



CARTS FIVE-YEAR TRANSIT SERVICE PLAN 2020 - 2025

PUBLIC TRANSPORTATION FOR THE CENTRAL AND SOUTH KENAI PENINSULA BOROUGH



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Jarrett Walker & Associates**



CARTS Five-Year Transit Service Plan, 2020-2025

Table of Contents

WHERE SHOULD CARTS HEAD OVER THE NEXT FIVE YEARS?	1
GOALS FRAMING CARTS' PLAN DEVELOPMENT	1
OVERVIEW OF THIS FIVE-YEAR PLAN	1
THE PUBLIC TRANSIT ENVIRONMENT	2
SERVING AN EXPANSIVE GEOGRAPHY	2
MULTIPLE TRANSPORTATION PROVIDERS	3
CARTS EXISTING SERVICES	4
NONPROFIT GENERAL PUBLIC TRANSPORTATION PROGRAM	4
FUNDING CARTS	4
WHAT WE HEARD FROM CARTS RIDERS	5
WHERE AND WHEN CARTS TRIPS ARE PROVIDED	6
WHAT WE HEARD FROM THE COMMUNITY	8
KEY THEMES	8
WHAT CRITICAL TRANSPORTATION NEEDS EXIST, NOW SERVED OR NOT YET SERVED?	9
DEFINING CARTS' FUTURE AND WEIGHING TRADE-OFFS	10
CENTRAL PENINSULA CHOICES	10
HOMER AREA CHOICES	11
FOUR PLAN GOALS — GOING FORWARD	11
CENTRAL PENINSULA RECOMMENDATIONS	12
TWO FINANCIALLY CONSTRAINED AND THREE EXPANDED SERVICE ALTERNATIVE SCENARIOS	12
CHECKPOINT "PILOT" SERVICE PLAN	15
CHECKPOINT "PILOT" NEXT STEPS	16
PERFORMANCE MEASURES	17
OTHER CARTS PROGRAM COMPONENTS	18
SOUTH PENINSULA/GREATER HOMER AREA	18
OTHER SERVICES	19
TECHNOLOGY PLAN	20
MARKETING AND COMMUNICATIONS PLAN	21
CUSTOMER SERVICE/EXPERIENCE	21
PASSENGER INFORMATION	21
MARKETING PARTNERSHIPS WITH GATEKEEPERS	21
PROMOTING SERVICE IMPROVEMENTS AND INTRODUCING NEW SERVICE	21
CARTS WORKPLAN CRITICAL ELEMENTS	22
FUNDING THIS PLAN	22
BUILDING A COMPREHENSIVE OPERATIONAL PLAN	22
REFRAMING CARTS GOVERNANCE	23
REPORTING ON CARTS EXPERIENCE, CHARTING THE WAY FORWARD	23

APPENDICES	24
APPENDIX A – PARTICIPATING STAKEHOLDER ORGANIZATIONS	24
APPENDIX B – CARTS FIVE-YEAR TRANSIT SERVICE PLAN: GOALS, OBJECTIVES, MEASURES AND CRITICAL ACTIONS	25
APPENDIX C – FUNDING REQUESTS PROPOSED BY FUND SOURCE	27
APPENDIX D – CARTS FIVE-YEAR PLAN IMPLEMENTATION ACTIVITIES FOR PROPOSED SERVICE ALTERNATIVES	29

List of Figures and Tables

Figure 1, Central Kenai Peninsula Borough Population Density	2
Figure 2, South Kenai Peninsula Borough Population Density	2
Figure 3, CARTS Planning Universe and Transportation Partners	3
Figure 4, CARTS Three-Year Trip History by Service and Overall	4
Figure 5, CARTS Central Peninsula Service Zones	4
Figure 6, CARTS FY 2016/17 Expenditures by Fund Source	4
Figure 7, Age of CARTS Riders	5
Figure 8, CARTS Riders' Employment Status	5
Figure 9, CARTS Trip Purposes	5
Figure 10, CARTS Riders' Reasons for Use	5
Figure 11, CARTS Riders' Single Most Important Element to Improve	6
Figure 12, Pick-Up Locations, All CARTS Trips for Two Time Periods	6
Figure 13, Drop-off Locations, All CARTS Trips for Two Time Periods	6
Figure 14, CARTS Trips by Time-of-Day, Dedicated Vehicles and Assigned Alaska Cab Trips, September 2017	7
Figure 15, CARTS Trips by Time-of-Day, Two Time Periods	7
Figure 16, Central Peninsula - How Would You Balance Weekend Service with Late Night, 24-Hour Services?	10
Figure 17, Central Peninsula - Which Three Services Are Most Valuable to You or Your Community? Priority Rank	10
Figure 18, Homer - Of These Long-Term Options, Which Two Would Be Most Valuable to You and Your Community? Priority Rank	11
Figure 19, CARTS Checkpoint Location, September 2017 Pick-ups and Drop-offs	16
Figure 20, CARTS Performance Measure Comparison for Five Scenarios	17
Figure 21, CARTS Two-Page Riders' Guide	21
Table 1, CARTS Average Trips per Weekday and Weekend	7
Table 2, CARTS Five-Year Transit Service Plan Goals and Objectives	11
Table 3, Financially Constrained <u>With No</u> Central Peninsula Local Match and <u>With No</u> Homer Local Match	12
Table 4, Financially Constrained <u>With</u> Central Peninsula and Homer Local Match	13
Table 5, Alternative #1 – Restored Weekend Service	13
Table 6, Alternative #2 – Single-Direction Checkpoint Service for the Central Peninsula	14
Table 7, Alternative #3 – Bi-Direction Checkpoint Service for the Central Peninsula	15
Table 8, CARTS Potential Checkpoint Locations	16
Table 9, Alternative #1 – Homer Area Ride Voucher Program	18
Table 10, Alternative #2 – Homer Area Ride Voucher With Demand Responsive Service	19

CARTS Five-Year Transit Service Plan, 2020-2025

Where Should CARTS Head Over the Next Five Years?

This presents a flexible plan for provision of public transportation by the Central Area Rural Transit System (CARTS) for Central and Southern areas of the Kenai Peninsula Borough over the next five years. Funded by the Alaska Department of Transportation and Public Facilities (AKDOT & PF), this study came about to assist CARTS Board of Directors and its administration in charting a responsive path for the future, given changing mobility needs and in the wake of loss of local government support that led to reduced CARTS services and some loss of ridership.



CARTS provision of public transit service is unique on the Central Peninsula, providing trips to the general public that are not limited to specifically eligible persons or to specific destinations.

Goals Framing CARTS' Plan Development

With a vision of improved mobility for Central and Southern Kenai Peninsula Borough residents, three overarching goals guided development of this Plan:

- To respond to CARTS' current market niche opportunities and identified mobility needs, within available or potential funding.
- To improve the CARTS' rider experience and ensure no erosion of service to existing riders.
- To improve CARTS' cost efficiency and productivity, providing cost-effective public transportation at sustainable levels.

Overview of This Five-Year Plan

The CARTS organization, with the consultant team, undertook numerous activities during 2018 to shape this Plan. Plan development included:

- Extensive analysis of existing CARTS operations and experience;
- January riders on-board survey, with 80 participants;
- March outreach of three community open houses, with 45 participants and 15 stakeholder interviews with 34 participants;
- May interactive community workshops with almost 50 participants at the Kenai River Center and Homer City Council Chambers;
- July CARTS Board of Directors Workshop.

This Plan summarizes what we learned about the needs of current and potential riders, the fit with existing CARTS programs and presents the Plan's operational, financial and strategic responses for going forward. Plan components include:

- Addressing rider and potential rider needs, the Plan presents **two (2) financially constrained and three (3) service expansion scenarios** for the Central Peninsula and for the South Peninsula, **two (2) scenarios**.
- Revised **rider communications** and **new community communication strategies** are recommended with continuing attention to **expanded technology tools** and web-based communications.
- A **financial plan for each scenario** addresses operational requirements and potential fund sources; some include a modest benefits package to improve the work experience for CARTS drivers and dispatchers.
- Full Plan implementation will necessitate an **expanded funding base** of increased local match to secure potentially available federal funds.
- The Plan addresses **governance, performance reporting** and other **strategies** by which to strengthen CARTS' community support and broaden awareness of services that improve mobility on the Kenai Peninsula, ensuring that public transportation within the CARTS service area is visible and well understood by potential riders.

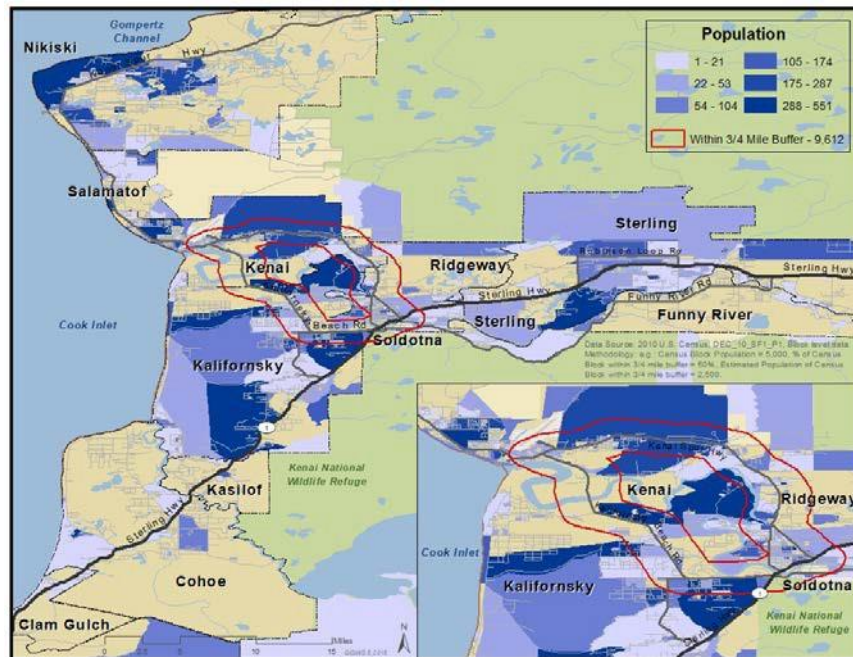
The Public Transit Environment

Serving an Expansive Geography

CARTS has provided public transportation service to the general public for almost two decades across large areas of the central and southern Kenai Peninsula Borough that are not densely populated. This is a challenging environment in which to efficiently and cost-effectively provide general public transit.

The Central Peninsula Borough communities where CARTS has provided general public, demand response services comprise 655 square miles and home to 39,200 persons, or 66% of the Borough's 59,600 residents, per the Census' American Community Survey, 2012-2016 Five-Year Estimates. Persons per square mile densities are presented in Figure 1.

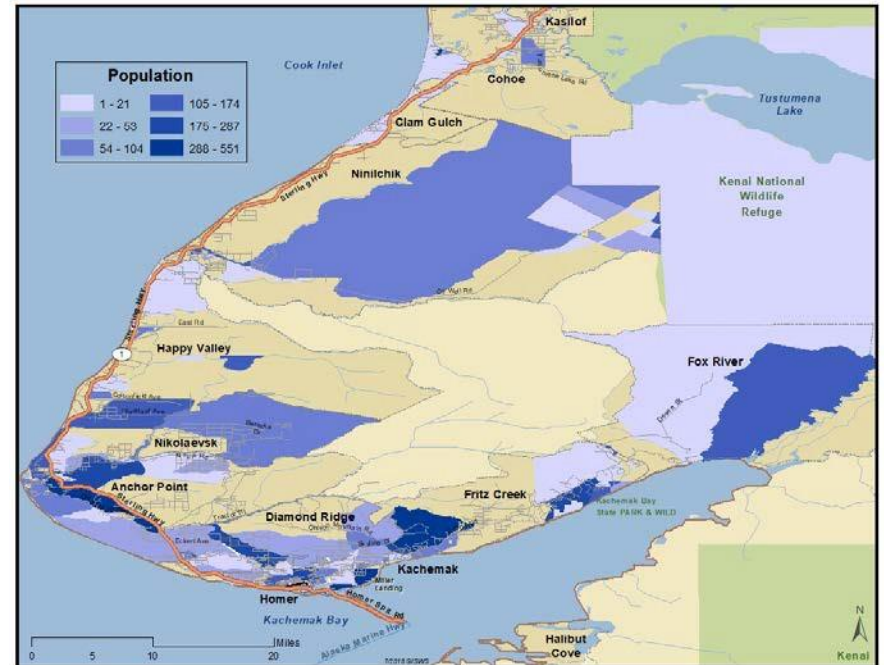
Figure 1, Central Kenai Peninsula Borough Population Density



In the Southern Peninsula, CARTS has supported taxi trips within an area of approximately 670 square miles: Homer, Diamond Ridge, north to Fritz Creek and Fox River and west to Anchor Point. About 13,500 residents live within the

census-designated places of these South Peninsula communities, or 23% of the Borough's total population, densities depicted in Figure 2.

Figure 2, South Kenai Peninsula Borough Population Density



Population density is a critically important factor to designing public transportation services – the density of where people live and the density of the activity centers to which they travel impact the type and level of service that can be provided. Higher densities make it easier to serve more people with fewer resources, providing frequent, higher transit service levels. For example, the City of Anchorage has a density of almost 3,900 persons per square mile within its 77-square-mile city limits, making feasible its 14-route People Mover. For the Kenai Peninsula Borough:

- The Central Peninsula's 655 square miles reflect an overall density of 59.8 (39,200 people/655 sq. mi.) persons per square mile.
- The South Peninsula's 670 square miles reflect a density of 20.1 (13,500 people/670 sq. mi.) persons per square mile.
- Designing responsive public transit for the rural Kenai Peninsula presents very different challenges than those for urbanized areas.

Multiple Transportation Providers

Prior to commencement of CARTS public transportation services in 2000, there was limited transportation available to those who could not drive or had no access to a vehicle. Other services, beyond the general public transit services provided by CARTS, currently include:

- Local Senior Center transportation provided by Homer, Nikiski, Kenai, Soldotna and Sterling, serving trips to **seniors and persons with disabilities** to and from centers, sometimes within home communities.
- Ninilchik Village intercity transportation, BUMPS, commenced early in 2018, providing **general public trips** to connect the Ninilchik Village with Homer and north to Kenai and Soldotna.
- Kenaitze Tribal Transportation provides **health and wellness trips for elders**; trips between their homes and services at the Dena'ina Wellness Center, with some grocery shopping trips.
- **Private-sector taxi service** of Alaska Cab in the Central Peninsula and in the Homer area, Ryder Cab along with two other cab companies serve the general public at commercial flag drop rates.
- **Non-emergency medical transportation** is provided largely by private cab companies to eligible Medicaid recipients and reimbursed through Alaska Department of Health and Social Services.
- **Private-sector intercity service** via Homer Stage Line general public service connecting Homer with Anchorage.
- **Peninsula human service agencies** receiving some Federal Transit Administration 5310 funding for purchase taxi vouchers for immediate trips or capital expense vehicles.

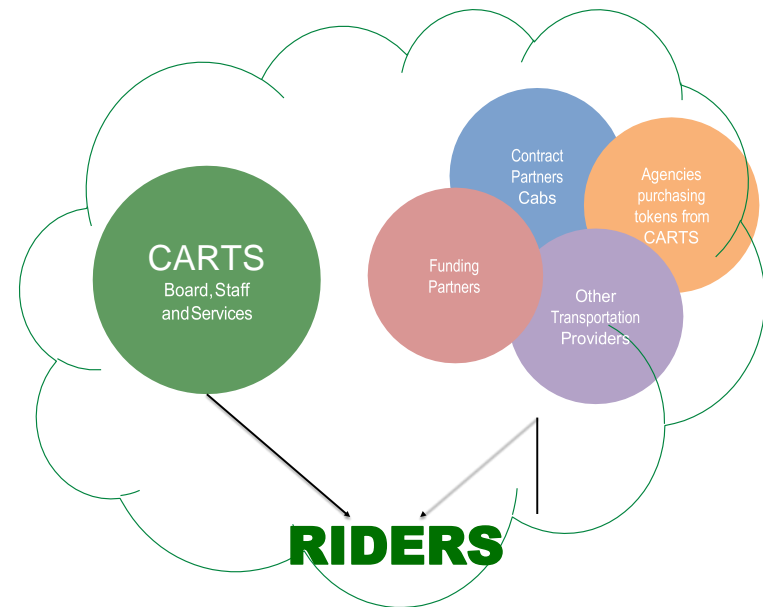


This array of transportation services places CARTS firmly within a larger “planning universe” of multiple stakeholders. These organizations and the services they provide impact the potential and future service alternatives appropriate for CARTS’ public transportation program.

Figure 3 depicts the stakeholder groupings that define this universe, in addition to CARTS, all of whom will participate in some manner in CARTS’ future:

- **Cab companies** under contract with CARTS: Alaska Cab and Ryder Cab;
- **Human service agencies** include Homer’s South Peninsula Hospital, The Center and Central Peninsula organizations contributing match through purchase of vouchers or tokens;
- **Other transportation providers** include senior center providers and Tribal transportation of Kenaitze and Ninilchik sponsors;
- **Funding partners** that historically have included the Kenai Peninsula Borough, municipalities, the State AKDOT&PF and the Federal Transit Administration.

Figure 3, CARTS Planning Universe and Transportation Partners



This CARTS FIVE-YEAR TRANSIT SERVICE PLAN recognizes and accommodates this mix of transportation services on the Kenai Peninsula Borough:

- **Multiple senior transportation services** exist but are limited by eligibility group, by trip type and distances served.
- **Persons without access to a vehicle**, particularly non-seniors, face limited choices when cab fares are unaffordable.
- **Inter-community trips** can be difficult to make.

CARTS Existing Services

Nonprofit General Public Transportation Program

CARTS has provided **general public, advance reservation public transportation** to Central Kenai Peninsula Borough residents since 2000. CARTS shares its nonprofit status with more than a quarter of the 1,300 rural transit providers in the United States who receive funding from the U.S. Department of Transportation, Federal Transit Administration. As such, each of these non-profit public transit providers must secure local match funding in order to qualify for the federal transportation funds for which rural entities are eligible.

CARTS' Central Peninsula demand responsive service transports riders between homes and destinations, often as a shared ride. This mode cost-effectively provides transit coverage to low-density, rural areas. In Homer CARTS operated a taxi voucher program until mid-2017. CARTS also supports the Ionia mileage reimbursement program for those who cannot drive, including children.

Three years of CARTS experience were reviewed. In FY 2014/2015 CARTS

provided 51,662 annual one-way passenger trips overall, declining two years later to almost 33,000 trips when weekend service terminated (Figure 4). CARTS Central Peninsula service provided 19,366 trips on dedicated CARTS vehicles and 3,588 supplemental taxi trips in FY 2016/2017. Homer and Ionia programs provided 9,000 to almost 10,000 passenger trips annually at peak.

Figure 4, CARTS' Three-Year Trip History by Service and Overall

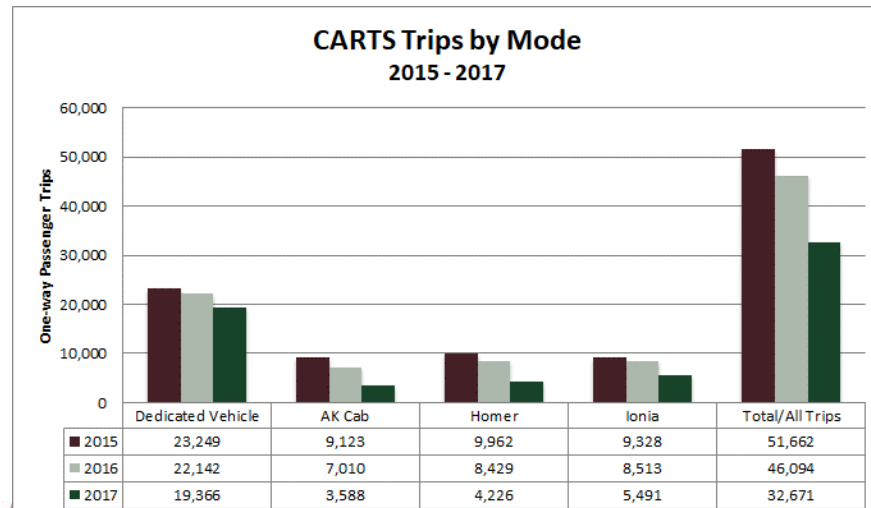


Figure 5, CARTS Central Peninsula Service Zones



On CARTS Central Peninsula service, its passenger fares are currently \$2.50 per zone, with 13 zones comprising the service area (Figure 5), a zone structure established at CARTS' inception along with the current fare.

CARTS trips are provided on dedicated vehicles with a CARTS employee driver or by Alaska Cab, under contract to CARTS for overflow and supplemental, non-dedicated taxi trips. CARTS' 24-hours-a-day, seven days a week was reduced in July 2017 to weekday service only, continuing its 24-hours service day Mondays

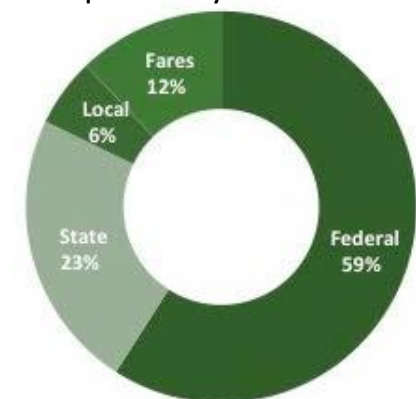
thru Fridays. This was in response to loss of local government funding.

Funding CARTS

CARTS' recent annual costs have ranged from \$1.2 million to just over \$900,000. About six in ten dollars come from the Federal Transit Administration, almost a quarter from the State of Alaska and until recently, the balance from local support and riders. Rider fares contributed 12% to total costs (Figure 6) in FY 16/17.

- Federal funds require local match funds of:
 - 43% for operating,
 - 20% for capital,
 - 9% for administration and preventative maintenance.
- Maintaining compliance with extensive state and federal regulation is critical to sustaining the flow of these federal funds to the Peninsula.

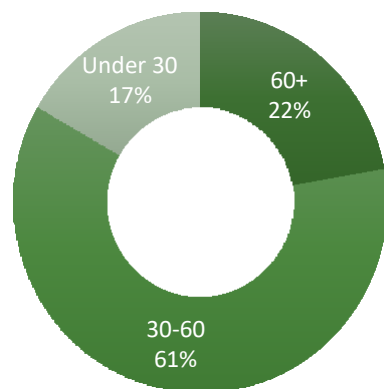
Figure 6, CARTS FY 2016/17 Expenditures by Fund Source



What We Heard from CARTS Riders

General Rider Characteristics — From the January 2018 on-board survey with 80 respondents, CARTS riders can be characterized as most likely of working-age, often traveling to or from work, or they may be seniors making intercity trips or are assisted to and from their door. Most riders use CARTS because they have no other reliable transportation available to them.

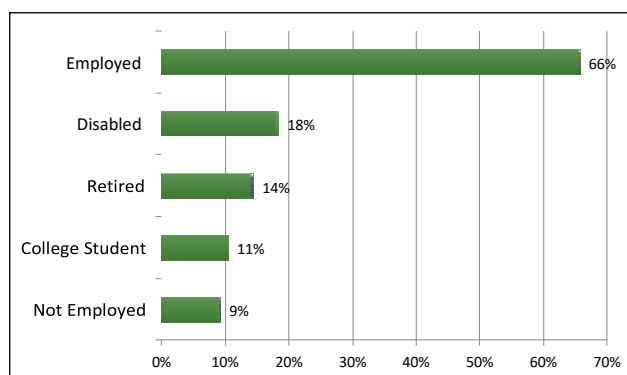
Figure 7, Age of CARTS Riders



As shown in Figure 7, responding CARTS riders are predominantly under age 60, with two-thirds between the ages of 30 to 60, and 17% under age 30 of whom just one was under age 21. Twenty-two percent of riders are age 60 and older. This high proportion of non-senior riders for a demand response service may reflect both the availability of alternative senior center transportation and the more limited choices for low-income persons who are not older adults.

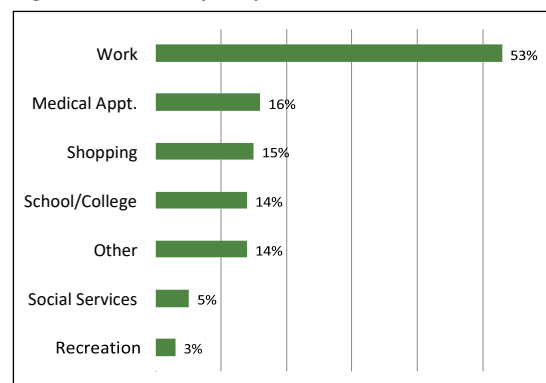
Figure 8 shows that two-thirds of CARTS riders are employed, 14% are retired and 11% are college students. Eighteen percent report a disability, reflecting the importance of the wheelchair accessibility of CARTS-operated vehicles to some passengers.

Figure 8, CARTS Riders' Employment Status



Access to a Vehicle — Almost eight-in-10 CARTS users do not have access to a car, either because they have no valid driver's license or have no vehicle available to them. Just 14% reported they have both a valid driver's license and

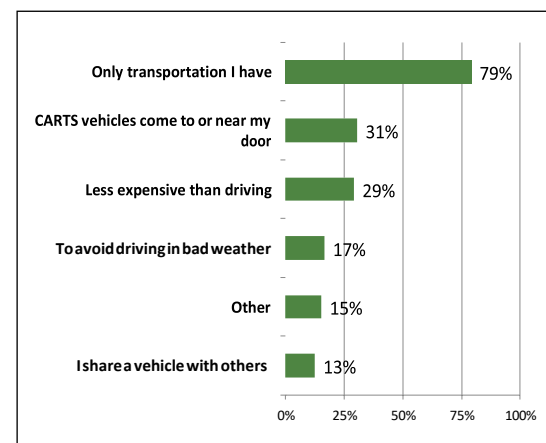
Figure 9, CARTS Trip Purposes



“other,” which reflected multiple trip purposes of 14% (Figure 9).

a car available but were choosing to ride on CARTS. A majority (53%) reported on this January survey that “work” was their purpose for this trip. Closely following this were several trip purposes of comparable proportions: medical appointments at 16%, shopping at 15%, school or college by 14% and

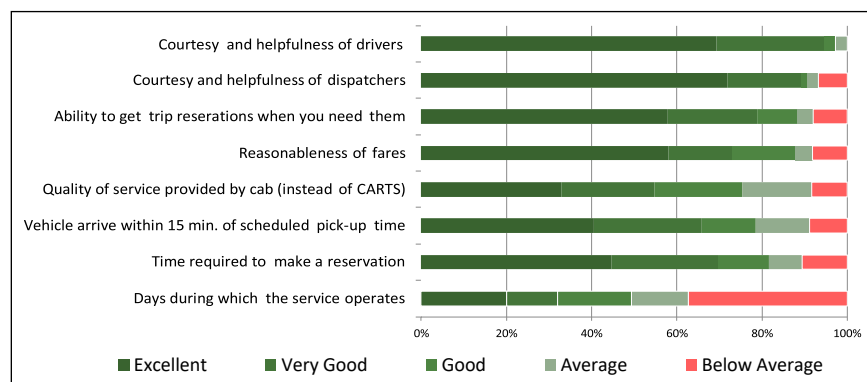
Figure 10, CARTS Riders' Reasons for Use



When asked about why riders use CARTS, consistent with limited car ownership or valid driver's licenses, eight in 10 (79%) report this is the only transportation they have. One-third (31%) appreciate that CARTS vehicles come to their door. One-third (29%) indicate CARTS is cheaper than operating their own vehicle (Figure 10).

Needed Service Hours and Days — January surveyed riders were asked about the days and times when they most commonly travel. Among CARTS riders, those 60% of employed riders reported that they “sometimes” work on Saturdays or Sundays. Twenty-seven percent report getting off work “sometimes” after 10 p.m. and 12% “always” after 10 p.m. More than half of all riders (53%) said that improving “days the service operates,” in other words, restoring weekend service, as the single most important service element to improve. This is shown in Figure 11, with ratings of various service elements.

Figure 11, CARTS Riders' Single Most Important Element to Improve



For most service elements, ratings of *average to excellent* were between 92% to 95%, with the “courtesy and helpfulness of drivers” rated at *average to excellent* by 100% of respondents. Acceptable ratings, in green, dominate with the exception of poor ratings for service elements: “time required to make a reservation” (12% *below average*) and “days during which the service operates” (38% *below average*), affirming riders’ expressed concerns about loss of the weekend service, with just 62% rating this as acceptable (Figure 11).

Where and When CARTS Trips Are Provided

Understanding where and when current CARTS users travel provides a basis for future planning. Central Peninsula locations of the pick-up and drop-offs in the mornings during two different timeframes were analyzed: July 2016 when seven-day-a-week service was available; September 2017 with weekdays only.

Figures 12 and 13 depict both the highest demand, buffered area outlined by the Kenai Spur Highway, Sterling Highway and along Kalifornsky Beach Road to and from which riders travel, as well as more distant locations of CARTS riders. Red dots are addresses within the buffer area while the pink dots are pick-up or drop-off locations outside of this area.

- Figure 12, rider pick-ups, shows two-thirds are outside of ¾-mile buffer area of Kenai-Soldotna-Kalifornsky and one-third are within.
- Figure 13, rider drop-offs, for the same two periods show 81%(1,325 trips) are within the ¾-mile buffer area and 19% (306 trips) outside.
- Trips happen with high frequency within the buffered ¾-mile area but continued pick-up (and drop-off) to outlying locations is also required.

Figure 12, Pick-up Locations, All CARTS Trips for Two Time Periods

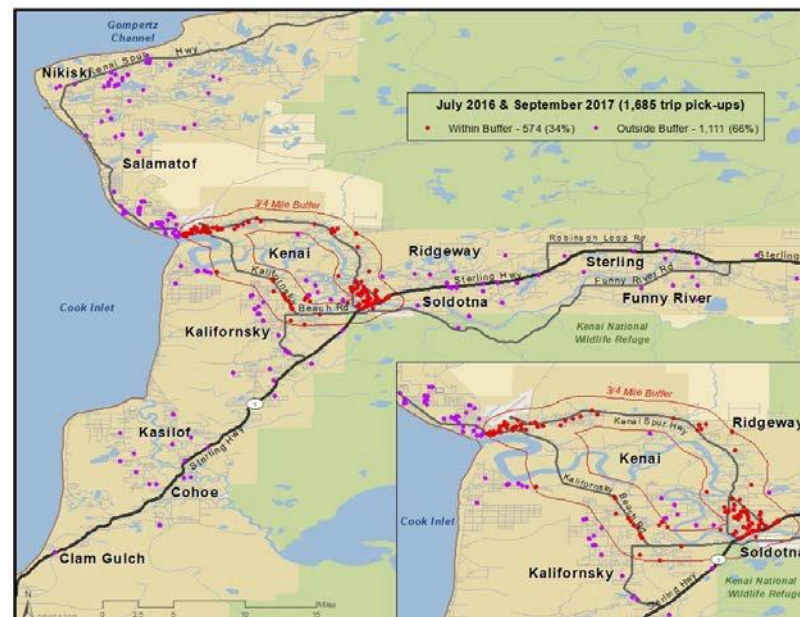
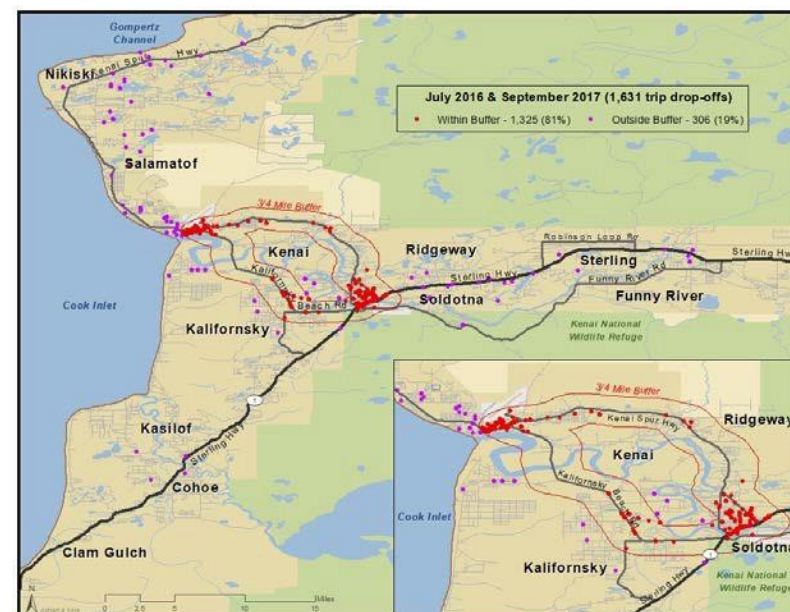


Figure 13, Drop-off Locations, All CARTS Trips for Two Time Periods

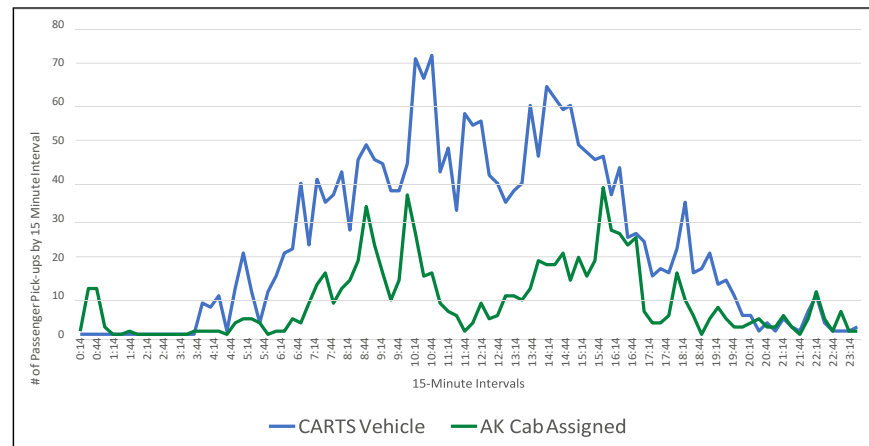


Eight in ten morning trips end within the Kenai-Soldotna-Kalifornsky triangle, pointing to the number of work, shopping, education and medical destinations to which people travel on CARTS. Visually, it is apparent that the bulk of these trips are within Kenai and Soldotna, and in clusters along Kalifornsky Beach Rd.

- CARTS' service design enables riders to travel long distances in from Nikiski, from Funny River, Sterling and from Kasilof to trip generators located within the two municipalities' and KB Road triangle.
- Other analysis shows that 57% of dedicated CARTS trips and 83% of CARTS overflow taxi trips are provided within or between the buffered triangle area of the two municipalities and along KB Road.

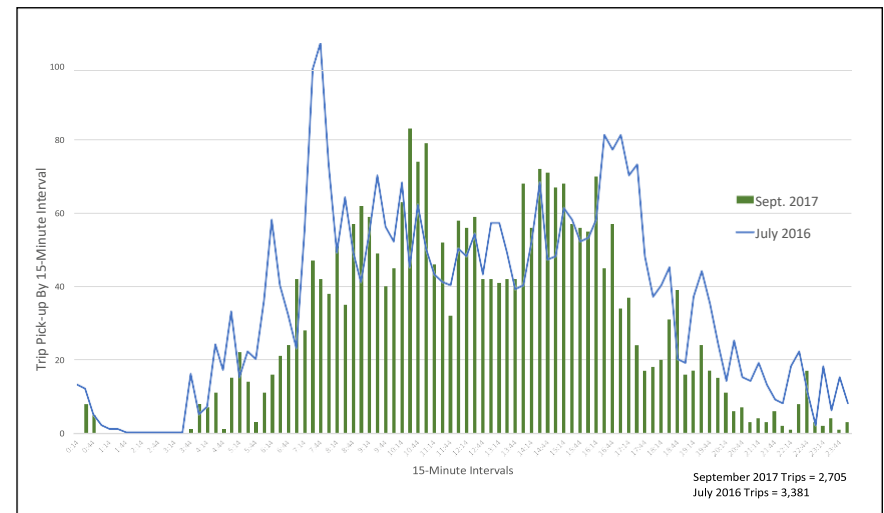
Time-of-day and day-of-week trip demand are additional factors important in defining CARTS' existing service and suggesting future needs. Figure 14 shows September 2017 trips provided on CARTS dedicated vehicles and Alaska Cab taxis and reflects similar time-of-day patterns. Of these 3,100 trips, 74% were provided on CARTS vehicles and 26% assigned to Alaska Cab. There was heavier morning demand beginning from about 7 a.m. through 11 a.m. and picking up again in the afternoon between 2 p.m. and 4 p.m. Assigned taxi trips have supported the later morning and later evening demand. As noted above, assigned Alaska Cab trips tend to be the shorter trips, provided predominantly within the areas of Kenai, Soldotna and Kalifornsky Beach Road.

Figure 14, CARTS Trips by Time of Day, Dedicated Vehicles and Assigned Alaska Cab Trips, September 2017



Patterns of CARTS' use have changed somewhat over the past two years. Figure 15 shows the times of trip pick-ups contrasted for two time periods, for July 2016 as the blue line, and for September 2017, as the green bars. This reveals subtly different pictures for the two time periods. July 2016 trips show earlier a.m. peaks and a late afternoon peak, both suggesting work-related travel. September 2017 trips show a midday peak and a wider afternoon peak, pointing to less time-sensitive trips, likely non-work trips (Figure 15).

Figure 15, CARTS Trips by Time-of-Day, Two Time Periods



Further analysis of average daily trips served, presented in Table 1, revealed a decline in the weekday trip-making after the weekend service was terminated.

Weekend riders had to find alternatives when weekend service ceased; they may also have given up some weekday CARTS travel, contributing to a 3% decline in weekday trip-making.

Table 1, CARTS Average Trips per Weekday and Weekend

Both Dedicated Vehicle and Cab-Assigned Trips, Combined							
	July 2016	# Trips	# Days	Sept. 2017	# Trips	# Days	% Change
Avg Weekday	79.9	1,597	20	77.8	1,555	20	-3%
Avg Weekend	45.4	454	10	0	0	0	n/a

Trip-making overall shows that:

- 85% of daily trips occur between 8 a.m. to 5 p.m.
- 15% of trips happen after 5 p.m. and before 8 a.m.

What We Heard from the Community

Key Themes

In a series of three public open houses and interviews with 15 stakeholder organizations, themes emerged of import to defining a FIVE-YEAR TRANSIT SERVICE PLAN.

Recognition of CARTS Historical Role in Filling Mobility Gaps — CARTS, as a nonprofit organization, has filled important general public mobility gaps that were not otherwise met through services on the Kenai Peninsula Borough, including accessible transportation. Defining new mobility gaps is key to a successful Five-Year Plan for CARTS.

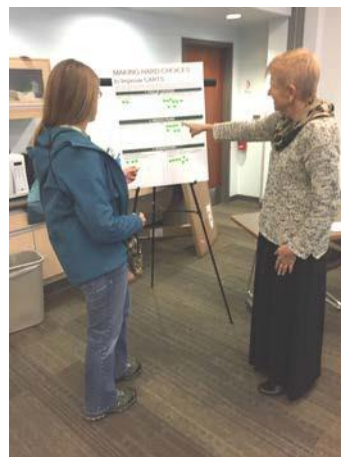


Critical Role of Match Funding to CARTS as an FTA Subrecipient — CARTS, and its partners, have invested heavily in building a transit program that is fully compliant with extensive federal and state regulations associated with public transportation funding.

In FY 2016/17, 80% of program funding came from these sources. Rebuilding local match funding is critical to the ongoing availability of public transit financial support on the Kenai Peninsula and underscores the need to revisit policy-makers' decisions to terminate Kenai Peninsula Borough and municipality funding support.

So, too, is protecting the continued flow of federal public transit funding to the Kenai Peninsula Borough by maintaining federally compliant public transportation services and programs.

Need to Clarify Rider Policies and Promote CARTS Services — Among the general public, stakeholder agency staff and CARTS riders, there is confusion about existing CARTS services and about rider policies. Improved public information in print, on the website and through multiple rider education opportunities is indicated, both to clarify how CARTS is used and to increase the visibility of this public transportation service.



Cost-effective Mix of Dedicated Vehicles and Taxi Service — CARTS' existing demand responsive service uses both dedicated CARTS vehicles and non-dedicated taxis to provide door-to-door service across a large central peninsula service area of 665 square miles.

This is a progressive model, enabling the cost-effective assignment of trips. Any new service alternatives should build upon this model of dedicated and non-dedicated vehicles to extend resources and maintain cost-efficiency across a very low-density service area.

Uneven CARTS Community Support

CARTS is experiencing a period of uneven community support that has impacted its funding base, local dollars critical to make the required "match" by which to secure state and federal funding. The CARTS organization and its riders will benefit from strategies to rebuild community partnerships and public support.



Interest in New Service Models Exists

CARTS is an advance reservation and registration-based service. While an effective mode for its large rural service area, it limits immediate access to riders whose same-day trip needs cannot be met. Stakeholders conveyed the need for and expressed interest in new service modes that could provide for immediate trip-making. Checkpoint same-day service is among service models that hold promise to support spontaneous, same-day trip-making.



- CARTS has an engaged and vigorous constituency across the Kenai Peninsula Borough, including riders, agency personnel and community leaders. This energy can be channeled to support and promote service enhancements, new service modes that CARTS introduces, going forward.

Appendix A lists organizations and persons participating in this study process.

What Critical Transportation Needs Exist, Now Served or Not Yet Served?

Stakeholders identified specific mobility needs that are critical to those they represent, describing some trip needs now served by CARTS, including important work and school trips. Others, such as immediate, same-day trips, are not currently served except under limited circumstances. And in the Homer area, there is at present no existing public transportation option. Five-year CARTS service planning must recognize important trips CARTS currently serves and expand to address unmet trip needs that are financially and operationally feasible. Met and unmet needs include:

Central Peninsula — General Public Work/Community College Trips

- Workers who do not make enough to own or operate a vehicle or to pay for taxi trips need CARTS public transit trips at \$2.50 per zone.
- Kenai Peninsula Community College students who cannot afford or do not have access to a vehicle, including those who live on-campus, can use CARTS public transit.
- Individuals traveling between communities, without access to other transportation can use CARTS.
- Individuals who require lift-equipped transportation can use CARTS.



Central Peninsula — Immediacy

- Same-day trips for individuals going to medical, mental health or social service appointments where the duration is uncertain and scheduling the return trip can be problematic.
- Same-day trips for individuals needing to visit the doctor or urgent care for immediate but non-emergency needs – not easily served.
- Same-day trips for individuals released from the hospital without a way home – not readily served.
- Same-day trips for homeless persons who do not have a defined address or cell phone – not easily served.

- Same-day trips for individuals who must be available for random drug testing and only notified the morning they must report, including those on probation – not readily served.
- Same-day trips for individuals released from jail with no phone and no ability to register service or make a reservation – not readily served.
- Same-day trips for individuals called into work or whose work hours change with limited advance notice – not readily served.

South Peninsula — Transit-Dependent Individuals

- **Residents of the Greater Homer area** without personal transportation who need to travel to work, shopping, medical appointments or for services. Lower income individuals tend to live in less costly areas, including Diamond Ridge, Skyline, East End Road, north to Fritz Creek.
- **Residents of more distant communities**, including Anchor Point, Happy Valley and Ninilchik, who need to travel to Homer affordably and safely. If they “rideshare into town,” then they often need a way to travel around within Homer where walkability is challenging.
- **Seniors and Persons with Disabilities** are significant numbers of persons among the local and more-distant populations. They have been served by the CARTS/Independent Living Center taxi voucher program, with some local trips provided by the Homer Senior Center. However, the loss of the taxi program has left them reliant on full-fare taxi trips, walking or hitchhiking for some trips.
- **Students at the Kenai Peninsula College, Kachemak Bay Campus**, who come from a very broad area, are often limited in their options by transportation. They are limited to online classes or drop out when transportation fails.
- **Head Start students and their families** need transportation to the program. Head Start previously had a vehicle; now no longer available.
- **Service workers at restaurants and motels** for whom car ownership may not be feasible.
- **Persons using wheelchairs or mobility devices** who don’t have access to accessible private cars.



Defining CARTS' Future and Weighing Trade-Offs

Any set of recommendations for CARTS going forward must be considered in relation to the overall program and the cost and revenue implications each represents.

The CARTS Board of Directors hosted two community Choices Workshops during May 2018 to explore service alternatives with almost 50 invited community leaders and to consider the trade-offs that any set of choices represented.

At the Kenai River Center, to develop a clearer understanding of what is feasible, workshop participants explored the hypothetical experience of "Prairie County,"

a mythical county of generally comparable size — if not population — to the Kenai Peninsula Borough. Participants worked in small groups to determine how to deploy finite transportation resources.

At the Homer City Council Chambers a more general discussion was held, rather than using the Prairie County simulation, because the choices for the South Peninsula are more limited by both geography and population.

Participants engaged in vigorous discussion in both settings and then were invited to "vote" in real-time on the choices potentially available to CARTS and to the constituencies these stakeholders represented.

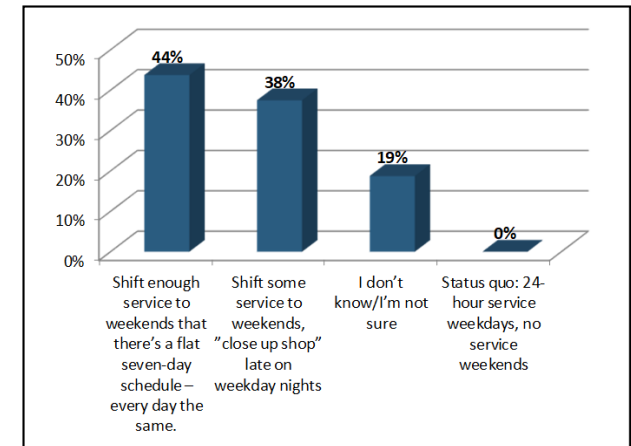
Appendix A includes the invitees to both May workshops.



Central Peninsula Choices

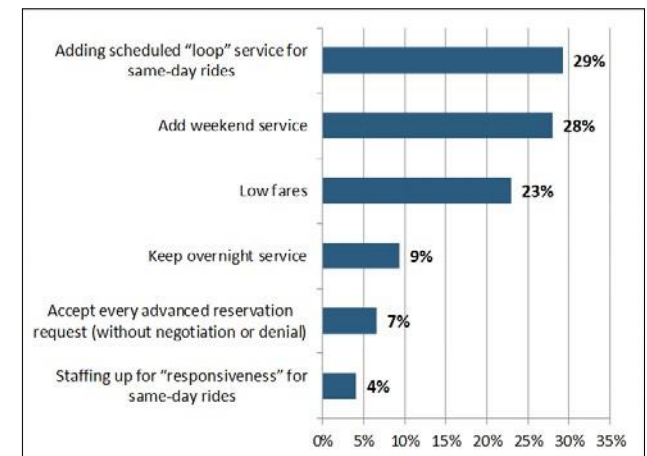
Participants were asked to balance several choices that CARTS could embrace in order to bring back weekend service. A majority supported establishing a flat, seven-day schedule with the same operating hours each day (44%) (Figure 16).

Figure 16, How Would You Balance Service on Weekends Compared to Late Night, 24-Hour Service?



Participants were about even for checkpoint service for same-day rides (29%). Reducing fares (23%) came in as a close third (Figure 17).

Figure 17, Which Three Services Are Most Valuable to You or Your Community? Priority Rank



Participants were asked in which direction CARTS should move first to address passengers' need for flexible, same-day service. There was clear agreement on testing a "loop," checkpoint service by 81% supporting such a pilot. This was followed at a considerable distance by maintaining the status quo with no changes (13%).

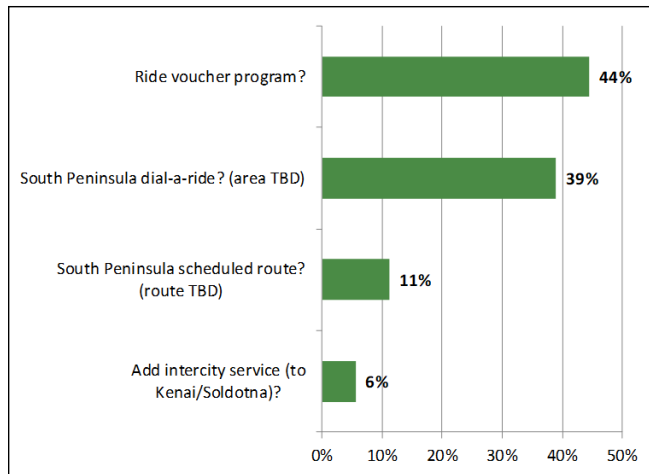
Homer Area Choices

For the South Peninsula, there was extensive discussion of the nature of its unique mobility needs. Topics raised related to the limited walkability of Homer, the difficulties of those who require lift-equipped vehicles to move about, the need for independent mobility choices and affordability challenges when taxis are the only option, and conversely, the importance of supporting the local taxi companies.

Discussion focused on local trips, within the South Peninsula, with recognition that trip-making stretched from Anchor Point to Homer, Diamond Ridge, Fritz Creek and points in between. Concerns raised included the physical accessibility of ride voucher vehicles, particularly for those in wheelchairs or using mobility devices. Difficulties with the mechanics of the “old” voucher program for all parties were discussed: for riders, local administering agencies, the taxi operator and CARTS staff alike. Participants conveyed that any new public transportation service should recognize and address these considerations, including assurance of compliance with federal rules.

Figure 18, Homer -Of These Long-Term Options, Which Are Most Valuable to You and Your Community? Priority Rank.

Upon polling, continuing the ride voucher program ranked first (44%), with comments recognizing that administrative, regulatory and cost barriers must be addressed.



A South Peninsula dial-a-ride option secured 39% of the votes, though program details were not delineated. Scheduled transit service, including augmenting the new BUMPS service, received far fewer votes (6%) (Figure 18).

Four Plan Goals — Going Forward

Given findings presented here, the following four goals and 21 supporting objectives are set forth (Table 2), to provide the framework for the recommendations that follow.

Table 2, CARTS Five-Year Transit Service Plan Goals and Objectives

Goal 1 – Respond to CARTS’ market niche mobility needs, within available or potential funding levels.

- Increase awareness and visibility of CARTS services.
- Rebuild community support.
- Address spontaneous, immediate trip needs.
- Develop, provide service modes responsive to CARTS’ various markets.

Goal 2 – Improve the rider experience and ensure no erosion of existing service to existing CARTS riders.

- Improve passenger information and its dissemination through multiple portals.
- Develop and communicate clear and user-friendly policies.
- Simplify the registration process.
- Clarify the reservation procedures.
- Grow customer-facing technology, including fare payment and reservation tools.
- Ensure and improve service reliability.

Goal 3 – Improve CARTS program cost efficiency and productivity.

- Ensure provision of service through cost-effective procedures.
- Strive for the most efficient use of available service modes.
- Promote shared-ride use on dedicated CARTS vehicles.
- Track service provision by service mode in order to report on key performance measures.
- Employ technology tools that support program efficiency and effectiveness.
- Develop capability for bi-directional electronic transmission of data with CARTS contracted cab operator(s).

Goal 4 – Ensure a sustainable CARTS service plan.

- Maintain compliance with federal and state regulations.
- Review and develop sustainable driver bid shift/ wage/ benefit policies.
- Review local Borough regulations regarding sales tax requirement to secure relief from taxing public transit.
- Develop local match requests commensurate with CARTS program goals, population distribution and key destinations.
- Develop a five-year financial plan that reflects sustainable service levels.

Appendix B presents performance indicators and critical actions associated with each of these goals and objectives.

Central Peninsula Recommendations

One Financially Constrained and Three Expanded Service Alternative Scenarios

Building up the goals and objectives just articulated, the CARTS organization can consider expanded services but must also recognize its current fiscal realities. Any future scenario will be wholly dependent upon the local match funding that can be raised, in order to secure Federal funds that could total between \$700,000 to \$900,000.

Recognizing the current reality, one financially constrained scenarios is presented, assuming either no local match or limited local match is available. Three (3) Central Peninsula service alternatives for expanded service are also presented, each requiring additional amounts of local match and federal funding. Each scenario is described in terms of total program operating costs, a trip goal and a fully allocated, average per trip cost. These fully loaded per trip costs reflect *direct operating expenses* plus the *administrative and dispatch function costs* necessary to manage the overall CARTS program and ensure regulatory compliance.

Differences between the CARTS dedicated vehicle per trip cost and that of Alaska Cab generally reflect trip length. CARTS dispatch routinely sends the shorter, within-zone and one-zone trips to Alaska Cab and serves the longer, several-zone trips with CARTS' own dedicated vehicles, contributing to the cost differential between the two service providers.

In addition, each alternative includes fully allocated trip costs for services to Homer and Ionia, in order to show the total program budget and agency cost.

Cost levers that distinguish these alternatives include:

- Service days – weekdays or weekends;
- Operating hours per day – 24 hours or 18 hours per day;
- Number of full-time driver positions;
- Driver/ dispatcher personal time-off benefit package;
- Projected trips per hour estimates and total annual trips provided;
- Appendix C details assumptions about total local match and available federal funds.

1. Financially Constrained Scenario Current Service Level

The financially constrained scenario assumes no Central Peninsula match funding, and therefore a reduction in annual operating expense. Under this first scenario, an annual operating budget of \$653,138 is realizable through CARTS' existing service contracts and some limited state level funding that are sufficient to bring in about \$700,000 in the Federal Transit Administration Section 5311 funds (Table 3, Appendix C). Total Year 1 Operating Costs are 28% below 2017 expenditure levels of \$906,000 and reflect losses in local government match funds, thereby lower federal funds available.

Services provided include Central Peninsula CARTS dedicated vehicles and by Alaska Cab at 24-hours a day, continuing weekdays only. The Ionia program continues at a reduced trip-making level.

Table 3, Financially Constrained, Current Service Level

Service Description	Year 1 Total Operating Cost	Driver Count	Mode	Operating Cost	Trip Goal	Fully Allocated Avg Cost per Trip
Provide 24-hr demand service and 24-hr Alaska Cab service	\$653,138	4.5	Demand Dedicated Vehicle	\$535,500	15,000	\$35.70
			Demand Alaska Cab	\$97,890	3,000	\$32.63
			Ionia	\$19,748	4,200	\$4.70
			Total	\$653,138	22,200	\$29.42

2. Alternative #1 — Restoring Weekend Service, 18-Hour Day

Purpose — This provides for CARTS expansion to weekend service, a high-priority service improvement among riders, community leaders and agency stakeholders. This modestly expands the driver/ dispatcher personal time-off benefit package. Increased Homer service is feasible if match funds are found.

Description — Alternative #1 (Table 4) restores weekend service but moves the overall CARTS Central Peninsula operation to an 18-hour day. The Alaska Cab taxi overflow support is expanded to 5,000 trips annually and could be used to provide some late-night service for that 15% of trips that occur after 5 p.m. and before 8 a.m., as well as continuing to supplement daytime trip-making when CARTS dedicated vehicles are at capacity.

Driver/Dispatcher Benefit Package — This scenario includes a benefit package of five (5) personal time off days and six (6) paid holidays for CARTS dedicated vehicle drivers and dispatchers.

Table 4, Alternative #1 — Restored Central Peninsula Weekend Service

Service Description	Year 1 Total Operating Cost	Driver Count	Mode	Operating Cost	Trip Goal	Fully Allocated Avg Cost per Trip
Provide 18-hr demand service 7-days a week and 24-hr Alaska Cab service	\$1,129,072	8	Demand Dedicated Vehicle	\$825,484	25,700	\$32.12
			Demand Alaska Cab	\$163,150	5,000	\$32.63
			Homer Voucher Program	\$120,690	9,000	\$13.41
			Ionia	\$19,748	4,200	\$4.70
			Total	\$1,128,961	43,900	\$25.71

Service Levels — Alternative #1, which restores weekend service, assumes eight (8) full-time dedicated vehicle driver positions. Under this alternative, CARTS dedicated vehicles provide 18-hour coverage, perhaps between 5 a.m. and 11 p.m. Alaska Cab taxi trips could serve those requesting later trips. If too many late-night trip requests present, it may be necessary to deny some trips in order to stay within a weekly or monthly “budget” of overflow taxi support, estimated at 5,000 annual trips, or 415 supplemental taxi trips per month. CARTS dedicated vehicle trips are projected at 25,700, or about 2,100 trips per month, assuming a productivity of 2.1 passengers per hour and initiating proactive CARTS service promotion activities to attract new ridership to the existing weekday and reinstated weekend service.

Total Annual Costs — Alternative #1 is projected at \$1,128,961 for the first plan year, inclusive of the driver/dispatcher benefit package, of weekend service, a flat service level for Ionia and expanded Homer service. Average per trip costs of \$25.71 reflect a 7% decrease cost from the 2017 fully allocated per trip cost of \$27.72. This first service expansion scenario assumes \$549,816 in Federal Transit Administration Section 5311 funding, Central Peninsula local match of \$124,800 plus \$52,000 from Homer area organizations (see Appendix C).

3. Alternative #2 — Adding Single-Direction Checkpoint Service

Purpose — This scenario expands CARTS service via provision of same-day trips, without an advance reservation. It proposes establishing a weekday-only Checkpoint service in the highest density areas, serving immediate, no reservation trips which were identified as an unmet need.

Description — Alternative #2 (Table 6) continues weekend service for an 18-hour operating day, seven-days-a-week and adds in Checkpoint service on weekdays only, operating a 90-minute loop to connect areas of Kenai, Soldotna and Kalifornsky with a CARTS vehicle traveling in a single direction. Reservations will not be needed for those boarding at defined checkpoints. Those desiring pick-up at their home can request deviation within ¼-mile of the loop service, for a slightly higher fare. CARTS’ advance reservation general public service continues to operate for other areas of the Central Peninsula.

Service Levels — Alternative #2 is close to the same cost as Alternative #1, adding Checkpoint service by moving one vehicle from dedicated vehicle service into this new service, maintaining at eight the overall complement of driver positions (Table 6). The Checkpoint service will operate on weekdays only for a total annual cost of \$1,129,188. Advance reservation Central Peninsula demand response trips are provided seven-days-a-week.

Alaska Cab provides supplemental trips, either late-night trips or as overflow support to the CARTS dedicated vehicles, staying within a budgeted 5,000 annual trips, or 415 supplemental taxi trips per month. CARTS’ combined checkpoint and advance reservation services are projected to provide 34,400 annual trips, or 2,800 trips per month, partly the result of higher productivity trip-making on the Checkpoint service and 2.8 passengers per hour overall, assuming proactive CARTS’ service promotion to attract new ridership.

Table 6, Alternative #2 — Single-Direction Checkpoint Service for the Central Peninsula

Service Description	Year 1 Total Operating Cost	Driver Count	Mode	Operating Cost	Trip Goal	Fully Allocated Avg Cost per Trip
Provide 18-hr demand service 7-days a week with single-direction checkpoint service 5-days a week and 24-hr Alaska Cab demand service.	\$1,129,188	8	Checkpoint service	\$304,3018	18,556	\$16.40
			Demand Dedicated Vehicle	\$521,280	16,000	\$32.58
			Demand Alaska Cab	\$163,150	5,000	\$32.63
			Homer Voucher Program	\$120,690	9,000	\$13.41
			Ionia	\$19,748	4,200	\$4.70
			Total	\$1,129,186	52,600	\$21.42

Total Annual Costs — Alternative #2 costs are close to Alternative #1 and represents a 23% decreased fully allocated per trip cost from \$25.71 to \$21.42, reflecting the increased number of trips provided on the Checkpoint service. This second service expansion scenario assumes about \$556,297 in FTA Section 5311 funds, state match funds, \$129,200 in Central Peninsula match support and \$52,000 in Homer area match support (see Appendix C).

4. Alternative #3 — Adding Bi-Directional Checkpoint Service

Purpose — This expands CARTS Checkpoint service to bi-directional. Its higher level of service reduces riders' travel times on the bus and provides additional same-day, immediate trips without a CARTS reservation.

Description — Alternative #3 (Table 7) provides for a two-vehicle checkpoint service with vehicles traveling in both clockwise and counter-clockwise directions between Kenai, Soldotna and areas of Kalifornsky Beach Road. The service is available on weekdays only. Passengers requiring pick-up or drop-off at their homes or destinations within ¾-mile of the loop service may request this, at a slightly higher fare. CARTS general public advance reservation service continues for other areas of the Central Peninsula.

Table 7, Alternative #3 — Bi-Directional Checkpoint Service

Service Description	Year 1 Total Operating Cost	Driver Count	Mode	Operating Cost	Trip Goal	Fully Allocated Avg Cost per Trip
Provide 18-hr demand service 7-days a week with bi-directional checkpoint service 5-days a week and 24-hr Alaska Cab demand service.	\$1,430,340	11	Checkpoint service	\$601,880	36,700	\$16.40
			Demand Dedicated Vehicle	\$524,538	16,100	\$32.58
			Demand Alaska Cab	\$163,150	5,000	\$32.63
			Homer Voucher Program	\$120,690	9,000	\$13.41
			Ionia	\$19,748	4,200	\$4.70
			Total	\$1,430,006	71,000	\$20.14

Service Levels — Alternative #3 adds bi-directional Checkpoint service requiring increases to cover the 18-hour day for this expanded service. This increases the driver count to 11 and adds one additional vehicle to the fleet. The Checkpoint service will operate on weekdays only. Advance reservation demand response trips continue to be served within CARTS' 13-zone Central Peninsula service area, operating seven-days-a-week.

Alaska Cab provides supplemental trips, either late-night trips or as overflow support to the CARTS dedicated vehicles, to stay within a budgeted 5,000 trips annually, or 415 monthly supplemental taxi trips. CARTS' combined Checkpoint and advance reservation services are projected to provide 52,800 annual trips, or 4,400 trips per month, partly the result of higher productivity trip-making on the Checkpoint service and assuming 3.1 passengers per hour overall, with proactive CARTS' service promotion to attract new ridership.

Total Annual Costs — Alternative #3 costs of \$1.4 million reflect a fully allocated per-trip cost of \$20.12, which is 27% below the 2017 per trip cost of \$27.72. This alternative draws down \$699,345 in FTA Section 5311 funds, state match funds, Central Peninsula match funding of \$236,000 and \$52,000 from Homer area organizations (see Appendix C).

Checkpoint “Pilot” Service Plan

CARTS Checkpoint service introduces a new public transportation mode to the Central Peninsula, recognizing the need for spontaneous travel but within a low-density region where regular, fixed-schedule service is not cost-effective. Checkpoint service is not an easy mode to operate, but CARTS’ demand response experience suggests that this could become quite successful.

The service design establishes “checkpoints” within the CARTS service area at locations with large numbers of pick-ups and drop-offs, along a general loop or route. For a small number of these checkpoints, the departure time of the vehicle at that stop will be published. A pilot is planned in order to refine the service parameters under actual operating conditions that will be affected by seasonal road conditions and other factors.

Checkpoint Loop Service Structure

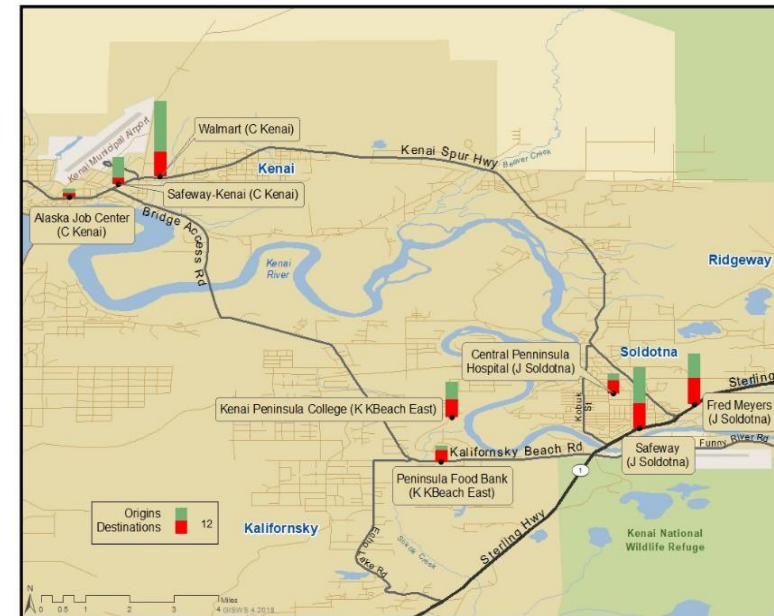
An analysis of CARTS’ trip origins and destinations identified primary destinations on a loop connecting Kenai, Soldotna and within Kalifornsky. These locations form the spine of a service that will provide scheduled, predictable pick-up times while still ensuring compliance with the Americans with Disabilities Act of 1990 (ADA) and are presented as a list in Table 8 and mapped in Figure 19.

In addition to pick-ups at these checkpoints, as the schedule permits, a small number of on-demand trips, or deviations, can also be provided for those whose pick-up or drop-off addresses fall within ¼-mile of the loop formed by the Kenai Spur Highway, Sterling Highway and Kalifornsky Beach Road. The number of such pick-ups per loop would be limited in order to ensure that the published, scheduled pick-up times at checkpoints could be maintained.

Table 8, CARTS Potential Checkpoint Locations

No.	Destination	Address
1	Alaska Job Center Network	11312 Kenai Spur Hwy #2, Kenai, AK 99611
2	Safeway-Kenai	10576 Kenai Spur Hwy, Kenai, AK 99611
3	Walmart	10096 Kenai Spur Hwy, Kenai, AK 99611
6	Central Peninsula Hospital	250 Hospital Pl, Soldotna, AK 99669
5	Fred Meyer	43843 Sterling Hwy, Soldotna, AK 99669
4	Safeway-Soldotna	44428 Sterling Hwy, Soldotna, AK 99669
7	Peninsula Food Bank	33955 Community College Dr, Soldotna, AK 99669
8	Kenai Peninsula College	156 College Rd, Soldotna, AK 99669

Figure 19, CARTS Checkpoint Locations, September 2017 Pick-ups and Drop-offs



Implementation of a one-way loop (**Alternative #2**) does not require an additional vehicle as enough resources exist to operate both the Checkpoint service and CARTS demand response, dedicated vehicle service simultaneously. Should CARTS implement bi-directional service (**Alternative #3**), with vehicles operating in both clockwise/counter-clockwise loops, CARTS will need to acquire additional vehicles and hire more drivers.

If the service is successful, CARTS may need a vehicle larger than the current 12-passenger cutaway vehicles anticipated to be used during the Checkpoint service pilot period.

Checkpoint Service Characteristics

- **Loop Service Length** — 26.2 mile checkpoint loop.
- **Travel Time** — Travel time is **90-minutes** per loop, which includes approximately **30-minutes** per loop to allow for between two to three passenger pick-ups, extending up to ¼-mile from the main loop road.
- **Days/Time of Operation** — Service operates weekdays for 18-hours.
- **Vehicle/Driver Requirements** — One vehicle will be required when traveling one-way with two- and one-half driver positions; two vehicles, to operate bi-directional service with four driver positions.

- **Operating and Capital Costs** — Operating costs are determined using the revenue hour costs for dedicated vehicle service for operations, maintenance and administration. Capital costs for the bi-directional service will include expanding the fleet by one or two vehicles.
- **Signage/Bus Stops** — Appropriate signage and possibly shelters are planned for each checkpoint with negotiation with property owners.



To estimate ridership for the Checkpoint service, an average number of trips per revenue hour is assumed. The number of trips per service hour is estimated at 4.0, which is higher for the Checkpoint service than CARTS demand, dedicated vehicle service but in-line with industry practice elsewhere with this service mode. Assuming 4.0 passengers per vehicle revenue hour, the single- direction Checkpoint service can generate about 18,300 passenger trips annually, with bi-directional service yielding about 36,700 trips annually.

Checkpoint “Pilot” Next Steps

Establishing and Testing the Checkpoint Schedule

Prior to launch of this new service, CARTS administration will need to establish the Checkpoint loop timing by simulating passenger pick-ups to determine what is feasible and how that may be impacted by different conditions. Of the eight locations identified in Table 8 and Figure 19, perhaps four will have published timepoints and the other four will be served within defined time windows.

Additional signed checkpoint locations are not advised as this will limit the flexibility to serve deviation pick-ups when requested. The practical number of deviation pick-ups, leaving the loop for pick-ups or drop-offs within $\frac{1}{4}$ -mile, will need to be determined, and is estimated at two to three per loop.

Testing will help ensure that checkpoint vehicles are reliably able to achieve the schedule, prior to its publication. A pilot of one to two years is proposed to refine in actual practice what works for CARTS drivers and dispatchers, as well as for CARTS riders.

Determining Fare Policy and Fare Payment Mechanisms

Given the new service type, CARTS will need to develop a new fare policy. Maintaining the current increment of \$2.50 is recommended, proposing a

fare of \$2.50 per rider for a pick-up and drop-off at checkpoints stops.

Passengers who request a deviation would pay an additional \$2.50 per pick-up and if dropped off at a deviation address, another \$2.50, for \$7.50 total. This fare structure encourages use of the Checkpoint service for both short and long trips while also establishing some fare disincentive for those requesting deviation pick-ups. Some regular CARTS demand response trips may cost less than a Checkpoint deviation pick-up trip.

Establishing Bus Stops and Checkpoint Signage

It will be important to give this new service visibility by establishing bus stops, possibly with shelters, and providing signage. Given its “pilot” nature where actual times may change, temporary signage can be developed. Nonetheless, to prevent the new service from becoming invisible, early bus stop placement will be an important part of the pilot launch.

Introducing New Service — Promotional Campaign, Branding, Outreach and Travel Training

Building public awareness of this new Checkpoint service – or even expanded weekend service – will be critical to success. A promotional campaign is strongly recommended with collateral materials in print, social media and newspapers, discussed further in this CARTS FIVE- YEAR TRANSIT SERVICE PLAN.

Branding the Checkpoint service will be crucial to communicating this as a new service mode. This may require a new vehicle wrap, logo and unique passenger materials to communicate both its availability and how to use the service.

CARTS should also consider rider education outreach efforts, including travel training to introduce the Checkpoint service. Community meetings, presentations and travel training are all effective strategies for supporting individuals in discovering and then using this new mode.

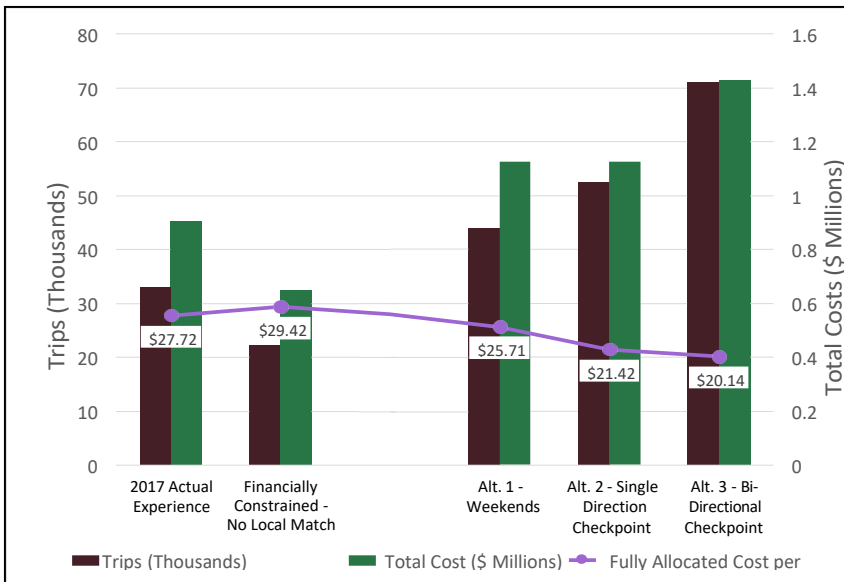
Performance Measures

The scenarios discussed in this Plan will be dependent upon what local match funding can be secured. This determines what federal funding becomes available and what service levels are therefore affordable. The various scenario alternatives presented may be undertaken consecutively, as CARTS moves forward some recommendations and then implements additional service enhancements as funding is secured. Or, the CARTS organization can jump to a significantly expanded service level, such as Bi-directional Checkpoint Service, if sufficient funding becomes available.

Regardless of the sequence, CARTS will be in a strong position to report on

performance. Figure 20 presents a comparative picture for each scenario of CARTS total operating costs, predicted passenger trips and the overall, estimated fully allocated cost-per-trip, including recent 2017 actual experience.

Figure 20, Performance Measurement Comparison for Five Scenarios



Ridership and Trip Cost Estimates

Figure 20 presents a comparison of predicted performance for the Central Peninsula's two financially constrained scenarios and the three expanded service alternative scenarios. Trip estimates are inclusive of varying levels of service in Homer and for the Ionia community.

Ridership estimates make very conservative assumptions – erring towards lower ridership estimates, and built from passenger-per-hour assumptions that reflect past CARTS experience or applied from typical industry experience.

- With **Financially Constrained, No Central Peninsula Match Funding**, ridership is projected to decline from 2017 experience to about 22,200 annual trips, assuming a decrease in the vehicles available and therefore capacity for trips provided in the Central Peninsula. Full costs per passenger trip rise 6% from 2017 experience, to \$29.42.

- With **Weekend Service Re-instated – Alternative # 1**, an additional 10,800 trips are predicted, bringing the CARTS program to 43,900 passenger trips overall or 34% above 2017 provided trips. This includes an expanded Homer program and continuing Ionia service. CARTS dedicated vehicle service operates 18-hours a day. Some taxi overflow covers any continuing late-night demand. The overall, fully allocated per trip cost of \$25.71 is 7% below the 2017 experience.
- Adding a **Checkpoint, Single-Direction Loop Service – Alternative #2** on the weekdays, plus continued reinstated weekend service as well as continuing Homer and Ionia service, overall ridership is projected at 52,600 passenger trips. The fully allocated per-trip cost of \$21.42 is 23% below the 2017 per-trip cost experience of \$27.72.
- With **Checkpoint, Bi-Directional Loop – Alternative #3**, service on weekdays, plus continued reinstated weekend service and continuing Homer and Ionia services, CARTS is projected to realize an estimated 72,700 one-way passenger trips annually. The fully allocated per-trip cost of \$20.14 is 27% below the 2017 per-trip cost experience.

CARTS to Continue its Careful Budgets' Administration

CARTS has historically managed very carefully its program expenditures in relation to its annual budget. When implementing any of these alternatives, it will be important for CARTS administrators to have a mechanism in place that readily enables monitoring of monthly costs and operating performance to ensure that the agency remains fiscally healthy, within its annual budgetary parameters, and is achieving its cost-related performance goals.

Other CARTS Program Components

South Peninsula/Greater Homer Area

South Peninsula community members identified numerous mobility needs and circumstances that could be served by a public transportation solution, working in concert with local operators. Two alternatives are proposed but each requires addressing administrative, regulatory and technological matters, as well as securing Kenai Peninsula Borough and local funding support, in order to be successfully implemented and sustained.

Alternative #1 (Table 9) provides for re-establishing a Homer Area Ride Voucher Program, involving vouchers that could be redeemed for rides of varying length on local operators who can comply with federal regulations. Input from stakeholders reports significant need for some type of public transportation solution. The user-side subsidy model of a ride voucher program is cost-effective in a large area of low-density populations and limited available funding, characteristics of the Homer area.

Table 9, Alternative #1 — Homer Area Ride Voucher Program

Service Description	Year 1 Total Cost	Driver Count	Mode	Operating Cost	Trip Goal	Avg Cost per Trip
Taxi voucher program for Homer	\$120,690	N/A	Homer Voucher Program	\$120,690	9,000	\$13.41

The cost estimate of \$120,690 annual expenditures adds a contingency amount of \$10,000 to address various unknowns. This amount is included in each of Alternatives #1, #2, and #3 in the preceding discussion. It is not included in Financially Constrained scenario. Local vendor costs would be covered within this \$120,000 total as well as the CARTS program overhead to reflect this overall program cost. With a trip goal of 9,000 annual trips, the average per-trip cost to CARTS would be almost \$13.41 for a Homer area trip.

CARTS has been exploring electronic capabilities for transmission of trip data which could address one area of difficulty in the past program. Among various implementation topics, a Homer area voucher vendor would be needed unless much of the voucher purchasing could be done online, as with CARTS' punch pass program.

A resource of potential use in designing a restructured Homer area ride voucher program is TRANSIT COOPERATIVE RESEARCH (TCRP) SYNTHESIS 119, USE OF TAXIS IN PUBLIC TRANSPORTATION FOR PEOPLE WITH DISABILITIES AND OLDER ADULTS (2015).

Alternative #2 (Table 10) provides for the continued Homer area ride voucher program and augmenting it with dedicated vehicle service on weekdays. This two-vehicle dedicated vehicle program would have a very defined service area, presumably in and immediately adjacent to the City of Homer to provide accessible transportation for local, short trips. Dispatching of trips could continue from CARTS' Central Peninsula facility, but the garaging and vehicle check-in for drivers would need to be located in the Homer area. Fare policy, recognizing the continuing ride voucher program, would need to be developed.

Table 10, Alternative #2 — Homer Area Ride Voucher + Demand Response Service

Service Description	Year 1 Total Cost	Driver Count	Mode	Operating Cost	Trip Goal	Avg Cost per Trip
Initiate 15-hour weekday demand response vehicle service and supplemental taxi voucher program	\$320,797	2	Demand dedicated vehicle	\$252,406	7,700	\$32.78
			Homer Voucher Program	\$68,391	5,100	\$13.41
			Total	\$320,797	12,800	\$25.06

The cost estimate of \$320,797 in annual expense reflects the added operational expense for the two Homer demand response vehicles, with capital expense for first-year operation also necessary. Developing a full operating plan will be important, to recognize the special requirements of this satellite service. Capital and preparation of an operating cost plan were not included in the preceding Homer Alternative #2 costs.

Other Services

CARTS has had other long-standing transportation assistance programs that are likely to continue at some level.

Ionia Mileage Reimbursement

This mileage reimbursement program is oriented to a community of individuals who are geographically isolated and who have limited mobility due either to their own disability, their income levels or their age. CARTS historically provided a vehicle to the Ionia community and also reimbursed mileage at a peak of almost 10,000 individual trips annually.

Beginning in 2017, CARTS supported Ionia transportation at \$1,500 per month, for about \$3 per passenger trip. CARTS has provided a vehicle to the Ionia community and continues a monthly reimbursement process, with provision of individual trip records by Ionia community members.

Board policy will direct the continued support to this program, a community of largely transit-dependent individuals.

Vehicle Procurement and Vehicle Donation Opportunities

CARTS had secured several federal capital grants over the years that made it possible to purchase passenger transport vehicles, most of them lift-equipped, for other Kenai Peninsula Borough agencies. Vehicles have been provided over the past five years by CARTS to organizations including the Ninilchik Senior Center, Cooper Landing Senior Center, the Ionia community and a cab company in Homer.

Available capital funds, including federal “earmarks” from another time period, are available but the amounts are now limited.



Technology Plan

CARTS has implemented important technological innovations, both previous to this study effort and during the period of its conduct. These include Syncromatics Easy Rides computer-aided dispatching, CARTS' innovative fare payment option "How Much Will My Ride Cost?" and its ticketless Punch Pass purchase capability. Continuing existing efforts and some attention to new technology initiatives are recommended.

1. "New Customer Sign-Up" Process With a Web Form

CARTS administration is working to establish a "New Customer Sign-Up" that can be completed online, continuing to receive these over-the-phone or in-person. CARTS also continues its verbal rider orientation and policy overview provided by dispatchers, but this can be augmented by online form completion, using form validation rules online to make sure all required fields are filled. Dispatchers can then receive submissions by email, going directly into an electronic workflow, without needing to interpret a rider's handwriting.

2. Online Advance Reservation Ride Requests

CARTS is close to implementing an online ride request submission through a new Easy Rides feature. This will reduce phone time and facilitate a streamlined workflow.

A rider education opportunity presents to make the necessary distinction between a "requested" ride placed by the rider and an "accepted" or "scheduled" ride where the dispatcher has moved the trip into the scheduling queue and can provide the rider with a promised pick-up time window.

3. Electronic Mechanisms to Communicate with Customers

Communicating about rides and service notices by text and email may offer efficiency and staff time savings, freeing time to dedicate to other important work. The Easy Ride software has text communication tools that CARTS dispatchers are using to provide reminders of their scheduled ride time to those riders with smartphone capabilities. Expanded use of this feature can help riders feel more in control of their travel, thereby reducing late cancellations and "no show" events that are costly to CARTS and remove resources from other riders.

4. Hybrid Checkpoint Schedules

If a regularly scheduled Checkpoint service is implemented, then scheduling software and processes can be implemented with Easy Rides.

5. Online Customer Account View for Electronic Ticketless Fare Accounts

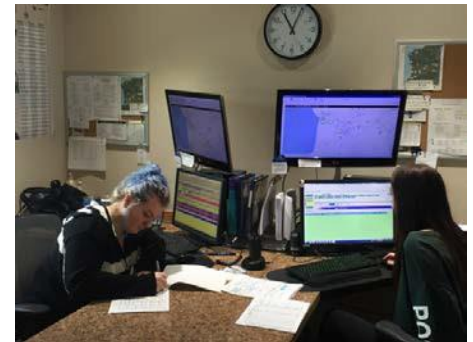
Some customers currently maintain paper punch cards because they are better able to track their ride credits. An online or mobile account view for the electronic ticketless fare accounts was established, now part of the on-line registration/reservation functions to allow customers to track their electronic ride credits and may become more important to new riders using the Checkpoint service.

6. Electronic Transmittal/Ride Reconciliation with Contracted Ride or Overflow Trip Partners

Outsourced rides are currently submitted by fax to CARTS' taxi overflow operator in the Central Peninsula. In the Homer area, all taxi trip-making has been handled through paper transactions. Reconciliation of rides is conducted manually, a process that is time-consuming, introduces error and limits accurate collection of trip data for both CARTS and its contractors. If ride requests and reports were transmitted in a structured electronic format, this would result in improved accuracy and efficiency between CARTS and its contracted partners.

At least two levels of automation are feasible and could include:

- **Less automation:** Work with Syncromatics to develop a report to transmit ride requests in a spreadsheet or other structured format. Reports on completed rides would then be returned in a similar format, with original information to identify the ride intact.
- **More automation:** Automatically transmit and reconcile rides, getting exact pick-up and drop-off times from the contracted partners' MDTs. This requires compatible software at both CARTS and is a machine-readable data mechanism to transmit information between organizations and systems, perhaps using formats developed as part of Transit Cooperative Research Program (TCRP) Project G-16 which can be monitored at: <http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=4120>



Marketing and Communications Plan

In order to be effective in meeting the community's transportation needs and productive in efficiently using available resources, CARTS services must be actively marketed and communications with riders, residents and stakeholders must be an ongoing priority. Following is an overview of recommended strategies.

Customer Service/Experience

To be successful in attracting and retaining riders, CARTS must make the experience of using its transportation services as easy and pleasant as possible. The registration process, reservation and cancellation procedure, pick-up policies, fare media and arrival alerts are all key elements of the passenger experience that need to be made as user friendly as possible.

Passenger Information

Easy-to-understand, broadly distributed passenger information is at the core of any transit service's marketing program. CARTS should insure that accurate, user-friendly information is available to current and potential riders through a variety of channels, including:

- A clear, concise, broadly distributed two-page Riders' Guide, is available in addition to the longer Riders' Guide booklet currently posted on the website
- A website that focuses on the information needs of both new and existing riders.
- Information displays or posters placed at high-traffic locations throughout the CARTS service area.

Figure 21, CARTS Two-Page Riders' Guide



- Ongoing communications with CARTS riders and drivers through text alerts, social media, website posts and through employee meetings.

Marketing Partnerships with Gatekeepers

The most powerful communications tool available to any public transportation program is marketing partnerships with other agencies and organizations that serve as gatekeepers for key target populations. This includes programs that work with seniors, persons with disabilities and low-income individuals and families; schools and colleges; medical facilities; and jobs programs.

To capitalize on this marketing opportunity, CARTS should:

- Expand upon the list of gatekeepers and stakeholders who represent various constituencies (see Appendix A).
- Use periodic meetings, regular emails and other channels to communicate regularly about exactly what CARTS offers and any changes in service that occur.
- Provide the gatekeepers with tools, such as posters and passenger information, for use in communicating CARTS information to their constituents.
- Where appropriate, establish pass sales agreements with gatekeepers so that they can sell or give punch passes to their clients.
- Establish social media connections, so that the gatekeepers can share CARTS posts on their own social media pages where they will be seen by a broader audience.

Promoting Service Improvements and Introducing New Service

This FIVE-YEAR TRANSIT SERVICE PLAN anticipates a phased introduction of enhanced and new services. As funding is secured and CARTS implements each phase of improvements, marketing will be a critical component to success.

Reintroduction of Weekend Services in Central Peninsula

The reintroduction of weekend service will be an important message for current riders, gatekeepers and the general population, and has the potential to bring back lost ridership, as well as attract some new users. It will require updating passenger information and active communications with existing riders, gatekeepers and potential new riders.

Introduction of Checkpoint Service

The Checkpoint service will be an entirely new type of service for CARTS and will offer customers an option they have not previously had to make, spontaneous trips. This will need to be clearly communicated to existing and potential new customers. Two key elements of the promotion will include the creation of a sub-brand that communicates the nature of the service and the placement of bus stop signage to create visibility and provide passenger information.

Reintroduction of Voucher Program in Homer

Reintroduction of a ride voucher program for the South Peninsula should be accompanied by a significant communication effort. Since CARTS' current branding relates specifically to the Central Peninsula, the program should have its own name and identity that clearly communicates what is being offered and where. A website and user guide, using the new brand, should clearly communicate the nature of the program and how it works, while one or more convenient locations for sale of the vouchers should make them accessible to a broad audience.

Support of Homer area gatekeepers will be critical in building visibility and awareness for a new Homer service. It will be important to engage their help in advance of the program launch, providing them with tools, brochures and posters to use in promoting a new voucher program or other services to follow.

CARTS Workplan Critical Elements

This CARTS FIVE-YEAR TRANSIT SERVICE PLAN is framed by four Plan goals, expanded to include a fourth goal related to financial sustainability:

1. Respond to CARTS' market niche mobility needs, within available funding.
2. Improve the rider experience and ensure no erosion of service among existing riders.
3. Improve CARTS program cost efficiency and productivity.
4. Ensure a sustainable service plan.

These goals can lead to the provision of more trips, at lower costs per trip and with higher levels of same-day service than previously possible. To achieve this, CARTS and its multiple partners will need to agree on funding levels, operating policy, governance and reporting. This concluding section addresses these.

Funding This Plan

Implementing this Plan, particularly as a sustainable service plan, requires a continuing mix of funds from federal, state, local and passenger sources. Appendix C depicts potential funding levels for each scenario and proposes potential match shares. Total annual CARTS program costs range from the financially constrained, no local match level of \$732,000 up to the highest financially unconstrained level of almost \$1,430,000.

To develop potential shares per fund source, each alternative assumes that Federal Transit Administration Section 5311 funding is secured at **56.86% of operating expense, less revenue received from passenger fares**. In the most recent budget year, CARTS requested \$618,000 in FTA Section 5311 funds and was only able to draw down \$517,000, given its local match resources. The unconstrained, highest budget level presented proposes almost \$700,000 in FTA Section 5311 funds, recognizing that 5311 fund requests are capped at \$1 million per jurisdiction by AKDOT & PF policy.

Other Appendix C fund sources for the financially constrained and the expanded service alternatives reflect either status quo funding levels or the historical experience or increased funding levels from several state fund sources, the Kenai Peninsula Borough, from the municipalities and area organizations. Additional funding must be secured in order to support Central Peninsula reinstated weekend service or the new Checkpoint service. Additional funding must be secured to support an expanded South Peninsula public transportation program.

The CARTS Board of Directors and its administrators must initiate dialogue with CARTS' planning and funding partners to determine the potential levels of local support that may be possible and, therefore, which service alternatives are practicable. Initial discussions are recommended with key partners at the Kenai Peninsula Borough, each municipality and the major human service organizations, to be followed by formal CARTS funding requests of each entity.

Building a Comprehensive Operational Plan

Improved, Expanded Communication with Riders and New Riders

In order to build ridership, this FIVE-YEAR TRANSIT SERVICE PLAN has enumerated policy, marketing and technology actions by which to improve communications with the CARTS' ridership base. It is important to correct various discrepancies between perception and actual policy, to promote CARTS' existing services and lay the groundwork for future service changes. Immediate actions include:

- Updating the CARTS website to present the new riders' guide and provide for downloading a PDF version;
- Instituting the various web-assisted strategies for simplified registration and for making trip reservations;
- Promoting previous day *text trip reminders* to riders and securing a same-day, real-time *text reminder* that "your vehicle is near;" and
- Implementing the Marketing and Communications Plan activities.

CARTS Driver/Dispatcher New Bid Shift Practice and Personal Time-off Benefit Package

The CARTS FIVE-YEAR TRANSIT PLAN presents various strategies by which to improve driver retention and promote longevity among the CARTS dispatch and driver staff. Costs of continuous turnover and erosion of service quality are not insignificant in environments of high personnel turnover.

Reviewing driver wage rates, instituting a personal time-off benefit package and a proposed restructuring of the driver shifts are all recommended.

A restructured driver bid-shift proposal envisions an established bid process whereby drivers bid upon and secure a relatively predictable daily work shift. While generally drivers bid based upon seniority, there are other, equitable strategies to accept driver bids for three to six-month schedules. CARTS must still retain flexibility about actual shift start or end times but introducing some dimension of predictability will benefit drivers who may wish to seek second jobs, pursue higher education or other training or have predictable family time.

Testing and Launching the Checkpoint Pilot

CARTS administrators will likely need at least a six-month period, prior to initiation of any Checkpoint service, to test the schedule, to develop agreements with the checkpoint locations about stop facilities and to prepare marketing materials. Launching of the Checkpoint service could involve numerous CARTS partners with various festive activities at some of the checkpoints. Initial fares during start-up could potentially be offered for free — the first week or first month. CARTS Board of Directors members may support expanded promotional roles during the ramp-up to the launch, helping to get the word out to civic groups, community meetings and other public gatherings.

Reframing CARTS Governance

Maintaining a full complement of board members to govern small and medium-sized nonprofit organizations is difficult. It is hard to find committed volunteers who can give generously of their time to such efforts. CARTS has been successful in securing a committed core of longstanding Board members,

albeit in small numbers. Moving forward in relation to governance of the CARTS organization, the following recommendations are offered:

- Recruit new members to expand the CARTS Board of Directors from five to nine;
- Provide for positions by major funding entities, including the Kenai Peninsula Borough and the municipalities who contribute to CARTS' local funding base, with one seat representing the three cities that are served;
- Provide for one to two rider positions on the board, ideally one person with disabilities and one older adult;
- Seek board representation from a major human service organization whose clientele are CARTS riders or board representation from a major employer whose employees are potential public transit users; and
- Establish some level of term limits to ensure there is turnover and renewed Board direction.

Reporting on CARTS Experience, Charting the Way Forward

Moving forward, CARTS can promote and secure goodwill through provision of regular reporting on its experiences against key performance indicators. Appendix B presents the four Plan goals in relation to Plan objectives and enumerates specific performance measures or critical actions upon which CARTS can report to its Board, its funding partners and the broader communities that CARTS serves.

This CARTS FIVE-YEAR TRANSIT SERVICE PLAN was designed to reflect CARTS' current strengths, to address its weaknesses, and to open up and leverage considerable opportunities that unfolded through an extensive public engagement process. As the CARTS Board of Directors and its administrators must secure local participation in this Plan to determine the sequencing of alternatives, potential funding shares for each scenario are proposed in Appendix C.

This Plan is intended as a flexible guide for improving mobility for Kenai Peninsula Borough residents, while recognizing that actual experience will inform the specific paths of action of CARTS and its communities of interest.

Appendices

Appendix A – Participating Stakeholder Organizations

Interviews and Invitees to Community Workshops

Agency	Contact	Agency	Contact
Alaska Cab	Brent Hibbert	Kenai Peninsula College, Kenai River Campus	Carrie Couey, Director of Administrative Services
Alaska Cab	Marie McConnell	Kenai Peninsula Community Care Center	Debra Rafferty
Alaska DOT & PF	Stephanie J. Bushong, Transit Programs Planner	Kenai Peninsula Economic Development Division	Timothy Dillon
Alaska Mental Health Board	Charlene Taufest	Kenai Peninsula Economic Development Division	Caitlin Coreson
Central Peninsula General Hospital (CPGH)	Terri Nettles, Executive Assistant	Kenai Peninsula Food Bank	Linda Swarner, Executive Director
Central Peninsula League of Women's Voters	Gail Knobf	Kenai Peninsula Re-entry Coalition	Audrey Cucullu
Change 4 the Kenai	Debra Rafferty	Kenai Public Health Center (KPHC)	Jerry Troshynski, South Central Regional Nurse Manager
Change 4 the Kenai	Audrey Marvin Cucullu	Kenai Senior Center	Kathy Romain, Senior Services Director
Change 4 the Kenai	Shari Conner	Kenaitze Indian Tribe	Katie Watkins
City of Homer	Julie Engebretsen, Planner	Kenaitze Tribe Social Services	Maria Hargrove
City of Homer	Donna Aderhold, City Councilwoman	Lands End	Lea Miller, General Manager Lands End
City of Kenai	Matthew Kelley, City Planner	Love INC of the Kenai Peninsula	Leslie Rohr or Katherine Delacee
City of Kenai	Tim Navarre, City Council Kenai	McDonald's	Dena Cunningham
City of Kenai, City Council	Brian Gabriel, Sr., Mayor	Nikiski Senior Center, Inc.	Jill Smith, Executive Director
City of Kenai, City Council	Henry Knackstedt	Ninilchik Village Tribe / Ninilchik Traditional Council	Darrel Williams
City of Kenai, Senior Citizens Center	Kathy Romain	Ninilchik Village Tribe / Ninilchik Traditional Council	Gina Wiste
City of Soldotna	Stephanie Queen, City Manager	Ninilchik Village Tribe / Ninilchik Traditional Council	Robert Johnson
City of Soldotna	John Czarnecki, Planning Director	Peninsula Community Health Services of Alaska	Bruce Richards/ Marquita Andrews
Clerk of the Borough	Johni Blankenship, Borough Clerk	Peninsula Community Health Services of Alaska	Cris Lee/ Fred Koski
Economic Commission for the Homer Area	Karin Marks	Peninsula Re-entry	Audrey Cucullu
Elected Official	Caroline Venuti	Peninsula Clarion	Erin Thompson
Everything's Bagels	Pamela Parker	Project Homeless Connect	Kathy Gensel
Haven House	Ronnie Leach, Manager	River City Books	Peggy Mullen
Homer Chamber of Commerce	Debbie Speakman	Ryder Transport	Josh Cooper
Homer Senior Citizens	Keren Kelley, Executive Director	Ryder Transport	Mark Cooper
Homer Resident	Wayne Aderhold	Soldotna Area Senior Citizens, Inc	Janet L Fena, Executive Director
Homer Resident	Joy Zukcak	Soldotna City Council	Tyson Cox
Homer Resident	Rick Abboud	Soldotna Resident	Kurt Rosenquist
Independent Living Center (Central)	Kellie Bartlemay/ Lyneette Haas	Sterling Resident	Stacy Whitely
Independent Living Center (Central)	Maggie Winston, Systems Change Advocate	South Peninsula Behavioral Health Services, Inc	Rudy Multz
Independent Living Center (Central)	Melissa Kline, Office Manager	South Peninsula Behavioral Health Services, Inc	Carla Meitler, Chief Financial Officer
Independent Living Center (Central)	Natalie Merrick	South Peninsula Haven House	Angie Cramer
Independent Living Center (ILC) for the Kenai	Joyanna Geisler, Executive Director	South Peninsula Hospital	Derotha Ferraro, Director of Public Relations
Ionia Community	Victoria Becherer	State of Alaska, Probation Dept.	Jodi Stuart
Kenai Peninsula Borough	Bruce Wall, Planner, Kenai Peninsula Borough	Sterling Area Senior Citizens, Inc.	Michelle Walker, Director
Kenai Peninsula Borough	Brenda Ahlberg	The Center	Jay Bechtol
Kenai Peninsula Borough School District	Kelly King	The Job Center	Katie Stafford
Kenai Peninsula College--The Learning Center	Diane Taylor, M. Ed., Director	Ulmers	Patrick Mede, Owner
Kenai Resident	Sam Hodena		
Kenai Resident	Shaylen Cochran	CARTS Board of Directors	Gary Katsion
		CARTS Board of Directors	Jane Stein
		CARTS Board of Directors	Jodi Stuart
		CARTS Board of Directors	Hedy Hess
		CARTS Board of Directors	Karen Monell

Appendix B – CARTS Five-Year Transit Service Plan: Goals, Objectives, Measures and Critical Actions

CARTS Five-Year Transit Service Plan, 2019 - 2024		
GOAL	OBJECTIVE	PERFORMANCE MEASUREMENT / CRITICAL ACTION
1. Respond to CARTS' market niche mobility needs, within available funding levels.		
	1. Increase awareness and visibility of CARTS services.	<ul style="list-style-type: none"> Ensure How to Ride Guide is available on website; count hits and downloads from website: www.ridecartsak.org Number of locations at which two-page How to Ride Guide pamphlet and Riders' Guide booklet are posted and distributed
	2. Rebuild community support.	<ul style="list-style-type: none"> Track community meetings and events at which CARTS is represented Annual or semi-annual presentations of CARTS to funding partners Prepare a CARTS Annual Report on initiatives and performance
	3. Address spontaneous, immediate trip needs.	<ul style="list-style-type: none"> Implementation of Five-Year Plan Service Alternatives <ul style="list-style-type: none"> - Central Peninsula, #2 & #3 - Homer Area, #1 & #2
	4. Develop and provide service modes responsive to CARTS various markets.	<ul style="list-style-type: none"> Implementation of Five-Year Plan, reinstitution of weekend service, establishing Checkpoint service, reinstituting a Homer area service
2. Improve the rider experience and ensure no erosion of service to existing CARTS riders.		
	1. Improve passenger information and its dissemination through multiple portals.	<ul style="list-style-type: none"> Post updated rider guide on website; distribute to key locations about the community and ensure it is available to key stakeholders Ensure that rider guide continues to reflect service changes, including reinstituted weekend service and any new service modes
	2. Develop and communicate clear and user-friendly policies.	<ul style="list-style-type: none"> Review and revise, as indicated, definitions of dwell time; cancellation and no-show trips Clarify token policies and promote to human service agencies With dispatchers' assistance, develop a FAQ "Frequently Asked Questions" and post on the CARTS website
	3. Simplify the rider registration process.	<ul style="list-style-type: none"> Implement new web-based rider registration
	4. Clarify the trip reservation procedures.	<ul style="list-style-type: none"> Promote rider education of the pick-up window Clarify the rider pick-up window of 15 minutes before and after the scheduled pick-up time,
	5. Grow customer-facing technology, promoting fare payment and online trip reservation tools.	<ul style="list-style-type: none"> Promote existing tools of fare calculation and fare payment Implement viewing of account balance for Ticketless Fare accounts Implement online trip reservation tool, educating riders about reserved trip versus dispatch accepted, scheduled trip
	6. Ensure and improve service reliability.	<ul style="list-style-type: none"> Continue to monitor on-time performance of dedicated vehicles, striving for on-time pick-up within the 15-minute window for 90% or more of trips Continue to monitor on-time performance of assigned Alaska Cab trips, goal: 90% on-time pick-up.

CARTS Five-Year Transit Service Plan, 2019 - 2024

GOAL	OBJECTIVE	PERFORMANCE MEASUREMENT / CRITICAL ACTION
3. Improve CARTS program cost efficiency and productivity.		
	<ol style="list-style-type: none"> 1. Ensure provision of service through cost-effective procedures; <i>and</i> 2. Strive for the most efficient use of available service modes, including increased shared-ride use on CARTS vehicles. 	<ul style="list-style-type: none"> ▪ Monitor and report on overall per-trip costs and per-trip costs by CARTS program or mode ▪ Continue to seek increased numbers of shared-rides on CARTS dedicated vehicles as much as possible ▪ Promote the new Checkpoint service as a lower-per trip cost
	<ol style="list-style-type: none"> 4. Track service provision by service mode in order to report on key performance indicators. 	<ul style="list-style-type: none"> ▪ Maintain and monitor fully allocated cost accounting to report on cost-per-trip by mode ▪ Develop a procedure to monitor operating costs by mode on a monthly basis to ensure the agency is within annual fiscal constraint ▪ For taxi and mileage-based providers, continue to require trip-based mileage reporting ▪ Provide continued training to CARTS drivers to ensure reliable use of MDTs and trip reporting
	<ol style="list-style-type: none"> 5. Employ technology tools that support program efficiency and effectiveness; <i>and</i> 6. Develop capability for bi-directional electronic transmission of data with CARTS contracted operators. 	<ul style="list-style-type: none"> ▪ For taxi services, evaluate move towards electronic trip recording and data transmission ▪ Explore developing technology interoperability between CARTS and its contract providers to enhance accurate transmission of trips and reporting reliability
4. Ensure a sustainable CARTS service plan.		
	<ol style="list-style-type: none"> 1. Maintain compliance with federal and state regulations. 	<ul style="list-style-type: none"> ▪ Continue to participate in the compliance reviews of state and federal regulatory bodies ▪ Continue to strive for a minimum of findings and report to Board on progress in addressing those findings that are received
	<ol style="list-style-type: none"> 2. Develop sustainable practices to improve driver/dispatcher retention. 	<ul style="list-style-type: none"> ▪ Secure funding for and implement a driver/dispatcher personal paid time-off policy ▪ Consider a driver bid-shift procedure to provide some scheduling predictability to drivers
	<ol style="list-style-type: none"> 3. Review local Borough regulations regarding sales tax requirement to secure relief from taxing of public transit, a public utility. 	<ul style="list-style-type: none"> ▪ Revisit with the Borough Assembly the decision to apply a sales tax on public transit trips, requesting relief and noting that no other known public transit provider makes sales tax payments on riders' fares
	<ol style="list-style-type: none"> 4. Develop local match requests commensurate with CARTS program goals, population distribution and key destinations. 	<ul style="list-style-type: none"> ▪ Develop match funding requests to present to the Kenai Peninsula Borough Assembly and municipalities
	<ol style="list-style-type: none"> 5. Develop a Five-Year Financial Plan that reflects sustainable service levels. 	<ul style="list-style-type: none"> ▪ Revise the Five-Year Plan funding projections developed with this Plan as funding partner match levels become known

Appendix C – Funding Requests Proposed by Fund Source

Existing Service Level

Financially Constrained Scenario (No Central Peninsula Local Funding)																
Operating Cost	Estimated Trips	Operating Cost	Estimated Fare	Net Operating Cost	5311	AMHT	State General Funds	Borough	City of Soldotna	City of Kenai	Homer *	TANF	Service Contracts	Misc. Income/Grants	Medicaid	Total Funding Request
24-hour Dedicated Vehicle (4.5 runs)	15,000	\$535,500	\$94,421	\$441,080	\$317,687	\$105,000	\$25,000	\$0	\$0	\$0	\$0	\$75,000	\$35,000	\$1,035	\$0	\$558,722
24-hour AK Cab (3,000 trips)	3,000	\$97,890	\$0	\$97,890												
Ionia (4,200 trips)	4,200	\$19,748	\$0	\$19,748												
Total	22,200	\$653,138	\$94,421	\$558,718	\$317,687	\$105,000	\$25,000	\$0	\$0	\$0	\$0	\$75,000	\$35,000	\$1,035	\$0	\$558,722
					56.86%	18.79%	4.47%	0.00%	0.00%	0.00%	0.00%	13.42%	6.26%	0.19%	0.00%	100.00%

Funding Requests Proposed by Fund Source for Three Expanded Service Alternatives

Alternative 1 - Restoration of Central Peninsula Weekend Service																
Operating Cost	Estimated Trips	Operating Cost	Estimated Fare	Net Operating Cost	5311	AMHT	State General Funds	Borough	City of Soldotna	City of Kenai	Homer	TANF	Service Contracts	Misc. Income/Grants	Medicaid	Total Funding Request
18-hour Dedicated Vehicle (8 drivers)	25700	\$825,484	\$162,108	\$663,376	\$549,816	\$105,000	\$25,000	\$56,000	\$34,400	\$34,400	\$52,000	\$75,000	\$35,000	\$350	\$0	\$966,966
24-hour AK Cab (5,000 trips)	5000	\$163,150	\$0	\$163,150												
Homer (9,000 trips)	9000	\$120,690	\$0	\$120,690	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ionia (4,200 trips)	4200	\$19,748	\$0	\$19,748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	43,900	\$1,129,072	\$162,108	\$966,964	\$549,816	\$105,000	\$25,000	\$56,000	\$34,400	\$34,400	\$52,000	\$75,000	\$35,000	\$350	\$0	\$966,966
					56.86%	10.9%	2.6%	5.8%	3.6%	3.6%	5.4%	7.8%	3.6%	0.0%	0.0%	100%

Alternative 2 - Single Direction Checkpoint Service with Central Peninsula Weekend Service																
Operating Cost	Estimated Trips	Operating Cost	Estimated Fare	Net Operating Cost	5311	AMHT	State General Funds	Borough	City of Soldotna	City of Kenai	Homer	TANF	Service Contracts	Misc. Income/Grants	Medicaid	Total Funding Request
18-hour Dedicated Vehicle (8 drivers)	34,400	\$825,600	\$150,826	\$674,774	\$556,297	\$105,000	\$25,000	\$58,000	\$35,600	\$35,600	\$52,000	\$75,000	\$35,000	\$865	\$0	\$978,362
24-hour AK Cab (5,000 trips)	5,000	\$163,150	\$0	\$163,150												
Homer (9,000 trips)	9,000	\$120,690	\$0	\$120,690	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ionia (4,200 trips)	4,200	\$19,748	\$0	\$19,748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	52,600	\$1,129,188	\$150,826	\$978,362	\$556,297	\$105,000	\$25,000	\$58,000	\$35,600	\$35,600	\$52,000	\$75,000	\$35,000	\$865	\$0	\$978,362
					56.86%	10.7%	2.6%	5.9%	3.6%	3.6%	5.3%	7.7%	3.6%	0.1%	0.0%	100%

Alternative 3 - Bi-Direction Checkpoint Service with Central Peninsula Weekend Service																
Operating Cost	Estimated Trips	Operating Cost	Estimated Fare	Net Operating Cost	5311	AMHT	State General Funds	Borough	City of Soldotna	City of Kenai	Homer	TANF	Service Contracts	Misc. Income/Grants	Medicaid	Total Funding Request
18-hour Dedicated Vehicle (11 drivers)	52,800	\$1,126,752	\$200,398	\$926,354	\$699,345	\$105,000	\$25,000	\$98,000	\$69,000	\$69,000	\$52,000	\$75,000	\$35,000	\$2,600	\$0	\$1,229,945
24-hour AK Cab (5,000 trips)	5,000	\$163,150	\$0	\$163,150												
Homer (9,000 trips)	9,000	\$120,690	\$0	\$120,690	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ionia (4,200 trips)	4,200	\$19,748	\$0	\$19,748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	71,000	\$1,430,340	\$200,398	\$1,229,942	\$699,345	\$105,000	\$25,000	\$98,000	\$69,000	\$69,000	\$52,000	\$75,000	\$35,000	\$2,600	\$0	\$1,229,945
					56.86%	8.5%	2.0%	8.0%	5.6%	5.6%	4.2%	6.1%	2.8%	0.2%	0.0%	100%

*Budget amounts are based on CARTS history. State, Federal and other grants are not guaranteed.

Appendix D – CARTS Five-Year Plan Implementation Activities for Proposed Service Alternatives

Five-Year Plan for Implementation Activities, Assuming Phased Service Expansion Funding Support

Year 1

- Collaborative discussions with local funding partners to request and secure local match funding; apply for and confirm state and federal funds.
- Build CARTS operating budget and service scenario(s) accordingly.
- As local and state funds are secured, modify dedicated vehicle service to 18-hour service span, 7-days a week and continue to operate demand taxi through Alaska Cab for a 24-hour period 7-days a week.
- Provide 5-day personal time-off and holiday pay for operators and dispatchers.
- Reinstate 18-hour Central Peninsula weekend service.
- As local and state funds are secured, re-establish Homer taxi-voucher program trip goal of 9,000 annual trips.
- Continue Ionia trip reimbursement trip goal of 4,200 annual trips.
- Begin developing marketing campaign, signage and operational testing of checkpoint service.

Year 2

- As local and state funds are secured, implement single-direction checkpoint service for Central Peninsula.
- Evaluate system performance (all modes).

Year 3

- Evaluate system performance (all modes).
- As local and state funds are secured, purchase revenue vehicle for checkpoint service if needed.
- Determine if bi-directional checkpoint service is warranted in Year 4.
- As local and state funds are secured, if agency can implement bi-directional checkpoint service, begin hiring process for additional operators for bi-directional checkpoint service.

Year 4

- Evaluate system performance (all modes).
- Implement bi-directional checkpoint service if warranted.
- Determine feasibility and identify funding for implementing dedicated vehicle program in Homer.

Year 5

- Evaluate system performance (all modes).
- When feasible, implement dedicated vehicle program in Homer.

Note: Should sufficient funding become available earlier within the five (5)-year period and CARTS determines that additional service should be provided, staff, with Board approval, can accelerate project implementation of these system alternatives.