

Kodiak Area Coordinated Transportation Plan

May 7, 2007
Updated September, 2009 & 2010



**Kodiak Human Services
Coalition**

**Senior Citizens of Kodiak, Inc.
Lead Agency 486-6181**

KODIAK AREA COORDINATED TRANSIT PLAN

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I. SUMMARY

In August, 2000, Kodiak Area Transit System (KATS) formed under the leadership of Senior Citizens of Kodiak, Inc. (SCOK) to provide coordinated transportation on the weekdays to social service agencies. A minimal of public transportation was offered through KATS in the early morning and late evening.

KATS was originally set up through a pilot project through the Kodiak Island Borough (KIB) in 1997 with funds coming from several sources to establish the transportation system. KATS, at that time, was mainly a public transit system with minimal service in the middle of the day devoted to the social service agencies and their clients. KIB put out to bid an RFP for providing transit services and contracted with Laidlaw to operate KATS as this pilot project. The pilot project consisted of one bus running an express route from Monashka Bay to Women's Bay and a bus running an in-town route that was also used mid-day for the social service agencies' clients. In late summer 1999, the KIB Assembly decided not to continue or support funding the transit system after the pilot funds expired and not to place a transportation tax on the municipal ballot for that October, 1999 election.

Knowing that seniors, low income, developmentally disabled and other Alaska Mental Health Trust Authority beneficiaries needed some kind of coordinated transit service in order to remain independent and also realizing that not every social service agency had the financial or staff means to pay for vehicles, gas, insurance and staff as drivers, SCOK decided to meet with the local social service agencies and discuss the possibility having a coordinated transit system for local area non profits. SCOK became the lead agency for the coordinated transit project and wrote grants in the spring of 2000 to the State Department of Transportation (DOT) for a coordinated transit system in Kodiak.

SCOK was successful in writing and administering transportation grant funds and working with other social service agencies to assure adequate transportation was available for their clients. With the other local non profits, SCOK organized the new coordinated transit system to begin in August, 2000 with only one bus in service and one bus as backup. The two KATS buses, which were owned by KIB and had more than 50,000 miles on each, were transferred to the SCOK ownership and SCOK contracted with Laidlaw for operations and administration of the coordinated system. Laidlaw has been under contract for operations and administration of KATS since August, 2000. A new bus was purchased in 2002 with funding from the Rasmsuson Foundation, City of Kodiak and Alaska Mental Health Trust Authority (AMHTA). Another new bus was purchased in 2007 with federal pass through funds from Alaska Department of Transportation.

As part of that Laidlaw contract, maintenance, insurance, drivers' training is all covered. Fuel costs and a separate coordinator fee of \$500 per month are paid separately from the administration and operations portion of the contract.

KATS presently runs from 6:30-8 a.m. as a public service; from 8 to 5 p.m. as coordinated system and from 5-6:30 p.m. as a public system on Monday through Fridays. KATS extended service in August, 2007 to include evening hours until 10 p.m. and weekends from 10-3 pm. The evening service was cut in August, 2008, due to lack of ridership and operational funds. The weekend service continues. KATS runs from Monashka Bay to the Coast Guard Base and Women's Bay in the public runs and has certain designated stops along the way. KATS runs as a door-to-door ADA accessible service to non profit clients for the rest of the day and requires a 24 hour notice for pick ups. KATS has regularly scheduled runs to Safeway, downtown, WalMart, Food Bank, senior center, Island Cove Adult Day Program and work related trips.

KATS is instrumental in getting many Kodiak residents to work and to take their children to child care prior to going to work. KATS's increase in ridership in the last two years has mainly been with riders getting to and from work. Those areas of work include Threshold which employs developmentally disabled workers in the borough's recycling project; getting riders to work at Safeway, Mack's Sport Shop, McDonalds, and the Coast Guard Base. This spring we did change the public transit schedule in the am and pm so workers at the Coast Guard Base could get to and from work. The Coast Guard Base is where the increase of service jobs is located.

Priorities for the coordinated service is first for medical, dental, clinic, physical therapy, lab appointments; secondly is for work related travel or to the college; scheduled shopping is third priority and personal appointments are last. These priorities have been agreed upon and reviewed by the local non profit agencies at a Human Service Coalition meeting held September 9, 2008. At the present time, the need for another bus to run mid day for the coordinated system is needed, for a mobility manager to analyze efficiencies of the system as well as hours for a regular public transportation system in Kodiak.

This plan:

1. Profiles existing transportation services and equipment in the area.
2. Summarizes the known needs and gaps in the current available transit services.
3. Describes the methods used to involve the community in the formations of this plan and summarizes the results of that involvement.
4. Provides several revised strategies for improvement to the service levels.
5. Outlines Projects for 2009 AND 2010.

II. BACKGROUND AND HISTORY

Kodiak Area Transit System (KATS) was formed as a pilot project in 1998 & 1999 with the Kodiak Island Borough (KIB). A Transit Technical Assistance Project Report for Kodiak, Alaska was prepared for the Community Transportation Association of American (CTAA) by the consultants Leigh, Scott & Cleary, Inc., in 1994. The Kodiak Chamber of Commerce had received a grant from the U.S. Department of Agriculture for the evaluation and development of transportation services in agriculturally (including fishing) based communities as a means of promoting economic development. Kodiak was chosen by CTAA as a study site. CTAA in turn retained the services of Leigh, Scott & Cleary, Inc., to assist in the conduct of the study. Agencies who took part in serving on the pilot project committee included representatives from the Kodiak Chamber of Commerce, Senior Citizens of Kodiak, Inc., Kodiak Island Housing Authority, Kodiak Island Hospital, U.S. Coast Guard, Kodiak Island Borough, Kodiak Mental Health, Kodiak Area Native Association and private carriers.

With the Technical Project being completed and distributed in 1995, several representatives from Kodiak attended the State Transportation Transit conference for a couple of years and also continued to meet to discuss how to implement the recommendations in the final transit report. By 1997, the Kodiak Island Borough, (KIB) took on the leadership role in implementing the report by issuing an RFP to operate and administer the transit services. Laidlaw was contracted to provide these services by the KIB. From many discussions with service groups, it was decided to have one express route and one in-town route that would be used to transport social service clients during the middle of the day. This limited time was found not to be enough time for the social service clients.

The bus routes and services grew to be used by the entire community. When grant dollars were expiring for the pilot project transportation service to continue, concerned citizens started a petition for the KIB assembly to place a transportation tax on the ballot so the people in the community could decide if they wanted to continue to fund a community transportation system. In the summer of 1999, the KIB assembly after receiving the petitions, decided not to place the issue on the fall ballot. Without moving the issue forward for the voters to decide, the assembly automatically discontinued the service. This decision left the social service agencies that had been depending upon KATS, in a lurch with present operating budgets diminishing and KATS no longer in service.

KATS did not operate after the KIB assembly decision to not fund the project or place the issue on the ballots for voters to decide the issue. KATS was non operational from October 1999 until August 2000.

In August 2000, SCOK, in taking a leadership role in a number of meetings and discussions, met with social service agency representatives to explore the need for services and asked for support for a coordinated transit system to serve agency clients. SCOK wrote proposals to the State of Alaska Department of Transportation for grants for the coordinated KATS service.

Those agencies initially involved in resurrecting KATS to a coordinated transit system to service non-profit clients were:

- Senior Citizens of Kodiak, Inc.
- Kodiak Island Housing Authority
- Kodiak Area Native Association
- Women Infant & Children-WIC
- Kodiak Job Center
- Kodiak Island Mental Health
- Safe Harbor
- Kodiak Island Borough
- Providence Kodiak Island Hospital
- Kodiak College
- Kodiak Women's Resource & Crisis Center
- Hope Community Resources
- Laidlaw

These agencies set up the policies for KATS as a coordinated system, the times and priorities for coordinated service and worked with Laidlaw in contracting for operations, administration of services, to be the agencies' coordinator for complaints, and to be the central contact for services. Priorities for transportation for KATS as discussed and decided by the non profit agencies in the original inception of KATS as a coordinated system and which are still in place are: medical, work, scheduled shopping, personal appointments. See attached KATS schedule.

Kodiak Area Native Association (KANA) in November, 2002, received a state grant to form a Human Services Coalition (HSC) to meet quarterly to have a forum for exchanging and updating local non profit agencies on agency plans and services and to make sure there was not a duplication of services. This group meets quarterly and receives updated information on KATS, clients and service gaps and is also included in the annual writing and support of the KATS grants to the Department of Transportation.

In addition to the above initial agencies who were involved with the reformation of KATS as a coordinated system, the following agencies are now also involved with the coordinated system in support and their clients using the system.

- Office of Children's Services
- U.S. Coast Guard
- Consumer Direct Personal Care
- Parents as Teachers
- Rural CAP- Head Start
- Adult Basic Education
- Kodiak Food Bank
- Salvation Army

Providence Kodiak Island Counseling Center
Threshold Vocational Services
State Vocational Office
Kodiak Island Medical Clinic
North Pacific Medical Clinic
Kodiak Chamber of Commerce
Koniag Incorporated
Kodiak Island School District
Providence Kodiak Island Physical Therapy
Arctic Physical Therapy
Curves
CostSavers
Kodiak Island Convention & Visitors Bureau
Sun'aq Tribe of Kodiak
Mack's Sport Shop
McDonalds

One of KATS strengths is the number of non-profit agencies as well as clinics and businesses who continue to support the coordinated transit system. Each year KATS does a survey for clients and agencies that use the system. These assessments are used in the evaluation of the coordinated transportation service and in understanding the service gaps with KATS. Support letters for KATS are attached with this plan. Minutes from the HSC are attached. Also see attached sample survey results.

As part of the requirements for continuing the funding KATS receives from the state, we have held public meetings to assess the transportation service gaps, the number of vehicles owned by the agencies and strategies to meet those service gaps.

Meetings have been held at the Kodiak Senior Center and with the Human Services Coalition at the Kodiak College to get information and feedback regarding these issues. Minutes from these meetings are attached. Human Service Coalition continues to meet quarterly to discuss transportation issues.

The goals of KATS remain the same: to provide safe and reliable transportation to those residents who need it the most so they might remain living independently for as long as possible.

III. COMMUNITY DESCRIPTION

Kodiak, the oldest Russian settlement in the State of Alaska, is the second largest island in the country but has only 62 miles of roads. The service area of KATS runs from Monashka Bay to the U.S. Coast Guard Base and on to Women's Bay and is about 14 miles. The KATS bus that serves the public in the morning and evenings runs this route with specific stops.

Kodiak's population is 13,568 and has remained steady with a bit of decline these past five years. Kodiak's industry is mainly fishing and government with the town usually in the top five of the nation's largest volume of fish delivered and with the largest Coast Guard base in the country housed here.

Most of the growth in the community is out of the downtown area and into the Monashka Bay area where Safeway, Walmart and many new housing developments are located. New housing starts have remained consistent and current housing does not meet the housing demands largely placed by the number of new Coast Guard families in town.

The senior population, now at 1292, grows at a 10% rate per year, much like the rest of the state with the fastest growing segment being those 75 and older. Alaska will have the second fastest growing senior population in the country in the next decade. Many people who are in the baby boomer generation and who have lived on Kodiak for a number of years plan to retire here. There is a shortage of housing for seniors but plans are in place to take action for new developments for independent housing as well as assisted living and new long term care facility. See the Kodiak Chamber of Commerce's Community Profile which is attached.

IV. ASSESSMENT OF NEEDS

In order to provide the greatest amount of input from the community, SCOK and other non profit agencies involved with KATS have used several strategies. These strategies include public meetings, surveys of providers, survey of riders and a review of this transit plan by the Kodiak Island Borough Assembly at a work session on September 11, 2008 and the regular public meeting on September 18, 2008. Citizens' comments as well as a public hearing on the transit plan were on the meeting's agenda.

While everyone who provides transportation in Kodiak has been invited to the public meetings, it has been difficult to involve private providers other than Laidlaw. Non profit agencies have consistently been involved with KATS from its inception as a coordinated system in setting priorities, policies, reviews, referrals and ways to improve and showing support each year with the Department of Transportation grants as well as to the Kodiak Island Borough Assembly who has provided \$10,000 a year in financial support for the system.

Public meeting notices and minutes as well as Kodiak Island Borough Assembly meeting agenda and resolution are attached with this plan.

Community Meetings

Kodiak Human Services Coalition (HSC), which includes all Kodiak non profit providers, has been holding quarterly meetings since November, 2002. At each of these meetings updates are given from each agency as well as addressing needs of KATS coordinated system riders, priorities and overall how the system is working. At these meetings the local non-profits gather in a forum type atmosphere and keep everyone abreast of what each agency is doing. KATS is represented at these meetings by SCOK and Laidlaw.

Prior to the Human Services Coalition group forming, KATS had representatives from the local non-profits serving in an advisory capacity for KATS. In addition to the local non-profits representatives, two members from the SCOK Board of Directors were on the committee. Human Services Coalition meeting minutes attached.

Public Meetings

With the directions coming from the federal government as well as the State Department of Transportation in having a community transit plan in place and including all transit providers, SCOK and other non-profits conducted public meetings prior to those from this year but records of those meetings are not to be found.

The first of this year's public meetings happened on February 22, 2007 at the Kodiak Senior Center. At these and subsequent meetings, which were held every two weeks throughout April and May, in addition to the quarterly Human Services Coalition meeting, discussions took place about KATS coordinated service gaps, vehicle inventories, the new grant process and strategies to solve the unmet transportation needs for the next five years. Attached are the minutes from those meetings.

What became most apparent at these public meetings was the need for transit services in the evenings and weekends and to provide services to those people who might be at the poverty guidelines but who were not associated with any non-profit agency. These people might need to get to the Community Health Clinic, Head Start for parent meetings, Kodiak College and other areas in town. With only one KATS bus in service and it being mainly used by non-profit clients for most of the day and presently with little mass transit hours, these people who need transportation are not being served. It is projected that with the Community Health Clinic now servicing more than 800 patients each month, the mass transit hours need to increase. The number of patients at the clinic is expected to grow as is the number non profit riders, especially the number of seniors. Another unmet need that was identified at the public meetings was the need for transit service on the weekends and evenings.

The final public meeting prior to the Kodiak Island Borough Assembly meeting to review the transit plan and approve by resolution was held May 7 at the Kodiak Senior Center. Minutes from that meeting are attached. Updated transit plan was presented to the Kodiak Island Borough Assembly for approval at their regular meeting on September 18, 2008.

Survey of Human Service Providers

As a result of the meetings that began in February, 2007, non profit agencies listed unmet needs for KATS and available resources. The following are the present unmet transit needs for KATS:

1. Need transportation for Community Health Clinic patients of which the number is growing each month and is now up to 800 patients a month.
2. Need rides for people who are at poverty guidelines but who are not associated with non-profits i.e. Head Start parents to get to nightly meetings at Head Start.
3. Need more service in the evening, mid-day and weekends for everyone.
4. Need more mass transit hours than the present limited service.
5. Need more transit time to get people to jobs on Coast Guard base late at night.
6. Need more transit time for nursing home residents.
7. Need rides for growing tourist industry with the number of cruise ships doubling this year and Kodiak becoming a tourist destination.

This is the revised list of non profit agencies' unmet transportation needs as of September, 2008:

1. Need transportation for new and enlarged Community Health Clinic of which the number is now up to 800 patients a month and will continue to grow.
2. Need rides for people who are at poverty guidelines but who are not associated with non profits i.e. Head Start parents.
3. Need more service in the mid day and a second bus to run at that time.
4. Need more mass transit operational hours than the present limited service. With high gas prices people are calling each day to use the bus. We have capital fund to purchase a bus for mass transit but no operational funding.
5. Need more transit time for nursing home residents.
6. Need rides for growing tourist industry in Kodiak. This year we had 18 cruise ships in town.
7. Need mobility manager contracted to review system and analyze inefficiencies.

V. EXISTING TRANSPORTATION SERVICE AGENICES

- a. **Senior Citizens of Kodiak, Inc.** is located in the central downtown area. Its membership and services are for 60 years of age and older. Transportation provided by the agency is limited as seniors use KATS. One small five passenger van is used to deliver home-delivered meals each weekday. It is not ADA. A small ADA five passenger 1991 van is available for emergency use and also used when KATS is tied up picking up people for transportation to and from the airport for ADA clients. KATS is now used for the Island Cove Adult Day Program, which is open on the weekends. SCOK is the owner of the 3 KATS vans. A new vehicle arrived in the summer of 2007. SCOK has no designated staff who serves as drivers and staff rotates in delivering home delivered meals.
- b. **Head Start** is located in the upper area of downtown. They have a 28 passenger School bus which is solely used to transport their 40 students, 20 students per bus runs twice a day. The bus is also used for educational field trips. Two people at Head Start are licensed to drive the bus.
- c. **Kodiak Island Housing Authority** has a school bus that is used to transport students from low income housing, Woody Way, to school. This vehicle is also used to transport those same students to activities in the evening. KIHA also has a seven passenger mini van and two 4 door sedans which are used only for clients and staff.
- d. **Kodiak Area Native Association (KANA)** has two vans that are used to transport village beneficiaries when they are in town for clinic appointments and for airport transportation for them. Only KANA beneficiaries are able to use this transportation to the clinic only. One van is a six passenger van and not ADA and the other is five passenger van that is ADA.
- e. **Providence Kodiak Island Counseling** has an 11 passenger van not ADA, a seven passenger van and a Ford Escort. None of the vehicles are ADA and they are all minimally used by staff when they are available and for Community Support Program clients only. Clients use KATS first.
- f. **Hope Resources** has a five passenger car and a van that seats eight and neither is ADA. They have no designated staff for drivers.
- g. **Providence Kodiak Island Medical Center** has no vehicles for transporting nursing home residents.
- h. **Sun'aq Tribe** has no vehicles.

- i. **Best Western Kodiak Inn** has one seven passenger non ADA vehicle that is used from transporting people to and from the airport to the hotel for their clients only.
- j. **Shelikof Lodge** has one non ADA seven passenger van that is used for hotel purposes only.
- k. **A&B Taxi** has 23 vehicles, none of which are ADA and are for private hire only.
- l. **Laidlaw** has 25 buses used for student transportation only and three are ADA buses. They have 42 employees and 5 are dedicated to KATS.

Equipment & Personnel

The table that follows shows the existing equipment and personnel. Availability of equipment is limited by the type of vehicle, source of funding, grant requirements and insurance requirements.

Agency	Equipment	Availability	Personnel
SCOK	5 passenger van *3 KATS Transit Buses	Meal Delivery Island Cove ADC Coordinated & Public Transit	None-only when available for emergencies & for meal delivery Laidlaw contract-5 drivers
Head Start	28 passenger School Bus	<u>Client Only</u>	<u>2 drivers</u>
KIHA	School bus - 20* Minivan - 7 passenger 4-door sedan 4 door sedan	Client Only	2 drivers
KANA	<u>6 passenger van</u> 5 passenger van*	<u>KANA beneficiaries only</u>	1 driver

Providence Counseling Center	7 passenger van 11 passenger van	For community support programs only	When staff is available
Providence Kodiak Island Medical Center	None	None	None
Hope Resources	5 passenger car 8 passenger van	Clients only	Staff when available
Best Western Kodiak Inn	7 passenger van	Hotel only	Hotel employees only
Shelikof Lodge	7 passenger van	Hotel only	Hotel employees only
A&B Taxi	23 cabs	For hire only	Paid taxi drivers
Laidlaw	22 buses 3 ADA buses*	Student transportation only	42 drivers

* vehicle is equipped with wheelchair

VI. IDENTIFICATION OF GAPS IN SERVICE

Transit Needs

Through community meetings and surveys, the following general areas were identified as areas where needs are not being met or the present method of providing for the need is not adequate and needs to be improved.

Area of Need & Frequency of Need per Month

1. More hours of coordinated transportation are needed during peak hours at mid-day and – 200 rides
2. More coordinated hours are needed for Kodiak Community Health Clinic patients who cannot afford other transportation and are too sick to walk – 200 rides
3. More coordinated hours are needed for nursing home residents – 28 rides
4. Low income parents need coordinated transportation for Head Start parents in the evenings – 81 rides
5. More hours are needed to get disabled to work in the evenings and weekends – 25 rides
6. More service to KANA clinic on non beneficiary tobacco cessation and anger management sessions – 52 rides
7. More service to get Brother Francis Shelter clients to work in the early morning – 112 rides
8. More coordinated service to provide disabled tourists – 4 rides
9. More service for low income family transportation for single parents who are part of the Child Care Assistance Program – 20 rides
10. More coordinated transportation specifically for shopping and to thrift stores – 20 rides
11. Coordinated transportation for youth employment during the summer months – 50 rides
12. More transit hours to get people to Alcoholics Anonymous meetings throughout the community and on the Coast Guard Base – 20 rides

KATS currently averages about 1800 rides per month. With the unmet needs being listed, those projected rides would increase to more than 2500 rides per month.

Vehicle Equipment Needs

KATS now operates with one new vehicle and has two vehicles as a back-up. The new vehicle arrived in the summer of 2007. This vehicle is used for the main use during the weekdays and weekends. We have been funded for another bus for mass transit service but we have not ordered that vehicle yet.

In reviewing the inventory of vehicles owned by local non-profits, most are restricted to specific client use. SCOK now fills in for KATS when needed for emergencies and on the first Thursday of each month when the nursing home residents use the KATS vehicle for two hours for a regular outing.

Personnel Needs

Presently with KATS contract for administration and operations with Laidlaw, drivers are employed by this company. In order to expand service to meet transit needs and expand the service to evenings and weekends which was done this year, more drivers have been needed and operational as well as administrative costs have increased.

Included in the contract with Laidlaw for operations are drivers, their training and testing, all maintenance for buses, insurance and dispatch services. SCOK presently pays Laidlaw \$6879.57 each month in administrative fees and \$36.86 per hour for operations. Extended hours for the weekend and previously for the evenings are extra charges. Fuel is charged separately but KATS receives the Laidlaw discount. Another \$500 is paid to Laidlaw for being the main contact for complaints, and to coordinate information going to the non profit agencies.

VII. PLANS FOR IMPROVEMENT AND STRATEGIES

With the public and Human Services Coalition meetings, the following recommendations for improvements to KATS were discussed.

WHAT KATS DOES WELL

- X Reliable and dependable service for the target population of elderly, developmentally disabled, those at low income and welfare to work each weekday.
- X Good group of Kodiak providers who continue to support the coordinated system in contracting for rides as well as being supportive for grant proposals and public testimony.
- X Service meets mission in assisting people of all ages and the target population continues to live independently for as long as possible.
- X Service is ADA and door-to-door with drivers who are caring and provide good safety to riders. The drivers always get rave reviews.
- X Contract with Laidlaw is consistent with caring employees who make sure riders are picked up and delivered safely inside of residence.
- X Coordinated service is flexible but allows for specific days for shopping and other schedules during the day.
- X Priorities allow for riders to get to medical and dental appointments first.
- X Mix of populations on the bus each day.
- X Number of riders continues to increase
- X Human Services Coalition is ready-made venue for discussing coordinated service at each quarterly meeting with providers.
- X Complaints are handled by Laidlaw and SCOK immediately and resolved.
- X KATS continues to provide quality weekday service even in bad winter weather.
- X Mix of funding sources to maintain operations.
- X SCOK staff can fill in once a month for nursing home residents to have an outing.
- X New vehicle replaced this year. .
- X Strong non-profit support for services for seven years and system is now on track financially.

WHAT KATS NEEDS TO IMPROVE

- X Increased hours of operation during mid-day and continue service for weekends to serve unmet needs such as increased number of medical appointments at the Kodiak Community Health Clinic, unmet need of more shopping time, evening classes at the college. These needs were identified by riders in the annual KATS survey.
- X Outreach to those clients who are low income but who are not affiliated with local non profit so they might use service.
- X Increase hours of operation to meet unmet need of the new Kodiak Community Health Clinic patients, Head Start parents and Kodiak College students.
- X Make sure chains are on buses and ready to use at all times in the winter with steep driveways where clients need to be picked up or delivered.
- X Do more marketing to the community as well as City of Kodiak and Kodiak Island Borough on the asset KATS brings to keeping individuals living independently and benefits to the municipalities.
- X Have another transit bus to use for increased hours of operations and increase hours of mass transit especially for when new senior housing is located on Near Island.
- X Better marketing to assure all potential riders who need the service are aware of the coordinated system and use it.
- X Assure operational funding is stable and sustains system.

STRATEGIES TO SERVE TARGET POPULATIONS

Issues	Strategies	High Priority	Medium Priority	Low Priority
Maintain current level of services	Engage community leaders in transit needs, outreach & education efforts; identify funding opportunities.	x		
Expand KATS service	Increase service with 2 nd vehicle during weekdays so more riders can be at medical appointments and nursing home residents have consistent outings.	X		
Enhance Communication & Advocacy	Continue to use HSC as forum; establish a website; provide newsletter for HSC agencies; increase presence & testimony on a continuing basis before City Council & KIB Assembly.	x		
Outreach	With expanded hours, do outreach to patients of Kodiak Community Health Clinic, KIHA residents, HeadStart and at HSC meetings to educate potential new riders.		x	

Safe equipment in the winter	Assure that chains are on vehicle being used so clients can be picked up in steeper driveway areas.	X		
Seek other operational funding	Continue to work with HSC for contracts; seek other DOT funding; advocate for transit funding from City of Kodiak.	x		
More mass transit hours	Continue to seek more mass transit funding to allow non agency riders services and have mobility manager to assess system.	x		
Marketing	Complete marketing plan for coordinated service & distribute to agencies.	x		

Community Planning	Assure transit vehicles are part of plan for Kodiak Island Borough and work with KIB and City in pandemic planning and use of transit buses for evacuations.	x		
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VIII. PROJECTS 2009-2011

1. Assure KATS buses are safe and can make steep driveways in the winter in order to get riders who need the service to get to medical and other appointments so they might continue to live independently.
2. Develop communication and advocacy strategy at HSC meetings to meet with KIB and City of Kodiak for transit funding support. Use Sustainable Kodiak as advocacy group.
3. With the 2nd KATS vehicle, look at funding for more coordinated transit hours during the mid-weekdays.
4. Assure transit vehicles are used in pandemic planning for the community.