

2018 – 2022 STRATEGIC PLAN FINAL UPDATE

Transportation: Deliver a Seamless Transportation Network for Resident and Non-Resident Air Travelers and Transit Patrons

STRATEGIC OUTCOMES	OBJECTIVES	RESPONSIBLE	TARGET COMPLETION DATE	STATUS
<p>a. Offer efficient, cost-effective bus transportation to the general public</p>	<p>Improve system performance through fare adjustments, technological upgrades, and route modifications</p>	<p>Transit</p>	<p>Ongoing</p>	<p>Transit launched annual and seasonal passes through mobile ticketing app Token Transit in 2021. Mobile ticketing is convenient for customers allowing them to purchase fares directly from their phone rather than going to White Cliff or Transit, it helps drivers avoid prolonged interaction with riders and expedites the boarding process. Riders can access Token Transit via the iOS or Android app or thru the Doublemap app (used for real-time vehicle location). Transit secured Automatic Passenger Counters, and Infotainment Systems which will be installed in new buses starting June 2022 providing ADA compatible next stop information and important route planning data.</p> <p>Improved trip planning, and real-time Google Alerts in Google maps provided through partnership with Trillium in FY 2018. Annual and seasonal passes were launched in FY 2019 via photo ID card and thru iOS/Android mobile ticketing in FY 2022 improving boarding speed and customer service. DoubleMap computer aided dispatch and automatic vehicle location (CAD/AVL) was launched to the public in FY2020 providing customers with real-time bus</p>

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				<p>location and ETAs from their smart phone or any computer. Trip planning and scheduling launched on Apple Maps/iOS platform in FY 2020. Launched mobile ticketing through Token Transit app for iOS and Android in FY 2021. Transit secured Automatic Passenger Counters, and Infotainment Systems which were installed in new buses in FY 2022 providing ADA compatible next stop information and important route planning data. Cradle Point Wireless WAN networks installed on new buses FY2022 which will provide consolidated access to LTE/5G cellular.</p>
	Develop airport shuttle strategy	Airport	FY 2023	<p>Transit ordered two ADA paratransit minivans in FY 2022 (received in FY 2023). The minivans will enable Airport and Transit’s paratransit staff to efficiently transport individuals to the airport in more size appropriate vehicles on an as-needed basis.</p> <p>An expanded airport shuttle strategy was developed in conjunction with the Airport and AkDOT&PF Engineering in FY 2018, however it was determined that due to cost and technology challenges the strategy would need to be further modified. Transit staff will work with planning consultants and Airport management to develop a revised plan for Assembly consideration in FY24.</p>
b. Provide cost-effective transportation opportunities for senior citizens and individuals with mobility challenges	Evaluate coordination opportunities to reduce costs	Transit	Ongoing	<p>Transit will continue to work with the paratransit contractor and other human service agencies (SAIL/Rendezvous) on vehicle sharing, assistance with preventive maintenance needs and discounts on bulk fueling (started FY 2018);</p>

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				<p>Carried out work transitioning seniors to paratransit and re-certifying current Senior & Paratransit customers so that those individuals with the greatest need have priority access to the service, and those that may only need the service for certain types of rides are assisted in utilizing The Bus (FY 2019);</p> <p>The target completion date has been changed in the updated Strategic Plan to “Ongoing.”</p>
	Utilize advanced paratransit management system software	Transit	FY 2023	<p>Transit will utilize available DOT/AMC transit technology grant funds to acquire SAS. Transit hired a technology consultant in FY 2022 to assist in evaluating and securing innovative mobility solutions for on-demand and pre-scheduled transit, using transit technology.</p> <p>Transit’s Paratransit Contractor Southeast Senior services is using ParaPlan advanced paratransit management software expanded in FY 2019 by Passio Technologies acquisition. Transit will continue to evaluate SAS offerings and upgrade if warranted.</p>
	Complete cost benefit analysis of areas exceeding ADA minimum requirements	Transit	FY 2023	<p>Strategies were identified in the FY 2021 Coordinated Transportation Plan. Currently Transit is exceeding ADA minimums only on airport access support for seniors and maintaining the same fare cost as fixed route (FTA permits charging up to double). Further consideration of this objective will be analyzed within the FY 2024 Transit Development Plan.</p>
	Study alternate means for serving customers in lower demand areas	Transit	FY 2023	<p>Automated Passenger Counters were installed in new buses in FY 2022 as part of the transit technology project. Transit will be able to use this data to analyze demand according to time of day and bus stop location, and adjust service accordingly.</p>

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	Implement conditional eligibility determination program for paratransit customers	Transit	Ongoing	The conditional eligibility determination program was introduced in FY 2018. The paratransit eligibility application was streamlined in FY 2019 to be less burdensome on applicants and medical professionals.
	Complete strategy to transition senior van customers to paratransit	Transit	Ongoing	Transit carried out a public awareness campaign with the paratransit contractor and senior transportation provider Southeast Senior Services to educate senior customers on fixed route opportunity and encourage those without mobility challenges to utilize.
	Improve travel and training program for new customers to transition customers conditionally eligible for paratransit	Transit	Ongoing	Transit has made passes available for social service agencies for travel training purposes. Transit staff has completed many transit training trips with local residents.
c. Diversify Transit Department revenue opportunities	Maximize non-General Fund grant sources	Transit	Ongoing	Transit agencies around the country will benefit from the Bipartisan Infrastructure Law (BIL) and staff expects to see an increase to Transit's FTA 5311 operating grant as well as additional capital funding opportunities over the next five years. Transit has successfully applied for and been awarded several significant grants over the last 5 years with record low impact on the General Fund. Transit's efficiency and cost per capita (revenue hour basis) to local tax payer has been consistently best in the state in comparison to Anchorage, Juneau, and Fairbanks.
	Develop advertising sales program	Transit	FY 2023	Transit installed infotainment systems in 40% of the fleet in FY 2022, the remaining buses will have them installed in FY 2023. The infotainment systems will provide for improved ADA compliance and ability to

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				offer geo-targeted advertising on LCD monitors installed on the buses.
d. Improve branding of Transit system	Paint new buses with art reflective of the community	Transit	Ongoing	Transit worked with a local artist and established a base graphic in FY 2018 that was applied to the recently delivered full size and paratransit buses in FY 2019 & FY 2022. Instead of receiving white buses and painting them later, the intent was to install a graphic that makes them identifiable, but also could be easily added to or expanded upon in the future with art and/or graphics.
	Develop a brand strategy for Transit, including Paratransit and Senior Services	Transit	FY 2023	Transit applied for capital funds for branding and marketing of the system during the FY 2021 grant cycle pursuant to the Borough's FY 2019 Capital Plan and secured funding and entered into grant agreements in FY22. Branding strategy will be identified in the FY 2024 Transit Development Plan.
e. Ensure adequate airport parking capacity	Expand Revillagigedo parking lot	Airport	FY 2021	The expanded Revilla parking lot was completed in FY 2023. The lot now has 372 parking stalls compared to 182 stalls prior to expansion. To date the expanded parking lot has never experienced maximum capacity.
	Study parking fee increases to manage capacity	Airport	FY 2019	In 2024 the borough will take over operation and maintenance responsibilities of the Revilla ferry terminal improvements. With the additional costs associated with O&M the borough will look at raising parking rates to generate the additional revenues needed.
	Refine communication plan to better notify the public when parking lot is at capacity	Airport	FY 2018	As part of the Revilla improvements, an electronic reader board will be installed at the ferry loading lanes. The reader board will identify the current parking status on Gravina.
f. Provide consistent and timely airport ferry access	Complete ferry capital improvements, including	Airport	FY 2020	Construction is underway for the new ferry berths. Once the new berths are completed refurbishment work will

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to the Ketchikan International Airport	new ferry ramps, and increased airport ferry capacity			<p>begin on the existing berths. The project was originally scheduled to be complete by Dec-2022, but due to delays and other issues, construction is now expected to be complete by Dec-2023.</p> <p>In FY 2023 the airport budgeted funds to run the second ferry during the peak summer months. Due to staff shortages the second ferry was never put into service. Staff has been diligently working on recruiting the required positions and anticipates the second ferry will be in operation during the summer of 2023</p> <p>Airport administration is worked with the U.S. Coast Guard to increase passenger capacity on airport ferries, and in June of 2020, passenger capacity increased on the Ken Eichner II from 128 to 146.</p>
g. Offer adequate waiting facilities for the travelling public	Expand and improve bus stop locations, amenities and signage	Transit	2020	<p>Transit worked with AKDOT&PF to identify improved bus stop/facilities and crosswalk locations for several road projects between Totem Bight and Rotary Beach (FY 2018-FY 2022).</p> <p>Transit staff continues to work on improving signage and connecting transit customers with amenities such as Google Transit, DoubleMap and social media posts. Transit will implement additional customer facing technologies in FY 2023 including automatic announcement next stop information on-board.</p>
	Construct new airport passenger waiting facility at Revillagiedo airport parking lot	Transit	2021	As of January 2023 construction of the waiting shelter (a State of Alaska DOT project) is almost complete. Final completion is anticipated by Spring 2023.

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				Transit worked with the Airport and DOT to build in bus stops on both sides of Tongass Highway to serve the Airport in FY 2022.
h. Meet seasonal public transit needs	Improve passenger circulation throughout demand locations during visitor season through capital upgrades and route modifications	Transit	Ongoing	<p>Transit expanded capacity on the fixed route and Downtown Shuttle routes through the regular use of 35-foot buses. This included adding a 3rd bus on summer days when expected cruise passengers exceeded 13,000 (FY 2021-2022).</p> <p>Transit expanded service on both Saturdays and Sundays to better serve locals and visitors, this provided consistent 7-day-a-week service (FY 2022).</p> <p>New signage and procedures were introduced to reduce boarding time, increasing system performance and capacity.</p>
	Address bus driver shortage during peak season	Manager/Transit HR Tracks	Ongoing	Transit implemented a successful Seasonal Attendance Incentive Program in FY 2019-2022. Transit converted temporary drivers to permanent part-time (FY 2019). Transit is working to develop an approved in-house/local ELDT training program to allow opportunity to hire drivers without CDLs. Transit is investigating seasonal housing options to support summer driver shortages.
i. Provide adequate airport terminal facilities to accommodate the travelling public and airlines	Complete terminal expansion needs assessment (FY 2018)	Airport	2021	<p>PFC Application number 2 has been approved by the FAA.</p> <p>The Terminal Area Plan assessment was completed in July 2021. The plan identified the need for terminal expansion including a separate first floor TSA screening point, separate air taxi counter and seating area, an additional passenger boarding bridge as well as additional passenger secure seating.</p>

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	Develop plan for expanded capacity (FY 2018)	Airport	2021	<p>The Terminal Needs Assessment discussed above is a key element of the expansion plan and in Aug 2022 the borough contracted with Mead & Hunt Inc. for design and engineering services. Currently M&H is completing the first phase of design which identified the preferred expansion concept. Schematic design will follow with full contract documents completed by fall 2023. Construction funding is not secured, but the borough continues to work with the FAA and AKDOT&PF on additional funding sources. Once funding is secured construction could start in early 2024.</p>
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