL is currently serving 145 consumers.

Anyone who is eligible for the program also is eligible for transportation provided by SAIL for Outdoor Recreation and Community Access (ORCA) program activities. SAIL operates one 15-passenger wheelchair-accessible vehicle for ORCA program activities. SAIL provides transportation for approximately 20 passengers per week. Staff are trained to operate the vehicle and drive as part of their daily responsibilities. SAIL staff spends about six hours per week driving clients.

SOUTHEAST ALASKA INDEPENDENT LIVING (SAIL)

Programs:	Outdoor Recreation and Community Access (ORCA) Home visits for equipment and home modiification assessments
Client Eligibility:	Individuals experiencing disabilities and seniors
Hours/Days of Service:	Three to four days per week between 9 a.m. and 5 p.m.
Mode of Service:	Demand Response, door-to-door
Number of Vehicles:	One 2005 Ford F450 Cutaway 15 passenger, two-wheelchair bus
Transportation Staff:	Two staff members operate the vehicle
Annual Trips Provided:	416
Annual Transportation Costs:	$2,044
Cost Per Passenger Trip:	$3
Transportation Funding Sources:	Fees, grants and donations

SouthEast Alaska Regional Health Consortium (SEARHC)

SEARHC S'áxt' Hít Mount Edgecumbe Hospital — SEARHC is a nonprofit tribal health consortium of 18 Native communities that serves the health interests of the Tlingít, Haida, Tsimshian, and other Native people of Southeast Alaska. It is one of the oldest and largest Native-run health organizations in the nation. Patient transportation provided by the hospital is described in the following paragraphs.

SEARHC hospital in Sitka operates one (1) Ford Explorer SUV for 4-6 passengers (with no wheelchair lift) for its short-term patient housing facility. The Explorer was purchased from the General Services Administration and is used to transport patients who are coming from nearby villages to the hospital from the airport, floatplane, or ferry. The van is operated on from 8 a.m. to midnight on Monday through Friday. Employees of the hospital drive the van and it is available for any patient or resident of SEARHC short-term housing. Any patient and their escort are eligible for transportation at no cost to the individual.

When the Explorer is not in operation, SEARHC issues taxi cab vouchers for patients staying at short-term housing. SEARHC also purchases and distributes to various clients vouchers for single rides on the RIDE buses.

SEARHC is the city's largest employer. Several first-shift staff use the RIDE's Green Line to get to and from work. The route's 30-minute frequency has encouraged employees to use the service.

SEARHC S'ÁXT' HÍT MOUNT EDGECUMBE HOSPITAL

Programs:	Hospital short-term housing facility
Client Eligibility:	Patients
Hours/Days of Service:	Daily, as needed, typically Monday-Friday, 8 a.m. to midnight
Number of Vehicles:	One 4-6 passenger Ford Explorer SUV
Transportation Staff:	Agency staff (not dedicated drivers) operate vehicle
Annual Trips Provided:	Not Tracked
Annual Transportation Costs:	Not tracked (transportation costs are part of hospital costs) The hospital also purchases fixed-route trips from the RIDE and private taxi companies.
Transportation Funding Sources:	Various revenue streams

Raven's Way — The SEARHC Raven's Way adolescent residential treatment program directly operates transportation for clients using one 15-passenger van that was purchased through a General Services Agreement (GSA). An employee of the program drives the van, as needed to bring patients to appointments.

SEARHC RAVEN'S WAY PROGRAM

Programs:	Adolescent substance abuse treatment program
Client eligibility:	Adolescents with substance abuse issues
Mode of Service:	Demand response
Number of Vehicles:	One 15-passenger van
Transportation Staff:	Agency staff (not dedicated drivers) operate vehicles
Annual Trips Provided:	400
Annual Transportation Costs:	$9,000 (not including staff time)
Average Cost Per Trip:	$2.50
Transportation Funding Sources:	SEARHC funds

Bill Brady Healing Center — The SEARHC Bill Brady Healing Center adult residential treatment program, which was included in the 2010-15 Sitka Public Transit-Human Services Transportation Coordinated Plan, has closed and no longer provides services.

Youth Advocates of Sitka (YAS)

Youth Advocates of Sitka is a nonprofit community mental health program that serves children between the ages of 5 and 21 years and their families. Any youth who is diagnosed as severely emotionally disturbed is eligible for services provided by YAS. The programs include group and individual therapy, residential programs, and skills development. YAS operates four programs.

YAS Community Mental Health Program — Outpatient/school-based treatment and accompanying mental health and rehabilitative services are made available to all eligible students in the Sitka School District, as well as students attending Mount Edgecumbe High School and the SEER School (a local private school for grades K-8). Mental health services, including mental health intake assessments and individual, group and family therapy, also are made available to all residents at the Hanson House Level III residential treatment facility.

YAS Therapeutic Foster Care Program (TFC) — Therapeutic foster care is a program for children and youth ages 5 to 21 whose special needs can be met through services delivered from adults who are trained, supervised and supported by agency staff. The resource parents play a key role in implementing a comprehensive, client-focused and individualized therapeutic environment for the child placed in their home setting. The program provides clinician-driven intervention that assists children and youth in working toward their long-term treatment goals. In therapeutic foster care, the positive aspects of a nurturing, supportive and healthy family environment are combined with active and structured treatment interventions.

YAS staff, the resource parents, the client, the client's family members (as appropriate) and other professionals work as a team to develop a treatment plan for each child. Resource parents are the primary people who implement the in-home treatment components as determined by the treatment team. Treatment is carried out under the clinical direction of qualified agency staff. Resource parents receive intensive support, consultation, and initial and ongoing training by program staff.

YAS Hanson House Program — The Hanson House Program is a Level III residential treatment facility, which also can serve as a Level II emergency shelter in certain circumstances. The Hanson House is licensed to work with up to 10 youth ages 10 to 18, and will maintain a minimum client-to-staff ratio of 5-1. Clients in the program develop a treatment place with a clinician, and the clinician and program staff will provide direction and interventions to help the youth achieve their short- and long-term goals. In addition, residents engaged in the Hanson House program are provided with group therapy five days each week, individual therapy at least once each week, and family therapy and substance abuse counseling on an as-needed or as-prescribed basis. The Hanson House operates on a phase system, where clients are expected to complete treatment work and progress to higher phases of the program that coincide with greater privileges and responsibilities.

The Hanson House program strives to maintain a homelike environment, and uses a positive peer culture model to encourage youth to hold themselves and their peers accountable to each other and the program. Program staff will provide structure and support to clients in the facility and during activities in the community, and will encourage youth to grow socially, academically and emotionally.

Youth Drop-In Center — The Family Resource Center youth drop-in center (FRC) focuses on four areas when working with each client:

1. Building independent living skills;
2. Community outreach activities;
3. Prevention services; and
4. Connecting youth to resources in Sitka.

YAS skills trainers under the direction of the FRC program coordinator provide support to youth across programs as well as community youth who access the FRC on a drop-in basis. YAS staff who work with youth ages 14 to 21 are trained in the transition into independence process (TIP). The TIP model is an evidence-supported practice based on published studies that demonstrate improvements in real-life outcomes for youth and young adults with emotional/behavioral difficulties.

Bus stops for the RIDE fixed-route service are located near the Hansen House and the Youth Advocates of Sitka main office. Students who are able to safely manage fixed-route service are encouraged by YAS staff to utilize the bus stop. CFC, through a grant from AMHT, provides Youth Advocates with the RIDE bus passes for clients who use the public transit routes.

Youth Advocates of Sitka operates a 12-passenger Chevy van and two eight-passenger Honda Pilots, and all three vehicles were purchased by CFC on behalf of YAS with AMHT or 5310 funds. YAS also uses a five-passenger Ford Focus.

YOUTH ADVOCATES OF SITKA

Programs:	Community mental health program
Client Eligibility:	Youth (ages 5-21) and their families
Hours/Days of Service:	24 hours
Mode of Service:	Demand response client transportation
Number of Vehicles:	Four (one 12-passenger van, two Honda Pilot SUVs, one Ford Focus)
Transportation Staff:	Agency staff (not dedicated drivers) operate the vehicle
Annual Trips Purchased:	6,783
Annual Transportation Costs:	$10,728 (based on fuel, maintenance, repair costs, and insurance)
Average Cost Per Trip:	$1.58
Transportation Funding Sources:	Various federal, state and local program grants, including AMHT funds through CFC

SCHOOL TRANSPORTATION

Mount Edgecumbe High School

Mount Edgecumbe High School is a public boarding school that is operated by the Alaska Department of Education. The school has an average attendance of 400 students in grades 9-12 during the nine-month

school year. Students come from all over Alaska to study at Mount Edgecumbe and live on campus. Transportation for students is provided for school and extracurricular purposes only.

Students are permitted to leave campus on four (4) nights per week; Monday, Tuesday, Wednesday, and Friday. Students also are permitted to leave campus on Saturday and Sunday between 1 p.m. and 4 p.m. The school encourages students to walk to Sitka during their free time for two reasons: First, walking promotes good health. And, second, students are not permitted in private vehicles without supervision. Students are permitted to take a taxi, and in 2010, the school has agreed to start a policy of allowing students to use the RIDE fixed-route services

In addition to the student body, the school employs 100 people during the school year. Most employees use a personal vehicle or carpool to and from work.

For school-related activities, Mount Edgecumbe maintains a fleet of vehicles that are purchased on a statewide basis by the State of Alaska Department of Education.

The director could not estimate fuel expenses because purchases are made through the fleet program and are billed directly to the State Department of Education. The annual cost of maintaining the fleet of vehicles was not provided at the time of the interview, but they are estimated to be about $28,000, including fuel but not including maintenance.

MOUNT EDGECUMBE HIGH SCHOOL

Programs:	Transportation for school activities and extracurricular purposes
Client Eligibility:	Current students and staff
Hours/Days of Service:	As needed for school activities, typically 4-10 p.m.
Mode of Service:	Point-to-point route
Number of Vehicles:	Four 10-12 passenger vans (not ADA-accessible), small school bus, and maintenance vehicles
Transportation Staff:	One part-time maintenance employee and one part-time driver
Annual Trips Provided:	Not tracked
Annual Transportation Costs:	$28,000 (estimated, includes fuel but not maintenance)
Transportation Funding Sources:	Alaska Department of Education

Sitka School District

The Sitka School District provides public education for grades pre-kindergarten through 12. Enrollment at the school district has been declining for the past 10 to 15 years, as the school age population of Sitka has declined. At the time of this report, student enrollment was approximately 1,314. The school district is a major employer in the area with approximately 200 employees and up to 50 contracted employees.

In 2015, the transportation contract was $544,000 annually. The current contract is set to expire in 2019. Under the contract, Prewitt Enterprises operates six 65-passenger school buses and two 16-passenger small school busses. The small school buses are wheelchair accessible and are available for any student with a special need. The school district also provides car seats for students, as necessary.

SITKA SCHOOL DISTRICT

Programs:	Public school district
Client Eligibility:	School students (Pre-K through Grade 12)
Hours of Service:	Monday-Friday, 7-9 a.m. and 3-6 p.m.
Mode of Service:	School bus routes, after-school trips, and specialized transportation for students with disabilities
Number of Vehicles:	Contracted service provider (Prewitt Enterprises) Six 65-passenger school buses, two 16-passenger short buses
Transportation Staff:	Contracted service provider
Annual Trips Purchased:	Not tracked
Annual Transportation Costs:	$544,000
Average Cost Per Trip:	Not tracked
Transportation Funding Sources:	Alaska Department of Education

Sitka Community Schools Programs

After-school programs are offered at three primary locations in Sitka — Blatchley Middle School, Keet Gooshi Heen Elementary School and Baranof Elementary School. Evening and weekend programs and sporting activities are offered at these locations for youth and adults. The facilities also offer summer programs including day camps and over-night programs. Summer day-camp programs, start at 7:30 a.m. and end at noon. Children are dependent upon family or friends for transportation to and from the summer programs. Those who are unable to find transportation have less opportunity to participate in the camps.

Approximately 350 students participate in after-school activities and sports during the school year. During the summer, approximately the same number of students participate in summer camps and summer sport activities offered by Sitka Community Schools. All students walk, bike, drive or ride with a family member to those programs.

A new van purchased in April 2010 with the American Recovery Reinvestment Act (ARRA) is used by the AmeriCorps program and shared with Blatchley Middle School, Sitka Community Schools (based at Blatchley) and other schools in the district as needed. The summer S.C.O.R.E. program has in the past contracted one or two private buses depending on attendance for an end-of-the-season celebration at Halibut Point Recreation Area or Starrigavan state parks.

SITKA COMMUNITY SCHOOLS

Programs:	After-school and summer activities
Client Eligibility:	Sitka youth
Hours/Days of Service:	Transportation, Monday-Friday, 4-5 p.m.
Mode of Service:	Transportation home from after-school activities
Number of Vehicles:	One 15-passenger van
Transportation Staff:	Agency staff (not dedicated drivers) operate van
Annual Trips Purchased:	Three
Annual Transportation Costs:	Approximately $300
Average Costs Per Trip:	$100
Transportation Funding Sources:	White Elephant

SUMMARY OF TRANSPORTATION COSTS FOR ORGANIZATIONS THAT PROVIDE CLIENT AND PUBLIC TRANSPORTATION

The inventory and assessment efforts in this study involved extensive attempts to work with local human service agencies to determine their fully allocated cost for operating transportation services. Agency staff was given as long as four months to gather data and the consulting team offered several simplified options to the agency directors that might help with the process. That said, the lack of detailed information is not the fault of the human service agencies. Rather, it is reflective of the clear problem that exists with respect to FTA's new emphasis on coordination of human services transportation – entities that operate such transportation services as part of other program services often cannot determine the fully allocated costs, and for the most part, have no incentive to do so.

Some advocates for coordination of human services transportation assert that this inability to fully document cost of transportation service provision may result in human service organizations not making informed management decisions with respect to participation in a coordinated transportation system. On the other hand, human service providers often feel that efforts to "coordinate" their transportation services do not adequately respect the linkages between client transportation and other client services, especially not the state or federally-mandated requirements to keep the service and the transportation linked in order for the provider agency to receive payment under various programs, especially Medicaid.

It is imperative for planners, state funding agencies of transportation or human services, and local transit providers to recognize the disparity among client transportation services delivered by different programs. Differences in service delivery methods, reporting, and eligibility requirements can create disparities in reporting transportation costs. These differences are compounded by the fact that no single law or statute created human service agency programs. Unlike Federal Transit Administration-sponsored programs which are all codified under a single piece of authorizing legislation, there is no legislative or statutory uniformity on how human service transportation is to be reported or delivered.

B. STAKEHOLDERS THAT ADVERTISE, USE, AND PROMOTE PUBLIC TRANSPORTATION

The following paragraphs provide a summary of input received through one-on-one interviews with non-transportation providers who are considered to be key stakeholders because they provide various types of human services to support older adults, individuals with low income, and/or people with disabilities.

Alaska Housing

Alaska Housing provides subsidized housing for families with low incomes through the Department of Housing and Urban Development (HUD). Alaska Housing in Sitka serves approximately 90 to 100 families. There are 24 subsidized housing units on Andrews and DeArmond Streets. Most families that live in these units do not have a personal vehicle. There also are 20 units on Lake Street that are designated for older adults with low incomes. A large percentage of the older adults living in the Alaska Housing units use the Swan Lake Senior Center Care-A-Van service or the RIDE. Finally, Alaska Housing provides Housing Choice Vouchers for 45 to 50 families who earn less than $43,000 annually or individuals who earn an annual income of less than $27,000. Housing Choice Vouchers are used to subsidize rent. According to Alaska Housing, most of the families who receive vouchers use the RIDE as their primary source of transportation.

Alaska Housing estimates that the greatest unmet transportation need for its consumers is for public transportation that supports non-traditional shift work, such as service after 7:30 p.m., and preferably after 9 p.m.

Betty Eliason Child Care

Betty Eliason Child Care is a private non-profit organization located at 607 Lincoln Street in Sitka. Day care services are provided for children 12 months to 12 years of age. They operate weekdays from 6:45 a.m. to 5:30 p.m. Transportation services to and from the center are provided by the children's parents, Headstart, school buses, and by walking.

This organization commented that longer daily hours would be better for employment, and bus stops should be clearly marked. A transfer station at Harrigan Centennial Hall has been useful. They noted that a more affordable fee structure should be considered.

They suggest speaking to business owners to determine the transportation needs of their employees. In addition, there are low-income housing areas in the downtown area to be considered.

Sitka Chamber of Commerce

The Sitka Chamber of Commerce has a mission to "promote, support, and facilitate economic growth in the community." The Chamber considers transportation to be an important part of sustaining the community. In the eyes of the Chamber, the existing public transportation providers are serving the community well. Additional service on weekends and evenings, and extending the fixed routes to the industrial park would improve access to local business and support economic development.

Sitka City Manager

The city manager of Sitka participated in a one-on-one interview to discuss transportation services. He indicated that the city is not involved in public transportation. However, he realizes that a shelter for vehicles and a maintenance garage is needed. The present city staff does not have the capacity to handle maintenance for public transportation vehicles in addition to city vehicles.

In addition, the city manager also heard a request to provide city funding to help with operation costs of the RIDE, especially as tribal transportation grant funding declines. One comment made was that when the Sitka transit system asks for federal and state funding, it is asked about the city buy-in. The city manager worked with members of the Sitka Assembly to provide time for CFC and STA to present information on the transit system's fiscal needs. The Assembly in March 2015 put a $25,000 placeholder amount in the city budget and may revise that amount as it figures out the rest of the budget.

Sitka Economic Development (SEDA)

SEDA is a non-profit, 501(c)(3) organization that is funded through the City and Borough of Sitka to provide Economic Development services and to manage the development of the Sawmill Industrial Area. When the pulp mill factory, which employed 400 people, left Sitka in 1993, unemployment increased within one year to a rate of 13 percent. At that time, the City of Sitka took over the old pulp mill site and designated SEDA as the manager of the site.

The site has been redeveloped since 1993 and today, it continues to be an important location for employment and economic development for Sitka. Currently, Silver Bay Seafood is located at the site. According to SEDA, Silver Bay employs approximately 215 workers during the busy summer fishing months. Another employer at the site, is a water bottling plant that employs approximately 25 employees. An additional employer, a tannery business operated by Sitka Tribe, has plans to move to the site. Also, a short distance beyond the site is the Fortress of the Bear, a non-profit organization that rescues bear cubs and operates as a tourist attraction.

Currently, the RIDE public transit routes do not serve the businesses at the Sawmill Industrial area. SEDA indicated that extending the fixed routes to serve employees, tourists, and local residents who could access the trailheads around Sawmill Industrial Area could benefit the community as well as the employees who earn an average of $10.00 per hour or less doing seasonal work.

Silver Bay Seafood

Silver Bay Seafood is located at Sawmill Industrial Park. It is a seafood processing operation that fishes and processes during fishing season. The number of employees working at the plant fluctuates throughout the year, but the plant began year-round processing in 2010. According to management at Silver Bay, employment levels fluctuate at the following rates:

Month	Approximate Number of Employees
January	10
February	20-25
March	100
April-May	40
June-September	175-plus

During summer months, the plant operates three 16-hour shifts with the following schedule (schedule subject to change): 2 p.m. to 6 a.m.; 6 a.m. to 10 p.m.; and 10 p.m. to 2 p.m.

Other employees such as managers, kitchen, and office staff may work different schedules, including a more routine shift of 8 a.m. to 5 p.m.

Most employees at Silver Bay Seafoods are seasonal workers who come from Eastern Europe, Dominican Republic, and Jamaica to work during fishing season. They live in a bunkhouse that is within walking distance to Silver Bay. The seasonal employees earn minimum wage. More regular employees earn up to $10 per hour. Employees are paid bi-weekly.

Employees currently utilize taxis and sometimes purchase second-hand vehicles to share for transportation into town. More reliable transportation is needed to support Silver Bay Seafood employees.

University of Alaska Southeast Sitka Campus (UAS)

The University of Alaska Southeast Sitka Campus (UAS) has a student body of approximately 150 to 200 students per semester. Most students live in Sitka, and there is no student housing on campus. Many students are high school students with dual enrollment who are taking one class per semester to obtain credit for college. Daytime classes generally start at 8 a.m. and evening classes start between 6-7 p.m.

The UAS has adequate free parking for students and staff. The representative from UAS stated that the RIDE bus routes are not always convenient for students or staff because of the transfer needed in the morning from the Red and Blue lines, which extends travel time (UAS is on the Green Line). Also, the bus schedule is not convenient for students in the nursing program who work at the hospital during the day and need to travel back to campus before going home.

Challenges to using public transportation for UAS students and employees, according to the interviewee, are primarily associated with convenient access to bus stops and the bus schedule. According to the interviewee, current bus stops are not located at convenient locations.

SUMMARY OF TRANSPORTATION SERVICES

An inventory of transportation providers was created at the onset of this study. Staff from the RIDE, and 20 other nonprofit organizations, were interviewed to identify the characteristics of transportation services that they provide or purchase. Interviews were conducted using email or a one-on-one format.

There are approximately 45 vehicles operated by 13 public and private non-profit organizations in Sitka including 33 passenger vehicles (vans and sedans), eight (8) maintenance vehicles, six (6) school buses, and three (3) small school buses operating in the Sitka area, not including private taxi providers and city vehicles. Exhibit III.5 at the end of this chapter outlines a vehicle inventory. All of these organizations provide transportation for older adults, individuals with low incomes, and/or people with disabilities, and the general public.

Currently, coordination among the organizations primarily is occurring at the level of some sharing of grant-writing responsibilities for obtaining capital funds for vehicles. Human service agencies depend upon a variety of funding sources including sources dedicated for Natives, older adults, people with disabilities, or individuals with low incomes. The scope of most human services funding programs limits the population to which organizations can offer rides.

Public and non-profit organizations are spending a combined total of more than $1.5 million on transportation for agency consumers and the general public. In addition, schools are spending $527,600 on student transportation. Human service agencies paid a combined average of $14.49 per trip. Public transportation fixed route averaged $18.50 per trip and paratransit trips were provided for an average of $20.30 per trip.

Needs Assessment

DEMOGRAPHICS OVERVIEW

Sitka is located on the west coast of Baranof Island in Southeast Alaska, facing the Pacific Ocean. No roads connect Sitka to the rest of Alaska. The distance to Juneau is 95 air miles (30 minute flight time). Anchorage is 592 air miles (2.8 hours flight time) and Seattle, Wash., is 862 air miles (2.8 hours flight time) from Sitka. The land area of the Sitka Borough is 2,873.98 square miles. The average high and low temperatures in Sitka are approximately 49 and 39 degrees, respectively.

The City and Borough of Sitka is a unified home rule municipality created in 1971. It is governed by the Assembly composed of seven members, one of whom is the Mayor. The chief administrative officer is the city manager, who serves at the pleasure of the Assembly. In addition to the city and borough government, the Sitka Tribe of Alaska, a federally recognized Indian tribe, holds local governmental responsibilities and powers related to tribal citizens and lands in Sitka. Exhibit II.1 provides a view of the Sitka and Japonski Island area and the major roadways. As illustrated on the map, all major roadways are located near the coast of the island. Exhibit II.2 offers a closer view of the location of major roads in Sitka.

POPULATION

The population of Sitka in 2014, according to the Alaska Department of Labor and Workforce Development data was 9,061. The U.S. Census listed the 2010 population to be 8,881 people. This is a turnaround from Sitka's 2000 U.S. Census population of 8,835 and 2007 Alaska Department of Commerce and Economic Development estimate of 8,644. Until recently, Sitka's peak population was 8,891 people in 1995 and there had been gradual declines in population from 1995-2007. From 1985 through 1995 Sitka's population rose from about 8,180 people.

Population Density

Sitka has a population density of 3.15 people per square mile. According to the U.S. Census data from 2010, the block groups with the highest and moderately high densities of persons per square mile were located in and around downtown Sitka. The higher concentration of population is likely due to access to roads and amenities. The population density was low across the undeveloped portion of Baranof Island.

Population Projections

According to the Alaska Department of Labor and Workforce Development report Alaska Population Projections 2012 to 2042 (http://labor.state.ak.us/research/pop/projected/pub/popproj.pdf), Sitka's population is expected to decrease from 9,055 in 2012 to 8,894 in 2027, 8,724 in 2032, 8,520 in 2037, and 8,300 in 2042. The population of the Southeast Alaska region is expected to drop from 74,423 in 2012 to 71,170 in 2042 (with a slight rise in population in 2017 and 2022 before the decrease).

Population Distribution by Age

According to the Alaska Department of Labor and Workforce Development, Research and Analysis Section, Demographics Unit, the age group in Sitka that is of typical working age (between the ages of 25 and

64 years) is the most numerous age group but is projected to gradually decline in number between 2012 and 2042. The most populous age groups in 2012 were age 50-54 and age 55-59, and Sitka's population is expected to continue aging over the next 20-30 years. For example, in 2012 there are 64 people age 90-plus and that is expected to increase to 170 people age 90-plus in 2042. People age 20-24 make up the smallest adult age group (younger than 65) in 2012, and this age group will continue to be the smallest adult age group through 2042 (possibly due to students off attending college). As Sitka's population ages there will be more demand for paratransit services, since many seniors are unable to drive themselves and they may not have family in town to take care of them.

Individuals with Disabilities

Counting the disabled population in any community presents challenges. First, there is a complex and lengthy definition in the implementing regulations. The definition of the disabled is found in 49 CFR Part 37.3. The definition of disability reads:

Disability means, with respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment.

The definition, when applied to public transportation applications, is designed to permit a functional approach to disability determination rather than a categorical definition. In a functional approach, the mere presence of a condition that is typically thought to be disabling gives way to consideration of an individual's abilities to perform various life functions. In short, an individual's capabilities, rather than the mere presence of a medical condition determines transportation disability.

Survey of Income and Program Participation

In an effort to make a more appropriate estimation of individuals with a disability in Sitka, as it pertains to their ability to utilize transportation, the Survey of Income and Program Participation (SIPP) was used. The SIPP is characterized by an extensive set of disability questions; generally, the SIPP is the preferred source for examining most disability issues. The reason for this preference is the similarities between questions posted on the SIPP survey and the ADA definition of a disability.

The Americans with Disabilities Act of 1990 (ADA) defines disability as a "physical or mental impairment that substantially limits one or more of the major life activities." For persons 15 years and over, the SIPP disability questions cover limitations in functional activities (seeing, hearing, speaking, lifting and carrying, using stairs, and walking); in Activities of Daily Living (ADL) such as getting around inside the home, getting in or out of bed or chair, bathing, dressing, eating and toileting, and in Instrumental Activities of Daily Living (IADL) such as going outside the home, keeping track of money or bills, preparing meals, doing light housework, and using the telephone. The SIPP also obtains information on the use of wheelchairs and crutches, canes, or walkers; the presence of certain conditions related to mental functioning, the presence of a work disability, and the disability status of children.

Approach

Using the indices or incidence rates for specific disabilities derived from the SIPP, an imputed estimate of the number of individuals, by age group, has been calculated for the area. These estimates for 2010, 2015, and 2020 are found in Exhibits II.7, II.8, and II.9.

Exhibit II.7: 2010 Estimated Count of ADA Eligible Population, Sitka

	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years and Over		Total
		Sitka		Sitka		Sitka	Sitka
Disability Status	Percent		Percent		Percent		
Total Population by Age		1,211		4,839		1,050	7,100
Disability Status							
With a Disability	0.208	252	0.163	789	0.523	549	1,590
Severe	0.137	166	0.108	523	0.369	387	1,076
Not Severe	0.07	85	0.055	266	0.154	162	513
Seeing/Hearing Disability							
With a Disability	0.067	81	0.048	232	0.205	215	529
Severe	0.014	17	0.009	44	0.044	46	107
Not Severe	0.053	64	0.039	189	0.161	169	422
Walking/Using Stairs							
With a Disability	0.114	138	0.08	387	0.382	401	926
Severe	0.059	71	0.036	174	0.221	232	478
Not Severe	0.055	67	0.044	213	0.161	169	449
Had Difficulty Walking	0.094	114	0.065	315	0.318	334	762
Severe	0.051	62	0.031	150	0.195	205	417
Not Severe	0.043	52	0.034	165	0.123	129	346
Had Difficulty Using Stairs	0.092	111	0.065	315	0.312	328	754
Severe	0.031	38	0.018	87	0.119	125	250
Not Severe	0.061	74	0.046	223	0.193	203	499
Used a Wheelchair	0.012	15	0.007	34	0.045	47	96
Used a Cane/Crutches/Walker	0.041	50	0.022	106	0.169	177	334
With an Activities of Daily Life Limitation	0.036	44	0.025	121	0.123	129	294
Needed Personal Assistance	0.02	24	0.013	63	0.071	75	162
Did not Need Personal Assistance	0.016	19	0.012	58	0.052	55	132
Number of ADLs or IADLs for which assistance was needed							
One or more	0.048	58	0.031	150	0.163	171	379

Exhibit II.8: 2015 Estimated Count of ADA Eligible Population, Sitka

	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years and Over		Total
		Sitka		Sitka		Sitka	Sitka
Disability Status	Percent		Percent		Percent		
Total Population by Age		1,079		4,695		1,261	7,035
Disability Status							
With a Disability	0.208	224	0.163	765	0.523	660	1,649
Severe	0.137	148	0.108	507	0.369	465	1,120
Not Severe	0.07	76	0.055	258	0.154	194	528
Seeing/Hearing Disability							
With a Disability	0.067	72	0.048	225	0.205	259	556
Severe	0.014	15	0.009	42	0.044	55	113
Not Severe	0.053	57	0.039	183	0.161	203	443
Walking/Using Stairs							
With a Disability	0.114	123	0.08	376	0.382	482	980
Severe	0.059	64	0.036	169	0.221	279	511
Not Severe	0.055	59	0.044	207	0.161	203	469
Had Difficulty Walking	0.094	101	0.065	305	0.318	401	808
Severe	0.051	55	0.031	146	0.195	246	446
Not Severe	0.043	46	0.034	160	0.123	155	361
Had Difficulty Using Stairs	0.092	99	0.065	305	0.312	393	798
Severe	0.031	33	0.018	85	0.119	150	268
Not Severe	0.061	66	0.046	216	0.193	243	525
Used a Wheelchair	0.012	13	0.007	33	0.045	57	103
Used a Cane/Crutches/Walker	0.041	44	0.022	103	0.169	213	361
With an Activities of Daily Life Limitation	0.036	39	0.025	117	0.123	155	311
Needed Personal Assistance	0.02	22	0.013	61	0.071	90	172
Did not Need Personal Assistance	0.016	17	0.012	56	0.052	66	139
Number of ADLs or IADLs for which assistance was needed							
One or more	0.048	52	0.031	146	0.163	206	403

Exhibit II.9: 2020 Estimated Count of ADA Eligible Population, Sitka

	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years and Over		Total
		Sitka		Sitka		Sitka	Sitka
Disability Status	Percent		Percent		Percent		
Total Population by Age		1,058		4,432		1,475	6,965
Disability Status							
With a Disability	0.208	220	0.163	722	0.523	771	1,714
Severe	0.137	145	0.108	479	0.369	544	1,168
Not Severe	0.07	74	0.055	244	0.154	227	545
Seeing/Hearing Disability							
With a Disability	0.067	71	0.048	213	0.205	302	586
Severe	0.014	15	0.009	40	0.044	65	120
Not Severe	0.053	56	0.039	173	0.161	237	466
Walking/Using Stairs							
With a Disability	0.114	121	0.08	355	0.382	563	1,039
Severe	0.059	62	0.036	160	0.221	326	548
Not Severe	0.055	58	0.044	195	0.161	237	491
Had Difficulty Walking	0.094	99	0.065	288	0.318	469	857
Severe	0.051	54	0.031	137	0.195	288	479
Not Severe	0.043	45	0.034	151	0.123	181	378
Had Difficulty Using Stairs	0.092	97	0.065	288	0.312	460	846
Severe	0.031	33	0.018	80	0.119	176	288
Not Severe	0.061	65	0.046	204	0.193	285	553
Used a Wheelchair	0.012	13	0.007	31	0.045	66	110
Used a Cane/Crutches/Walker	0.041	43	0.022	98	0.169	249	390
With an Activities of Daily Life Limitation	0.036	38	0.025	111	0.123	181	330
Needed Personal Assistance	0.02	21	0.013	58	0.071	105	184
Did not Need Personal Assistance	0.016	17	0.012	53	0.052	77	147
Number of ADLs or IADLs for which assistance was needed							
One or more	0.048	51	0.031	137	0.163	240	429

Data collected in the SIPP do not permit consideration of persons with multiple disabilities. Moreover, the definitions employed can be directly related to the concepts in 49 CFR Part 37.3 definitions with respect to "activities of daily life."

Findings

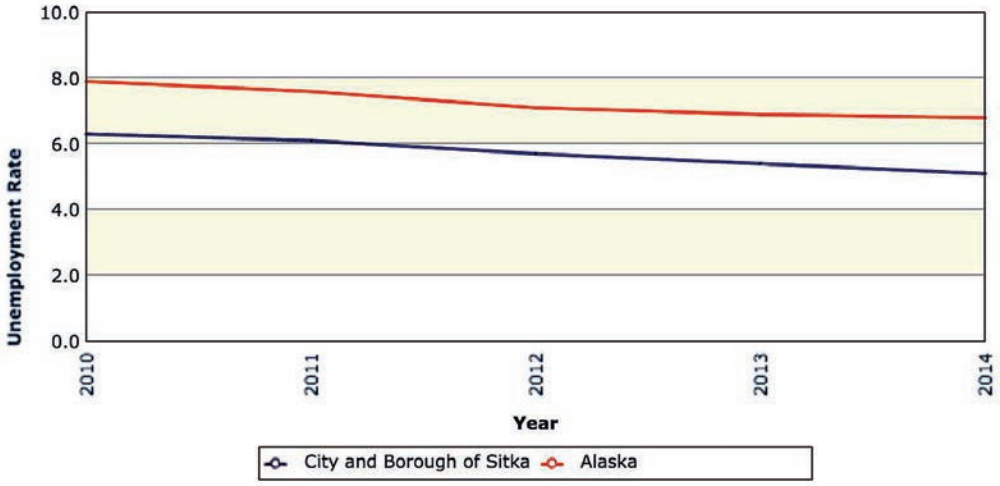
The population projections (2010-2015) were obtained from the Alaska Department of Labor and Workforce Development. In 2010, approximately 16 percent of the population age 65 and older reported having one or more disabilities, according to the United States Census' Survey of Income and Program Participation. The highest percentage of the three age groups that reported a disability was the age group between 25 and 64 years of age. Also, approximately 5 percent of the individuals between ages 15 and 24 reported having one or more disability; and 3 percent of individuals between ages 25 and 64 reported one or more disability.

INDUSTRY AND LABOR FORCE

Unemployment

Much of the employment in Sitka is seasonal and related to the fishing and tourism industries, and there can be major changes to the unemployment rate within a couple of months (for example, Sitka's rate of unemployment in February 2014 was 7.2 percent and it was 3.8 percent in August 2014). Sitka's yearly unemployment rate was 5.1 percent in 2014, a reduction from 6.3 percent in 2010. Sitka tends to have a lower unemployment rate than the rest of Alaska.

Comparison of Unemployment Rates, 2010 to 2014



Source: Alaska Department of Labor and Workforce Development

Employment and Earning

The Sitka Economic Development Association (SEDA) reported that the per capita annual income in Sitka in 2012 was $40,200. SEDA reports that Sitka's labor force is "highly educated and considered to be industrious, creative and independent minded." Based on 2008-2012 American Community Survey data, more than 91 percent of the population age 25 and older were high school graduates or higher while 35 percent had a bachelors degree or higher. The Alaska Department of Labor and Workforce Development lists Sitka with an average monthly labor force of 4,403 with a peak on 5,257 in August.

The industries that make up the highest percentage of local employment include health care (16.8 percent), seafood (12.8 percent), government (15.3 percent), and services (14.3 percent).

Major Employers

The top 10 major employers in Sitka in 2013 were as follows — SouthEast Alaska Regional Health Consortium (SEARHC) with 482 employees, Sitka School District 219, U.S. Coast Guard 209, Sitka Community Hospital 176, City and Borough of Sitka 155, Mount Edgecumbe High School 154, Hames Corporation 150, Sitka Tribe of Alaska 134, and Sitka Pioneer Home 105. Employment numbers are based on average monthly employment and include full-time, part-time, and temporary employees.

ECONOMIC PROFILE

Household Income Measures

According to U.S. Census data about household incomes for 2013, 36 percent of households in Sitka earned less than $50,000 annually and 22.4 percent earned less than $35,000. The greatest number of households fell into the income bracket of $100,000 to $149,999, but that number of households (653) was within 10 families of the income bracket with the second largest number of households ($75,000 to $99,999 annually) and within 20 families of the third largest number of households ($50,000 to $74,999). The report also states 6.2 percent of families in Sitka were below the poverty level in 2013.

Zero-Vehicle Households

Zero-vehicle occupied housing unit status is another indicator of poverty. According to the 2000 U.S. Census Data, there were a total of 388 out of 3,278 (or 11.8 percent) occupied housing units in Sitka with no vehicles.

TRAVEL TO WORK

According U.S. Census Data for 2013, 56.8 percent of the Sitka workforce age 16 years and over drove alone to work. Another 15.5 percent carpooled and 14.9 percent walked to work. Only 2.0 percent used public transportation excluding taxis, 6.9 percent found another means of transportation to work (more than 5 percent bike in Sitka)and 4.0 percent worked at home.

Home-Base to Work Trips

An analysis of home base to work trip interchanges within the City and Borough of Sitka was conducted to determine whether or not there are any observable community patterns within the area that could be served by transit. The analysis uses 2006 U.S. Census Longitudinal Employer-Household Dynamics (LEHD) data sets. LEHD is an innovative program that links place of employment data with U.S. Census place of residence data. The result is a very useful tool that transportation planners can use to analyze the origins and destinations of home-based work trips.

The 2006 LEHD data set for Alaska was queried to produce a dataset that contains only the City and Borough of Sitka residents who worked in the City and Borough of Sitka. The resulting block group data was used to create the following data sets:

1. Location of Jobs by Block Groups (see Figure 1)
2. Location of Low-Income Jobs by Block Groups (see Figure 2)
3. HBW trip interchanges within the City and Borough of Sitka (see Table 1)

In conclusion, the analysis revealed that over half of the total employment (57 percent) in the City and Borough of Sitka is concentrated in the city center and Japonski Island (Block Groups 2005 and 2006). Low-income jobs are more widely scattered however with a substantial number of them (32 percent) located to the north of the city center in Block Groups 2001 and 2002 (see Figure 3)

The primary HBW trip interchanges occur between the residential areas north of the city center in Block Groups 1003, 2001, 2002, and 2003 and the largest employment center (i.e., Block Group 2005). Other block groups attracting a substantial amount of HBW trips included Block Groups 2001, 2004, and 2006.

Based on the LEHD data, it appears that there is demand for a new transit route linking the residential areas to the north (Block Group 2001) and the jobs located between Block Groups 2001 and the city center.

Table 1
Home-Base to Work Trips
Within the City and Borough of Sitka

Work Block Group	Home Block Group											
	1001	1002	1003	1004	1005	2001	2002	2003	2004	2005	2006	Total
1001		1	1	3		1		2				8
1002	2	4	8	4	4	10	11	6	5	2	3	59
1003		2	7	5	4	2	2	5		2	4	33
1004	2	15	40	30	25	34	29	41	12	10	12	250
1005		3	11	9	12	9	6	6		1	1	58
2001	4	15	52	41	27	97	66	65	30	23	18	438
2002	2	10	32	27	29	65	47	42	26	17	9	306
2003		1	4	4	3	12	5	10	3	1	3	46
2004	2	12	48	30	30	98	54	57	27	24	18	400
2005	7	30	107	62	62	192	115	121	51	50	18	815
2006	6	21	65	55	47	121	62	87	57	40	18	579
Total	25	114	375	270	243	641	397	442	211	170	104	2992

Figure 1
City and Borough of Sitka
Job Locations

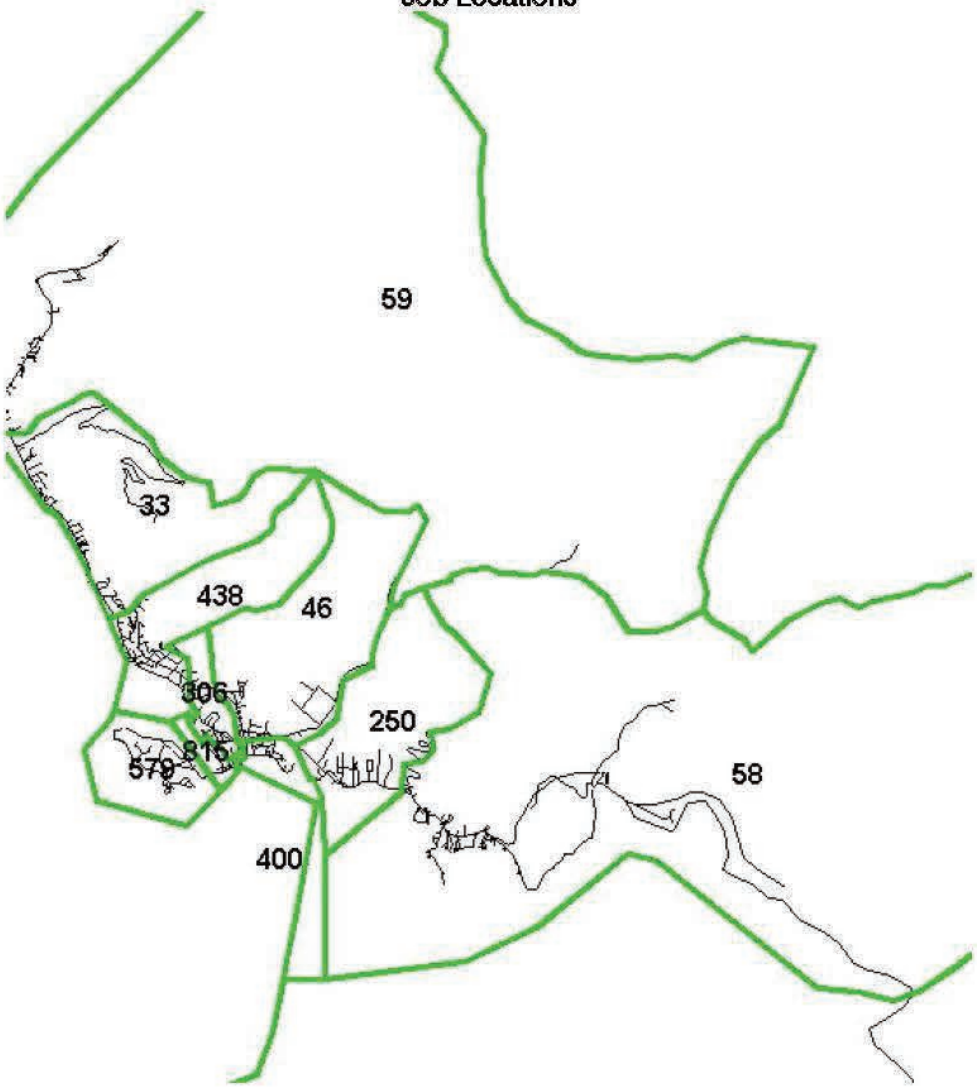


Figure 2
City and Borough of Sitka
Low-Income Job Locations

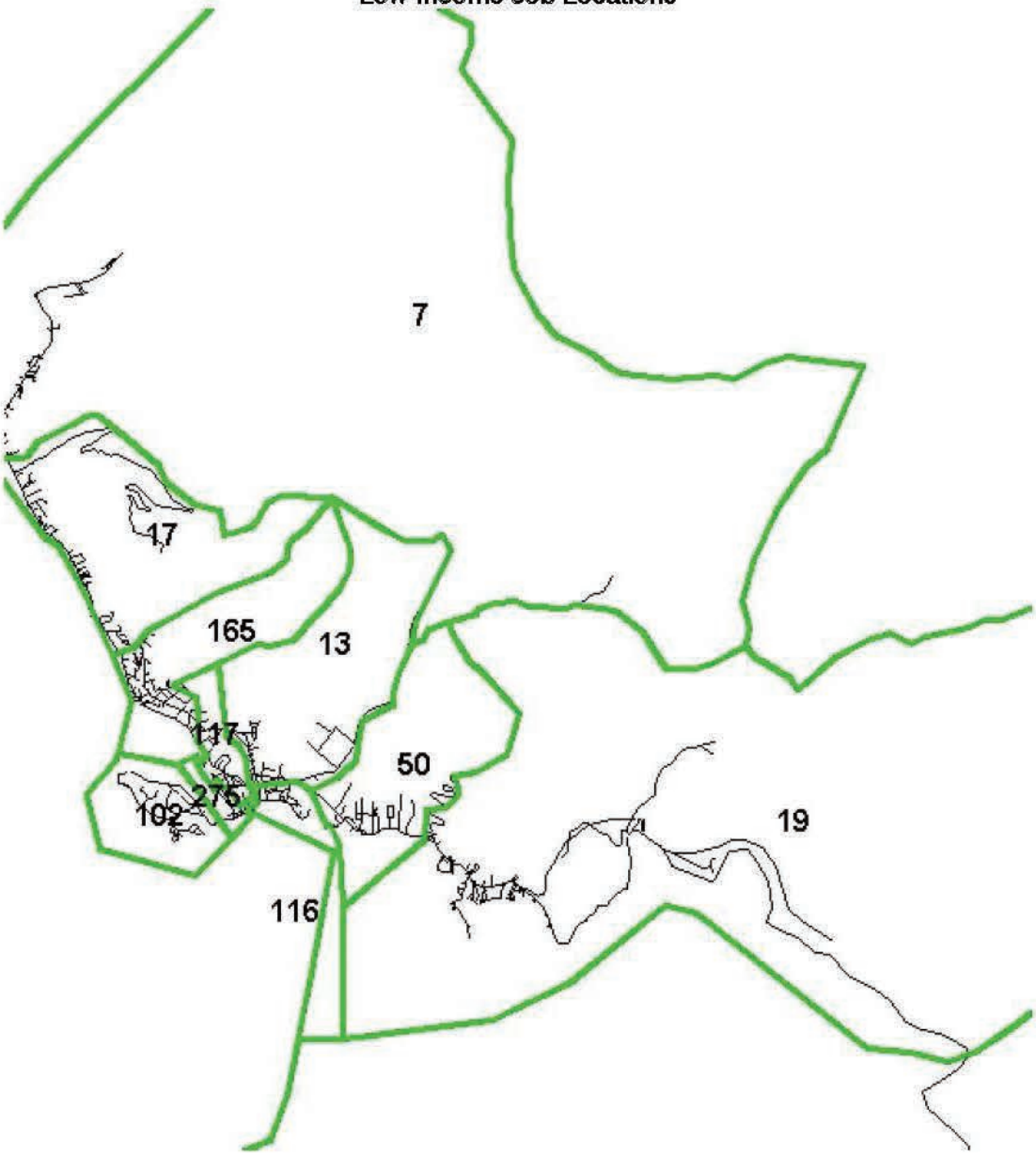
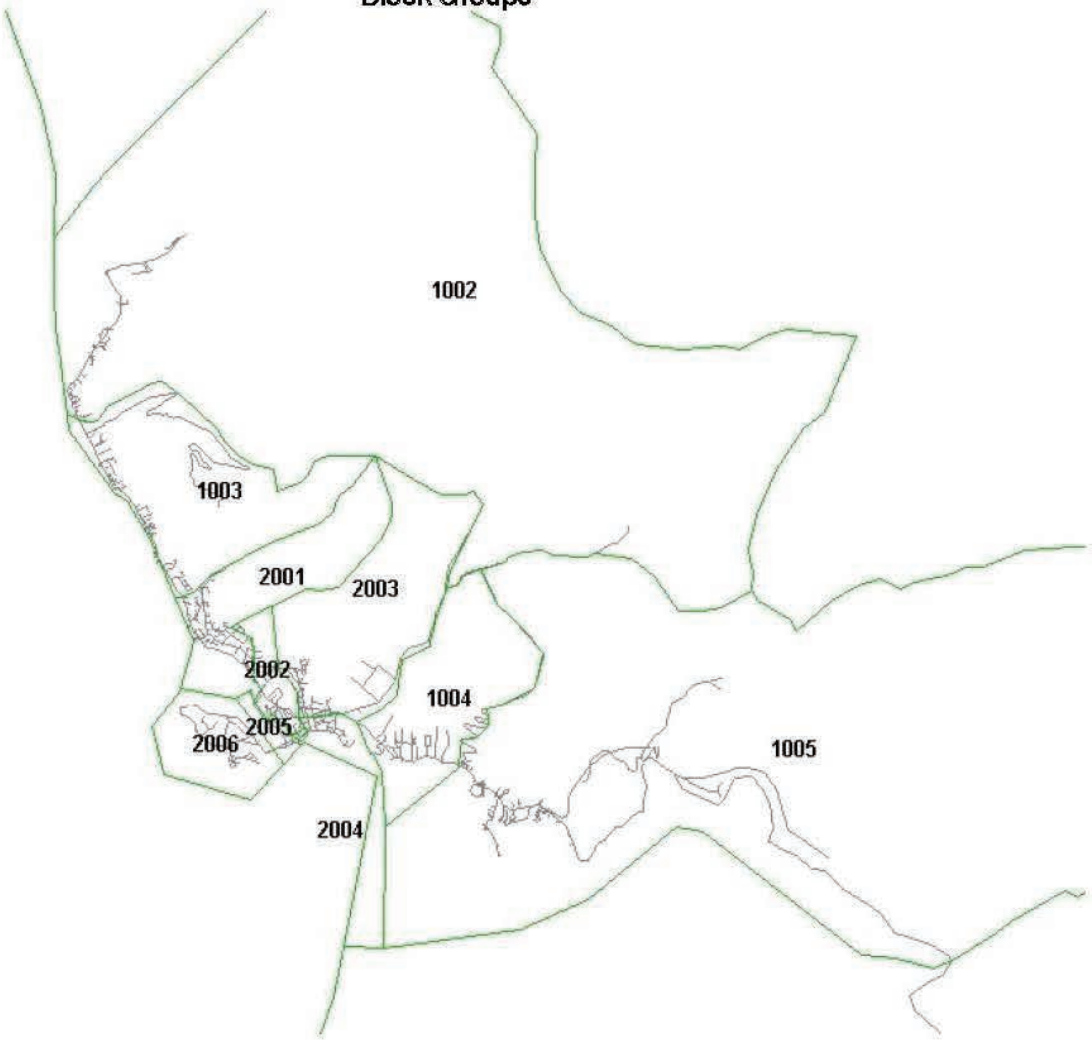


Figure 3
City and Borough of Sitka
Block Groups



MAJOR TRIP GENERATORS

The term “trip generator” is used to describe locations where concentrations of people are likely to live (apartment complexes, nursing homes, etc.) or where people are likely to travel to meet their shopping, child care, health care, educational, or employment needs. The maps in Exhibits II.12, II.13, II.14, and II.15 illustrate the major trip generators in Sitka including major employers, health care facilities, human service agencies, and schools or youth programs. As illustrated by the exhibit, most, but not all, generators are located on the RIDE fixed bus routes. Silver Bay Seafoods and the industrial park are not located along a current fixed bus route.

SUMMARY

Sitka is projected to experience a slight decline in population over the upcoming decade, with the population decreasing by approximately two (2) percent between 2006 and 2030. Six (6) percent of the households in Sitka earn an annual income of less than $10,000. This population will present ongoing challenges for service providers in all areas, including healthcare, childcare, employment, education, and recreation. In turn, the demand for transportation will remain a salient issue.

As Sitka’s largest age group (25 to 64 years) ages and moves into retirement, their need for transportation will grow. The face of Sitka will change further as the age group of 65 years and older increases in size to equal the number of young children (0 to 14 years) and the group of individuals entering the workforce (15 to 24) remains the smallest portion of the total population.

To Sitka’s advantage, the highest concentration of trip generators is in the downtown area and along the existing bus routes. Due to limited roads, the distance between residential locations and work sites is short. Another advantage to mobility in Sitka is the close proximity between most major trip origins and destinations.The current challenge for access to trip generators, however, pertains to accessing the industrial area which currently includes Silver Bay Seafoods and is projected to be the site of other major employers.

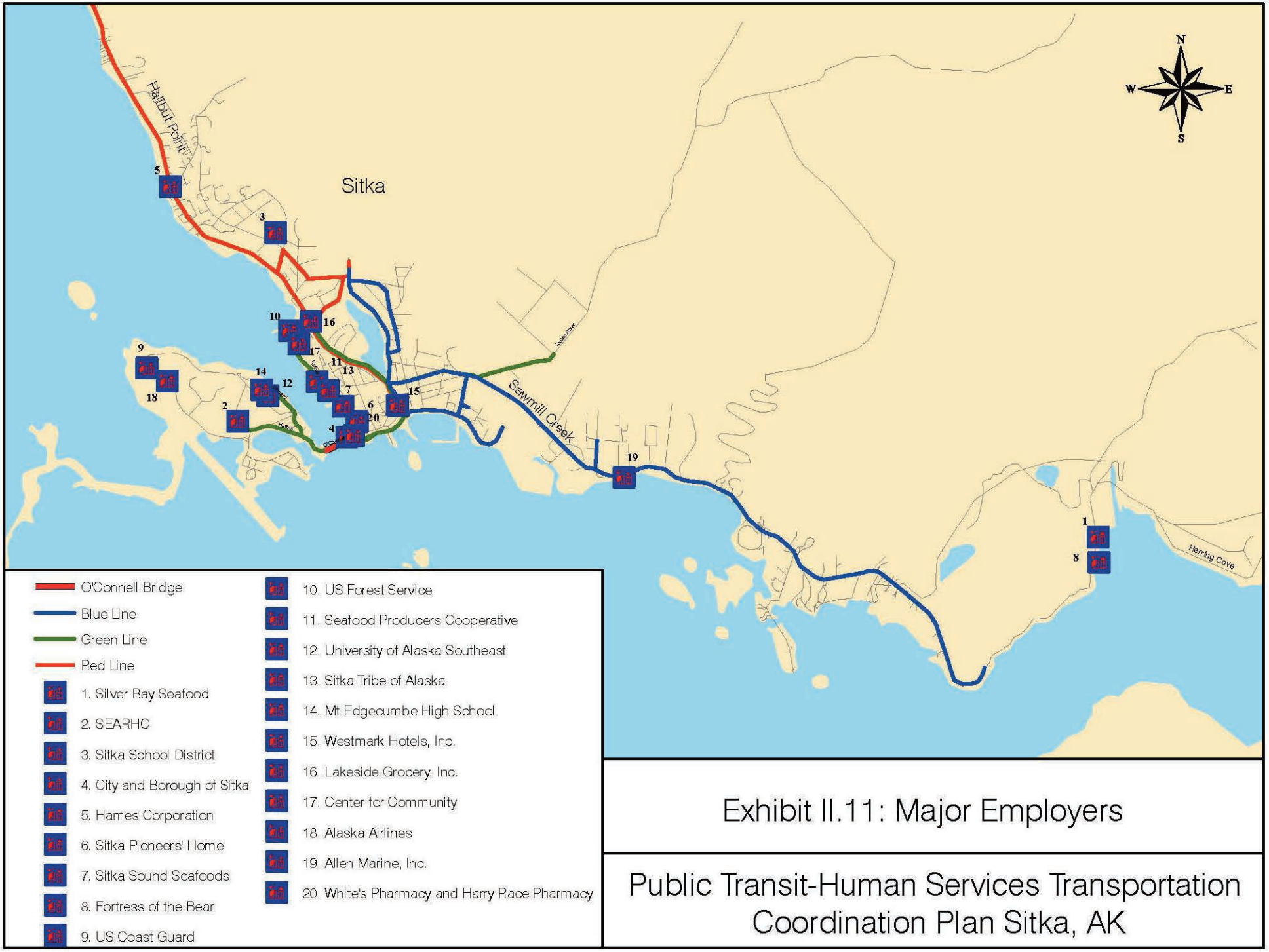


Exhibit II.11: Major Employers

Public Transit-Human Services Transportation Coordination Plan Sitka, AK

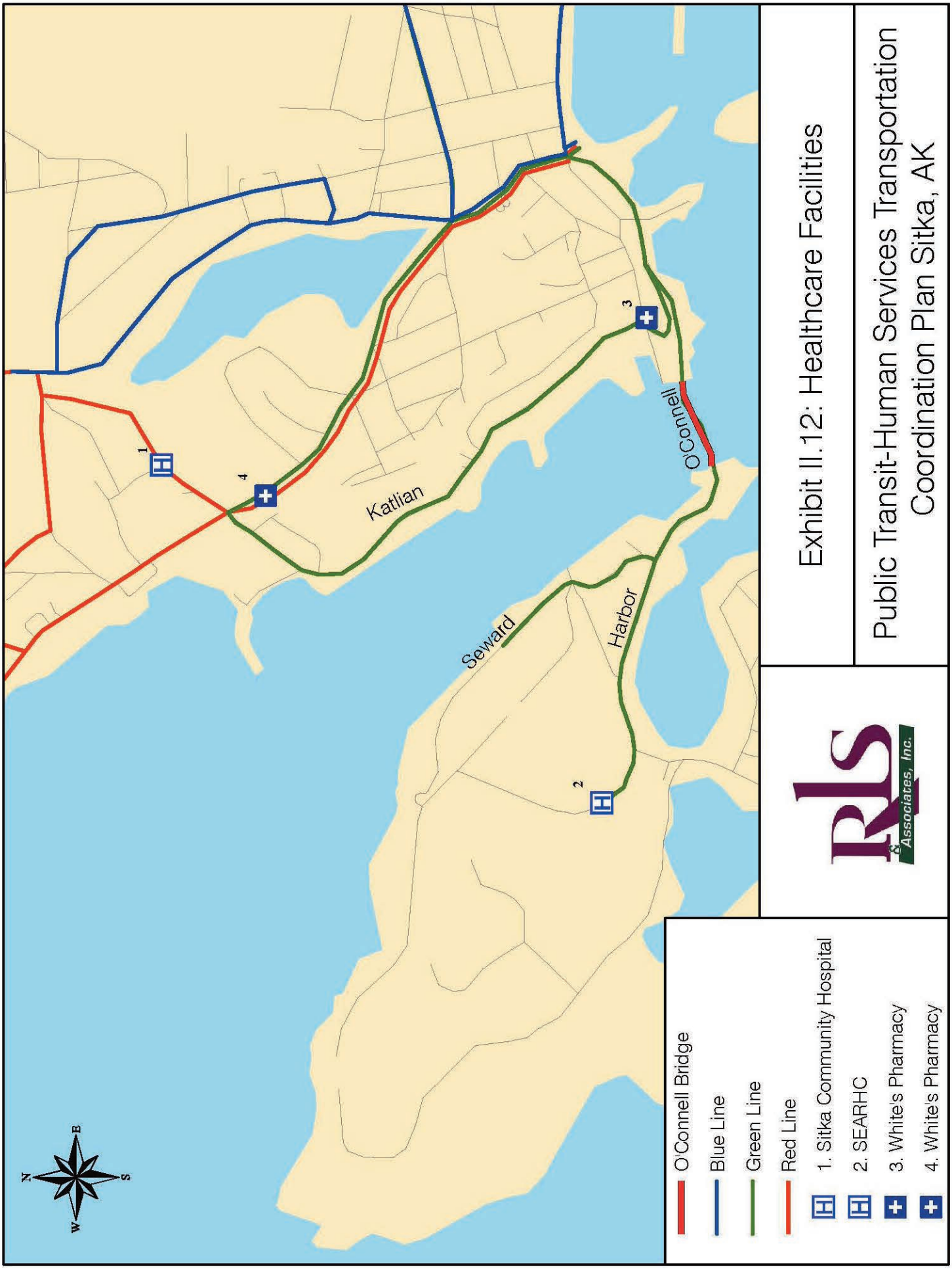


Exhibit II.12: Healthcare Facilities

Public Transit-Human Services Transportation Coordination Plan Sitka, AK

RLS & Associates, Inc.

Exhibit II.13: Human Service & Older Adult Facilities

Public Transit-Human Services Transportation Coordination Plan Sitka, AK

Exhibit II.14: Schools and Youth Centers

Public Transit-Human Services Transportation Coordination Plan Sitka, AK

Needs and Gaps in Service

OVERVIEW

For this report we attempted to contact local human service agencies, employers, and all transportation providers serving Sitka to solicit input and request participation from any organization that could potentially be impacted by the coordinated transportation planning process. Appendix A includes documentation and outreach efforts included in this project and the participation in local public meetings. This chapter provides a summary of the outreach efforts and results. Outreach efforts for the local general public and stakeholders included the following:

- One public meeting and stakeholder workshop;
- A survey of human service agency and senior center clients;
- A survey of the current the RIDE and Care-A-Van passengers;
- A survey opportunity for the general public; and,
- One-on-one interviews and email discussions with stakeholders and providers.

GENERAL PUBLIC AND STAKEHOLDER WORKSHOP

CFC and Sitka Tribe of Alaska hosted one local workshop on Jan. 28, 2015, to discuss unmet transportation needs and gaps in service for older adults, individuals with disabilities, people with low incomes, and the general public. The Juneau-based manager of Catholic Social Services (which oversees Southeast Senior Services and the Care-A-Van paratransit program) participated by phone and she had Sitka staff members at the meeting.

Invitations to the meeting were distributed via email to organizations in Sitka who represent older adults, individuals with disabilities, people with low incomes, and/or the general public. The general public was invited and notified of the meeting through multiple public announcements in the Daily Sitka Sentinel newspaper (see Appendix for newspaper announcements) and through notices on Facebook.

A list of meeting participants is included in the Appendix. Also included are the handout distributed at the meeting, which included some history and needs of the transit/paratransit system, and meeting notes detailing some public comments.

During the workshop, the facilitator dedicated a portion of the time to defining coordinated transportation and explaining its potential benefits. She outlined basic coordination aspects for the stakeholders who were becoming involved for the first time, as well as intermediate level coordination aspects that could be used to help Sitka progress toward new levels of coordinated transportation efficiencies.

Following the presentation, the workshop members were asked to identify public and human service agency transportation and mobility issues, successes, and challenges in Sitka. Discussions focused on transportation for the general public, including older adults, individuals with disabilities, and people with low incomes.

The transportation needs, gaps, duplications, and challenges discussed during the public meeting are included in the summary section at the end of this chapter.

HUMAN SERVICE AGENCY/SENIOR CENTER AND GENERAL PUBLIC SURVEYS

A survey of the general public, human service agency/senior center clients, and current public transit riders was conducted from November 2014 through January 2015. The same survey was distributed to each constituency, and a copy of the survey and the survey results is included in the Appendix. The survey was published online using Survey Monkey, and it was advertised on several occasions through the local Sitka newspaper, the local shopper, and on Facebook (https://www.facebook.com/SitkaRide).

Paper copies of the survey also were distributed on the RIDE and Care-A-Van buses, and they were made available at Swan Lake Senior Center, the Sitka Tribe of Alaska main office, and Center for Community. Copies of the survey were emailed to the managers of many human service agencies in Sitka. Data from the paper copies of the survey were manually inputted into the Survey Monkey site so we could use the site's data analysis features. To encourage survey participation, we offered a random drawing for one $50 and two $25 gift cards from SeaMart grocery store. In all, we received 123 surveys.

Ridership frequency — On this question, the top response was occasionally with 29.27 percent. The next response was 3-5 times per week (25.20 percent), followed by every day (19.51 percent), not at all (16.26 percent), and last was 1-2 times per week (9.76 percent).

Type of RIDE used — In this category, the majority of people used the RIDE fixed-route service (blue buses) with 79.63 percent. There were 16.67 percent who used the Care-A-Van paratransit service (white buses), and 7.41 percent used both.

Years using the RIDE/Care-A-Van service — In response to the question in what year did you start using the RIDE as often as you do now, the top answer was in 2014 with 23.56 percent. The next responses were 2012 (16.98 percent), a tie for 2013 and 2005-09 (16.04 percent), 2010 (11.32 percent), before 2005 (9.43 percent), and 2011 (6.60 percent).

Main reasons to use the RIDE/Care-A-Van — This question allowed multiple responses, and the top result was shopping (52.76 percent). The next response was work (41.67 percent), social (37.96 percent), doctor's appointment (36.11 percent), other (33.33 percent), social service ageny appointment (12.96 percent), cultural events (12.04 percent), and school (3.70 percent).

Benefit from using public transit/paratransit in Sitka — Most respondents (46.96 percnt) said having public transit/paratransit services in Sitka was very important in their daily lives. The next responses were moderately important in my daily life (20.87 percent), important for my daily life (20.00 percent), and not important in my daily life (12.17 percent).

Adequacy of hours and days of service — The next two questions asked for a yes/no response, with people responding no being able to add comments about how their needs weren't being met. The vast majority of people answered yes to both questions, but even some people who answered yes replied with comments. The most common comments were about the need to have transit service later at night on weekdays, with many people suggesting running until 9 or 10 p.m. though a couple said they work jobs that end at midnight. A couple of people also asked for earlier morning service, especially in the summer. Many people also said they'd like to see at least some weekend service, especially on Saturdays so they can shop or go to various local trailheads to hike. Several others noted they'd like to be able to go to church on Sundays. A couple of Care-A-Van users asked that limited weekend hours be expanded, if possible.

Days you use public transit/paratransit service — The next question asked which days people used the RIDE/Care-A-Van services, and the five weekdays all had responses of more than 70 percent. The top day was Monday (83.84 percent), followed by Wednesday (80.81 percent), Friday (78.79 percent), Tuesday (74.75 percent) and Thursday (72.73 percent). People who use the Care-A-Van on weekends said they use it more on Sunday (10.10 percent) than Saturday (9.09 percent). Please note that these percentages are low because people who use the RIDE (blue buses), which don't run on weekends, also answered this question and skewed the results.

Adequacy of routes getting people where they need to go — This question was similar to the hours and days of service adequacy questions above, where people answered yes or no, then commented on what needs weren't being met. Nearly everybody said the routes were adequate, but even some of the people who answered yes said they'd like to see the Sawmill Creek Road bus go beyond Whale Park and all the way to the Gary Paxton Industrial Park at Sawmill Cove, an area that not only provides access to Silver Bay Seafoods but also to the Fortress of the Bear and several hiking trails. A few people said they have problems with some of the long distances between stops, especially if they're carrying groceries or a toddler. A couple of respondents said they live uphill from their closest bus stop, which makes carrying groceries difficult.

Type of passes purchased — There top response for this question was a one-way single ride pass, with 46.53 percent choosing it. Next was the multiple-ride punch card (34.65 percent), followed by the monthly pass (18.81 percent).

How people travel to work, training, appointments, activities — This was a question where people could select more than one response. The top answer was the RIDE (blue buses) with 52.14 percent, followed by walk (44.44 percent), drive yourself (35.04 percent), ride with a friend (29.06 percent), the Care-A-Van white buses (17.09 percent), taxi cab (16.24 percent), bicycle (11.11 percent), other (4.27 percent), and don't go (3.42 percent).

Best way to inform people about the RIDE/Care-A-Van service — This was another question that allowed multiple responses. The top answer was a flier/poster inside the bus (37.50 percent), followed by rider guide (35.71 percent), website (33.04 percent), newspaper (27.68 percent), Facebook or other social media (25.89 percent), radio (20.54 percent), and the least effective means was television (3.57 percent).

Age of survey takers — The top age group to respond to the survey was age 50-64 (30 percent). It was followed by age 65 or older (28.33 percent), age 30-49 (26.67 percent), and age 19-29 (15.00 percent). We received zero surveys from people age 18 or younger, so the next time this plan is updated it is suggested some paper copies of the surveys be placed in the local high schools and middle schools to make it easier for students to respond.

Annual household income — The top income group using the RIDE/Care-A-Van service was those making $40,000 or more a year (29.25 percent). The next income group was those making $10,000 to $24,999 (27.36 percent), followed by those making $9,999 or less (23.58 percent) and those making $25,000 to $39,999 (19.81 percent).

Unmet Transportation Needs and Gaps in Service:

The following list of unmet transportation needs and gaps in service is based on comments made at our public meeting, as part of the survey process, through email and one-on-one interviews, and some comments following our 2010 plan. Many of these needs, even those mentioned in 2010 or in forums since that time, still aren't being met due to funding issues.

- **Employment Related Transportation:**
  - Public transit routes do not serve some major employment areas (i.e., Silver Bay Seafoods). Many local employees and international (seasonal) employees do not have access to transportation. International employees live on-site at Sliver Bay Seafoods but need transportation in to town for services and entertainment.
  - Weekend transportation and early morning (before 6:30 a.m.) and late evening weekday transportation (at least until 10 p.m.) is needed to support shift workers.
  - Passengers need a shorter ride time on the fixed-route service. Currently, some people feel that transfers and indirect service on the routes make public transit inconvenient.

- **Child Care and Youth Transportation Issues:**
  - Transportation is needed to childcare centers that is convenient enough to allow parents to drop off a child before continuing on the transportation provider to the parent's worksite. Currently, even when the fixed route serves the childcare center, the nature of a fixed-route schedule and the frequency of service do not allow the parent time to utilize the bus for childcare and employment.
  - Afterschool transportation for students is needed and no longer efficiently provided. An option for students to go home after afterschool programs (around 7:30 p.m.) is needed.
  - Mount Edgecumbe High School students have fewer hours in town for recreation and some would prefer to ride a vehicle rather than spend time walking into town.

- **Accessible Transportation Issues:**
  - Public transit routes do not go into enough neighborhoods where residents could conveniently access bus stops.
  - Long-term care consumers and other hospital patients need more affordable transportation between the airport and ferry and the hospitals (non-stretcher transport).

- **Vehicles and Capacity:**
  - Sitka needs more small vehicles (i.e., sedans and minivans) to use for trips with few passengers.
  - Sitka needs more vehicles for service on Sundays, if service were funded.

- **Lower Fares for Transportation:**
  - Individuals with low incomes need a bus pass option that offers a discount but costs less than $50.00 per month for the general public. Many passengers cannot afford to spend $50.00 all at once on a bus pass, so they purchase daily passes and cannot use the discount offered with the multi-trip passes.
  - Affordable transportation options to and from the airport for early and late flights are needed. Currently, private taxis serve the airport, but many people cannot afford taxi fare.

- **Limited Hours and Days of Service:**
  - Transportation service during the weekday early morning hours (before 6:30 a.m.) to serve individuals with early appointments.
  - Weekend transportation service to support, shopping, and social trip purposes. Popular weekend destinations include downtown Sitka, church, library, skatepark, movies, and Market Center.

- Weekday evening transit service until after 10 p.m. to support social and entertainment trip purposes.

♦ **Improved Local Government and other Support and Information Sharing:**
- Human service agencies and transportation providers need to advocate for a beginning of local government financial support of public transportation in Sitka.
- Human service agencies and all organizations need to improve information sharing about the available transportation services offered in Sitka.

♦ **Healthy Community:**
- The general public would like to have an option to use public transit to access recreational trails for hiking and biking. Current bus routes do not access some trailheads.

♦ **Resources for Information:**
- Organizations currently communicate with each other and make referrals via multiple telephone calls but the general public does not have a single comprehensive resource for transportation information. A single resource for information about schedules, passenger eligibility, or hours of service would improve efficiency and open the possibility of serving more people.

Results of the stakeholder and public meetings indicated the following challenges to meeting the unmet transportation needs and gaps in service through coordination:

Challenges to Coordinated Transportation

- Currently, human service agencies are providing transportation for their clients because they need to fill gaps. However, many of those agencies are not aware of the actual fully allocated cost for providing those trips. Gathering information about the actual costs for providing transportation was a time consuming, and in some cases impossible, task for many of the human service agencies.
- One of the primary challenges to improving transportation in Sitka is the lack of local government's financial participation. Transportation does not receive financial support from the City of Sitka. Transportation advocates would like to explore the possibility of receiving a portion of the City, sales tax, millage/property tax, or cruise ship head tax.
- The RIDE would like to expand into evening hours and weekend services with its fixed routes (and paratransit). Without local government financial contribution, such expansion to become a "comprehensive" public transit system is not likely to become a reality. Without the RIDE becoming "comprehensive" by providing at least six days a week and evening hours, Sitka residents can not decide to "rely" upon public transit.
- Educating the public about the available transportation services in Sitka is a challenge. Many people are not aware of the services that are available to them. As a result, when people need transportation they tend to walk, bike, call a friend, or elect not to go to the appointment or job.

While there are challenges to implementing coordination among varied transportation providers, services, and funding sources, it is important to note that transportation coordination is successfully implemented throughout the country, and certain aspects of coordination already exist in Sitka. Therefore, issues such as guidelines for the use of funding and vehicles, unique needs presented by different populations served, should challenge, but not stop, a coordination effort. There are many resources available to assist communities as they coordinate transportation. A list of websites with content about overcoming challenges is provided in the glossary of this document.

The next chapter outlines potential and preliminary coordinated transportation strategies to address the needs and gaps in transportation service that were identified through outreach efforts.

Priorities

COORDINATED TRANSPORTATION PRIORITIES AND IMPLEMENTATION STRATEGIES

OVERVIEW

Any reader of this plan must know that no agency in Sitka, not the public transit providers, nor any other agency, is funded by a grant to, or required by any laws to implement this plan. This plan discusses possible strategies, and provides the background data and a planned focus for continued work in Sitka on better use of transit and human service agency transportation resources. This plan is not a promise of implementation; it is a source of knowledge and a shared vision of where coordination efforts in Sitka may try to go in the future.

The three primary transit providers in Sitka (CFC, Sitka Tribe, and SESS) have other transit plans and work obligations (per funding sources) that fully occupy their current staff resources. The human service agencies in Sitka also have other mandates and goals that occupy their staff. However, as all of these agencies find staffing resources, unmet client needs, or funding opportunities, they can turn to this Plan to guide their shared efforts to improve transportation in Sitka for human service clients as well as the general public.

In general, the concept of coordination in Sitka has widespread support from local human service agencies and transportation providers. Several organizations have already experienced the benefit of coordinating to purchase vehicles and share operating expenses. Bringing new levels of coordination into reality will require additional support from local funding sources. It also will require a constant effort for the human service agencies and public and private transportation providers throughout the area to be aware of the benefits of sharing transportation resources and proactively coordinating. Creating efficiencies in this manner will permit organizations to utilize resources in a manner that creates will permit them to use their resources to benefit the most people.

There are numerous success stories in Sitka that demonstrate the impact of coordinating resources, including the public transit fixed routes and complementary paratransit services that are operated cooperatively by Sitka Tribe of Alaska, Center for Community, and Southeast Senior Services, using a variety of funding sources funneled variously through the three partners. Another coordination success is the grant writing success of CFC in obtaining small vehicles for use by human service agencies, such as the van and two SUVs obtained by CFC grants and then “leased” to Youth Advocates of Sitka for that agency’s programs. (In 2014, CFC’s grant-writing brought another vehicle to Sitka for YAS to use, a vehicle for Sitka Counseling to use for clients, as well as two vehicles for use in CFC’s own program for services to clients with developmental disabilities).

While these are excellent examples of coordination, the stakeholders who participated in this study indicated a willingness to continue to expand and enhance local efforts. The primary goal of transportation providers in Sitka is to fill gaps in transportation services in an effort to improve the services for human services clients and the overall quality of life for Sitkans.

Opportunities for improving the coordination of transportation services must nurture a trusting relationship between participating organizations by clarifying objectives and costs, ultimately facilitating the desire to move and the actual movement of the participants toward a more coordinated approach to transportation and mobility throughout Sitka.

COORDINATED TRANSPORTATION GOALS AND PRIORITIES

Achieving coordinated transportation goals will take time, effort, and in most situations, additional funding. Therefore, it is recommended that the stakeholders consider the following goals and objectives as a starting point from where they can continue to improve human service agency and public transportation service. Continued discussion about potential coordination strategies and prioritizing coordinated transportation goals will be critical to refining a feasible implementation plan on which to base funding and service design decisions through 2020.

Preliminary principles on which Sitka's coordinated transportation service goals and strategies are based were first developed in 2010, during the creation of the 2010-14 Coordinated Plan, and they are still valid going into the 2015-19 time period of this plan. They are as follows:

Principle #1: *Maintain the successful services and transportation programs and reduce unnecessary gaps and duplications in transportation for older adults, individuals with disabilities, people with low-incomes, and the general public.*

Principle #2: *Invest in programs and actions that improve community access to employment, health care, agency sponsored programs, and activities that improve the quality of life for Sitkans.*

Principle #3: *Provide incentives for projects that emphasize coordination and collaboration.*

Principle #4: *Assure access, safety, and security for the mobility of individuals, groups, and stakeholders served.*

Six goals developed by local transportation stakeholders in 2010 to build upon these founding principles for coordinated transportation are outlined below. These goals have been implemented where funding made it possible in 2010-14, and will serve well for 2015-19. Each goal is supported based on the input provided by participating organizations and the general public.

Goal #1: *Improve Awareness of Public and Coordinated Transportation Opportunities and Establish a Shared Community Approach for Improving Transportation Service and Resource Management.*

Goal #2: *Share Resources and Skill Sets to the Highest Appropriate Level of Benefit for All Participating Organizations.*

Goal #3: *Enhance Transportation to Support Employment for People with Low-Incomes, Individuals with Disabilities, and the General Public.*

Goal #4: *Secure Adequate Support to Keep Up With the Increasing Costs of Sustaining Public Transportation Service.*

Goal #5: *Plan for Realistic Expansion Existing Public and Human Service Agency Transportation Service.*

Goal #6: *Increase and Improve Accessible Services for Individuals with Disabilities and People with Low Incomes.*

During the March 2010 public meeting, on development of the 2010-14 plan, the consulting team presented preliminary coordinated transportation objectives based on the needs assessment and outreach efforts. Stakeholders were asked to prioritize each of the objectives over the five-year planning horizon. Stakeholders who were not able to attend the meeting were invited to participate by responding to an email. Through this prioritization exercise, the study participants ranked coordinated transportation objectives in order of priority.

Two factors were considered when determining the appropriate level of priority for each objective and strategy. First, stakeholders prioritized strategies based on the perceived level of need. Second, transportation service providers evaluated the feasibility of implementing each strategy based on existing local capital and operating resources, funding, and facilities. Priorities are described below in terms of Immediate, short-term, mid-term, and long-term. Goals may be achieved through the stated objectives and strategies or through a newly devised strategy created by the local stakeholders.

Implementation priorities are based on current conditions and are subject to change. For example, strategies that are listed as immediate in this plan but lack sufficient staffing to support immediate implementation may be re-categorized as short- or long-term until appropriate staffing levels can realistically be achieved. Similarly, if funding for a long-term strategy is achieved sooner than expected, that strategy will be re-categorized and implemented sooner. Local human service agencies and transportation providers are encouraged to re-evaluate objectives and Implementation Strategies to be Explored for feasibility on at least an annual basis.

OBJECTIVES AND IMPLEMENTATION STRATEGIES TO BE EXPLORED

The following sections outline the objectives and implementation strategies to be explored as local human service agencies and transportation providers work toward achieving the stated coordinated transportation goals and or refining them as appropriate to meet changing needs of the community.

Goal #1: Improve Awareness of Public and Coordinated Transportation Opportunities and Establish a Shared Community Approach for Improving Transportation Service and Resource Management.

Objective 1.1: Continue the activities of the Human Services-Public Transportation Advisory Committee as the forum and clearinghouse for the coordination of local public transit services and human services transportation issues, networking, and mutual support.

Implementation Strategies to be Explored:

1.1.1: Twice a year, request participation in the Human Services-Public Transportation Advisory Committee from key stakeholder in Sitka; human service agencies, transportation agencies, educational entities, health-care providers, and tribal and city governments.

Priority:	Immediate and on-going
Parties Responsible:	All key human service agency and public transportation stakeholders select a representative of their organization to actively participate in the Human Services-Public Transportation Advisory Committee. The advisory committee will be an advisory body for the coordinated transportation effort in Sitka.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership on the RIDE or Care-A-Van as members begin to work together and awareness of available services and unmet needs improves.
Performance Measures:	Human Services-Public Transportation Advisory Committee re-invites key stakeholder participation at meetings to be held at least twice per state fiscal year.
Potential Costs:	No additional funding required if the advisory committee is invited and meetings convened by the lead public transit agency.

Objective 1.2: Establish a Framework for Coordinating Transportation Resources to Maximize the Capacity and Effectiveness of Existing Resources.

Implementation Strategies to be Explored:

1.2.1: Develop Memorandums of Understanding (MOU)/Contracts with all human service agency, public, and private transportation service providers that are participating in the coordinated effort. The MOUs should include the specific coordination activities in which the organization will participate. All transportation providers should share trip schedules and vehicle availability (use the vehicle utilization chart in this document as a starting point).

Priority/Implementation:	Mid-Term.
Parties Responsible:	Local public, private, and human service agency transportation providers.
Staffing Implications:	Staff time involved in preparing and negotiating MOUs.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership and productivity through shared schedules if empty seats are filled on existing trips.
Performance Measures:	Number of MOUs/Contracts developed; Number of agencies sharing schedules; Dollars saved in bulk purchases; and Number of shared rides.
Potential Costs:	No additional costs. For some agencies new agreements to share trips could result in overall cost containment.

1.2.2: Use existing the RIDE or other websites to improve access to transportation information and services. Possibly develop a blog about unmet transportation needs. A blog is an effective way to share information with passengers and the community.

Priority:	Ongoing.
Parties Responsible:	STA, SESS and CFC.
Staffing Implications:	Staff time involved in setting up the website information, monitoring and responding to the blog, and updating the site.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership in response to improved access to information.
Performance Measures:	Set-up webpage and blog; Number of hits on webpage; Number of new young riders (target high school students); Number of new riders on public transportation; and Improved access to community resources.
Potential Costs:	Additional cost for website capability.

1.2.3: Educate the public about wheelchair accessibility of all the RIDE fixed-route buses and other human service agency vehicles.

Priority:	Ongoing.
Parties Responsible:	STA, SESS and CFC.
Staffing Implications:	Staff time for STA to work with public education opportunities.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership on the RIDE by individuals that require a wheelchair accessible vehicle.
Performance Measures:	Develop outreach/educational materials about Sitka's accessible transportation partners; Number of materials distributed; Number of passengers using wheelchair accessibility features on vehicles; Number of trip requests for passengers who need a wheelchair accessible vehicle; and Improved access to community resources.
Potential Costs:	No additional costs.

Goal #2: Share Resources and Skill Sets to the Highest Appropriate Level of Benefit for All Participating Organizations.

Objective 2.1: Seek Opportunities to Share Maintenance Facilities and Specialized Technicians.

Implementation Strategies to be explored:

2.1.1: Develop formal agreements to coordinate the use of the planned STA transit maintenance facility and mechanic.

Priority:	Long-Term.
Parties Responsible:	STA should take the lead.
Staffing Implications:	None.
Capital Requirements:	None. (Facility planned)
Ridership Implications:	None.
Performance Measures:	Number of organizations utilizing the facility; Number of road calls; Amount of maintenance costs; Number of major repairs;
Potential Costs:	Costs associated with operating a maintenance program could be shared with coordinating organizations.

Objective 2.2: Explore Joint Purchasing Opportunities.

Implementation Strategies to be Explored:

2.2.1: Continue to coordinate grant-writing activities for access to transportation resources of all types: planning, administration, operating, and capital.

Priority:	Ongoing.
Parties Responsible:	CFC, STA and SESS.
Staffing Implications:	Staff time for investigating opportunities and developing grant applications and eligible programs.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Number of joint grant-writing activities; and, Amount of funding received through joint grant-writing opportunities.
Potential Costs:	Costs are associated with staff time.

Goal #3: Enhance Transportation to Support Employment for People with Low-Incomes, Individuals with Disabilities, and the General Public.

Objective 3.1: Educate businesses about transportation incentives.

Implementation Strategies to be Explored:

3.1.1: Invite local employers to form a committee to discuss employment transportation needs, gaps, and opportunities. Human service agencies and public transportation providers should lead committee discussions with a format that encourages information sharing and open conversationa about potential services to improve employment transportation opportunities

Priority:	Long-Term and Ongoing.
Parties Responsible:	A staff member or volunteer from CFC or STA should lead the effort to invite employers to actively participate in the committee and attend meetings.
Staffing Implications:	Stakeholders' staff time involved in attracting employers to join the meeting and educating them about transportation opportunities.
Capital Requirements:	None.
Ridership Implications:	Public transit could potentially experience an increase in demand for employment transportation.
Performance Measures:	Number of employers invited to participate; and Number of participating employers.
Potential Costs:	Outreach expenses will depend upon actual selected approach to activities and could be very minimal to include staff time and meeting handouts.

3.1.2: Promote the use of employer/employee tax benefits as an incentive for employees to ride public transit to work and for employer contribution of employee transportation costs. The federal government offers income tax incentives for employers that subsidize public transportation for employees and for employees that use public transportation to travel to work.

Priority:	Long-Term and Ongoing.
Parties Responsible:	A staff member or volunteer from CFC or STA should lead the effort to educate employers.
Staffing Implications:	Staff time involved outreach and education. Members of the CTAC will participate in the ongoing education and outreach process.
Capital Requirements:	None.
Ridership Implications:	Public transit could potentially experience an increase in demand for employment transportation.
Performance Measures:	Number of employers contacted or otherwise provided with information about the benefits; and Number of participating employers.
Potential Costs:	Employers can exclude the value of any "de minimis" transportation benefit provided to an employee from the employee's wages. A transit pass is a qualified transportation benefit. Additional information is provided by the IRS and can be found at http://www.irs.gov/publications/p15b/ar02.html#en_US_publink100 0193740

Objective 3.2: Study the feasibility for implementing affordable and convenient transportation to major employment sites including Sawmill Industrial Park, with an emphasis on providing employment transportation, and with a schedule that supports non¬traditional shift work.

Implementation Strategies to be Explored:

3.2.1: Analyze the potential to implement a seasonal employer provided shuttle/feeder service between Whale Park and Sawmill Industrial Park. The shuttle will operate on a demand-response basis to connect with the the RIDE stop at Whale Park. Shuttle service will give passengers the freedom to travel throughout the community on the RIDE and to/from Sawmill Industrial Park on the employer-provided shuttle. (seasonal)

Priority:	Long Term.
Parties Responsible:	Employers at Sawmill Industrial Park and SEDA should take the lead with planning support from the RIDE and CFC.
Staffing Implications:	Employer shuttle will require a part-time, seasonal driver.
Capital Requirements:	One minivan or 15-passenger vehicle.
Ridership Implications:	The RIDE could potentially experience an increase in ridership to/from Whale Park.

Performance Measures: Cost-benefit analysis completed for employee shuttle service; Potential funding sources for employee shuttle service identified; Projected number of trips that would be provided per year;

Potential Costs: Staff time from STA to study the feasibility for the employee transportation service and identifying potential funding sources.

Transportation operating costs for the service will vary depending on the hours and days of operation. Local government revenuesprobably would not fund this expansion, so employers at park probably would have to fund.

3.2.2: Explore funding opportunities to continue a voucher/pass program for human services agency clients that partially subsidizes rides to work-related activities on public transit or taxi service. Employers would subsidize the cost of a trip for individuals with low incomes.

Priority: Mid- to Long-Term.

Parties Responsible: CFC, STA, SESS and local employers.

Staffing Implications: Staff time to plan the program and secure grant funding to support it. After set-up, administration of the program should be managed through STA, CFC, or SESS.

Capital Requirements: None.

Ridership Implications: Potential for increased ridership for taxi companies.

Performance Measures: Administration of the program planned;
Funding for administration secured;
Local funding to purchase vouchers secured;
Number of vouchers provided after implementation;
Number of individuals who are able to gain and maintain employment due to access to transportation; and
Client satisfaction.

Potential Costs: Subsidy for purchasing the vouchers must come from local sources.

Goal #4: Secure Adequate Support to Keep Up With the Increasing Costs of Sustaining Public Transportation Service.

Objective 4.1: Create opportunities to support existing public transportation service.

Implementation Strategies to be Explored:

4.1.1: Use a the RIDE bus at local events and fairs and invite people to come on board and take a tour. Opportunities such as community fairs, 'stuff the bus' (with donated food) for a charity event, or 'christening a new vehicle' are potential opportunities to demonstrate the vehicle to the public.

Priority: Immediate and Ongoing.

Parties Responsible: STA.

Staffing Implications: Staff time to offer tours on the vehicles and provide information to the public during events.

Capital Requirements: None.

Ridership Implications: Potential increase in new riders.

Performance Measures: Number of events attended;
Number of people who tour the vehicle or receive information;
Number of brochures and informational materials distributed during events;
Number of new riders on fixed route service; and,
Customer/Passenger Satisfaction.

Potential Costs: Costs for developing marketing materials will be incurred. Costs could be as low as $500 or higher, depending upon printing requirements and costs.

4.1.2: Develop outreach activities with a focus on attracting new riders to fixed route service. Examples could be appropriate marketing strategies for youth and young adults (i.e., websites,Facebook, presentations at school, or the RIDE public transit as a school project').

Priority: Immediate and Ongoing.

Parties Responsible: STA, CFC, and SESS.

Staffing Implications: Staff time to develop and deploy campaign.

Capital Requirements: None.

Ridership Implications: Increase in new riders.

Performance Measures: Number of new media approaches deployed;
Number of new riders on fixed route service; and,
Customer/Passenger Satisfaction.

Potential Costs: Costs for developing marketing materials and new media outlets will be incurred.

Goal #5: Plan for Realistic Expansion Existing Public and Human Service Agency Transportation Service.

Objective 5.1: Identify transportation providers (for profit and/or non-profit) willing and able to provide additional transportation service on Saturdays.

Implementation Strategies to be Explored:

5.1.1: Use the research initiated in this study and expand it to document demand for Saturday hours of transportation service. Emphasis is placed on transportation demands from older adults, individuals with disabilities, and people with low incomes.

Priority:	Mid-to Long-Term.
Parties Responsible:	STA, CFC, and SESS.
Staffing Implications:	Staff time to collect and analyze data.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Data collected provides relevant information about local transportation demand; and, Data is collected and presented within a pre-determined timeframe.
Potential Costs:	Costs for completing the study will be incurred.

6.1.2: Based on research conducted in 6.1.1, identify the potential for creating some type of Saturday demand response service for the general public, through flexing the RIDE's fixed routes with some diversion capacity or expanding and then opening the demand-response service that is provided by SESS for older adults to the general public. The lead agency must be a public transportation provider, but new service structures may be provided through a formal contract agreement with another provider. The contract must include the fully allocated cost for service.

Priority:	Mid-Term. This opportunity received high ratings from stakeholders for implementing immediately, however, this service would likely take up to two years to study, fund, and implement.
Parties Responsible:	STA, CFC, SESS, and other agencies with vehicles.
Staffing Implications:	Staff time for responsible parties will be required.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	An organization is identified to provide the Saturday service; Fully allocated costs are identified; Contract agreements are established at the fully allocated cost; and, Funding sources for the expansion are identified.
Potential Costs:	Expenses associated with staff time apply.

6.1.3: Explore possible funding sources, if any (eg, local government funding) and select an eligible applicant to apply for funding to expand demand response service, at least for Saturdays.

Priority/Implementation:	Mid- to Long-Term. This opportunity received high ratings from stakeholders for implementing immediately, but would need to follow 4.1. Sections 1 and 2.
Parties Responsible:	Eligible applicant and service provider(s).

Staffing Implications: None.

Capital Requirements: Possibility for using existing vehicles for the Saturday service should be explored by preparing an analysis of vehicle utilization from all participating providers (see Chapter III). If new vehicles are required, explore the possibility of applying for Section 5310 (20% local match is r equired).

Ridership Implications: None.

Performance Measures: Local match secured; and
Grant application submitted (if any grant funds available).
Contract agreements are established; at the fully allocated cost.

Potential Costs: Costs to be determined by the aspects of the planned service expansion.

Objective 5.2: Explore the possibility of expanded hours of public transit service on weekdays.

Implementation Strategies to be Explored:

5.2.1: Study the feasibility to implement demand response transportation on weekdays after 7:30 p.m. As ridership increases to at least seven passengers per hour, the mode of service could change to point deviation. (Fixed-route service would require complementary paratransit but point deviation does not.) If demand is appropriately documented and funding is secured, expand service to extend from 7:30 p.m.to at least 10 p.m.

Priority: Long-Term. Expand hours to 10 p.m. within 1 to 5 years.

Parties Responsible: STA, CFC, and SESS. Service provider could be a private, public, or non-profit operator.

Staffing Implications: Additional part-time drivers and a scheduler/dispatcher on-duty during all operating hours.

Capital Requirements: No additional capital requirements if existing human service agency or public transit vehicles can be coordinated. However, existing vehicles may need to be replaced more frequently due to increased operation.

Ridership Implications: Ridership for the service provider will increase.

Performance Measures: Determine the most appropriate operator for the service;
Identify size of vehicle appropriate to meet demand;
Number of trips provided during evenings;
Number of no-shows;
Number of passengers who are able to maintain employment; and,
Customer satisfaction.

Potential Costs: Expenses will be determined based on administrative expenses, hours and level of service provided.

5.2.2: Explore the possibility to provide transportation options for youth to go home from afterschool activities and other programs on weekday evenings. Potentially, the service could be provided through vouchers on available transportation services that are operating in evenings, or operated directly by a public or non-profit agency.

Priority:	Mid-Term.
Parties Responsible:	STA, CFC, and SESS. Service provider could be a private, public, or nonprofit operator.
Staffing Implications:	Additional part-time drivers and a scheduler/dispatcher on-duty during all operating hours.
Capital Requirements:	No additional capital requirements. However, existing vehicles may need to be replaced more frequently due to increased operation.
Ridership Implications:	Ridership for the service provider will increase.
Performance Measures:	Determine the most appropriate operator for the service; Determine cost-benefit and feasibility of a voucher program compared to directly providing service; Number of trips provided for youth after afterschool activities; Number of no-shows; and, Customer satisfaction.
Potential Costs:	Expenses will be determined based on administrative expenses, hours and level of service provided.

Objective 5.3: Improve accessibility to bus shelters for fixed-route stops.

Implementation Strategies to be Explored:

5.3.1: Seek funding to expand the number of accessible bus shelters along the RIDE fixed routes.

Priority:	Mid-Term and Ongoing until shelters are procured.
Parties Responsible:	STA.
Staffing Implications:	Staff time must be dedicated to the project.
Capital Requirements:	None.
Ridership Implications:	Potential for increased ridership from individuals with disabilities due to improved access to the RIDE routes.
Performance Measures:	Number of boardings and alightings at new bus stops; and Number of passengers with disabilities on the RIDE.
Potential Costs:	Staff time involved.

Goal #6: Increase and Improve Accessible Services for Individuals with Disabilities and People with Low Incomes.

Objective 6.1: Continue to seek capital and operating funding for cost effective, energy efficient methods to meet specialized transportation needs of particular human service agencies, for persons with disabilities or persons in the low-income category.

Implementation Strategies to be Explored:

6.1.1: Seek funding to purchase a small fleet of small vehicles for human service agencies rather than purchasing a large van or cutaway to provide a trip that could be safely and comfortably provided with a smaller, more efficient vehicle.

Priority:	Short-Term.
Parties Responsible:	CFC, SESS, STA, and local human service agencies.
Staffing Implications:	Staff time required to explore funding opportunities and submit grant applications.
Capital Requirements:	The Sitka community would work with local agencies to purchase replacement vehicles or supplement existing fleets as necessary with smaller vehicles.
Ridership Implications:	More appropriate use of vehicles (smaller vehicles for trips with a few passengers and larger vehicles for more passengers) will increase capacity and allow all providers to provide efficient service for riders.
Performance Measures:	Identify funding to purchase small vehicles; and, Determine the most appropriate size vehicle mix to meet needs.
Potential Costs:	Cost for purchasing vehicle(s) to be determined based upon the type of vehicle(s) required.

Adoption

PUBLIC HEARING AND ADOPTION OF THE PLAN

The plan was presented to the Tribal Council of the Sitka Tribe of Alaska on June 17, 2015, at which time a quorum was present. Public comment on the plan was made available during the Council agenda's time for comments. Public comments received in advance of the Council meeting were presented to the Council during the meeting. No amendments were recommended. The plan was adopted with a vote of seven in favor, zero against, and two absent. Tribal Resolution 2015-XX for the Authorization to Accept the Five-Year Plan for Coordination of Public Transit and Human Services Transportation in Sitka is provided on the following page.

Sitka Tribe of Alaska
456 Katlian Street
Sitka, Alaska 99835

Main: 907-747-3207
Fax: 907-747-4915

Tribal Council Resolution 2015-062

Authorization to accept the Five Year Plan for Coordination of Public Transit and Human Services Transportation in Sitka

WHEREAS, Sitka Tribe of Alaska is the federally recognized tribal government for more than 4,084 enrolled tribal citizens in Sitka, Alaska, organized under the Indian Reorganization Act of 1934 as amended; and

WHEREAS, Sitka Tribe of Alaska is responsible for the health, safety, welfare, and cultural preservation of its tribal citizens and their use of the Sitka Tribe traditional territory; and

WHEREAS, Sitka Tribe of Alaska's traditional territory reflects the lands and waters historically and presently the stewardship responsibility of the Sheet'ka Kwáan and as such are composed of the western side of Baranof Island, the greater reaches of Peril Strait, southwestern portions of Chichagof Island and the myriad of islands as well as the waters between these locations; and

WHEREAS, Article VII Section 9(1)(h) of the Constitution of Sitka Tribe of Alaska specifically directs the Sitka Tribal Council "to protect and preserve the Tribal property, wildlife, and natural resources within those areas under the jurisdiction of the Tribe"; and

WHEREAS, Sitka Tribe of Alaska currently supports and participates in the Sitka public transit system, by way of in-kind contributions, contracted services, coordinated operation of Sitka Tribe's Tribal Transit grant to expand and enhance public transit in Sitka, and the pass through of Sitka Tribe's Title VI funds from the Older Americans Act to assist in provision of the Care-A-Van services for the elders of Sitka; and

WHEREAS, Sitka Tribe of Alaska recognizes that Sitka Public Transit provides economic and social benefits to the community by providing access to school, work, shopping, healthcare, cultural events, and social events; and

WHEREAS, Sitka Public Transit has been engaged in the creation of a Five Year Plan for continued Coordination of Public Transit and Human Services Transportation in Sitka; including an assessment of resources and needs in transportation, including Sitka local opinion by conducting a public meeting, interviews with key stakeholders, and community-wide surveys; and

WHEREAS, the lead transportation staff of the three primary stakeholders in Sitka Public Transit, namely, Sitka Tribe of Alaska, Center for Community, and Southeast Senior Services, have reviewed and endorsed the 2015-2019 Plan for Coordination, and recommend its adoption by Sitka Tribe of Alaska' Tribal Council; and

WHEREAS, the lead staff of the three primary stakeholders acknowledge to and advise this Council that the adoption of the 2015-2019 Plan does not require any of the stakeholder agencies to carry out activities suggested in the Plan; rather, the adoption of the Plan presents opportunities to the community of Sitka to better coordinate the provision of transportation services for citizens of our community, and the adoption of the Plan positions the community of Sitka, and various agencies, to take advantage of various external funding opportunities for which the existence of a community coordination plan is an eligibility criteria; and

WHEREAS, the Federal Transit Authority requires the elected governing body of a local government to accept the Plan; and

WHEREAS, the Tribal Council of Sitka Tribe of Alaska is recognized by the Federal Transit Administration as the elected governing body of a local government; and

WHEREAS, the availability of the 2015-2019 Plan for public review has been advertised at least twice via the local newspaper and the local public radio station, and posted on the website, www.cfc.org under Public Transportation; and

WHEREAS, the Sitka Tribal Council provided opportunity for public comment on the Plan at its regularly scheduled and advertised Council meeting, with the Council having the power to adopt the Plan with recommended revisions based upon public testimony;

NOW THEREFORE BE IT RESOLVED, the Sitka Tribal Council accepts the "2015 – 2019 Five Year Coordinated Transportation Plan for Human Services in Sitka."

CERTIFICATION

The foregoing resolution was adopted at a duly called and convened meeting of the Tribal Council of the Sitka Tribe of Alaska, held on June 17, 2015, at which a quorum was present by a vote of 7 **IN FAVOR,** 0 **AGAINST,** 0 **ABSTAINING,** 2 **ABSENT.**

Sitka Tribe of Alaska - Tribal Chairman

Attest:

Sitka Tribe of Alaska - Tribal Secretary

2015-062 - Authorization to accept the Five Year Plan for Coordination of Public Transit and Human Services Transportation in Sitka
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Glossary

GLOSSARY OF COORDINATED TRANSPORTATION TERMS

Accessibility – The extent to which facilities are barrier-free and usable by people with disabilities, including those using wheelchairs. (Source: American Public Transportation Association (APTA))

Accessible vehicle – A transportation vehicle that does not restrict access and is useable and provides allocated space and/or priority seating for people who use wheelchairs or other mobility devices.

Accident Reports – The report(s) a driver must complete and submit as directed when involved in an accident, regardless of the severity. Each transportation provider should keep an accident package in each vehicle so that the driver can easily open and follow the directions in the event of an accident. This package should include, but is not limited to, who to call, blank forms for written statements from each passenger describing the accident, blank forms for written driver statement, and written information on what to do immediately following the accident (e.g., make sure each passenger is safe, how to assist all passengers to exit the vehicle, and other pertinent information that may assist the driver and make the situation as stressless as possible for all involved).

Americans with Disabilities Act (ADA) of 1990 – The ADA is wide-ranging federal, civil rights legislation that prohibits, under certain circumstances, discrimination based on disability. It affords similar protections against discrimination to Americans with disabilities as the Civil Rights Act of 1964. The ADA assures that people with disabilities have full access to all public facilities throughout the United States, including transportation. To this end, this legislation defines the responsibilities of, and requirements for, transportation providers to ensure that transportation is accessible to people with disabilities.

Advocate – A person or a group that speaks in a supportive manner on behalf of a person or group of people. Transportation advocates speak in support of transportation services for the general public, low-income individuals and families, older adults, and/or those with intellectual disabilities.

APTA – American Public Transportation Association, an international organization that represents the transit industry, including bus, rapid transit, and commuter rail.

Base fare – The price charged to one adult for one transit ride; excludes transfer charges, zone charges, express service charges, peak period surcharges and reduced fares. (APTA)

Branding – Branding is the marketing of a specific name, logo, slogan, and design scheme for a specific service. In coordinated transportation services, a logo and slogan is established and used by all partners to create a unified message.

Bylaws – The policies that govern the internal affairs of the Coordinated Transportation Advisory Committee.

Cancellation – A trip that was scheduled by a service consumer that was later cancelled prior to the vehicle being dispatched to the pickup location.

Capital assistance – Financial assistance available from federal, state, or local governments for transit capital expenses (not operating costs); such aid may originate with federal, local or state governments. (APTA)

Capital costs – Costs of long-term assets of a public transit system such as property, buildings, and vehicles. (APTA)

CCAM – Acronym for the Coordinating Council on Access and Mobility. The CCAM is a federal interagency council established by President George W. Bush by Executive Order in 2004. The CCAM oversees activities and makes recommendations that advance the goals of the Order: simplify customer access to transportation, reduce duplication of transportation services, streamline federal rules and regulations that may impede the coordinated delivery of services, and improve the efficiency of services using existing resources. Chaired by the Secretary of Transportation, the Council is composed of the Secretaries of Health and Human Services, Education, Labor, Veterans Affairs, Agriculture, Housing and Urban Development, Interior and Justice as well as the Commissioner of the Social Security Administration and the Chairperson of the National Council on Disability. The United We Ride initiative was started by the CCAM.

CDL – Commercial driver's license, a driver's license required to operate any type of vehicle which has a gross vehicle weight rating (GVWR) of 26,001 lb or more for commercial use; transports quantities of hazardous materials that require warning placards under Department of Transportation (DOT) regulations, or that is designed to transport 16 or more passengers, including the driver. These regulations apply to all public, private, and coordinated transportation providers.

Circulator bus – A bus serving an area confined to a specific locale, such as a downtown area or neighborhood, with connections to other traffic corridors.

Community transportation – The coordination of transportation resources within a community, in an efficient and effective manner to provide safe and reliable transportation services for all citizens.

Consolidated human-service transportation system – Operated in one of 2 ways: 1) A provider that operates its own transportation services and assumes the role of the lead public transportation agency in the community to provide transportation services to area human service agencies on a contractual basis, or 2) a private provider that contracts with the lead public transportation agency in the community to provide transportation services to human service agencies.

Contract revenue – The amount of funds paid by an agency on behalf of its clients to a third party for client transportation services. Funds are used to offset the total costs of the transportation program.

Coordinated human-service transportation system – Human service agencies and/or transit systems cooperating to coordinate some aspect of transportation, such as passenger trips, the sharing of vehicles, schedules, personnel, and maintenance facilities. May also include the consolidation of services, and coordination of purchasing, training, and grant writing, as appropriate.

CTAA – Community Transportation Association of America – A national organization providing a variety of transportation information, ideas, and resources to and for the transportation community.

CTAC – Coordinated Transportation Advisory Committee – A committee established to advise the governing board of a coordinated transportation program.

CTAC Officers – The slate of officers as established by the CTAC bylaws that govern the CTAC. Each officer may be assigned with a specific responsibility for advising the coordinated transportation program's governing board.

CTAP – The Community Transportation Assistance Program (CTAP) created by CTAA through a cooperative agreement with the United States Department of Health and Human Services. CTAP is intended to provide human service organizations, planners, funders, and individuals with expertise, training, and support. The CTAP Peer Network, CTAPnet, is an online community of community transportation practitioners and experts where you can ask questions to, and engage in conversations with, other transit professionals.

Days and hours of service – Published days and hours that transportation services are provided to the general public and/or an agency's clients. It is advisable to include these in brochures and websites to help increase ridership.

Demand-responsive – 1) Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at pre-arranged times at any location within the system's service area; can also be referred to as "dial-a-ride" service. (APTA) 2) Passenger cars, vans or motor buses operating in response to calls from passengers or their agents to the transit operator, who then dispatches a vehicle to pick up the passengers and transport them to their destinations. A demand-response operation is characterized by the following: first, the vehicles do not operate over a fixed route or on a fixed schedule except, perhaps, on a temporary basis to satisfy a specific need; and secondly, the vehicle typically may be dispatched to pick up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted en route to these destinations to pick up other passengers. (FTA) 3) Personal transit service operated on roadways to provide service on demand. Vehicles normally are dispatched and used exclusively for this service. (FTA)

Demand-responsive system – Any system of transporting individuals, including the provision of designated public transportation service by public entities and the provision of transportation service by private entities, including, but not limited to, specific public transportation service, which is not a fixed-route system. (FTA)

Deviated fixed-route service – A transportation system operating over a designated route, with designated stops, that will deviate from the route to either pick-up or drop-off passengers.

Dial-a-ride – Another name for "demand responsive." (APTA)

Donation (as used in transit) – A contribution to a transportation provider in place of a set fare either solicited or encouraged.

E&D – Acronym referring to passengers that are either elderly or individuals with disabilities.

Fare(s) – The price paid by passengers for their one-way trip with a transportation provider. Fares can be paid by cash (usually exact change is required), token, ticket, transfer, voucher, pass or other acceptable means as established by the transportation provider.

Farebox revenue – Total revenue collected, including cash, token, ticket, transfer, voucher pass, or other acceptable means as established by the transportation provider in a timeframe, usually reported daily. Farebox collections are usually reported monthly, quarterly, or annually in the transportation provider's financial data. It is also known as passenger revenue.

Federal Transit Administration (FTA) – A division of the U.S. Department of Transportation that administers federal funding programs for public transportation organizations.

Financial Data – Financial data includes, but is not limited to, the charges and costs of providing services (operating and capital), revenues generated from services (farebox and contract revenues), and revenues from other sources (grants and local match).

Government Official – Any person who is either elected to an office or is employed by a government entity and serves as its representative at meetings, conferences, workshops, or other gatherings. Person can represent a division, department, service, or branch of a local, state, or federal government entity.

Human services transportation system – A transportation system, which provides transportation services exclusively to the clients of human services agencies.

LISTSERV – An automatic mailing list used by an email account. When email is addressed to a LISTSERV mailing list, it is automatically broadcast to everyone on the list and is only available to those individuals. A listserv can be used to send out newsletters, meeting notices, urgent messages, or other information that must be distributed in a timely and less-costly manner.

Local Match – Funds required by a funding source to match the money awarded. Usually a percentage of the overall costs associated with the project. An example would be a 20-percent match is usually required for capital purchases made with Federal Transit Administration Section 5310 grant.

MAP-21 – The Moving Ahead for Progress in the 21st Century Act. MAP-21 is the acronym used for this federal legislation that reauthorized the Surface Transportation Act and was signed into law in July 2012. This was the first major multi-year reauthorization of the Surface Transportation Act since Congress passed SAFETEA-LU (the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users) in August 2005. It is the current transportation law.

Mobility Manager – The individual charged with facilitating the implementation of the mobility management process as a means to implement coordinated transportation services as defined by a community.

Mobility Management – A process of managing a coordinated community-wide transportation service network comprised of the operations and infrastructures of multiple trip providers in partnership with each other (the National Center for Human Transportation Coordination).

No Show – Term used to describe a scheduled trip that was not cancelled by the passenger but when the driver arrived to pick up the passenger, he or she was not available for the trip.

On-time performance – Refers to the percent of scheduled trips that were provided within the pickup window (usually 15-30 minutes before or after the scheduled pickup time).

Outreach – Efforts by the individual members of the CTAC, the governing board, or its agents to share ideas or practices with other organizations, groups, specific audience and the general public. Outreach includes the education of its audience about the benefits of transportation services for all segments of the population. It also includes listening to feedback to assure services are meeting the transportation needs of the community.

Public Hearing – A public hearing is a formal meeting held to set aside time for public testimony on a particular subject matter for which a notice was published in the official newspaper or a common website of the region. It is a mandatory meeting if required by a funding source and must meet state public access laws, if applicable.

Public Meeting – A public meeting is held to notify the public of a new service or happening within the coordinated transportation program. A public meeting is held to notify the public about a change that comes about as a result of a public hearing. These meetings must meet state public access laws, if applicable.

Purchasing Agency – An organization or human service agency that purchases transportation services from a third party for its clients.

Ridership Change(s) – Changes in the level of passengers transported within a measurable time period. Changes are usually measured as either increases or decreases.

RTAP – Rural Transit Assistance Program – a program of the Federal Transit Administration, with both a National component and a State component, dedicated to creating rural transit solutions through technical assistance, partner collaboration and free training and other transit industry products.

SAFETEA-LU – Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users. SAFETEA-LU is the acronym used to reference the 2005 federal legislation funding and encouraging the coordination of transportation services.

Service Consumer – Any individual who uses the transportation services for transportation to origins and destinations, regardless of whether or not a fare was rendered to the driver.

Transportation Provider – An organization, company, human service agency, or other entity that provides transit services for its clients and/or the general public either on a donation or fare basis.

TRB – Transportation Research Board – A resource to the transportation community worldwide, TRB provides a vast array of useful information regarding transportation.

United We Ride (UWR) – The federal CCAM interagency initiative aimed at improving the availability, quality, and efficient delivery of transportation services for older adults, people with disabilities, and individuals with lower incomes.

Valuable Websites for Coordinated Transportation:

Community Transportation Association of America – www.ctaa.org
Community Transportation Assistance Program Peer Network – http://ctapnet.org
Federal Transit Administration (FTA) - www.fta.gov
Easter Seals Project Action -
http://projectaction.easterseals.com/site/PageServer?pagename=ESPA_homepage
RTAP - http://www.nationalrtap.org
Transportation Research Board – www.trb.org
United We Ride Initiative - www.unitedweride.gov