FAIRBANKS MOBILITY MANAGEMENT PLAN
FINAL PLAN

PREPARED FOR THE FAIRBANKS NORTH STAR BOROUGH COORDINATED TRANSPORTATION ADVISORY GROUP

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I. STUDY 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). However, momentum has diminished over the past several years, and only a few non-profit agencies have consistently been supportive of the CTAG's efforts. Local officials now believe that incorporation of mobility management strategies into the mix may rejuvenate the CTAG's coordination efforts. This document provides suggested mobility management strategies.

INTRODUCTION

This document includes all of the results obtained during a three-phased series of reports for the FNSB Mobility Management Plan. The planning process for the Plan was led by the FNSB Transportation Department and funded with a grant from the American Recovery and Reinvestment Act (ARRA). Phase I activities included an evaluation of current public, private, and human service agency transportation services, a series of interviews with human service agencies, public fixed route and paratransit providers, University of Alaska Fairbanks, various non-profit organizations, and local officials throughout FNSB and neighboring communities. Stakeholders representing each of the previously mentioned organizations participated in a one-on-one interview or group meeting with the consulting team. 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 development of recommended strategies for implementing a mobility management structure and moving toward a one-call scheduling center.

In total, the three phases of the project resulted in a mobility plan that will address the many elements necessary for implementation. 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) and the Draft 2010–2035 Fairbanks Metropolitan Area Transportation System (FMATS) Metropolitan Transportation Plan Update. 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[1] 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 are:

- A complete inventory of transportation resources, including operational costs.
- Service gap analysis.
- 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.
- Increase 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.
- Increase coordination of existing transportation services.

Referencing this list and other information contained in the CTP, the RLS team will provide the FSNB with additional tools in an effort to address the gaps and needs identified.

The 2010-2012 Coordinated Transportation Plan concluded with a suggestion that the FNSB compile a resource inventory that would lead to a more thorough analysis of the gaps between transportation needs and existing services provided by these agencies. As such, the following chapter includes summary descriptions of transportation services. Descriptions include an

[1] Fairbanks North Star Borough Coordinated Transportation Plan FY 2010 - FY 2012

overview of each agency's transportation service characteristics including, passenger eligibility, staffing levels, service characteristics, vehicles, and operating expenses and revenues.

METHODOLOGY

RLS & Associates, Inc. (RLS) 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 personal face-to-face interviews as well as telephone interviews and electronic surveys emailed to the Coordinated Transportation Advisory Group. 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 consulting team conducted five meetings in the local area. Two meetings were directed toward the stakeholder organizations and members of the CTAG but 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 mobility management 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 they 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 Fund (AMHT).

Access Alaska assists consumers with their transportation needs by funding taxi rides and purchasing bus tokens and passes. VanTran is the most commonly used transportation resource by Access Alaska consumers. Though 90 percent of the consumers' transportation services are purchased from these sources, 10 percent of trips are provided by staff members using their personal vehicles. When staff provide transportation for consumers, they are reimbursed on a per mile rate.

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.

Alaska Community Services

Alaska Community Services/National Senior Services Corps provides transportation for eligible consumers using a seven-passenger van that is wheelchair accessible.

Armed Forces YMCA

The Armed Forces YMCA is a non-profit organization that was originally established to provide support to veterans and active duty personnel and has expanded its scope of services to include military dependents. The Armed Forces YMCA has branches across the country. The Armed Forces YMCA of Alaska is located at Elmendorf Air Force Base in Anchorage and offers 33 programs to support eligible individuals and families. Transportation is a supportive service that helps the organization meet its mission.

The Armed Forces YMCA at Fort Wainwright operates one six-passenger van and one sedan; neither vehicle is wheelchair accessible. Transportation is available on Fort Wainwright for eligible consumers who are active duty, veterans, or dependants. Transportation is not provided off Post but the Armed Forces YMCA will meet taxis at the Fort Wainwright Visitor Center or at the Gate if a passenger with a military identification card needs transportation to any location on Fort Wainwright. Trips are scheduled on-demand between 8:00 AM and 7:30 PM, Monday through Friday. Passenger fare is $1.00 per one-way trip.

Boys and Girls Club, Fairbanks

The Boys and Girls Club of Fairbanks provides transportation after school to approximately 54 kids per day. Transportation is provided with a 1996 Chevrolet van. The van has capacity for up to 15 passengers and is not wheelchair accessible. Boys and Girls Club of Fairbanks employs one full-time driver and the Youth Instructor also drives, as needed. Estimated operating costs for the transportation program were not provided. The bus route operates Monday through Friday between 2:30 and 5:00 PM, following the schedule provided in the table below.

Boys & Girls Club Bus Route Schedule

Stop Location (School)	Time
Monroe and Barnette	2:45 p.m.
B&G Club Drop-off	
Nordale and Anne Wien	3:10 p.m.
B&G Club Drop-off	
Denali	3:20 p.m.
B&G Club Drop-off	
Hunter & Ladd	3:45 p.m.
B&G Club Drop-off	
Randy Smith, Tanana & Ryan	4:15 p.m.
B&G Club Drop	
Barnette	5:00 PM
B&G Club Drop	

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 78 patients. The average patient age is between 69 and 73 years.

The Denali Center operates two vans that are wheelchair accessible. The Denali Center van is used for recreational trips, medical appointments and to transport patient's home after their stay. Denali Center employs two full-time 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 function to make appointments and help with transportation, as needed.

The Denali Center drivers are required to participate in computer based training one time per three years plus a one-hour safety training per year.

When seeking strategies to using the Denali Center's vehicle, the staff calls VanTran, the North Star Council on Aging, and Fairbanks Native Association. The most commonly used alternative for transportation 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

The Parks and Recreation Department offers programs for all people of all ages and abilities. The department also hosts and assists in the presentation of a number of social events, as well as 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 demand response transportation for individuals age 60 and older (no income eligibility requirements). The majority of these trips are in the central Fairbanks area.
- Transportation for the Adaptive Program is available for program participants in Fairbanks and North Pole of any age who have a disability. Most Adaptive Program trips are 50 miles or longer, round-trip.
- Supplemental transportation to provide long-distance trips for assisted living facilities
- Shopping trips are offered one or two times per month.
- Breakfast outings.
- Entertainment trips such as for the bowling and walking clubs.

Parks and Recreation employs six full-time and four part-time drivers, the Adaptive Program Coordinator, and a Senior Program Coordinator; all are all involved in arranging and providing transportation for program participants. Parks and Recreation drivers are not required to have a CDL but must complete Passenger Assistance Training and maintain a First Aid certificate. There are typically two drivers in the van whenever it is occupied. There are two instances in which the driver is the only occupant of the van: (1) When the staff is going to a program not held at the Big Dipper

(for example, the exercise class in North Pole) and/or transporting equipment (i.e., bicycles) to a program; and, (2) Before the staff has picked up the first rider or after he or she has dropped off the last rider.

Individuals must call Parks and Recreation in advance to register for trips and outings that are published in the Parks and Recreation monthly newsletter. The Senior Coordinator and Adaptive Program Coordinator schedule trips. 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 events; most 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 at the same time for a portion of the day on Wednesdays and Thursdays. During all other days of the week, one van is in use at various times throughout the days to provide transportation for events.

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

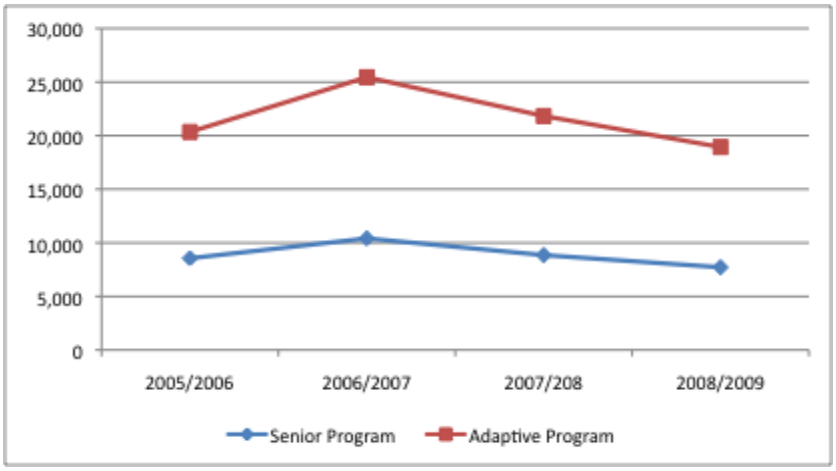
Transportation is provided with two wheelchair accessible vehicles (see Vehicle Utilization table at the end of this chapter). Both vehicles have a hydraulic lift. Vehicles are purchased through the FNSB Transportation Department and are replaced every ten years. Vehicles and hydraulic lifts are maintained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

Parks and Recreation program operating costs include insurance, fuel, equipment, maintenance, and 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. The Adaptive Program and the Senior Program share the operating and maintenance expenses for the vehicles. Total operating and maintenance costs for FY 2010/2011 for fuel, lubricants, repair and maintenance are projected to be $5,835. Wages and benefits are estimated to be $80,530 annually. According to 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 Parks and Recreation transportation is $25,968.

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 $3.73 to $5.33. Historically, 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. The following chart outlines the historical total annual miles for each program.

Historical Ridership Trends for Parks and Recreation



Source: FNSB Parks and Recreation

FNSB Transportation Department

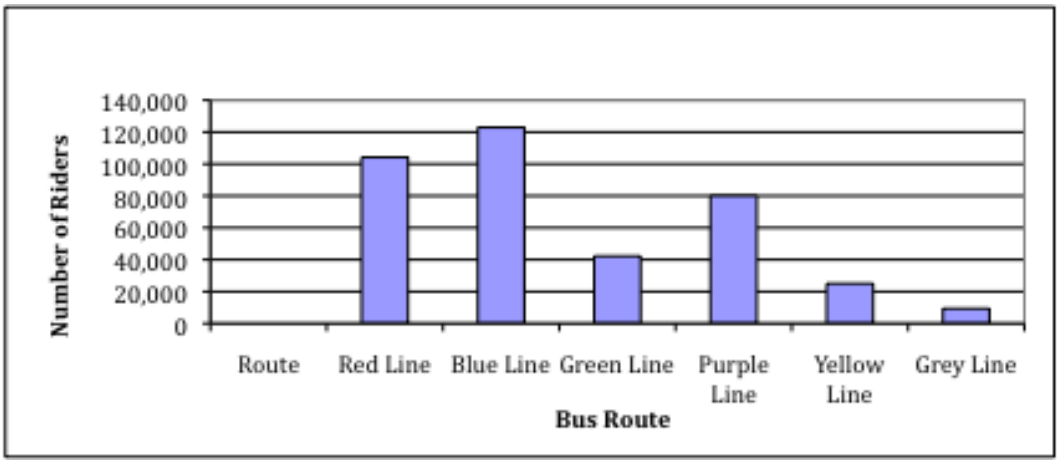
Metropolitan Area Commuter System (MACS)

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 performs all the fleet maintenance on Borough-owned vehicles and procures vehicles and equipment through the vehicle equipment fleet fund.

The MACS fixed route service operates Monday through Friday from 6:00 a.m. until 10:00 p.m. and Saturdays between 8:30 a.m. and 8:00 p.m. Six routes circulate throughout the Fairbanks area, with service to North Pole via the Green line. Buses operate on varying headways most of the day, with 30 minute headways on the Red and Blue lines, 60 minutes on the Purple and Grey lines, and 70-105

minutes on the Green and Yellow lines during the peak hours. During peak hours of service, there are eight MACS buses operating six routes. The following exhibit provides an illustration of ridership by route for FY 2010 (July 2009 through June 2010). In total, the system provided 383,773 trips.

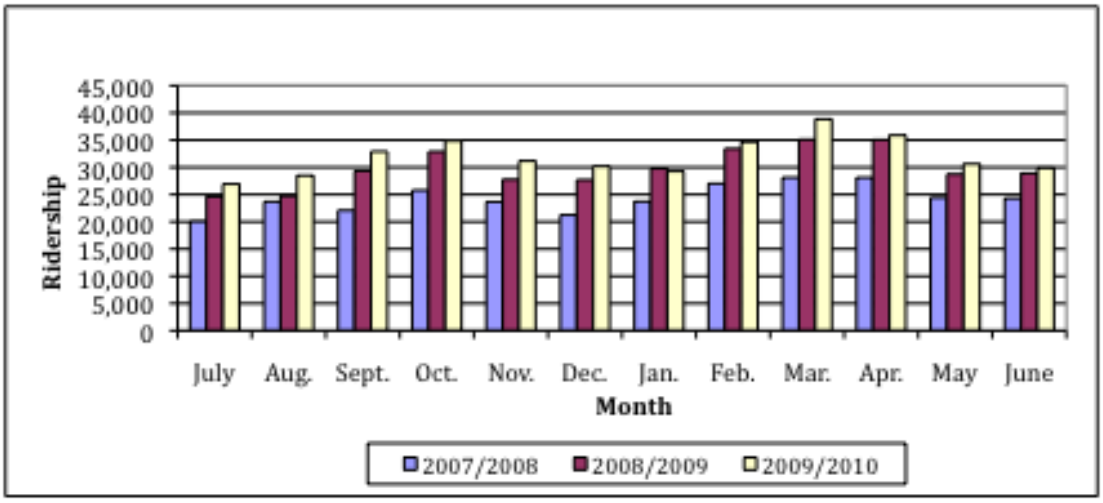
Exhibit II-1: MACS Ridership by Route FY 2010



Source: MACS

An historical analysis of ridership by month for FY 2008 through FY 2010 (July-June) indicates that ridership has increased each year. Peak ridership each year occurred in October, February, March, and April. The highest ridership for FY 2008 and FY 2009 was about equal in March and April; whereas, March was the peak in FY 2010.

Exhibit II-2: MACS Ridership Trend by Month



Source: MACS

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

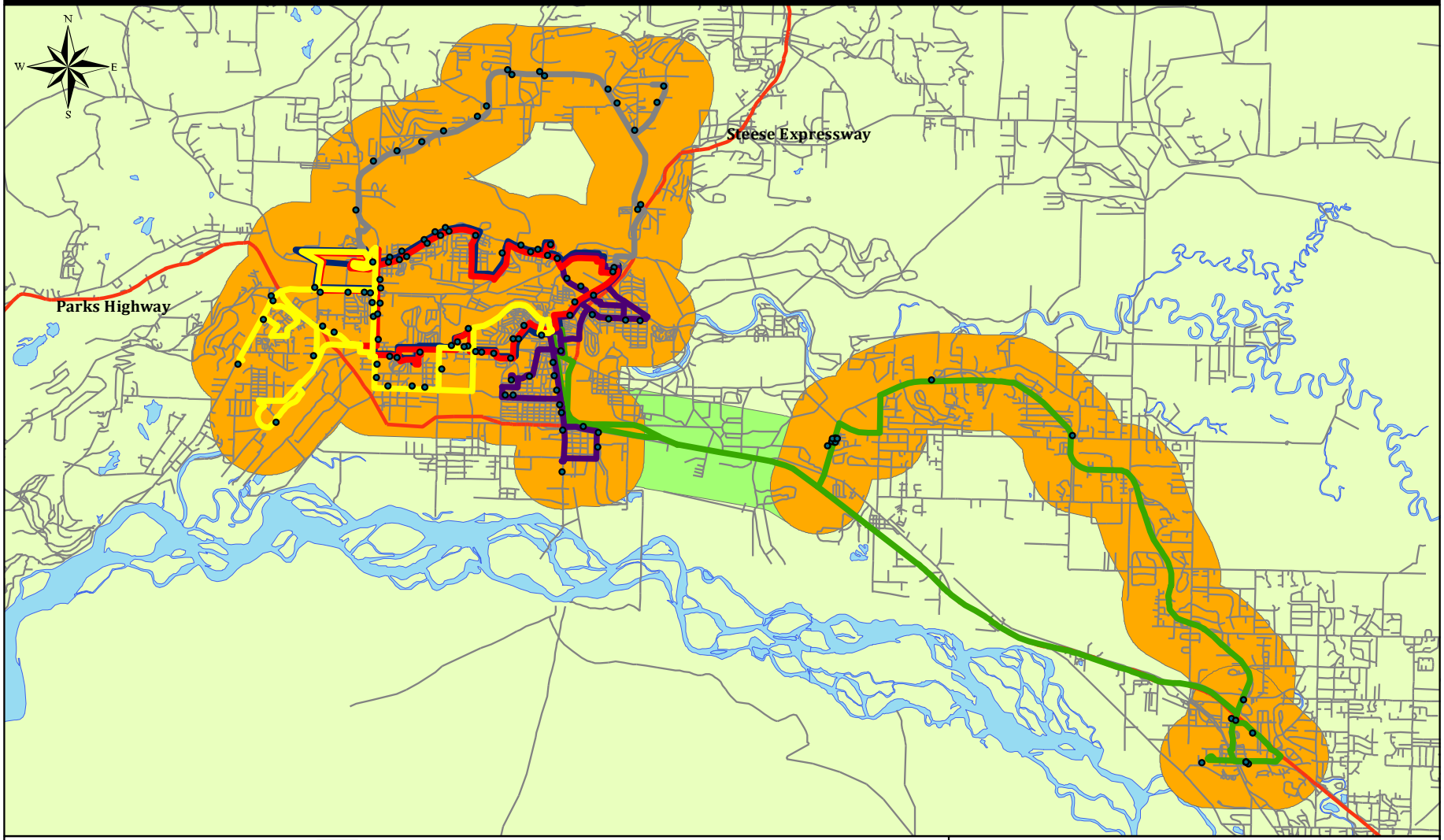
MACS fares are $1.50 for a one-way trip, free for children age 5 and under or Seniors age 60 and older, and discounted to $0.75 for children from kindergarten through twelfth grade, Medicare/Medicaid cardholders, Individuals with disabilities, and active duty military and their dependants. MACS tokens can be purchased at the downtown Transit Park from dispatchers at five tokens for $5.00.

The MACS schedule is available on Google Transit so that passengers and potential passengers can access the location of bus stops and the time schedule from their computer or mobile device.

The MACS system employs 19 full-time bus operators and five schedulers/dispatchers and clerical staff. A Transit Operations Manager and Director manage the system. The FNSB Transportation Department is staffed with three full-time maintenance employees who are responsible for maintaining 13 transit buses.

The MACS operating budget is $1,725,810 (Not including VanTran. See the following section for the VanTran budget.) During the same year, MACS provided 21,586 revenue vehicle hours and drove 423,461 revenue vehicle miles. This is a decrease of seven percent for revenue vehicle hours and 0.-1 percent in revenue vehicle miles from FY 2009 when the fixed route system provided 23,198 revenue vehicle hours and 422,810 revenue vehicle miles. According to MACS, the average cost to provide a one-way passenger trip is $4.50.

Exhibit II-3
MACS Fixed Routes and ADA Paratransit Service Area



Yellow Line
Grey Line
ADA Service Area
Red Line
Green Line
NOT an A Service Area
Purple Line
Blue Line

Fairbanks Mobility Managment Plan

VanTran

Paratransit transportation services are provided through the VanTran Program for anyone age 60 and older and individuals unable to use the fixed route system due to a disability. VanTran operates paratransit services based on a zone structure. The geographic boundaries for Zones B and C are not defined by specific streets or Borough boundary lines.

- Zone A is for trips that begin and end within ¾ mile of a MACS fixed route. Zone A is 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 age 60 years of age and older or individuals with a disability.
- Zone C is for trips that begin and/or end outside of Zone A and outside of the Fairbanks North Star Borough area for individuals age 60 or older.

VanTran operating hours are equivalent to MACS fixed route operating hours. Trips may be scheduled between 6:00 a.m. and 7:30 p.m. Two dispatchers work during peak hours of 9:00 a.m. and 1:15 p.m.; one dispatcher works during all other hours. To schedule transportation with VanTran, users must call by 7:30 p.m. the day before the trip is needed. Passengers may schedule trips for Monday on Saturday or Sunday by leaving a message or sending an email.

To schedule a trip with VanTran, clients call the scheduler/dispatcher to submit a trip request. The scheduler/dispatcher accepts the request and asks the person to call back the day before his or her trip to see if the request is confirmed. If a request is made one day in advance, the client is asked to call VanTran back in 30 minutes for confirmation. On average, each phone call lasts approximately 10 seconds. VanTran utilizes RouteMatch ™ transportation software to schedule trips.

Passenger fares are $2.00 one-way. Subscription trips are accepted, permitting riders to schedule trips for the same time to the same place each week without scheduling each trip individually.

The vehicle fleet includes six 10-passenger vans. All vehicles are wheelchair accessible. The fleet is maintained by the FNSB. VanTran provided 20,983 trips during FY 2010. During the same year, the operating budget was $1,348,170. Therefore, the cost per trip for VanTran averages $64.25.[2]

The system employs 11 full-time drivers and two schedulers who are members of the transit union. All drivers are trained in passenger assistance and first aid.

Fairbanks Native Association, Inc.

Community Services

The Fairbanks Native Association (FNA) provides services for its membership and the greater Fairbanks community. Services are provided through programs, which preserve the membership's

[2] Average does not include capital expenses.

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. 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. The program has enough capacity with its three vehicles to meet demand. Another program under the Community Services umbrella operates specialized transportation for older adults who are frail and require a higher level of assistance. Transportation for the frail elderly is provided with a seven-passenger van.

The annual transportation budget for FNA Community Services is approximately $51,100. The budget includes vehicle maintenance, fuel, insurance, and salaries for the staff.

Head Start

Fairbanks Native Association (FNA) Head Start is funded to provide Head Start services for 152 children per year. Approximately 120 of the children participate through the Head Start center in Fairbanks while the remaining 32 children receive Head Start services and support at home. Transportation is available for children living in Fairbanks; outlying areas are not served by FNA.

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 currently rents garage space to park vehicles and is seeking another building with an attached garage because vehicles are often vandalized and the attached garage will provide more security. Vehicles must be parked in a secure area to prevent vandalism.

FNA employs 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 FNA social activities. Drivers must be age 25 or older, per FNA policy. FNA Head Start has difficulty competing with the salary and benefits provided to drivers who work for First Student, the privately operated school bus operator in Fairbanks (see the following summary for more information about First Student).

The FNA Executive Director estimated the annual transportation operating budget to be approximately $60,500, including driver salary, health insurance, vehicle maintenance, fuel, and lease for the garage.

Fairbanks Community Behavioral Health Center

The Fairbanks Community Behavioral Health Center (FCBH) provides support services for adults and children with behavioral health issues and individuals with disabling or long-term mental health problems. 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's fleet of vehicles includes ten vans/SUVs and two sedans.

Fairbanks Resource Agency

Fairbanks Resource Agency (FRA) is a non-profit organization that provides services for individuals with developmental disabilities. FRA provides services to ensure that 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
- Senior Services

Client transportation is provided as a demand response service to and from work sites, medical appointments, senior adult programs and centers, agency offices, shopping, entertainment, family visits, and community resources for individuals who are unable to successfully use public transit. Transportation is provided to work sites for FRA clients and individuals who are not clients of FRA and who receive services from other coordinating agencies, including Tanana Chief's Conference and Fairbanks Community Behavioral Health Center.

The FRA operates 11 residence facilities for its clients including 10 residences in the central Fairbanks area and one in North Pole. Individuals from the residence locations travel to the day program at the FRA facility in Fairbanks. The FRA also transports clients who work on janitorial contracts at Eielson Air Force Base, Fort Wainwright Army Installation, and multiple businesses in Fairbanks. 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 residences similar to a family vehicle in that the employee working at the residence drives participants wherever they want to go for errands, shopping and entertainment.

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 intend of providing relief to VanTran and to meet the needs of FRA clients and future clients who are referred to the program for services as well as individuals not served by FTA who use agency transportation to work sites.

In an effort to meet future demand, FRA intends to provide shuttle services for 10 FRA residences, and a variety of agency vocational locations throughout Fairbanks. With an ADA accessible van, FRA will operate shuttle services for individuals with disabilities, and older adults who experience Alzheimer's disease or related dementia. Whenever possible, transportation will be scheduled for individuals with disabilities that do not receive FRA services, in coordination with the scheduled on-demand services. The vehicle intended for utilization of the shuttle service is a narrow body cutaway with capacity for five ambulatory or up to four non-ambulatory passengers.

FRA estimates that the new shuttle service will provide up to 13,176 passenger trips annually. Shuttle service, when implemented, will operate between 8:00 a.m. and 7:00 p.m., Monday through Sunday, and on holidays.

FRA provides and arranges trips for individuals with disabilities, older adults, and others who are economically disadvantaged. During CY 2008, FRA provided a total of 45,191 passenger trips; approximately 75 percent of the trips were provided for individuals with disabilities and the remainder were for older adults. The annual transportation administrative and operating expenditures were reportedly $1,738,325. Therefore, the average cost per trip for FRA was $38.47.

Client transportation is provided using a fleet of 17 vehicles that range in size from sedan to van. Approximately 47 percent of the fleet is wheelchair accessible. The majority of FRA vehicles are housed in residence or agency facility heated garages, including all accessible vehicles. The remaining vehicles are located at the agency's main administrative facility, where the fleet manager's office is located, and parked in lighted designated areas equipped with headbolt heaters. Vehicle maintenance is performed and/or coordinated by the agency fleet manager. The fleet manager is also responsible for inspecting and scheduling maintenance in accordance with warranties and the agency vehicle maintenance schedule. Staff complete pre-trip inspection/mileage logs, and report to the fleet manager.

The FRA receives revenues from several sources including business and contract revenues, and Medicaid and Social Security Income paid to clients. The agency representative stated that 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 school transportation for FNSB elementary and high schools. One hundred and forty routes cover the FNSB area, including service to 17 elementary and four high schools. Two high schools are located in Fairbanks, one is in North Pole, and another is in Eielson.

A five-year contract between First Student and the school district was awarded in 2010. Enrollment at the schools is currently 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 smaller buses for special education students operates 6 hours per day. Peak hours of service are listed in the following table.

Peak Hours of Operation (M-F)
6:30 a.m. – 9:30 a.m.
10:30 a.m. – 12:30 p.m. (primarily for students in special education classes)
2:15 p.m. – 5:30 p.m.

First Student provides 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.

Maintaining such a large fleet of vehicles requires a dedicated maintenance facility. The facility is located at 384 West Trainor Gate Road, Fairbanks (near Fort Wainwright). Most vehicles are currently covered by a warranty and sent to the local certified vendor for warranty service. All special education vehicles are serviced off-site at local vendors. First Student has considered coordinating maintenance with Head Start so that First Student would provide maintenance for Head Start vehicles. At the time of the interview, an acceptable contract rate had not been established.

First Student employs 10 full-time mechanics and 154 drivers. Drivers are required to have a CDL and school bus permit. First Student coordinates with other school transportation training programs in Alaska and provides in-house training. Drivers are guaranteed to work eight hours per day and they earn benefits, health insurance, and retirement. Teamsters Union works with First Student employees.

First Student uses two-way radios for communication between drivers and dispatch. Radios are effective except when power is out of service. Most of the Borough is covered with two-way radios. First Student initiated GPS for all school bus vehicles in July 2010.

Interior Alaska Community Health Center

Interior Alaska Community Health Center (IACHC) provides medical, dental, preventive and educational services in the Fairbanks area. The center is located on 23rd Avenue in Fairbanks. The IACHC operates one wheelchair accessible van for eligible trip purposes.

Love INC

Love INC is a private non-profit faith-based organization that works with clients 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. Most passengers are mentally ill individuals 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 church. Each church has a volunteer coordinator and transportation is one of the options for volunteers to select. Love INC has a long list of volunteers that may still be interested in driving, but recently no one at the organization has sought their assistance.

Love INC has a successful history of volunteer transportation. Between 1991 and 2000, the program had as many as 100 volunteer drivers. By 2000, the program was providing more than 1,000 trips

per month. As many as five drivers per day worked three shifts so that transportation was available between 7:00 a.m. and 9:00 p.m. One full-time coordinator recruited volunteer drivers and arranged trips between the person who needed the trip and the volunteer driver. Two programs that operated through that program, in addition to demand response service, were a carpool program for trips between North Pole and Fairbanks, and a "Rush Hour" program that included volunteers who were employed and agreed to pick up others during their commute to and from work.

In 2004, ridership began to decline just as the State awarded Love INC a grant to provide Welfare to Work transportation through the Department of Health and Human Services. The grant included a donated vehicle and driver's license program as well as volunteer mentors to help people purchase a car. By 2006, ridership was too low to pay for a transportation coordinator to maintain the program. Love INC decided to distribute coordination responsibilities among staff but the program continued to decline, and the grant was not renewed for 2007.

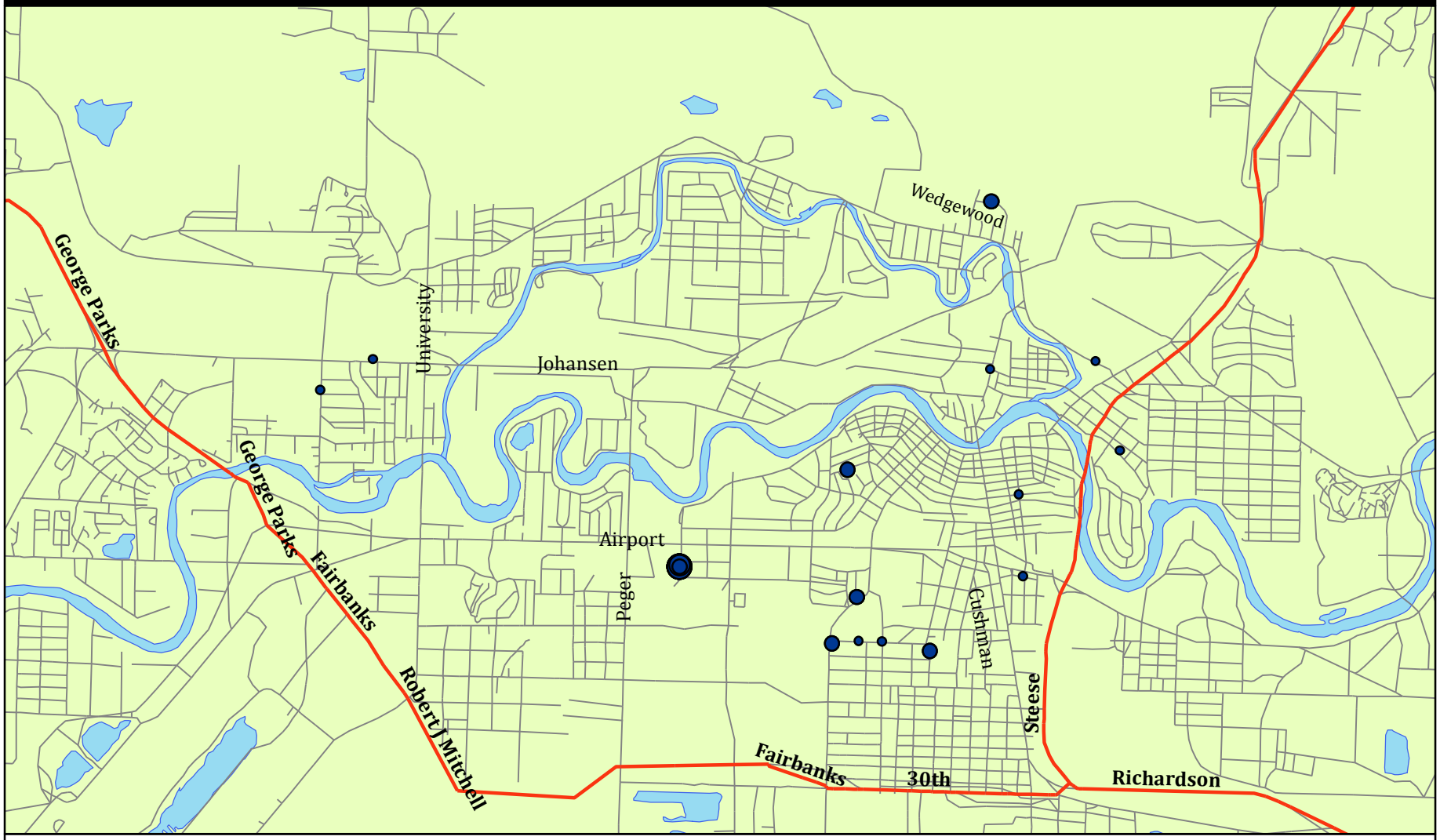
North Star Council on Aging, Inc. (NSCA)

The NSCA is a non-profit agency that provides supportive services to adults 60 and older, focusing on their nutritional needs. Transportation is provided for older adults and Medicaid eligible individuals. Eligibility forms are available at the Senior Center or at the Alaska Department of Health and Social Services website. Transportation services are provided Monday through Friday, 7:30 a.m. – 3:00 p.m., within the central Fairbanks area. During the school year, transportation is available until 3:30 p.m. to support the Grandparents as Teachers program. The suggested donation is $1.00 per one-way trip.

Three paid part-time drivers provide transportation services for NSCA clients to and from medical appointments. When a caller's transportation cannot be provided by NSCA, the caller is referred to VanTran or another provider. Trips are predominantly provided within the Fairbanks city limits plus the Chena Pump Road medical facility. Common trip origins include senior apartment facilities (Golden Towers, Golden Ages, Pioneer Home, and MLH). Occasionally, trips are scheduled in other areas of the borough when possible, including Fort Wainwright.

The following map (Exhibit II-4) depicts a sample of trip origins and destinations for NSCA. Most trip origins and destinations are at senior apartment complexes. Approximately 10-20 individuals use the transportation service each day. Drivers provide door-to-door service and may assist passengers with packages to their front door. Through the use of a volunteer homemaker, NSCA will provide a personal care attendant to passengers requiring additional assistance. When the volunteer is not available, passengers are encouraged to provide their own attendants.
Exhibit II-4 North Star Trip Generators

Exhibit II-4: North Star CoA Trip Origins and Destinations



North Star CoA Trips

- 1 Trip
- 2 Trips
- 4 Trips
- 6 Trips

N
W E
S

Fairbanks Mobility Managment Plan

Transportation must be requested at least 24 hours in advance, but same day requests will be accommodated if possible. A volunteer takes trip reservations and schedules the drivers, making sure no one is stranded at a medical appointment. While extremely rare, a volunteer may pick up a client if the client's medical appointment is running late and does not fit into the posted operating hours.

Approximately 10 percent of the trips provided by NSCA require the use of the wheelchair lift. The agency also provides or arranges with the Fairbanks North Star Borough Parks and Recreation Department, shopping trips to the local Fred Meyers store the first Wednesday of the month and every Tuesday. On Tuesdays, older adults are offered a 10 percent discount on their purchases.

The agency indicated that MACS, VanTran, other non-profit agencies and family and friends are elements of the current transportation network they find most useful to their clients. Greater coordination among existing transportation providers, expanded public transportation services, service for the rural areas of the borough and centralized scheduling and dispatching were all items noted as ways to enhance the current network, with the latter being the greatest need. While those people who have an agency sponsor can meet their transportation needs, those between the ages of 55-60 have few options available and desperately need transportation services.

Finally, NSCA believes with central dispatching, idle vehicles can be used more productively to provide additional much needed transportation services.

Pioneers' Home

The Fairbanks Pioneers' Home is one of the six Pioneers' Homes for assisted living throughout the State of Alaska. It began serving the community in 1967. The Fairbanks Pioneers' Home is located on 16 acres of land and convenient to the senior center next door. 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 officially dedicated transportation staff but some staff provides 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 provides the trip. Pioneer Home has dedicated 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. Pioneer 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 bus with capacity for two wheelchairs.

Salvation Army

The Fairbanks Salvation Army is a non-profit organization that purchases bus passes for individuals with low incomes who are searching for employment. The program also purchases bus tokens to help individuals with low incomes with transportation to and from agency appointments. Typically, Salvation Army purchases four bus passes per month from MACS for its clients. Clients can ride an unlimited number of times on each pass. As needed for individual trip needs that cannot be accommodated by MACS, the Fairbanks Salvation Army also operates a sedan and minivan that are not wheelchair accessible.

State of Alaska/Division of Vocational Rehabilitation (DVR)

The DVR is a division of state government located in Fairbanks. Its mission is to assist people with disabilities to obtain and maintain employment. To assist consumers with transportation needs, the DVR operates a fleet of 11 vehicles to take people to appointments around town or to the DVR facility. Case managers or Residential Behavioral Technicians who are placed at the assisted living facilities operate DVR vehicles. DVR estimates that approximately 25 percent of a case manager's time is spent driving clients to and from appointments. As an alternative to using agency vehicles, DVR pays for cab rides and purchases bus tickets on behalf of clients.

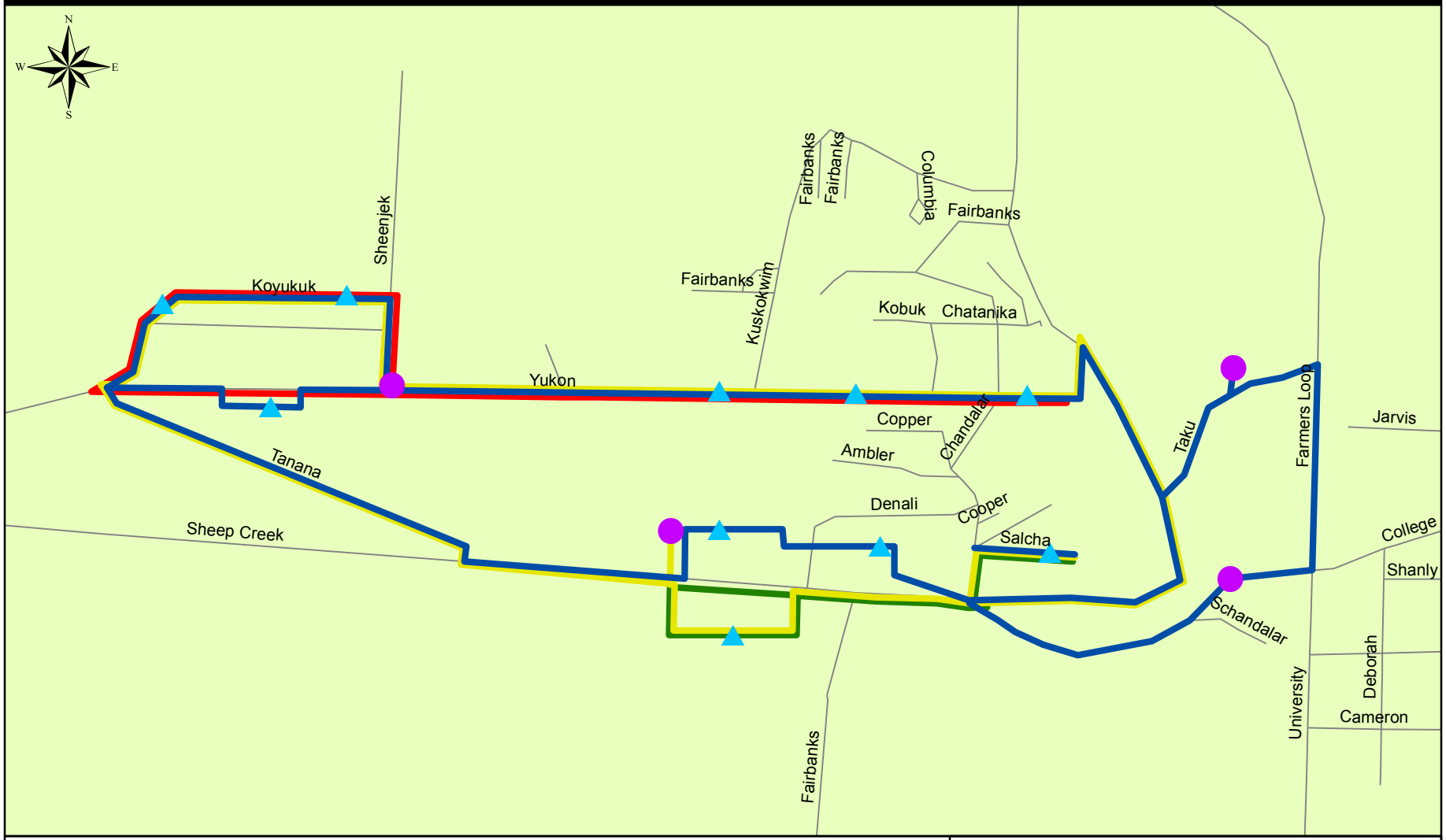
In addition to case managers and residential technicians, Fairbanks DVR also employs two full time mechanics and approximately one-third of the Manager of Facilities' time is spent on the transportation services provided by the agency.

Other than DVR vehicles, the VanTran service is the most commonly used transit provider by Fairbanks DVR consumers. Between July 1 and September 20, 2010, VanTran provided a total of 77 trips to Fairbanks DVR; or, approximately 26 one-way passenger trips per month. The majority of those trips were provided at 7:30 a.m., with scattered trips occurring mid-morning and mid-afternoon. The MACS bus also stops in the Fairbanks DVR parking lot on a regularly scheduled basis. MACS bus schedules are available in the DVR lobby.

University of Alaska Fairbanks

University of Alaska Fairbanks (UAF) operates an on-campus shuttle service. The shuttle service operates Monday through Friday, 7:15 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 and 10:30 p.m. Exhibit II-5 provides an illustration of the UAF shuttle routes.

Exhibit Number II-5
UAF Shuttle Routes



UAF Blue	UAF Shuttle Stops	**Fairbanks Mobility Managment Plan**
UAF Gold	UAF On Call Stops	
UAF Green		
UAF Red		

The Blue and Gold Routes circle the main campus in clockwise and counter clockwise directions, respectively. These two loop routes also provide connections between parking lots and the core campus area. The Red and Green routes are shorter circuits covering smaller portions of the campus. The Red Route operates on a 10-12 minute circuit along the northern portion of campus along Yukon Drive and Koyukuk Drive. The Green Route operates on a 5-8 minute circuit along the southeastern portion of campus around the Nenana parking lot and Eielson/Signers' Hall. Schedules for the routes are provided in the following tables. In addition to the regularly scheduled stops, the UAF Campus Shuttle service also accepts telephone requests for stops at designated (by request only) locations during the route operating hours. The last routes stop operating at 7:30 p.m. However, the Campus Shuttle is on-call between 7:30 and 10:30 p.m. to any campus location. Exhibit II-6 is the current UAF shuttle schedule.

Exhibit II-6: UAF Campus Shuttle Schedule

Blue Route 7:15 a.m - 7:30 p.m. Two buses will run during peak times
Taku parking lot (by request)
Eilson/Signers'
Commons/Lathrop Hall
Reichardt Building
Nenana parking lot (by requert)
Butrovich Building
Museum (by request)
Irving (West Ridge)
Geophysical Institute/Akasofu
Reichardt Building
Moore/Bartlett/Skarland Halls
Wood Center
Taku parking lot (by request)

Red Route 8:30 a.m. - 4:00 p.m. 10-12 minite circuit
Wood Center
Reichardt
West Ridge
Butrovich Building (by request, drop off only)
Butrovich Building (by request, drop off only)
Wood Center

Green Route 7:15 a.m. - 6:00 p.m. 5-8 minitue circit
Nenana parking lot
Eielson/Signers' Hall

Gold Route 7:15 a.m.- 7:30 p.m. Nenana parking lot
Eielson/Signers' Hall
Wood Center
Morre/Bartlee/Skarland Halls
Natural Sciences Facility
Museum (by request)
Irving
Geophysical Institute/IARC
Paty/SRC (by request)
Nenana parking lot

The Campus Shuttle offers wheelchair accessible vehicles and 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.

In addition to the Campus Shuttle routes, service is also available on-call for the following locations:

- Administrative Services
- Wells Fargo Bank
- 590 University/DDC
- University Park
- Hutchison Career Center
- Harper Building
- Distance Education
- West Valley Plaza
- Advancement Services
- Georgeson Botanical Gardens

Passengers using the on-call service dial a number that calls a cell phone that is passed around between Campus Shuttle office staff. The caller's trip request is taken and dispatched immediately to the closest available driver to provide the trip.

For those students taking classes at either the Tanana Valley Campus Center or the Downtown Center, both located in downtown Fairbanks, UAF provides a TVCC/DTC Shuttle. This shuttle runs approximately every 45 minutes from 4:45 p.m. to 9:30 p.m., Monday through Thursday. The route runs from the Wood Center to TVC and the DTC, then returns to campus. Other off-campus stops may be included as needed.

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 using the Polar Express Card, which is a university 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 call and radios to dispatch calls to drivers. Four full-time mechanics and a supervisor provide maintenance on the university's 300 vehicles and equipment (four used for the shuttle). All campus vehicles are maintained at the campus garage except for campus fire trucks.

The Campus Shuttle service is provided with seven vehicles. Most drivers have a CDL. The vehicle utilization chart at the end of this chapter provides details about UAF Campus Shuttle vehicles. In addition to the current fleet, UAF plans to purchase a full size transit bus. No date for that purchase has been determined. According to Transportation Department staff, vehicles are underutilized during 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 to 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 that waiting passengers can see where the bus is, and estimate its arrival. The real-time shuttle tracker system is also available on the web so that passengers can 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 expenses for the UAF transportation service is approximately $750,000. The total budget includes $100,000 paid to the Borough for the U-Pass agreement and the remaining amount for operation of the Campus Shuttle. Funding for transportation is derived from parking permit sales (75Percent of total budget) and a Student Transportation Fee of $13.00/student/semester.

During the school year (September 1 through May 15), the Campus Shuttle provides approximately 300,000 passenger trips. 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 indicates that the Campus Shuttle is a significant benefit to the university in terms of long-term benefits of reducing the cost of maintaining or building parking facilities. 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. Table 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. All information contained in the table was provided by the listed organization.

Table 2 summarizes the transportation operating expenses and revenue and productivity (cost per trip) for each organization. Table 3 outlines the typical staffing levels for the transportation programs operated by each participating organization. Finally, Table 4 provides descriptions of the hours of operation and mode of service provided by human service agency, senior center, and public transportation operators on weekdays and Saturdays.

Table 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.
Armed Forces YMCA Fairbanks	Military personnel and their dependents	Immediate Response	Fort WW	8:00 a.m. to 7:30 p.m.	1 van	As needed	Driver carries phone and 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.

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
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.
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/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. to 7:30 p.m. Peak call time is 9:00 a.m. to 1:15 p.m.

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
VanTran	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	6 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. Passengers call back to confirm trip reservation.
FNA Comm. Svcs.	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.	Comm. Svcs. Program Assistant schedules.
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.	2 27-30 passenger buses	Reserve upon entering program	Driver builds schedule.

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
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)	19 vehicles (variety)	As needed for residence. Day program. Work trips.	Transportation Coordinator builds schedule
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.	95 school buses & 6 small buses	No reservations	Bus routes are built at the beginning of the school year and modified as needed.
Love INC	Individuals with work related issues	Volunteer	FNSB & surround-ing area	As needed	Volunteers' personal vehicles	As needed	Staff member will coordinate 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	1 minivan & 1 8-passenger van. (Both wheelchair accessible)	Reserve 24-hours in advance for medical. Same-day requests accepted 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.

Agency Name	Passenger Eligibility	Mode	Service Area	Days & Hours of Operation	Number of Vehicles	Trip Reservation	Scheduling and Dispatching
University of Alaska Fairbanks	General Public	Fixed Route & immediate response after-hours	UAF campus & off-campus facilities	Fixed Route: 7:15 a.m. to 7:30 p.m., Monday-Friday Immediate Response: 7:30 to 1:30 p.m., Monday-Friday	7 buses	Fixed route – no reservation Immediate response is on-demand	Cell phone shared by transportation office staff. Staff calls/radios to the appropriate driver.

Table 2: Operating Expenses, Revenue, and Productivity

Agency Name	Annual Transportation Operating Budget	Annual One-Way Trips FY 2010	Cost per Trip FY 2010	Funding Sources
Access Alaska	$7,550 (est.)	Not Tracked	Not tracked	AK Department of Labor, Medicare/Medicaid, United Way & donations
Armed Forces YMCA, Fbks.	Not reported	Not reported	Not tracked	Armed Forces YMCA, AK.
Boys and Girls Club, Fairbanks	Not reported	Not reported	Not tracked	Boys and Girls Club
Denali Center	Not reported	Not tracked	Not tracked	Private pay and Medicaid
FNSB Parks & Recreation	$25,966	4,872-6,960	$3.73 to $5.33	FNSB P&R Programs
MACS	$1,725,810	383,773	$4.50	Property taxes & FTA
VanTran	$1,348,170	20,983	$64.25	Property taxes & FTA
FNA Community Svcs.	$51,000	4,160	$12.35 (est.)	Older Americans Act
FNA Head Start	$60,500	10,400 (est.)	$5.82	Fairbanks Native Association
Fairbanks Resource Agency	$1,738,325	45,191 (2008)	$38.47	5316, ARRA, Medicaid, 5310
First Student	Pending	294,000 (est.)	Pending	Fairbanks School District
Love INC	$0	720 to 1,200 (est.)	$15.00 (est.)	Volunteer contributions
North Star Council on Aging	$121,559	2,160	$56.27	Older Americans Act (Title III)
Pioneers' Home	Pending	3,120 (est.)	Pending	Alaska DHSS, Pioneers' Home Foundation, Garage Sale, &Eden Funds
University of Alaska Fairbanks	$650,000	300,000 (est.)	$2.17	Parking permit sales (75%) & Student Transportation Fee ($13.00/semester) (25%)
TOTAL:	**$5,728,880**			

Table 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 Transportation
Access Alaska	None	1 part-time caseworker	None	0.5 FTE
Armed Forces YMCA, Fbks.	1 full-time	0 (driver schedules)	None	1 FTE
Boys and Girls Club, Fairbanks	1 full-time & 1 part-time driver	0 (driver schedules)	None	1.5 FTE
Denali Center	2 full-time & 3 part-time drivers	0 (driver and unit coordinator schedule)	None	3.5 FTE
FNSB Parks & Recreation	6 full-time & 4 part-time drivers	1 Program Coordinator (transportation is part-time duty)	Coordinated w/ FNSB	8.5 FTE
MACS	19 full-time drivers	5 full-time Schedulers/Dispatch & Clerical Staff & 1 full-time Manager	3 full-time maintenance employees	28 FTE
VanTran	11 full-time drivers	2 full-time Schedulers/Dispatchers & 1 part-time Scheduler/Dispatcher & 1 full-time Manager	None	14.5 FTE
FNA Community Svcs.	1 full-time 1 part-time	1 full-time coordinator (20% dedicated to transportation)	None	1.5 FTE
FNA Head Start	1 full-time	None (driver schedules)	None	1 FTE
Fairbanks Resource Agency	12 staff (est.)	1 Fleet Manager 1 Executive Director (partial)	None	13.5 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 drivers	1 part-time Admin. Assistant	None	2 FTE
Pioneers' Home	None	1 full-time CNA schedules trips and drives	None	1 FTE
University of Alaska Fairbanks	8 full-time & 7 part-time drivers (4 summer)	1 Transportation Director	5 full-time	17.5 FTE during school year & 10 FTE summer
TOTAL:	**216 full-time & 19 part-time**	**13 full-time & 7 part-time**	**18 full-time**	**260 FTE**

Table 4: Vehicle Utilization Weekdays

System Name	Vehicle Type	WC?	Passenger Capacity/WC	Yr.	Where Vehicle is Stored	Days	Time of Day Operated																			
							AM							PM												
							5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00		
Armed Services YMCA																										
	Van	No	6	2004	Ft. WW	M-F				8:00 a.m. to 7:30 p.m., M-F																
Boys & Girls Club																										
	Van	No	15	1996	Fairbanks	M-F																				
Denali Center																										
	Bus	Yes	6/2	1998	Fairbanks	M-F				8:00 a.m. to 4:00 p.m., M-F																
	Van	Yes	9/4	2002	Fairbanks	M-F				Scheduled for Events as Needed																
Fairbanks Community Behavioral Health Center																										
	Van	No	14	1990	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	SUV	No	5	1992	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	SUV	No	5	1993	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	SUV	No	5	1994	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	Van	No	14	1994	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	Van	No	2	1995	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	SUV	No	5	1997	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	Sedan	No	4	1997	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	SUV	No	5	1997	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	SUV	No	5	1998	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	Van	No	14	2002	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
	Sedan	No	4	2003	Fairbanks	M-F	Scheduled as needed for client appointments and operated by case managers.																			
FNSB - MACS																										
	Light Duty Bus	Yes	16-24		Fairbanks																					
	Bus 30 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 30 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 30 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 30 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 30 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 30 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 35 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 35 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 35 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Bus 35 Ft.	Yes	27	2007	Fairbanks	M-F																				
	Med-Heavy Duty Bus	Yes	16-24		Fairbanks																					
	Med-Heavy Duty Bus	Yes	16-25		Fairbanks																					
FNSB - Van Tran																										
	Van	Yes	9/2	2005	Fairbanks	M-F																				
	Van	Yes	9/2	2005	Fairbanks	M-F																				
	Van	Yes	9/2	2005	Fairbanks	M-F																				
	Van	Yes	9/2	2005	Fairbanks	M-F																				
	Van	Yes	9/2	2005	Fairbanks	M-F																				
	Van	Yes	9/2	2005	Fairbanks	M-F	Back Up																			
FNSB - Parks & Recreation																										
	Van	Yes	12/3	2000	Fairbanks	M-F																				
	Van	Yes	14/2	2001	Fairbanks	M-F																				
Fairbanks Native Association																										
	Van	Yes	9/1	1998	Fairbanks	M-F																				
	Van	No	9	1992	Fairbanks	M-F																				
	Van	No	9	1994	Fairbanks	M-F																				
Fairbanks Resource Agency																										
	Van	No	7	1992	Fairbanks	M-F	Scheduled as needed.																			
	Truck	No	2	1992	Fairbanks	M-F	Scheduled as needed.																			
	Van	Yes	12/2	1993	Fairbanks	M-F	Scheduled as needed.																			
	Van	Yes	12/2	1994	Fairbanks	M-F	Scheduled as needed.																			
	Van	No	7	1995	Fairbanks	M-F	Scheduled as needed.																			
	Mini-van	No	6/0	2010	Fairbanks	M-F				Proposed																
	Van	Yes	5/4	2010	Fairbanks	M-F				Proposed Shuttle Service																
	Truck	No	2	1999	Fairbanks	M-F	Scheduled as needed.																			
	Van'	Yes	12/2	1999	Fairbanks	M-F	Scheduled as needed.																			
	Van	Yes	12/2	1999	Fairbanks	M-F	Scheduled as needed.																			

Table 4: Vehicle Utilization Weekdays

System Name	Vehicle Type	WC?	Passenger Capacity/WC	Yr.	Where Vehicle is Stored	Days	Time of Day Operated																					
							AM							PM														
							5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00				
	Sedan	No	5	2000	Fairbanks	M-F	Scheduled as needed.																					
	Sedan	No	5	2000	Fairbanks	M-F	Scheduled as needed.																					
	Sedan	No	5	2001	Fairbanks	M-F	Scheduled as needed.																					
	Truck	No	4	2001	Fairbanks	M-F	Scheduled as needed.																					
	Sedan	No	5	2001	Fairbanks	M-F	Scheduled as needed.																					
	Van	Yes	12/2	2002	Fairbanks	M-F	Scheduled as needed.																					
	Van	Yes	12/2	2002	Fairbanks	M-F	Scheduled as needed.																					
	Van	Yes	9/2	2002	Fairbanks	M-F	Scheduled as needed.																					
	Van	Yes	12/2	2003	Fairbanks	M-F	Scheduled as needed.																					
Interior Alaska Center for Non-violent Living																												
	Van	Yes	7/2	1999																								
National Senior Service Corps - Alaska Community Services																												
	Van	Yes	7/2	2003																								
North Star Council on Aging, Inc.																												
	Minivan	Yes	7/1	2006	Fairbanks	M-F																						
	Bus	Yes	8/2	2003	Fairbanks	M-F																						
Salvation Army																												
	Van	No	15	2000	Fairbanks	M-F					Scheduled as needed.																	
	Van	No	8	2004	Fairbanks	M-F					Scheduled as needed.																	
University of Alaska - Fairbanks																												
	Bus	No	33	1992	Fairbanks	M-F																						
	Van	Yes	11/1	1994	Fairbanks	M-F			Shuttle													Immediate						
	Bus	Yes	18/1	2000	Fairbanks	M-F			Shuttle																			
	Bus	Yes	21/2	2006	Fairbanks	M-F			Shuttle																			
	Bus	Yes	21/2	2006	Fairbanks	M-F			Shuttle																			
	Bus	Yes	21/2	2006	Fairbanks	M-F			Shuttle																			
	Van	Yes	13/1	2006	Fairbanks	M-F			Shuttle																			
	Van	Yes	13/1	2006	Fairbanks	M-F			Shuttle													Immediate						

** Vehicle Utilization and Inventory Information provided on this chart is not a comprehensive list of resources and includes only information

Demand Response or Immediate Response
Route service

Table 4 (continued) : Vehicle Utilization Saturdays

System Name	Vehicle Type	WC?	Passenger Capacity/WC	Yr.	Time of Day Operated																	
					AM							PM										
					5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00
FNSB - MACS																						
	Light Duty Bus	Yes	16-24																			
	Bus 30 Ft.	Yes		2007																		
	Bus 30 Ft.	Yes		2007																		
	Bus 30 Ft.	Yes		2007																		
	Bus 30 Ft.	Yes		2007																		
	Bus 30 Ft.	Yes		2007																		
	Bus 30 Ft.	Yes		2007																		
	Bus 35 Ft.	Yes		2007																		
	Bus 35 Ft.	Yes		2007																		
	Bus 35 Ft.	Yes		2007																		
	Bus 35 Ft.	Yes		2007																		
	Med-Heavy Duty Bus	Yes																				
	Med-Heavy Duty Bus	Yes																				
FNSB - MACS																						
	Van	Yes	12/3																			
FNSB - Van Tran																						
	Van	Yes	9/2	2005			8:00 a.m. to 8:00 p.m.															
	Van	Yes	9/2	2005			8:00 a.m. to 8:00 p.m.															
	Van	Yes	9/2	2005			8:00 a.m. to 8:00 p.m.															
	Van	Yes	9/2	2005			8:00 a.m. to 8:00 p.m.															
	Van	Yes	9/2	2005			8:00 a.m. to 8:00 p.m.															
	Van	Yes	9/2	2005			8:00 a.m. to 8:00 p.m.															

Demand Response or Immediate Response

Route service

III. ASSESSMENT OF CURRENT ENVIRONMENT

Determining the transportation needs for the FNSB is an integral part of the coordination study. 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 consultant utilized information obtained from existing coordinated transportation studies and updated that information through a stakeholder meeting, 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 2010. There were nineteen attendees at the meeting, representing the following organizations:

- Alaska Mobility Coalition and CAP
- Access Alaska
- Division of Vocational Rehabilitation
- FMATS
- Fairbanks Native Association Head Start
- Fairbanks North Star Borough (FNSB) Transportation Department (MACS)
- FNSB School District Transportation
- Fairbanks Pioneers' Home
- Fairbanks Rescue Mission
- North Star Council on Aging
- U.S. Army (Fort Wainwright)
- University of Alaska Fairbanks
- VanTran

Additionally, a comprehensive survey instrument was sent to local government entities, human service agencies, and transportation providers in the region. A follow-up email or phone call was made to many of the respondents for additional information or clarification. 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 VanTran 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. A less time intensive scheduling process would help agencies to be more efficient with their time and resources.
- 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).

- MACS bus stop is three blocks from the Fairbanks Rescue Mission, shelter, and Food Bank. In the winter months, this is a long distance to walk. Another stop, closer to the Mission is needed.
- Improved coordination between MACS and UAF Campus Shuttle:
    - AVL capability on MACS vehicles would expand coordination opportunities between UAF Campus Shuttle and MACS.
    - 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.
- Veterans seeking medical treatment from the clinic at Fort Wainwright need wheelchair accessible transportation options.
- 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.
- Wheelchair accessible taxi or other on-demand transportation options.
- 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 September 20, 2010 to present the needs assessment results and solicit additional input from the general public. The meetings were held in Fairbanks and North Pole. One Fairbanks meeting and a meeting in North Pole were conducted in the evening to provide convenient access for individuals who are working during the day. Another meeting was held during business hours. In total, 17 individuals participated in the public meetings. Sign-in sheets are included in Appendix E.

Input from the public meetings was similar to that received through the initial project meeting and one-on-one interviews. Additional needs indicated by the general public are listed below.

- Transportation options on Sundays;
- Evening public transportation options until 11:30 PM;
- Non-emergency medical transportation (NEMT) options for the general public to call rather than calling an ambulance. Currently, FNSB has no NEMT transportation options;
- Heated bus stops; and
- Enhanced standards for passenger conduct.

In addition to the public meetings, the consulting team presented the study to the Fairbanks Chamber of Commerce Transportation Committee on September 23, 2010. The committee agreed that improved efficiency in existing transportation resources is important for the community. Committee members emphasized that other modes of transportation, such as connections with the Airport (commuter flights) to bring individuals into Fairbanks for appointments and shopping should also be evaluated.

IV. ASSESSMENT OF GAPS AND DUPLICATIONS IN TRANSPORTATION SERVICE

Service gaps typically fall into the category of spatial gaps or temporal gaps. Spatial gaps involve limitations with the service area while temporal gaps are concerned with limitations in days of week or hours service is provided. Both spatial and temporal limitations were observed in the FNSB and surrounding areas. Input received from the stakeholder meeting and interview responses, and public meetings, along with an analysis of existing transportation services, identified the following service gaps.

SPATIAL GAPS

- Inadequate capacity of transportation service available beyond the ¾ mile radius of MACS fixed route service; VanTran does not have capacity to meet existing demand beyond the ¾ mile ADA complementary paratransit service area. People living outside the ADA paratransit service area have difficulty accessing basic services in Fairbanks, as well as in Ester, Fox, Two-Rivers, and Salcha.
- No wheelchair accessible taxi service within the FNSB or surrounding areas.
- Lack of access to public transportation on Fort Wainwright and Eielson Air Force Base.

TEMPORAL GAPS

- Service hours are not typically structured to effectively support employment opportunities, particularly for persons commuting to/from Fairbanks and outlying areas.
- There is no public transportation service on Sundays.
- Individuals calling VanTran to schedule a trip do not feel confident that their trip for Zone B or Zone C will be provided. As a result, an increasing number of people call other human service agency providers to schedule their trips.
- Some agency 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 staff, but many are busiest at the beginning of the month and in the afternoons.

ASSESSMENT OF DUPLICATIONS IN TRANSPORTATION SERVICE

Just as analysis of the existing transportation resources in the FNSB has revealed gaps in services, it has also revealed duplications of service. Some duplication in transportation services is necessary and unavoidable due to the nature of the available resources in a community and the characteristics of the service area and population. For example, in an area the size of Fairbanks, multiple transportation managers are necessary due to the significant service area size and variety of transportation modes. Another example is having multiple maintenance facilities because no single garage has the capacity to service all vehicles with the appropriate level of efficiency and quality. Similarly, there are duplications that have developed based on needs and gaps throughout the evolution of the family of transportation services that are available today. These later duplications may have been useful when the service was implemented, but as conditions have changed, they are

no longer necessary but continue because, "This is how things have always been done." The following list provides an assessment of categories of transportation service in the FNSB that appear to have some degree of unnecessary duplication that could be corrected through a mobility management program.

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, VanTran, and Parks and Recreation. First Student and UAF each maintain a large fleet of vehicles and do not coordinate maintenance services with outside organizations. The remaining organizations that provide transportation for 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 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 the smaller organizations could realize through the opportunity to participate in bulk-purchases of parts.

Service Area

Initial findings indicate that nearly all of the transportation providers serve the central Fairbanks area on weekday mornings and early afternoons. And, nearly all organizations specialize in transportation within the central Fairbanks geographic area for older adults and individuals with disabilities. However, few organizations serve the areas surrounding central Fairbanks, and while population density is lower in the surrounding areas, input from stakeholders indicates that there is an unmet need for service between Fairbanks and the outlying communities.

Additional analysis of trip origins and destinations will be included in the next Technical Memorandum to confirm specific areas of duplication. For example, as information becomes available from the providers, trip logs may indicate that multiple organizations send vehicles to senior apartments or medical facilities during similar hours and days. If duplication in service area is discovered, organizations could reduce unnecessary duplication of service area by developing an agreement to share passenger trips.

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 VanTran have employees who are dedicated to scheduling and/or dispatching trips. 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 the AA's normal duties.

Many organizations started providing 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 the primary function of their responsibilities (i.e., case managers may have less quality time to spend with clients because they are scheduling individual trips).

Technology

Assessments indicate that each transportation provider in the FNSB is using a different type of technology to schedule trips and communicate with drivers. The FNSB utilizes a transportation technology program from RouteMatch™ to schedule paratransit trips. The Campus Shuttle manages trips using a program designed in-house and monitors vehicles through a program called GPS Insights ™. 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.

Transit technology can be as simple as pen and paper for small organizations or more comprehensive formats offered by transit technology packages may be appropriate. 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 (i.e., demand response, on-demand, fixed route).

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, the services available. Relevant demographic Fairbanks North Star Borough (FNSB) data was collected and 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 chapters of this Plan.

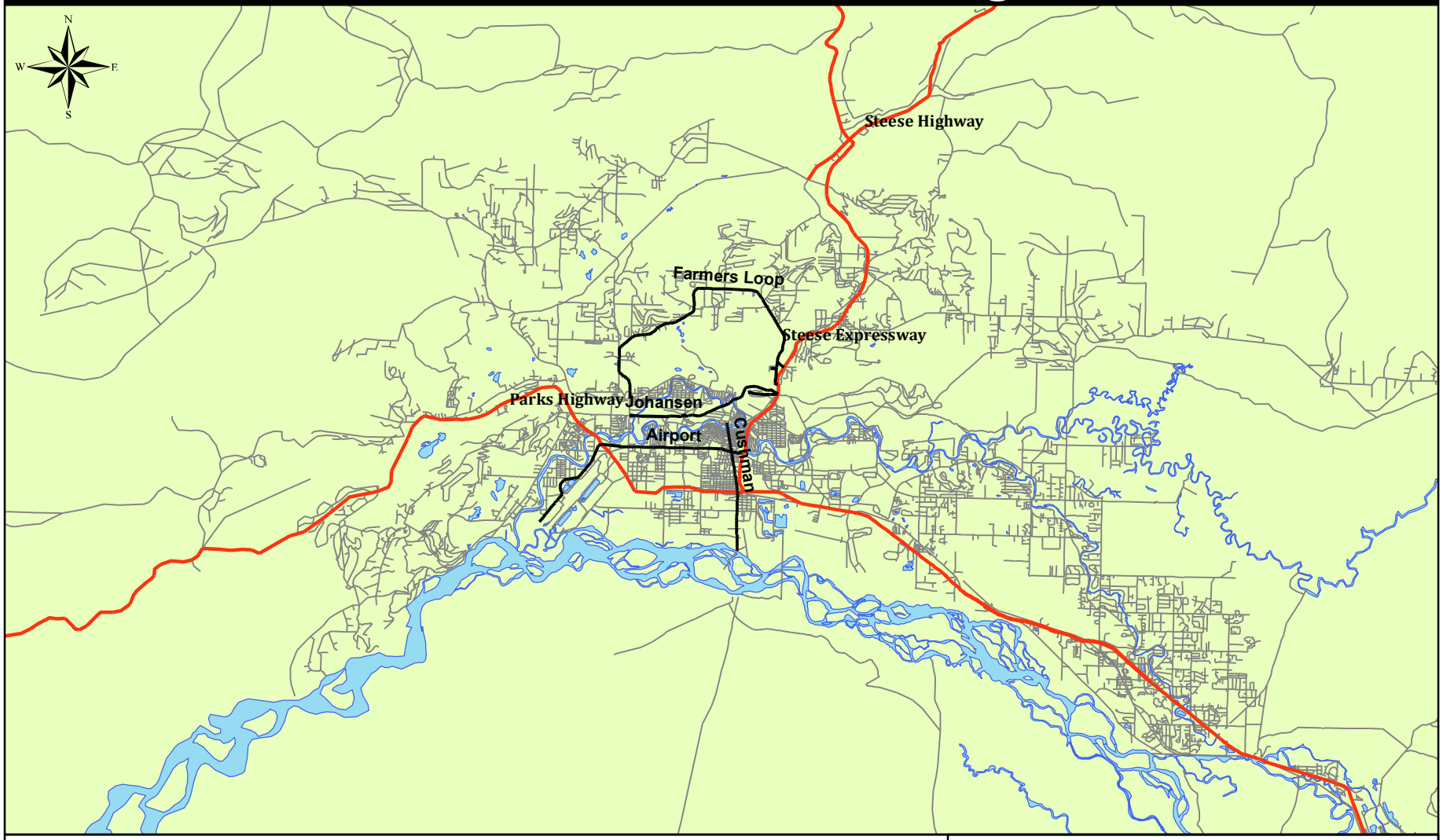
STUDY AREA CHARACTERISTICS

The FNSB is located in the interior region of Alaska, in the Tanana River Valley region. The borough covers 7,361 square miles with a population of 97,970. It borders two 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 Alaskan city) is the borough seat, has the largest population center of the borough (34, 540) and is one of two incorporated cities in the FNSB. The other incorporated city is North Pole with a population of 2,183. 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 is an illustration of 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 air and waterways when accessing the services offered within the FNSB. The Airport receives international as well as local charter flights. 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 tribe organization sponsored transportation, or borrow a ride from a friend or family member to travel between the Airport and their destinations.

Exhibit V-1
Fairbanks North Star Borough

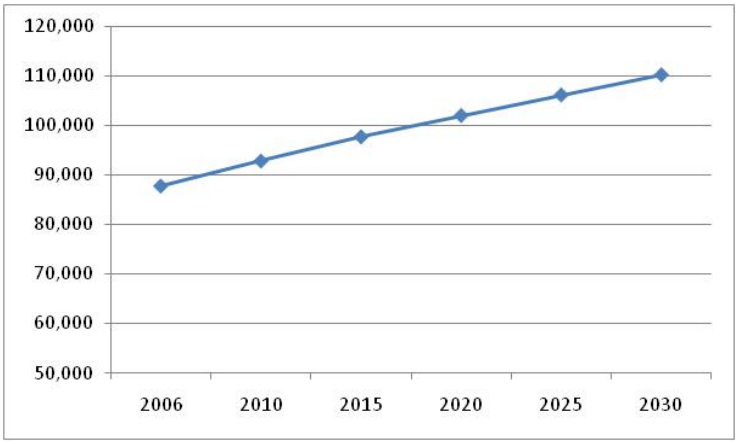


Fairbanks Mobility Managment Plan

POPULATION

Exhibit V-2 outlines the population projection for the FNSB. The chart shows the estimated population is projected to increase from 87,849 in 2006 to 110,131 in 2030. This represents a population change of 25.4 percent.

Exhibit V-2: Population

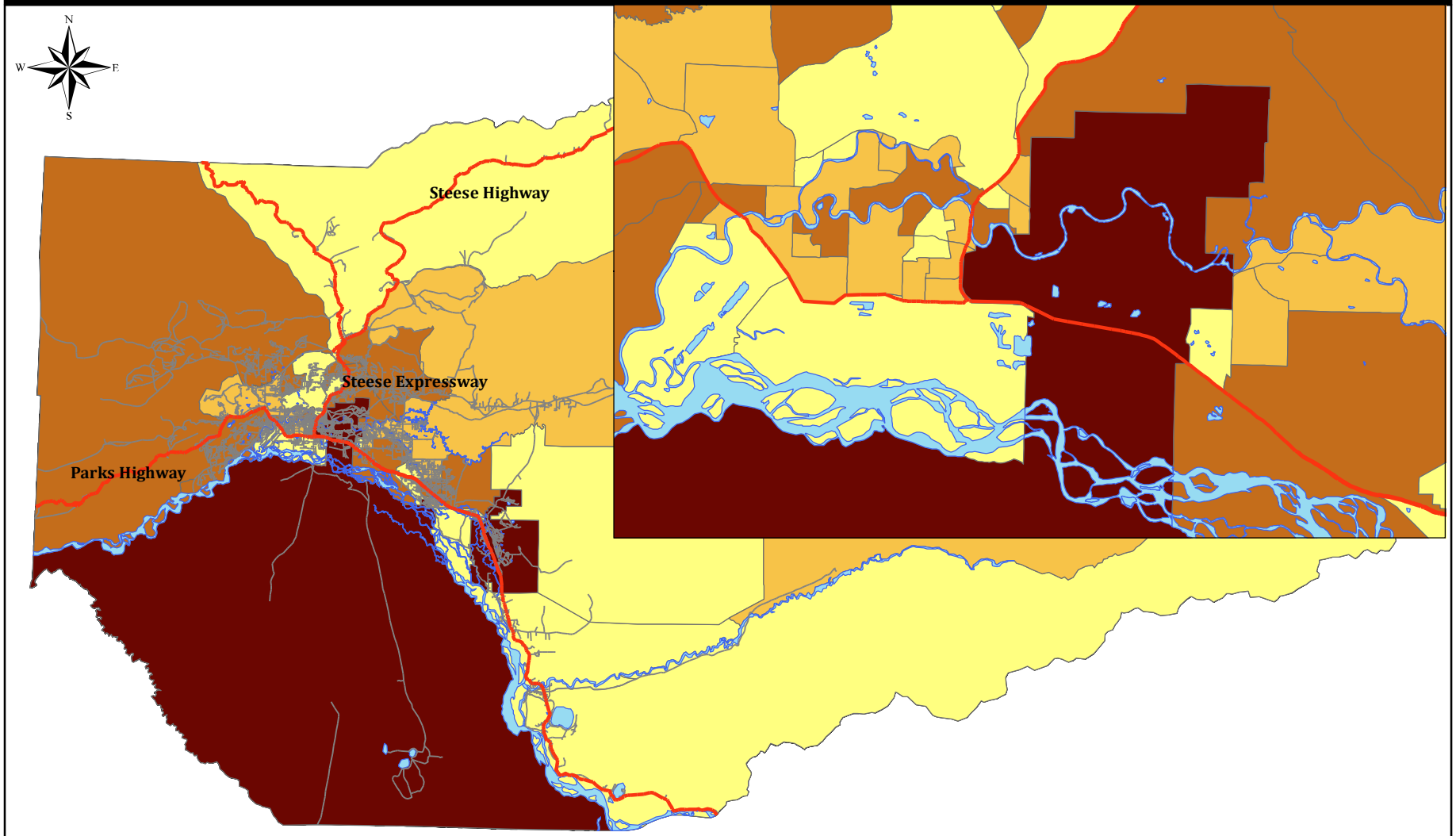


Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section, Demographics Unit

Population Density

The population density of the study area is depicted in Exhibit V-3. 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 ranking with the lowest number of individuals per square mile (0 to 859 individuals) are in the outlying forest areas.

Exhibit V-3
Population Density



Individuals Per Square Mile

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

Fairbanks Mobility Managment Plan

Household Density

Traffic Analysis Zone (TAZ) is a standard geographical unit used in travel demand modeling that is generally smaller than a Census block group. Zones are created by local governing bodies, such as planning commissions, or state agencies. They are developed based on census information to provide a more detailed view of the socio-economic composition of an area. This allows for a more thorough understanding of trips to and from the TAZ as well as the composition of population within the TAZ. TAZs are commonly used in transportation planning and allow for more accurate detail than block groups, due to the large size of block groups.

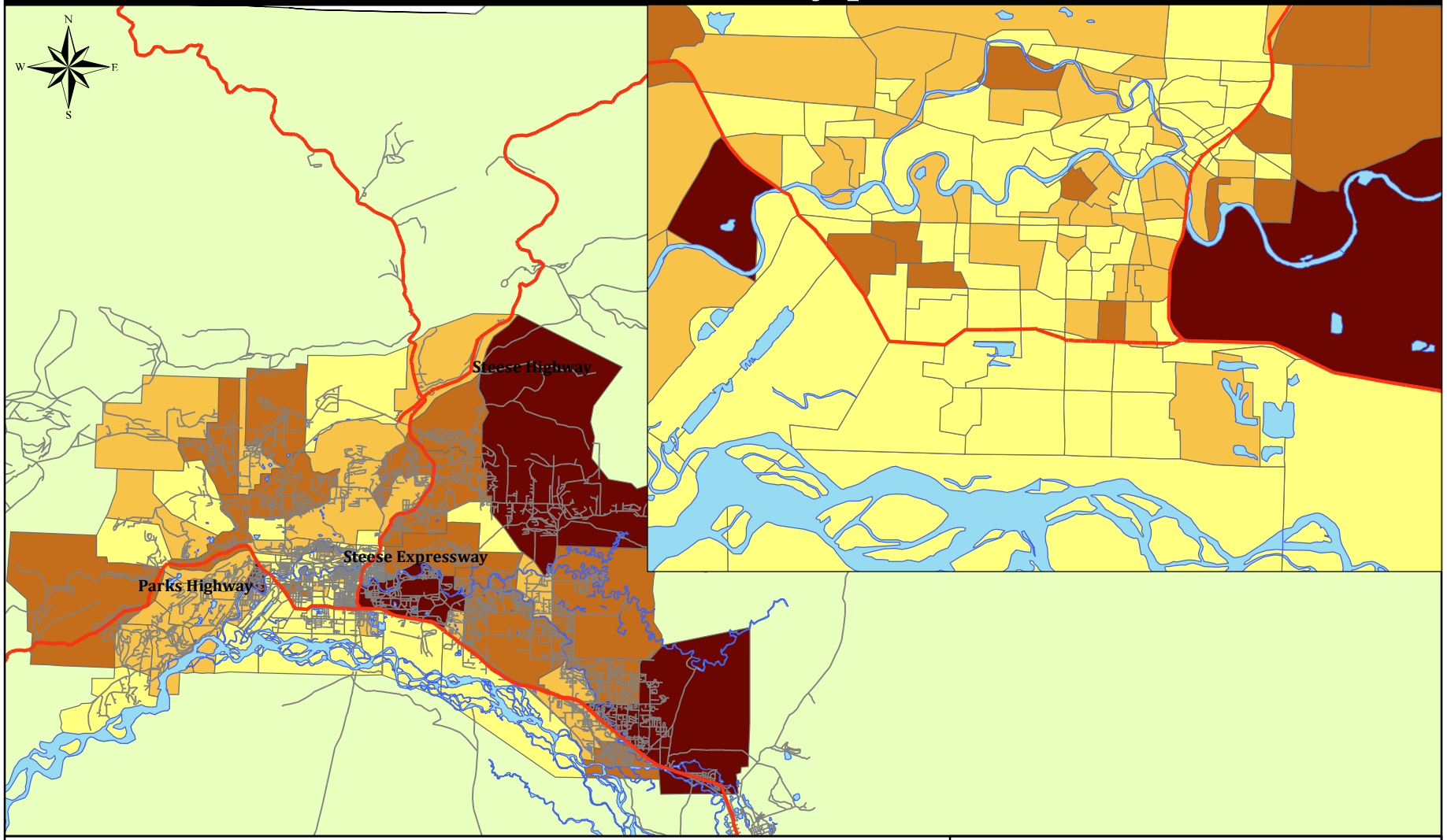
TAZ data is acquired through a model developed by the University of Alaska. By building on census block group information areas of interest are divided up for analysis. These divisions are based on population densities, points of interest, and geographical divisions. These zones are analyzed through mapping techniques to determine the percent of the percent of the census population located within the zone. This information is built on to create projections for future years. The TAZ data, provided by Fairbanks Area Metropolitan Transportation System (FMATS) and the University of Alaska is available for central Fairbanks.

Exhibit V-4 provides an illustration of the density of households for each TAZ in Fairbanks. As depicted in the map, the TAZs with the highest densities are located on the east and northeast part of town, to the east of Steese Expressway and Steese Highway. Other high-density household areas surround the central downtown area north of Robert Mitchell Expressway.

Population Projection by Age

Exhibit V-5 shows the population growth estimates of four age groups in the Fairbanks North Star Borough. The population of individuals between the ages 25 to 64 is the largest group and is projected to show a relatively low growth of 2.3 percent from 2010 to 2030. This is a contrast for the current smallest age group of individual 65 and over. It is estimated that this age group will experience the largest amount of growth with an increase of 160.0 percent between 2010 and 2030. Growth of the population age 65 and older is typical for most areas in Alaska. The younger age group of individuals 0 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.

Exhibit V-4
Household Density per TAZ

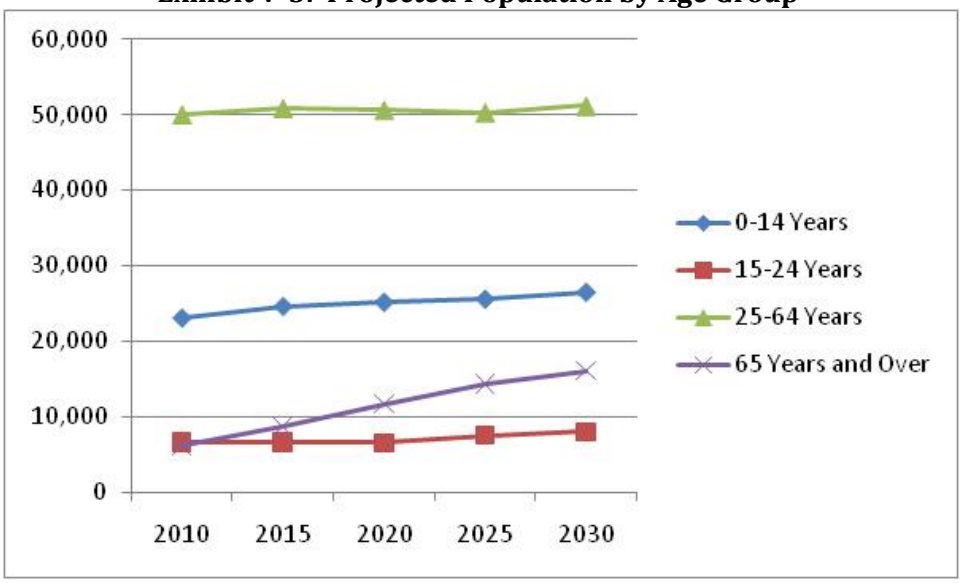


Households per TAZ

- 0 - 104
- 105 - 264
- 265 - 600
- 601 - 1533

Fairbanks Mobility Managment Plan

Exhibit V-5: Projected Population by Age Group



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

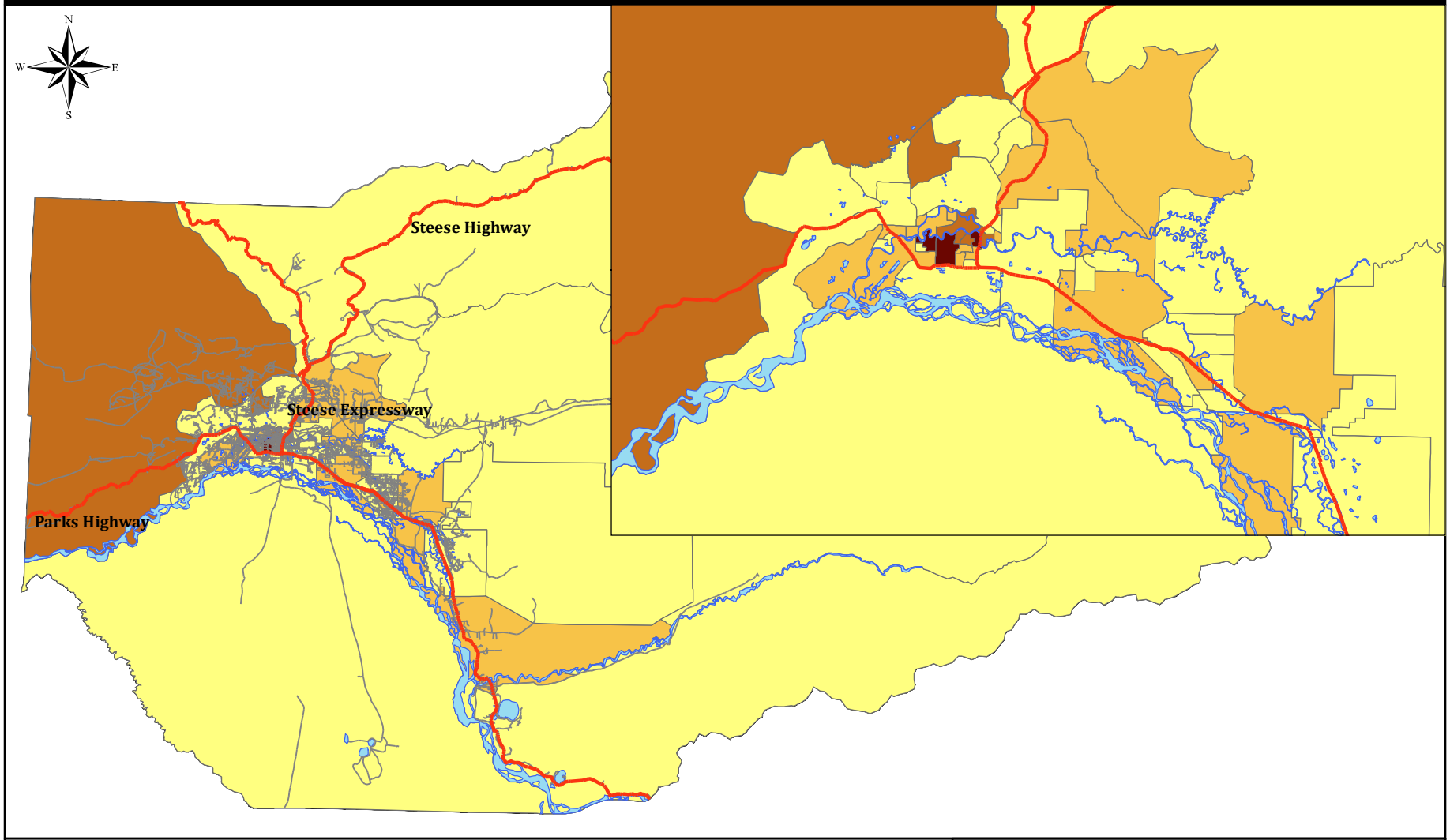
Persons Over 65 Years of Age

There is a trend occurring in the United States relating to the aging of the population. The two age cohorts with the largest percentage of growth over the last decade were the 50-54 year old cohort and the 45-49 year old cohort. People in these two age groups were primarily born during the post-WWII "baby boom," era defined by the Census Bureau as persons born from 1946 through 1964. With the arrival of the year 2010, baby boomers are turning 65 years of age.

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 will put increasing pressure on existing transit services to provide mobility to this population. This has great significance on the potential need to provide public transit and complementary paratransit services.

Exhibit V-6 on the following page illustrates the percentage of persons over 65 years of age by block group. The U.S. Census data for 2000 indicates that the block groups of highest concentration of older adults are in downtown Fairbanks, with slightly lower densities per square mile in Ester, Fox, and southeast of Salcha. 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 who are over age 65 is located to the west of Fairbanks and includes Ester and Fox. The area included in this block group 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.

Exhibit V-6
Population 65 and Over



Individuals 65 and Over

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

Fairbanks Mobility Managment Plan

Exhibit V-7 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. This indicates a 160.0 percent increase in seniors. 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. In 2010 individuals 65 and over represented 6.7 percent total population. In 2030, individuals 65 and over are expected to represent 14.6 percent of the total population.

Exhibit V-7: 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

INDIVIDUALS WITH DISABILITIES

Enumeration of the disabled population in any community presents challenges. First, there is a complex and lengthy definition of a disabled person in the Americans with Disabilities Act of 1990 (ADA) implementing regulations, which is found in 49 CFR Part 37.3. 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 a functional approach, the mere presence of a condition that is typically thought to be disabling gives way to consideration of an individual's abilities to perform various life functions. In short, an individual's capabilities, rather than the mere presence of a medical condition, determine transportation disability.

The Survey of Income and Program Participation (SIPP) is a national household survey that began in 1984. The SIPP is characterized by an extensive set of disability questions; generally, 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 wheelchairs and crutches, canes, or walkers; the presence of certain conditions related to mental functioning; the presence of a work disability; and the disability status of children.

The SIPP provides extensive data and, more importantly, addresses multi-dimensional elements of a disability. The major drawback is that despite the fact the sample is drawn from more than 32,000 households, the Bureau cautions users who apply 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 indices or 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 do permit consideration of persons with multiple disabilities. Moreover, the definitions employed can be directly related to the concepts in 49 CFR Part 37.3 definitions with respect to "activities of daily life." Exhibit V-8, V-9, V-10 provides a summary of projections for the number of persons with one or more activities of daily living or instrumental activities of daily living for which assistance is needed for the years 2010, 2015, and 2020. Using the criteria that only one major limitation in activities of daily life is a strong indicator of transit dependency, this procedure yields an estimate of 2,877 disabled individuals in the Fairbanks North Star Borough for 2010. This numbers is increase to 3,312 by 2015 and to 3,792 by 2020.

Exhibit V-8: Estimated ADA Population - Fairbanks 2010

	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		6,611		50,047		6,185	62,843
Disability Status							
With a Disability	0.208	1375	0.163	8158	0.523	3235	12,768
Severe	0.137	906	0.108	5405	0.369	2282	8,593
Not Severe	0.07	463	0.055	2753	0.154	952	4,168
Seeing/Hearing Disability							
With a Disability	0.067	443	0.048	2402	0.205	1268	4,113
Severe	0.014	93	0.009	450	0.044	272	815
Not Severe	0.053	350	0.039	1952	0.161	996	3,298
Walking/Using Stairs							
With a Disability	0.114	754	0.08	4004	0.382	2363	7,120
Severe	0.059	390	0.036	1802	0.221	1367	3,559
Not Severe	0.055	364	0.044	2202	0.161	996	3,561
Had Difficulty Walking	0.094	621	0.065	3253	0.318	1967	5,841
Severe	0.051	337	0.031	1551	0.195	1206	3,095
Not Severe	0.043	284	0.034	1702	0.123	761	2,747
Had Difficulty Using Stairs	0.092	608	0.065	3253	0.312	1930	5,791
Severe	0.031	205	0.018	901	0.119	736	1,842
Not Severe	0.061	403	0.046	2302	0.193	1194	3,899
Used a Wheelchair	0.012	79	0.007	350	0.045	278	708
Used a Cane/Crutches/Walker	0.041	271	0.022	1101	0.169	1045	2,417
With an Activities of Daily Life	0.036	238	0.025	1251	0.123	761	2,250
Needed Personal Assistance	0.02	132	0.013	651	0.071	439	1,222
Did not Need Personal Assistance	0.016	106	0.012	601	0.052	322	1,028
Number of ADLs or IADLs for assistance was needed							
One or more	0.048	317	0.031	1551	0.163	1008	**2,877**

Source: SIPP, U.S. Census Bureau

Exhibit V-9: 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

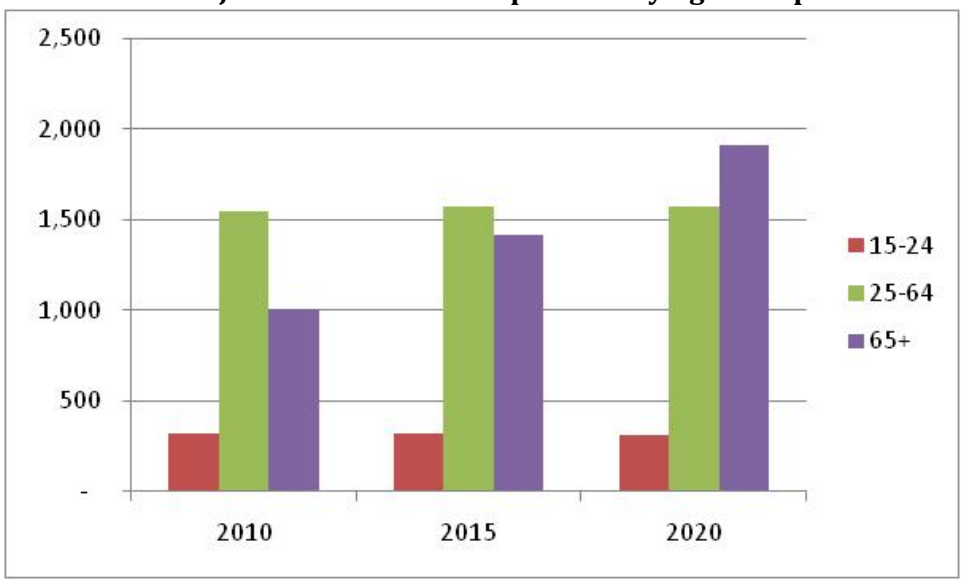
Exhibit V-10: Estimated ADA Population - Fairbanks 2020

Disability Status	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years +		Total Ages >15 Years
	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

Exhibit V-11 illustrates the estimates of disabled persons by age cohorts for 2010, 2015, and 2020. These data are derived from the U.S. Census Bureau's Survey of Income and Program Participation (SIPP) for 2000. 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. This is an increase of 89.4 percent from 2010.

Exhibit V-11:
Projection of Disabled Population by Age Group



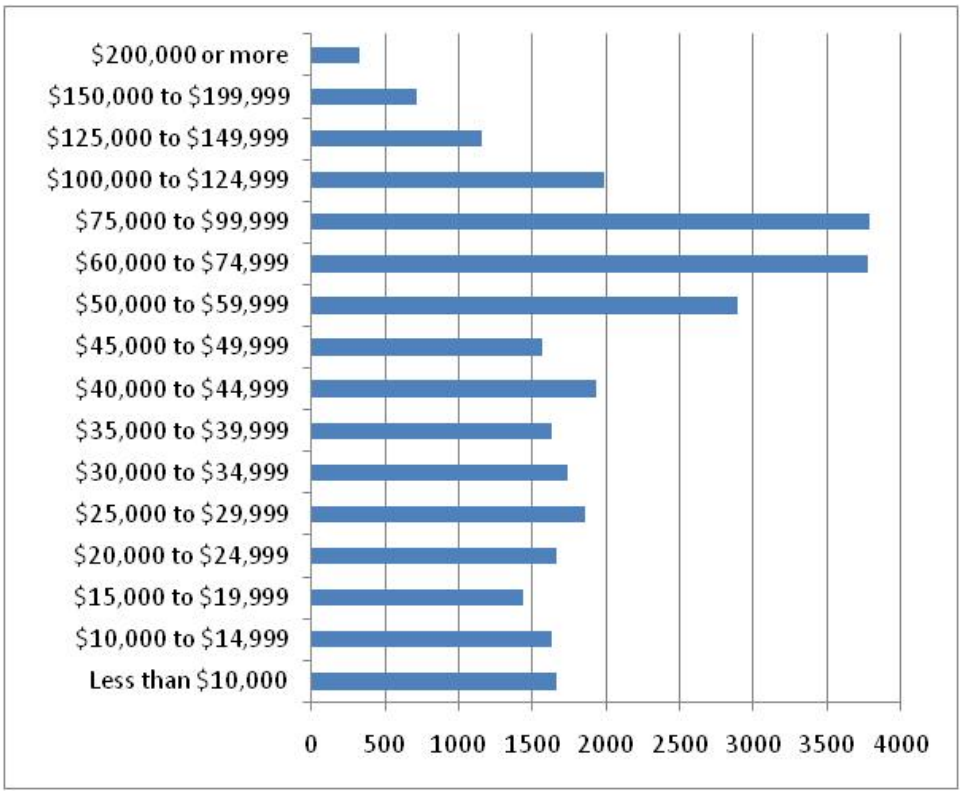
Source: SIPP, U.S. Census Bureau

SOCIO-ECONOMIC CONDITIONS

Household Incomes

Exhibit V-12 illustrates the household incomes for the Fairbanks North Star Borough in 1999. According to the U.S. Census, 45.6 percent of households in the Fairbanks North Star Borough earned less than $45,000 annually. The chart indicates that 5.6 percent earned less than $10,000; 5.5 percent earned between $10,000 and $14,999; and 4.9 percent earned between $15,000 and $19,999. In total, 15.9 percent of the Fairbanks North Star Borough residents lived in households with incomes below $20,000.

Exhibit V-12: Household Income

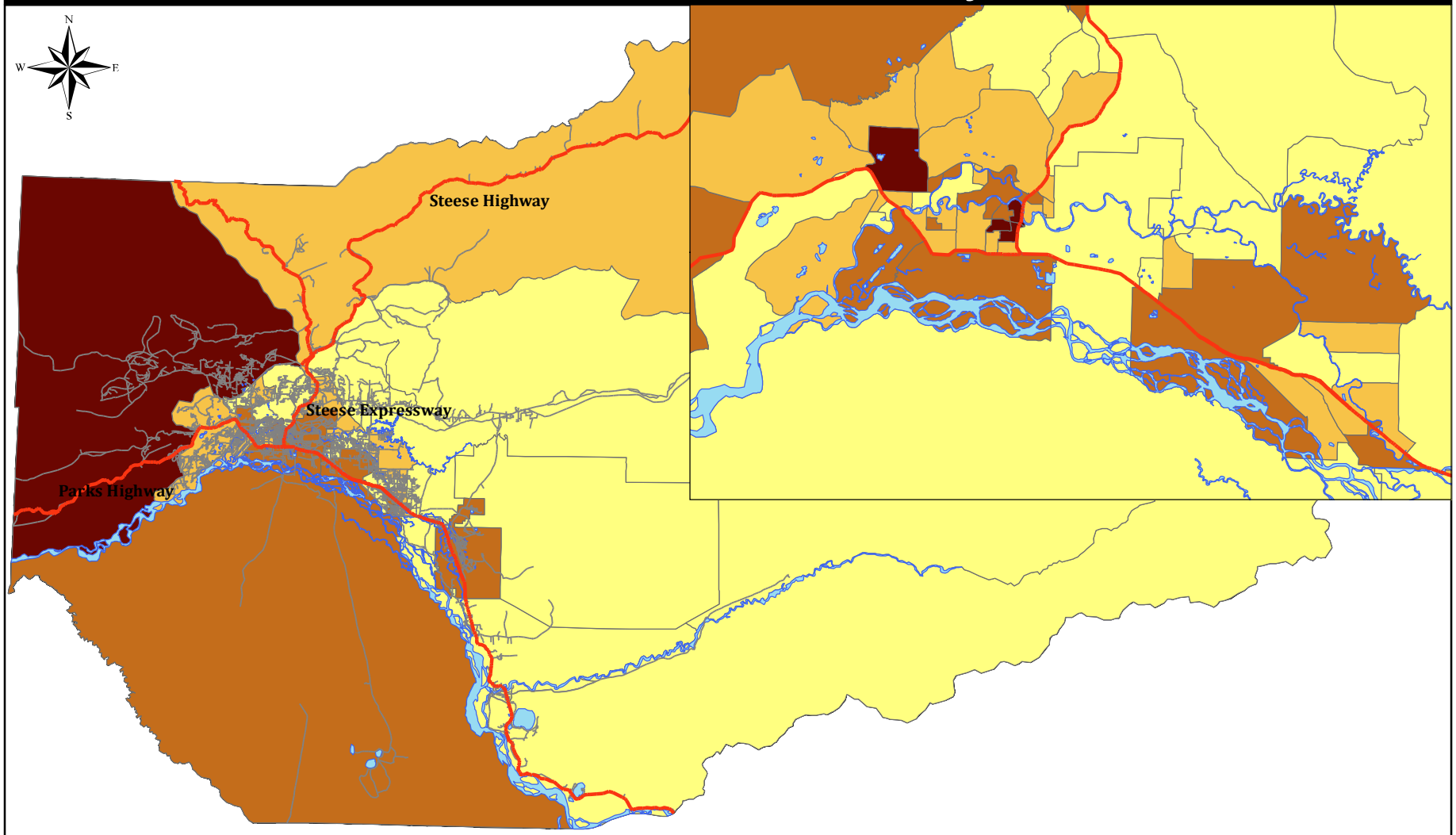


Source: 2000 U.S. Census

Households Below the Poverty Level

The density of households below the poverty level is a statistic applied by planners to project the likelihood that public transportation is needed. Individuals living below the poverty level have a higher likelihood of needing public transportation as an alternative to owning and operating a personal vehicle. Households below the poverty level are scattered throughout the central Fairbanks and also in some surrounding communities as depicted in Exhibit V-13. 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. Block groups with the second highest densities of households below poverty per square mile (51 to 80 households) are shaded in dark brown. Large 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 block group south of the river.

Exhibit V-13
Households Below the Poverty Level



Households Below The Poverty Level

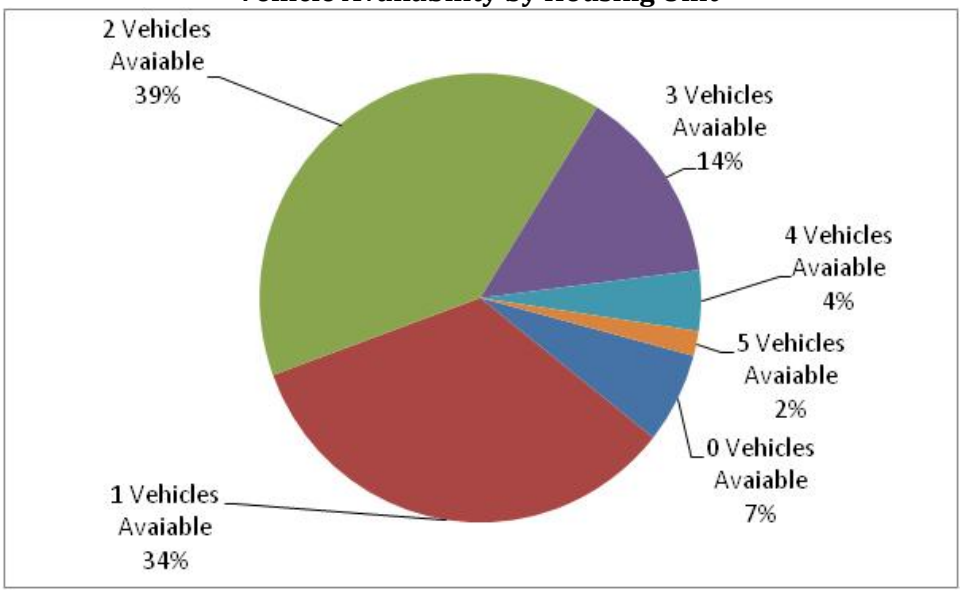
0 - 23	51 - 80
24 - 50	81 - 159

Fairbanks Mobility Managment Plan

Zero-Vehicle Households

The number of households with no available vehicles is another indicator of transit demand. According to the 2000 U.S. Census Data, there were a total of 1,950 out of 29,777 occupied households units, or seven percent, in the Fairbanks North Star Borough with no vehicles available. Exhibit V-14 shows the percentage of household vehicle ownership in the Fairbanks North Star Borough. 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 vehicles (according to a survey of passengers).

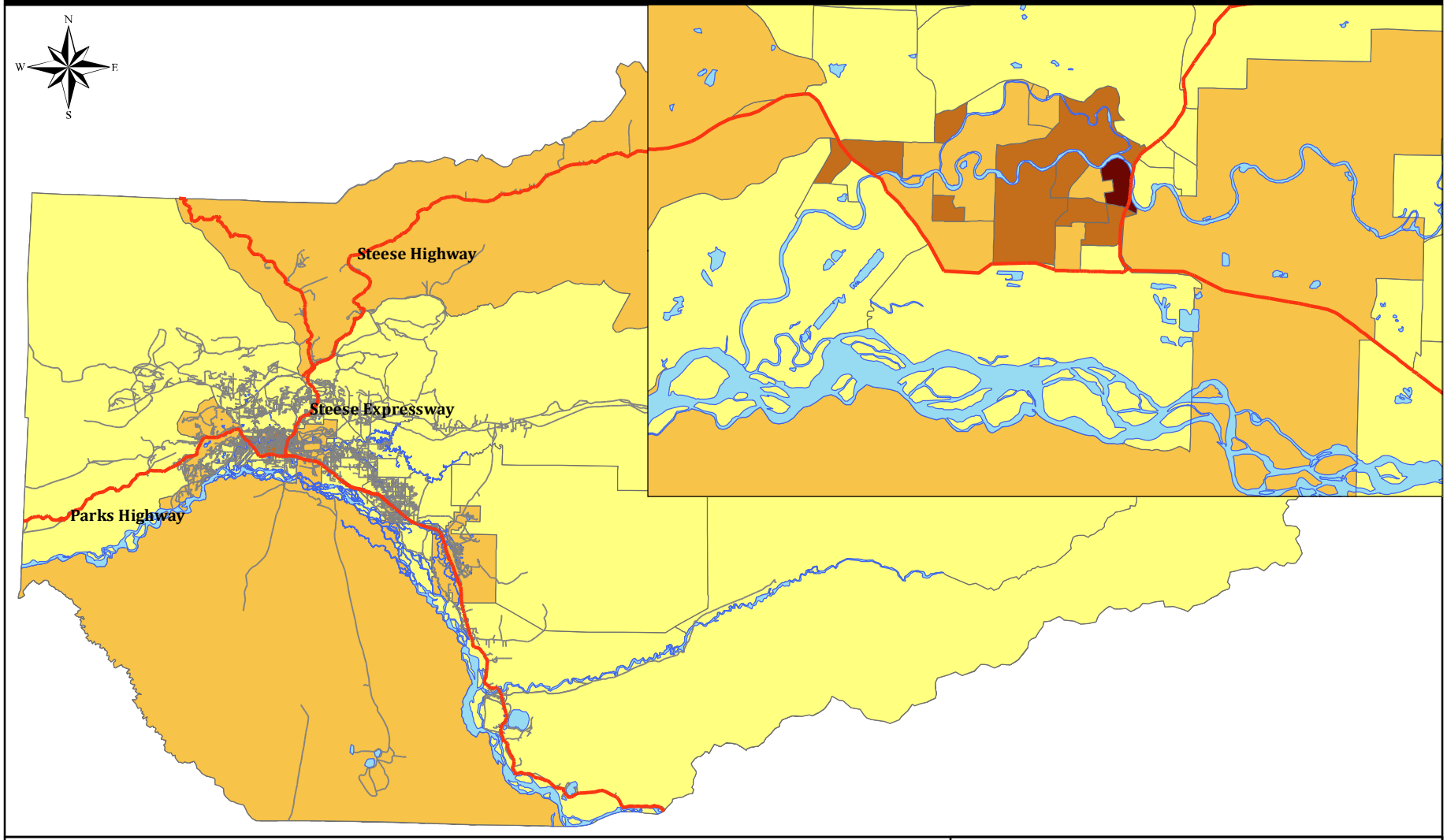
Exhibit V-14:
Vehicle Availability by Housing Unit



Source: U.S. Census 2000

Exhibit V-15 displays a map of zero vehicle households in the Fairbanks North Star Borough by block group. The map identifies the block group with the highest density is located in Fairbanks just east of the Steese Highway. That block group also had a high density of older adults and individuals 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.

Exhibit V-15
Zero Vehicle Households



Zero Vehicle Households

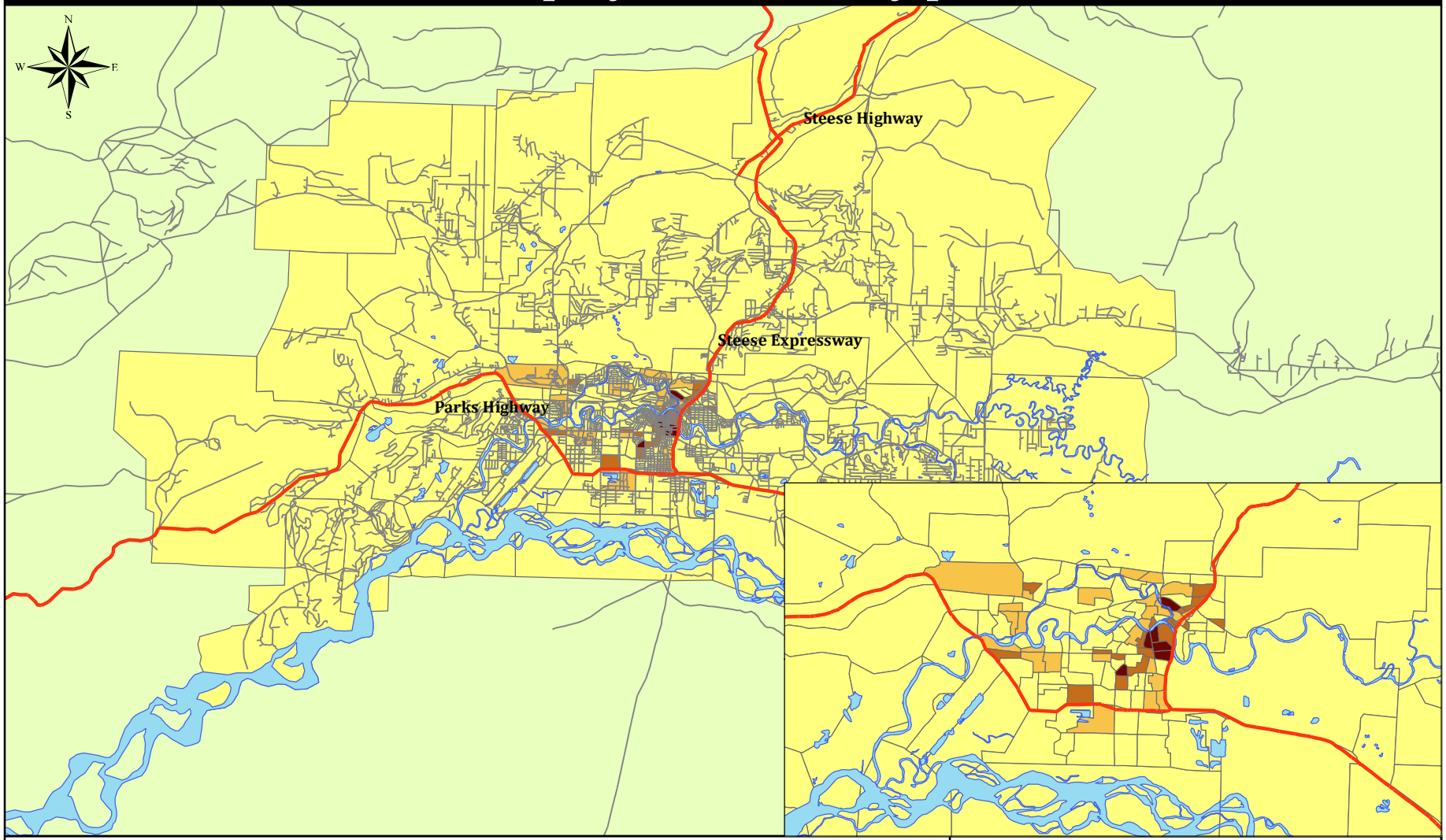
- 0 - 19
- 20 - 61
- 62 - 172
- 173 - 331

Fairbanks Mobility Managment Plan

EMPLOYMENT

Exhibits V-16, V-17, and V-18 display corresponding maps of the total employment, retail employment, and service industry employment by 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-16 and V-17).

Exhibit V-16
Total Employment Density per TAZ

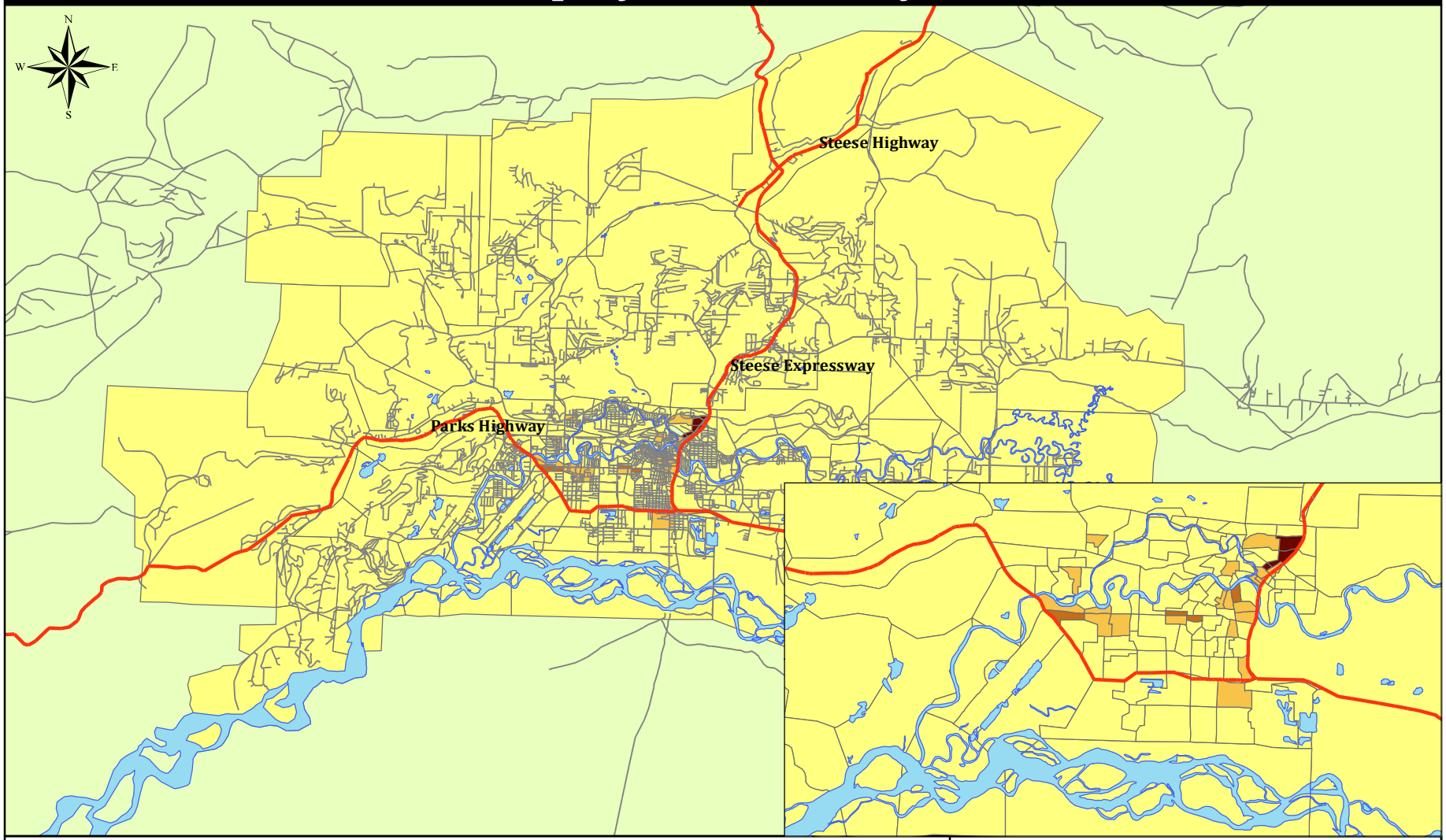


Total Employment density per TAZ

- 0.0 - 1594.2
- 1594.3 - 4913.7
- 4913.8 - 11724.9
- 11725.0 - 28472.8

Fairbanks Mobility Managment Plan

Exhibit V-17
Retail Employment Density Per TAZ

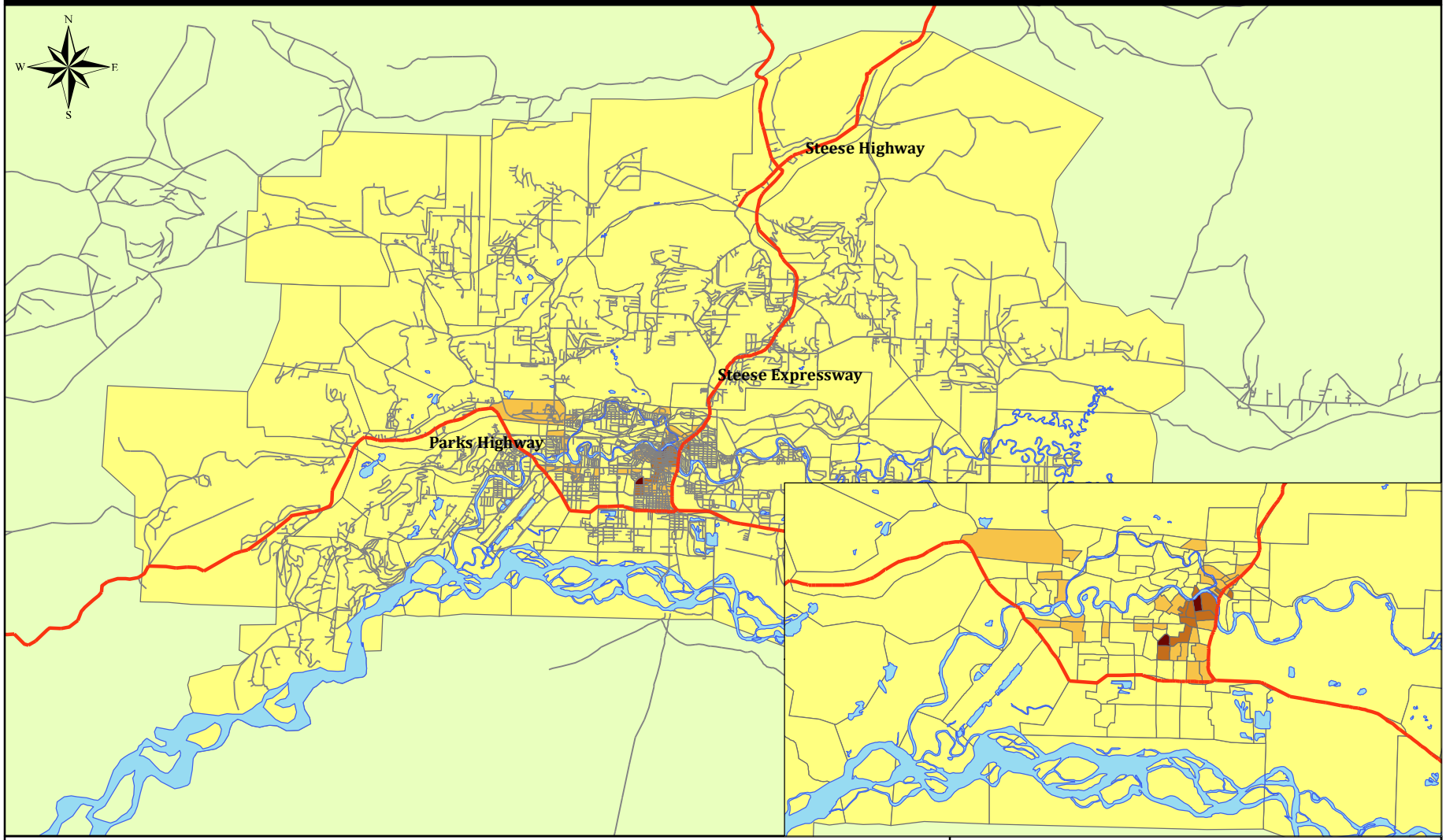


Retail Employment Density per TAZ

- 0.0 - 799.1
- 799.2 - 2612.3
- 2612.4 - 5754.7
- 5754.8 - 11339.8

Fairbanks Mobility Managment Plan

Exhibit V-18
Service Employment Density per TAZ



Service Employment Density per TAZ

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

Fairbanks Mobility Managment Plan

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-19 illustrates the locations of trip generators in the study area and their proximity to the existing MACS fixed route. A trip generator, for the purpose of this study, refers to a location where a significant concentration of trips originates 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 adequate coverage within the Fairbanks city limits with for their eligible consumers, and taxi companies provide immediate response services.

SUMMARY

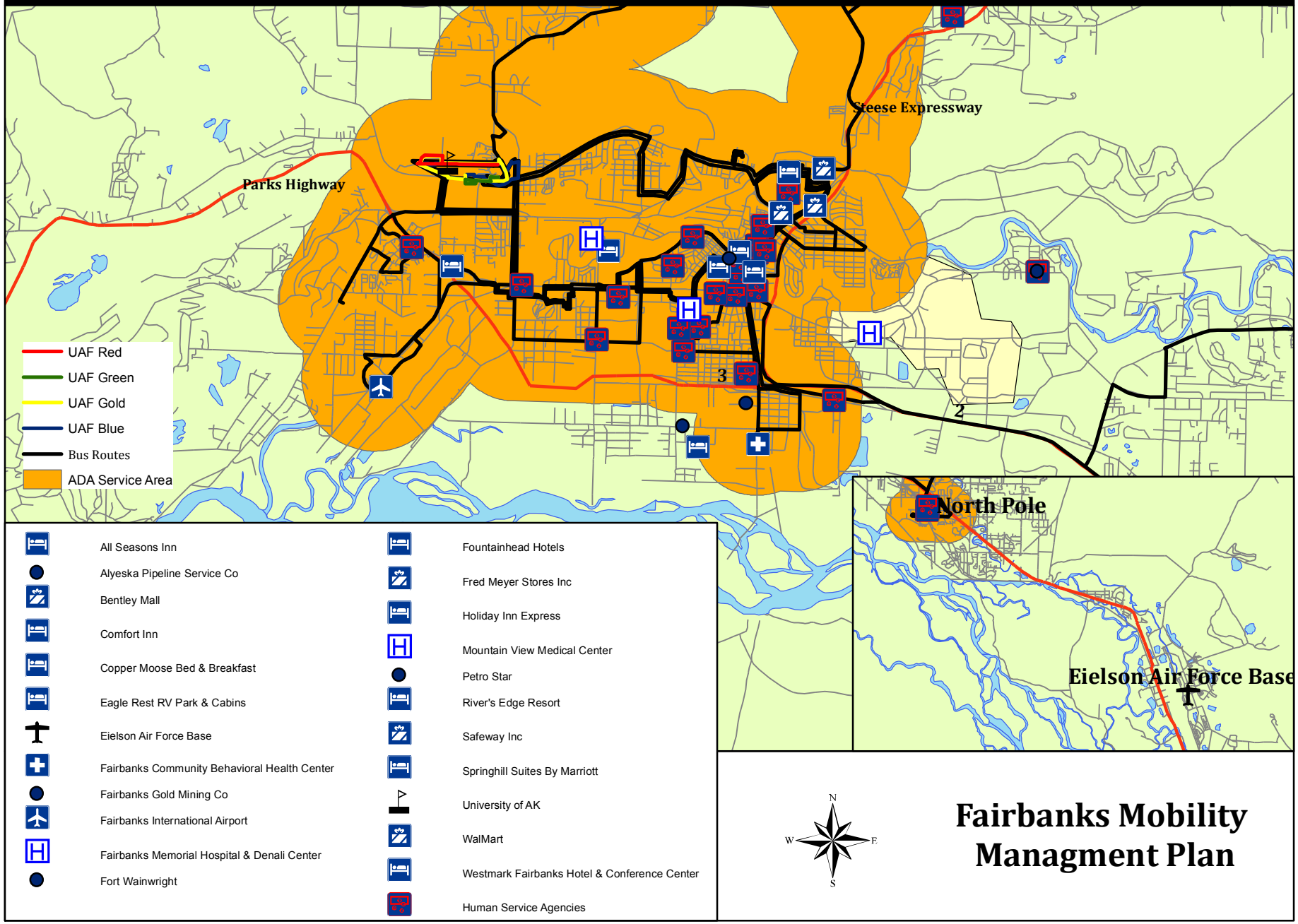
Given the size and location of the borough, it is understandable that stakeholders have indicated that it is sometimes challenging for citizens to access public or other shared ride transportation to and from work and appointments, especially when originating from locations outside the Fairbanks city limits. Add the seasonally dangerous weather conditions to the geographical distances between trip origin and destination, and the need for transportation options other than a personal vehicle or walking becomes very clear. To that end, 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 their eligible populations, including schools, the university, tribal organizations, senior centers, nursing homes, and human service agencies.

Together, the organizations operate approximately 73 vehicles to serve the citizens and visitors of the FNSB. While the existing transportation network is functioning well, there are some gaps and unnecessary duplications in services that, if properly addressed, could improve the efficiency of transportation resources. The spatial gaps in services 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 the

transportation provider because of higher operating costs associated with fuel and driver time to travel long distances from origin to destination for fewer passengers.

Improved efficiency will equate to better transportation services for everyone in central Fairbanks and the surrounding areas. Chapter VII provides Strategies for improving the efficient use of existing transportation resources through mobility management. Improved efficiency will most likely result in improved capacity to address the identified transportation and mobility gaps and needs.

Exhibit V-19: MACS, UAF, & Van Tran with Major Trip Generators



Fairbanks Mobility Managment Plan

Assessment

VI. CALL CENTER ASSESSMENT

INTRODUCTION

Before moving into the strategies for Mobility Management, it is important to understand the existing functions and capacities of the MACS/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 a 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 call center at the Transit Park is the most logical location for a coordinated one-call center.

The Van Tran/MACS call center was selected as the potential location because it has experienced personnel, 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 call taking 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 Park for Van Tran and MACS services:

- 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 consulting team directly observed the Van Tran schedulers at work in the Transit Park Call Center and discussed procedures with the employees. In addition to direct observation, the consulting team reviewed 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. The FNSB also provided telephone system records to measure call volumes during the sample two-week period, and a record of trip requests that were not provided over a sample two-month span.

Additional detailed information about Van Tran and MACS service area, operating characteristics, and organizational structures is provided in Chapter III.

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, doctor's office, 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.
    - Requests for subscription service must be made in writing to the Operations Supervisor.
    - Subscription service is limited to specific trip purposes. These are regularly occurring medical treatments (i.e., dialysis or physical therapy), education or training, and employment. Social or shopping trips are not eligible for subscription service.
    - Pick-up and drop-off times may be negotiated.
    - Due to demand and limited availability of subscription service, numerous cancellations or no-shows may result in a suspension or termination of the subscription for that rider.
    - Requests that qualify for subscription service during times when it is not available are placed on a waiting list. Meanwhile, Van Tran makes every attempt to schedule the trip as a demand ride. As soon as a subscription space is available, riders on the waiting list are moved to the subscription schedule.

Trip Requests

To request a trip provided by Van Tran, an eligible individual must call between 6:00 a.m. and 7:30 p.m. Individuals who call before or after hours may leave their request on the Van Tran voice mail service. Requests left on voice mail will be processed during business hours. Demand rides must be requested no later than 7:30 p.m. the day before the trip, and may be requested up to 14 days in advance.

Individuals requesting a trip are required to provide the following information:

- Name;
- Pick-up and destination addresses;
- The time that they wish to arrive at the destination;
- The time they want a return trip pick-up;
- Date of the ride;
- Personal care attendant or guest information, if applicable; and
- Mobility assistance device that may require special assistance or accommodations (i.e., wheelchair, walker, or cane).

According to Van Tran policy, a Personal Care Attendant/Caregiver (PCA) is a person who is physically able to assist when a Van Tran rider requires assistance beyond the first entry door or needs to travel with another person for safety or health reasons. Van Tran riders must provide their own PCA.

Eligible Van Tran riders are entitled to have a guest accompany them on Van Tran in addition to the PCA. When requesting a ride, the dispatcher must be notified if the rider will be accompanied by a PCA and/or guest so that the dispatcher can reserve additional space on the vehicle for that trip. Guests must be picked up and dropped off at the same location as the eligible rider. Guests pay regular Van Tran fares while PCAs are not required to pay a fare.

Trip Confirmations

Trip requests are not confirmed at the time that the trip reservation is made. The request may be placed in stand-by status even if it is an advance request. Individuals are required to contact the dispatcher the day before their requested ride to confirm the ride and the time of the pick-up.

TRIP SCHEDULING POLICIES AND PROCEDURES

During certain hours of the day, there are two Van Tran schedulers on duty. The Van Tran scheduler/dispatcher who is not answering the telephones builds trip schedules and assigns trips for the following business day.

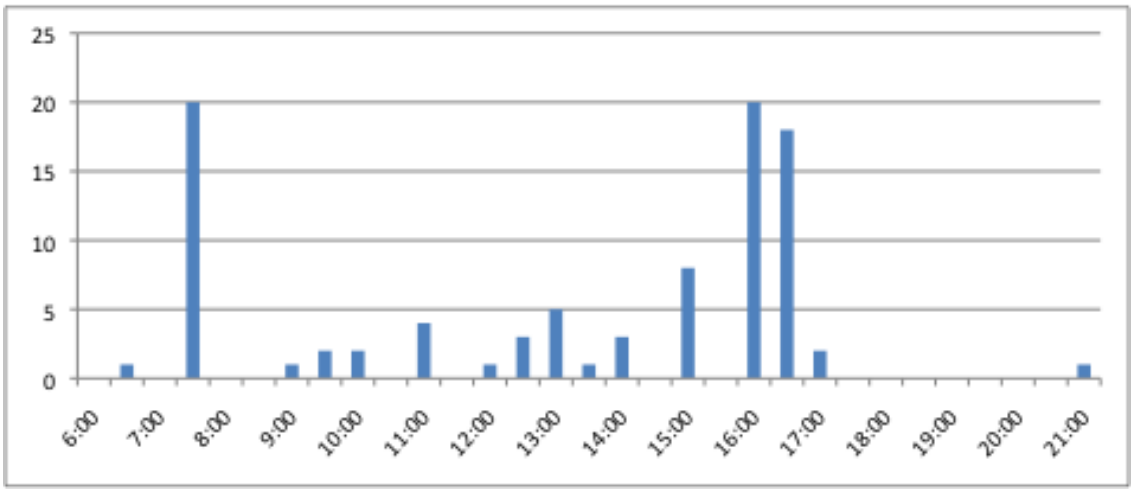
Zone A trips take priority over all Zone B and Zone C trip requests. Once Zone A trips are assigned, the scheduler assigns Zone B and Zone C eligible passengers in the empty seats, according to the requested trip start time, origin and destination. Per Van Tran policy and in order to comply with the 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 August and September 2009, 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.

Exhibit VI-1: Van Tran Trip Requests That Were Not Provided by Time of Day



Source: Van Tran

The majority of trip requests that Van Tran was unable to provide were originating or ending at Fort Wainwright Army Installation. The second highest number of trip requests that were not provided were within Fairbanks and North Pole trips ranked third.

Exhibit VI-2: Van Tran Trip Requests That Were Not Provided

Location	Percent of Total Trip Requests Not Served (August & September 2009)
Fort Wainwright	64%
Fairbanks	23%
North Pole	14%

Source: Van Tran August & September 2009

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 Van Tran coupons for $2.00 from the schedulers working at the Transit Park. There is no bulk discount for Van Tran coupons, and they do not expire. Personal Care Attendants or Caregivers ride for free when accompanied by an eligible rider.

ADDITIONAL SCHEDULER RESPONSIBILITIES

The Van Tran schedulers are located in the Transit Park. The office location was strategically selected because it is the transfer point for MACS fixed routes and it provides a convenient and

heated waiting area for passengers. The schedulers sit behind a window with full view of the waiting passengers and vehicles as they pull-in and out of the facility.

In addition to scheduling and confirming trips for passengers, Van Tran's schedulers also provide information, sell bus passes and Van Tran Coupons, make change, and give the key to the restroom to passengers who come to the window.

At certain times of the day, two schedulers are on duty. The second scheduler is primarily responsible for building the trip schedules for the following day. At the time of this study, she used RouteMatch ™ to manually build trip schedules because the automatic scheduling functions of the RouteMatch™ software had not been reliable due to inaccuracies of the ESRI maps for the FNSB.

When working on the trip schedule, the second scheduler sits behind a partition where she can hear the activities of the office and assist the lead scheduler with the phones, or customers who come to the window. A staff reduction to one scheduler is tentatively planned for 2011, unless additional funding is secured. If the staffing levels are reduced, one scheduler will be on duty during all hours of operation, and the Van Tran Operations Supervisor will assist as needed.

TRANSIT CENTER WINDOW ACTIVITIES ANALYSIS

An analysis of the transactions that take place at the transit center window during a sample 20 day period during September 2010 indicates that Van Tran schedulers interact with customers and passengers several times each business hour by selling passes, answering questions, making change, and passing out the restroom key. In fact, the schedulers made an average of 111 transactions or interactions per day with customers at the window.

The volume of window activities peaks to as many as 150 to 180 transactions on days near the beginning and end of the month and reaches low points of 75 to 80 per day during the second and fourth full weeks of the month.

Results from the analysis of the total number of window transactions per hour, by transaction type are described in Exhibit VI-3 on the following page. Exhibit VI-4 illustrates the average number of transactions by type per hour.

Assuming that each transaction for MACS Sales, Van Tran Sales, and answering questions takes an average of three minutes, and that making change and giving the restroom key to customers requires one minute each time, Exhibit VI-5 illustrates the percent of time that the schedulers spend each hour to complete window transactions. The 06:00 hour includes an average of 15.75 minutes per day to answer voice mail messages (using an estimate of 20 minutes on Mondays and 15 minutes Tuesdays through Fridays). On average, the busiest hours are between 08:00 and 13:00. A second peak occurs at 17:00 hours. During peak hours, schedulers spend up to 51.25 percent of their time making transactions at the window. The impact of transactions on the capacity to schedule trips is considered later in this chapter.

Exhibit VI-3: Volume of Transactions by Hour, by Type

	Hour of the Day													
Transaction Type:	**600**	**700**	**800**	**900**	**1000**	**1100**	**1200**	**1300**	**1400**	**1500**	**1600**	**1700**	**1800**	**1900**
MACS Sales	13	40	46	48	43	52	52	43	33	29	16	30	18	4
Van Tran Sales	0	0	0	1	2	0	3	2	1	0	0	0	0	0
Route Questions	48	72	97	73	62	85	113	28	11	18	15	24	7	2
Change	0	3	3	5	4	4	3	6	2	11	1	6	2	0
Restroom	35	43	60	80	87	92	108	75	70	77	84	105	81	37
Total Transactions per Hour	**96**	**158**	**206**	**207**	**198**	**233**	**279**	**154**	**117**	**135**	**116**	**165**	**108**	**43**

Source: RLS & Associates, Inc.

Exhibit VI-4: Average Number of Window Transactions by Hour, by Type

	Hour of the Day													
Transaction Type:	**600**	**700**	**800**	**900**	**1000**	**1100**	**1200**	**1300**	**1400**	**1500**	**1600**	**1700**	**1800**	**1900**
MACS Sales	0.65	2.00	2.30	2.40	2.15	2.60	2.60	2.15	1.65	1.45	0.80	1.50	0.90	0.20
Van Tran Sales	0.00	0.00	0.00	0.05	0.10	0.00	0.15	0.10	0.05	0.00	0.00	0.00	0.00	0.00
Route Questions	2.40	3.60	4.85	3.65	3.10	4.25	5.65	1.40	0.55	0.90	0.75	1.20	0.35	0.10
Change	0.00	0.15	0.15	0.25	0.20	0.20	0.15	0.30	0.10	0.55	0.05	0.30	0.10	0.00
Restroom	1.75	2.15	3.00	4.00	4.35	4.60	5.40	3.75	3.50	3.85	4.20	5.25	4.05	1.85

Source: RLS & Associates, Inc.

Exhibit VI-5: Average Minutes Spent on Window Transactions, per Hour

	Hour of the Day													
	600	**700**	**800**	**900**	**1000**	**1100**	**1200**	**1300**	**1400**	**1500**	**1600**	**1700**	**1800**	**1900**
Transaction Type:														
Voice Mail														
Three Minute Transactions	9.15	16.80	21.45	18.30	16.05	20.55	25.20	10.95	6.75	7.05	4.65	8.10	3.75	0.90
One Minute Transactions	1.75	2.30	3.15	4.25	4.55	4.80	5.55	4.05	3.60	4.40	4.25	5.55	4.15	1.85
Average Total Minuts Per Hour Spent on Transactions	**10.90**	**19.10**	**24.60**	**22.55**	**20.60**	**25.35**	**30.75**	**15.00**	**10.35**	**11.45**	**8.90**	**13.65**	**7.90**	**2.75**
Total Minutes Per Hour*	44.25	60	60	60	60	60	60	60	60	60	60	60	60	60
Average Percent of Each Hour Spent on Window Transactions	**24.63%**	**31.83%**	**41.00%**	**37.58%**	**34.33%**	**42.25%**	**51.25%**	**25.00%**	**17.25%**	**19.08%**	**14.83%**	**22.75%**	**13.17%**	**4.58%**

* The 0600 hour is reduced by 20 minutes on Monday and 15 minutes Tuesday-Friday for an average of 15.75 minutes per day.

Source: RLS & Associates, Inc.

CALL VOLUME ANALYSIS

An analysis of the 12-month period between September 2009 and August 2010 indicates that the Van Tran schedulers receive an average of 3,321 calls per month (797 calls per week). Exhibit VI-6 lists the number of calls received by month. Call volume peaked in October and March (approx. 3,550) while May of 2010 had the lowest volume, with 2,993 calls.

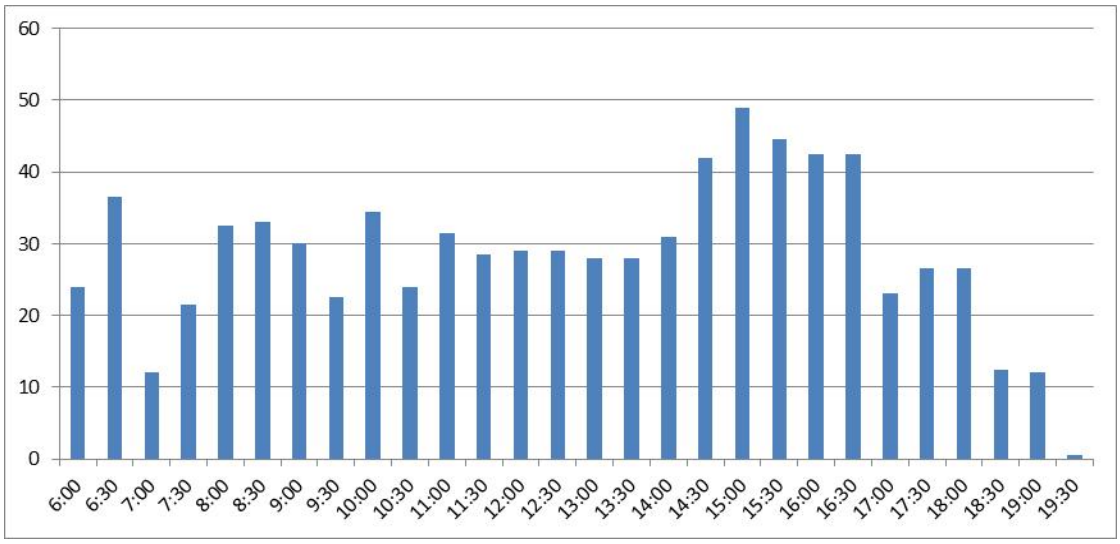
Exhibit VI-6: Number of Calls by Month

Month	Calls
September 2009	3,068
October 2009	3,554
November 2009	3,216
December 2009	3,474
January 2010	3,521
February 2010	3,241
March 2010	3,552
April 2010	3,196
May 2010	2,993
June 2010	3,357
July 2010	3,334
August 2010	3,348

Source: Van Tran

To measure the call volume for Van Tran schedulers, the average numbers of calls per week in 30-minute intervals was analyzed. The sample weeks of September 14 - 19, 2009 and November 2 - 7, 2009 were selected for analysis. Calls were plotted by half hour increments based on the time of day they were received or made (see Exhibit VI-7). An average of 797 calls were completed (incoming and outgoing) per week during the sample periods. The majority of calls were placed between 6:30 and 16:30. There were several spikes in the number of calls received. The largest of these spikes are concentrated between 14:30 and 16:30. The afternoon peak most likely includes return calls to passengers to confirm their trip for the following day as well as new trips for a later date. The analysis suggests the second highest influx of calls occurs in the morning during the hours of 6:30, 8:00, 9:00, and 10:00. The morning peak is most likely lower than the afternoon peak because schedulers are receiving trip requests in the morning, not making trip confirmations. Whereas in the afternoon, schedulers are receiving new requests and as well as phone calls to confirm trip requests. At 17:00 calls show a sharp decline that continues until close at 19:30.

Exhibit VI-7: Weekly Telephone Call Volumes by 30-Minute Increments 6:00-19:30



Source: Van Tran

STAFFING LEVEL ANALYSIS

Analysis of staffing levels was conducted during a time span consistent with the call volume study; the weeks of September 14 - 19, 2009 and November 2 - 7, 2009. Exhibit VI-8 outlines the number of schedulers on duty to receive calls and answer window transaction requests. The table shows that there is one available dispatcher during the majority of the day. The number of schedulers is increased to two during the hours of 9:30 to 11:00, 12:00 to 13:00, and again between 16:00 and 16:30. It is noted that staffing levels may be reduced to one dispatcher during all hours of operation if current funding levels are not maintained. According to FNSB Transportation Department staff, a reduction in dispatcher staffing levels could occur as early as June 2011.

Exhibit VI-8: Schedulers On-Duty by Time of Day

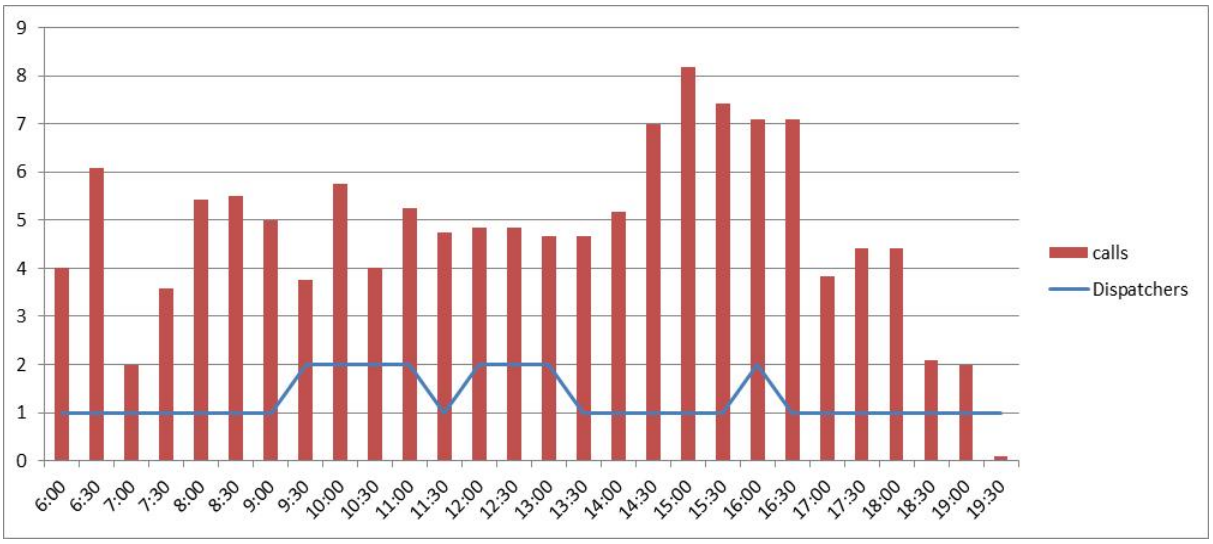
Hour	Schedulers
6:00 – 6:30	1
6:30 – 7:00	1
7:00 – 7:30	1
7:30 – 8:00	1
8:00 – 8:30	1
8:30 – 9:00	1
9:00 – 9:30	1
9:30 – 10:00	2
10:00 – 10:30	2
10:30 – 11:00	2
11:00 – 11:30	2
11:30 – 12:00	1
12:00 – 12:30	2
12:30 – 13:00	2
13:00 – 13:30	2
13:30 – 14:00	1
14:00 – 14:30	1
14:30 – 15:00	1
15:00 –15:30	1
15:30 – 16:00	1
16:00 – 16:30	2
16:30 – 17:00	1
17:00 – 17:30	1
17:30 – 18:00	1
18:30 – 19:00	1
19:00 – 19:30	1

Source: Van Tran

COMPARISON OF CALL VOLUME AND STAFFING LEVEL

The chart in Exhibit VI-9 shows the daily averages of calls compared to the daily number of schedulers on duty during the sample two week period. The number of schedulers shows an increased relationship with the number of calls received. As the call volume increases in the morning, with the exception of the 6:30 to 7:00 timeframe, the number of schedulers also increases. When the call average increases above five calls per half hour the number of schedulers is increased to two. This is true except for between 14:00 and 15:30 when the number of calls is over five calls in a half hour, but the number of schedulers does not increase until 16:00.

Exhibit VI-9: Number of Calls Compared to Schedulers



Source: RLS & Associates, Inc.

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. During one of the sample weeks, one scheduler handles all calls for the majority of the day while a second scheduler acts as a back-up to answer overflow calls even though he or she primarily focuses on building the trip manifests.

According to the telephone system records, incoming and outgoing calls average 10 seconds per call. The amount of time an scheduler/dispatcher 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 caller is asked to call back to confirm that the trip can be provided. The 10-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 schedulers/schedulers currently have the capacity to handle additional calls.

As illustrated in Exhibit VI-10, during the peak hours two schedulers cover the increase in call volumes. However, at 10 seconds per call, even at the busiest times of the day, one scheduler could manage the existing call volume.

Exhibit VI-10: Call Volume and Staffing Levels Per Day

Hour	Number of Staff on Duty	Average Call Volume Per Day, by Half Hour					
		Mon	Tue	Wed	Thur	Fri	Sat
6:00 – 6:30	1	6	3	4	1	1	0
6:30 – 7:00	1	9	4	4	2	5	0
7:00 – 7:30	1	3	1	3	2	3	0
7:30 – 8:00	1	4	2	2	2	3	0
8:00 – 8:30	1	10	6	6	4	8	0
8:30 – 9:00	1	6	6	5	3	5	1
9:00 – 9:30	1	7	7	9	7	3	0
9:30 – 10:00	2	6	7	6	8	6	0
10:00 – 10:30	2	6	7	5	4	6	0
10:30 – 11:00	2	4	6	5	4	7	0
11:00 – 11:30	2	5	5	4	8	6	0
11:30 – 12:00	1	7	6	6	6	6	0
12:00 – 12:30	2	8	4	8	5	6	0
12:30 – 13:00	2	9	3	3	8	4	0
13:00 – 13:30	2	6	4	8	9	6	0
13:30 – 14:00	1	6	5	5	6	6	0
14:00 – 14:30	1	9	9	3	5	5	0
14:30 – 15:00	1	11	11	8	4	4	0
15:00 –15:30	1	10	12	13	13	6	0
15:30 – 16:00	1	6	14	12	8	7	0
16:00 – 16:30	2	8	8	7	7	6	0
16:30 – 17:00	1	11	8	12	11	6	0
17:00 – 17:30	1	11	8	6	6	7	0
17:30 – 18:00	1	9	5	3	6	6	0
18:00 – 18:30	1	4	2	4	6	1	0
18:30 – 19:00	1	3	3	3	7	3	0
19:00 – 19:30	1	3	2	2	2	4	0
19:30 – 20:00	1	1	2	1	3	2	0

OBSERVATIONS AND STRATEGIES

The comparison of call volume per half-hour and current staffing levels suggests a lack of balance between dispatch assignment and peak volumes. It also suggests an underutilization of the RouteMatch ™ scheduling capabilities. Considering the technological capacity of the scheduling software, it is recommended that Van Tran and FNSB Transportation Department consider scheduling trips while the customer is on the phone.

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., window transactions).

In the case of FNSB and Van Tran, however, one must account for the time it takes for schedulers to complete customer transactions at the transit window. Therefore, the amount of available time to take calls and schedule trips per hour must be reduced by the average number of minutes the scheduler(s) spend on transactions at the transit window each hour and the time spent each morning between 6:00 and 7:00 to answer voice mail messages. The analysis of current call and window transaction volume for Van Tran suggests that during the sample period, there were four instances when the call center would have been under staffed to handle the immediate scheduling of trips for the composite of calls (see Exhibit VI-11). This includes the hours of 0800, 1400, and 1500 (as indicated in Red font in Exhibit VI-11). During all other hours of operation, the center appears to be sufficiently staffed, based on the national average call taking capacity.

Exhibit VI-11 also illustrates the maximum number of calls that the schedulers could take (at current staffing levels) if they also continue to handle window transactions. The difference between the current average call volume per hour and the maximum number of calls that could be handled per hour equals the maximum number of calls that the Transit Center could handle (at current staffing levels) with the expansion of consolidating scheduling duties with other local transportation providers. For example, as illustrated in Exhibit IV-11, given that during the 0600 hour, the Transit Center can handle up to 13.95 calls and it currently receives five (5) to 8 calls (depending on the day of the week); consolidation would only allow for up to six (6) more calls that hour, on the busiest day. During mid-morning to early afternoon, when there are two schedulers on duty, the Transit Center has capacity for nearly 30 additional calls per hour, even on the busiest days.

Exhibit VI-11-A illustrates the maximum number of calls that the schedulers could take if staffing levels are reduced to one (1) scheduler all day long, Monday through Friday.

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. However, the implementation timeframe for this strategy is dependent upon RouteMatch™

correcting the errors in the maps for the FNSB. Prior to implementing this strategy, FNSB must determine if the automatic scheduling capabilities of RouteMatch ™ are accurate based on the street maps for the local area. Once this is determined and RouteMatch™ is capable of automated scheduling, the schedulers will require additional training and practice to achieve the standard of 2.39 minutes per call.

Exhibit VI-11: Current Call/Window Volume and Maximum Call Taking Capacity, Current Staffing

Hour	Current No. of Call Taking Staff on Duty	Avg. Minutes Spent on Window Trans-actions Per Hour	Total Minutes Available for Call Taking (Labor Min. – Window Trans-actions)*	Maximum Call Taking Capacity Per Hour (@2.39 min per call)	Current Average Call Volume Per Day, by Hour				
					Mon	Tue	Wed	Thur	Fri
6:00 – 7:00	1	10.90	33.35	13.95 calls	7	6	8	8	5
7:00 – 8:00	1	19.10	40.90	17.11 calls	8	9	11	8	7
8:00 – 9:00	1	24.60	35.40	14.81 calls	9	12	11	**16**	11
9:00 – 10:00	2	22.55	97.45	40.77 calls	10	8	11	12	8
10:00 – 11:00	2	20.60	99.40	41.59 calls	13	10	21	8	6
11:00 – 12:00	2	25.35	94.65	39.60 calls	8	11	16	14	8
12:00 – 13:00	2	30.75	89.25	37.34 calls	8	14	19	12	10
13:00 – 14:00	2	15.00	105.00	43.93 calls	13	16	12	13	13
14:00 – 15:00	1	10.35	49.65	20.77 calls	12	15	**20**	13	9
15:00 –16:00	1	11.45	48.55	20.31 calls	13	**27**	**26**	14	13
16:00 – 17:00	2	8.90	111.10	46.48 calls	13	11	18	22	10
17:00 – 18:00	1	13.65	46.35	19.39 calls	13	15	17	9	13
18:00 – 19:00	1	7.90	52.10	21.80 calls	13	16	14	12	10
19:00 – 20:00	1	2.75	57.25	23.95 calls	8	2	4	5	4

Source: RLS & Associates, Inc.

* Available minutes were reduced by 20 minutes on Mondays and 15 minutes on other weekdays for answering voice mail messages.

Exhibit VI-11-A: Current Call/Window Volume and Maximum Call Taking Capacity, Reduced Staffing

Hour	Current No. of Call Taking Staff on Duty	Avg. Minutes Spent on Window Trans-actions Per Hour	Total Minutes Available for Call Taking (Labor Min. – Window Trans-actions)*	Maximum Call Taking Capacity Per Hour (@2.39 min per call)	Current Average Call Volume Per Day, by Hour				
					Mon	Tue	Wed	Thur	Fri
6:00 – 7:00	1	10.90	33.35	13.95 calls	7	6	8	8	5
7:00 – 8:00	1	19.10	40.90	17.11 calls	8	9	11	8	7
8:00 – 9:00	1	24.60	35.40	14.81 calls	9	12	11	**16**	11
9:00 – 10:00	1	22.55	37.45	15.67 calls	10	8	11	12	8
10:00 – 11:00	1	20.60	39.40	16.49 calls	13	10	**21**	8	6
11:00 – 12:00	1	25.35	34.65	14.50 calls	8	11	**16**	**14**	8
12:00 – 13:00	1	30.75	29.25	12.24 calls	8	**14**	**19**	**12**	10
13:00 – 14:00	1	15.00	45.00	18.83 calls	13	16	12	13	13
14:00 – 15:00	1	10.35	49.65	20.77 calls	12	15	**20**	13	9
15:00 –16:00	1	11.45	48.55	20.31 calls	13	**27**	**26**	14	13
16:00 – 17:00	1	8.90	51.10	21.38 calls	13	11	18	**22**	10
17:00 – 18:00	1	13.65	46.35	19.39 calls	13	15	17	9	13
18:00 – 19:00	1	7.90	52.10	21.80 calls	13	16	14	12	10
19:00 – 20:00	1	2.75	57.25	23.95 calls	8	2	4	5	4

Source: RLS & Associates, Inc.

* Available minutes were reduced by 20 minutes on Mondays and 15 minutes on other weekdays for answering voice mail messages.

VII. RECOMMENDED MOBILITY MANAGEMENT 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 the public transportation, taxi network, 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 is limited, but currently exist with options for rail, air, personal water vehicles, public, and human service agency transportation resources, and the personal automobile.

PURPOSE

The purpose of this chapter is to describe the recommended strategies to improve the functions of the transportation network as they relate 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 CTAG on October 14, 2009 with an opportunity to discuss potential challenges for each. Participating CTAG members provided feedback of their impressions of 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 Each Recommended Mobility Management Strategy

Recommended Strategies	Priority Area				
	Maintenance	Scheduling	Technology	Hours of Service	Service Area
#1: Centralized Scheduling and Dispatch		●	●		
#2: Trip Sharing		●		●	●
#3: Coordinated Maintenance	●				
#4: Real Time Trip Scheduling		●	●		
#5: Mobility Coordinator	●	●	●		
#6: Transportation Navigator/Trainer					●
#7: Coordinated Eligibility Evaluations for ADA		●			
#8: Coordinated Volunteer Driver Program					●
#9: Transit Pass			●		
#10: 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 Technical Memorandum which identifies the potential timeframe for beginning the implementation process for each strategy.

MOBILITY MANAGEMENT STRATEGIES

The Coordinated Transportation Advisory Group (GTAG) 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. Increase access to public transportation around Fort Wainwright.
4. Improve customer confidence and awareness of transportation options.
5. Simple fare collection procedures.
6. Support for employment opportunities.
7. Transportation opportunities on Sundays.
8. Improved trip scheduling procedures and customer confidence in the process.
9. Dedicated staff for scheduling to reduce the burden on agencies.
10. Expand the use of transportation technology.

11. Build momentum for continuing coordination efforts.
12. Improve customer service.

The planning team compared each of the 10 recommended mobility management strategies with the CTAG's 12 categories of mobility management goals throughout the planning process. Table 2 provides a matrix to illustrate which strategies are designed 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 GOALS											
	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	Simple fare collection procedures	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: Centralized Scheduling and Dispatch	●			●				●	●	●	●	●
Strategy #2: Joint Use Arrangements/Brokerage Hybrid	●	●	●	●		●		●	●		●	
Strategy #3: Coordinated Maintenance	●									●	●	●
Strategy #4: Implement Real-Time Scheduling				●		●		●		●		●
Stragety #5: Hire a Mobility Coordinator	●			●							●	●
Strategy #6: Transportation Navigator/Travel Trainer Program	●	●		●		●		●			●	●
Strategy #7: Coordinated Eligibility Evaluations	●	●		●							●	
Strategy #8: Coordinated Volunteer Driver Program	●	●	●			●	●				●	●
Strategy #9: Fare Structure Integration				●	●					●	●	●
Strategy #10: Improved Awareness and Communication	●		●	●			●				●	●

Strategy #1: Centralized Scheduling and Dispatch

Approach

Under this strategy, the FNSB would use the existing Transit Park call center that is staffed by Van Tran and FNSB employees as a one-call center for anyone who wants to schedule a trip with Van Tran or any of the participating human service agencies, University of Alaska Fairbanks, and other local organizations.

Overview of the Implementation Strategy

This action is a central strategy in the Mobility Management Plan – the establishment of a "one-stop" centralized call center that would be responsible for the following key functions:

- Information/referral
- Coordinated customer eligibility evaluation
- Paratransit trip reservations
- Paratransit trip scheduling
- Customer service

This strategy implements the primary goal of the study in creating a centralized call center where the general public, visitors to the region, or clients/potential clients could obtain information on available transit and paratransit services in the Fairbanks North Star Borough area.

Based on preliminary review of possible implementation strategies conducted by the Coordinated Transportation Advisory Group (CTAG), the proposed implementation strategy stops short of providing full, brokered transportation services at this time. Thus, the duties of the centralized call center will be book trips and assign trips to the respective existing service delivery network, consistent with client sponsorship. In this scenario, current service providers would receive trip orders from the centralized call center, but would remain responsible for dispatching and maintaining control over vehicle operations.

Designation of Responsible Party for Centralized Call Center Operation

Based on the current infrastructure at existing service providers in the Borough and on a more thorough, in-depth assessment of the capabilities and practices in-place at the Van Tran/MACS call center, it was recommended that this entity be designated in the Mobility Management Plan as the entity responsible for implementation and management of the centralized call center. Based on assessed capabilities, this call center has adequate staffing levels[3], experienced personnel, existing technology, and facilities to lead the effort to centralize reservations and scheduling.

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[3] Van Tran/MACS has indicated in mid-October that there would be a reduction in personnel effective next fiscal year due to budget reductions. This fact does diminish staff capabilities to handle this function. For

This capacity includes designated space at the Transit Park, sufficient telephone capacity to handle anticipated call volumes, automated scheduling and dispatching software (RouteMatch), and automatic call distribution technology to monitor call volumes and customer service issues.
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, nurse's aides, program coordinators (non-transportation), case managers, or 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 call taking and scheduling that would take place in a centralized call center.

Implementation Pre-Requisites

Trip Confirmation at Time of Initial Customer Request
One critical change to current practices must occur prior to any implementation of the one-stop centralized call center concept. Based on observations of current trip reservations practices, personnel taking trip requests from the public do not confirm at the time of the reservation. Trip details are recorded and entered into the scheduling and dispatching software at a later time, not during the phone call. It is then the responsibility of the customer to call Van Tran the day before the requested trip to confirm that Van Tran has the capacity to perform the trip on the requested date and time or to learn of any pick-up time adjustments made to the original pick-up time request. This practice is not standard in the paratransit industry, where it is customarily regarded as a "best practice" to confirm a trip at the time of initial customer request. Upon further inquiry, Van Tran staff reported that they were having difficulty with the automated scheduling and dispatch software accurately locating client and pick-up locations.[4] Given these inaccuracies, staff responsible for call-taking were not using the automated system to confirm the trip at the initial request; rather, the actual trip scheduling is the product of automated batch scheduling with human intervention and manipulation the afternoon/evening prior to the service day. As this practice does not violate any requirements under the Americans with Disabilities Act (49 CFR part 37), this accommodation is permissible, albeit at a lesser level of customer service than is typical.

The centralized call center, when it begins to take trip requests on behalf of other human service agencies in the service area, will not be able to perform its function using these scheduling techniques. Daily attendance at agency programs/functions may be a required element in order for the program to draw-down Federal grant funds; access to timely medical care may be critical to

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purposes of this report, proposed staffing levels are recommended without regard to current position levels (expressed in FTEs).
[4] This process, known as geo-coding, involves the software looking up the requested pick-up and drop-off locations from a pre-established database provided by the software vendor of streets and address ranges. If the database is not sufficiently robust to contain full address ranges in the FNSB service area, the software will generate erroneous information about available pick-up times, total travel time associated with the trip, and projected drop-off time.

individual well-being; and participation in agency programs may be essential to an individual's quality of life. Customers who are so dependent must be assured that they can utilize the call center services to get to the doctor, a human service agency program or other critical trip destination. The inability to be assured that the trip will be delivered until the afternoon or evening before the trip is to occur will deter human service agency usage of the call center altogether. Thus, it is imperative that Van Tran amend its current scheduling practices to include trip confirmation at the time of booking. This will require that FNSB resolve the geo-coding issues presently being experienced with the RouteMatch software.

Once the software issues are fixed, this change to permit staff to confirm trips at the time of the initial request should be implemented immediately for Van Tran customers. As staff becomes more accustomed to using this feature with their own customers, the transition to include new customers using the call-center will be facilitated.

Finally, implementation of this recommended change can also be considered a customer service enhancement to Van Tran's existing rider population.

For a more in-depth treatment of this topic, refer to Strategy #4.

Creation of Uniform Customer Service Policies

In order to ensure a uniform and consistent customer experience, it will be necessary for all provider agencies to agree to a uniform set of service policies that relate to the trip booking and service delivery process.

It is recommended that a subcommittee of the CTAG be formed from existing operations personnel to jointly agree to these uniform policies. These policies may include, but not necessarily be limited to:

- *Advance reservation window* – the amount of time prior to the requested date of travel the customer must call to ensure a ride. As the ADA requires "next-day" advance reservation policies, it is recommended that this policy be adopted by all service providers. In next day reservations, a customer may call the centralized call center any time during normal administrative hours the day before the requested day of travel and can book a trip.
- *Trip pick-up window* – In concert with implementation of trip confirmation at the time of the call, all service providers should agree on a uniform trip pick-up window. The pick-up window, expressed in terms of early minutes/late minutes around the promised pick-up time permits: (a) schedulers to make manual adjustments to computer generated schedules when the system knows the automated schedule may be too tight or unrealistic; and (b) permits some flexibility to account for service delivery day traffic conditions and delays. For example, a 30 minute pick-up window could be expressed as 15+/-15 around the promised pick-up time; if the customer was promised a 2:00 PM pick-up, the customer should be ready from 1:45 PM to 2:15 PM. Recent industry trends have shown that customer satisfaction with paratransit services are

enhanced if the early time is reduced. Call center staff, as a matter of protocol, will repeat the pick-up window to the customer when closing the call with a re-statement of trip details.

- *Dwell-time* – This is the amount of time a driver and vehicle will wait for the passenger at the pick-up location before declaring the trip to be a "no-show.[5]"
- *Same day reservations* – Each individual service provider will be able to create their own policy on same day reservations; calls can still be routed to the one-stop call center, however, these calls will be longer in duration as it will necessitate placing the caller on hold; reviewing the schedule for the provider to determine if there is room in the schedule to handle the call; and calling the service provider to confirm that the trip can be accommodated.
- *Personnel Care Attendants* – A Person Care Attendant (PCA), or an individual accompanying the customer to assist a person with disabilities complete the trip, is normally allowed to accompany the customer on paratransit services (this is a requirement for ADA services; there is no charge for the PCA).
- *Trip cancellation policies* – Typically, efficient paratransit management requires that a system request that passengers who must cancel a trip to so sufficiently in advance so as to not disrupt operations. In order to allow call center staff to provide consistent customer service, all participating agencies should adopt a minimum standard for trip cancellations and any penalties, if any, that may be applied.

Additionally, it is recommended that passenger assistance policies be formally established and documented. Each participating service provider can determine what level of service they will offer; this can be established as a provider-wide policy or customized to each consumer, depending upon needs. Typical passenger assistance policies include:

- Curb-to-curb service – this policy means the driver will assist the customer on and off the vehicle, including all assistance needed for wheelchair securement.
- Origin-to-destination service – This is the current ADA standard of service and requires the driver to assist the passenger from the vehicle to the door at the pick-up or destination address.
- Door-through-door service – This policy permits the driver to enter the customer's origin or destination addresses to provide passenger assistance.

Other policies in this area include transport of service animals, transport of portable oxygen tanks, and a package assistance policy. By defining what level of assistance can be provided under each service protocol, the call center staff will be in a position to authoritatively answer consumer inquiries on this topic. Again, a provider may adopt a single standard, or customize the level of service to individual customer needs. The scheduling software can be used to establish the level of service required for each individual and the "dwell-time" at any pick-up or destination adjusted to account for assistance that may require a longer period of time.

<u>Central Call Center Responsibilities</u>

The responsibilities of the consolidated call center contractor will include the following:

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[5] This parameter is a necessary input for the RouteMatch software.

Trip Reservations

- Taking trip reservations and scheduling trips onto dedicated providers (*e.g.*, Van Tran and participating service providers).
- Call center staff will handle the initial booking of all trip requests.
- Call center schedulers will do final schedule clean-up and will transmit final run schedules to service providers each evening.
- Call center staff will handle any general information calls. This will include calls about fixed route and demand response service options.

Eligibility Issues

- Calls about eligibility will addressed in general by the call center staff; however, if based on the preliminary inquires the call center staff determines that a customer may be eligible for ADA complementary paratransit, the individual will be referred to the University of Alaska Fairbanks (UAF) Office of Disability Services (see Recommendation #7). The call center telephone system should be configured to allow for a direct transfer to UAF personnel.
- This same capability should be extended to other participating agencies. For example, if the staff at the call center felt that an individual could possibly qualify for senior services, the caller will be referred to the North Star Council on Aging.

Customer Service

- Call center staff will handle all "Where's My Ride?" calls as well. Given that the call center will not be responsible for dispatching trips for other service providers, processing of these requests will be more problematic than similar calls from Van Tran customers.
- Call center staff at the will be responsible for maintaining regular communications with the transportation staff at participating service providers in order to maintain some knowledge about on-street operations at these providers. In some other high-tech programs, this function is handled using a very low tech method – instant messaging (with network IT security parameters). This enables call center staff to better handle customer inquiries on the status of service if their trip is booked on another participating agency.

Infrastructure

- Van Tran/FNSB will be responsible maintenance of the existing technology (ITS) infrastructure, including computing networks, scheduling software upgrades, telephony and related devices.
- Van Tran/FNSB will be responsible for acquisition of new technologies. Of most interest to the Coordinated Transportation Advisory Group (CTAG) was the acquisition of Interactive Voice Response technology; this would enable the call center to generated automated telephone reminder messages to all customers that they have a schedule ride the next day. These messages will be generated for customers of all service providers participating in the system.

Passenger Accounting

- All service providers would be responsible for collecting, recording, and entering post-trip service data into the system. In order to minimize data entry administrative burden on call center staff, it is recommended that Van Tran/FNSB permit remote access to a data entry module within the RouteMatch scheduling software that would permit interactive entry of passenger accounting data by all participating agencies.

- Call center staff will be responsible for generating periodic reports (no less frequently than monthly) on services supplied and performance measures.

Service Provider Responsibilities

The responsibilities of the service providers would include the following:

- Hiring and training drivers.
- Managing the pull-out process – assigning runs and vehicles.
- Having an adequate extraboard (spare drivers) to be able to cover any scheduled outs or call-outs for runs/trips they are assigned.
- Maintaining vehicles used in the operation.
- Maintaining two-way voice radio systems or other communication technologies necessary for efficient operation of the service.

Other Implementation Actions

There are two additional elements of this recommended strategy that will have to be implemented to support centralized call center functions.

Call Center Staff Training
In order to provide information/referral functions, it will be necessary to develop an information book regarding the scope of services for each of the community organizations that will partner with the one-stop call center. This information is generally based on inventories of services. This information has already been collected in the *Fairbanks North Star Borough Coordinated Transportation Plan (CTP)*, completed in September 2009 and the update to this information presented in Technical Memorandum No. 1. This information should be re-compiled in the form of a directory, organized on a two-part basis: population served (*e.g.*, seniors, persons with disabilities, etc. based on the eligibility information documented in these report) and geography (service area). Once compiled, staff that performs the customer service function should be provided training on the range of services offered by the entities in the directory, enabling call center staff to provide accurate information and referral when a customer's needs cannot be met by Van Tran/MACS or any other participating service provider.

Customer Education
Finally, CTAG should take responsibility for producing an information brochure that introduces the public to the new centralized call center. This brochure will describe the call center concept, provide information on hours and days of operation, provide phone contact numbers, and provide useful or helpful information about the types of services available to community residents.

Advantages

Among the advantages to this strategy are:
(1) Van Tran schedulers are experienced professionals with a focus and capability for scheduling trips efficiently.

(2) Van Tran schedulers have an understanding of the service area, passenger needs, driver communication needs.
(3) Centralized scheduling will allow agencies that are scheduling trips as an additional duty to transfer that duty to the one-call center so that they can focus on their primary missions.
(4) Promotes the most efficient vehicle utilization for all participating agencies and organizations.
(5) Allows agencies to provide more trips or to redirect services to underserved areas.

Challenges

As indicated previously, some of the challenges identified with this strategy are just that, challenges. Each should be considered a challenge that can be addressed rather than a barrier to achieving the goal. Identified challenges are most likely to occur during the implementation phase, such as the following:

(1) Participating organizations will need to share policies and procedures (i.e., eligibility, service hours, level of driver assistance, passenger fares, etc.) with the one-call center schedulers so that the schedulers can appropriately assign trip requests.
(2) Customers of the participating agencies will have an adjustment period as they transition to dialing the new number and talking to the scheduler rather than the person at the agency with whom they may be very familiar. Some people are resistant to change. Agencies will need to provide guidance and reassurance to their customers through the transition period. Staff at all agencies should be prepared to share the same message so that a unified front is presented and to avoid any misconceptions or misunderstandings with the new process. Travel training may be necessary for some customers. Refer to Strategy 6 for further details on the role travel training can play in this coordinated transportation program.
(3) Similar to the transition for customers, staff at the participating organizations must have confidence in their ability to communicate with the schedulers at the one-stop center to immediately answer questions or correct issues with the schedules.
(4) Participating organizations must establish written agreements/Memorandums of Understanding that explain their participation in the one-call center.
(5) Participating agencies must establish a cost sharing agreement with FNSB to fairly compensate for their appropriate portion of the one-call center's scheduling duties. While development of the appropriate distribution of expenses is not a difficult matter, it will require time for review and discussions to reach an agreement among the Executive Directors at each of the participating organizations.

Strategy #2: 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 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.

Let's take a minute to define the difference between a joint use arrangement and a brokerage.

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 agreed upon 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 certain times of the day when additional seats are required.

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 deliver

the 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.

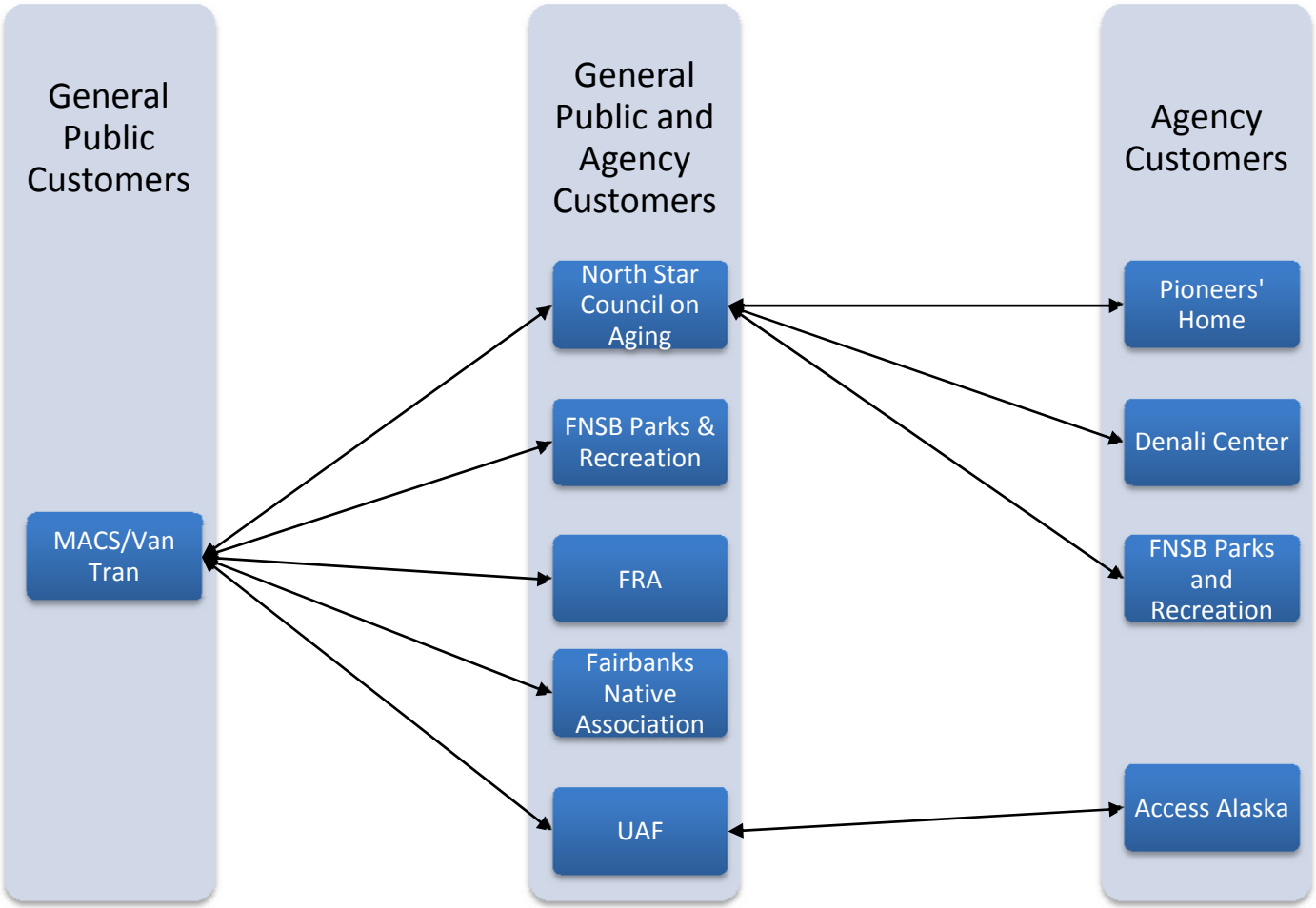
As illustrated in the diagram, these agreements should be developed between the general public provider and other organizations in the area provide transportation within specific eligibility criteria. The participating organizations that are listed in tier 1 and tier 2 of Exhibit VII-1 were selected 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.

A sample interagency agreement is provided in Appendix H. This sample can be modified as appropriate.

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 one-call center 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.

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 G: 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 bus meticulously record the mileage when each passenger gets on and off the vehicle. This method also underestimates trip costs when there are substantial wait times or short distance, 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. These trips should be charged the full per unit basis regardless of whether the trip is shared.

Subscription trips, on the other hand, are made 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. Otherwise, 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, tribe member).

Quality Control /Performance Measures

The CTAG 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 that the mobility management effort is achieving the goals established by the CTAG 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 tip, 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 CTAG.

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 CTAG 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 most 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, it offers the opportunity for the area to 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.

(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.

Strategy #3: 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 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 #2, challenges are primarily associated with implementation. The following challenges could be relevant and should be discussed during initial negotiations:

(1) Determine the conditions for First Student or another local program to participate in the shared maintenance arrangements as the maintenance provider.

(2) 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.

(3) Vehicle insurance or liability policies.

Strategy #4: Implement Real-Time Scheduling

Approach

This strategy is introduced in Chapter VI and is recommended for Van Tran as the Centralized Scheduling and Dispatch center is established. Under this approach, the center would implement a new procedure to schedule trips while the caller is on the phone rather than requiring a call back to confirm the trip. Unfortunately, implementation of this strategy will remain in pending status until the ESRI maps used by RouteMatch ™ are updated for the FNSB area.

Real-time scheduling is recommended to address the issue of customer service that was raised by several stakeholder organizations. During the interview process, staff members who are responsible for arranging trips for the individual agencies indicated that many clients do not use Van Tran because they feel insecure in Van Tran's capacity to serve their trip request. The current process of requiring customers to call the schedulers on the day before their trip request to see if the trip will be provided, seems to be the root of the insecurity.

As a result of the passenger concerns about Van Tran's capacity to provide a trip, human service agencies that originally provided transportation as an strategy when Van Tran was not available to meet customer needs are becoming the first resort for transportation rather than the back-up plan. This shift is gradually creating an unnecessary burden on human service agency transportation providers.

Institutional Framework

Van Tran and FNSB are the lead organizations and responsible parties for implementing this strategy. Other participating organizations should provide support by assisting with customer and staff education and awareness about the new scheduling procedures.

Technology

The Van Tran call center is equipped with the necessary technology to undertake the task of scheduling trips while the caller is on the phone. The FNSB currently utilized a telephone system that measures call length, call volume, and calls by time of day and day of the week. Each of these categories of performance will be indicators for changes in staffing levels at peak and off-peak times of the day and/or the need for additional training for schedulers.

The RouteMatch ™ scheduling software is a popular transportation-scheduling program that is capable of automatically assigning trips based on the trip origin, destination and time of day. However, the map program used by RouteMatch™ is inaccurate for the Fairbanks area and schedulers are currently unable to utilize the automatic functions. Errors in the map data result in trip assignments that are not realistic in terms of actual travel time from Point A to Point B. It is strongly recommended that Van Tran and FNSB continue to work with RouteMatch ™ to seek a remedy for the software errors.

Currently, the failure of the RouteMatch ™ software is creating additional work for schedulers and potentially some level of frustration for customers who must wait until the day before their trip for confirmation that it will be provided.

Staff Training
RouteMatch™ provides training for all of its automated programs and functions and Van Tran should request staff training from RouteMatch ™ trainers, prior to implementation. A lower cost strategy to training schedulers would be to work with schedulers in another Alaska community that is using RouteMatch™ to learn from each other.

Customer Education
Real-time scheduling will require customers to adjust their expectations when requesting a trip through the one-call center. As such, Van Tran and other partner organizations should develop printed procedures that simplify and explain the new procedures. The change should be promoted as an improvement in customer service to encourage passengers to call and give it a try.

Customer education should be conducted in the format of flyers, rider handbooks, brochures, and word-of-mouth. Clients of human service agencies tend to trust the staff at their agency more than staff at any other organization. Therefore, it will be critical that participating organizations promote the new real-time scheduling process as a user-friendly service improvement.

Performance Measures
As indicated above, the existing telephone system will be the primary tool for measuring performance of the real-time scheduling program. Performance measurements should include the following. Performance measures should be monitored on a weekly basis during initial implementation. Monitoring may be relaxed to monthly or quarterly as the program becomes established and staff becomes more comfortable with the process.

- As discussed in Chapter VI, the standard amount of time to accomplish real-time scheduling is less than three minutes per call. The standard of 2:39 per call should be used as a goal for program performance.
- Amount of time a passenger is on-hold.
- Number of abandoned calls (i.e., the caller hangs up before the scheduler comes to the phone).
- Number of calls going to voice mail.
- Number of calls received by time of day.
- Number of trips scheduled per 30-minute intervals.
- Accuracy of automated trip scheduling.
- Customer satisfaction: As indicated through customer feedback surveys.

<u>Advantages</u>

The advantages of real-time scheduling are primarily passenger oriented.

(1) Passengers receive more advance notice if a trip cannot be provided which improves his or her opportunity to plan for strategy transportation if there is no capacity for the requested trip.

This would replace the challenge that passengers face when using Van Tran and receiving confirmation or notice that the trip cannot be provided one day prior to the trip date.

(2) Utilizes the capacity of existing RouteMatch ™ software already purchased and utilized by Van Tran. However, the software must be corrected before implementation.

(3) Improves the passenger's confidence in the scheduling process and security that the trip will be provided.

Challenges

Challenges to implementing the new scheduling procedures involve passengers and schedulers. Some of the most likely challenges are as follows:

(1) Requires training for dispatchers/schedulers because it is a new procedure.

(2) Requires educating the public on the new process for scheduling trips.

Strategy #5: Hire a Mobility Coordinator

Approach

A mobility coordinator will play a vital role in the successful implementation of the mobility management efforts. Coordinating organizations can rely on the mobility coordinator 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 that the CTAG members will not have the available time to pursue their goals.

The mobility coordinator will be charged with duties that coordinate the transportation of services available in the FNSB in order to improve the overall transportation options. Duties will include the administration of the one-call center and development of joint-use arrangements. The mobility coordinator will also assist with budgeting and developing the fully allocated cost analysis. 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 CTAG; and planning community events that promote the coordinated system.

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

Appendix H includes sample job descriptions that can be used by the CTAG to write a job description tailored for the FNSB.

Institutional Framework

The mobility coordinator position should be a full-time position with the authority to negotiate agreements between participating organizations. Therefore, the lead agency to employ the mobility coordinator 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 hire the mobility coordinator 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 mobility coordinator 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 mobility coordinator should also be an organization that is eligible for Job Access/Reverse Commute (JARC) (Section 5316) funding. JARC is a competitive grant process and organizations must apply annually. A local match of 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 mobility coordinator, no matter the employing agency, should work at the one-stop call center so that he or she has a firsthand understanding of the day-to-day operations of the program. However, the mobility coordinator will not participate in the actual scheduling or dispatching of rides.

Advantages

The advantages of the mobility coordinator are extensive for FNSB. Some of the initial advantages are provided below:

(1) The mobility coordinator 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 mobility coordinator provides local and state level leadership for improving mobility. This advantage is directly in line with the recommendations of the Governors Coordinated Transportation Task Force (CTTF).

(3) The mobility coordinator will be able to provide support for future recommendations of the CTTF and work with the mobility coordinators and transportation directors of other Alaska communities.

Challenges

Potential challenges to implementing the mobility coordinator program include:

(1) Obtaining sustainable funding for the mobility coordinator salary and benefits.

(2) Determining the most appropriate local organization to hire the mobility coordinator.

(3) Defining the job duties and responsibilities for the mobility coordinator to benefit the entire community.

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

Strategy #6: 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 CTAG discuss the potential for Access Alaska and/or Love INC to develop the details of the Transportation Navigator/Travel Trainer program. Resources such as Easter Seals Project ACTION provide resources for developing a program including training 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) The Transportation Navigator/Travel Trainer program is an eligible expense under the New Freedom (Section 5317) program.

(2) 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.

(3) The program promotes independence, especially for individuals with disabilities and frail elderly.

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

(5) 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 CTAG organizations.

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

Strategy #7: Coordinated Eligibility Evaluations for ADA

Approach

This strategy involves coordination with the University of Alaska Fairbanks (UAF) Office of Disability Services with the goal of utilizing the resources of that office to standardize the process for determining eligibility for transportation under the Americans with Disabilities Act (ADA).

The Office of Disability Services provides a variety of services to assure equal access for all UAF students. Interpreting services, educational assistants, note taking, and exam accommodations for students are the most frequently provided accommodations. Disability Services also provides assistance to the university's rural campuses: Tanana Valley Campus, Bristol Bay, Chukchi, Interior-Aleutians, Kuskokwim, and Northwest.

The Office of Disability Services currently works with the UAF Transportation Department to provide assistance for determining a student's eligibility for door-to-door transportation.

Institutional Framework

Not only will coordination with the UAF Office of Disability Services help the transportation providers to create a standardized and qualified evaluation process to determine the appropriate level of service to be provided for an individual, the relationship will also provide an opportunity to make the most efficient use of existing resources available through the university.

If an additional cost is associated with the professional relationship between the mobility management participants and UAF, it should be appropriately incorporated into the per unit cost of service for each interagency contract. The cost should be divided among all participating agencies based on their total estimated usage of the program.

Advantages

The advantages associated with this program will reduce the burden on demand response services and expand the transportation options for individuals with disabilities. Among the advantages are the following factors:

(1) The UAF Office of Disability Services is an impartial party with experienced staff.

(2) Improves the consistence and accuracy of ADA evaluations to protect the capacity restraints of Van Tran and other service providers and improve the education of the public about all transportation opportunities that could meet their needs.

(3) Fosters communication between agencies through a shared evaluator.

Challenges

Potential challenges associated with implementing the program are as follows:

(1) Negotiating an agreement with a qualified evaluator, given the capacity restraints of the UAF Office of Disability Services which has a small staff.

(2) Establishing and agreeing upon shared evaluation guidelines and procedures acceptable to each of the participating organizations (and their funding organizations).

Strategy #8: Coordinated Volunteer Driver Program

Approach

Based on discussions with the CTAG 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 CTAG 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 mobility coordinator 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 CTAG. Minimum requirements may 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) The Job Access/Reverse Commute (JARC) (Section 5316) 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 mobility coordinator 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 limited for the State of Alaska.

(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 #9: Fare Structure Integration - Transit Pass

Approach

This strategy deals with passenger fares and simplifying the transportation experience for passengers. There are many potential transit pass opportunities ranging from simple low-tech approaches to the use of technology that reads the magnetic strip on a bus pass.

Institutional Approach

If implemented, this strategy suggests that MACS, UAF and the human service agency providers will establish a "transit pass" so that passengers can ride on a vehicle operated by any provider by using the same bus pass. This strategy requires a billing agreement between the providers as well as creation of a fare structure for the transit pass that is fair for all providers.

An important part of achieving a coordinated transportation system (at least from the passenger's perspective) is to provide a fare media option for passengers that would allow a single form of payment to be accepted by all potential trip operators.

Without a transit pass, a general public passenger is required to carry cash to pay the driver of the vehicle. And, because drivers work for individual agencies, each agency may have a different process for collecting fares. Varying procedures can quickly create confusion for the passenger and discourage ridership.

Fare Media

The initial step for this strategy will require participating organizations to determine the type of fare media to be used. Common transit Pass fare media includes:

- Unlimited Ride Pass provides unlimited access to transit services for a specified time period (i.e., daily or monthly). Some examples of successful unlimited ride pass programs include Sound Transit Puget Pass (Seattle area) and Triangle Transit Regional Pass (Raleigh-Durham, North Carolina).
- Tickets/Tokens are similar to the fare media currently used by MACS and Van Tran.
- Stored Fixed Value Cards function in a similar manner as a debit card. A fixed amount is recorded on the card when it is sold. When the card is used for a transit trip, the fare amount is deducted. The card can also be used as an unlimited ride pass. There are technology implications for setting up a system with this level of sophistication. One system that uses this type of card is the Bay Area Rapid Transit (BART) system in San Francisco.

Advantages

Advantages to the program benefit the passenger as well as the transportation providers. Some of the advantages are as follows:

(1) Simplifies the passengers' experience when riding with multiple providers.

(2) Improves fare collection and simplifies driver responsibilities when interacting with the passenger.

(3) Improves customer satisfaction because passengers will be reassured that they are paying the same fare as other passengers.

(4) Transit pass technology can streamline the billing process.

(5) MACS and UAF have an established transit pass agreement to set the precedent for success.

Challenges

Implementing a new fare media will require new collection procedures, billing procedures, and recordkeeping. Some of the initial challenges that the area will most likely experience are listed here.

(1) Selecting the most appropriate transit pass technology.

(2) Establishing a billing process that meets the requirements of all participating organizations.

(3) Educating passengers about the new fare media.

Strategy #10: Improved Awareness and Communication

Approach

This strategy includes customer and community satisfaction activities that often occur along with various aspects of Strategies 1 through 9. These activities are mentioned separately because they directly relate to the objectives and priorities established by the CTAG during this study 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 make 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 CTAG has made great efforts to uncover the scope of transportation services that are available in the area. Indeed, 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 developing 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 the one-call center staff as well as the 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 III, such as:

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

Additional information and updates to the directory should become the responsibility of the mobility coordinator (if hired). Or, the CTAG 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 CTAG 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: Centralized Scheduling and Dispatch					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Working cooperatively with the Van Tran/FNSB software contractor, correct geo-coding/mapping issues and test trip confirmation at the time of initial customer call (See Recommendation #4).	Necessary pre-implementation activity. Must be corrected and completed within 3 months after study adoption.	Successful completion of a two-week trial of Van Tran ridership where trip confirmation is provided at the time of trip request.	Van Tran/FNSB	None	None
Establish service policies committee (sub-committee of CTAG) to establish uniform service polices necessary for uniform customer service and service delivery among participating service providers.	Necessary pre-implementation activity. Should be in place prior to implementation of Recommendation 2 (6 months).	Preparation and adoption of Mobility Management Operations Service Policies by all participating service providers.	CTAG	Van Tran/FNSB (report write-up and distribution)	None
Create information brochure for the general public about the centralized call center.	Six months, coinciding with the start-up of centralized call center functions.	Preparation of call center brochure	CTAG	None	Printing costs of approximately $2,500
Compile inventory data into a transit service directory for use as an information/referral tool for one-stop call center staff.	Should be implemented coincidental with hiring of the Mobility Manager and transition of centralized call center to full "one-stop" service.	Preparation of compiled service directory.	CTAG/Mobility Manager	CTAG	Directory meant as resource for call center staff; if broader public distribution intended, then printing costs of $4,000 should be anticipated.
Recommendation #2: Joint Use Arrangements/Brokerage Hybrid					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Using the one-call 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 FRA will share scheduling and seating capacity/avaialability information to determine if any subscription trips can be shared.	Top Priority. Implement within one year	Interagency agreement between Van Tran/FNSB and FRA	Van Tran/FNSB and FRA	None	None
Van Tran and FNA will discuss the potential to share trips between public transportaiton and FNA consumers using either Van Tran or FNA vehicles.	Top Priority. Begin negotiations within 6 months and implement within one year.	Interagency agreement between Van Tran/FNSB and FNA	Van Tran/FNSB and FNA	None	None

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

Van Tran/MACS and UAF will continue negotiations to transfer scheduling and dispatching responsibilities for UAF on-demand service to the one-call 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 dollars 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 overcomming any challenges related to agency and/or insurance policies.	Implement in 12 to 18 months	Negotiations begin; Interagency agreements are established and executed	Each partnering agency.	VanTran/FNSB	Potential need for additional operating dollars to hire an additional scheduler if all trips are scheduled at the one-call center
Recommendation #3: 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 maintenenace	12 months	Ineragency agreements approved by all parties	First Student and/or FNSB and other interested agencies	Other CTAG 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 particiapting 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
Recommendation #4: Implement Real-Time Scheduling					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Van Tran procedures are adjusted so that trips are scheduled while the caller is on the phone with the scheduler.	Timeframe depends upon software update	Schedulers assign trips in under 3 minutes per call	Van Tran/FNSB	None	No
Obtain updated RouteMatch map software.	Timeframe depends upon software update	RouteMatch map software is updated and corrected	Van Tran/FNSB	None	No
Staff Training	Timeframe depends upon software update	Staff assign trips in under 3 minutes per call	Van Tran/FNSB	None	Yes (staff time)
Customer Education	Timeframe depends upon software update	Passenger satisfaction improves	Van Tran/FNSB	All CTAG member organizations	Yes (staff time and expenses associated with printing materials)

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

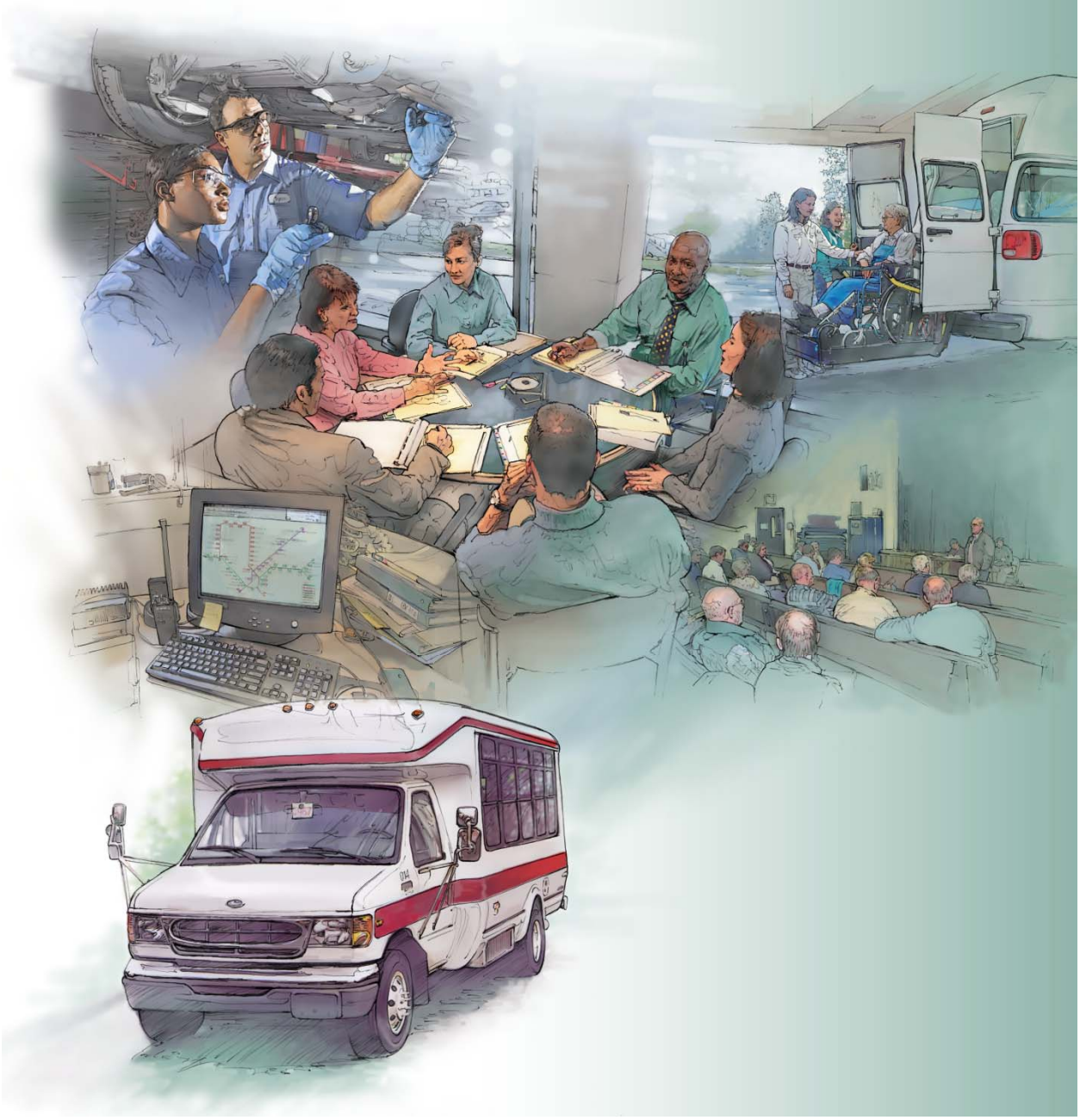
Establish Performance Measures	Timeframe depends upon software update	Performance measures are reported on a weekly and then monthly basis	Van Tran/FNSB	All CTAG member organizations	No
Recommendation #5: Hire a Mobility Coordinator					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Secure funding to hire a Mobility Coordinator	12 to 18 months	Funding secured	FNSB	All CTAG member organizations	Yes (Potentialresource is JARC)
Develop a job description	12 to 18 months	Job description approved by CTAG	FNSB unless otherwise delegated	All CTAG member organizations review and approve	No
Hire and train the Mobility Coordinator	12 to 24 months	Determine the most appropriate organizatio to hire the Mobility Coordinator. Fill the position.	FNSB unless otherwise delegated to an eligible entity	All CTAG member organizations	No (see above)
Regularly scheduled meetings with the CTAG are conducted by the Mobility Coordinator. He or she will report milestones at each meeting.	Ongoing	Meetings are scheduled, attended, and productive	Mobility Coordinator	All CTAG member organizations	No
Recommendation #6: 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 Traner Program to assist individuals with disabilities and frail older adults with learning to use public and coordianted 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 CTAG member organizations	Yes
Recommendation #7: Coordinated Eligibility Evaluations					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Work with UAF Office of Disability Services to establish a coordianted eligibilty evaluation program for all participating transportation providers.	12 to 18 months	Negotiations begin; Interagency agreements are established and executed	FNSB and UAF	CTAG member organizations that provide transportaiton and want to participate	Potential costs can be included in interagency agreements.

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

Recommendation #8: 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 cordianted transortation (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)	CTAG member organizations, especially Love INC if they are not the lead	Yes (staff time)
Recommendation #9: Fare Structure Integration - Transit Pass					
Strategy Description	**Priority or Implementation Timeframe**	**Milestones**	**Responsible Lead Organizations**	**Responsible Supporting Organizations**	**Requires Additional Funding**
Evaluate and agree upon a common/shared fare media	3 to 5 years	Select and purchase technology (if appropriate) and implement fare policies for all coordinating organizations	FNSB	None	Yes
Recomendation #10: 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 CTAG 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	Mobility Coordinator or potential coordination with UAF as a student or class project	All CTAG member organizations will contribute information and use the directory	Potential expenses associated with printing if the directory is made available in printed format.

FAIRBANKS MOBILITY MANAGEMENT PLAN

APPENDIX



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10/27/2010

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Judy Dellinger	Love, INC	1231 Noble St Fairbanks, AK 99701	452-3876	execdirector@loveincfairbanks.org
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Rodney Gaskin	Fairbanks Rescue Mission	P. O. Box 73250 Fairbanks, AK 99707	452-5343	rodney@fairbanksrescuemission.org
Lisa Gwalthney (emailed 9/15)	Chief Andrew Isaac Health Center	1408 19th Ave Room 345 Fairbanks, AK 99701	451-6682 459-3811	lisa.gwalthney@tananachiefs.org
Cheryl Kilgore (9/15 talked to Annita Clark & emailed flyer)	Interior Community Health Center	1606 23rd Ave Fairbanks, AK 99701	455-4567 x 0	cherylk@inhc.org annita.clark@inhc.org
	Arctic Alliance for People			alliance@fairbanksinfo.com
Alma Rider (faxed flyer 9/15)	Santa Seniors Citizens	101 E. 5th Avenue North Pole 99705	488-4663 Fax 488-4683	santaseniors@alaska.net
Art Delaune	Access Alaska	3550 Airport Way Suite 3 Fairbanks, AK 99709	479-7940 474-4052	adelaune@accessalaska.net
Philippe Clerc	FNSB Transportation	P. O. Box 71267 Fairbanks, AK 99707	459-1003 459-1004	pclerc@fnsb.us
Ray. Castellaw (emailed 9/15)	Directorate of Logistics	ATTN: AIMP-FWA-LGT 1060 Gaffney Blvd #7000 Ft. Wainwright, AK 99703-7000	353-1757	raymond.castellaw@us.army.mil
Renee Tonne	FNSB School District	520 Fifth Avenue Fairbanks, AK 99701	452-2000 x350 452-3567	reneetonne@k12northstar.org

Coordinated Transportation Contact List
10/27/2010

Name	Agency	Mailing Address	Phone Work Fax Cell	Email
Martin Klein	UAF – Transportation and Parking Services	P. O. Box 757380 Fairbanks, AK 99775-7380	474-1599 474-5656	martin.klein@alaska.edu
Tom Parry	First Student	384 W. Trainor Gate Fairbanks, AK 99701	456-6921 456-8180	Thomas.parry@firstgroup.com
Mary Willey	Fbks Native Assoc. Head Start	320 Second Avenue Fairbanks, AK 99701	456-4989 456-5311	mwilley@fairbanksnative.org
Emily Ennis	Fbks Resource Agency	805 Airport Rd Fairbanks, AK 99701	456-8901	emily@fra-alaska.net
Freda M. Williams (interviewed 9/15)	Fbks Native Assoc. Elders Program	315 Wendell Ave Fairbanks, AK 99701	452-5225 452-6355 378-4171	commsvs1@alaska.net
David Van De Berg	Main Street Fairbanks	410 Cushman Street Fairbanks, AK 99701	452-8671 457-8859	dvandenburg@downtownfairbanks.com (Updated email address 09-10)
Jane Parrish	Jane Parrish Mediation Services	201 Well Street Fairbanks, AK 99701	452-4005 – Disc. 457-3618	parrishj@gci.net
Janet Davison	FNSB Community Planning	P. O. Box 71267 Fairbanks, AK 99707	459-1212	jdavison@co.fairbanks.ak.us
Ethan Birkholz	AK DOT/FP Transportation Planner	2301 Peger Road Fairbanks, AK 99709-5399	451-2381 451-2313	ethan.birkholz@alaska.gov
Mike Lewis	City of North Pole Director **o**f Public Works	125 Snowman Lane North Pole, AK 99705	488-2281 488-3002 Direct # 388-7002	No email
Doreen Deaton	Fbks Native Assoc. Deputy Director	201 First Avenue Suite 200 Fairbanks, AK 99701	452-1648 x6224 388-9903	ddeaton@fairbanksnative.org
Karma Brown	Morning Star Ranch	P. O. Box 10777 Fairbanks, AK 99710	488-0134 x263	alaskamorningstar@hotmail.com
Banarsi Lal	FNSB Senior Advisory Comm	4532 Dartmouth Drive Fairbanks, AK 99709	479-4781	blal@gci.net
Tiffany Corrigan	FNSB Parks & Rec	P. O. Box 71267 Fairbanks, AK 99707	459-1136	tcorrigan@fnsb.us
Maria DeBaun	AHFC	1441 2nd Avenue Q Building Fairbanks, AK 99701	456-3738 x22	mdebaun@ahfc.state.ak.us
Linda Douglas	FTWW Public Affairs		353-6701	Linda.douglass@us.army.mil
Jullie MeCumby	North Star Council on Aging	1424 Moore St Fairbanks, AK 99701	452-1735 451-9974	seniorcenter@alaska.net
Mike Musick	FNSB Assembly	P. O. Box 71267 Fairbanks, AK 99707	479-5336	mmusick@fnsb.us

Coordinated Transportation Contact List
10/27/2010

Name	Agency	Mailing Address	Phone Work Fax Cell	Email
Major Mike Bates or Major Jennifer Bates	Salvation Army	P. O. Box 70405 Fairbanks, AK 99707	452-3103 452-3113	michael.bates@uswsalvationarmy.org Jennifer.bates@uswsalvationarmy.org
Donna Gardino (FMATS)	FMATS			djgardino@ci.fairbanks.ak.us
Margaret Kellogg	UAF Center for Health & Counseling	P. O. Box 755580 Fairbanks, AK 99775-5580	474-7043 474-5777	mekellogg@alaska.edu
Mike Thibodeau	H&SS Div. of Public Assist.	675 7th Avenue Station D Fairbanks, AK 99701	451-2947 451-5177	mike_thibodeau@health.state.ak.us
Alisha Dicosimo	FNSBSD H.I.R.E Program	116 Minnie Street Suite A Fairbanks, AK 99701	474-2144 474-2145	Alisha.dicosimo@k12.northstar.org
Ruth L'Hommedieu	Gov's Committee on Employment & Rehabilitation of People with Disabilities	P. O. Box 80127 Fairbanks, AK 99708	479-8514 479-8516	Lhmmdieu@ptialaska.net
Ed Graff (Scehduled)	FNSB Transportation	P. O. Box 71267 Fairbanks, AK 99707	459-1324 459-1004	egraff@fnsb.us
Shelby Nelson Rachel Roy – Asst. Luke Carothers - Asst	Fairbanks Memorial Hospital	1650 Cowles Fairbanks, AK 99701	458-5300	shelby.nelson@bannerhealth.com rachel.roy@bannerhealth.com luke.carothers@bannerhealth.com
Shelly Donoghue Kelly Shanklin	Fbks Community Mental Health	3838 S. Cushman St Fairbanks, AK 99701	452-1575	shellyd@fcmhc.org kellys@fcmhc.org
Pauline Rodriguez	ALPA	122 First Avenue Suite 201 Fairbanks, AK 99701-4871	452-6434 x234 456-8034	perodriguez@adultlearning.org
Bev Fantazzi	United Way of the Tanana Valley	P. O. Box 74396 Fairbanks, AK 99707	452-7211	uwvac@alaska.com
Vickie Wilson	Pioneer Home	2221 Eagan Ave Fairbanks, AK 99701-5725	458-2244 452-1070	vickie_wilson@health.state.ak.us

Mobility Management Plan for Fairbanks North Star Borough

June 30, 2010

Sign-In Sheet

Please Print.

Name& Agency	Agency Address	Telephone	E-Mail
Jeff Roach AK DOT&PF	2301 Peger Rd Fairbanks, AK 99709	Phone 907-451-2382 Fax 451-2313	jeff.roach@alaska.gov
Rebecca Traylor	PTMC	Phone 907-440-2898 Fax	wbustens@hotmail.com
Judy Dellinger Love INC	818 26th Ave	Phone 452-6154 Fax 452-3574	execdirector@loveincfairbanks.org
Emily Dennis Fairbanks Resource Agency	805 Airport Way Fairbanks 99701 [Please contact me after July 12]	Phone 456-8901 Fax 452-5171	Noel@fra-alaska.net emily@fra-alaska.net
Tom Parry First Student	384 W. Trainor Gate FBKS AK.	Phone 456-6921 Fax 456 8180	thomas.parry@firstgroup.com
		Phone Fax	

Mobility Management Plan for Fairbanks North Star Borough

June 30, 2010

Sign-In Sheet

Please Print.

Name& Agency	Agency Address	Telephone	E-Mail
Ruth L'Hommedieu AK mobility Coalition CAP Rep.	PO Box 80127 Fairbanks, AK 99708	Phone 907-479-8514 Fax 9	ruth-fairbanks@yahoo.com
Rodney Gaskins Fairbanks Rescue Mission	723 27th Ave Fairbanks, AK 99701	Phone 452-5343 Fax	rodney@fairbanksrescuemission.org
Pam Curns Division of Vocational Rehab.	751 Old Richardson Hwy Suite 162 FBKS AK 99701	Phone 451-5828 Fax 452-6261	pam.curns@alaska.gov
Mary Willey FNA Head Start	605 Hughes Ave., suite 1100 FBKS AK 99701	Phone 456 4989 Fax 456 4909	mwilley@fairbanksnative.org
Althea Dooley North Star Council on Aging	1424 Moore St. Fairbanks, AK 99701	Phone 452 1735 Fax	seniorcenter2@alaska.net
Janet R. Davison FNSB	809 Pioneer Rd. Fairbanks, AK 99701	(907) Phone 459-1212 Fax 459-1255	jdavison@fnsb.us

Mobility Management Plan for Fairbanks North Star Borough

June 30, 2010

Sign-In Sheet

Please Print.

Name& Agency	Agency Address	Telephone	E-Mail
Ray Castellaw U.S. Army	B-2118 FT Wainwright AK 99703	Phone 907 3531757 Fax 907 353-1777	raymond.castellaw@us.army.mil
Todd Smith UAF	803 Alumni Dr. Fairbanks, AK 99775	Phone 907-474-6857 Fax 907-474-6414	ctsmith@alaska.edu
Donna Gardino FMATS	800 Cushman St Frbks AK 99701	Phone 4596786 Fax 459 6783	dgardino@ci.fairbanks.ak.us
Renee Tonne FNSB School District Transp	520 5th Ave Fbks, AK 99701	Phone 452-2000x350 Fax	renee.tonne@k12northstar.org
Art Delaune Access Alaska	526 Gaffney Rd FBK AK 99701	Phone 479-7940 Fax 474-4052	adelaune@accessalaska.net
Syndie Wood FNA Headstart 320 2nd Ave. Fbnks. AK. 99701	6009 Hughes Fbnks. AK. 99709	Phone 456-4989x227 Fax 456-5311	swood@fairbanksnative.org

Mobility Management Plan for Fairbanks North Star Borough

June 30, 2010

Sign-In Sheet

Please Print.

Name& Agency	Agency Address	Telephone	E-Mail
Joni Stumpe FAIRBANKS PIONEER HOME	2221 Eagan St.	Phone 458-2236 Fax	Joni.Stumpe@alaska.gov
Rick + Jhanda Webb Wall busters/Access		Phone Fax	rwebb@acetek.com baglady@acetek.com
		Phone Fax	
		Phone Fax	
		Phone Fax	
		Phone Fax	

Mobility Management Plan for Public Transportation Kick-Off Meeting

Presented on Behalf of the

Fairbanks North Star Borough

Presented by

RLS & Associates, Inc.

June 2010

Study Purpose

1. Jump Start Coordination with a Sustainable Plan
2. Inventory of All Transportation Resources
3. Transportation Services Gap Analysis
4. Implement a Plan for Long Term Success

Getting Focused

Review
History | Lessons?

↓

Introduce New Concepts
Mobility Management | Advantages?

↓

Define Success
National Models | Our Expectations?

Review of Our History

1999	2004	Present
• Identified Providers • Recommended Plan	• Great Stakeholder Participation • Created CTAG	• Leadership Turnover • Lack of Interest in CTAG • Few Results

Current SAFETEA-LU Coordinated Transportation Goals

- Implementation of Mobility Management to Better Coordinate and Provide Services.
- Development of Annual Resource Inventories.
- Establishment of a One Call Center to Identify Transportation Options.
- Provision of Consumer Education, Training, and Information on Use of Existing Services.

New Mobility Management Plan Approach – Phase One

- Phase One: In-depth Inventory of Transportation Resources
  - Adoption of a Mobility Management Approach will Require Updated Analysis, Re-evaluation of Key Participants, and Updated Measures and Outcomes to Quantify Success.

New Mobility Management Plan Approach Phase One Continued

- Review of Relevant Studies
- Stakeholder Survey & Interviews
- Key to Success: Participation
  - Survey will be *thorough but straight-forward*
    - Electronic Survey with face-to-face follow-up
  - Incorporate the Resulting Database into the Call Center

Mobility Management Plan Approach Phase Two

- Phase Two: Gap Analysis
  - Based on Current Available Transportation Services for Various Segments of the Population.
  - Approach: Common Planning Techniques to Determine Spatial and Temporal Gaps in Demographic Coverage.
    - Uncommon is the task of determining the most appropriate service option based on hundreds of possibilities.

Mobility Management Plan Approach Phase Two Continued

- Phase Two: Gap Analysis Techniques
  - Document Relevant Demographics from Current Studies and Supplemental Resources (American Community Survey).
  - Identify Key Long-Range Population, Demographic, and Socio-Economic Trends.
  - Conduct Provider and Community ½ Day Forums for Targeted Population Groups.
  - GIS Analysis of Existing Services and Demographics

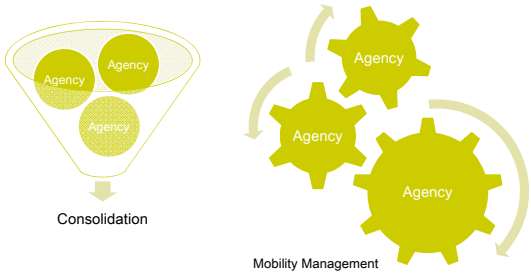
Mobility Management Plan Approach Phase Three

- Phase Three: Mobility Management Plan
  - Define Goals, Costs/Funding, and Feasibility for Establishing:
    - Transportation Brokerage;
    - Mobility Manager;
    - Provision of Specific Coordination Efforts;
    - Operation of a One-Stop Traveler Call Center for Information; and/or
    - Other Appropriate Strategies

Mobility Management Plan Approach Phase Three Continued

- Phase Three: Mobility Management Plan
  - Develop, Screen and Evaluate Potential Alternatives
    - Based on Input Gathered during Phases One and Two.
  - Develop Summary of Model Best Practices
  - CTAG Meeting and Public Information Forum

How is Mobility Management Different from Consolidation?



Regional and National Mobility Management Success Stories

- Access – Pittsburgh, PA
- Statewide Mobility Management Program in Wisconsin
- Allen County (Lima), OH
  - Long History of Effort/Few Results

Discussion

Bringing It Into Focus.

Topics For Discussion

- What Do We Want To Achieve Through Mobility Management?
- What Do We Want To Avoid Through Mobility Management?
- What Do We Want To Eliminate Through Mobility Management?
- What Do We Want To Preserve Through Mobility Management?

Action Plans For Our Priorities

- What Steps Can We Take To Achieve Our Priorities?
- What Parties Must Be Involved?

Please Don't Stop Now!!!

- Next Steps:
  - Sign-Up for An Interview.
  - Complete the Survey On-Line.
  - And, Please Stay Involved!

For More Information

Laura Brown
RLS & Associates, Inc.
(937) 242-7136
lbrown@rlsandassoc.com

THANK YOU FOR PARTICIPATING!!!

Please Stay Involved!

Fairbanks North Star Borough Mobility Management for Public Transportation Resource Survey

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As part of this planning process, we must develop current and complete inventories of transportation services available throughout our community. Please complete the following survey to the best of your ability and return it to RLS & Associates, Inc. Please send the completed survey to Zachary Kincade either by fax or email.
FAX: (937) 299-1055
EMAIL: zkincade@rlsandassoc.com

I. ORGANIZATION CHARACTERISTICS AND SERVICES PROVIDED

The first set of questions addresses the characteristics of your organization and the general nature of the transportation services provided or purchased.

1. Identification of Organization:

a. Respondent's Name: _____

b. Name of Lead Transportation Person (if different) _____

c. Organization: _____

d. Street Address: _____

e. City: _____ State: _____ Zip: _____

f. Organization's Website Address: _____

g. Work Phone: _____ Fax _____

h. Respondent's E-mail: _____

2. Your agency is a (check the appropriate response):

☐ a. Governmental body
☐ b. Private nonprofit organization
☐ c. Public nonprofit organization
☐ d. Private, for-profit business
☐ d. Tribal government
☐ e. Other (Specify) _____

3. Please check each of the items below which most closely characterizes the population(s) served by your organization (Check all that Apply):

☐ a. Older adults (program consumers/clients only)
☐ b. Older adults (general public)

- ☐ c. Individuals with disabilities (program consumers/clients only)
- ☐ d. Individuals with disabilities (general public)
- ☐ e. People with low incomes
- ☐ f. Students (Pre-school, Head Start)
- ☐ g. Students (K – 12, College, University)
- ☐ h. General public (no age, income, or other eligibility requirements)
- ☐ i. At-risk youth
- ☐ j. Veterans
- ☐ k. Visitors
- ☐ l. Other_____

4. Please describe your organization's primary mission and its goals.

_____

_____

_____

5. Does your agency contribute any resources to provide transportation directly or indirectly for your consumers?

☐ Yes ☐ No

6. How does your agency provide its transportation needs?

_____

_____

_____

7. Please characterize the transportation services your agency provides:

Percent of transportation that is provided directly by your agency/organization? _____
Percent of transportation that is purchased from other providers? _____
Number of trips provided/purchased by your agency annually. _____

8. Please choose the following items that <u>best</u> characterizes the transportation services:

- ☐ Publically-operated fixed route (fixed path, fixed schedule, with designated stops)
- ☐ Human service agency fixed route (fixed path, fixed schedule, with designated stops)
- ☐ Demand response (includes casual appointments and regular clients attending daily program activities)
- ☐ Route deviation

☐ Other (Specify): _____

9. Do you charge a fare?

☐ Yes ☐ No

If yes, what are the fare(s) charged?

_____

10. An individual is defined as one person who receives one or many trips within a given time period. How many individuals do you provide transportation for daily?
_____

11. A trip is defined as a single one-way ride for one person. How many trips do you provide in a typical year by land? _____

12. Please list the number of FTE transportation-related personnel from the following list at your agency/organization. FTE is defined as the number of full time equivalent employees (i.e. 2 employees that work 20 hours per week equal 1 FTE).

Positions	FTEs
Clerical Staff	
Drivers	
Maintenance Crew	
Dispatchers/Schedulers	
Other (please describe) .	

13. How many agency volunteers perform transportation-related tasks? _____

14. What type of tasks do your volunteers typically perform (i.e., driving, clerical duties)?
_____

_____

_____

15. Do your staff members use personal vehicles to provide transportation for the agency's consumers/clients?

☐ Yes ☐ No

If yes, at what rate are they reimbursed for expenses?

---

16. Please provide the following information regarding the vehicle fleet used in the provision of transportation services provided *directly* by your agency. Enter total number of vehicles by fleet type. Enter total number of seats and tie-downs for all vehicles in each vehicle type. If multiple years purchased per vehicle type, enter average of years and explain on "Please described "Other"" line. The vehicle type(s) used include the following:

Vehicle Type	Number of Vehicles				
	Total Number	# of Seats	# of Wheelchair Tie-Downs	Year Purchased	Were Federal or State Grant Funds Used to Purchase?
a) Sedans					
b) Station wagons					
c) Minivans					
d) Standard 15-passenger vans					
e) Light-duty bus (body-on-chassis type construction seating between 16-24 passengers)					
f) Medium duty bus (body-on-chassis type construction seating over 22 passengers with dual rear wheel axle)					
g) School bus (yellow school bus seating between 25 and 60 students)					
h) Medium or heavy duty transit bus					
i) Other (Describe):					

17. Define the level of passenger assistance provided for users of your transportation service. *(Select any of the following options that apply)*

- ☐ Curb-to-curb (*i.e.*, drivers will assist passengers in and out of vehicle only).
- ☐ Door-to-door (*i.e.*, drivers will assist passengers to the entrance of their origin or destination).
- ☐ Drivers are permitted to assist passengers with a limited number of packages.
- ☐ Drivers are permitted to assist passengers with an unlimited number of packages.
- ☐ We provide personal care attendants or escorts to those passengers who require such services.
- ☐ Passengers are permitted to travel with their own personal care attendants or escorts.

18. What are the hours and days of operation for your transportation services? List hours of operation in the space provided. If you operate split shifts, enter shifts separately, using both sets of boxes. If no services, enter N/A.

	Mon	Tues	Wed	Thu	Fri	Sat	Sun
Transportation service begins:	_____	_____	_____	_____	_____	_____	_____
Transportation service ends:	_____	_____	_____	_____	_____	_____	_____
Transportation service begins:	_____	_____	_____	_____	_____	_____	_____
Transportation service ends:	_____	_____	_____	_____	_____	_____	_____

19. How do clients/customers access your transportation services? ***(Choose one of the following options)***

- ☐ There are no advance reservation requirements.
- ☐ Customers/clients can call on the same day as the trip (*e.g.* taxi service)
- ☐ Customers/clients must call for a reservation the day before travel.
- ☐ Customers/clients must call for a reservation 24 hours before travel.
- ☐ Customers/clients must call for a reservation two days before travel.
- ☐ Customers/clients must call for a reservation three days before travel.
- ☐ Customers/clients must call for a reservation four days before travel.
- ☐ Customers/clients must call for a reservation five days before travel.
- ☐ Customers/clients must call for a reservation one week before travel.
- ☐ Other (Define):_____

20. How many unduplicated passenger trips did your agency provide (either directly or purchased) between January 1 and December 31, 2009 (estimates are okay)? (A trip equals one person traveling in one direction. If a passenger completes a round trip, record this as two passenger trips.)

How many one-way passenger trips? _____
How many were provided directly by your agency/organization? _____
What percentage of these trips required lift-equipped vehicles? _____
How many were purchased? (Please see Question #22) _____

21. Please indicate the number of passenger trips your agency purchased from other public or private operators between January 1 and December 31, 2009.

MACS: _____
Van Tran: _____
Taxi: _____
First Student: _____
Senior Center: _____
Other: _____ Agency Name:_____

Other: _____ Agency Name:_____

22. What are the beginning and ending dates of your organization's fiscal year?

Beginning: _____ Ending: _____

23. What is your FY 2010 annual budget for transportation services?

_____

24. Please check the items included in your transportation operating expense budget:

- ☐ Personnel
- ☐ Depreciation
- ☐ Fuel
- ☐ Overhead/Indirect Costs
- ☐ Insurance
- ☐ Maintenance
- ☐ Other (please specify): _____

25. What are your transportation <u>operating</u> revenues?

Category	Actual FY 2009	Actual/Projected FY 2010
Transportation Operating Revenues – List Individually		
a) Fares Collected from Passengers Through Cash, or Tickets/Tokens Purchased by Passengers (Include Client Fees and/or General Public Fares Here)		
b) Revenues Collected From Vouchers purchased by Third Parties		
c) Donations		
d) Local Government Appropriations		
e) State Government Appropriations		
f) Grants Directly Received by Organization		
1) Federal (Specify)		
2) State (Specify)		
3) Local (Specify)		
g) Private Charitable Foundation (Specify)		
h) Choice Medicaid		
1) AP (Adults with Physical Disabilities)		
2) DM (Individuals with Developmental Disabilities)		
3) OA (Older Alaskans)		
i) United Way		
j) Fundraising		
k) Other (list)		
Total Transportation Revenues – Total		

26. What are your transportation operating and capital expenses?

Category	Actual, FY 2009	Projected 2010
Transportation Operating Expenses – List Individually		
a) Transit Operation Expenses		
1) Transportation administration		
2) Transportation operations		
3) Transportation maintenance (facilities and equipment)		
Total Operating Expenses		
b) Transportation Capital Expenses		
Total Transportation Operating and Capital Expenses		

II. ASSESSMENT OF NEEDS/COORDINATION

27. Which of the following activities are you currently coordinating with other agencies? (Please check all that apply.)

- ☐ Information and Referral
- ☐ Client files
- ☐ Financial administration (i.e., pay checks, invoices)
- ☐ Grant applications
- ☐ Vehicle sharing
- ☐ Shared backup vehicles
- ☐ Joint purchasing of vehicles and equipment
- ☐ Vehicle specification
- ☐ Trip sharing
- ☐ Driver training
- ☐ Driver sharing
- ☐ Marketing
- ☐ Fuel purchasing
- ☐ Routing and scheduling
- ☐ Shared maintenance
- ☐ Dispatching
- ☐ Insurance purchasing
- ☐ Escort services (people who ride with older adults or individuals with disabilities)
- ☐ Trip booking
- ☐ Service brokerage
- ☐ Service consolidation
- ☐ Other (please specify)_____

28. What elements of the existing transportation network provide the most useful personal mobility options in your service area (select one)?

- ☐ Public transit (MACS)
- ☐ Public transit (Van Tran)
- ☐ Taxis and other private providers
- ☐ Shuttles and other non-profit transportation
- ☐ School buses
- ☐ Families, friends, and neighbors
- ☐ Vanpool
- ☐ Carpool
- ☐ Bike and pedestrian amenities
- ☐ Travel Training
- ☐ Other (please define): _____

29. In your assessment, what enhancements are most needed to improve personal mobility in your service area (select all that apply)?

- ☐ Greater coordination among providers.
- ☐ Expanded Van Tran service.
- ☐ Expanded fixed route service (MACS).
- ☐ Longer hours and/or more days of service.
- ☐ Centralized scheduling and dispatch.
- ☐ Enhanced communication and advocacy.
- ☐ Expanded youth services and programs.
- ☐ Improved transit facilities.
- ☐ Enhanced safety and security on transit vehicles and in transit facilities.
- ☐ Improved Military Base service.
- ☐ Service to and within rural areas.
- ☐ Loosening of eligibility restrictions.
- ☐ Lower fares on existing services.
- ☐ Other (Define): _____

30. What issues, if any, have your coordination efforts encountered?

_____

_____

_____

31. In your opinion, what do you see as the greatest obstacle(s) to coordination and personal mobility in your service area?

_____

_____

_____

32. In your opinion, what enhancements are most needed to improve the coordination of public transit and human service transportation in your service area?

_____

_____

_____

33. Did your organization participate in previous coordinated transportation planning efforts?

☐ Yes (if yes, please briefly describe below your organization's involvement)
☐ No

_____

_____

_____

34. If there are any other issues, concerns, or information relevant to this issue, please feel free to address them in the spaces below.

_____

_____

_____

35. If you would like to provide more detailed information and feedback, please leave your name and contact telephone number so that we can schedule an interview.

_____

_____

_____

Thank you for your cooperation!

366187
NOTICE OF PUBLIC MEETINGS

Fairbanks North Star Borough Coordinated Transportation Advisory Group (CTAG) Mobility Management Plan

The Fairbanks North Star Borough Coordinated Transportation Advisory Group (CTAG) will host three public meetings to gather input from Borough citizens and visitors on the unmet transportation needs and gaps of the community. Input and discussion of possible trip needs include but are not limited to work-related trips, school trips, grocery and shopping, trips to appointments of all types, and the ability to use available public transportation services.

People living or traveling in the Fairbanks North Star Borough are encouraged to attend one of the three meetings. In addition, human service, governmental, or nonprofit organizations planning to apply for SAFETEA-LU funding under the FTA 5310, 5316, or 5317 programs are encouraged to participate in this coordination activity or by contacting the CTAG to schedule a time to meet with a representative to complete a survey of transportation needs and gaps.

Light refreshments and snacks will be served at each meeting. Meetings will be held as follows:

SEPTEMBER 20, 2010
6:00 p.m.
Noel Wien Library Auditorium
1215 Cowles St., Fairbanks

SEPTEMBER 21, 2010
6:00 p.m.
North Pole City Hall
125 Snowman Lane, North Pole

SEPTEMBER 22, 2010
1:00 p.m.
Love, Inc.
1231 Noble St., Fairbanks

The meeting locations are accessible, including to wheelchair users. Individuals requiring any other special accommodations, including information in alternative formats, should contact Adam Barth, FNSB Transportation Manager at 907-459-1196 no later than September 15th.

Publish: 09/12/10

Ad Id 366187

AFFIDAVIT OF PUBLICATION

UNITED STATES OF AMERICA
STATE OF ALASKA } SS.
FOURTH DISTRICT

Before me, the undersigned, a notary public, this day personally appeared Bonnie Keenan, who, being first duly sworn, according to law, says that he/she is an Advertising Clerk of the Fairbanks Daily News-Miner, a newspaper (i) published in newspaper format, (ii) distributed daily more than 50 weeks per year, (iii) with a total circulation of more than 500 and more than 10% of the population of the Fourth Judicial District, (iv) holding a second class mailing permit from the United States Postal Service, (v) not published primarily to distribute advertising, and (vi) not intended for a particular professional or occupational group. The advertisement which is attached is a true copy of the advertisement published in said paper on the following day(s):

9/12/2010

366187 NOTICE OF PUBLIC

and that the rate charged thereon is not excess of the rate charged private individuals, with the usual discounts.

Bonnie Keenan

Subscribed and sworn to before me on this 30 day of September, 2010

Notary Public in and for the State Alaska.

My commission expires June 3, 2013

ALISON DONOVAN
My Commission Expires
NOTARY PUBLIC
June 3, 2013
STATE OF ALASKA

Mobility Management Plan for Fairbanks North Star Borough
Public Meeting

September 20, 2010

SIGN-IN SHEET

Please Print.

NAME& AGENCY	AGENCY ADDRESS	TELEPHONE	E-MAIL
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David Lerman	P.O. Box 70111 FBKS AK 99707	PHONE 374-4444 FAX	
Cindy Turnbaugh	H- 1900 Arctic Loon Cir 10 FBKS, AK 99709	PHONE 479.7481 FAX	cturnbaugh1981@gmail.com
Edward Graff	FNSB	PHONE 459-1324 FAX	
RUTH Lhommedieu	CAP Rep. PO Box 80127 Fairbanks, AK 99708	PHONE 479-8514 FAX	lhommdieu@ptialaska.net

Mobility Management Plan for Fairbanks North Star Borough
Public Meeting

September 20, 2010

SIGN-IN SHEET

Please Print.

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Mobility Management Plan for Fairbanks North Star Borough
Public Meeting

September 21, 2010

SIGN-IN SHEET

Please Print.

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Mobility Management Plan for Fairbanks North Star Borough
Public Meeting

September 22, 2010

SIGN-IN SHEET

Please Print.

NAME& AGENCY	AGENCY ADDRESS	TELEPHONE	E-MAIL
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Rebecca Traylor PTAC Wall Buslers	↑	PHONE 490-2898 FAX	wbusters@hotmail.com
Georgia Reynolds Senior Program Parks & Recreation FNSB	P.O. Box 71267 Fairbanks, AK 99707	PHONE 459-1136 FAX 459-1072	greynolds@fnsb.us
Adam Barth FNSB - Transportation	3175 Peger Rd Fairbanks, AK 99709	PHONE 459-1196 FAX 459-1091	abarth@fnsb.us
Judy Dellinger Love in the Name of Christ	818 26th Ave Fairbanks AK 99701	PHONE 452-6154 FAX 452-3574	execdirector@loveincfairbanks.org
Lou Gross ALPA/ AHFC SUPPORT SERVICE COORD		PHONE 460-2773 FAX	lgross@ahfc.state.ak.us

Mobility Management Plan for Fairbanks North Star Borough
Public Meeting

September 22, 2010

SIGN-IN SHEET

Please Print.

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		PHONE FAX	
		PHONE FAX	
		PHONE FAX	
		PHONE FAX	

Mobility Management Plan for Public Transportation

Presented on Behalf of the

Fairbanks North Star Borough & Coordinated Transportation Advisory Group

Presented by

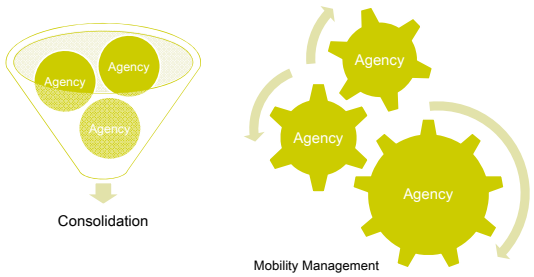
RLS & Associates, Inc.

September 2010

Study Purpose

1. Jump Start Coordination with a Sustainable Plan
2. Inventory of All Transportation Resources
3. Transportation Services Gap Analysis
4. Implement a Plan for Long Term Success

What is Mobility Management?



Mobility Management Plan Mobility Management

Final Plan

- Define the most appropriate approach for the Fairbanks area:
  - Transportation Brokerage;
  - Mobility Manager;
  - A One-Stop Traveler Call Center for information & scheduling; and/or
  - Community Shuttles and other appropriate strategies.

Mobility Management Plan Success Stories

- "One-Stop" (Portland, ME)
  - Single phone number that is a clearinghouse for transportation questions.
- Shuttle Service for Outlying Areas (Ashe, NC)
  - One day per week between an outlying community and Fairbanks.
- Mobility Manager (Delaware County, NY)
  - Coordinating human service agency transportation with plans to open service to general public.

Mobility Management Plan Phase One

- In-depth Inventory of Transportation Resources
- Review of Relevant Studies
- Stakeholder Survey & Interviews
  - Key to Success: *Participation*
- Incorporate the Inventory into a Database for the Call Center

Mobility Management Plan Inventory

Public Transportation

- *MACS*
- *Van Tran*
- *FNSB Parks & Recreation*
- *UAF (college centered)*
- *Private Operators*

Mobility Management Plan Inventory (cont.)

Agency Provided Transportation

- *Access Alaska*
- *Alaska Community Services*
- *Boys & Girls Club*
- *Denali Center*
- *Fairbanks Native Assoc.*
- *Fairbanks Comm. Behavioral Health*
- Fbks Resource Agency
- First Student (school)
- Interior AK Community Health Center
- Love INC
- No. Star CoA
- Pioneers' Home
- Salvation Army
- AK DVR

Mobility Management Plan Inventory – Resources

Vehicles

- *More than 73 Transit Vehicles*
- *101 School Busses*
- *Numerous Volunteers*

Staff

More than 72 FTEs (for 10 agencies)

- *Drivers, schedulers/dispatchers, program coordinators, caseworkers, mechanics, & managers (not including schools).*

Mobility Management Plan Inventory – Financial Picture

Total Expenses

More than $3.9M for 10 organizations to provide about 729,531 trips (*Does not include school transportation)*

- *Average cost per trip ranges from $4.00 to $55.00*

Funding Sources

- *Federal Transit Administration*
- *Property Tax (public transit)*
- *Older Americans Act*
- *United Way*
- *Alaska Dept. of Labor*
- *Alaska Dept. of Social Services*
- *Foundations*
- *Donations*
- *UAF*

Mobility Management Plan Gaps in Transportation Services

Spatial Gaps

Limitations within the service area.

Temporal Gaps

Limitations in the days of the week or hours that service is available.

Mobility Management Plan

Temporal Gaps in Current Service

- Generally, transportation hours are not structured to support employment outside of MACS.
- Limited transportation on Sundays.
- Agency staff are scheduling trips in addition to duties that are directly related to the agency's mission and vision.

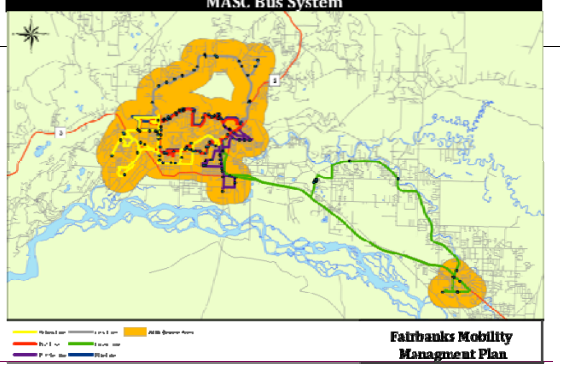
Mobility Management Plan
Vehicle Utilization

- 6:00 a.m.-3:00p.m., weekdays
- 3:00-5:00 p.m., weekdays
- 5:00-7:30 p.m., weekdays
- Saturdays - Only MACS & Van Tran

Mobility Management Plan
Spatial Gaps-Summary

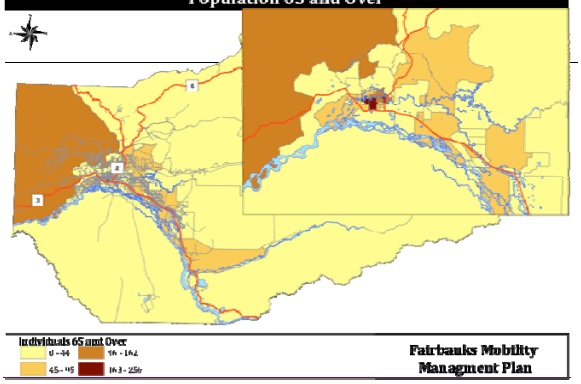
- Options for trips that start or end outside of the ¾ bus route radius.
- Wheelchair accessible taxi service.
- Access to public transportation from outlying communities including Ft. Wainwright and Eielson.

Exhibit II-1 MACS Fixed Routes and ADA Paratransit Service Area
MASC Bus System



Fairbanks Mobility Managment Plan

Exhibit
Population 65 and Over



Fairbanks Mobility Managment Plan

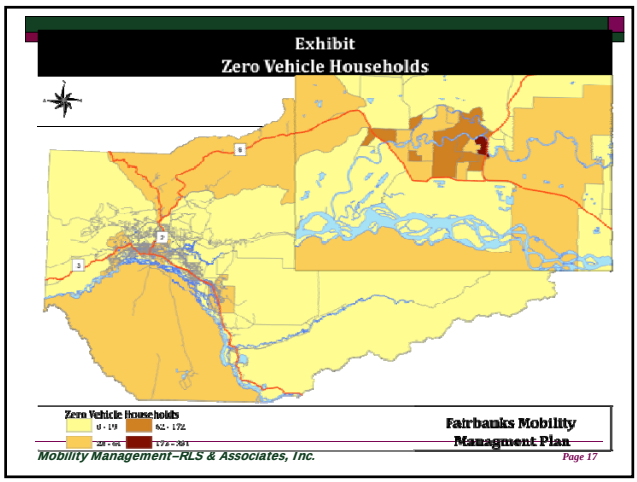


Exhibit
Zero Vehicle Households
Zero Vehicle Households
0 - 19
82 - 172
Fairbanks Mobility
Managment Plan
Mobility Management–RLS & Associates, Inc.
Page 17

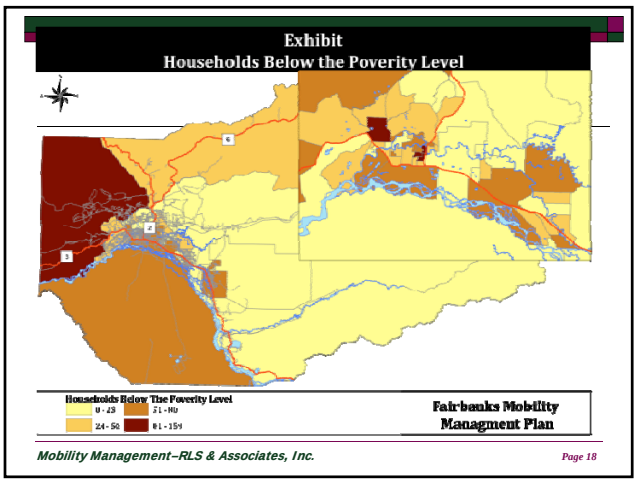


Exhibit
Households Below the Poverty Level
Households Below The Poverty Level
0 - 23
24 - 56
Fairbanks Mobility
Managment Plan
Mobility Management–RLS & Associates, Inc.
Page 18

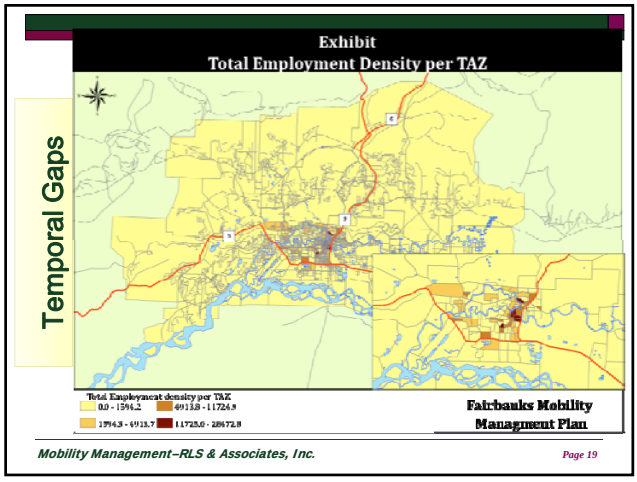
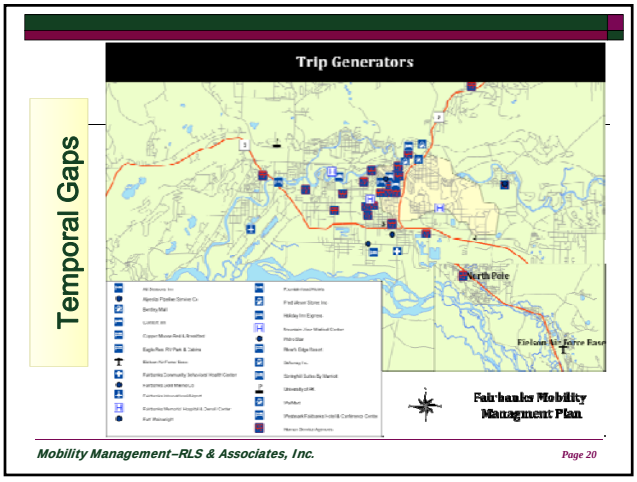
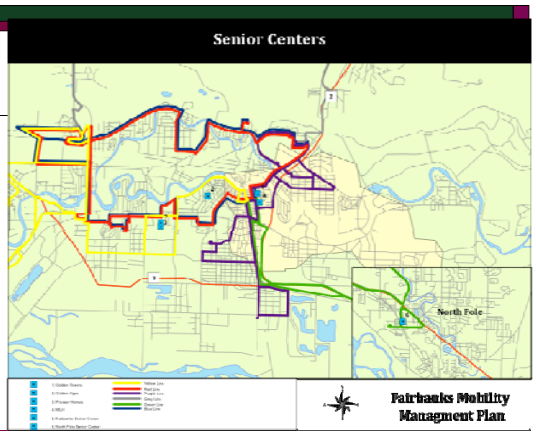


Exhibit
Total Employment Density per TAZ
Temporal Gaps
Total Employment density per TAZ
0.0 - 1594.2
1594.3 - 4913.7
Fairbanks Mobility
Managment Plan
Mobility Management–RLS & Associates, Inc.
Page 19


Trip Generators
Temporal Gaps
North Pole
Fairbanks Mobility
Managment Plan
Mobility Management–RLS & Associates, Inc.
Page 20

Temporal Gaps

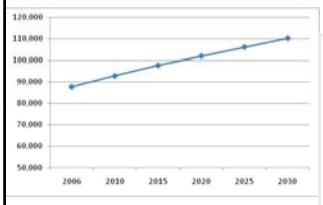


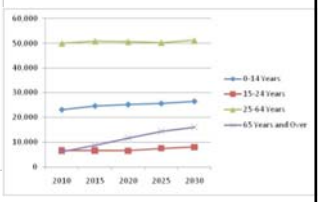
Mobility Management Plan Challenges

Estimating Demand

- Demographics analysis
- Interviews & public meetings

Mobility Management Plan Estimating Demand





Population Projections: AK Dept. of Labor & Workforce Development

Mobility Management Plan Opportunities

Funding

- More than 68 Federal programs include transportation for older adults, individuals with disabilities, and people with low incomes.
  - Funding Challenges usually are a matter of overcoming local agency policy restrictions.

Please Don't Stop Now!!!

- Next Steps:
  - Agencies continue to provide data for the study.
  - CTAG organizes to establish priorities.
  - Implementation of Mobility Management Strategies.

For More Information

Laura Brown
RLS & Associates, Inc.
(813) 482-8828
lbrown@rlsandassoc.com

THANK YOU FOR PARTICIPATING!!!

Please Stay Involved!

Mobility Management Plan for Public Transportation

Presented on Behalf of the

Fairbanks North Star Borough & Coordinated Transportation Advisory Group

Presented by

RLS & Associates, Inc.

October 14, 2010

Study Purpose

1. Jump Start Coordination with a Sustainable Plan
2. Inventory of All Transportation Resources
3. Transportation Services Gap Analysis
4. Implement a Plan for Long Term Success

Alaska's Goals for Mobility Management

- Governor's Coordinated Transportation Task Force, under Administrative Order 243 to:

  "facilitate and enhance the coordination and integration of community-based public transportation services for the benefit of persons with special needs."

Administrative Order 243 identifies persons with special needs as:
- Senior citizens;
- People with disabilities (including substance abuse problems);
- Preschool children in Head Start; and,
- Individuals with low incomes.

Alaska's Goals for Mobility Management (cont.)

- Create a Coordinated Transportation Culture and A Structure to Sustain It.
- Continue to Leverage State Agency Resources so that They are Most Effectively Supporting Transportation.
- Support the Utilization of Mobility Management Practices and Securing Mobility Managers.

Review of Inventory and Resources

Vehicles

- *Approximately 73 Transit Vehicles*
- *101 School Busses*
- *Numerous Volunteers*

Staff

Approximately 95 FTEs

- *Includes 15 Agencies with Drivers, Schedulers/Dispatchers, Program Coordinators, Caseworkers, Mechanics, & Managers (not including schools).*

Review of Existing Financial Picture

Total Expenses

More than $5.7M for 10 Organizations to Provide About 772,259 Trips (*Does not include school transportation)*

- *Average cost per trip ranges from $4.00 to $64.00*

Funding Sources

- *Federal Transit Administration*
- *Property Tax (public transit)*
- *Older Americans Act*
- *United Way*
- *Alaska Dept. of Labor*
- *Alaska Dept. of Social Services*
- *Foundations*
- *Donations*
- *UAF*

Review of Gaps in Transportation Services

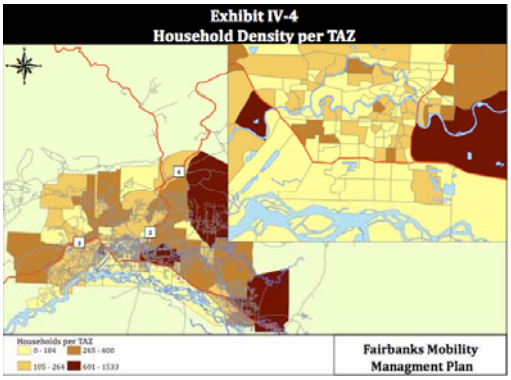
Spatial Gaps

Limitations Within the Service Area.

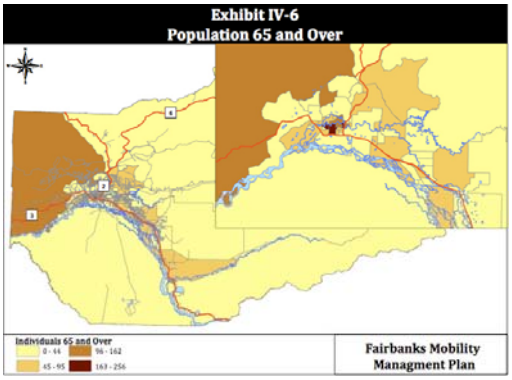
Temporal Gaps

Limitations in the Days of the Week or Hours that Service is Available.

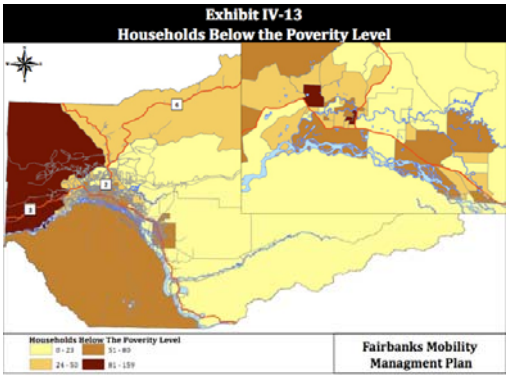
Spatial Gaps



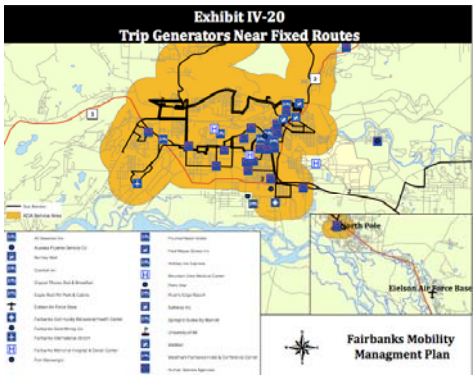
Spatial Gaps



Spatial Gaps



Spatial Gaps



Mobility Management Plan

Spatial Gaps in Current Service

- Options for Trips that Start or End Outside of the ¾ Bus Route Radius.
- Wheelchair Accessible Taxi Service.
- Access to Public Transportation from Outlying Communities Including Ft. Wainwright and Eielson.

Mobility Management Plan

Temporal Gaps in Current Service

- Generally, Transportation Hours are Not Structured to Support Employment Outside of MACS Service Hours.
- There is No Public Transportation Service on Sundays.
- Transportation Service Hours are Driven by Staff Availability and Demand.

Mobility Management Plan Vehicle Utilization

- 6:00am-3:00pm, Weekdays - 53% of Vehicles are Operating
- 3:00-5:00 pm, Weekdays – 45% of Vehicles are Operating
- 5:00-7:30 pm, Weekdays – 29% of Vehicles are Operating or Available
- Saturdays - Only MACS & Van Tran

Proposed Strategies

Mobility Management in Fairbanks

Recommendation #1

Centralized Scheduling & Dispatch

- Utilize the Existing Transit Park Call Center that is Staffed by VanTran and FNSB Employees.

Advantages:
1) Experienced Staff
2) Existing Technology
3) Existing Capacity
4) Reduces Scheduling Time for Agencies
5) Promotes Efficiency of Vehicle Utilization

Challenges:
1) Sharing Policies
2) Scheduling Procedure
3) Agreements to Share Trips
4) Transition of Staff Duties
5) Building Trust

Recommendation #2

Trip Sharing

- *Passenger A* Can Ride with *Passenger B* Even if the Trip is Paid by Different Resources.

Advantages:
1) Promotes Efficiency of Vehicle Utilization
2) May Reduce Overall Mileage and Expenses
3) Increases Capacity to Serve More People
4) Communication

Challenges:
1)Building Trust Among Agencies and People
2)Insurance and Other Agency Specific Requirements
3)Billing Structure

Recommendation #3

Real Time Trip Scheduling

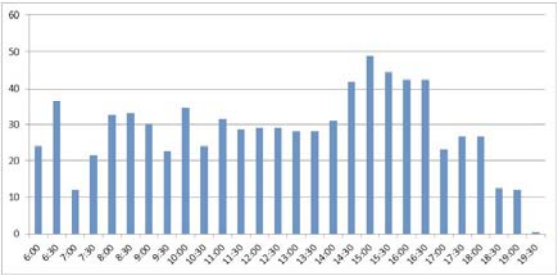
- Schedule the Trip while the Customer is on the Phone.

Advantages:
1)Improves the Passenger's Ability to Plan for Alternative Transport
2)Utilizes the Capacity of Existing Software
3)Builds Confidence in the System

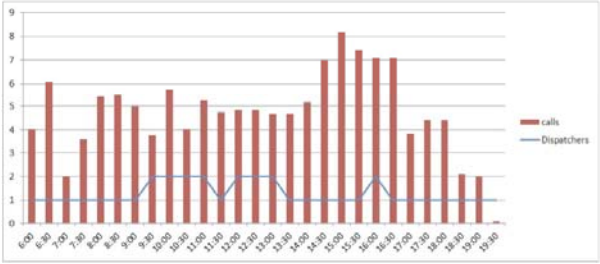
Challenges:
1)Requires Training for Dispatchers/Schedulers

1)Requires Educating the Public on the New Process

Current Calls by Time of Day



Current Staffing Levels



Recommendation #4

North Pole Service Design

- Amending Current Service Parameters to Increase Availability in North Pole area.

Advantages:
1)Access to Services in Fairbanks
2)Cost Efficiency for Long-Distance Trips
3)Connections for Outlying Communities

Challenges:
1) Vehicle Requirements
2) Educating the Public on the New Service
3) Finding a Low-Cost Structure for Passengers

Recommendation #5

Mobility Manager

- Designate an Individual to Focus on the Mobility Management Work Effort

Advantages:
1) Keeps the Momentum
2) Provides Local and State Leadership for Improving Mobility
3) Provides Support for the AK CTTF Recommendations

Challenges:
1)Sustainable Funding
2)Hiring a Qualified Individual
3)Defining the Job Duties and Responsibilities

Recommendation #6

Transportation Navigator

- Assist Individuals with Disabilities

Advantages:
1) Encourages New Ridership
2) Promotes Independence
3) Improves Communication
4) Customer Satisfaction
5) Increased Ridership

Challenges:
1)Sustaining Funding or Volunteer Support
2)Creating Policies and Procedures
3)Training the Trainer

Recommendation #7

Coordinated Eligibility Evaluations for ADA

- Assist Individuals with Disabilities

Advantages:
1)Improves Consistency and Accuracy of Evaluation

1)Fosters Communication between Agencies

Challenges:
1)Negotiating an Agreement with a Qualified Evaluator

1)Establishing Shared Evaluation Guidelines and Procedures

Recommendation #8

Coordinated Volunteer Driver Program

- Support Volunteer Drivers

Advantages:
1) Local Expertise
2) Efficient Transportation for Central and Outlying Areas

Challenges:
1) Building and Managing a Volunteer Program
2) Coordinating with Volunteers to Provide Trips
3) Funding to Reimburse Volunteer Expenses
4) Insurance Concerns

Recommendation #9

Transit Pass

- Common "Bus Pass" Shared by All Participants

Advantages:
1) Simplifies the Passengers Experience
2) Improves Fare Collection-Simplifies Driver Responsibilities
3) Improves Customer Satisfaction
4) Streamline Billing

Challenges:
1)Selecting a Transit Pass Technology for Everyone
2)Establishing a Billing Process
3)Educating Passengers

Recommendation #10

Other Coordination Priorities

- Awareness - Improving Communication and Public Education about Available Services and Funding.
- Communication - Identify and Overcome Barriers to Sharing Resources

Questions

Mobility Management in Fairbanks

For More Information

Laura Brown
RLS & Associates, Inc.
(813) 482-8828
lbrown@rlsandassoc.com

THANK YOU FOR PARTICIPATING!!!

Please Stay Involved!

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. Rates should not be a reflection of what the agency or group desires or 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 group of participating stakeholders with other 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 the 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 that it can perform its basic functions. Administrative costs should include the percent of time that an agency's staff spends on transportation (i.e., scheduling, driving, or arranging trips for clients in addition to his or her normal duties). Administrative costs include:

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

Participating agencies estimated their total operating and administrative costs for the transportation programs. These estimates are provided in Chapter III.

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)

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. And 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.

JOB DESCRIPTION

Title: Planning and Economic Development Specialist Mobility Manager

FLSA Status: Exempt

Department: Planning and Economic Development

DOT Code:

Location:

Pay Class:

Reports to: Planning & Economic Development Director

Date: 1/10

RESPONSIBILITIES AND DUTIES

A. **Develops and implements the coordinated mobility program for user and provider agencies in _____ Counties (40%)**

1. Maintains a database of potential users and provider agencies to participate in the coordinated mobility program to include transportation needs and available transportation services on a continual basis.
2. Contact potential users, provider agencies, employers, and human service agencies to determine interest in participating in the mobility program and what services are needed and what can be provided in transportation services such as shared use vehicles, vehicle reimbursement, etc.
3. Based on user and provider agency's assessments, documents the current transportation needs and identify the possible travel options required to implement the mobility program in _____ Counties.
4. Develop and distributes program materials to include user and provider manuals, fact sheets, brochures, contracts, forms and other media for use in the implementation of the program.
5. Prepares meeting materials and conducts meetings with the Coordinated Transportation Advisory Committee to update and coordinate programs for the region.
6. Meets with potential users and providers to educate them on the requirements and limitations of the program and determine level of interest in active participation in the program.
7. Annually updates the _____ Coordinated Transportation Plan which identifies the transportation needs of the region, potential users and providers, and potential strategies for meeting those needs.
8. Execute contracts with user and provider agencies. If required, submit contracts to ___DOT for review and approval.
9. Receives client rosters from user agencies to coordinate transportation for their eligible clients and contact provider agencies to set up and schedule the client's trips.
10. Research, writes, and develops grant applications to generate additional resources to sustain program.

11 Responsible for reviewing and collecting provider's required forms for the preparation of invoices and required reports to the _____ Department of Transportation and other agencies.

12 Develops and maintains a filing system of documents and records related to the coordinated mobility program including daily trip sheets, no show reports, client's rosters, and other program documents.

13 Maintains records for program audits in compliance with appropriate federal and state regulations.

B. Grant Research, Preparation, and Administration (30%)

1. Attends state and federal grant application workshops and obtains information related to potential grants as well as other funding sources.
2. Attends city council meetings and city/county commission meetings, and maintains contacts with city/county officials regarding developmental needs and plans related to their community's needs.
3. Conducts citizen participation hearings related to planned development projects; conducts household surveys and interviews under the federal Community Development Block Grant Program to determine needs and eligibility.
4. Prepares grant applications according to state and federal guidelines; obtains required documentation, including engineering studies, cost estimates, property surveys, legal documents, environmental impact statements, and other relevant documents; submits grant applications by specified deadlines.
5. Prepares and submits required documents, conducts and maintains files of citizen participation hearings, assesses economic/infrastructure needs, obtains environmental impact and other engineering studies, and publishes required public notices of project plans and activities.
6. Initiates projects by advertising and conducting contractor bidding, screening contractors, acquiring performance bonds, and obtaining state and federal government approval; oversees property acquisition by obtaining engineering studies and market appraisals, issuing public notices, obtaining titles and legal documents, negotiating with property owners, and processing relocation claims.
7. Monitors contractor compliance with local, state, and federal laws, and grant requirements; audits compliance with fair housing regulations, equal employment opportunity, wage and hour laws, disability laws, and other pertinent regulations; monitors contractor work performance and contractual compliance.

8 Conducts contract and grant closeout procedures, including publication of completion notices, submission of performance assessment reports, and completion of all closeout documents.

C. Community Planning (20%)

1. Serves as contact person for state and regional plans and committees for _____ County to include Rural Planning Organization, Rural Action Committee, Coordinated Transportation Plans, Hazard Mitigation Plans, Emergency Operation Plans, Comprehensive Economic Development Strategy and other community plans and committees.
2. Coordinates meeting agendas, conducts citizen surveys, prepares committee materials, develops and distributes public notices, flyers, news releases, and other information; attends and records meeting minutes.
3. Develops the plan in compliance with federal and state regulations.
4. Conducts and prepares for public involvement meetings if required by the plan.
5. Submits quarterly and yearly invoices and reports to appropriate state and federal agency.

D. Professional Development (5%)

Attends local, state, and federal meetings as required. Attends ___DOT conferences and training and other functions as deemed necessary to the job.

E. Other (5%)

Performs other duties in support of _____ as requested by the Executive Director, the Director of Planning and Economic Development, or the Transit Administrator.

JOB SPECIFICATIONS

KNOWLEDGE, SKILLS, AND ABILITIES	DUTIES/TASKS
1. Knowledge of transit operations and systems especially those related to other coordinated transportation systems.	A-E (All)
2. Knowledge of _____ Transit Agency (_____) and ____City Express (___).	A-E (All)
3. Knowledge of state and federal regulations concerning public transit systems and records/report requirements.	A-E (All)
4. Knowledge of state and federal agencies related to transit regulations and contract and grant requirements including _____ Department of Transportation and Federal Transit Administration.	A-E (All)
5. Knowledge of promotional and marketing methods related to transit programs, and of public relations and media coordination.	A (All)
6. Knowledge of service contracting and oversight related to transit services.	A-B (All)
7. Knowledge of _____ policies, objectives, report procedures and filing systems.	A-E (All)
8. Excellent skills in use of computer programs to input and manage computer files.	A-E (All)
9. Strong writing skill to prepare correspondence, promotional brochures and flyers, official documents, and reports.	A-E (All)
10. Reading skill to comprehend professional literature, documents, laws and regulations, contract specifications, and detailed reports.	A-E (All)
11. Excellent verbal communication skills to converse with a wide range of individuals of different vocations, technical fields, and educational backgrounds; verbal skills to conduct meetings, make presentations, and negotiate contracts.	A-E (All)
12. Ability to conduct research and compile information and data related to contract and grant proposals.	B (All)
13. Ability to organize and attend to multiple projects in various stages of completion, to prioritize and handle multiple tasks, and to meet deadlines.	A-E (All)

14. Strong ability to communicate and coordinate with a wide range of individuals, and to build effective business relationships. A-E (All)

CREDENTIALS AND EXPERIENCE

A Bachelor's Degree in Transportation Planning, Public Administration, Community Planning, or other related field with excellent communication and organization skills. Two years of job experience in managing or administering the provision of human services transportation, case management and/or planning activities is preferred.

SPECIAL REQUIREMENTS

Willingness to work nonstandard hours, weekends, and holidays as necessary to complete program objectives. Willingness to travel overnight to attend meetings and conferences. Strong computer skills in Microsoft Office Suite.

Mobility Manager Job Description Sample

Job Title: Manager of Human Services and Public Transportation Coordination

Job Summary: Coordination of public and human services transportation aims to improve access to transportation resources for individuals with disabilities, older adults, people with low incomes, and the general public by ensuring that _____ County human service agencies, governmental, and non-profit organizations work together to achieve the most efficient use of Federal, State, and local resources. This position will be responsible for mobility management, which consists of short-range planning, management activities and projects for improving coordination among organizations that purchase, provide, and/or arrange transportation. The intent of the coordinated program is to expand the availability of services.

Job Duties: The following job duties will be the responsibility of the Manager of Human Services and Public Transportation Coordination.

- Function as the community transportation advocate promoting accessible, affordable, transportation options in _____ County and connections to transportation options in neighboring counties.

- Provide information and referrals to potential passengers or their representatives who call about a transportation need.

- Develop a Person Centered Transportation Plan (PCTP) to match a person's travel needs and eligibility to existing resources in the community.

- Develop, update, and negotiate agreements between organizations to provide and/or purchase transportation through the coordinated transportation effort.

- Conduct travel training services to assist people who need an introduction to the community transportation resources.

- Identify transportation providers in _____ County and the surrounding area and record information into the Mobility Management database. Use the database as a resource for matching passengers to the most appropriate provider.

- Identify unmet transportation needs and report them to the advisory committee and governing board.

- Utilize mapping software tools to map existing routes and areas of unmet needs/gaps in service.

- Conduct outreach to community organizations throughout _____ County to identify unmet needs.

- Participate in local and regional community planning activities to help identify transportation solutions to resolve identified unmet transportation needs and gaps in service. Participation in regional planning activities will involve communication and

coordination with transportation providers and mobility managers in all contiguous counties.

- Develop transportation resources information including but not limited to resource manuals, brochures, and web pages.

- Present transportation resource information at community events and conferences. And, assist in dissemination of transportation resource information to local employers, non-profit organizations, human service agencies, college, hospitals and clinics, medical offices, and organizations that serve older adults.

- Plan, develop, and assist with implementation and utilization of transportation resources including but not limited to regional service, Rideshare/Vanpool services, public transportation, and voucher programs.

- Develop and annually update the locally developed Coordinated Public Transit-Human Services Transportation Plan, which identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes. The plan shall include strategies for meeting local transportation needs and prioritizes transportation services for funding and implementation. The first plan shall be based on work conducted during the _____ County Coordinated Public Transportation Plan (2010).

- Gather and analyze data to evaluate transportation service options for individuals with disabilities, older adults, people with low income, and the general public.

- Provide information and quarterly updates to the coordinated transportation program advisory committee.

- Create monthly progress reports and present them to the coordinated transportation program governing board.

- Develop strategies, as needed, for seeking other funding sources and leveraging existing funding with non-Department of Transportation federal programs.

- Assist with other duties as assigned by immediate supervisor.

Minimum Qualifications: The Manager of Human Services and Public Transportation Coordination should have, at least, the basic knowledge, skills, and abilities related to the following topics.

- Knowledge of _____ County transportation resources, community resources, and human services resources.

- Ability to handle multiple projects and set priorities.

- Customer service problem solving skills.

- Project management skills.

- Prior experience developing, monitoring, and managing project budgets.
- Prior experience with setting up and running advisory committee meetings.
- Prior experience reporting directly to a governing board.
- Ability to analyze data, define problems, identify solutions, develop implementation strategies and evaluate outcomes.
- Ability to establish and maintain effective working relationships with community leaders, government representatives, co-workers, managers, and customers.
- Proficiency with spreadsheets, document, and database software.
- Skill and experience with making public presentations.
- Excellent interpersonal, written, and verbal communication skills to communicate the coordinated transportation concept to individuals who have little or no knowledge of the transportation and/or human services industries.
- Self-motivation to take a leadership role for the coordinated transportation effort and work independently and persistently toward achieving project goals and objectives in a timely manner.