Fairbanks North Star Borough
Coordinated Transportation Plan

Prepared by the
Fairbanks Transportation Partnership Group

I. PLAN OVERVIEW

COORDINATED TRANSPORTATION HISTORY

Transportation coordination efforts for the Fairbanks North Star Borough (FNSB) date back to the late 1990's and led to the formation of the FNSB Coordinated Transportation Advisory Group (CTAG). A coordination plan for the Borough was written in 2010, but ended in 2012. Under the CTAG a Mobility Management Plan was completed by RLS & Associates (RLS). The plan was conducted over several months and was very in depth. However, following completion of the plan momentum diminished over the next several years, and the CTAG disbanded. In 2013 a national grant from Transit Plan 4 All and the Community Transportation Association of America was awarded to the Alaska Mobility Coalition on behalf of the Fairbanks North Star Borough with the intention of taking up the issue of coordination in Fairbanks and the surrounding communities. The project has consisted of three different phases with the first phase focused on creating the Fairbanks Transportation Partnership Group (FTPG); a group dedicated to coordination efforts in the community. In rounds two and three the project has focused on rewriting a coordination plan and helping a local organization qualify for a VISTA Volunteer whose sole purpose is to support coordination efforts over the next two years.

INTRODUCTION

This document includes all of the results and recommendations obtained during a three-phased effort to update the FNSB Coordinated Transportation Plan and implementing strategies from the RLS Mobility Management Plan to improve public and community transportation options for older Americans, people with disabilities, and low income individuals. The planning process for the Plan was led by a Steering Committee made up of representatives from various local groups including the FNSB Transportation Department, Access Alaska, Fairbanks Resource Agency, WallBusters, and FMATS. Additional members of the group have included representatives from the University of Alaska Fairbanks (UAF), Alaska Mobility Coalition (AMC), and the State of Alaska Department of Transportation and Public Facilities. The project efforts have been funded through a series of grants secured by the Alaska Mobility Coalition from two national organizations, Transit Planning 4 All and Community Transportation Association of America. Phase I activities included an evaluation of current public, private, and human service agency transportation services, a series of stakeholder meetings to discuss the community needs, and a thorough examination of the Mobility Management Plan put together by RLS and Associates. Members of the initial group included the FNSB Transportation Department, Access Alaska, UAF, Fairbanks Resource Agency, the State Division of Vocation Rehabilitation, the State Department of Transportation, and many others. Stakeholders representing each of the previously mentioned organizations participated in group meetings with the Steering Committee. Phase II consisted of an analysis of gaps and duplications in the existing structure of the transportation network in the FNSB compared with demographic factors and existing transportation resources. Finally, Phase III of the Plan involved updating the latest coordination plan, development of recommended strategies for implementing a mobility management structure, and expanding transportation options for Borough residents.

In total, the three phases of the project resulted in a Coordination Plan that will address the many elements necessary for a more cohesive and responsive transportation service in the Borough. The Plan includes multiple-year cost projections for a Mobility Management program that is intended to improve the quality of life for all FNSB residents as well as the economic development of the area.

BACKGROUND

Historical and current references for this Plan include the 2010-2012 Fairbanks North Star Borough Coordinated Transportation Plan (CTP), the Draft 2010–2035 Fairbanks Metropolitan Area Transportation System (FMATS) Metropolitan Transportation Plan Update and the RLS and Associates Mobility Management Plan completed in 2011. Relevant facts from the plans were incorporated into this document as supporting information.

Fairbanks North Star Borough Coordinated Transportation Plan FY 2010 – FY 2012

According to the 2010-2012 Coordinated Transportation Plan (CTP), completed in September 2009, there are 46 agencies in the FNSB that provide supportive services to the general public and clients who are low income, older adults, and individuals with disabilities. Three of these agencies plus numerous taxi companies provide public transportation, and twenty other programs either provide or purchase transportation for their eligible clients. The remaining 23 agencies support client transportation needs by sharing information about the transportation that is available through other resources.

The 2010-2012 CTP contains a summary of the gaps in transportation services as reflected in surveys, public meetings and reports from human service agencies. The gaps and identified needs that are still relevant are:

- Increased educational efforts to train individuals to use less expensive transportation services (i.e. fixed route bus service) and cross training of drivers.
- Improvements to the MACS fixed route bus service such as later hours, reduced headways, and additional bus stop locations.
- Increased available transportation services for people living in the non-urbanized area of the FNSB.
- Extend outreach efforts to local businesses, agencies, and other organizations (including faith-based) to increase awareness of transportation services and needs and encourage their participation in the coordination efforts.
- Increased coordination of existing transportation services.

Referencing this list and other information contained in the CTP and the RLS Mobility Management Plan, the FTPG will provide the Fairbanks Resource Agency (the lead agency for the coordination efforts) and other partners with additional tools in an effort to address the gaps and needs identified.

One of the goals identified in the CTP and addressed in the RLS Mobility Management Plan was a listing of all the transit providers and a description of their service including an overview of each agency's transportation service characteristics including, passenger eligibility, staffing levels, service characteristics, vehicles, and operating expenses and revenues. As an inventory of the services and vehicles available will be useful for decisions regarding future funding and resource distribution, the summaries have been updated and included in the following chapter. It is recommended the inventory be updated every second year to ensure accuracy and provide FTPG members clear picture of possible gaps in services or needs.

METHODOLOGY

AMC staff and FTPG members contacted key transportation stakeholders in the public, non-profit, and for-profit sectors that included non-profit organizations, private organizations, tribal organizations, schools and colleges, older adult facilities, human service agencies, and government entities throughout the FNSB. Information relating to the current Borough transportation options was collected through telephone interviews and surveys completed by stakeholders. The response rate from local organizations determines the comprehensiveness of the inventory. Therefore, this document may not include all of the organizations serving the FNSB residents, but only those that participated in the surveys or personal interviews and provided information about their transportation services or needs. In addition to personal interviews, the FTPG conducted several meetings in the local area. Most meetings were directed toward the stakeholder organizations and members of the FTPG and were open to the public. Three additional meetings were advertised as public hearings in an effort to gain input from the general public.

Several local agencies own and operate transportation vehicles to directly provide services to their clients. Therefore, an understanding of vehicle utilization and financial information also is necessary to determine new approaches to mobility management when serving older adults, individuals with disabilities, individuals with low incomes, and the general public. The tables at the end of the inventory chapter (Chapter II) provide a summary of the transportation characteristics for each of the participating organizations, including an inventory of the daily vehicle utilization.

II. INVENTORY OF EXISTING TRANSPORTATION RESOURCES

Implementation of a new coordinated transportation plan may involve a reallocation of responsibilities as they relate to transportation delivery in the FNSB. At the conclusion of the planning process, organizations included in this inventory may elect to continue with their existing level of service or may choose to realign their resources and transition toward a coordinated approach that realizes greater efficiency while maintaining a high quality of service for clients. For example, an organization may decide to coordinate trip scheduling with another organization that has dedicated staff and technology to support a scheduling function. Or, local organizations may elect to coordinate maintenance activities or procurement in an effort to reduce transportation-related expenses. Coordination is usually a win-win relationship for all participating organizations and their consumers.

SUMMARIES OF FNSB ORGANIZATIONS THAT PROVIDE TRANSPORTATION

The following paragraphs summarize the organizations that provide and/or purchase transportation in the FNSB. Organizations are listed in alphabetical order.

Access Alaska

Access Alaska is a private non-profit organization. The primary mission of Access Alaska is to assist people with disabilities and older adults to live independently in the community of their choice. The Alaska Department of Labor is the primary funding source for Access Alaska. Additional funding is derived through Medicaid, Medicare, and the United Way. Some clients are beneficiaries of the Alaska Mental Health Trust Authority (AMHTA).

Access Alaska assists consumers with their transportation needs by funding taxi rides and purchasing bus tokens and passes. Van Tran is the most commonly used transportation resource by Access Alaska consumers. Roughly ninety percent of the consumers' transportation services are purchased from these sources and ten percent of trips are provided by staff members using their personal vehicles. Staff is reimbursed on a per mile basis for any transportation service they provide. Access Alaska also has one company vehicle (sedan) used for client transportation, primarily for their youth services program.

Access Alaska spends approximately $6,000 annually for purchasing trips, plus Access Alaska caseworkers spend approximately five percent of their time arranging transportation for consumers (does not include time that staff provide rides).

Boys and Girls Club

The Boys and Girls Club of Fairbanks provides transportation after school to approximately 34 kids per day. Transportation is provided with one of two 2007 Blue Bird Buses that can carry up to 30 passengers. These buses are not wheelchair accessible. Boys and Girls Club of Fairbanks relies on two staff members who alternate driving schedules on a weekly basis. The bus operates Monday through Friday between 2:10 and 4:30 PM, following the schedule provided below.

Exhibit II-1: Boys & Girls Club Bus Route

Location (School)	Time
Monroe and Barnette	2:20 p.m.
B&G Club Drop-off	
Denali	3:00 p.m.
Hunter & Ladd	3:15 p.m.
Anne Wien	3:15p.m.
B&G Club Drop-off	
Wood River	3:45 p.m.
Randy Smith, Tanana & Ryan	4:00 PM
B&G Club Drop-off	

Source: Boys & Girls Club of Fairbanks

Denali Center

The Denali Center is a skilled nursing center located next to the Fairbanks Memorial Hospital. The center provides short- or long-term care for approximately 72-78 patients. The average patient age is between 69 and 73 years.

The Denali Center operates one cutaway with a rider capacity of 5-6 ambulatory individuals or 3-4 wheelchair tie downs depending on the size of the chair. Also, in operation is one van that has a carrying capacity of 4 ambulatory riders or 3-4 wheel chair tie downs, depending on the size of the chairs. The Denali Center van is used for recreational trips, medical appointments, trips to villages/outlying communities, and to transport patients home following their treatment. Denali Center employs a pool of four individuals who drive, schedule, or ride-along with passengers (approximately one-third of patients need a personal care attendant during transport). In addition, three part-time Unit Coordinators make appointments and help with transportation, as needed and their other duties allow.

The Denali Center drivers are required to participate in computer based training once every three years and an hour safety training per year; in addition to the regularly required licensing for commercial driving.

When seeking strategies for effectively using the Denali Center's vehicles, the staff calls Van Tran, the North Star Council on Aging, and Fairbanks Native Association. The most commonly used alternative for transportation, when Denali Center's is not available, is North Star Council on Aging because it is easy to schedule and the client trip will not be changed or denied.

FNSB Parks and Recreation

FNSB Parks and Recreation is currently restructuring their services and provided programs. Updates and additional information will be provided as part of an amendment next year.

The FNSB Parks and Recreation Department offers programs for people of all ages and abilities. The department also hosts and assists in the presentation of a number of social events and is responsible for the supervision of the Carlson Community Activity Center. The FNSB Parks and Recreation Department provides transportation through a variety of programs including:

- The Senior Program provides transportation for registered individuals age 60 years or older around Fairbanks and outlying communities (no income eligibility requirements) for scheduled FNSB Parks & Recreation outings that are in the central Fairbanks Area.
- The Adaptive Program provides transportation for registered individuals who have a disability (no income eligibility requirements) for scheduled FNSB Parks & Recreation outings which are in the central Fairbanks Area.

The Adaptive Program Coordinators for both the Senior Program and Adaptive Program schedule drive routes with pick up and drop off times for the pre-registered participants to attend programs. FNSB Parks and Recreation employs six full-time and four part-time drivers, as well as the Adaptive Program Coordinator, and a Senior Program Coordinator; all are involved in arranging and providing transportation for program participants. FNSB Parks and Recreation drivers are not required to have a CDL but must complete Passenger Assistance Training and maintain a First Aid certificate.

Individuals must call FNSB Parks and Recreation at least 24hours in advance to register for trips and outings that are published in the FNSB Parks and Recreation monthly newsletter. The schedule fills up quickly and some popular trips have limited capacity. A minimum of four to five riders must be confirmed for trips to be provided; often there are seven to ten riders per trip. The table below offers a schedule for both vans during regularly occurring programs and activities. Both vans are in use simultaneously for a portion of the day on Wednesday and Thursday each week, for senior activity programs. During the other days only one van is in use at various times providing transportation. There is no service provided on Sundays.

Transportation is provided with two wheelchair accessible vehicles (see Vehicle Utilization table at the end of this chapter) which a hydraulic lift. Vehicles are purchased through the FNSB Transportation Department and are replaced every ten years. Vehicles and hydraulic lifts are maintained at the FNSB transit garage.

Exhibit II-2: Vehicle Utilization by Day of the Week

Vehicle 1	**Time of the Day**														
Day of the Week	8A	9A	10A	11A	12P	1P	2P	3P	4P	5P	6P	7P	8P	9P	10P
Monday	■	■	■	■	■										
Tuesday	■	■	■	■											
Wednesday								■	■	■	■	■	■	■	
Thursday					■	■	■	■	■	■	■	■	■	■	
Friday	■	■	■	■											
Saturday				■	■	■	■	■	■	■					

Vehicle 2	Time of the Day														
Day of the Week	8A	9A	10A	11A	12P	1P	2P	3P	4P	5P	6P	7P	8P	9P	10P
Monday															
Tuesday															
Wednesday															
Thursday															
Friday															
Saturday															

Source: FNSB Parks and Recreation

FNSB Parks and Recreation program operating costs include insurance, fuel, equipment (varies from construction equipment [loaders, bobcats, dump trucks]; mowers and other grounds maintenance equipment; ski equipment; playground and park equipment), maintenance, operator salaries, and a portion of the Adaptive Program Coordinator's salary. According to the Adaptive Program Coordinator, fuel is the largest expense for the program. Both the Adaptive and Senior Programs share the operating and maintenance expenses for the vehicles. Total operating and maintenance costs for FY 2015 for fuel, lubricants, repair and maintenance are projected to be $17,290. Wages and benefits are estimated to be $74,600 annually. According to FNSB Parks and Recreation, staff included in the total wages and benefits estimate, spend approximately 25 percent of their time on transportation related activities. By these calculations, the total administrative and operating budget for FNSB Parks and Recreation transportation is $92,000 (estimate). FNSB Parks and Recreation estimates that it provides 4,872 to 6,960 one-way passenger trips per month. Therefore, the estimated annual cost per trip is to $3.95 to $5.64. Over the past several years the total annual miles driven has decreased for the individual programs even though participation in the programs has increased; this could be an indication of improved scheduling of trips or that more individuals are finding alternative means of transportation to or from events.

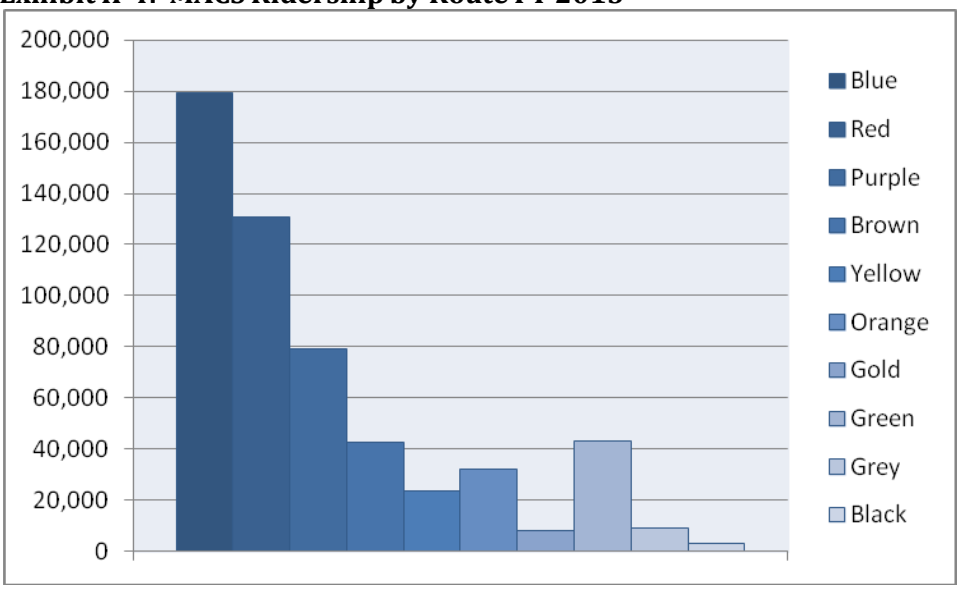
FNSB Transportation Department

Metropolitan Area Commuter System (MACS)

The FNSB operates the Metropolitan Area Commuter System (MACS), the fixed-route public transportation system serving the Borough. Its purpose is to promote energy conservation, improve air quality, and reduce traffic and parking congestion, particularly downtown. The Vehicle Fleet Maintenance Division of the Borough performs all the fleet maintenance on the MACS fleet.

The MACS fixed route service operates Monday through Friday from 5:15 a.m. until 9:45 p.m. and Saturdays from 8:45 a.m. and 7:45 p.m. Ten routes circulate throughout the Fairbanks area, with service to North Pole via the Green line and Salcha via the Black Line. The Red, Blue, Purple, and Brown lines run on 30 minute headways, while the Grey, Orange, and Yellow lines have 60 minute headways, and it is 90 minutes on the Green line. During peak hours of service, there are twelve MACS buses operating ten routes. The following exhibit provides an illustration of ridership by route for FY 2015 (July 2014 through June 2015). In total, the system provided 550,224 trips in FY 2015.

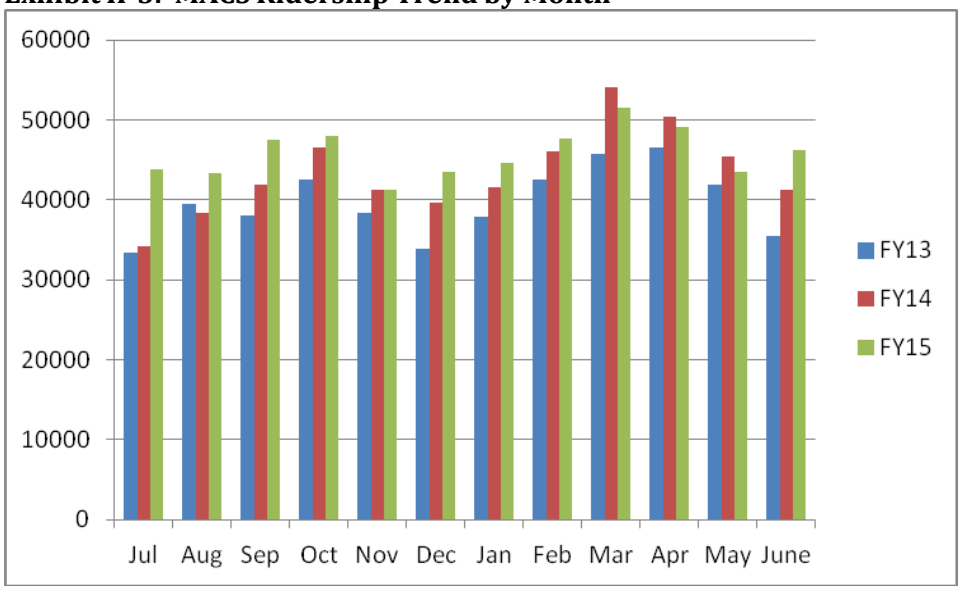
Exhibit II-4: MACS Ridership by Route FY 2015



Source: MACS

A historical analysis of ridership by month for FY 2013 thru 2015 (July-June) indicates that ridership has increased each year. Peak ridership each year occurred in March and April.

Exhibit II-5: MACS Ridership Trend by Month



Source: MACS

The MACS transit center is located in downtown Fairbanks. The transit Center is a transfer point for the various routes as well as a heated facility where passengers can wait for the bus. Exhibit II-3 provides an illustration of the MACS routes.

MACS fares are $1.50 for a one-way trip and free for children age 5 and under or seniors age 60 and older. Discounted trips for $0.75 are offered to children between 6-18 years old, Medicare/Medicaid cardholders, individuals with disabilities, and active duty military and their

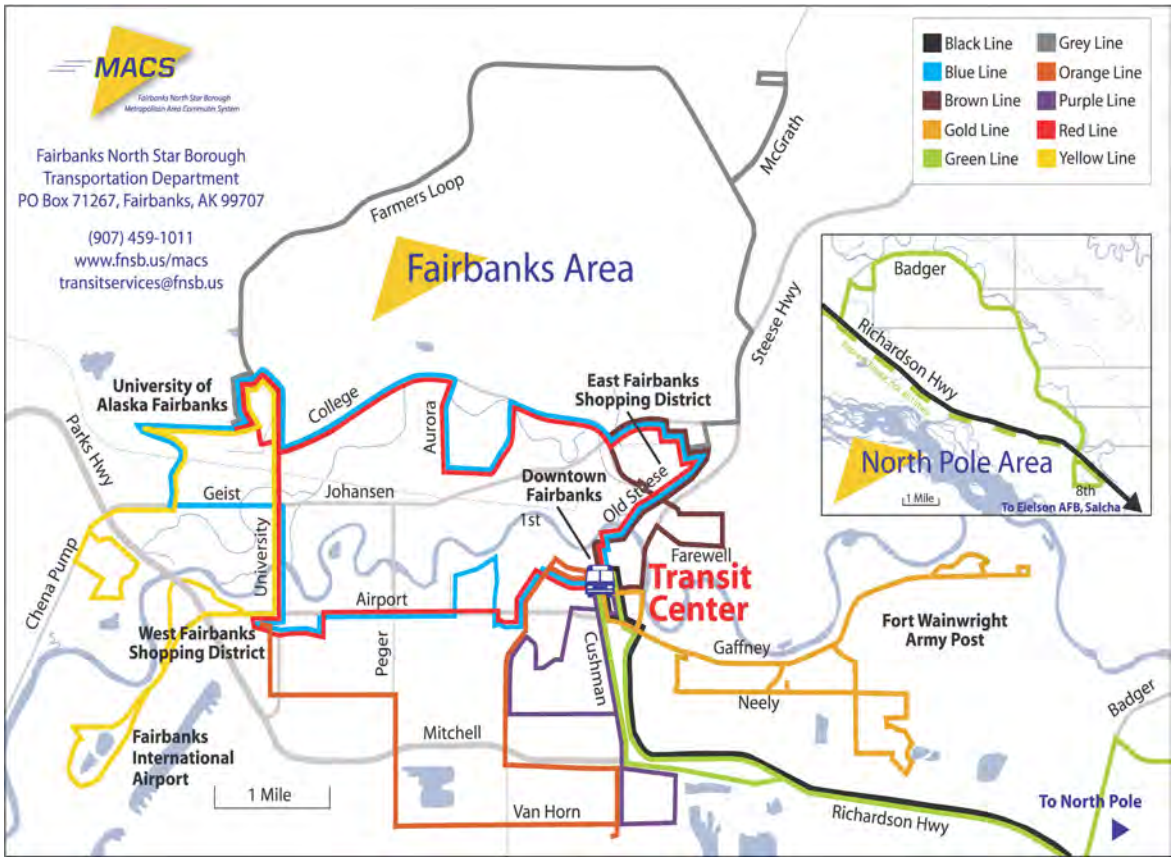
dependents. MACS tokens can be purchased at the downtown Transit Center from customer service representatives at five tokens for $5.00.

Residents and visitors can view the MACS bus schedules on "Google Transit" allowing potential riders to see pick up and drop off times, as well as locations of all routes.

The MACS system employs 27 full-time bus drivers, two supervisors and one and a half customer service representatives. A Transit Manager and Director manage the system. The FNSB Transportation Department is staffed with five full-time mechanics that are responsible for maintaining the 17 transit buses, in addition to the Borough's other vehicles.

The MACS operating budget was $4,803,870. During the same year, FY 2015, MACS provided 33,019 revenue vehicle hours and drove 533,261 revenue vehicle miles. The calculated cost per one-way passenger trip was $8.73.

Exhibit II-6: MACS Service Area



Van Tran

Paratransit transportation services are provided through the Van Tran Program for anyone age 60 or older and individuals unable to use the fixed route system due to a disability. Services are based on a zone structure with geographic boundaries for Zone A based on the fixed route services and Zones B and C are defined by the Borough boundary lines. Trips are prioritized based on zones.

- Zone A is for trips that begin and end within ¾ mile of a MACS fixed route and for individuals who are determined eligible for paratransit service according to the Americans with Disabilities Act (ADA).
- Zone B is for trips that begin and/or end outside of Zone A for individuals with a disability only.
- Zone C is for trips for individuals age 60 or older and for same day requested trips.

Van Tran hours of operation are equivalent to MACS fixed route operating hours. All Van Tran trips must be scheduled in advance with at least 24 hours' notice, though same-day requests are taken with a low priority. Trips may be scheduled between 6:00 a.m. and 5:00 p.m. by calling a Customer Service Representative (CSR). Passengers may schedule trips by leaving a message, sending an email, or by using the Van Tran website. Two trip types are accepted, a regular trip and a subscription trip. A regular trip is any one time trip that a rider requests. A subscription trip allows riders to schedule trips for the same time to the same place each week without scheduling each trip individually.

Passenger fares are $2.00 one-way. If a personal care attendant is escorting a passenger the personal care attendant will ride for free. Additional passengers are allowed and are charged the standard trip rate.

The vehicle fleet includes seven 10-passenger cutaways. All vehicles are wheelchair accessible. The fleet is maintained by the FNSB. Van Tran provided 20,250 trips during FY 2015. During the same year, the operating budget was $1,234,047. Therefore, the cost per trip for Van Tran averages $60.94.

The system employs 12 full-time drivers and customer service representatives who are members of the transit union.

Fairbanks Native Association, Inc.

Community Services

The Fairbanks Native Association (FNA) is a member based organization that provides services for its membership and the greater Fairbanks community over the age of 60. Services are provided through programs which preserve the memberships' unique lifestyle and culture while improving the quality of life for the community. The FNA Community Services Program provides human and social services including congregate meal sites and transportation. Services are provided to the general public through the elders' program, and general assistance community service program. Transportation is free for program participants and is available Monday through Friday throughout the central Fairbanks area (excluding the surrounding communities).

Passengers must schedule trips 24 hours in advance by calling FNA. The FNA Elder Program, within Community Services, provides transportation for medical purposes as well as scheduled field trips, outings, events, and programs throughout the community. Currently the program is going through vehicle transition. They have 2 vans with maintenance issues that are to be replaced or repaired this year, and are expecting a vehicle donation from a private benefactor.

Another program under the Community Services umbrella operates specialized transportation for older adults who may require a higher level of assistance. Transportation for the elderly needing more care is provided with a twelve passenger cutaway bus.

The annual transportation budget for FNA Community Services is approximately $51,100. The budget includes vehicle maintenance, fuel, insurance, and salaries for the staff. FNA Community Services provides an estimated 4,200 one-way trips per year with an estimated cost of $12.16 per trip.

Head Start

Fairbanks Native Association Head Start 0-5 and early head start are tasked with providing Head Start services for 303 children per year from birth to age five. Approximately 214 of the children participate through the FNA Head Start Site in Fairbanks while the remaining 89 children receive Head Start services and support at home. Limited transportation is available for children enrolled in the "part day" option, open to children between ages three and five, living in Fairbanks; outlying areas are not served by FNA Head Start.

Head Start operates two 27-30-passenger buses. One bus is used daily (Monday through Thursday) to transport children to the center and the second is a back-up. The vehicles are not wheelchair accessible. FNA Head Start currently rents garage space to park vehicles which is secure to protect vehicles from theft and vandalism.

FNA Head Start relies on one employee who plans the routes, conducts parent orientation, performs safety training, and drives the vehicle. The driver works Monday through Thursday and occasionally provides trips to children and parents on Fridays for special FNA Head Start social activities. The driver is required to be at least 25 years of age per the policies of FNA. FNA Head Start has to compete with First Student for employees and must offer a comparable salary and benefits package for drivers.

The annual, estimated operating cost for FNA Heat Start's transportation services is approximately $70,000, including driver salary, health insurance, vehicle maintenance, fuel, and lease for the garage. FNA Head Start provides an estimated 10,500 one-way trips per year with an estimated cost of $6.67 per trip.

Fairbanks Community Mental Health Services

Fairbanks Community Mental Health Services (FCMHS) replaced The Fairbanks Community Behavioral Health Center in 2013. FCMHS provides support services for adults and children with severe behavioral health issues and individuals with disabling or long-term mental health problems. Adult clients must meet national Severe Mental Illness (SMI) criteria, and underage or youth patients must meet national Severely Emotionally Disturbed (SED) criteria to receive services at FCMHS. Office hours are Monday-Friday 8:00 a.m. to 6:00 p.m. Transportation is provided to eligible clients in support of agency programming. The agency has a fleet of nine vehicles that includes vans/SUVs and sedans.

Fairbanks Resource Agency

Fairbanks Resource Agency (FRA) is a non-profit organization that provides services for individuals with intellectual and developmental disabilities, as well as those who are economically disadvantaged. FRA provides services to ensure individuals with disabilities and their families have equal opportunity to be fully integrated into the community where education, employment, housing, recreation, and family support services are available. The agency offers the following programs:

- Employment Services
- Family Services
- Residential Services
- Independent Living Services
- Senior Services

Client transportation is provided as a demand response service to and from work sites, medical appointments, senior programs and centers, agency offices, shopping, entertainment, family visits, and community resources for individuals who are unable to successfully use public transit.

FRA operates 11 residential facilities for its clients including 10 residences in the central Fairbanks area and one in North Pole. Individuals from the residential locations travel to day programs at the FRA facilities in downtown. FRA also transports clients who work at Eielson Air Force Base, Fort Wainwright Army Installation, and multiple businesses in Fairbanks providing contractual janitorial services. The FRA operates four vehicles daily to transport clients to and from janitorial contract sites – many of these trips are after normal business hours. In addition to day programs and job sites, FRA vehicles are utilized by their Licensed Group Homes, similar to a family vehicle, utilizing the employee working at the homes to drive participants wherever they need to go for errands, shopping, entertainment, etc.

The FRA fleet includes vehicles granted through the Federal Transit Administration's Section 5310, 5316 and 5317 programs. These vehicles were granted to the program with the intended purpose of providing relief to Van Tran and to meet the needs of FRA clients, future clients, and individuals who may not be served by FRA, but who utilize agency transportation to get to various work sites.

Client transportation is provided using a fleet of 36 vehicles that range in size from sedan to cutaway. Approximately 33 percent of the fleet is wheelchair accessible. A majority of FRA vehicles are housed in heated garages at agency facilities or sponsored residencies, including all accessible vehicles. The remaining vehicles are parked in lighted, designated areas equipped with head-bolt heaters. Vehicle maintenance is performed and/or coordinated by the agency fleet manager. Staff complete pre-trip inspection/mileage logs, and report to the fleet manager.

With an ADA accessible van, FRA operates shuttle services for individuals with disabilities, and older adults who experience Alzheimer's disease or related dementia. The vehicle utilized as the shuttle is a narrow body cutaway with capacity for up to nine ambulatory or four non-ambulatory passengers.

FRA's shuttle service provides over 15,000 passenger trips annually. Shuttle service, operates between 8:00 a.m. and 7:00 p.m. Monday through Sunday and on holidays.

During FY 2015 FRA provided a total of 56,312 passenger trips; approximately 89 percent of the trips were provided for individuals with disabilities and the remaining trips were for older adults. The annual transportation administration and operating expenditures were reportedly $360,324. Therefore, the average cost per trip for FRA was $6.40.

The FRA receives revenue from several sources including businesses, contracts, and Medicaid and Social Security Income paid to clients. These funding sources are not anticipated to be withdrawn or diminish in the foreseeable future. However, should it be necessary, the agency will seek alternate funding sources, including private pay, that can be allocated to augment or replace identified funding.

First Student – FNSB School District Transportation

First Student provides pupil transportation for FNSB elementary, middle, and high schools. One hundred forty routes cover the FNSB area.

A five-year contract between First Student and the school district was awarded in 2010. Enrollment at the schools is currently at approximately 14,000 students. First Student transports approximately 3,000 students per day during the school year. The large school buses operate approximately 5.5 hours per day and special needs/accessible busses operate 6 hours per day. Peak hours of service are listed in the following table.

Exhibit II-6: First Student Operation Hours

Peak Hours of Operation (M-F)
6:30 a.m. – 9:30 a.m.
10:30 a.m. – 12:30 p.m. (Special Education Routes)
2:15 p.m. – 5:30 p.m.

First Student provides transportation for school sponsored field trips during the school year and occasionally during the summer. Charter trips are provided during the summer for School Age Services (SAS) at Fort Wainwright and Eielson Air Force Base. School buses travel on and off Base/Post through gate security for field trips as well as for daily school routes.

First Student has a dedicated maintenance facility that employs 10 full-time mechanics and 154 drivers. Drivers are required to have a CDL and school bus endorsement. First Student coordinates with other school transportation training programs in Alaska and provides in-house training. Teamsters Union works with First Student employees.

Love In the Name of Christ

Love In the Name of Christ (Love INC) is a private, non-profit, faith-based organization that works with low income/disadvantaged clients, as well as people with disabilities, to encourage self-sufficiency and assist with work related issues. Volunteer drivers use their personal vehicles to provide transportation for Love INC clients. There are currently ten volunteer drivers and three back-up volunteers. Many clients are individuals who experience mental illness and who need transportation to medical appointments. Love INC provides 60 to 100 trips per month for approximately 10 individuals. Love INC receives no funding for transportation.

The primary source for volunteer drivers is the network of churches and their congregations who are partners of Love INC. Clients entering the program must complete a screening for services through the Love INC Clearinghouse and have a successful referral into the program. Rides are available by appointment between 7:30am and 6pm. M-F. Geographical boundaries are: North Farmers Loop, South Van Horn Road, East Hamilton Acres, and West Chena Pump to Chena small tracks. Cold Weather Policy: -40 degrees Fahrenheit or colder at 7am all rides are canceled automatically. Clients must: Schedule a ride 24 hours in advance, will only be delivered to the destination specified, no unscheduled riders are allowed, passengers must provide a car seat for young riders less than 40 pounds, and no drugs or alcohol are allowed to be transported.

North Star Council on Aging, Inc. (aka Fairbanks Senior Center)

The North Star Council on Aging (NSCA) is a non-profit agency that provides supportive services to adults 60 and older focusing on their nutritional needs, transportation, and home chore services. Transportation is also provided for Medicaid eligible individuals with approved waivers. NSCA has one van that can transport non-ambulatory clients to their destination.

Transportation services are provided Monday through Friday, 7:30 a.m. – 1:00 p.m., within the central Fairbanks area. During the school year, transportation is available until 2:00 p.m. to support the Grandparent Mentoring program. The suggested donation is $2.00 per one-way trip, however there is no established fee for services.

NSCA provides transportation services for clients to and from medical appointments, to the Senior Center for congregate meals and exercise classes, and grocery stores. Trips are predominantly provided within the Fairbanks city limits. When possible, trips are scheduled in other areas of the Borough including Fort Wainwright.

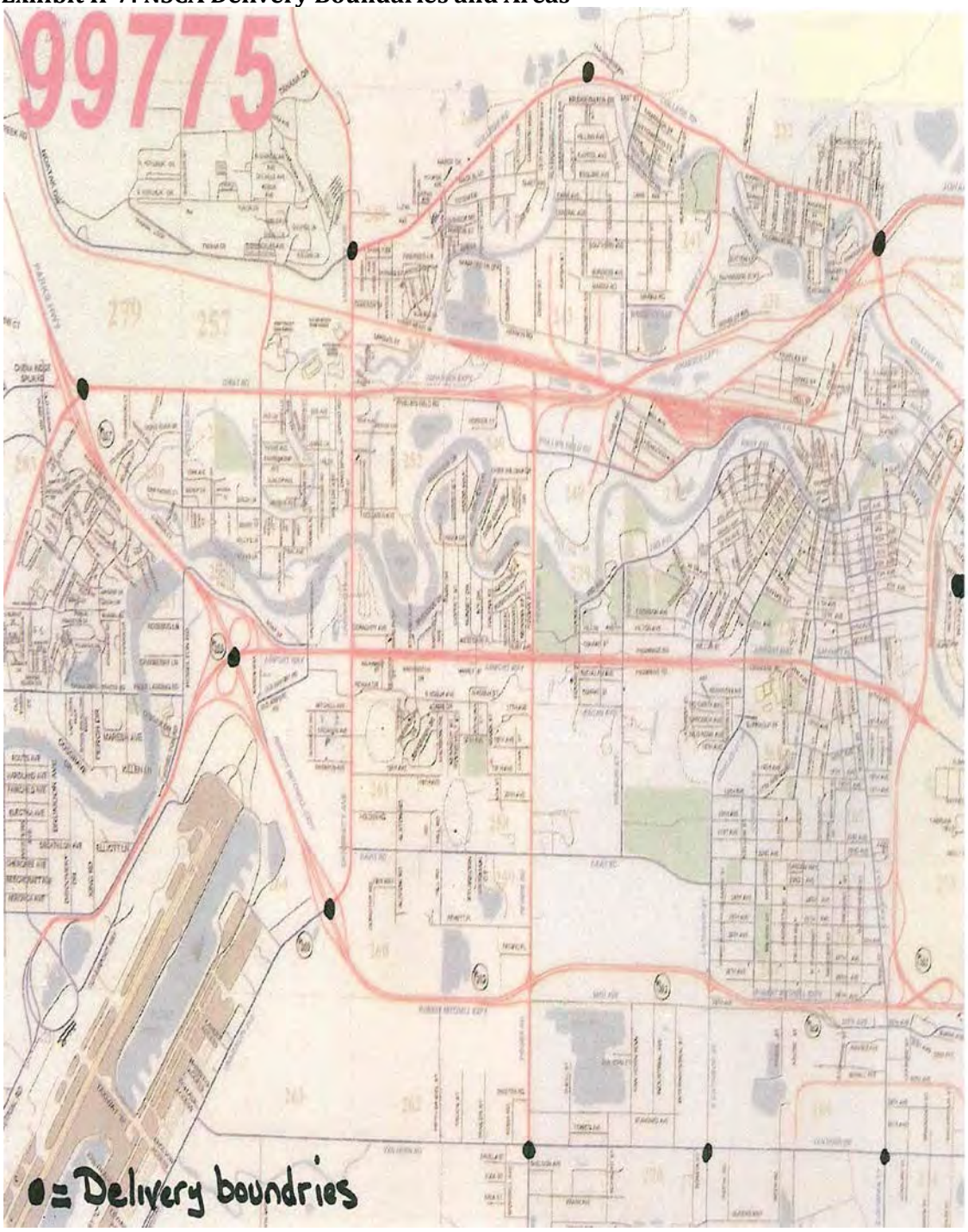
Drivers provide door-to-door service and may assist passengers with light packages to their front door. Shopping trips to the local Fred Meyers on the first Tuesday of the month are popular to take advantage of the 10 percent discount offered to seniors on their purchases.

Individuals needing transportation are encouraged to request the ride 24 hours in advance to improve the chances of securing a ride, but same day requests will be accommodated when possible. A volunteer takes trip reservations and schedules the drivers. While extremely rare, an accommodation can be made if a client's medical appointment is running late and the new pickup time does not fit into regular operating hours.

Approximately 10 percent of the trips provided by NSCA require the use of the wheelchair lift equipped van. The agency also provides or arranges, with the Fairbanks North Star Borough FNSB Parks and Recreation Department, shopping trips to the local Fred Meyers store the first Wednesday of the month and every Tuesday. The following map illustrates NSCA's travel boundaries and destinations.

The annual operating budget for transportation is $55,000. NSCA provides an estimated 3,500 one-way trips per year making their estimated cost per trip $15.72.

Exhibit II-7: NSCA Delivery Boundaries and Areas



Pioneers' Home

The Fairbanks Pioneers' Home is one of the six Pioneers' Homes which offer assisted living throughout the State of Alaska. It began serving the community in 1967. The Fairbanks Pioneers' Home is located next to the senior center. The Home is staffed with approximately 130 employees. It is licensed for 93 but averages approximately 70 residents. The average age of residents is 87 years.

Transportation for medical appointments is provided Monday through Friday. There is no dedicated transportation staff, but some provide transportation as part of their other duties. To schedule a trip, staff or a family member will notify the client's Certified Nursing Assistant (CNA) of his or her appointment and the CNA schedules and will provide the trip. Pioneers' Home has allocated one full time CNA to provide transportation for clients in addition to the CNA's normal duties. Transportation is provided between 7:30 a.m. and 3:45 p.m. Pioneers' Home provides transportation for six people per day. Medicaid eligible trips are scheduled with the Senior Center whenever possible. Other transportation alternatives are family members or taxi.

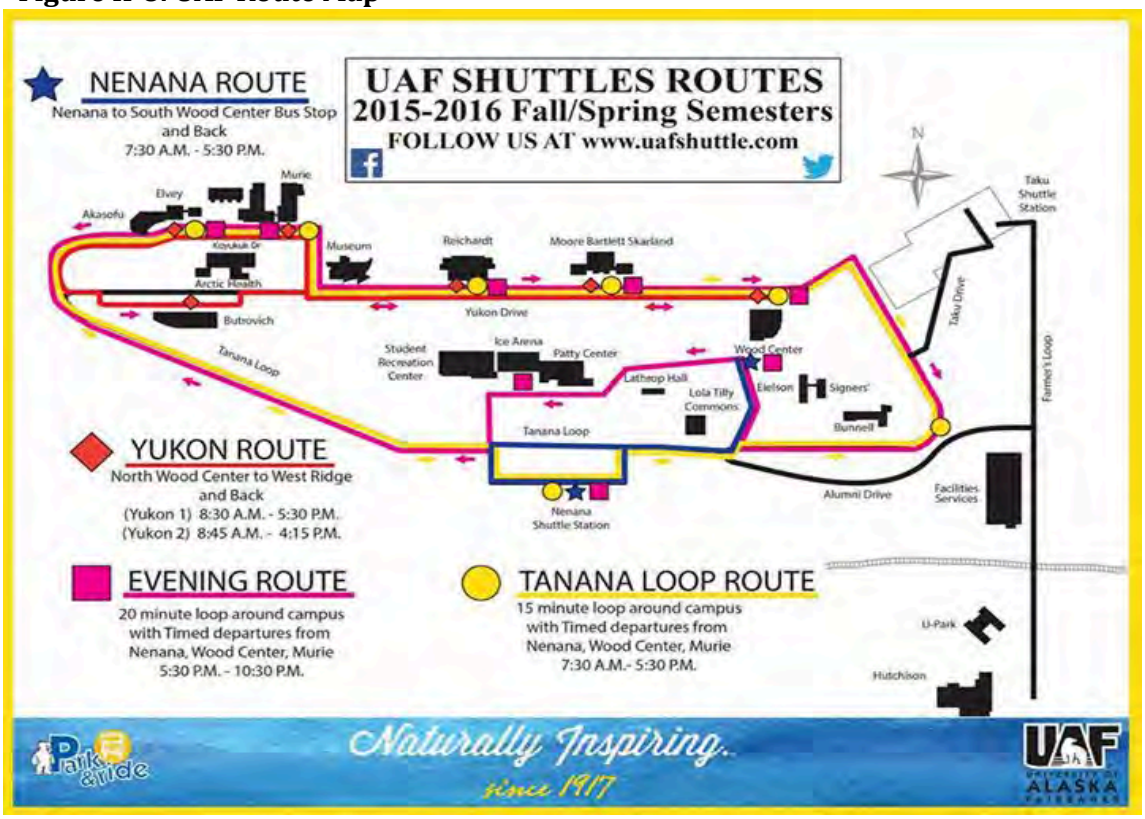
Fairbanks Pioneers' Home operates one wheelchair accessible van and one cutaway with capacity for two wheelchairs. They provide an estimated 3,500 trips and don't track their transportation expenditures independently of other expenses.

University of Alaska Fairbanks (UAF)

UAF operates an on-campus shuttle service. The shuttle service hours of operation are Monday through Friday, 7:30 a.m. to 10:30 p.m., with limited service during school breaks and no service on weekends and holidays. The shuttle operates four routes and is on-call to all campus locations between 7:30 a.m. and 10:30 p.m. Exhibit II-5 provides an illustration of the UAF shuttle routes. Both the Gold and Blue shuttle lines operate regularly from 7:30 a.m. to 5:30 p.m. The Gold shuttle offers scheduled service to Duckering & the New Engineering Building. The Blue Shuttle offers continuous service from the Nenana Parking lot bus shelter to and from the South Wood Center Stop. The Red Shuttle runs along Yukon Drive from Wood Center to West Ridge from 8:30 a.m. to 5:30 p.m. A second bus runs during peak hours— 8:45 a.m. to 4:15 p.m. The Pink and Gold Routes circle the main campus in clockwise and counter clockwise directions, respectively. These two routes provide connections between parking lots and the core campus area. The Red and Blue routes are shorter circuits covering smaller portions of the campus. In addition to the regularly scheduled stops, the UAF Campus Shuttle service also accepts telephone requests for stops at various non-fixed locations during the route operating hours. The last shuttles stop operating at 7:30 p.m. however; the Campus Shuttle is on-call between 7:30 and 10:30 p.m. for a ride originating and terminating on campus. Exhibit II-6 is the current UAF shuttle schedule.

UAF no longer runs the off campus or distance campus shuttles that were once on call for Tanana Valley Campus Center or the Downtown Center. In addition services to University Park, Hutchison Career Center, Distance Education, and other non-main campus shuttles are discontinued in favor of students being able to use the MACS transit system.

Figure II-8: UAF Route Map



The campus shuttle offers ADA door-to-door paratransit service is available on campus for students, faculty, or staff with permanent or temporary disabilities. Drivers are qualified to provide passenger assistance, as needed. The UAF staff of Disability Services determines eligibility for ADA paratransit service to assure equal access for all students.

The campus shuttle connects with the MACS fixed route service at the Wood Center. Students, faculty, or staff may transfer from the Campus Shuttle to MACS at the Wood Center free of charge using the Polar Express Card (U-Pass agreement), a University ID, as a transit pass. There is no fare for the general public to ride the Campus Shuttle.

The Campus Transportation Department includes a Transportation Director, maintenance staff, and drivers. UAF employs four full-time drivers during the summer. Eight full-time and seven part-time drivers are employed during the school year. Scheduling and dispatching functions are currently in- house using a cell phone to receive calls and radios to dispatch calls to drivers. Four full-time mechanics and a supervisor provide maintenance for the University's 300 vehicles and equipment. All UAF vehicles, with the exception of the University fire trucks, are maintained at the campus garage.

The Campus Shuttle service uses seven vehicles. All seven vehicles are wheel chair accessible. Most drivers have a commercial driver license. The vehicle utilization chart at the end of this chapter provides details about UAF Campus Shuttle vehicles. UAF recently purchased 4 electric hybrid buses to use for campus shuttle transportation services. According to Transportation Department staff, vehicles are underutilized throughout the year.

UAF Campus Shuttle vehicles are equipped with an automatic vehicle location (AVL) system. The AVL system allows the Transportation Manager to verify the location of all Campus Shuttle vehicles and easily determine the most appropriate vehicle to respond to an on-call trip request. Monitors are posted at the Wood Center and other stops on campus so waiting passengers can see where the bus is and estimate its arrival. The real-time shuttle tracker system is also available on the web allowing passengers to determine the location of a vehicle at any time. The real-time tracker web page (www.uaf.edu/fs/shuttlebus.html) refreshes every 30 seconds.

UAF purchased the tracking units for their AVL system from GPS Insights. The expense of setting up the program was reduced because the Transportation Department was able to use in-house staff to set-up the computer monitors.

The Campus Shuttle service operates at costs to UAF of approximately $2.16 per passenger trip. The annual operating expense for the UAF transportation service is approximately $750,000. The budget includes $100,000 paid to the Borough for the U-Pass agreement with the remaining funds used for operations. About seventy-five percent of the total budget comes from parking permit sales (all campus lots require a permit for parking) and a Student Transportation Fee of $13.00 per student per semester is charged to make up the remaining twenty-five percent of the budget.

During the school year (the start of September through the middle of May), the Campus Shuttle provides approximately 300,000 passenger trips; a majority of the rides provided annually. No service is provided for two to three weeks during the Christmas holiday break. Ridership increases during cold weather. During summer months, shuttle service decreases to two to three buses and on-call service.

Transportation Department staff indicated the Campus Shuttle is a significant benefit to the university helping to accomplish the long-term benefits of reducing the cost of maintaining or building parking facilities and reducing the carbon foot print of the student body. It also provides an avenue for good community relations between the campus, the public, and the Borough.

SUMMARY TABLES

The following tables provide a summary of the inventory by organization. All information contained in the tables was provided by the listed organization. Table II-1 summarizes service characteristics of each organization with data ranging from passenger eligibility and mode of service to the geographic service area, hours of operation, reservation policies, and number of vehicles in the fleet

Table II-2 summarizes the transportation operating expenses, revenue, and productivity (cost per trip) for each organization. Table II-3 outlines the typical staffing levels for the transportation programs operated by each participating organization. Table II-4 provides descriptions of the hours of operation and mode of service provided by human service agencies, the senior center, and public transportation operators on weekdays and Saturdays. Currently Love INC and the Salvation Army are the only organizations providing service on Sunday. This service is limited to trips for attending religious organizations and is therefore not reflected in the table.

Table II-1: Service Characteristics

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours Of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
Access Alaska	Older adults, individuals with disabilities, people with low incomes	Demand Response	FNSB area	As needed	1 sedan	As needed	Caseworker schedules.
Boys and Girls Club, Fairbanks	Youth	School Route	FNSB area	2:30 to 5:00 p.m., M-F	1 van	None	Employee schedules trip.
Denali Center	Short term treatment and assisted living for older adults and individuals with disabilities	Demand Response	Central Fairbanks area	As needed	1 wheelchair accessible bus & 1 wheelchair accessible van	Advance reservation required	Driver and unit coordinator accept reservations

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
FNSB Parks & Recreation	Age 60 and older and individuals with disabilities	Demand Response and events or programs	Central Fairbanks area & up to 50 miles	As needed	2 wheelchair accessible vans	Advance reservation required	Reservations are called in to the Adaptive Program or Senior Program Coordinator
MACS	General Public	Fixed Route	Fairbanks Area & North Pole	6:00 a.m. to 10:00 p.m., Monday – Friday & 8:30 a.m. to 8:00 p.m., Saturday	13 transit buses	No Reservation. Fixed Route.	Call center staffed between 6:00 a.m. and 7:30 p.m. Peak call time is 9:00 a.m. to 1:15 p.m.
Fairbanks Community Mental Health Services	Must meet national adult SMI (Severe Mental Illness) criteria or national youth SED (Severe Emotional Disturbance) criteria	Services for eligible clients to agency programming	Fairbanks metropolitan area.	8:00am to 6:00pm	9 vehicles of different varieties	On call service for agency programs at least 2hours in advance for eligible clients	Calls taken by clerical or administrative staff member
Fairbanks Resource Agency	Individuals with developmental disabilities	Demand response and work trips	FNSB	9:00 – 10:30 a.m. & 4:00 – 5:30 p.m. (and as needed)	36 vehicles (variety)	As needed for residential, Day program, or Work trips	Transportation Coordinator builds schedule

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
Van Tran	A: People with qualifying disabilities living within ¾ mile of a fixed bus route. B: People with qualifying disabilities that live beyond ¾ mile of a fixed bus route. C: People over 60 years of age	Paratransit Demand Response	See Passenger Eligibility	6:00 a.m. to 9:00 p.m., Monday – Friday & 8:30 a.m. to 8:00 p.m., Saturday	Seven 10 passenger vans	Reserve by 7:30 p.m. the day before or, schedule up to 14 days in advance.	Call center staffed between 6:00 a.m. to 7:30 p.m. Peak call time is 9:00 a.m. to 1:15 p.m.
Fairbanks Native Association Community Services	Alaska natives, Native Americans & family	Demand Response	Central Fairbanks area	Elders Program: 9:00 a.m.-5:00 p.m., Monday- Friday Frail Elderly: 8:00 a.m.-5:00 p.m., Monday- Friday	3 vans	Reserve the day before the trip.	Community Services Program Assistant schedules.
First Student	School students	School bus routes	FNSB area	6:30 – 9:30 a.m. 10:30 a.m. to 12:30 p.m. 2:15 – 5:30 p.m. Monday – Friday	95 full size school buses & 6 small buses	No reservations	Bus routes built at beginning of school year and modified as needed

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
FNA Head Start	FNA Head Start & Early Head Start Program	School bus routes	Fairbanks City Limits	7:00 – 8:30 a.m. & 12:00 – 1:30 p.m.	Two 27-30 passenger buses	Reserve upon entering program	Driver builds schedule.
Love INC	Individuals with work related issues	Volunteer	FNSB & surrounding area	As needed	Volunteers' personal vehicles	As needed	Staff member coordinates the trip request with volunteers
North Star Council on Aging	Age 60 and older	Door-to- Door Demand Response	Fairbanks City Limits plus Chena Pump Rd	7:30 a.m. to 3:00 p.m., Monday – Friday	One minivan & One 8- passenger Van (Both accessible)	Reserve 24-hours in advance for medical Same-day requests accepted when space available	Administrative Assistant uses Outlook calendars to schedule all appointments.
Pioneers' Home	Older adults & individuals with disabilities for medical trips	Door-to- Door Demand Response	Fairbanks area	7:30 a.m. to 3:45 p.m., Monday - Friday	1 van and 1 bus	As needed	Staff or family schedule with CNA.
University of Alaska Fairbanks	General Public	Fixed Route & demand response after-hours	UAF campus & off-campus facilities	Fixed Route: 7:15 a.m. to 7:30 p.m. Monday-Friday Demand Response: 7:30 to 1:30 p.m., Monday- Friday	7 buses	Fixed route – no reservation demand response is call ahead	Cell phone shared by transportation office staff Staff radios the appropriate driver

Table II-2: Operating Expenses, Revenue, and Productivity

Agency Name	Annual Transportation Operating Budget	Annual One-way Trips FY 2015	Cost per Trip FY 2015	Funding Sources
Access Alaska	$7,550 (est.)	Not reported	Not reported	AK Department of Labor, Medicare/Medicaid, United Way & donations
Boys and Girls Club, Fairbanks	Not reported	Not reported	Not reported	Boys and Girls Club
Denali Center	Not reported	Not reported	Not reported	Private pay & Medicaid
FNSB Parks & Recreation	$92,000	4,872-6,960	$3.95 to $5.64	FNSB P&R Programs
MACS Transit	$4,803,870	550,224	$8.73	Property taxes & FTA
Van Tran	$1,234,047	20,250	$60.94	Property taxes & FTA
FNA Community Services	$51,100	4,200 (est.)	$12.16 (est.)	Older Americans Act
FNA Head Start	$70,000	10,500 (est.)	$6.67 (est.)	Fairbanks Native Association
Fairbanks Community Mental Health Services	Not reported	Not reported	Not reported	Alaska Mental Health Trust, Medicaid/Medicare, & Grants
Fairbanks Resource Agency	$360,324	56,312	$6.40	5316, ARRA, Medicaid, & 5310
First Student	$13,057,920	Not tracked	Not tracked	Fairbanks School District
Love INC	$0	720 to 1,200 (est.)	Not tracked	Volunteer contributions
North Star Council on Aging	$55,000	3,500 (est.)	$15.72 (est.)	Older Americans Act (Title III)
Pioneers' Home	Not tracked	3,500	Not tracked	Alaska DHSS,
University of Alaska Fairbanks	$750,000	300,000 (est.)	$2.16	Parking permit sales (75%) & Student Transportation Fee ($13.00/semester) (25%)
TOTAL:	**$20,481,811**			

Table II-3: Transportation Program Staffing Levels

Agency Name	Number of Drivers	Schedulers, Dispatchers, Managers or other Office Staff for Transportation	Number of Maintenance	Total FTEs for
Access Alaska	None	1 part-time Caseworker	None	0.5 FTE
Boys and Girls Club	1 full-time & 1 part-time	None (driver schedules)	None	1.5 FTE
Denali Center	2 full-time & 3 part-time	0 (driver and unit coordinator schedule)	None	3.5 FTE
FNSB Parks & Recreation	6 full-time & 4 part-time	1 part-time Program Coordinator	Coordinated w/ FNSB	8.5 FTE
MACS	27 full-time	1.5 full-time Customer Service Representatives, 2 full-time Supervisors & 1 part-time Manager	3 full-time maintenance employees	28 FTE
Van Tran	9 full-time	1.5 full-time Customer Service Representatives & 1 part-time Manager	Coordinated w/ FNSB	14.5 FTE
FNA Community Services	1 full-time 1 part-time	1 full-time Coordinator	None	2.5 FTE
FNA Head Start	1 full-time	None (driver schedules)	None	1 FTE
Fairbanks Resource Agency	58 full-time (drivers tasked with other duties)	1 full-time Fleet Manager, 1 part-time Facilities manager & 1 part-time Executive Director	None	60 FTE
First Student	154 full-time	1 Operations Manager	10 full-time	165 FTE
Love INC	None	1 part-time caseworker	None	0.5 FTE
North Star Council on Aging	3 part-time	1 part-time Admin. Assistant	None	2 FTE
Pioneers' Home	None	1 full-time Certified Nursing Assistant schedules rides and drivers	None	1 FTE
University of Alaska Fairbanks	8 full-time & 7 part-time (4 summer)	1 Transportation Director	5 full-time	18.5 FTE during school year &
TOTAL:	**276.5 full-time**	**13.5 full-time**	**18 full-time**	**308 FTE**

All staffing levels referenced in this chart are for the FNSB Branch of each organization.

III. ASSESSMENT OF CURRENT ENVIRONMENT

Determining the transportation needs for the FNSB is an integral part of the coordination plan. In an effort to document the transportation needs of older adults, individuals with disabilities, and low income individuals in the FNSB and surrounding areas, the FTPG utilized information obtained from existing coordinated transportation studies and updated that information through a series of stakeholder meetings, one-on-one interviews with transportation stakeholders, and a survey assessment tool. The following information reflects the priority unmet transportation needs and gaps in services.

The initial stakeholder meeting was conducted in June 2013. There were 30 attendees at the meeting. A sampling of the organizations represented is below. For the full list see Appendix B.

- Access Alaska
- Alaska Department of Transportation and Public Facilities
- Alaska Mobility Coalition
- Division of Vocational Rehabilitation
- Fairbanks Downtown Association
- Fairbanks Metropolitan Area Transportation System
- Fairbanks North Star Borough (FNSB) Transportation Department (MACS)
- Fairbanks Resource Agency
- Governor's Council on Disability and Special Education
- North Star Council on Aging
- Raven Landing Senior Community
- Tanana Chiefs Conference
- U.S. Army (Fort Wainwright)
- University of Alaska Fairbanks
- Van Tran

A summary of the transportation needs identified during the outreach process is provided below:

- Increased capacity for paratransit service beyond the ¾ mile radius of the fixed-route MACS service.
- Passengers traveling in the B and C zones for Van Tran service need more notice when their trip is cancelled due to being bumped for a passenger traveling in zone A.
- A single phone number to call and schedule a trip with the most appropriate provider.
- Some agencies do not have the appropriate staff resources to schedule transportation, but they are doing it because of the clients' needs.
- Improved scheduling of existing resources to provide commuter transportation.
- Transportation options on Sundays and evenings.
- Additional transportation options and modes to support commuters from Fox, Ester, North Pole, Salcha, Eielson, and surrounding areas.
- Wheelchair accessible vehicles that are available on-demand (i.e., taxi).
- Farebox technology that would scan the Polar Express Card would improve ridership-tracking capabilities for the two systems and possibly improve productivity.
- More access to public transportation in and around Fort Wainwright and Eielson Air Force Base.

- Transportation navigator or 'travel trainer' to teach individuals how to ride the MACS bus and read a bus schedule.
- Subsidized taxi vouchers or increased capacity for transportation options that offer a lower fare (and less personalized service) than taxi companies.
- Coordination with medical facilities to group medical appointments for individuals using public or coordinated transportation services.

Three public meetings were conducted during the week of August 24, 2015 to present the needs assessment results and solicit additional input from the general public. Two meetings were held in Fairbanks and an additional meeting was held in North Pole. One of the Fairbanks meetings and the North Pole meeting were held in the evening to accommodate individuals who were working during the day. The third meeting was held in the middle of the week and spanned the lunch hour. In total, 19 individuals participated in the public meetings. Sign-in sheets are included in Appendix E.

Each public meeting had a unique area of focus depending on the participants with one meeting receiving a lot of discussion around bike share programs and another meeting focused on the placement of and possible improvements to the fixed route bus stops. Many of the comments received also reflected the comments from the initial stakeholder meeting as well. Additional needs indicated by the general public are listed below.

- Transportation options on Sundays;
- Evening public transportation options until 11:30 PM;
- Decreased headways between buses
- Accessible taxi service;
- Improved service to and from the airport;
- Additional routes to serve a greater area and the outlying communities;
- Improved bus stop placement at shopping destinations;
- Offer a bike share program as an alternative for destinations not on the fixed route lines;
- Heated bus stops, additional shelters, and benches; and
- Improved awareness of transportation options for visitors and tourists as a means of reaching popular destinations.

In addition to the public meetings a survey was provided at several community events and a team member rode several routes asking riders to complete the survey as well. The data collected through the survey supports the items mentioned during various meetings and corroborates the need for improved services in the Fairbanks North Star Borough.

IV. ASSESSMENT OF GAPS AND DUPLICATIONS IN TRANSPORTATION SERVICE

Both spatial and temporal gaps were analyzed for the updated coordination plan. Spatial gaps refer to limitations with the service area while temporal gaps are those limitations related to service hour and days of operation. Both spatial and temporal limitations are present in the FNSB and outlying areas. Input received from the needs assessment survey, stakeholders meeting, and public meetings were all used along with an analysis of current transportation services to identify the following gaps in service.

SPATIAL GAPS

- Inadequate services and availability of transportation services beyond the ¾ mile radius of MACS fixed route service; Van Tran does not have the capacity to meet the existing demand beyond the ¾ mile ADA complementary paratransit service area. Both able bodied individuals and people with disabilities outside the paratransit service area have a hard time accessing services in Fairbanks or other outlying communities.
- There are not any on accessible taxicabs (wheelchair accessible vehicles) in the FNSB or surrounding areas.
- None of the outlying communities have adequate access to transportation within their community. While the MACS buses travel to Salcha, North Pole, and other areas there is still a need for additional service within those communities.

TEMPORAL GAPS

- Service hours are not typically structured to effectively support employment opportunities, particularly for persons commuting to/from Fairbanks and outlying areas or individuals with a non-standardized schedule.
- There is no public transportation service on Sunday.
- Individuals calling Van Tran to schedule a trip do not feel confident their Zone B or Zone C trips will be provided. As a result, an increasing number of people call other human service agency providers to schedule their trips.
- Some agencies' staff are scheduling trips in addition to their primary duties. At busy times of the day, scheduling creates a very high level of workload for staff. The peak scheduling times vary by organization, but many are busiest at the beginning of the month and in the afternoons.

ASSESSMENT OF DUPLICATIONS IN TRANSPORTATION SERVICE

An analysis of the current transportation services in the FNSB has revealed duplications just as it did with gaps in the service. While some duplication is necessary and even unavoidable, the goal of this plan is to reduce the number of nonessential duplications. Some of the necessary duplications include multiple transportation managers due to the size of the region and the diverse modes of transportation or multiple maintenance locations as a single garage could not accommodate all of the vehicles operating in the Borough in a timely and efficient manner. The duplications we are working to eliminate are those duplications that arose from filling gaps and working to meet the community's needs as they arose. As the conditions and capabilities of various agencies have improved these duplications are no longer necessary for the successful operation of a full service transit agency. The below items are areas where unnecessary duplications are occurring.

Maintenance

According to inventory results, there are 18 full-time mechanics working for the three largest transportation providers in the FNSB (MACS, UAF, and First Student). Each of the three organizations operates a garage to maintain vehicles. Only FNSB coordinates transportation with multiple programs, which are MACS, Van Tran, and Parks and Recreation (all three of these organizations are part of the Borough). In addition to servicing the transit vehicles the mechanics for FNSB also maintain all other Borough vehicles and motorized equipment on the road. First Student and UAF each maintain a large fleet of vehicles and do not coordinate maintenance services with outside organizations. Similar to the FNSB, the UAF maintenance staff provides services for all vehicles and motorized equipment used by the University. The remaining organizations that provide transit services to eligible clients rely on private local garages for vehicle maintenance. While patronizing local garages is a good practice for supporting local businesses, it is possible that some of the smaller non-profit organizations are paying a higher price for labor than they would through an agreement with another transportation provider. Another downside is the potential savings that smaller organizations could realize through the opportunity to participate in bulk-purchases of parts, fluids, or other goods needed to maintain vehicles.

Scheduling

According to inventory results, there are seven full-time and seven part-time (or 10.5 FTE) Schedulers/Dispatchers in the FNSB area. Only MACS and Van Tran have employees who are dedicated to scheduling and/or dispatching trips (shared Customer Service Representatives through the Borough). The remaining organizations rely on caseworkers, Certified Nurse Assistants (CNAs), or even program directors to schedule trips in addition to their regular job duties. Fairbanks Pioneers' Home, for example, estimates that one full-time CNA is dedicated to scheduling and providing trips for clients. Also, the administrative assistant (AA) for North Star Council on Aging schedules trips for clients and coordinates with drivers on a daily basis in addition to their normal duties.

Many organizations started proving transportation for clients as a reaction to an unmet need not as a primary element of their mission. As these agency transportation programs evolve and grow, the demand for scheduling trips increases the burden on existing agency staff and sometimes distracts them from their primary functions and responsibilities.

Technology

Information from an inventory of providers and the Mobility Management Plan indicate that each transportation provider in the FNSB is using a different type of technology to schedule trips and communicate with drivers. The FNSB (MACS and Van Tran) utilizes a transportation technology program from RouteMatch™ to schedule paratransit trips and has real-time vehicle tracking for both the paratransit vehicles and buses (only bus tracking is public). The Campus Shuttle manages trips using a program designed in-house and monitors vehicles through a program called GPS Insights™ and Fairbanks Resource Agency utilizes FleetMatics™. Other smaller transportation programs are using Microsoft Outlook™ or pen and paper to schedule trips, and taxi companies have yet another format for scheduling trips.

Several transportation providers invested time and energy in selecting the most appropriate scheduling technology for their program; others have developed scheduling practices as dictated by the needs of the program. As a result, duplications exist in the variety of incompatible scheduling technology used to provide transportation in a common service area and with common modes.

V. Demographics

INTRODUCTION

In addition to the existing transportation resources and prioritized gaps and needs for transportation, the demographics of an area are strong indicators of the demand for public transportation service because they reveal the density of the service area, the economic conditions of the community, the age and ability of residents, and the services available. Relevant demographic data for the Fairbanks North Star Borough (FNSB) was collected and is summarized in this chapter. Data presented in this chapter is incorporated into the recommended strategies for implementing a mobility management structure, which are presented in the final chapter of this Plan.

COORDINATED PLAN AREA CHARACTERISTICS

The FNSB is located in Interior Alaska, in the Tanana River Valley region. The Borough covers 7,338.21 square miles with a population of 99,357. It borders three census areas, Yukon-Koyukuk on the North border and Southeast Fairbanks on the Southeast border, and Denali Borough to the Southwest.

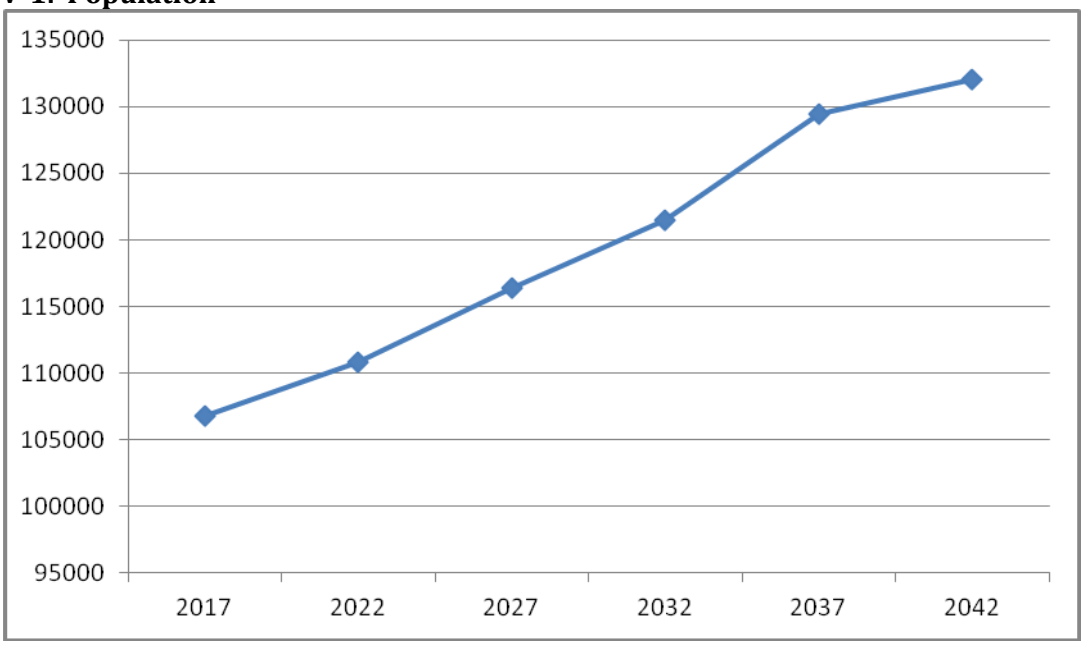
The city of Fairbanks, second largest city in Alaska, is the borough seat, has a population of 31,535, and is one of two incorporated cities in the FNSB. The other incorporated city is North Pole with a population of 2,117. Fort Wainwright Army Post and Eielson Air Force Base are located within the borough and military personnel and their dependents account for approximately one-fifth of the borough's population.

Exhibit V-1, in the *"Exhibits Section"* at the end of this chapter, is a map illustrating the major roads and communities in FNSB. Automobile travel is the primary means of transportation in the FNSB. Residents of outlying communities also commonly use airplanes and waterways when accessing the services offered within the FNSB. The Airport receives international, domestic, and local charter flights. Additionally, many residents both within the FNSB and in the outlying areas have small private planes. Many residents from outlying communities use the charter services that operate out of the Airport. Once they arrive at the airport individuals utilize taxis, public transportation, human service agency, or tribal organization sponsored transportation. Additionally, people coming into the Borough can rent cars from several companies or borrow a car from a friend or family member.

POPULATION

Figure V-1 outlines the population projection for the FNSB. The chart shows the estimated population is projected to increase from 110,343 in 2012 to 132,030 in 2042. This represents a population change of 31.6 percent.

Figure V-1: Population



Source: Alaska Department of Labor & Workforce Development, Research and Analysis

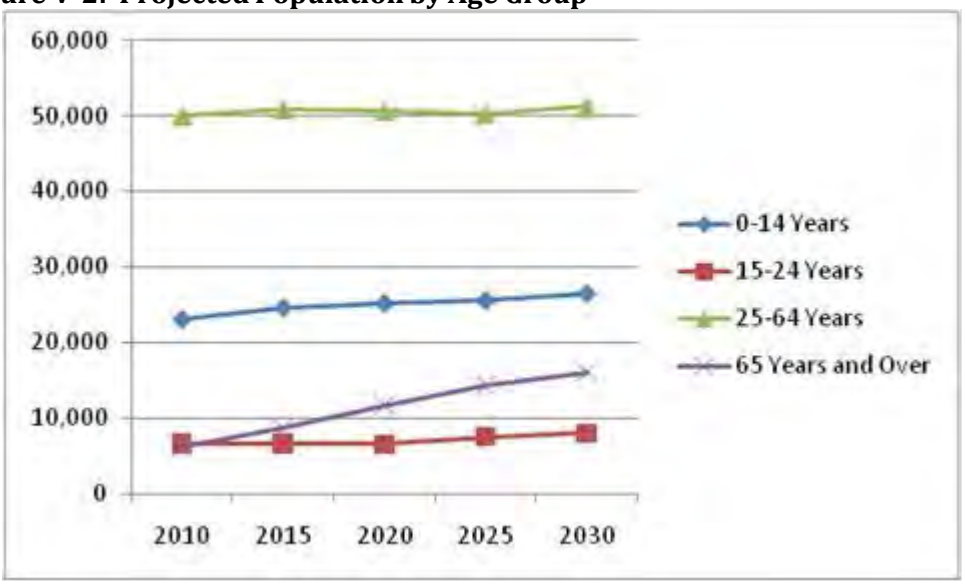
Population Density

The population density of the Borough is depicted in Exhibit V-*2 (in the "Exhibits Section"*). A block group is a subset of a census area usually referencing a single city block. The block groups with the greatest population densities are focused around Fairbanks, and North Pole. The Block groups with the highest population density, 3,106 to 7,381 individuals per square mile are located within at Eielson Air Force Base, south of the river, and east of Alaska Route 2. Block groups with moderately high density, 1,473 to 3,105 individuals per square mile, are both within the central Fairbanks area and in the surrounding areas to the West, North, and East, including North Pole. Block groups with the lowest number of individuals per square mile (0 to 859 individuals) are in the outlying areas.

Population Projection by Age

Figure V-2 shows the population growth estimates of four age groups in the FNSB. The population of individuals between the ages of 25 and 64 is currently the largest group, but is projected to show a relatively low growth of 2.3 percent from 2010 to 2030. Conversely, the smallest age group of individuals 65 and over is expected to experience the largest amount of growth with an increase of 160.0 percent between 2010 and 2030. The growth of the population age 65 and older is typical for most areas in Alaska. The younger age group of individuals zero to 14 is expected to increase by 14.7 percent. The population of individuals 15 to 24 is projected to increase by 20.4 percent.

Figure V-2: Projected Population by Age Group



Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section, Demographics Unit

Persons Over 65 Years of Age

The trend of an aging population is occurring in communities throughout the country. The two age groups with the largest percentage of growth over the last decade were the 50-54 year old group and the 45-49 year old group. People in these two age groups were primarily born during the post-WWII "baby boom" era or the years between 1946 and 1964. Since the year 2011 we have started to see this "baby boom" generation reach the age of 65.

Further, the Administration on Aging (U.S. Department of Health and Human Services) reports that, based on a comprehensive survey of older adults, longevity is increasing and younger seniors are healthier than in all previously measured time in our history. Quality of life issues and an individual's desire to live independently are putting increasing pressure on existing transit services to provide mobility to this population. This has great significance on the potential need for public transit and complementary paratransit services.

Exhibit V-3 illustrates the percentage of persons over 65 years of age by block group. The U.S. Census data for 2010 indicates that the block groups of highest concentration of older adults are in downtown Fairbanks, with slightly lower densities per square mile in several outlying communities. The high-density areas in downtown Fairbanks are reflective of locations for senior citizen apartment complexes. A large block group with moderately high density of individuals age 65 and older is located to the west of Fairbanks and includes Ester and Fox. This area has a low total population and households are scattered throughout the area. The older adults living in this western block group are living independently in their homes and communities rather than in a concentrated apartment complex or housing area.

Figure V-3: Projected Population by Age Group

Age	2010	2015	2020	2025	2030
0-14 Years	23,122	24,656	25,208	25,621	26,527
15-24 Years	6,611	6,605	6,527	7,506	7,960
25-64 Years	50,047	50,890	50,655	50,344	51,193
65 Years and Over	6,185	8,695	11,709	14,285	16,082
Total	92,868	97,706	101,973	106,106	110,131

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section, Demographics Unit

Figure V-3 includes population projections by age group for the FNSB. As shown, the portion of the population over 65 years of age is projected to increase from 6,185 in 2010 to 16,082 in
2030. In 2010 individuals 65 and over represented 6.7 percent total population while in 2030, individuals 65 and over are expected to represent 14.6 percent of the total population showing a 160 percent increase. When compared to an 18.6 percent increase in the overall population during the same time period it is clear that seniors are the fastest growing segment of the population.

INDIVIDUALS WITH DISABILITIES

Enumeration of the disabled population in any community presents challenges. First, there is a complex and lengthy definition of what constitutes a disabled person in the Americans with Disabilities Act of 1990 (ADA) implementing regulations, which is found in 49 CFR Part 37.3. Next, this definition, when applied to public transportation applications, is designed to permit a functional approach to disability determination rather than a strict categorical definition. In short, an individual's capabilities, rather than the mere presence of a medical condition, determine disability.

The Survey of Income and Program Participation (SIPP) is a national household survey, started in 1984, and is characterized by an extensive set of disability questions. The SIPP is the preferred source for examining most disability issues because of the similarities between questions posed on the SIPP survey and the ADA definition of disability.

The ADA defines disability as a "physical or mental impairment that substantially limits one or more of the major life activities." For persons 15 years old 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 a bed or chair, bathing, dressing, and eating; 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 mobility devices, the presence of certain conditions related to mental functioning, the presence of a disability that impacts an individual's ability to work, and the disability status of children.

The SIPP provides extensive data and, more importantly, addresses multi-dimensional elements of a disability. The limiting factor when using the SIPP is that data is based on a relatively small sample size of 32,000 households statewide; the Bureau cautions users about applying the various incidence rates of disability to levels of geography below the regional level. Use of SIPP data may or may not generate statistical confidence levels of 0.90 or greater when applied to the rural county or small urban area level. However, for the FNSB it is still the best estimate of the disabled population. Using the incidence rates for specific disabilities derived from the SIPP, an estimate of the number of individuals with disabilities, by age group, has been calculated for the Borough.

Data collected in the SIPP does take into consideration persons who may have 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." Figure V-4 shows a 2015 assessment of age with a disability and population percentage. Figures V-5 and V-6 provide a summary of projections for the number of persons with one or more ADL or IADL for which assistance is needed for the years 2015, and 2020 respectively. Using the criteria that only one major limitation in activities of daily life is a strong indicator of dependency on paratransit services, this procedure yields an estimate of 3,312 people needing transportation assistance for 2015 and up to 3,792 by 2020.

Figure V-4 Assessment of Population Age& Disability Percentage 2015

Ages and Disability	Number	Percent of Disabled Population
Under 18 w/disability	537	2.3%
Under 18 w/2+ disabilities	243	1.05%
18-64 w/disability	3457	14.9%
18-64 w/2+ disabilities	2643	11.4%
65+ w/disability	1343	5.8%
65+ w/2+ disabilities	1278	5.5%
All Ages w/vision disability	1905	8.2%
All Ages w/Hearing Disability	2491	10.7%
All Ages w/Cognitive Disability	3298	14.2%
All Ages w/Ambulatory Disability	3384	14.65%
All Ages w/Self-Care Disability	867	3.7%
All Ages w/Independent living Disability	1764	7.6%

Source: SIPP, U.S. Census Bureau

Figure V-5: Estimated ADA Population - Fairbanks 2015

	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years +		Total Ages >15 Years
Disability Status	**Percent**	**Fairbanks**	**Percent**	**Fairbanks**	**Percent**	**Fairbanks**	
Total Population by Age Group		6,605		50,890		8,695	66,190
Disability Status							
With a Disability	0.208	1374	0.163	8295	0.523	4547	14,216
Severe	0.137	905	0.108	5496	0.369	3208	9,609
Not Severe	0.07	462	0.055	2799	0.154	1339	4,600
Seeing/Hearing Disability							
With a Disability	0.067	443	0.048	2443	0.205	1782	4,668
Severe	0.014	92	0.009	458	0.044	383	933
Not Severe	0.053	350	0.039	1985	0.161	1400	3,735
Walking/Using Stairs							
With a Disability	0.114	753	0.08	4071	0.382	3321	8,146
Severe	0.059	390	0.036	1832	0.221	1922	4,143
Not Severe	0.055	363	0.044	2239	0.161	1400	4,002
Had Difficulty Walking	0.094	621	0.065	3308	0.318	2765	6,694
Severe	0.051	337	0.031	1578	0.195	1696	3,610
Not Severe	0.043	284	0.034	1730	0.123	1069	3,084
Had Difficulty Using Stairs	0.092	608	0.065	3308	0.312	2713	6,628
Severe	0.031	205	0.018	916	0.119	1035	2,155
Not Severe	0.061	403	0.046	2341	0.193	1678	4,422
Used a Wheelchair	0.012	79	0.007	356	0.045	391	827
Used a Cane/Crutches/Walker	0.041	271	0.022	1120	0.169	1469	2,860
With an Activities of Daily Life Limitation	0.036	238	0.025	1272	0.123	1069	2,580
Needed Personal Assistance	0.02	132	0.013	662	0.071	617	1,411
Did not Need Personal Assistance	0.016	106	0.012	611	0.052	452	1,169
Number of ADLs or IADLs for which assistance was needed							
One or more	0.048	317	0.031	1578	0.163	1417	**3,312**

Source: SIPP, U.S. Census Bureau

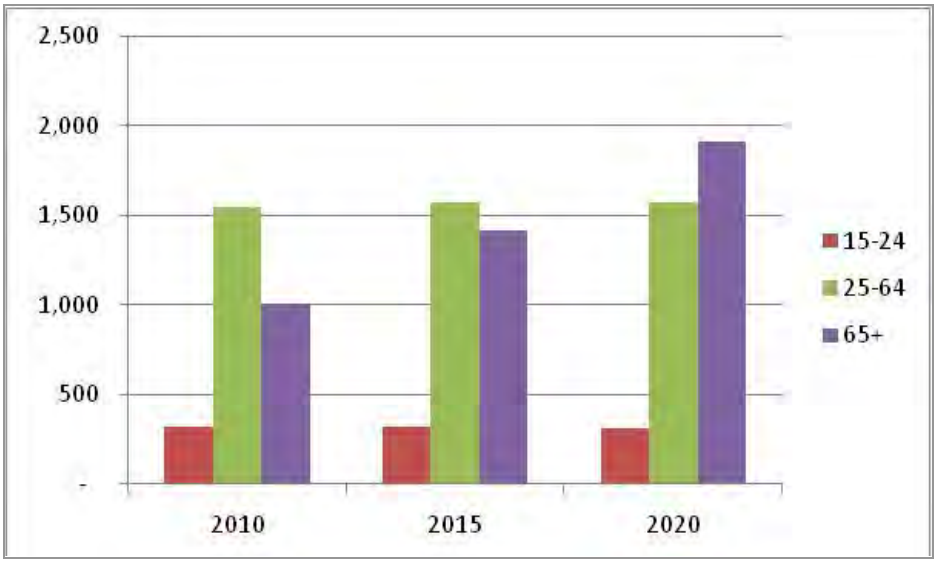
Figure V-6: Estimated ADA Population - Fairbanks 2020

	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years +		Total Ages >15 Years
Disability Status	**Percent**	**Fairbanks**	**Percent**	**Fairbanks**	**Percent**	**Fairbanks**	
Total Population by Age Group		6,527		50,655		11,709	68,891
Disability Status							
With a Disability	0.208	1358	0.163	8257	0.523	6124	15,738
Severe	0.137	894	0.108	5471	0.369	4321	10,686
Not Severe	0.07	457	0.055	2786	0.154	1803	5,046
Seeing/Hearing Disability							
With a Disability	0.067	437	0.048	2431	0.205	2400	5,269
Severe	0.014	91	0.009	456	0.044	515	1,062
Not Severe	0.053	346	0.039	1976	0.161	1885	4,207
Walking/Using Stairs							
With a Disability	0.114	744	0.08	4052	0.382	4473	9,269
Severe	0.059	385	0.036	1824	0.221	2588	4,796
Not Severe	0.055	359	0.044	2229	0.161	1885	4,473
Had Difficulty Walking	0.094	614	0.065	3293	0.318	3723	7,630
Severe	0.051	333	0.031	1570	0.195	2283	4,186
Not Severe	0.043	281	0.034	1722	0.123	1440	3,443
Had Difficulty Using Stairs	0.092	600	0.065	3293	0.312	3653	7,546
Severe	0.031	202	0.018	912	0.119	1393	2,507
Not Severe	0.061	398	0.046	2330	0.193	2260	4,988
Used a Wheelchair	0.012	78	0.007	355	0.045	527	960
Used a Cane/Crutches/Walker	0.041	268	0.022	1114	0.169	1979	3,361
With an Activities of Daily Life Limitation	0.036	235	0.025	1266	0.123	1440	2,942
Needed Personal Assistance	0.02	131	0.013	659	0.071	831	1,620
Did not Need Personal Assistance	0.016	104	0.012	608	0.052	609	1,321
Number of ADLs or IADLs for which assistance was needed							
One or more	0.048	313	0.031	1570	0.163	1909	**3,792**

Source: SIPP, U.S. Census Bureau

Figure V-7 illustrates the incidences of disabled persons by age groups for 2010, 2015, and estimates for 2020. This data is derived from the U.S. Census Bureau's SIPP for 2010. This data shows a significant increase among the 65 and older population. It is estimated that by 2020 there will be 1,909 disabled persons who are 65 years and older, an increase of 89.4 percent from 2010.

Figure V-7 Projection of Disabled Population by Age Group

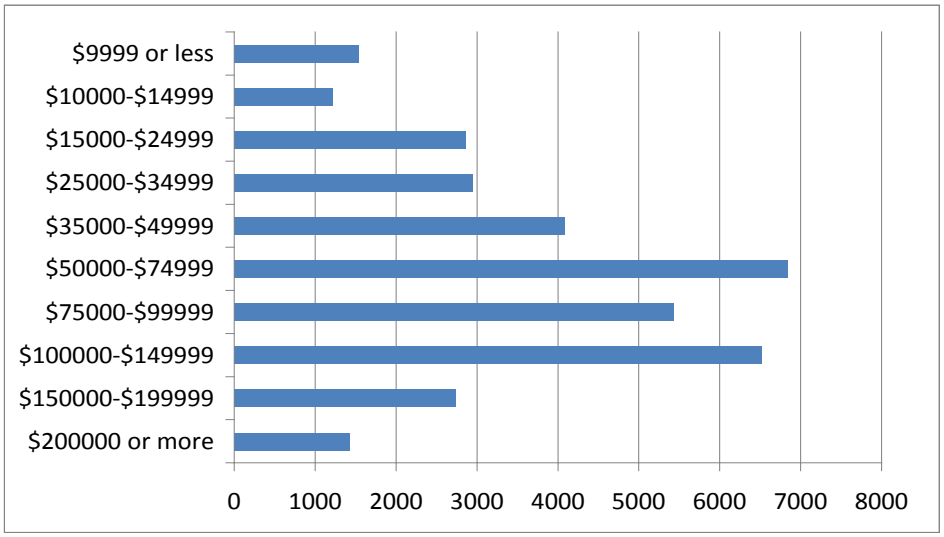


SOCIO-ECONOMIC CONDITIONS

Household Incomes

Figure V-8 illustrates household incomes for the FNSB in 2013. According to the U.S. Census, 35.5 percent of households in the FNSB earned less than $50,000 annually with 15.9 percent of FNSB residents lived in households with incomes below $25,000.

Figure V-8: Household Income



Source: 2013 5-year Data ACS

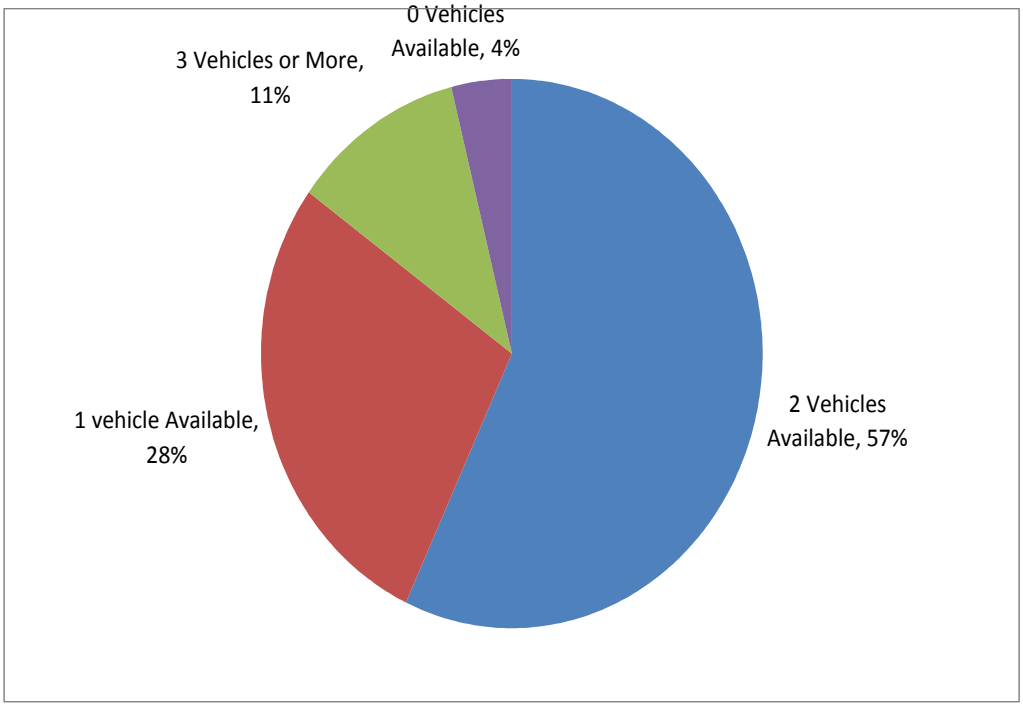
Households below the Poverty Level

The density of households below poverty level is a statistic applied by planners to project the likelihood that public transportation is needed as individuals living below poverty level have a higher likelihood of needing public transportation as an alternative to cost of personal vehicle. Households below the poverty level are scattered throughout central Fairbanks and in some surrounding communities as depicted in Exhibit V-4.The block groups with greater than 80 households per square mile under the Federal poverty level for Alaska are located in the northeastern portion of Fairbanks, just west of Alaska Route 2 and around the college. Block groups with slightly lower densities (51 to 80) surround these areas of highest density. Large, low density, block groups to the northwest of Fairbanks, which include Ester and Fox, also fall within the highest number of households below the poverty level per square mile. The block groups including Eielson Air Force Base and its surrounding communities fall within this category, as does the, high density, block group south of the river.

Zero Vehicle Households

The number of households with no available vehicles is another indicator of transit demand. According to the 2010 U.S. Census Data, there were a total of 1,451 out of 36,441 occupied households, or four percent, in the FNSB with no vehicles. Figure V-9 shows the percentage of household vehicle ownership in the FNSB. This is a low percentage when compared to small urban and rural communities but similar to other boroughs in Alaska such as the Mat-Su Borough which had only three percent of households with zero available.

Figure V-9: Vehicle Availability by Housing Unit



Source: U.S. Census 2010

Exhibit V-5 displays a map of zero vehicle households in the FNSB by block group. The map identifies the block group with the highest density as being located in Fairbanks just east of the Steese Highway. That block group also had a high density of older adults and individual households below the poverty level. Other block groups with moderately high densities of zero vehicle households are in the central core of Fairbanks and near the college.

EMPLOYMENT

Exhibits V-6, V-7, and V-8 display corresponding maps of the total employment, retail employment, and service industry employment, respectively, by Traffic Analysis Zone (TAZ) in Fairbanks. The Fairbanks Metropolitan Area Transportation System (FMATS) provided TAZ data. As illustrated in the map for total employment, the TAZs with the highest densities of employers are located in northeast Fairbanks, near the Steese Highway and Johansen Expressway intersection and also near the college. Total employment is a combination of retail and service industry employment. Therefore, the high-density areas are only slightly different (as illustrated in Exhibits V-6 and V-7).

COMPARISON OF PUBLIC TRANSPORTATION SERVICE WITH TRIP GENERATORS

As discussed in the previous chapters, gaps in transportation service can be analyzed in terms of spatial and temporal characteristics. In this section, the existing public transportation services are analyzed in comparison with the trip generators and documented spatial gaps. The existing fixed route and paratransit services operated by the FNSB serve the majority of the central Fairbanks area and North Pole. Additional coverage for specialized services is provided by the human service agencies and other organizations described in Chapter II that operate a variety of modes of services including demand response, immediate response, shuttles, and volunteer transportation.

Exhibit V-9 illustrates the locations of trip generators in the Borough and their proximity to the existing MACS fixed route. A trip generator, for the purpose of this plan, refers to a location where a significant concentration of trips originate and/or end (i.e., employers, apartment communities, schools, shopping areas, and medical facilities). Comparison of the MACS fixed route service with major trip generators demonstrates that the MACS routes and ADA paratransit service area provide access to the majority of major trip generators in Fairbanks. In addition, the other transportation providers in the area offer coverage within the Fairbanks city limits with for their eligible consumers, and taxi companies provide immediate response services Borough wide.

SUMMARY

Given the size and location of the Borough, it is understandable that stakeholders have indicated that it is sometimes challenging for citizens to access public or other shared ride transportation to and from work and appointments, especially when originating from locations outside the Fairbanks city limits. Add the seasonal

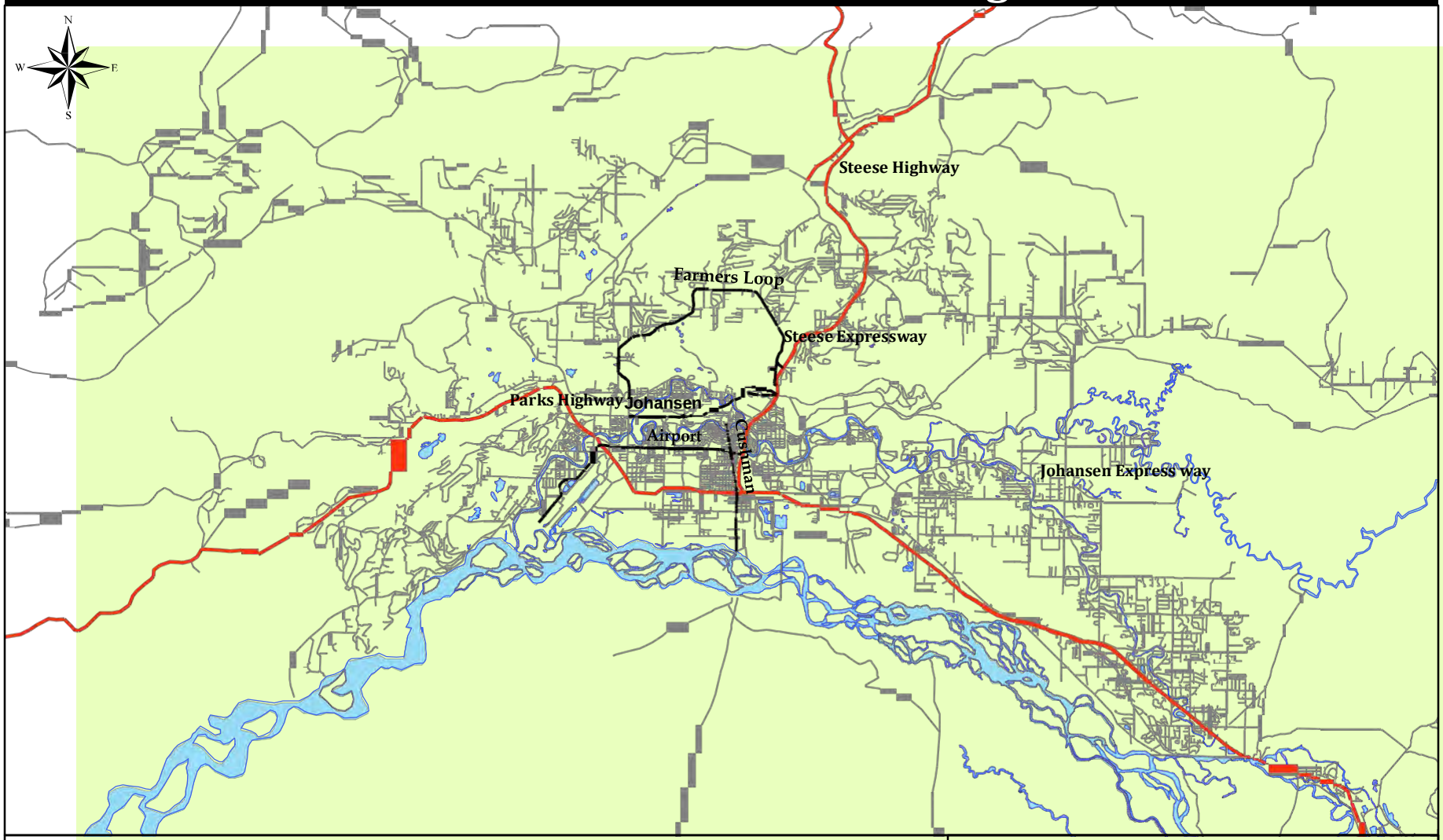
weather conditions to the geographic distances between trip origin and destination and the need for transportation options other than a personal vehicle or self-propelled option becomes very clear. The FNSB Transportation Department established a public transit system with fixed routes to serve anyone in the general public and paratransit service to serve eligible individuals. The Transportation Department is accompanied by a family of other organizations that provide transportation for eligible populations, including schools, the University, tribal organizations, senior centers, nursing homes, and human service agencies. Together, the organizations operate approximately 70-73 (FRA: 36; Access AK: 1; Love INC: 10-13 [based on volunteers]; MACS: 13 buses; Van Tran: 10 Cutaways) vehicles to serve the citizens and visitors of the FNSB.

While the existing transportation network is functioning well, there are still spatial gaps in service that need to be addressed. These service gaps are apparent in the areas with lower total population and/or population densities that surround the central Fairbanks area such as North Pole, Salcha, Fox, Ester, and Eielson. There are minimal public or human service agency transportation options for these outlying communities. Areas of lower population density present challenges to any transportation provider because of higher operating costs and lower demand.

EXHIBITS SECTION

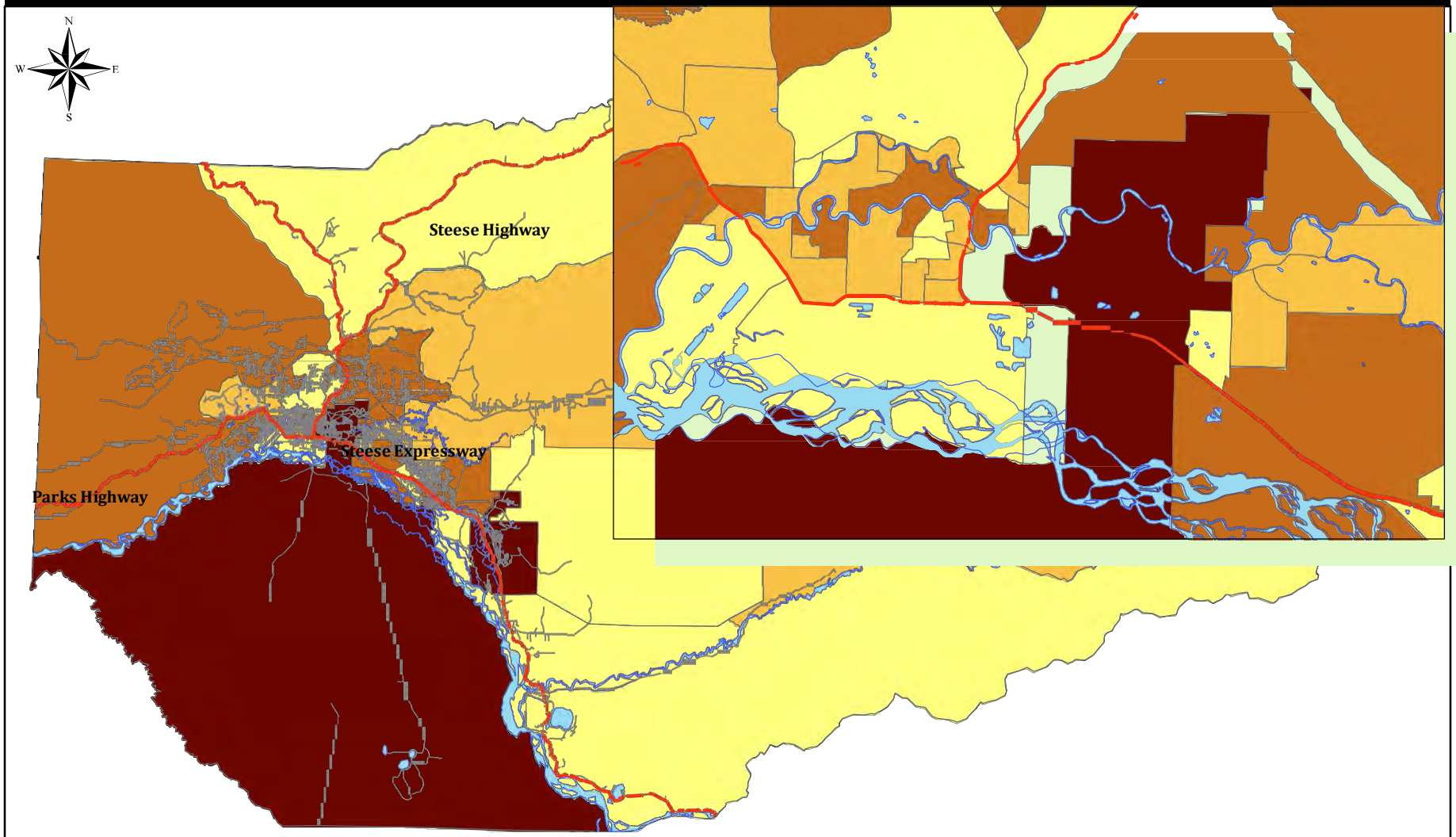
The following are the exhibits referenced throughout this section.

Exhibit V-1
Fairbanks North Star Borough



Fairbanks Coordinated Transportation Plan

Exhibit V-2
Population Density

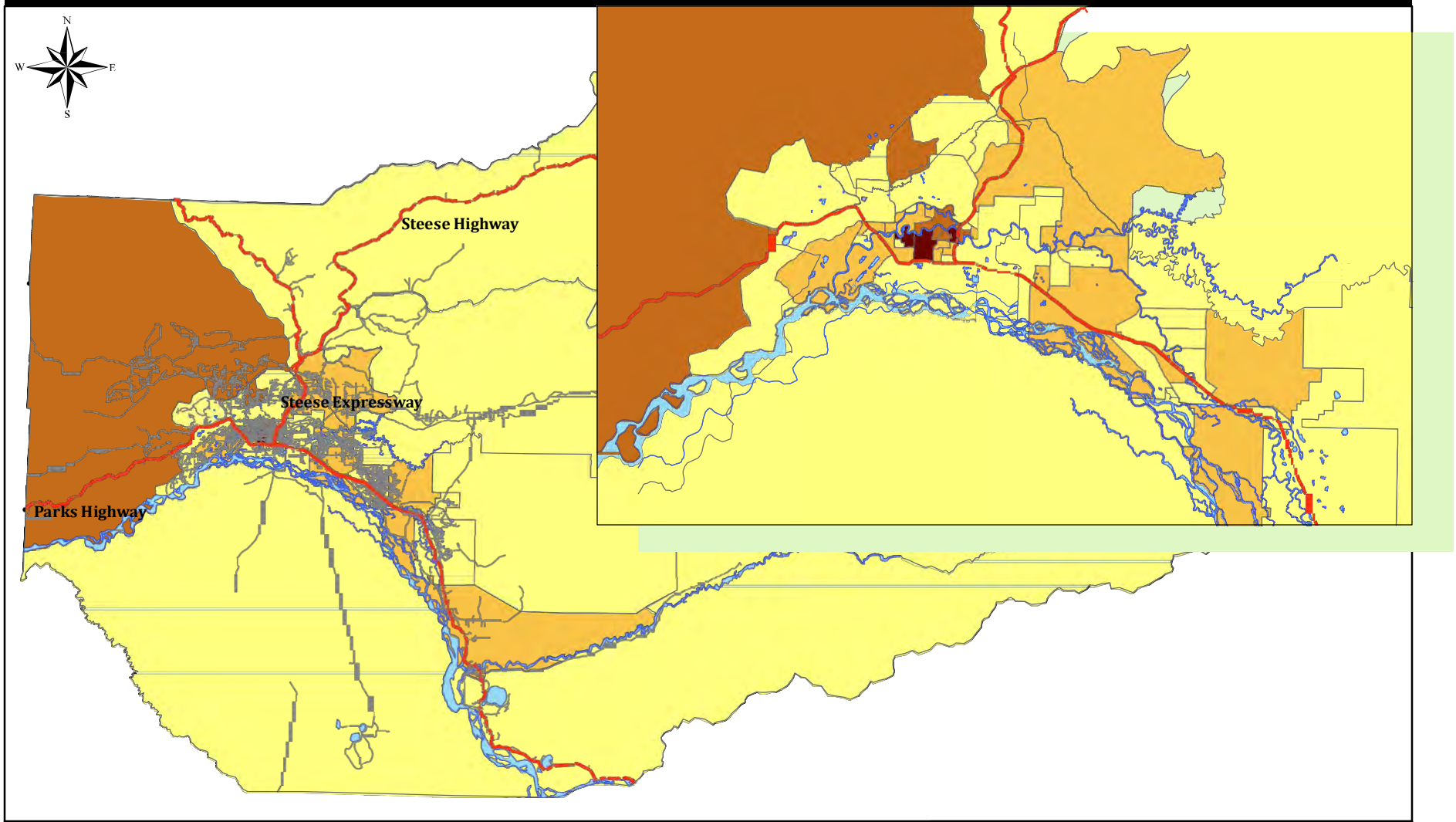


Individuals per Square Mile

0 - 859	1473 - 3105
860 - 1472	3106 - 7381

Fairbanks Coordinated Transportation Plan

Exhibit V-3
Population 65 and Over

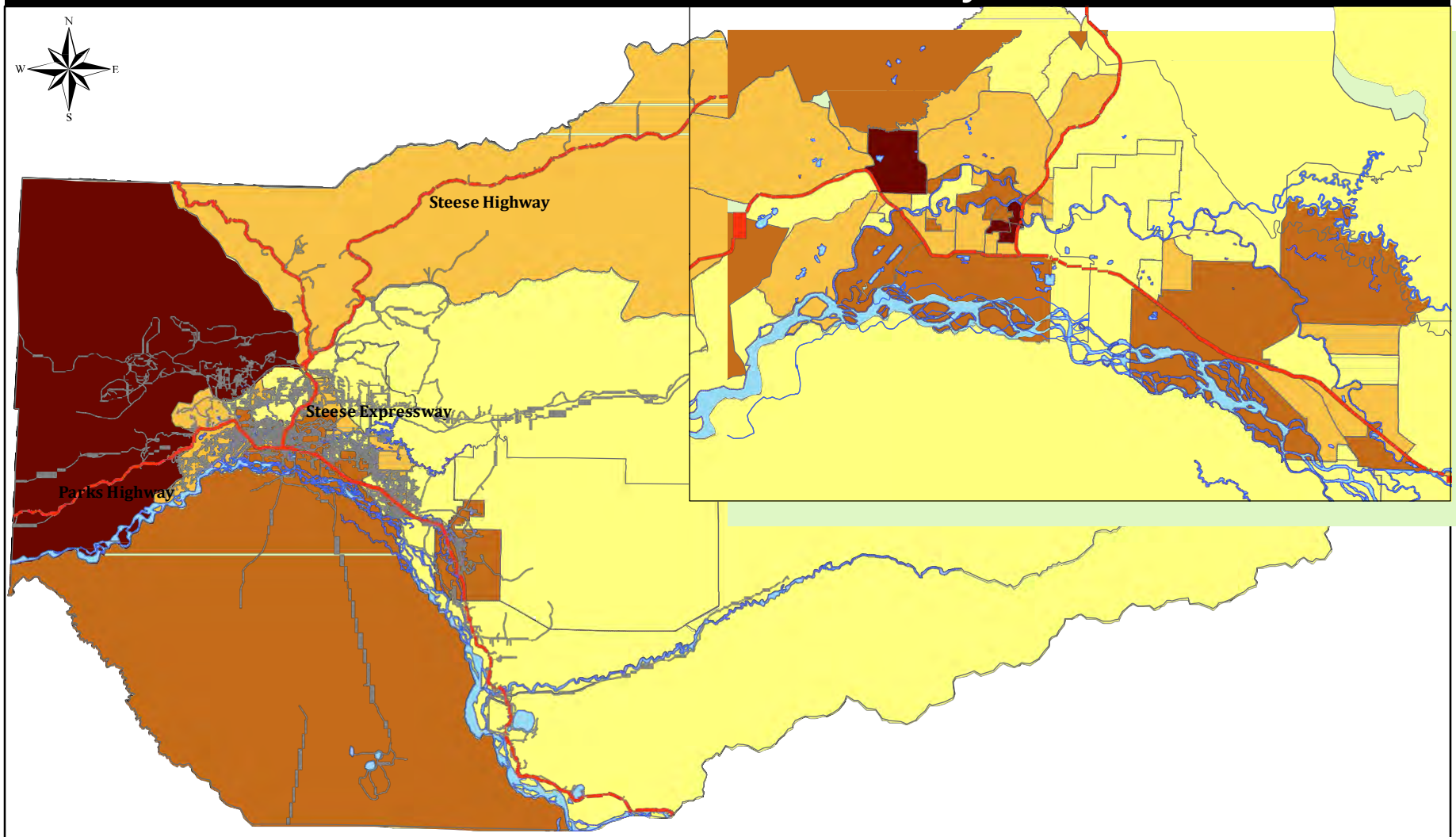


Individuals 65 and Older

0 - 44	96 - 162
45 - 95	163 - 256

Fairbanks Coordinated Transportation Plan

Exhibit V-4
Households below the Poverty Level

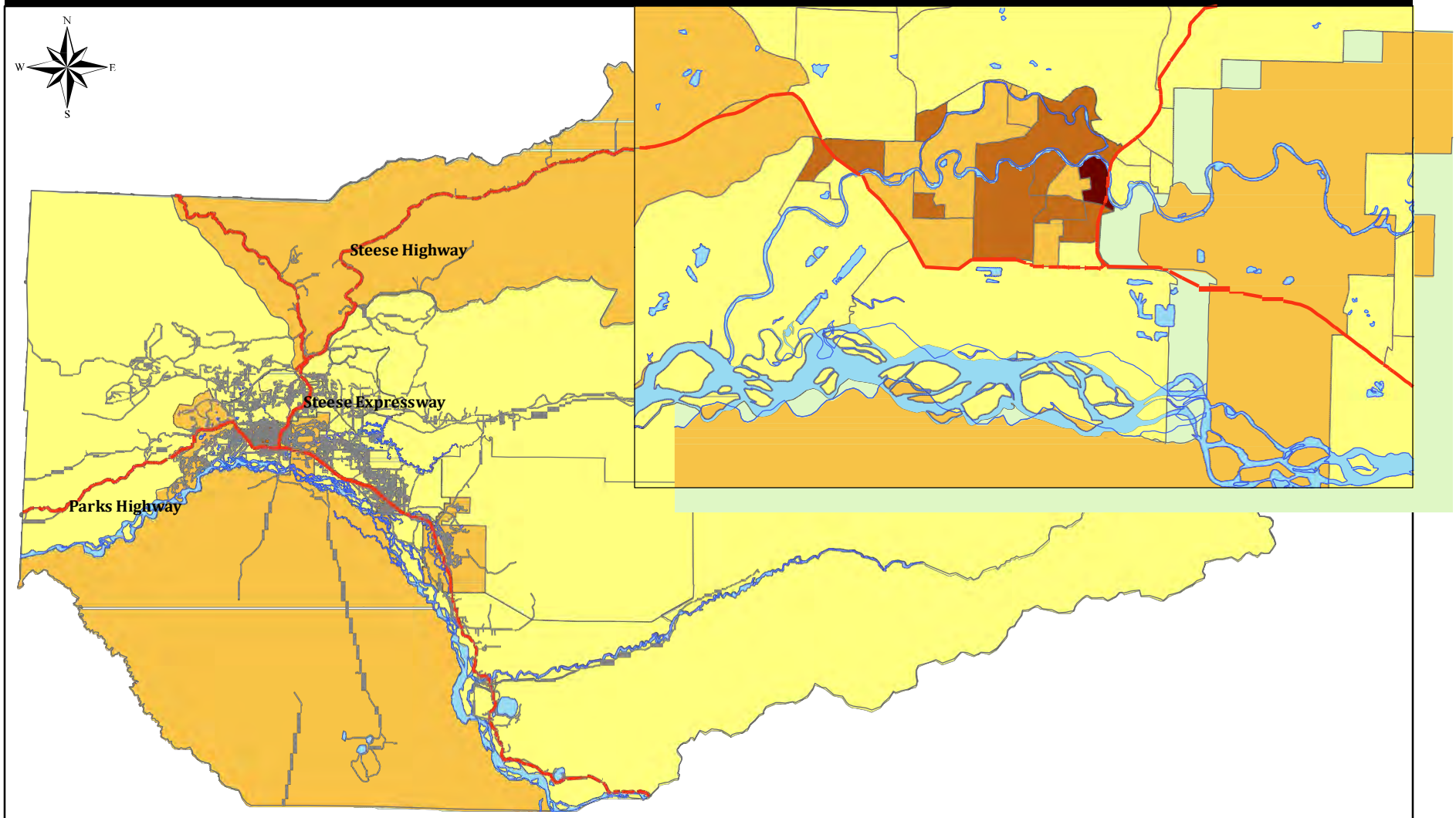


Households below the Poverty Level

0 - 23	51 - 80
24 - 50	81 - 159

Fairbanks Coordinated Transportation Plan

Exhibit V-5
Zero Vehicle Households

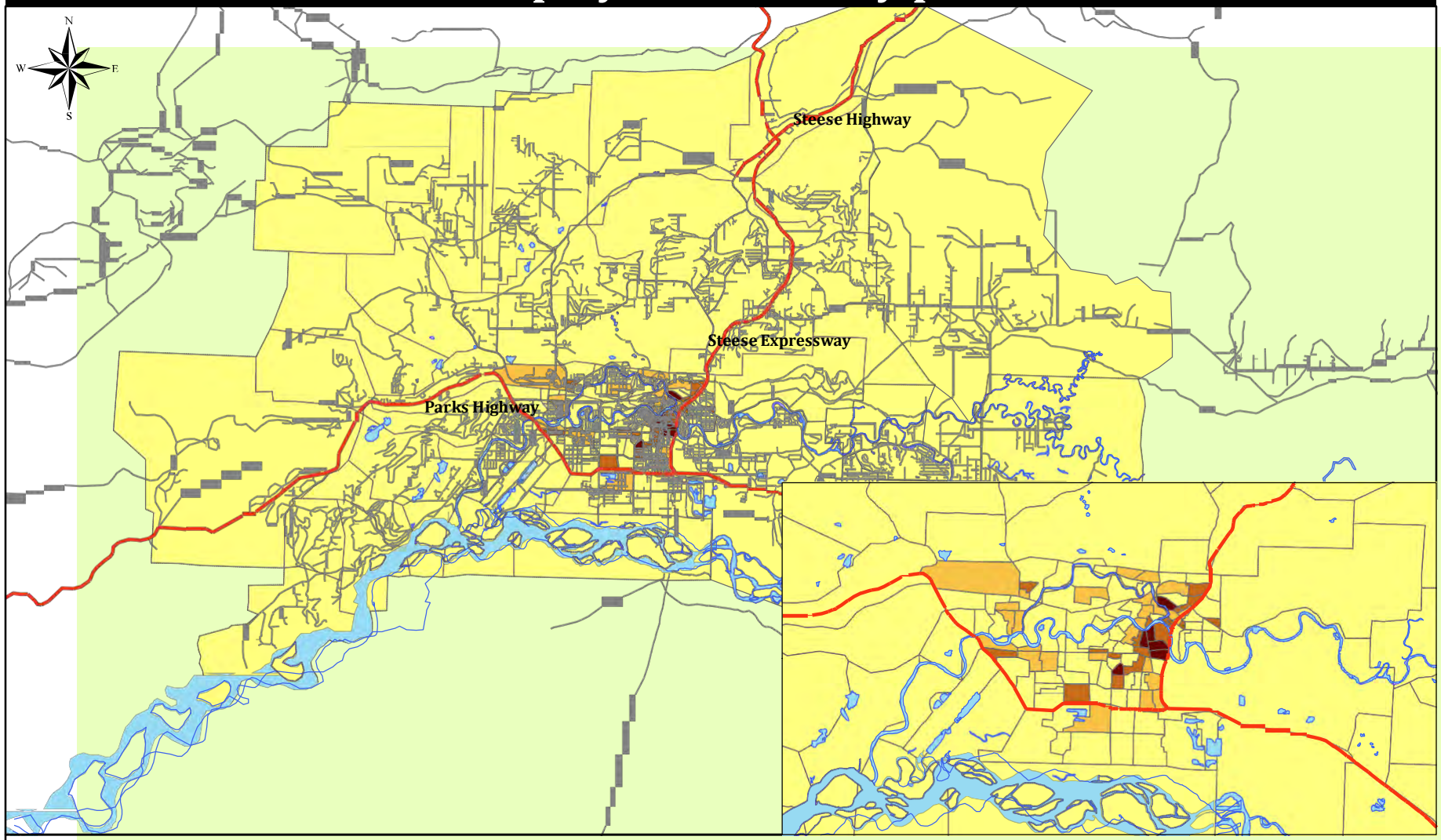


Zero Vehicle Households

0 - 19	62 - 172
20 - 61	173 - 331

Fairbanks Coordinated Transportation Plan

Exhibit V-6
Total Employment Density per TAZ

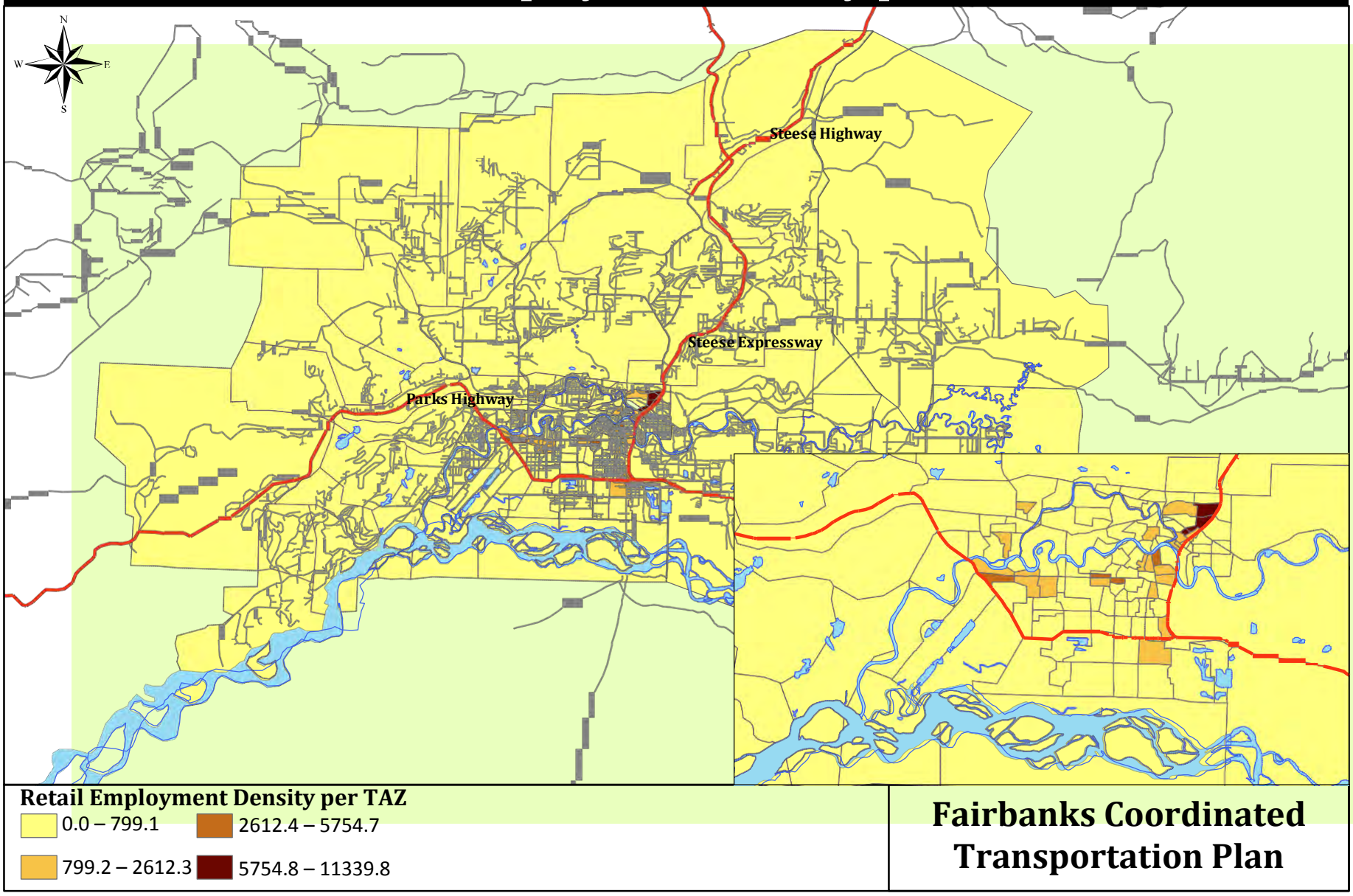


Total Employment Density per TAZ

- 0.0 – 1594.2
- 1594.3 – 4913.7
- 4913.8 – 11724.9
- 11724.9 – 28472.8

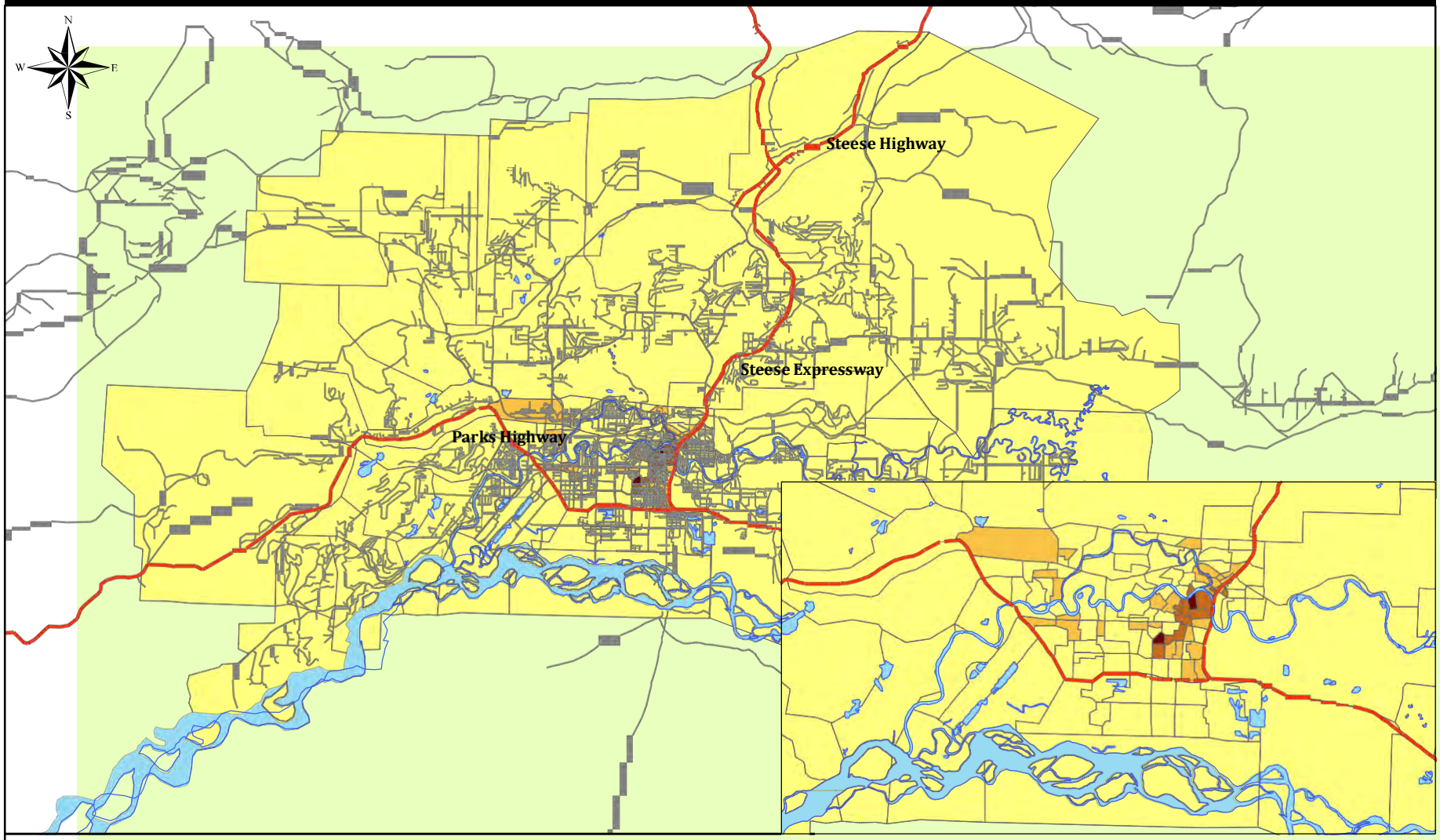
Fairbanks Coordinated Transportation Plan

Exhibit V-7
Retail Employment Density per TAZ



Fairbanks Coordinated Transportation Plan

Exhibit V-8
Service Employment Density per TAZ

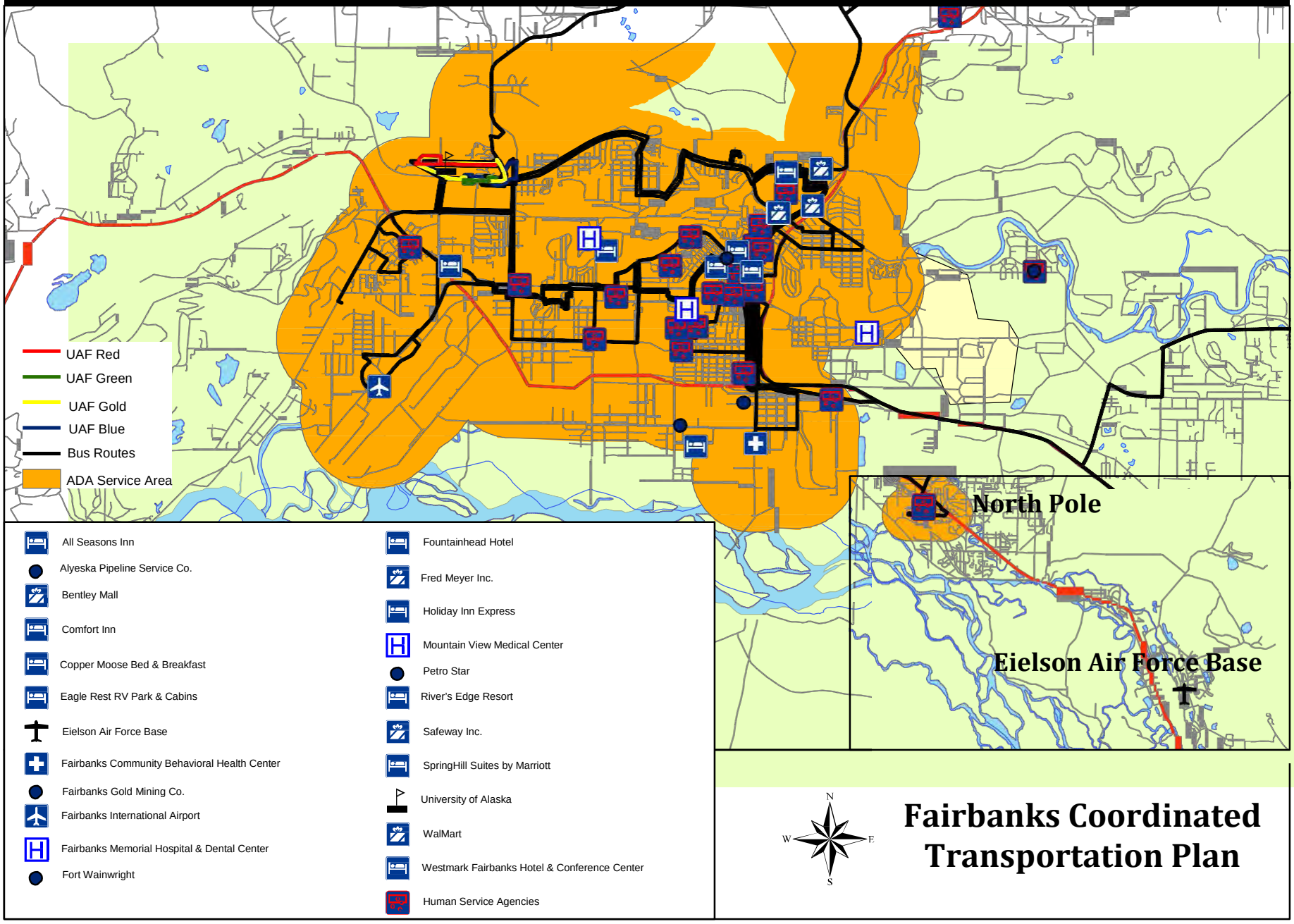


Service Employment Density per TAZ

- 0.0 – 939.6
- 939.7 – 4524.9
- 4525.0 – 13330.6
- 13330.7 – 28207.3

Fairbanks Coordinated Transportation Plan

Exhibit V-9: MACS, UAF, & Van Tran With Major Trip Generators



VI. CALL CENTER ASSESSMENT

It is important to understand the existing functions and capacities of the MACS Transit/Van Tran Call Center. The Fairbanks North Star Borough (FNSB) FY2010-2012 Coordinated Transportation Plan recommended the short term goal of conducting analysis and developing a Plan to take the local coordinated effort towards an one-call center. An in-depth resource inventory and input from local coordinated transportation stakeholders and the general public have reinforced this goal. Results of that analysis conclude that the Van Tran/MACS Transit call center at the Transit Center is the most logical location for a coordinated one-call center.

The Van Tran/MACS Transit call center was selected as the potential location because it has experienced personnel and utilizes existing technology, and facilities to lead the effort to centralize dispatching and scheduling. All other organizations in the FNSB area that are providing transportation are doing so with staff who have shared duties in addition to scheduling (i.e., Administrative Assistants, Nurses Aides, Program Coordinators, Case Managers, and Drivers). While there may be other organizations that are willing to perform their individual scheduling and dispatching duties, none are currently capable of expanding their function to perform the level of accepting calls and scheduling that would take place in a centralized call center.

The following analysis documents five primary characteristics of service that are relevant to establishing a central call center at the Transit Center for a coordinated system:

- General trip reservations policies;
- Trip scheduling policies and procedures;
- Fares and Fare Collection;
- Scheduler/dispatcher responsibilities other than scheduling; and,
- Call volume and staffing level evaluation

METHODOLOGY

The Van Tran Customer Service Representatives (CSR) were observed at work in the Transit Center Call Center. In addition to direct observation, the Van Tran policies and procedures for eligibility of service (i.e., Zone A, Zone B, and Zone C riders), trip scheduling and confirmation process, and building trip manifests on a daily basis were reviewed. The FNSB also provided telephone system records to measure call volumes during a sample two-week period.

TRIP RESERVATION POLICIES AND PROCEDURES

Van Tran provides *demand rides* and *subscription service*. Descriptions of each service category are provided below:

- A demand ride is defined as a single trip such as to the store, medical appointments, movies, or for any purpose. Van Tran does not prioritize this type of trip request, and passengers can schedule a demand ride for any trip purpose.
- Service is considered to be subscription if the rider travels to the same place at the same time one or more times per week. This service allows riders to take regular trips without the need to call to schedule or confirm each trip.

Trip Requests
To request a trip provided by Van Tran, an eligible individual must call a Customer Service Representative (CSR) or access the Van Tran website.

Trip Confirmations
Trip requests are not confirmed for Zone B and C rides at the time the trip request is made; all Zone A rides are confirmed though, all riders must get their scheduled trip time the day before. The automated system will call riders with their times, though riders can always call a Customer Service Representative to their trip times.

TRIP SCHEDULING POLICIES AND PROCEDURES

During most hours of the day, there is one Van Tran CSR on duty. This CSR takes care of Van Tran issues, which include scheduling, dispatching and other tasks. Another CSR is responsible for handling MACS Transit related tasks and sales. They will cover for each other if one is busy, and the other is idle.

Zone A trips take priority over all Zone B and Zone C trip requests. Once Zone A trips are assigned the scheduler assigns Zone B and Zone C eligible passengers in the empty seats, according to the requested trip start time, origin and destination. Per Van Tran policy and in order to comply with the ADA provisions, Zone A trip requests are never denied. However, individuals in Zone B and Zone C may be denied their trip request so that the Zone A trip may be provided.

Capacity Issues
A trip denial occurs when a system is unable to provide a trip within its normal operating hours and service area because there is inadequate capacity in the schedule. Whereas, a trip request that is outside of normal operating hours (i.e., before or after service begins and ends for the day) or outside of the service area is not considered to be a trip denial; the latter are recorded by Van Tran to assist with planning and estimating demand for times of the day and areas that are beyond the existing scope of service.

According to an analysis of trips not provided for Zone B and Zone C passengers during July 2015 Van Tran was unable to provide 102 trip requests, for an average of 4.1 trips per day. Of those trips, an average of 3.4 requests per day were trip denials (by definition) that Van Tran was unable to serve because of limited capacity; the remaining trips were not provided because the request for service was received on the day of the trip or the trip was not within the normal Van Tran operating hours. The peak trip denial times for Zone B and Zone C passengers are 7:30 a.m., 4:00 p.m., and 4:30 p.m.; which indicates that during these hours, Van Tran is sometimes at capacity and unable to fully meet demand.

PASSENGER FARES AND FARE COLLECTION

Van Tran passengers are required to pay a fare of $2.00 for each one-way trip. Passengers have the option to pay the fare to the driver in cash at the time of the trip, or purchase a Van Tran punch card for $2.00 from the schedulers working at the Transit Center. There is no bulk discount for Van Tran trips and they do not expire. Personal Care Attendants or Caregivers ride for free when accompanied by an eligible rider. Additional passengers are permitted, as long as pre scheduled, and are charged the regular trip rate of $2.00.

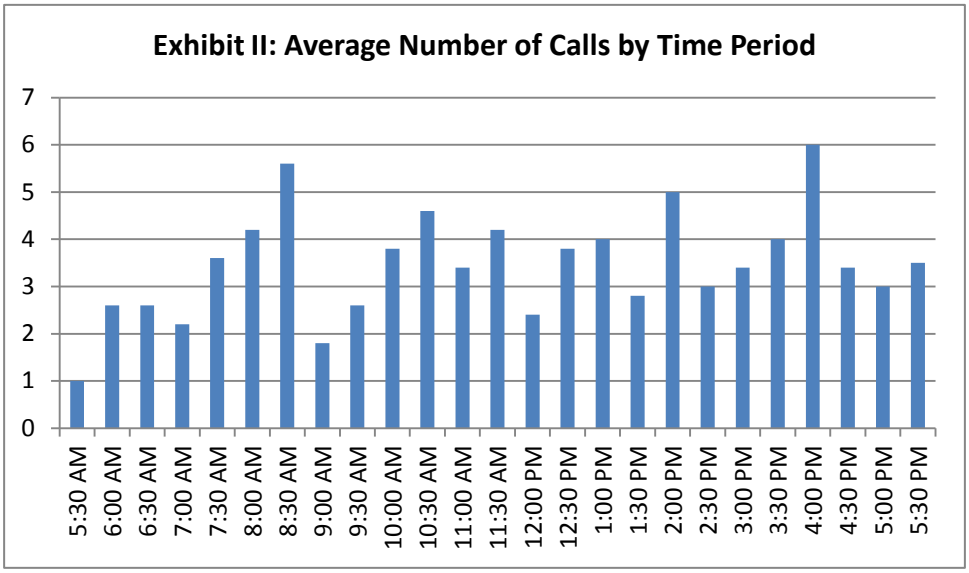
CALL VOLUME ANALYSIS

An analysis of the 7-month period between January 2015 and July 2015 indicates that the Van Tran CSR receive an average of 3,321 calls per month (797 calls per week). Exhibit I lists the number of calls received by month. Call volume peaked in April (1,906) while May had the lowest volume, with 1,664 calls.

Exhibit I: Number of Calls by Month

Month	Calls
January 2015	1,829
February 2015	1,806
March 2015	1,825
April 2015	1,906
May 2015	1,664
June 2015	1,829
July 2015	1,901

To measure the call volume for the Van Tran CSR, the average numbers of calls per week in 30-minute intervals was analyzed. The sample weeks of February 2-6, 2015 and July 13-17, 2015 were selected for analysis. Calls were plotted by half hour increments based on the time of day they were received or made (see Exhibit II). An average of 433 calls were completed (incoming and outgoing) per week during the sample periods. The analysis suggests a fairly even spread of phone calls throughout that day.



STAFFING LEVEL ANALYSIS

Analysis of staffing levels was conducted during a time span consistent with the call volume study; the weeks of February 2-6, 2015 and July 13-17, 2015. There is one Van Tran CSR on duty to receive calls, handle dispatching and scheduling drivers.

To further analyze whether these staff levels are appropriate for the volume of calls received by Van Tran, the staffing level data were compared to daily call volumes for a sample week. Computations by half-hour call volumes per employee were measured.

According to the telephone system records, incoming and outgoing calls average 15 seconds per call. The amount of time a CSR spends on the phone is brief because he or she is receiving or confirming a trip request but the trip is not scheduled while the caller is on the phone. The 15-second duration of calls is typical of other dispatch centers that take the same approach to scheduling. However, based on the staffing levels, it appears that the CSR currently have the capacity to handle additional calls.

OBSERVATIONS AND STRATEGIES

Based on the national average, the typical call time for scheduling a trip while the caller is on the phone is 2 minutes and 39 seconds. At this rate, a scheduler at peak efficiency can perform a maximum of 12.55 calls per half hour (or 25.1 per hour), when he or she is not responsible for other duties (i.e., dispatching and scheduling).

In the case of Van Tran, however, one must account for the time it takes for schedulers to complete dispatching and scheduling functions for Van Tran. Therefore, the amount of available time to take calls and schedule trips per hour must be reduced by the number of minutes the CSR is spending on dispatching and scheduling. The analysis of current call volume for Van Tran suggests that during the sample period, there is some extra time that CSR's could use to take other calls or perform other duties. The exact number of additional calls or duties that could be taken on is not clear, as scheduling and dispatching functions vary from day to day. Given this analysis we believe additional staffing would be required to fully integrate all the suggested partners.

This strategy offers the opportunity to fully utilize the capabilities of the scheduling software and to improve customer satisfaction with the scheduling process. It also allows for expansion of the call center to gradually include the scheduling functions for additional participating organizations.

VII. COORDINATED TRANSPORTATION GOALS AND STRATEGIES

INTRODUCTION

The FNSB is the region's transportation hub and the economic, medical, educational, and cultural center for Interior Alaska. Although the amenities in the FNSB are centralized in comparison to many other large boroughs in Alaska, the residential areas surrounding downtown are sprawling and it is not uncommon to have several miles between houses. Individuals living in the FNSB access employment, medical, and other services offered in Fairbanks using air and water transportation as well as the public transportation and road networks.

The University of Alaska Fairbanks is the largest employer; military installations also play an important economic role by providing civilian employment opportunities. Additionally, schools, local government, hotels, and tourist services provide a significant amount of employment. Visitors and tourists come to the FNSB during summer months and utilize public transportation, taxi service, tourism charter services, rail, and air transportation while they are here.

Given these socio-economic and geographic facts, a multi-modal approach to moving people is vital to the local economy and the livelihood of FNSB residents who, due to weather conditions or the scattered and sometimes remote location of houses, sometimes want to utilize alternatives to the traditional personal automobile to get to work, medical services, and shopping. Opportunities to use a multi-modal approach to transportation are limited, but currently exist with options for rail, air, personal water vehicles, public, and human service agency transportation resources, and personal automobiles.

PURPOSE

The purpose of this chapter is to describe recommended strategies for improving the functions of the transportation network as it relates to public and human service agency resources by addressing the gaps and unnecessary duplications in transportation. The strategies described in this chapter were presented to the FTPG with an opportunity to discuss potential challenges for each. Participating FTPG members provided feedback on each strategy. That feedback has been incorporated into the strategies contained herein.

OVERVIEW

Each of the recommended mobility management strategies outlined in this chapter addresses at least one specific priority area where the existing transportation network leaves a gap or has unnecessary duplications. The following table provides a quick overview of the priority gaps or duplications compared with the recommended strategy to address the issues.

Table 1: Matrix of Priority Gaps and Duplications Addressed by Recommended Strategy

Recommended Strategies	Priority Areas				
	Maintenance	Scheduling	Technology	Hours of Service	Service Area
#1: Trip Sharing		●		●	●
#2: Coordinated Maintenance	●				
#3: Transportation Mobility Manager	●	●	●		
#4: Transportation Navigator/Trainer					●
#5: Coordinated Volunteer Driver Program				●	●
#6: Improved Awareness and Communication			●		

In the next section, each strategy is described and then accompanied by a set of advantages and challenges. The advantages are self-explanatory. The challenges should be viewed as those potential issues which could pose a "challenge," but, if approached positively, will not prevent implementation.

Strategies may be implemented as stand-alone strategies or in any combination. An implementation schedule is provided at the end of this coordinated plan which identifies the potential timeframe for beginning the implementation process for each strategy.

MOBILITY MANAGEMENT STRATEGIES

The Fairbanks Transportation Partnership Group (FTPG) outlined several goals at the outset of this mobility management planning process that can be combined into a total of 12 categories, as follows:

1. Use existing resources to reduce gaps in service.
2. Increase transportation options beyond the ¾ mile fixed route radius.
3. Support for employment opportunities.
4. Transportation opportunities on Sundays.
5. Dedicated staff for scheduling to reduce the burden on agencies.
6. Expand the use of transportation technology.
7. Build momentum for continuing coordination efforts.
8. Improve customer service.

The planning team compared each of the six recommended mobility management strategies with the FTPG's eight categories of mobility management goals throughout the planning process. Table 2 provides a matrix to illustrate which strategies are designed to address each goal. The dots on the matrix indicate the match between a recommended strategy and a goal.

Table 2: Matrix of Priority Goals Addressed by Each Recommended Mobility Management Strategy

Mobility Management Strategies	Uses existing resources to reduce gaps in service	Increased transportation options beyond the 3/4 mile fixed route radius	Increased access to public transortation around Fort Wainwright	Improve consumer confidence and awareness of transportation options	Support for employment opportunities	Potential transportation opportunities on Sundays	Improved trip scheduling procedure & customer confidence	Dedicated staff for scheduling-reduced burden on agencies	Expanded use of transportation technology	Builds momentum for continuing coordination efforts	Improve customer service
Strategy #1: Joint Use Arrangements/Brokerage Hybrid	X	X	X	X	X		X	X		X	
Strategy #2: Coordinated Maintenance	X								X	X	X
Strategy #3: Hire a Transportation Mobility Manager	X			X						X	X
Strategy #4: Transportation Navigator/Travel Trainer Program	X	X		X	X		X			X	X
Strategy #5: Coordinated Volunteer Driver Program	X	X	X		X	X				X	X
Strategy #6: Improved Awareness and Communication	X		X	X		X				X	X

Strategy #1: Joint Use/Brokerage Hybrid

Approach

"Joint Use" and "Brokerage" terms are used to define the structure of the agreements between coordinating organizations. There are no rules as to what activities should be performed by a broker and which should be conducted as joint-use arrangements. Under this strategy, it is recommended that FNSB and participating organizations establish a Joint Use/Brokerage Hybrid model to achieve their goals to fully utilize the existing resources and reduce the unnecessary transportation burden on agencies.

In this model, FNSB/Van Tran will act as the broker by scheduling trips for other organizations as well as their own. All participating organizations will maintain complete control of their fleets and drivers. And, through formal joint use agreements, FNSB/Van Tran schedulers will have the authority to assign passengers from the general public to another agency's vehicles.

The differences between joint use and brokerage are defined below.

Joint Use Arrangements
A joint use arrangement occurs when one or more of the resources of the participants are available for use by other participants. There are formal and informal joint use arrangements.

An example of a formal joint use arrangement would be where one participant agrees to pay an established rate per vehicle mile for using another participant's vehicle on certain days of the week or times of the day. This arrangement could be useful for addressing capacity issues.

An example of an informal joint use arrangement would be where one participant agrees to provide driver training for another organization's drivers. In exchange, the participants would agree to help pay for the training costs (i.e., trainer's time, course materials, and training facilities).

A second example of an informal joint use arrangement would be when one entity takes the lead in putting together an informational brochure that explains all of the transportation services provided in FNSB. Other participants, which can be both public and private, then help in paying the costs for the brochure development, production, and distribution.

Brokerage
In a brokerage system that has multiple transportation providers one responsible entity oversees all of the coordination activities. Typically, this responsible entity then becomes the "broker or coordinator." In most purely brokerage models, the broker or coordinator contracts with other entities to operate vehicles. Since multiple operators are used, often the service providers in a brokerage include a combination of public and private entities. Sometimes the broker also contracts out selected administrative or management duties to public or private entities. The broker enters into agreements with other agencies or private providers to hire drivers and supply service. Usually, the broker takes all trip requests and determines which participant or contractor is best suited to provide the service.

Hybrid Model for FNSB
It is recommended that FNSB and participating organizations establish a joint-use/brokerage hybrid model to achieve their goals. Under the hybrid model, the FNSB/Van Tran will adopt only

one aspect of the brokerage role, that is: FNSB/Van Tran will take all trip requests and determine which participating organization is best suited to provide the service. FNSB/Van Tran schedulers will be permitted to assign trips to any organization with which it has established a joint use agreement.

The following institutional framework section describes how the hybrid model can be an effective approach.

Institutional Framework

Develop Interagency Agreements

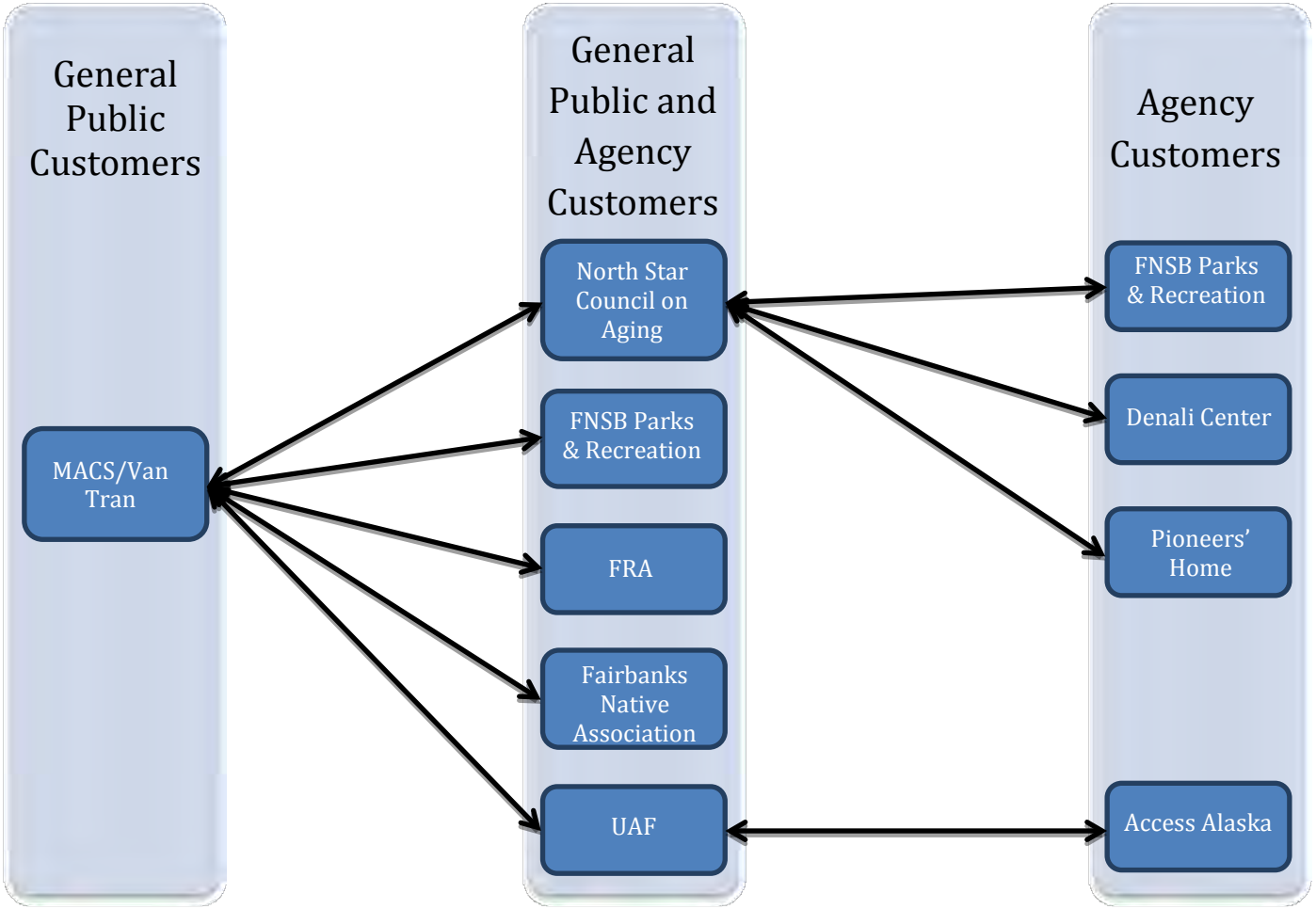
Formal joint use agreements that define the parameters of resource sharing are strongly recommended for successful implementation. Potential interagency agreement participants are listed in Exhibit VII-1.

As illustrated in the diagram, these agreements should be developed between the general public provider and other organizations in the area providing transportation within specific eligibility criteria. The participating organizations that are listed in tier 1 and tier 2 of Exhibit VII-1 were selected because they provide the largest number of trips and/or have the most potential for overall cost containment and increased services.

The list of interagency agreements should be expanded to include additional organizations as the mobility management program matures. Furthermore, joint use arrangements between the organizations listed in tier 2 and tier 3 of Exhibit VII-1 represent opportunities for a second layer of joint use agreements that may have a smaller impact in the overall improvement in vehicle utilization, but a significant impact for the agencies in tier 3 that sometimes struggle to meet transportation demands.

Additionally, the tier 2 and tier 3 organizations may also benefit from informal joint-use arrangements such as those described earlier in this section. For example, UAF and Access Alaska could benefit from the joint use of the resources such as passenger training or transportation eligibility evaluations for individuals with disabilities.

Exhibit VII – 1: Potential Joint Use Agreements, Year One



Establish Service Rates
All joint use agreements will include a rate for providing a trip for a partner organization's customer or a general public passenger. Agreements should be based on a negotiated rate, which includes the cost per mile, hour, and trip. The formal arrangement will permit the Central Scheduling and Dispatch Center (staffed by Van Tran) to assign passengers from any participating organization or the general public to empty seats on vehicles operated by a partner organization.

For example, if Passenger A, who qualifies for Zone C service under Van Tran, requests a trip to Fort Wainwright around the same time that Passenger B, who is a customer of the North Star Council on Aging, requests a trip to the same location, the trip scheduler will assign both passengers to the vehicle that will be operating in the area of Fort Wainwright at the time of the trip request. If the North Star Council on Aging provides the trip, Van Tran will reimburse North Star Council on Aging for the pre-negotiated cost of the trip. Schedulers will have to keep in mind the restrictions and limitations on ride share agreements based on the policies and procedures for each agency. Only clients from agencies with joint use agreements may be scheduled on partner agency vehicles.

How to Set a Rate for Service
Setting purchase of service rates is necessary whenever transportation services are to be provided for one or more agencies. In most cases, the rate charged must be based on the fully allocated cost for service (See Appendix F: Cost Allocation Planning). The financial wellbeing of the service providers will depend on the extent that they can recover the total cost of providing the service.

There are several different pricing structures that can be used to recover the full cost of providing the service. The primary consideration that must be addressed is the tradeoff between simplicity and equity. Generally, the simpler the rate structure is to understand and administer, the less equitable it is if there is a wide variety of trip characteristics provided (i.e., fixed route, demand response, immediate response). In contract service, the more equitable a rate structure is the more complicated it usually becomes.

Generally it is recommended that a "per unit" pricing structure be used to simplify recordkeeping, budgeting, and ease of administration. Per trip, per mile, per hour, per passenger mile, per zone, and per base mile are the most common per unit structures. Each structure has strengths and weaknesses that make it suitable in some circumstances and not in others.

<u>Per Trip Structure</u>: The 'per trip' structure is a simple method that can be calculated by dividing the total operating costs of the service by the total number of one-way passenger trips that will be served by the corresponding service. This method is equitable when each of the passenger trips is similar in character and is approximately the same length. It is most often used in a small well-defined service area.

In this structure, each agency would pay its fair share based on the number of passenger trips taken by their clients. The cost per trip can be calculated for individual services, or on a periodic basis.

<u>Per Mile Structure:</u> The 'per mile' structure is also fairly simple to calculate. The total operating costs are divided by the total miles traveled for the corresponding service. This method work best when miles can be directly attributed to a service and there is little wait time involved with the service. In this case, agencies would pay for the number of miles traveled by their clients. In shared ride situations where vehicles deviate to pick up additional passengers, it is difficult to determine which miles are attributable to which trip. Similarly, trips consuming compared to the miles

traveled will be underestimated. This method also requires meticulous recordkeeping by drivers to account for every mile. The cost calculated can also vary from day to day for the same trip depending on the route the driver follows, making it difficult to explain and budget.

Per Passenger Mile: The 'passenger mile' structure may be more equitable for those agencies that have considerable variation in the length of each trip. This method requires that the number of miles traveled by each passenger be recorded. In this case, the total operating costs for the service would be divided by the total number of passenger miles for the corresponding period. Each agency would be charged the passenger mile rate for the number of passenger miles consumed by their clients. This method is more labor intensive because the drivers must meticulously record the mileage when each passenger gets on and off the vehicle. This method underestimates trip costs when there are substantial wait times, short distance, or time consuming trips. Also, this method does not adjust for additional miles traveled to pick up additional passengers. The per passenger mile rate structure can result in different costs for the same trip depending on the exact route taken between the pick-up and drop-off point on any given trip.

Shared Ride Adjustment

Some agencies in the FNSB have two or three different trip types that might require strategy unit rate amounts depending on the nature and volume of trips by type. First, there are demand response trips that are one-time trip requests and may be made on short notice. These trips should be charged the full per unit basis regardless of whether the trip is shared.

Subscription trips, on the other hand, are standing appointments that require regular travel on a weekly basis to the same location, are scheduled well in advance and are considered fixed. The subscription trips can be costed as a subset of the service. In this case, the subscription trip would be priced at a separate per unit rate calculated for the specific trip.

Similarly, group trips (such as the trips provided by Parks and Recreation), which involve a single drop-off, are easier to serve. Thus, even though they may be one-time events, the trip could be costed out with its own unit rate.

Surcharges

It is highly recommended that when establishing the pricing structure, the agency that will be doing the billing should add in surcharges for additional administrative requirements. This surcharge revenue can also be used toward a capital reserve fund for the coordinated effort.

Cash Flow and Billing Procedures

All participating organizations require cash flow. This is especially true if an agency is directly operating transportation services with in-house staff. Without a steady cash flow and timely payments the agency will not be able to meet payroll or pay bills.

Under the joint use agreements, all non-cash fare revenues will be reimbursements. These include all payments from all participating organizations. Since each participating organization will have requirements for submitting invoices to their funding sources (most submit invoices at least quarterly; some may require monthly invoicing), it is recommended that billing and invoicing procedures under the joint use agreements are established on a monthly payment cycle with all invoices due at the end of each month. The components necessary for billing include the following, at minimum:

- Data collection (trip information and units consumed by agency);
- Agency reports (one-way trips and other information needed by an agency such as unduplicated persons served, older adults served, etc.);
- Calculation of amounts due (e.g. number of units consumed by each agency times the fully allocated cost per unit of service provided); and
- Tracking the invoice through payment with follow-up contact if the invoice is not paid within 30 days.

There are numerous computer software choices applicable for compiling operating statistics, generating reports for participating agencies and for creating billings. The coordinating partners should establish the most efficient billing process prior to implementing interagency agreements.

Reporting
Similar to billing requirements, each agency relies upon grants and other funding sources to support its transportation operations. As such, reporting requirements for each agency that is entering into a joint use agreement should be established at the onset of the new relationship. Both participating organizations must agree to provide the necessary data to the partner organization. Standard reporting requirements should be developed that address at minimum:

- Number of passenger trips provided;
- Number of miles;
- Number of hours; and
- Passenger eligibility (i.e., older adult, Medicaid/Medicare, youth, tribal member).

Quality Control /Performance Measures
The FTPG should establish a list of performance measures to determine the success of the mobility management effort as a whole, as well as the successes achieved for each participating organization. Performance measures will ensure the mobility management effort is achieving the goals established by the FTPG as well as improving the level of customer service for all passengers. Suggested performance measures are listed below. This list is intended to provide a starting point for discussion, but is not exhaustive.

Sample Performance Measures

- Customer Satisfaction.
- On-time Performance (number of times a driver arrives within the pick-up window).
- Number of shared passenger trips provided (joint use).
- Amount of staff time spent on transportation scheduling at each agency.
- Cost per passenger trip, passenger mile, and hour of transportation service.
- Trip denials or trip requests that no agency was able to provide.

Performance measures should be evaluated on a regularly scheduled basis (i.e., monthly, quarterly, and annually) and reported to the FTPG.

As in all of the strategies, the Joint Use Arrangements/Brokerage Hybrid strategy has many advantages, but also some challenges.

Advantages

While this strategy requires detailed negotiations, the results can lead to distinct advantages that address the goals expressed by the FTPG and general public. Some of the initial advantages include the following:

(1) Trip sharing/joint use promotes efficient vehicle utilization.

(2) Trip sharing/joint use may reduce the overall mileage and expenses for the participating organizations. While the actual total expenses may not decrease significantly through trip sharing, the number of trips provided is likely to increase thereby reducing the cost per individual trip, mile, or hour of operation.

(3) Efficient trip sharing results in increased capacity to serve more people.

(4) Sharing a trip promotes communication between agencies as they become more familiar with the typical operating patterns for each agency's customer base. Trip sharing also promotes communication between passengers who might otherwise not have the opportunity to meet. (It is noted that there are conditions when trip sharing is not appropriate for certain human service agency customers. Schedulers must understand that there will always be exceptions when trips cannot be coordinated due to special circumstances.)

(5) This hybrid structure establishes the foundation for additional joint-use arrangements to be developed that will promote the efficient use of existing resources or, under this structure the area could move toward a pure brokerage model, should they decide to take a more consolidated approach to offering public and human service agency transportation.

Challenges

The challenges associated with implementing joint use and trip sharing arrangements can be significant but, if addressed incrementally, can be overcome. Some of the common challenges are listed below:

(1) Agencies will need to build upon their existing level of trust as they gradually permit one shared scheduler to determine the most appropriate use of their vehicles. Therefore, it is important for the arrangements to be developed incrementally to ensure that schedulers are sensitive and aware of the requirements for each participating organization and its customers.

(2) If Federal funding is passed through from FNSB/Van Tran to another agency that provides the trip, the agency that receives the pass through funding MUST comply with all Federal Transit Administration policies and procedures, including Drug and Alcohol testing requirements. Accordingly, any other agency that passes through funds must trust the agency receiving those funds will follow the rules of the grantor.

(3) Insurance policies and other agency-specific policies and requirements must be discussed in detail prior to one agency providing a trip for another agency's client. Several coordinated programs across the country have successfully overcome this challenge through collectively approaching the insurance providers.

(4) Participating agencies must develop and implement a billing structure and acceptable process for sharing the cost of providing trips under a joint use arrangement.

(5) The full cost of ride and cost of scheduling Van Tran drivers would need to be calculated.

Strategy #2: Coordinated Maintenance

Approach

As discussed in Chapter IV, it is possible that smaller non-profit organizations operating in the FNSB could benefit from entering into a joint-use agreement (similar to those outlined in Strategy #2) for maintenance. Several of the larger transportation providers in the area, including First Student and FNSB, have a maintenance staff and facility. Under this strategy, interested participating organizations should explore the potential benefits for developing a formal agreement to coordinate maintenance resources to achieve the lowest combined cost.

Institutional Framework

First Student has the largest maintenance staff and facility in the area, as well as the largest fleet of vehicles. It is recommended that organizations such as Fairbanks Native Association, Boys and Girls Club, and North Star Council on Aging consider entering into a formal joint use arrangement with First Student regarding the preventive maintenance activities for all vehicles.

Develop a Common Preventive Maintenance Plan
In support of promoting the coordinated efforts, each of the participating organizations should share their existing preventive maintenance policies and plans and work to develop a common plan with a schedule for fluid changes, brake repairs, tire changes, and other preventive maintenance duties. Maintenance schedules will be determined by the model of the vehicle and should be based on nationally accepted standards of care.

A shared preventive maintenance schedule will allow the maintenance provider to appropriately monitor and schedule the services for multiple agencies. The schedule will also lead to opportunities for bulk purchases of parts which may be more cost effective than the procurement procedures for each of the individual agencies.

Technology and Reporting
A requirement of the joint use maintenance agreement should include scheduled maintenance reports that detail the services performed on each vehicle, intervals between services, and projections for the next service function. There are several software programs available to provide this function, if the First Student maintenance program does not meet the needs of all participating organizations.

Advantages

The advantages of coordinated or shared maintenance can have a lasting impact on the useful lifespan of vehicles in the Fairbanks North Star Borough area. Considering the high mileage requirements and extreme weather and road conditions, maintenance is, as it should be, a top priority for local transportation providers. Some advantages associated with joint or shared maintenance include the following:

(1) Improved vehicle maintenance programs developed through expert and consistent maintenance suppliers and a shared maintenance plan will most likely extend the useful life of vehicles for all participating organizations.

(2) Shared maintenance agreements have the potential to reduce the overall cost of vehicle maintenance for participating organizations and potentially the individual maintenance costs for those organizations with a small vehicle fleet.

(3) First Student has the qualified staff to provide a quality maintenance program.

Challenges

Similar to Strategy #1, challenges are primarily associated with implementation. The following challenges could be relevant and should be discussed during initial negotiations:

(1) Compare existing preventive maintenance policies for participating organizations and develop a shared plan or policy. All participating organizations must agree upon the policy or plan.

(2) Vehicle insurance or liability policies.

(3) Shop size as fleet size increases.

(4) Training for the mechanics to service the different vehicle types.

(5) Additional storage for the variety of parts, fluids, tires, etc. used for each vehicle type.

Strategy #3: Hire a Transportation Mobility Manager

Approach

A Transportation Mobility Manager will play a vital role in the successful implementation of the mobility management efforts. Coordinating organizations can rely on the Transportation Mobility Manager for guidance, direction, and implementation strategies to make the program a success. Without a leader to push the momentum of the coordinated transportation effort, it is likely the FTPG members will not have the available time to pursue their goals.

The Transportation Mobility Manager will be charged with duties that coordinate the transportation services available in the FNSB in order to improve the overall transportation options. Duties will include the administration and development of joint-use arrangements, improving awareness and use of transit, helping to implement the travel trainer program, and providing assistance to a volunteer driver program. The Transportation Mobility Manager will also assist with budgeting and developing the fully allocated cost analysis of resources. He or she will be responsible for data collection and analysis; updating the inventory; research and report generation; outreach to non-profits and government agencies; organizing meaningful meeting agendas for the FTPG; and planning community events that promote the coordinated system.

The Transportation Mobility Manager must be willing to think innovatively and research opportunities to support the coordination of transportation services. A key role of the Transportation Mobility Manager is to provide a common bond for the FTPG organizations, introducing new organizations to the FTPG, and appreciating the role of each organization in the overall good of the borough.

Institutional Framework

The Transportation Mobility Manager position should be a full-time position with the authority to negotiate agreements between participating organizations. Therefore, the lead agency to employ the Transportation Mobility Manager should be an impartial organization. Impartiality is important to ensure that all agreements that are negotiated are fair and do not unduly benefit any single organization.

For example, if Van Tran were to hire the Transportation Mobility Manager it could be perceived (whether it is real or not) that any negotiations between Van Tran and another organization could be biased toward Van Tran. Alternatively, if the Transportation Mobility Manager is employed by a participating organization that could not directly benefit from the results of a negotiated trip a trusting relationship is more easily established.

A potential employer for the Transportation Mobility Manager should also be an organization that is eligible for Section 5310 – Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) funding. Section 5310 is a competitive grant process and organizations must apply annually. A local match of at least 20 percent is necessary. Local match may be derived from any non-U.S. Department of Transportation source. It is likely that combined funding from participating organizations in the FNSB could be used to generate local match.

Furthermore, the transportation mobility manager, no matter the employing agency, should work at transit center so that he or she has a firsthand understanding of the day-to-day operations of

the program. It is not expected that the Transportation Mobility Manager will participate in the actual scheduling or dispatching of rides.

Advantages

The advantages of the Transportation Mobility Manager are extensive for FNSB. Some of the initial advantages are provided below:

(1) The Transportation Mobility Manager will be responsible for keeping the momentum of the coordinated and mobility management effort. Given the long history of efforts to implement mobility management in the FNSB, designating an individual to be responsible for further implementation is critical to success.

(2) The Transportation Mobility Manager provides local and state level leadership for improving mobility. This advantage is directly in line with the recommendations of the Community and Public Transportation Advisory Board (C&PTAB).

(3) The Transportation Mobility Manager will be able to provide support for future recommendations of the C&PTAB and work with the Transportation Mobility Managers and transportation directors of other Alaska communities.

Challenges

Potential challenges to implementing the Transportation Mobility Manager program include:

(1) Obtaining sustainable funding for the Transportation Mobility Manager's salary and benefits.

(2) Determining the most appropriate local organization to hire the Transportation Mobility Manager.

(3) Defining the job duties and responsibilities for the Transportation Mobility Manager to benefit the entire community.

(4) Hiring a qualified individual can be time consuming and challenging.

Strategy #4: Transportation Navigator/Travel Trainer

Approach

Under this strategy, a customer-oriented Transportation Navigator/Travel Trainer position will be created. The Transportation Navigator will work one-on-one with individuals as they learn to use public transportation, read a bus schedule, call to schedule a trip, and feel comfortable boarding and disembarking a vehicle.

Institutional Framework

It is recommended that the FTPG discuss the potential for Access Alaska and/or Love INC to develop the details of the Transportation Navigator/Travel Trainer program. Institutions such as Easter Seals Project ACTION provide resources for developing a program including train the trainer and securing funding for a new travel-training program. Information provided by Project ACTION can be viewed on their website at http://projectaction.easterseals.com.

As the program in the FNSB is developing, it is recommended that it be established as a volunteer program managed by Access Alaska and/or Love INC. A combination of the two agencies' resources may be necessary to adequately staff the program with minimal day-to-day management responsibilities.

Advantages

Advantages of the program will benefit the entire community by supporting independence and encouraging more individuals to participate in public and human service agency transportation. Some of the primary advantages include the following:

(1) A Transportation Navigator/Travel Trainer will promote independence among individuals with disabilities and individuals who need encouragement to utilize the fixed route and other transportation resources in the FNSB.

(2) The program improves communication between the transportation providers and the passengers to ensure top quality service is provided by all participating organizations.

(3) The program could potentially result in increased ridership.

Challenges

As with any new program, challenges will occur. The following challenges may present themselves during the early implementation phases, but all can be overcome.

(1) Sustaining funding and/or volunteer support will require dedication and consistent support and effort from participating organizations.

(2) Policies and procedures for the program must be established and agreed upon by participating FTPG organizations.

(3) A referral system must be put in place.

(4) Managing organizations must have staff to handle the service demand.

(5) Volunteers must be trained to provide assistance, as necessary.

Strategy #5: Coordinated Volunteer Driver Program

Approach

Based on discussions with the FTPG and the demographic analysis of the FNSB area, it is highly likely that mobility management and coordinated services will not fully address the gaps in service for employment purposes or for individuals in the outlying communities surrounding Fairbanks. A coordinated volunteer driver program can be an economical and effective approach to filling in the gaps that public, private, and coordinated transportation structures cannot satisfy.

Institutional Framework

If acceptable, the FTPG should discuss the potential for Love INC to manage the volunteer driver program with support from other participating organizations. Love INC has the experience to manage the program but may not have the capacity to undertake the additional responsibilities at this time. Additional funding will be necessary to support a part-time volunteer driver manager.

Additional support from Access Alaska, especially for assistance with identifying drivers with wheelchair accessible vehicles will enhance the program's ability to serve the most individuals.

If hired, the Transportation Mobility Manager could be tasked with seeking potential funding sources to initiate and sustain the volunteer driver program.

Driver Requirements
Minimum standards for volunteer drivers should be established and agreed upon by the FTPG. Minimum requirements should include valid driver's license and insurance, and a clean driving record. Additional requirements could include criminal background investigations, and random drug and alcohol testing. However, strict requirements may reduce the likelihood for participation in the program and should be carefully evaluated.

Mileage Reimbursements
It is the option of the lead organization to offer mileage reimbursements to volunteer drivers. Some volunteers will not be interested in reimbursements but many will be more likely to participate if they are being at least partially compensated for the trip.

Advantages

Some of the many advantages to implementing a volunteer driver program are listed below.

(1) Local expertise in managing a large volunteer driver program exists with Love INC.

(2) Efficient transportation for central and outlying areas can be provided with volunteer drivers to fill the gaps in service that cannot be accommodated by public, private, and human service agency providers.

(3) Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) program provides a competitive grant opportunity for eligible organizations to manage the volunteer driver program. The JARC grant would require a 50 percent local match and must be competitively bid on an annual basis. The JARC grant cannot be applied to mileage reimbursements or other expenses; management of the program is the only eligible expense.

(4) Volunteers feel an increased sense of satisfaction by participating in a community effort that improves the quality of life for another individual.

Challenges

Potential challenges to the volunteer program can be addressed one at a time as the structure begins to take shape. However, a dedicated staff member or Transportation Mobility Manager will need to focus time and effort on implementation planning. Some of the potential challenges are listed below.

(1) Building and managing a volunteer program is time consuming and requires dedicated personnel. Adequate staffing does not currently exist and must be established.

(2) Coordinating with volunteers to provide trips will require dedicated staff.

(3) Funding to reimburse volunteer expenses may be limited.

(4) Volunteer drivers may be required to amend their insurance policies.

(5) The JARC funding is no longer available and the additional funding that is available for the State of Alaska is limited.

(6) If Love INC becomes the lead organization, funding sources should be evaluated carefully to ensure that faith based organizations are eligible recipients. Love INC is a faith-based organization.

Strategy #6: Improved Awareness and Communication

Approach

This strategy includes customer and community satisfaction activities that often occur along with various aspects of Strategies 1 through 5. These activities are mentioned separately because they directly relate to the objectives and priorities established by the FTPG during the writing of the coordinated plan and as previously documented. It will be especially important for the participating transportation operators to be attentive to passenger and community input as they refine the new mobility management structure.

This strategy does not include advantages and challenges because the scope of each is readily apparent to all of the transportation providers who are already working with passengers on a daily basis.

Ongoing Passenger and Community Input
The success of the mobility management effort will be documented through performance measures. However, nothing is more important than passenger satisfaction. Passengers are the purpose of the effort, and maintaining or improving upon the existing level of quality service is the top priority for all of the participating organizations. As such, it is recommended that the participating organizations in the mobility management effort establish shared community outreach and passenger input procedures.

Van Tran and MACS have an established program for collecting passenger and community input. These programs also have an established complaint procedure. It is recommended that all participating organizations work together to either adopt the existing procedures or develop new processes. At minimum, passenger comment cards should be made available on all vehicles along with posted instructions to provide a compliment or complaint via telephone or email.

Create a Transportation Resource Directory
Throughout the course of the project, it became apparent that many of the transportation operators provide their services within a silo. The FTPG has made great efforts to uncover the scope of transportation services that are available in the area. However, collecting current information about all of the transportation resources in the area is an ongoing process that requires dedication and attention. There are many transportation options available in the FNSB that are largely unknown to the public and even to other agencies and transportation providers. This strategy recommends maintaining a transportation resource directory for distribution to all participating human service agencies and transportation providers in the FNSB.

The Transportation Resource Directory will be a useful tool for individuals working with clients or visitors to the area as they refer individuals to the most appropriate transportation option.

Useful information for the Transportation Resource Directory includes much of the inventory information gathered for this planning effort and contained in Chapter II, such as:

- Eligibility;
- Mode of service;
- Hours and days of operation;
- Passenger fares;
- Scheduling procedures/requirements;
- Type of vehicles in the fleet;
- Accessibility of vehicles in the fleet; and,
- Service area.

Additional information and updates to the directory should become the responsibility of the Transportation Mobility Manager (if hired). Or, the FTPG could work with UAF to request that the Directory become a class or student project.

IMPLEMENTATION TABLE

A suggested implementation table is provided on the following page. The timeframes and lead organizations for each recommended strategy should be considered as milestones. The FTPG may elect to adjust the milestones as funding and/or staffing levels dictate.

Exhibit VII.1: Implementation Key and Matrix for Coordination Strategies

Recommendation #1: Joint Use Arrangem ents/Brokerage Hybrid					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Using the resources in the transit center for scheduling, Van Tran will assume the scheduling responsibilities for 100% of North Star Council on Aging trips.	Top Priority. Begin Implementation within 6 months	Interagency agreement between Van Tran/FNSB and North Star Council on Aging	Van Tran/FNSB and North Star Council on Aging	None	None
Van Tran and FNA will discuss the potential to share trips between Public transportation and FNA consumers using either Van Tran or FNA vehicles.	Top Priority. Begin negotiations within six months and implement within one year.	Interagency agreement between Van Tran/FNSB and FNA	Van Tran/FNSB and FNA	None	None
Van Tran/MACS and UAF will continue negotiations to transfer Scheduling and dispatching responsibilities for UAF on-demand service to the staff at the transit center.	Top Priority. Continue negotiations and implement within one year or when staffing and technology assets permit.	Interagency agreement between Van Tran/FNSB and UAF	Van Tran/MACS and UAF	None	Potential need for additional operating dollar to hire an additional dispatcher
Second tier interagency agreements (between human service agencies) will be negotiated to encourage trip sharing. Negotiations must include establishing a fair contract rate and overcoming any challenges related to agency and/or insurance policies.	12 to 18 months	Negotiations begin; Interagency agreements are established and executed	Each partnering agency.	Van Tran/FNSB	Potential need for additional operating dollars to hire an additional scheduler if all trips are scheduled at the staff at the transit center
Recommendation #2: Coordinated Maintenance					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Establish interagency agreements between First Student and/or FNSB and smaller transportation providers that are outsourcing maintenance	12 months	Interagency agreements approved by all parties	First Student and/or FNSB and other interested agencies	Other FTPG members	Existing maintenance budgets should be used to support the agreement
Develop a common preventive maintenance plan	12 to 24 months	Plan is written and adopted by all participating organizations	First Student and/or FNSB and other interested agencies	None	None
Obtain maintenance technology	12 to 24 months	Technology evaluated and purchased	First Student and/or FNSB	Lead organization	Yes
Establish reporting requirements	12 to 24 months	Reporting requirements approved by all participants	First Student and/or FNSB	Other participating organizations	No

Exhibit VII.1: Implementation Key and Matrix for Coordination Strategies (Cont.)

Recommendation #3: Hire a Transportation Mobility Manager					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Secure funding to hire a Transportation Mobility Manager	12 to 18 months	Funding secured	FNSB	All FTPG member organizations	Yes
Develop a job description	12 to 18 months	Job description approved by FTPG	FNSB unless otherwise delegated	All FTPG member organizations review and approve	No
Hire and train the Transportation Mobility Manager	12 to 24 months	Determine the most appropriate organization to hire the Transportation Mobility Manager. Fill the position.	FNSB unless otherwise delegated to an eligible entity	All FTPG member organizations	No
Regularly scheduled meetings with the FTPG are conducted by the Mobility Coordinator. He or she will report milestones at each meeting.	Ongoing	Meetings are scheduled, attended, and productive	Transportation Mobility Manager	All FTPG member organizations	No
Recommendation #4: Transportation Navigator/Travel Trainer Program					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Create a Transportation Navigator/Travel Trainer Program to assist individuals with disabilities and frail older adults with learning to use public and coordinated transportation.	12 to 24 months	Funding is secured (note that Navigators could also be volunteers) A lead agency is established Transportation Navigators are hired and trained	Love INC and/or Access Alaska	All FTPG member organizations	Yes

Exhibit VII.1: Implementation Key and Matrix for Coordination Strategies (Cont.)

Recommendation #5: Coordinated Volunteer Driver Program					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Implement a volunteer driver program in an effort to fill the gaps in service that cannot be addressed through public or coordinated transportation (i.e., long distance trips or daily trips during evenings and weekends)	12 months	Designate a lead agency Establish the parameters of the plan and driver qualification requirements Build a pool of Volunteer drivers	To be determined (potentially Love INC)	FTPG member organizations, especially Love INC if they are not the lead	Yes (staff time)

Recommendation #6: Improved Awareness and Communication					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Ongoing passenger and community input	Ongoing	Community and passenger comment cards and survey procedures are established and shared by all coordinating partner organizations	FNSB and/or Mobility Coordinator	All FTPG member organizations	No
Create a Transportation Resource Directory for distribution to all human service agencies and transportation providers	Ongoing	Directory is created and information remains current	Transportation Mobility Manager or potential coordination with UAF as a student or class project	All FTPG member organizations will contribute information and use the directory	Potential expenses associated with printing if the directory is made available in printed format.

Fairbanks North Star Borough Coordinated Transportation Plan Appendices

Prioritized Project List Proposal

The following project descriptions detail the purpose of each proposed priority and how the priority will benefit the greater community through the coordinated transportation project. Projects are listed in order of importance to the community from one through five.

1. **Accessible Taxi**
   - Creates a true on demand service for same day requests
   - Improves transit options for people with disabilities
   - Improves service area to outlying communities
   - Improves service hours through 24/7 service
   - Can serve general public, older Americans, and people with disabilities
   - Reduces burden on Van Tran and other organizations operating transportation in addition to regular duties and programs

2. **Taxi Voucher Program**
   - Expands access to on demand transit services for low income individuals
   - Improves access to transit service during hours when public transit is not operating
   - Reduces burden on public transit, Van Tran, and other organizations operating transportation in addition to regular duties and programs

3. **Additional Hours for Fixed Route Service**
   - Increases access to transportation for all Borough citizens and visitors
   - Improves access to employment opportunities based on a non-traditional schedule
   - Reduces burden on human service agencies
   - Improves access to services and shopping opportunities
   - Promotes trip sharing on both Van Tran and MACS Transit

4. **Fleet Replacement for Aging Fairbanks Resource Agency Vehicles**
   - Improves responsiveness and dependability of transit options with in the Borough
   - Provides trip sharing opportunities for Van Tran
   - Provides affordable transit to low income individuals
   - Raises awareness of transit opportunities within the Borough

5. **Travel Trainer Program**
   - Improves awareness of Public transportation options
   - Improves customer satisfaction with transit options by training individuals to complete trips and making sure they are paired with the appropriate transit option
   - Decreases burden on Van Tran and other human service providers
   - Expands access to fixed route services
   - Expands and improves efficiency of fixed route services by minimizing customer related delays

Fairbanks Transportation Partnership Group Mailing List

Access Alaska	Cassi Berry	907-479-7940	cberry@accessalaska.net
Access Alaska Governor's Council	Art Delaune	(907) 479-7940	adelaune@accessalaska.net
Adult Learning Programs AK	Caroline Cooper	907-425-6434*215	clopez@adultlearning.org
AK DOT/FP Transportation Planner	Judy Chapman	907-451-5151	judy.chapman@alaska.gov
AK DOT/FP Transportation Planner	Linda Mahlen	907-451-2385	linda.mahlen@alaska.gov
AK Family Health & Birth Center			birthcenter@ak.net
Alaska Center for Children and Adults	Susan Kessler	907) 456-4003*105	susan.kessler@alaskacenter.org
Alaska Center for Resource Families	Aileen Mcinnis	1-866-478-7307	amcinnis@nwresource.org
Alaska Comm on Aging Governor's Council Focus Population Rep.	Banarsi Lal	907-479-4781	blal@gci.net
Alaska Community Services	Barb Stevens	907-452-6417	nsscfbx@acsalaska.net
Alaska DOT	Julie Staveland	907-465-6978	julie.staveland@alaska.gov
Alaska Housing Finance Corp.	Rilenne Ann	907-460-2773	rann@ahfc.us
All Alaska Pediatric Partnership	Stephanie Monahan		stephanie@a2p2.com
Alzheimer's Resource of Alaska	Joan Adams	907-452-2277	jadams@alzalaska.org
Arctic Alliance for People (Chair)	Pete Pinney	907-474-7089W 907-978-0425C	p.pinney@nscfundalaska.org
Big Brothers Big Sisters Fairbanks	Derek Fyten	907-452-8110	derek.fyten@bbbsak.org
Boy&Girls Club Fairbanks	Sylvia Hutchinson	907-457-1163	shutchinson@bgcalaska.org
Chief Andrew Issac Health Center	Lisa Gwalthney	907-451-6682	lisa.gwalthney@tananachiefs.org
City of Fairbanks, Engineering Department	Jim Williams	907-459-6770	jim.williams@ci.fairbanks.ak.us
City of North Pole	Bill Butler Cathy Webber (city clerk)	907-488-8593 907-488-8583	bill.butler@northpolealaska.org
City of North Pole Dir. Public Works	Cody Lougee	907-388-7002	cody.lougee@northpolealaska.org
Denali Center	Lorraine Russell	907-458-5111	lorraine.russell@bannerhealth.com
Directorate of Logistics (FT.WW)	Christopher Wolney	907-361-7641	christopher.a.wolney.civ@mail.mil

Disabilities Advocate	Jody Prichard	907-347-6573	jody6573@gmail.com
Disability Law Center of Alaska	Hettie Hume	907-456-2680	hettiehume@ak.net
Disabled American Verteran Services (veterans affairs)	Walter Crary	907-474-2475	wecrary@alaska.edu
Division of Vocational Rehabilitation	Pam Curns	907-451-3150	pam.curns@alaska.gov
Fairbanks Downtown Assn.	David van den Berg	907-452-8676	david@downtownfairbanks.com
Fairbanks Food Bank	Anne Weaver	907-456-6500	
Fairbanks Memorial Hospital	Kelly Atlee		kelly.atlee@bannerhealth.com
Fairbanks Metropolitan Area Transportation System	Donna Gardino	907-459-6786	donna.gardino@fmats.us
Fairbanks Metropolitan Area Transportation System	Alicia Giamichael	907-459-6805	alicia.giamichael@fmats.us
Fairbanks Native Association Deputy Director	Melissa Charlie	907-452-1648*6224	mcharlie@fairbanksnative.org
Fairbanks Native Assosiation	Linda Demientieff	907-452-5225	ldemientieff@fairbanksnative.org
Fairbanks Red Cross Army Div.	Exie Hutcheson	907-456-5937	exie.hutcheson2@redcross.org
Fairbanks Rescue Mission	Rodney Gaskin	907-452-5343*104	rodney@fairbanksrescuemission.org
Fairbanks Resource Agency	Emily Innis	907-456-8901	emily@fra-alaska.net
Fairbanks Resource Agency	Tom Schneider	907-456-8901	tschneider@fra-alaska.net
Fairbanks Resource Agency	Theresa Shorter-Ahrens, Fleet Manager	907-456-8901	theresa@fra-alaska.net
Fairbanks Taxi Services (Eagle Cab)	Eric Olson	907-388-2141	kingcab@gci.net
FB Housing & Homeless Coalition	Rebecca Frenzl		rebeccafr@iacnvl.org
Fairbanks Community Mental Health Services	Tonya Green	907-371-1380	tgreen@fcmhs.org
FNA Elders Program	Karen Eddy	907-452-5225	keddy@fairbanksnative.org
FNA Head Start	Mary Willey	907-456-4989	mwilley@fairbanksnative.org
FNSB Community Planning	Kellen Spillman (Deputy Director)	907-459-1266	kspillman@fnsb.us

FNSB Parks & Rec.	Michael Bork	907-459-1070	mbork@fnsb.us
FNSB School District Transportation Coordinator	Renee Tonne	907-452-2000*4	renee.tonne@k12northstar.org
FNSB Transportation	Glen Miller (transportation Director)	907-459-1002	transportation@fnsb.us
FNSB Transportation Dept.	Adam Barth	907-459-1196	abarth@fnsb.us
Focus Population Rep	Ruth L'Hommedieu	907-479-8514	lhmmdieu@ptialaska.net
Focus Population Rep and Wallbuster's Advocate	Rebecca Traylor	907-490-2898	wbusters@hotmail.com
Ft. WainWright Public Affairs	Melvin Slater	907-353-6701	melvin.d.slater.civ@mail.mil
Ft. WainWright Public Relations	Allen Shaw	907-353-6700	allen.l.shaw6.civ@mail.mil
Gov. Comm. On Rehabilitation of People with Disabilities	Ruth L'Hommedieu	907-479-8514	lhmmdieu@ptialaska.net
Health& Social Services: Pub. Assisst.	Mike Thibodeau	907-451-2801	mike_thibodeau@health.state.ak.us
Interior Alaska Center for Non-Violent Living	Brenda Stanfill	907-452-2293	brendast@iacnvl.org
Interior Community Health Center	Cheryl Kilgore Jennifer Lopez	907-455-4567*0	Cheryl.kilgore@inhc.org Jennifer.lopez@inhc.org
Jane Parrish Mediation Services	Jane Parish	907-452-4005	parrishj@gci.net
Love INC	Jason Kempthorne	907-452-6154	jkempthorne@loveincfairbanks.org
Main Street Fairbanks	David Van De Berg	907-452-8676	david@downtownfairbanks.com
Morning Star Ranch	James Menaker	907-455-6772	msrdirector2015@gmail.com
National Federation for the Blind of Alaska	Jim Burton Brian Blair	907-479-6118 907-322-8400 cell Jim (907) 315-5019 Brian	alaskanfb@yahoo.com brian@polarblairs.org
Nine One Ten Senior, Citizens Advisory Commission	Karen Wood	907-458-9110	karen@nine1ten.com

Fairbanks Transportation Partnership Group Mailing List

North Star Council on Aging, Senior Center	Darlene Supplee	(907) 452-1735	nscoa.manager@alaska.net
Pioneer Home	Vickie Wilson	907-458-2244	vickie_wilson@health.state.ak.us
Project Search Special Ed Services	John Hargis	907-452-2000*11444	john.hargis@k12northstar.org
Raven Landing Senior Community	Susan Motter	907-328-5458 907-590-9683	susan@ravenlanding.org
Rep. Kawasaki	Rep. Scott Kawasaki	907 456-7423	Rep.Scott.Kawasaki@akleg.gov
Salvation Army	Major Joseph Murray Major Florence Murray	907-452-3103*3 541-913-1265	cjoseph.murray@usw.salvationarmy.org florence.murray@usw.salvationarmy.org
Santa Senior Citizens	Sharon Kubacki	907-687-1305	sharonkubacki@gmail.com
Senator Kelly	Senator Pete Kelly	907.451.4347	sen.pete.kelly@akleg.gov
Tanana Chiefs Conference	Amanda Race	907-452-8251x3232	amanda.race@tananachiefs.org
Tanana Chiefs Conference	Amber Carpluk (Admin Assistant)	907-452-8251	amber.carpluk@tananachiefs.org
Transportation Advisory Commission	Karen Lane (Vice Chair)	907-459-3758(W)	kjlane1985@gmail.com
UAF Tribal Technical Assistance Program	Byron Bluehorse (program manager)	907-474-1580	bdbluehorse@alaska.edu
UAF/CAFM Transportation Services		907-474-2494	-
United Way of the Tanana Valley	Bill Wright (executive director)	907) 452-7211*101	bill.wright@unitedwaytv.com
	K. C. Delaune	907-479-2838	paladinsaria@gmail.com
	Randy Bowell		zredwolf2001@yahoo.com
	Meghan Helm	907-456-8901	mheim@fra-alaska.net
	Ronald Arter	907-479-3006	

Fairbanks Transportation Project Group

	Name	Organization	Phone Number	Email Address
1	Adam Barth	FNSB	459-1196	abarth@fnsb.us
2	Edward Graff	FNSB	459-1324	egraff@fnsb.us
3	Cassi Berry	Access Alaska	479-7940	Clberry@accessalaska
4	Ruth L'Hommedieu	Disability advocate Former AMC Bd	479-8514	lhmmdieu@ptialaska.net
5	Linda Mahlen	Alaska DOT&PF	451.2385	linda.mahlen@alaska.gov
6	Ken West	Senior Center	456-3434	KMWEST57@HOTMAIL.COM
7	Art Delaune	Access Alaska	479-7940	adelaune@accessalaska.net
8	Susan Motter	Raven Landing	328-5454	SWMOTTER@AOL.com
9	Michael Schmetzer	City of Fairbanks	590-3701	mjschmetzer@ci.fairbanks.ak.u
10	Rebecca Traylor	Acc. Ak	490 2898	
11	Dottie Koch	Rescare	456-4524	dorothy.koch@rescare.com
12	Banarsi Lal	Ak Common Agnip	479-4781	blal@gci.net
13	Kara Carlson	IAC	4522293	development@iacnvl.org
14	Pam Curns	DVR	451-3109	pam.curns@alaska.gov
15	Sarah Mousseau	UAF	474 2494	samousseau@alaska.edu
16	Morrie Mills	SNO	460-0772	mmills@salcha.org
17	Bruce Campbell	Senator Pete Kelly's	451-4347	bruce.campbell@akleg.gov

Fairbanks Transportation Project Group

	Name	Organization	Phone Number	Email Address
18	Byron Bluehorse	Alaska TTAP	907-474-1580	bdbluehorse@alaska.edu
19	Emily Ennis	FRA	456-8901	emily@fra-alaska.net
20	Ron Butler	Ralf	479-3006	
21	Tom Schneider	FRA	456-8901	Tschneider@fra-alaska.net
22	Theresa Ahrens	↓	↓	theresa@fra-alaska.net
23	Lou Gross	ALPA/AHFC	460-2773	lgross@ahfc.us
24	Karen Lane	PMC	456-2014	Kjlane1985@gmail.com
25	Senator Pete Kelly			
26	Meghan Hein	Fairbanks Resource Agency	456-8901	mhein@fra-alaska.net
27	Bill Butler	City of North Pole	488-8593	bill.butler@northpolealaska.org
28	Darlene Supple	NSCOA	452-1735	nscoa.manager@alaska.net
29	John Eberhart	TCC	452 8251, x. 3005	john.eberhart@tananachiefs.org
30	Donna Gardino	FMATS	590 4401	donna.gardino@fmats.us
31				
32				
33				
34				

– Please join us –

Please Join the Fairbanks Transportation Partnership Project (FTPP) for a series of Public Open House meetings on Transportation Issues in the Fairbanks North Star Borough

Borough citizens and visitors are encouraged to attend one of the three meetings to provide input on the unmet transportation needs and transportation gaps in the community. Additionally, human service, government, or non-profit organizations planning to apply for MAP21 funding under any Federal Transit Administration programs are encouraged to participate in this coordination activity or by contacting the FTPP to complete a survey on the transportation service needs and gaps. If you are unable to attend any of the meetings you may provide written comments to Chanelle Whitehurst at cwhitehurst@accessalaska.com. A formal presentation will be given 15 minutes after the start of each meeting.

The first open house will be on **Tuesday, August 25th** from
5:30 PM to 7:30 PM
at the **Noel Wein Library**
1215 Cowles Street
Fairbanks, AK 99701

The second open house will be on **Wednesday, August, 26th** from
6:00 PM to 8:00 PM
at the **North Pole Public Library**
656 NPHS Blvd
North Pole, Alaska 99705

The third open house will be on **Thursday, August 27th** from
11:30 AM to 2:00 PM
at **Raven Landing**
1222 Cowles Street,
Fairbanks, AK 99701

Individuals with disabilities requiring accommodations should contact Chanelle Whitehurst at cwhitehurst@accessalaska.com or 907-328-4124 no later than Friday, August 21st at 5PM.

F40493100

Alaska MOBILITY COALITION

Fairbanks Transportation Partnership Project Sign-in - Noel Wein Library August 25th

Name	Organization	Email	Phone Number
Ruth Lhommedieu	SURC - AT Comm	[illegible]@optiralaska.net	479-8514
Alicia Giamichael	FMATS	alicia.giamichael@fmats.us	907-459-6805
MEL SLATER	PUBLIC AFFAIRS FT WAINWRIGHT	melvin.d.slater.civ@mail.mil	907 353 6701
Rebecca Traylor	Wall Busters Ass. AK.		(907) 490 2399
David Eklund			
Tom Schneider	FRA	Tschneider@fra-alaska.net	(907) 456-8901
RANDY BOWELL	WALL Busters	randy_bowell@hotmail.com	907 452 3875
Corinne Bowell		corinnebowell@hotmail.com	(907) 456-4168
James H Zeisse			

Alaska MOBILITY COALITION

Fairbanks Transportation Partnership Project Sign-in North Pole Public Library August 26

Name	Organization	Email	Phone Number
Sharon Geese	Santa's Senior Center	geese@alaska.net	(907) 699-4694
Joe Geese	Santa's Senior Center	geese@alaska.net	(907) 699-4693
Santa's Senior Center		santaseniors@alaska.net	488-4663

Alaska MOBILITY COALITION

Fairbanks Transportation Partnership Project Sign-in Raven Landing August 27

Name	Organization	Email	Phone Number
Linda Mahlen	DOT&PF	linda.mahlen@alaska.gov	451.2385
James Menaker	Morning Star Ranch	msrdirector2015@gmail.com	888-0176
Florence J. Murray	The Salvation Army	florence.murray@usw.salvationarmy.org	541.913.1265
Art Delayne	Access Alaska	adelayne@accessalaska.org	
Sarah Smith	Americorps VISTA	slsmith17@Alaska.edu	378-5975
Karen Wood	Sr Advocacy Comm	karen@nine1ten.com	474-2121
Tom Schneider	FRA	tschneider@fra-alaska.net	456-8901
Marilyn Ryan		grandmaryan4@gmail.com	

COST ALLOCATION PLANNING

The Participants in this coordinated transportation model must be able to identify and understand their costs to enable the agency to manage their operations more efficiently and to develop a rate structure that will result in total cost recovery. Established rates should not be what the agency or group desires nor is willing to pay, but a reflection of the true cost of the transportation services being received. If a participating organization underestimates its costs, or does not account for all costs, it is essentially cross-subsidizing the participating stakeholders with agency funds.

Costs can be divided into two major categories: operating and capital. Operating costs refer to those expenses that are consumed in a single calendar or fiscal year to make a transportation program operate. Operating expense categories include:

- Labor;
- Fringe benefits;
- Materials and supplies (including fuel);
- Maintenance; and,
- Office space and equipment.

Administrative costs are a subset of operating costs. For human service agencies they include expenses that are used to support the transportation program so it can perform its basic functions. Administrative costs include:

- Salaries and fringe benefits for administrative personnel (or a percentage thereof);
- Rent and utilities;
- Marketing;
- General office supplies;
- Professional fees;
- Vehicles;
- Taxes; and,
- Most miscellaneous expenses.

Capital costs refer to the expense associated with long term acquisitions of physical assets such as vehicles, maintenance facilities, and equipment.

The most equitable method of determining agency transportation costs includes three variables. This approach consists of placing operating costs into three groups:

Group 1: Those costs related to vehicle miles (i.e., tires, fuel, maintenance, vehicle depreciation, insurance, etc.).

Group 2: Those costs related to vehicle hours (i.e., operator wages and fringe benefits).

Group 3: Those costs related to fixed costs (i.e., administrative staff wages and fringe benefits (or a percentage thereof), rent, utilities, etc.).

The costs in Groups 1 and 2 are considered variable costs. They will change with the amount of service provided. Fixed costs (Group 3) are the expense items that do not vary with the number of miles or hours of operation.

Once each agency has assigned costs to the appropriate variable, a separate unit operating cost is calculated for each of these three variables. First, the total annual expenses associated with miles should be divided by the total annual vehicle miles. Second, the total annual expenses associated with hours should be divided by the total annual vehicle hours. Finally, the fixed costs can be calculated by dividing the total annual fixed costs by the total of the variable costs (miles plus hours costs). Thus the fixed cost is calculated as a percentage of other costs. The formula is:

(Total Hourly Costs/Total Hours) + (Total Mileage Cost/Total Miles)

multiplied by

(1 + Total Fixed Costs/(Total Hourly Cost + Total Mileage Cost))

This formula can be used to estimate the existing costs of individual services provided by each agency. It can also be used to forecast the cost impact of service or policy changes.