

Seward

Coordinated Public Transit-Human Services Transportation Plan

Lead Agency: CARTS

2015

S e w a r d

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I. Introduction/Executive Summary

The intent of this plan is to document the efforts of our community to coordinate transportation for our residents, especially the elderly and individuals with a disability. In order to be eligible for Federal Transit Administration (FTA) or Alaska Mental Health Trust funds through the Alaska DOT&PF Alaska Community Transit office (ACT), projects must be derived from a locally developed coordinated plan. These funding sources focus on the transportation needs of disadvantaged persons and those with special transportation needs that cannot be met through traditional personal automobile or public transportation means. The coordinated plan identifies existing transportation providers, unmet transportation needs and duplications in human service and public transit service. The plan also identifies goals and strategies to decrease duplication, address the gaps in service, and provide better transportation options for our community.

II. Community Information

A) Location

Seward is located at the head of Resurrection Bay and is part of the Kenai Peninsula Borough. The Kenai Peninsula Borough encompasses an area of more than 16,000 square miles in Southcentral Alaska and includes nearly the entire Kenai Peninsula as well as the western side of the Cook Inlet. The borough extends from the City of Anchorage and the Matanuska-Susitna Borough on the north to the Gulf of Alaska on the south. Only the portion on the Kenai Peninsula itself is accessible via the highway road system. The Seward Highway extends through the borough from Portage to Seward in the southeastern portion of the borough, and the Sterling Highway from Mile 38 of the Seward Highway through Sterling and Soldotna to Homer, and via the Kenai Spur Highway turning off at Soldotna to Kenai.

The Kenai Peninsula is in the maritime climate zone of Alaska. Winters are relatively mild compared to other regions of the state, the average maximum temperature for Seward is 31 degrees F in January and 62 degrees F in July. The average minimum temperature is 21 degrees F in January and 50 degrees F in July. Average total precipitation is 68.2 inches of rainfall, with 83.4 inches of snowfall.

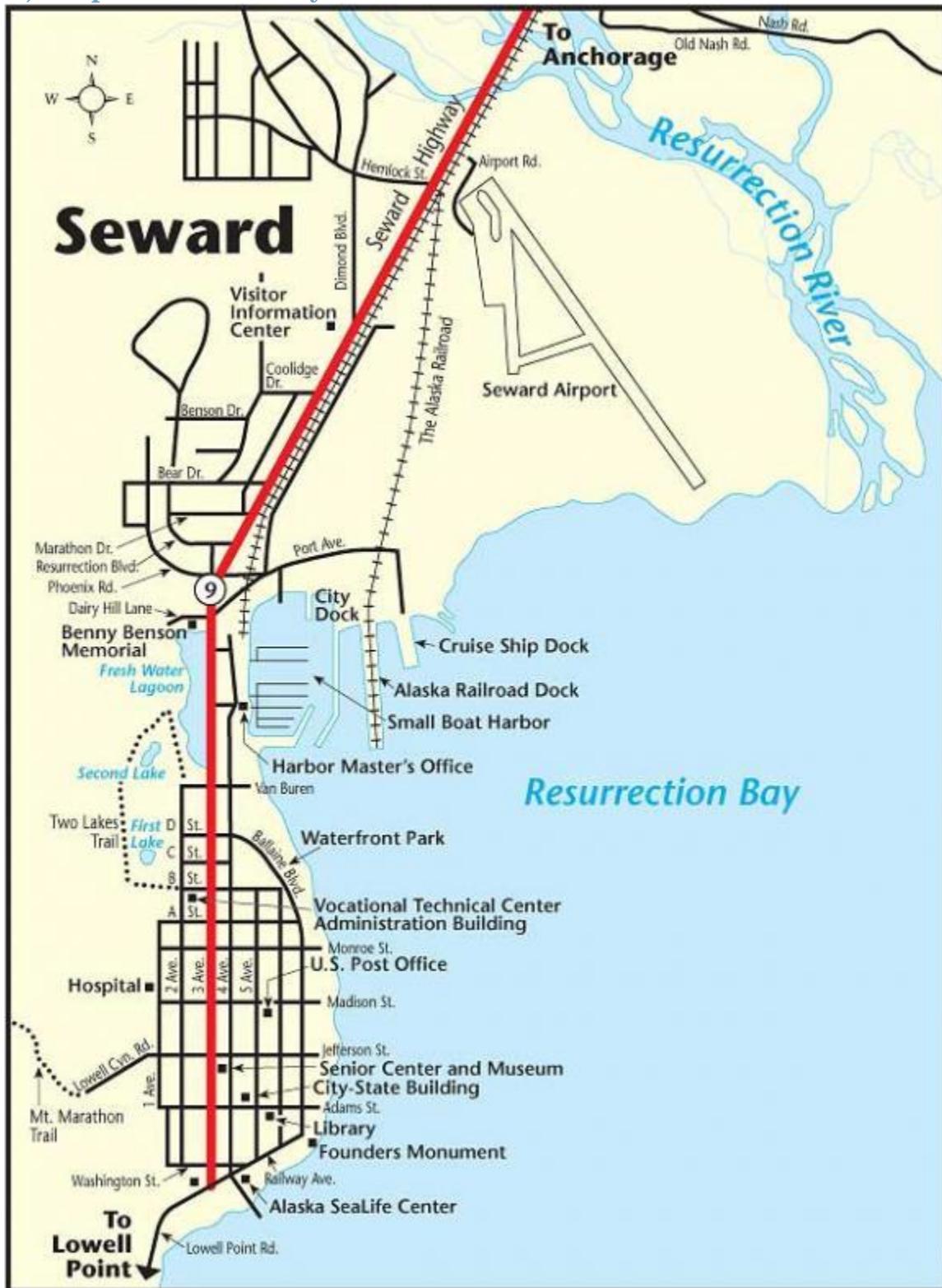
The shortest day of the year in the Seward area is December 21 with 5 hours and 49 minutes of daylight. On the longest day, June 20, there are 18:56 hours of daylight.

Seward is 126 miles south of Anchorage and can be reached via the Seward Highway Scenic byway, the Alaska Railroad, as well as air and cruise ship.

B) Population

As of the 2010 census, the population of the Kenai Peninsula Borough was 55,400. For this plan the Seward area includes the city of Seward, and the neighboring communities of Lowell Point, Bear Creek and Primrose. According to the 2010 census the population of this area is 2,693. The population of the area including neighboring communities is approximately 4,837.

C) Map of Community



III. Assessment of Available Resources & Services

A) Coordination Working Group

Coordination would not be possible without a group effort. Our community has come together to pool our resources and work as a team to provide enhanced mobility for our seniors and individuals with disabilities.

The participants in the coordination working group include representatives from the Seward Senior Center, Independent Living Center, CARTS, Seward Taxi & Tours, City of Seward Parks & Rec, SeaView Community Services, First Student, as well as representatives from the general public.

B) Current Transportation Options

1. City of Seward. Since 2011, the city has contracted with First Student to operate a 4-month (mid-May to mid-Sept) shuttle that brings passengers from cruise ship area to downtown. The transportation is provided in a yellow school bus. The service is wholly funded through the use of passenger (“head”) tax. That tax is governed by state guidelines on how tax from vessels in international trade are used. Intent of legislation is to provide a service to the ship and its passengers. This impacts routing of shuttle (e.g., must serve destinations of use to cruise ship passengers).

Local residents are also able to use the shuttle for free during the summer months. First Student opted not to charge a fee from local residents for the shuttle, although the contract with the city did not prevent them from doing so.

The shuttle runs on a 30-40 min schedule, with no set times, and travels from the waterfront (near the SeaLife Center) to the Chamber of Commerce, with an extended service to the Seward Army Rec Camp during some of the runs.

2. Seward Senior Center: primarily provides transportation to/from its own services, which include the meals and before and after activities, 5 days/week up to 4:00 p.m. Secondly it provides services to medical appointments (OW trips in town), and tertiary to bank/shopping/post office. Transportation schedule is M-F, 9-10:45 am for general trips and to bring people to the Center, then leaving the agency at 12:45 pm to take seniors home, with potential stops at bank/PO/grocery store. Senior w/o their own transportation cannot stay for the afternoon activities (last ride home is the van at 12:45 pm). In 2014, the Center provided an average of 15 OW trips/day (76/week; 4,000/year)
3. SeaView provides trips to its services and primary health care services using Medicaid vouchers. It also uses its vehicles and staff to transport clients to its services when the transportation is not covered under Medicaid, and at times to take clients to out-of-town medical specialist appointments. SeaView

vehicles are used 100% of time during the week, but not on weekends and evenings. SeaView would be willing to contract out its vehicles when they are not in use.

4. Providence Hospital has a taxi voucher program, limited to \$50/year/person, due to the state's interpretation of anti-kickback laws.
5. Seward Community Health Center does use its own taxi vouchers and Medicaid-approved taxi vouchers that can be redeemed for pre-approved medical appointments. Transportation is paid for travel to Anchorage which is maybe twice a year.
6. Mountain Haven nursing home provides transportation for its residents to/from out-of-town medical appointments. Mountain Haven does background checks + in-house training for its drivers
7. North Star Health Clinic provides reimbursement for gas when referred to Anchorage with Purchased Referred Care funding or can provide a RT ticket from the Seward Bus Line to Anchorage.
8. Advanced Therapy will sometimes provide cash for patient trips (need to confirm)
9. Seward Parks & Rec Dept. provides transportation to some youth to the Teen & Youth Center programs. TYC kids gets coupons/vouchers.
10. There are several (<10) taxi companies in Seward (the number fluctuates almost continuously, so it is difficult to capture the exact number). Only one (Seward Taxis and Tours, operated by Sheila Berticevich) has complied with federal regulations required to be a Medicaid transportation provider. This company operates a 2005 non-wheelchair accessible minivan and charges \$2/mile (\$285 OW) for trips to Anchorage. Seward Taxi & Tours and another company, Greg's Taxi, provide taxi service ILC clients under the ILC's voucher program.
11. Seward Bus Lines operates service to Anchorage. Can be reimbursed for Medicaid trips. (Because it will provide trips to ANC at a lower cost than taxis, Medicaid will not reimburse for taxi trip to ANC, but will reimburse for taxi trip to Kenai and Soldotna).
 - Summer (May 1-Sept 14; 7 days/wk): ANC to Seward, leaves ANC 9:30 am and 2:00 pm (\$39.95 OW)
 - Summer (May 1-Sept 14; 7 days/wk): Seward to ANC, leaves Seward 9:30 am and 2:00 pm (\$39.95 OW)

- Winter (Sept 15-Apr 30; Mon–Sat): ANC to Seward, 2:00 pm to 5:15 pm
- Winter (Sept 15-Apr 30; Mon–Sat): Seward to ANC, 9:30 am to 12:15 pm

12. Kenai Fjord Tours operates a shuttle bus for its own passengers during cruise ship months (summer), operating 3 vehicles continuously during the day. During the rest of the year, those vehicles sit in storage. At least these 3 shuttle vehicles are wheelchair-accessible.

13. Park Connection operates service between Seward and ANC May 16 to Sept 13 (cost: \$90 same day RT, \$55 OW):

- ANC Egan Center 7:00 am->Seward Small Boat Harbor 9:45 am, Return Seward 6:30 pm->ANC 9:30 pm

14. Two Dogs, a freight company, will sometimes take passengers

C) Inventory of Available Resources and Services

Below is a listing of the agency vehicles available and current transportation services within the community.

Vehicle Inventory:

Senior Center

- 1 2005 van (wheelchair accessible), seats _7_ passengers (w/o wheelchair)
- 1 2015 MV-1, seats _3_ passengers (w/o wheelchair)

Seaview

- 2 2015 accessible vans, seats 8 passengers (w/o wheelchair)
- _6_ sedans, seats _4_ passengers (w/o wheelchair)
- _3_ vans, seats _12_ passengers (w/o wheelchair)

Mountain Haven

- 2009 Ford e350 van (used for long-distance trips), approx. 20 seats
- 2009 e450 Cutaway bus (wheelchair accessible), 10 seats + 1 wheelchair – donated by Providence (corporate)
- Another e450 Cutaway bus (year unknown), seats _8_ passengers (w/o wheelchair)
- 1 2014 Dodge Caravan, seats _5_ passengers (w/o wheelchair)

AVTEC

- 14-passenger “turtle-top” bus on e450 van chassis, seats _13_ passengers (w/o wheelchair)
- Other vans (?)

Qutekcak Native Tribe

- 1 van – 12 passenger without wheelchair access

Seward Parks & Rec Dept.

- 3–4 15-passenger vans, none accessible

Private services

- Seward Taxi (Sheila Berticevich) – 2005 Dodge Grand Caravan
- Kenai Fjord Tours (at least 3 accessible buses)
- First Student (school buses)

IV. Assessment of Transportation Needs

A) Demographics

FTA defines a “coordinated public transit-human service transportation plan” as a plan that “identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes, that provide strategies for meeting those local needs, and prioritizes transportation services for funding and implementation.” The following tables depict detailed demographics of these group types for Seward.

Table 1

Community Demographics	
2010 Population	2693
Population 65 and over	255
Percent Population 65 and older	9.5
Per Capita Income	30,076
Median Family Income	69,158
Median Household Income	49,432
Persons in Poverty	2,233
Percent Below Poverty	123

Source: U.S. Census Bureau Census 2010.

Table 2

Commuting to Work	
Workers 16 years and over	1127
Car, truck, van – drove alone	543
Car, truck, van – carpoled	143
Public transportation (excluding taxi)	0
Walked	258
Other means	105
Worked at home	78

Source: U.S. Census Bureau Census 2010.

Table 3

Household Income	
Total:	939
Less than \$10,000	45
\$10,000 to \$14,999	37
\$15,000 to \$24,999	108
\$25,000 to \$34,999	127
\$35,000 to \$49,999	160
\$50,000 to \$74,999	182
\$75,000 to \$99,999	99
\$100,000 to \$149,999	72
\$150,000 to \$199,999	69
\$200,000 or more	40

Source: U.S. Census Bureau Census 2010.

Table 4

Household by Type	
Total Households	928
Households with individuals 65 years and over	174
Percent Households with individuals 65 years and older	18.8
Average household size	2.14
Average family size	2.87

Source: U.S. Census Bureau Census 2010.

Table 5: U.S. Department of Health and Human Services Poverty Guidelines, 2015

Size of Family Unit	48 Contiguous States and D.C.	Alaska	Hawaii
1	\$11,770	\$14,720	\$13,550
2	\$15,930	\$19,920	\$18,330
3	\$20,090	\$25,120	\$23,110
4	\$24,250	\$30,320	\$27,890
5	\$28,410	\$35,520	\$32,670
6	\$32,570	\$40,720	\$37,450
For each additional person, add	\$4,160	\$5,200	\$4,780

Source: Federal Register, Vol. 80, No. 14, January 22, 2015, pp. 3236-3237

B) Gaps in Service

Medical Transportation Needs

1. The Seward Community Health Center (in town), is a federally qualified health center (FQHC) that operates a comprehensive primary care clinic co-located within Providence Seward Medical Center. SCHC opened March 10, 2104. The clinic's hours are M - F 8am–6pm.

The Health Center's mission is to identify and serve the health care needs of the community by providing quality, affordable services and promoting wellness, prevention and partnerships. This includes providing services to the uninsured and the underinsured and removing financial and other barriers to care. SCHC serves all people and takes all forms of insurances regardless of ability to pay. Its service area extends to Y-junction, at the turnoff to Soldotna, encompassing about 5,700 people, about half of whom (2,800) live w/in Seward city limits. In 2014, 15% of patients were from out-of-area zip codes. The clinic currently employs three full-time, permanent physician and mid-level providers and counts over 2,000 unduplicated patients on its rolls (representing about 5,000 visits per year); this number of unduplicated patients is projected to grow to close to over 3,000 as more people learn about the clinic's services. Currently the clinic is adding 30 new

patients per week, mostly in the 25–64 age bracket, but is seeing a growing number of younger patients as well. Currently, about 55% of patients have commercial insurance, 15% have no coverage, 10% have Medicaid, and 20% have Medicare.

Most patients are self-driven, but some are driven by family members/friends and some come by taxi. Some people walk up street from 3rd and Jefferson, a walk up a slight incline that can be hard for older adults, especially in the winter. As an FQHC, the clinic is required to provide transportation for anyone who needs it and may use a variety of acceptable options to meet this requirement. Since opening, the clinic has provided 71 vouchers, at a cost of \$1,015.

2. Providence Hospital (in town) is a 4-bed acute care hospital, primarily used for emergency services (24/7) as well as laboratory, and radiology services (Mon-Fri 8:00 am–5:00 pm). Occupational, speech, and physical therapy services are provided through its long-term care center, Mountain Haven. The hours for these services are Mon-Fri, 8:00 am–4:30 pm. Providence’s highest priority is how to coordinate services for transporting nursing home patients to Anchorage for services; currently Providence Mountain Haven staff drive them in a Providence vehicle (often a single patient at a time).
3. North Star Clinic (in town) provides health care and dental services to Chugach Native peoples, including to local Qutekcak tribal members, both at its clinic in Seward and through mobile care to remote villages. The North Star clinic hours are Mon-Fri, 9:00 am–5:00 pm.
4. SeaView Community Services provides behavioral health and other supportive services in the community (e.g., disability services, prevention services for children and youth). 30% of its services are grant funded, and the rest are billed to Medicaid. The hours for its services are Mon-Fri, 8:00 am–5:00 pm.

Transportation is a small part of several programs they offer, and only sometimes is a reimbursable expense. Any transportation provided is generally linked with the services SeaView provides or with giving client access to primary care, as follows:

- Substance abuse (SA) clients: provide taxi vouchers when their driving privileges have been suspended, to get them to work and services
- Chronically mentally ill: provide Medicaid-reimbursed transportation to services. Difficult to find taxi providers who will deal with this population. SeaView staff often accompany them

- Domestic violence program: transport people to safe shelter, often out of the community
- Client's w/medical needs: sometimes staff will drive SeaView vehicles to take client to ANC, Soldotna, Kenai to see specialist.
- Through State of Alaska's Senior & Disability Services, can fund some taxi vouchers to people enrolled in waiver program (lifetime enrollment)
- Youth & family services (children w/emotional disability).
SeaView also can offer 1 time assistance for transportation (or other needs) using a local quality of life fund, funded through community donations.

In FY 2015, SeaView spent close to \$100,000 on transportation costs, including costs for its own vehicles (depreciation, fuel, insurance, and maintenance), vouchers, and staff time used to drive vehicles, and one FTE transportation coordinator. The SeaView director would like to find alternative transportation options for its clients that would not require so much of its staff and other resources.

5. Other medical destinations in the Seward area include the following:
 - Glacier Family Clinic, 11724 Seward Hwy (approx. mile marker 3.75)
 - Advanced Therapy, 302 Washington St.
 - Progressive Chiropractic, 11694 Seward Hwy (approx. mile marker 3.75)
 - Michael Moriarty, DDS, 400 4th Avenue (within city limits)
 - Safeway pharmacy (approx. mile marker 2)

Identified transportation needs:

- To Seward medical complex (Providence Hospital and the Seward Community Health Center), with door-to-door service needed for some patients
- To Mountain Haven for physical, occupational, and speech therapy
- More Medicaid-billable transportation options to local and out-of-town services (currently served by only 1 taxi company)
- To specialists services outside Seward (in Anchorage, Kenai, and Soldotna)
- To Seaview for its infant learning program, for young children receiving to trauma-related recovery
- To Seaview for children receiving after-school therapy and full-day therapy (during school breaks). School system will not transport school to Seaview therapy because it is not a registered day care, so Seaview staff transport them.

Older Adult Transportation Needs

1. Seward Senior Center is open 9am–4pm and offers meals and other educational and support services to older adults. It provides meals to 30–40 seniors in its congregate dining room M-F at 11:45 a.m., and 15–16 meals on wheels to homebound seniors. The Center receives an Alaska NTS (nutrition, transportation, support services) grant that helps to pay for some of its services, including for transportation services that enable seniors to maintain mobility and independence. The Center has one vehicle, used for delivering meals and transporting seniors. It also has a small base of volunteer drivers that are used to fill in for the regular driver when he cannot drive. United Way gives the Center a small grant to support transportation, which is supplemented by city funds.

It is forecasted that the city will have an 8% annual growth in the number of older adults over the next few years.

Identified transportation needs:

- Trips around town (medical services, grocery store, library, PO, bank, faith-based, social)
- To/from Senior Center for late afternoon programs (Senior Center transportation ends after the 12:45 pm run)
- To medical specialists outside Seward (in Kenai, Soldotna, and Anchorage)
- Improvements to walking infrastructure (cleared sidewalks, clearly marked pedestrian walkways, more sidewalks)
- More curb-to-curb service

People with Disabilities

1. The Independent Living Center for the Kenai Peninsula operates in Soldotna, Seward, Homer, and in outlying areas (Kodiak, Valdez, and Cordova Census areas). The ILC launched a taxi-based voucher program in the Central Peninsula in 1991 and continues it today. Consumers purchase coupons for \$3/each voucher; the voucher is then good for up to a \$10 cab fare (one way trip). The program is supported with \$26,000 in funds, with \$13,000 from the Sect. 5310 program, and \$13,000 local match from the Alaska Mental Health Fund + rider contributions.

In Seward riders ($n = 55$) are limited to 40 vouchers/month. The most common destinations in Seward are the Safeway (grocery store and pharmacy), post office, medical services.

The voucher program requires quite a bit of administrative bookkeeping, all of which is done by ILC staff. ILC staff handwrite each individual's name on the voucher so it can be used only by them and hand-stamp the expiration date on the voucher. The mental health trust requires the ILC to keep data

on the number of riders that fit within specific categories (e.g., age, disability, etc.). At the Seward ILC, a .25 FTE is needed for the administrative work and at the Homer ILC FTE .25. The ILC executive director does the data analysis and grant writing. None of the staff time is captured and reimbursed at this time.

The ILC also provides transportation for its Trails program, through a contract arrangement with SeaView Community Services.

The ILC would like to be able to provide less staff-intensive transportation options to its consumers.

Identified transportation needs:

- Trips around town (medical services, grocery store, library, PO, bank, faith-based, social)
- To medical specialists outside Seward (in Kenai, Soldotna, and Anchorage)
- Lift-equipped taxis in Seward and Homer
- Ability to expand voucher program to serve more trips (or some other expanded transportation option)

Youth

1. The local vocational college, AVTEC, provides classes for approximately 125 students on its four Seward area campuses from mid-August to the end of June. Many of the students live on campus, and receive transportation to classes and lunch. They must be in class by 8:30 am and be in class for a prescribed number of hours each day to comply with the school's accreditation requirements (the schedule is very strict). The buildings open only shortly before 8:30, and students arrive close to 8:30 to avoid waiting outside, especially in the winter...

AVTEC currently provides all its students' transportation needs with its own vehicles from mid Oct to end of March/early April. The van travels from the residence life campus to the First Lake campus (4–5 blocks away) in the morning, to and from lunch, and then returns students home at the end of the day (3:30 pm).

2. Seward HS offers students a hybrid learning model which incorporates some at-home learning, after-school learning, early release, independent study, and on-the-job training, in addition to traditional in-school learning. This hybrid model creates unusual transportation needs, such as the need for students to go to/from school mid-day, to attend after-school learning and other extracurricular activities (sports, clubs), to travel to internships/apprenticeships.

For the 2014–15 and 2015–16 school years, the HS was able to fit an additional 5:00 pm bus home from school within its existing First Student transportation contract. This in essence extended the school year to 7:30-4:50 pm. In 2014–2015, 30% of the upperclassmen participated in on-the-job training in the community.

Identified transportation needs:

- Transportation home from Boys & Girls Club (6:00 p.m.)
- More options for non-driving-students to participate in internships, on-the-job training
- Transportation to the Teen Youth Club
- More flexible options for AVTEC students to in-town destinations
- Transportation to/from ANC airport for AVTEC students at the beginning/end of academic year and to/from ANC for weekend visits (currently can leave Seward Sat. 9:30 a.m. to go to ANC, but can't return until Monday evening, which means they miss a day of classes)
- AVTEC students to get their children to day care

People with Limited Income

Conversations were not held with the TANF (Temporary Aid for Needy Families, follow-up to Welfare) or workforce agency to identify transportation needs for low-income families. (Info available from Donald Ireland (donald.ireland@alaska.gov). However, some need could be inferred for residents of Seward's controlled rent housing (listed below):

- Bayside Apartments, 1011 Fourth Ave
- Bay View Apartments, 214 Sixth Ave
- Bear Mountain Apartments, 230 Brownell St
- Gateway Apartments, 1810 Phoenix Rd
- Glacier View Apartments, 200 Lowell Canyon road
- Kimberly Court Apartments, 1821 Swetmann Ave
- Pacific Park Apartments, 106 Caines Street
- Lower-Income Housing on Bear Creek Road

Young families were also observed walking along Seward Hwy from town, including one of a mother, her young son, and a baby in a stroller.



Identified transportation needs:

- Trips around town (medical services, grocery store, library, PO, bank, faith-based, social)

Other Needs

- Wheelchair-accessible vehicles
- Coordinated voucher system – reduce admin time
- Infrastructure (sidewalks) and year round maintenance
- Marketing/advertising/open house/public awareness
- Driver training
- Maintenance/storage of equipment
- General shopping trips to out-of-town destinations (ANC, Kenai, Soldotna)
- Public wheelchair access, with no attachment to a social service agency (tourist, non-Medicaid consumers, etc.)

V. Goals & Strategies

At the Sept. 13, 2015 meeting, there was consensus among the members of the transportation coordination group in favor of implementing a year-round fixed-route bus in Seward. The bus would be funded through a Sect. 5311 grant, with the 50% local match being provided by the cruise ship passenger tax that Seward receives. CARTS, as the lead agency, will request a planning grant from Alaska DOT in the Oct 1 2015 call for projects, and then request funding to implement the service in the Oct 1 2016 call for projects.

It is envisioned that the fixed-route bus would be operated by a third-party contractor that complies with all federal regulations.

The group discussed routing of the shuttle, taking into consideration the main trip generators: downtown businesses and services, health care services, cruise ship area, grocery stores, low-income housing complexes, rural neighborhoods, churches, and educational campuses. The current summer shuttle runs a loop from the SeaLife Center to the railroad station (with an occasional extension to the Seward Army Rec Camp), a loop that takes 30–40 min in the summer.

Looking at a map of these trip generators, the group recognized two types of routes: those transporting residents within the Seward city limits and those connecting individuals living or working outside the city limits (including guests staying in B&Bs/lodges) into the city. Two options were considered:

- Having two routes, one traveling a loop within the city limits and one traveling a loop outside the city limits, with a potential transfer point at the Chamber of Commerce
- Having one route traveling within the city limits, but having the route extend to the outer limits (mile marker 7) every 2 or 3 loops or something similar.

The group also talked about scheduling. It agreed that it would be best to have the same fixed schedule year round, as residents will more likely incorporate public transit into their daily routine if it is a consistent service.

The group understood that once it received federal funds to implement a fixed-route service, it would then need to also operate an ADA-complementary demand-response service for riders who could not use the fixed-route service because of the following reasons (also see [ADA regulations](#)):

1. Any individual with a disability who is unable, as the result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any

vehicle on the system which is readily accessible to and usable individuals with disabilities.

2. Any individual with a disability who needs the assistance of a wheelchair lift or other boarding assistance device and is able, with such assistance, to board, ride and disembark from any vehicle which is readily accessible to and usable by individuals with disabilities if the individual wants to travel on a route on the system during the hours of operation of the system at a time, or within a reasonable period of such time, when such a vehicle is not being used to provide designated public transportation on the route. – *This requirement is met by having all fixed-route buses being able to accommodate wheelchairs.*
3. Any individual with a disability who has a specific impairment-related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system.

Individuals wishing to use the demand-response portion of the service would have to apply for and be determined to be eligible for the service. The eligibility determination process would be developed in accordance with [ADA regulations](#), and with the participation of the public. Providers of the demand-response service could be third-party contractors (e.g., local taxi companies) who have complied with FTA regulations, or could the bus operator itself.

Goal 1 – Meet the transportation needs of the elderly and disabled

Strategy 1 – Continue current voucher program.

Strategy 2 – Streamline voucher programs between agencies.

Strategy 3 – Identify where there is potential for better coordination. Work on shared driver, shared vehicles and shared driver training.

Goal 2 – Increase transportation options for residents of Seward and surrounding areas.

Strategy 1 – Continue meeting to develop best service option to serve the needs of the community.

Strategy 2 - Develop a transit plan.

Strategy 3 – Work to establish local funding commitments for service.

Goal 3 – Implement Service

Strategy 1 – Once funding is secured design pilot services in a limited area.

Strategy 2 – Evaluate pilot service, make necessary adjustments.

Strategy 3 – Extend services as appropriate.

VI. Priority of Projects

Priority	Project	Goal, Strategy
1	Continue Voucher Program	1, 1