



Coordinated Human Services Transportation Plan (CHSTP)

August 2025



SociusAmica

AROUND ANCHORAGE 2025 COORDINATED PLAN

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Table of Contents

	Page
Executive Summary	ES-1
Plan Purpose.....	ES-1
Plan Overview	ES-2
1. Introduction & Background	1-1
Transportation Challenges in the Anchorage Region.....	1-2
Plan Structure.....	1-10
2. Existing Conditions	2-1
Demographics / Urban Analysis	2-2
Urban Analysis	2-13
Existing Service Providers.....	2-15
Transportation Needs Assessment.....	2-18
3. Plan Review	3-1
Review of 2018 Coordinated Plan.....	3-2
4. Community Engagement	4-1
Diverse Voices, Shared Themes	4-3
Common Themes	4-4
Transportation Working Group.....	4-5
Working Group Members	4-5
Provider Survey.....	4-10
Rider Survey Results.....	4-16
Feedback Themes and Recommended Priorities	4-19
5. Goals and Strategies	5-1
Themes, Goals, and Strategies	5-1
Goals of the 2025 Coordinated Plan	5-3
Strategies.....	5-6
6. Plan Implementation and Funding Sources	6-1
Strategy Prioritization	6-1
Implementation Steps.....	6-9
Performance Metrics	6-12
Funding Sources for Strategy Implementation	6-14
7. The Road Ahead	7-1
Annual Reporting on The Coordinated Plan: State of Coordination in the Municipality of Anchorage	7-2
Lead Agencies Oversee Implementation.....	7-2
Linking Region-Wide Mobility Options	7-5
Next Steps	7-6
Performance Metrics	7-7
Appendix A: Public Involvement	
Appendix B: Working Group Meetings	
Appendix C: Provider Survey Results	
Appendix D: Rider Survey Analysis	
Appendix E: Survey Instruments	

AROUND ANCHORAGE 2025 COORDINATED PLAN

MOA

Table of Figures

	Page
Figure 1 Public Transportation Modes	ES-2
Figure 2 Target Populations.....	ES-3
Figure 3 Jobs Within 30 and 60 Minutes by Transit	ES-5
Figure 4 Transit Propensity Index.....	ES-6
Figure 5 Existing Service Providers.....	ES-7
 Figure 6 Mobility Challenges of Target Populations	 1-3
Figure 7 Public Transportation Modes	1-5
 Figure 8 Indigenous Population.....	 2-4
Figure 9 Individuals with a Disability	2-5
Figure 10 Individuals Living Below Poverty Level.....	2-6
Figure 11 Population Aged 65 and Over	2-7
Figure 12 Total Population, By Census Tract.....	2-8
Figure 13 Veteran Population	2-9
Figure 14 Households with No Vehicle Available	2-10
Figure 15 Transit Propensity Index.....	2-11
Figure 16 Jobs Accessible Within 30 Minutes by Transit.....	2-13
Figure 17 Jobs Accessible Within 60 Minutes by Transit.....	2-14
Figure 18 Existing Service Providers.....	2-15

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EXECUTIVE SUMMARY

This Coordinated Human Services Transportation Plan Update, or “Coordinated Plan Update,” is the latest mandated five-year update for the Municipality of Anchorage.

Plan Purpose

A Coordinated Plan’s purpose is to improve transportation for older adults, people with disabilities, and others facing mobility challenges. Required under federal, state, and regional policy, coordinated plans ensure transit and human service providers work together to meet the needs of transit-dependent populations. This updated plan clarifies why coordination is essential, identifies the groups most affected, and outlines available transportation modes in Anchorage, providing context, needs assessment, and strategies to guide more equitable and efficient transit services in the region.

The Anchorage Region

The Municipality of Anchorage covers approximately 1,962 sq mi, with a population of about 291,000—roughly 40% of Alaska’s total population. The municipality offers a rare blend of urban density and direct access to wilderness, with a public transit system serving both urban neighborhoods and outlying communities, creating both opportunities and challenges for an integrated, multi-modal transportation framework.













Plan Overview

Transportation Modes in Anchorage

Coordinated plans must consider each mode of transportation available in a given region, including those connecting to and from adjoining areas. Common public transportation modes are summarized in Figure 1. Modes available in Anchorage are indicated in blue, with unavailable modes in gray:

Figure 1 Public Transportation Modes

	Passenger Rail Moves many customers over long distances, usually with high frequencies. <i>(While the Alaska Railroad does transport passengers, FTA does not consider this mode commuter rail.)</i>
	Bus Rapid Transit Bus service on high-frequency corridors with dedicated infrastructure, such as exclusive bus lanes, traffic signal priority, or upgraded stations.
	Commuter/Express Bus Routes Long-distance service for passengers needing access to employment, education, medical, and shopping opportunities not otherwise available in their area.
	Fixed Route Bus (People Mover) Buses operating on predetermined routes with set schedules and stops, the most common form of public transportation in the U.S.
	Flex Route Bus Also known as “deviated fixed-route,” this service operates on a scheduled fixed route where drivers may “deviate” off-route at the request/need of customer(s).
	Demand Response Demand response transit service is “demand-based,” based on the needs or schedules of customers. It is the second largest type of public transit service in the U.S.
	Paratransit Service (AnchorRIDES) The Americans with Disabilities Act (ADA) requires that transit operators offering fixed-route services must offer “comparable” service to individuals with disabilities.
	Ride Share/Transportation Network Companies (TNCs) Ride share, also known as ride-hailing, is a form of transportation service that is a hybrid between demand-response and taxi service.
	Volunteer Transportation Program Volunteer transportation operates a variety of ways but centrally relies on volunteer drivers to drive passengers.
	Carpool/Vanpool Programs Carpools and vanpools are another low-cost alternative to serve anywhere from three to 18 passengers. Anchorage has a municipal carpool/vanpool program contracting with Commute with Enterprise for vans.

Existing Conditions

The study team examined demographic characteristics, transportation needs, and service gaps in the Municipality of Anchorage for this update.








Demographics

This Coordinated Plan Update aims to improve transportation access and services for specific target populations. These groups often face greater mobility challenges due to age, income, disability, language, or location. The table below provides an overview of each group, the mobility challenges they face, and pertinent demographic information in the Anchorage region.







Figure 2 Target Populations

Target Population Challenges and Demographics in Anchorage	
	<p>Older Adults (<i>aged 65 and older</i>): May drive less often due to health or mobility limitations, creating greater reliance on transit.</p> <p>Older adults are 13% of Anchorage’s population, with the largest presence on the northwest and southeast edges of the municipality.</p>
	<p>Youth Populations (<i>ages 10 to 17</i>): Often cannot drive and may lack access to reliable transportation to school, jobs, and activities.</p> <p>The Rider Survey indicated youth constitute less than 5% of current ridership on People Mover.</p>
	<p>Individuals with a Disability: Physical or cognitive limitations may prevent independent travel, requiring additional support.</p> <p>They represent 15% of Anchorage’s population, with higher concentrations in the northern city center and areas like Eagle River and Chugiak—suggesting a need for expanded paratransit and first/last-mile support in those areas.</p>
	<p>Individuals Living in Poverty: Often cannot afford a personal vehicle and may struggle with even the cost of transit fares.</p> <p>Low-income residents comprise 8% of the population, with a sharp concentration just north of East 5th Avenue.</p>
	<p>Indigenous Populations: Often live in rural or isolated areas with limited transit access and long travel distances to services.</p> <p>This population makes up 8% of Anchorage’s population, with the highest concentrations in central and western areas.</p>

AROUND ANCHORAGE 2025 COORDINATED PLAN

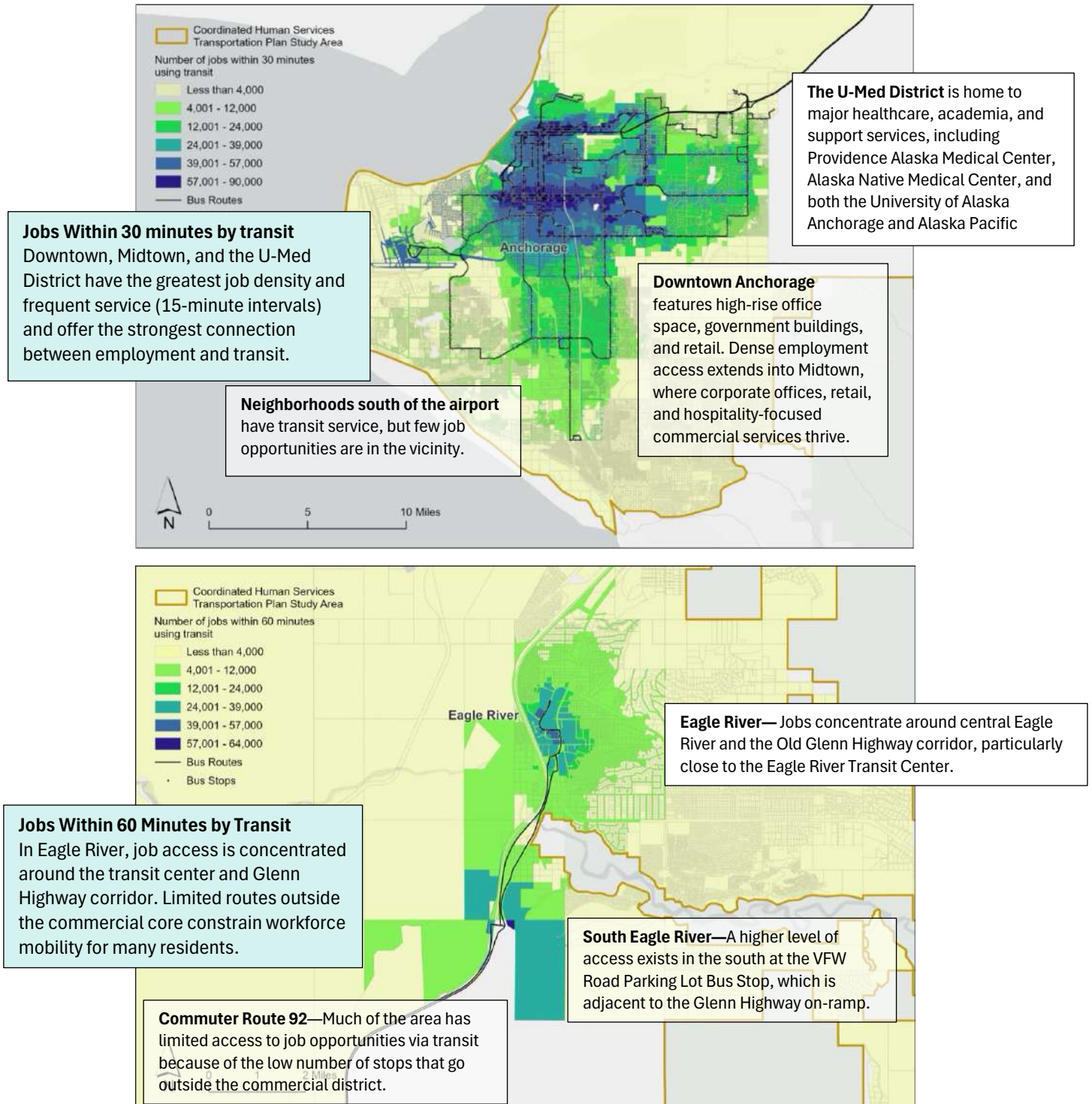
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Target Population Challenges and Demographics in Anchorage	
	<p>Veterans: <i>Face challenges reaching healthcare and services, especially when living in rural areas.</i></p> <p>Comprising 11% of Anchorage’s adult population, veterans are most heavily concentrated near Joint Base Elmendorf-Richardson.</p>
	<p>Limited English Speakers: <i>Language barriers make it harder to understand or access available transportation services.</i></p> <p>Over 95% of the population speaks English at home. A variety of languages make up the remaining 5%, including Korean, Yup'ik, Tagalog or Filipino, Russian, Hmong and Samoan.</p>
	<p>Households with No Vehicle Access: <i>Lack private transportation and must depend entirely on transit or others for mobility.</i></p> <p>Mirroring those living with poverty just north of East 5th Avenue, 17-25% of the population there has limited vehicle access.</p>
	<p>Unhoused Individuals: <i>Often lack reliable or affordable transportation, limiting access to jobs, food, and services.</i></p> <p>Almost 30% of respondents to our Rider Survey indicated they have spent at least two days unhoused in the last year.</p>

Urban Analysis

Transit availability can be assessed by several factors, including the number of jobs accessible by transit within a certain time. The study team considered transit-accessible jobs available via 30- or 60-minute transit rides from central Anchorage, which revealed distinctive regional patterns.

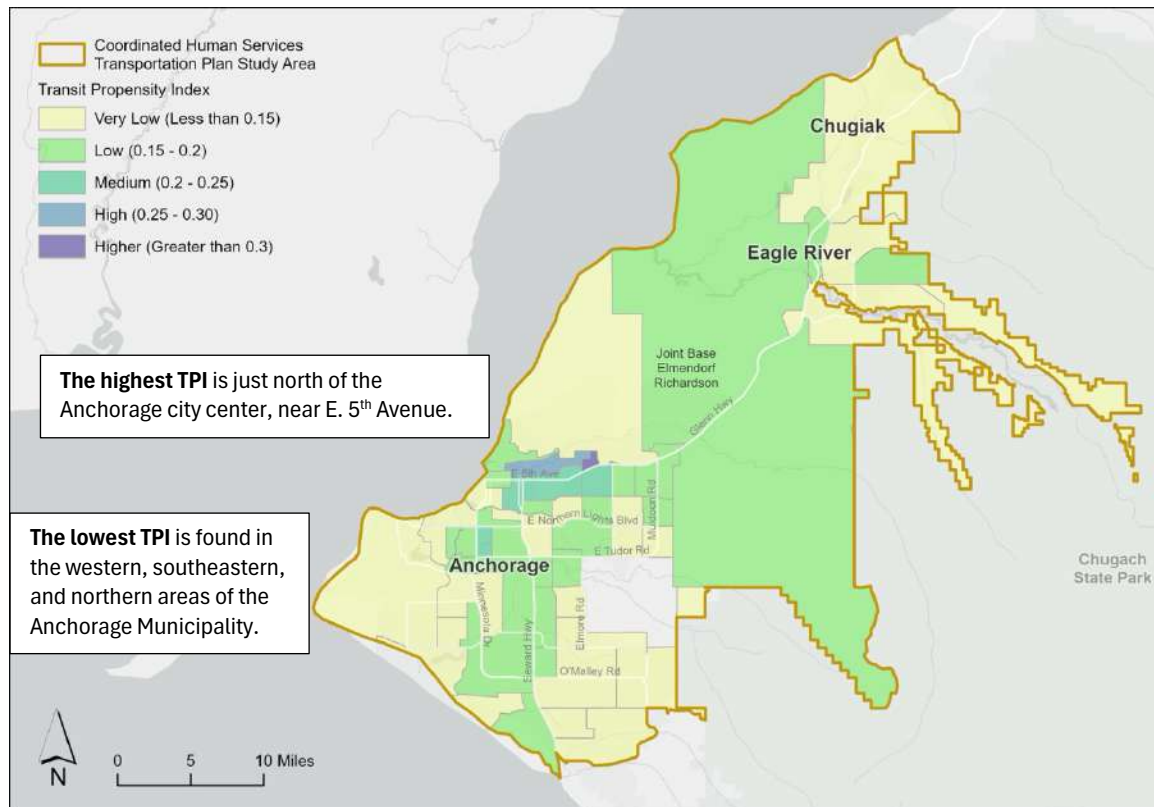
Figure 3 Jobs Within 30 and 60 Minutes by Transit



Transit Propensity Index

The Transit Propensity Index (TPI) reflects the level of need for transit services in a designated region. In Anchorage, the area with the highest TPI coincides with the part of the municipality with the highest concentration of individuals living below the poverty line.

Figure 4 Transit Propensity Index



Existing Service Providers

Figure 5 captures the service providers currently operating in the Anchorage region. Service providers include not only public transportation but also human service and private providers.







Figure 5 Existing Service Providers

Fixed Route
People Mover peoplesmover.org
Demand Response Paratransit
AnchorRIDES muni.org/Departments/transit/AnchorRides
Human Services
Alaska Medical Transport alaskamedicaltransport.com
Alaska Medicaid NEMT Brokers health.alaska.gov
Alaska Mental Health Consumer Web akmhcweb.org
The Arc of Anchorage thearcofanchorage.org
Armed Services YMCA of Alaska Y on Wheels alaska.asymca.org/y-on-wheels
Assets Inc. assetsinc.org
Department of Veteran Affairs vetride.va.gov/app/home
Governor's Council on Disabilities and Special Education doh.gcdse.info@alaska.gov
Hope Community Resources hopealaska.org
McKinley Services of Alaska mckinleyservicesllc.com
SALA Medical salamedics.com
Salvation Army Serendipity Adult Day Services serendipity.salvationarmy.org
Statewide Independent Living Council of Alaska alaskasilc.org
Triton Medical Transportation sentrymedicalcare.com/transport
United Non-Emergency Medical Transportation unitednemt.com
Turnagain Social Club turnagainsocialclub.com
Private
Alaska Yellow Dispatch alaskayellowdispatch.com
BAC Transportation bactrans.com
Muni RideShare Vanpooling muni.org/Departments/transit/ShareARide
University of Alaska Anchorage Parking Services

Transportation Needs Assessment

The Coordinated Plan Update's Transportation Needs Assessment evaluated how well current services are meeting community needs—particularly for older adults, people with disabilities, low-income residents, and those in rural areas—by identifying gaps, barriers, and issues of availability, affordability, and reliability. Utilizing surveys, interviews, data analysis, and community feedback, the assessment provides a foundation for system improvements.

Key themes and needs that emerged during the assessment include:

	Theme	Key Needs
	Access to Key Destinations	<ul style="list-style-type: none"> ▪ Shopping, Grocery, Banking ▪ Social Outings ▪ Medical/Dental/Wellness Appointments
	Service Reliability and Timeliness	<ul style="list-style-type: none"> ▪ Real-time arrival information ▪ Improved bus scheduling and frequency
	Safety Concerns	<ul style="list-style-type: none"> ▪ Better bus stop amenities and lighting ▪ Increased security presence
	Accessibility to Paratransit & Alternative Mobility Options	<ul style="list-style-type: none"> ▪ Expanded AnchorRIDES services ▪ Dedicated senior and disability transportation options ▪ Door-to-door services
	Educational Outreach and Information Access	<ul style="list-style-type: none"> ▪ Simplified communication of transit options ▪ Access to information in multiple languages and formats
	Affordability and Economic Impact	<ul style="list-style-type: none"> ▪ Discounted fares for low-income, senior, and disabled individuals ▪ Subsidized programs for employers and employees

2018 Coordinated Plan Review

Purpose of the Review

The 2025 Update built upon the 2018 Coordinated Plan by updating data, incorporating lessons learned, and addressing significant changes in demographics, economic conditions, and transportation systems since 2018. This review process was critical for ensuring the updated plan reflected post-pandemic realities, integrated the latest census and American Community Survey data, and accounted for shifts in funding, coordination efforts, and service delivery. The following table provides the current status of recommendations from the 2018 plan.

2018 Recommendations

Recommendation 1: Work Together as a Community

The 2018 plan called for the creation of a standing human services coordinating committee, but progress stalled due to lack of structure, unclear leadership, and pandemic disruptions. Although an Interagency Committee was briefly convened in 2019, it dissolved without establishing sustainable processes. Moving forward, formalizing a committee with clear charters, meeting norms, and priority projects remains a central need.

Recommendation 2: Build an Inclusive Transportation Network

This recommendation saw the most success. While a dedicated plan for mobility for seniors and persons with disabilities was not produced, the 2020 *Transit on the Move* plan (the transit plan for the City of Anchorage) emphasized inclusivity by tracking service impacts on vulnerable groups. Engagement efforts included 33 public events, and surveys such as the AnchorRIDES Customer Satisfaction Survey provided demographic insights. These steps improved alignment between services and the needs of seniors, people with disabilities, low-income households, and youth.

Recommendation 3: Grow and Share Funding for Human Services Transportation

This effort was largely unfulfilled. While opportunities were identified, such as partnerships with the VA's Veteran Transportation Service and the state Medicaid Non-emergency Medical Transportation (NEMT) program, progress was hindered by lack of local examples, dedicated staff, and pandemic-era funding constraints. Strategic funding partnerships—especially for medical transportation—remain a priority area for renewed focus.

Community Engagement

Public engagement was a foundation of the 2025 Anchorage Coordinated Plan Update.

Around Anchorage 2025 put riders, providers, and other stakeholders into a central position in the formation of the Coordinated Plan. Surveys of riders and stakeholders, and direct input from the Transportation Working Group ensured that the plan reflected the lived experiences of Anchorage residents and the professional expertise of transportation providers. Themes drawn from these sources became the foundations of the plan, showing the common goals for the human services transportation network.



The TWG was formed by selecting representatives from the major human services transportation providers in Anchorage as well as key organizations that regularly interact with this network, including AnchorRIDES and People Mover riders, and transit advocates. Their roles were to contribute ideas during two workshops, to solicit input from their constituents, and to assist in implementing the plan's recommendations.

Working Group Themes. Contributors emphasized the need for stronger coordination across agencies, led by a dedicated mobility coordinator. Equity and inclusion were recurring themes, with a focus on fair access, improved safety, and clearer communication.



Rider Survey Themes. The Rider Survey received 161 responses. Riders highlighted practical, day-to-day barriers such as limited service hours, affordability, and inaccessible routes. Safety was a significant concern, particularly during winter or after dark, with calls for better lighting, shelters, and extended service hours. Many also requested real-time information for reliable trip planning.



Provider Survey Themes. The 14 organizations that participated in the Provider Survey raised system-level challenges, including insufficient funding, workforce shortages, and weak interagency collaboration. Respondents stressed the need for shared tools, fare assistance programs, and consistent infrastructure maintenance—particularly snow removal at stops and along sidewalks.



Shared Priorities

Across all engagement efforts, eight core priorities emerged:

1. **Establish a mobility coordination entity.**
2. **Improve infrastructure and accessibility.**
3. **Expand service hours and trip types.**
4. **Enhance affordability.**
5. **Increase rider communication.**
6. **Create shared tools and directories.**
7. **Streamline and expand funding access.**
8. **Support workforce development.**



Goals and Strategies

Developed collaboratively with the Transportation Working Group (TWG), the 2025 Anchorage Coordinated Plan Update identifies six goals that reflect the area's most pressing transportation needs and opportunities. These goals are rooted in recurring themes identified through community engagement. Together, they form a framework for action over the next five years, guiding investments and policies toward a more reliable, equitable, and resilient transit system.

Goal 1: Safety and Reliability

Maintain transit assets, improve pedestrian safety, add shelters and lighting, reduce wait times, and deploy trained staff for security.

Goal 2: Clear Communication and Outreach

Provide real-time, multilingual, and accessible service information through both digital and non-digital channels and expand coordination with health and human services providers.

Goal 3: Equitable Access

Improve sidewalks, lighting, and routes to essential services; keep fares affordable; and expand cashless options while maintaining inclusive payment alternatives.

Goal 4: Workforce Recruitment and Retention

Strengthen operator recruitment and retention with incentives and training, enhance coordination with Medicaid and care providers, and engage staff through surveys and listening sessions.

AROUND ANCHORAGE 2025 COORDINATED PLAN

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Goal 5: Technology Integration

Expand real-time bus tracking, interactive scheduling, and safety surveillance; improve digital accessibility; implement cashless fare systems with inclusive alternatives.

Goal 6: Sustainable Funding and Smart Investments

Diversify funding streams, pursue grants and partnerships, establish a dedicated revenue source, and use data-driven planning to ensure resilience and efficiency.

Strategies

The development of strategies for the 2025 Coordinated Human Services Transportation Plan began with the first Transportation Working Group (TWG) workshop in June 2025. Participants engaged in structured discussions and breakout sessions to identify community needs and opportunities across key themes, including safety, accessibility, communication, workforce capacity, and funding. These inputs—later refined in a second workshop and supplemented by survey feedback—shaped the strategic direction of the plan, ensuring it reflects both expert and community perspectives.

Plan Strategies: Needs and Opportunities

Identified Needs	Identified Opportunities
<p>Winter safety and reliability improvements: heated or sheltered stops, better snow removal, sidewalk maintenance, and enhanced lighting.</p> <p>Improved access to key services: closer stops or new routes to hospitals, healthcare centers, supportive housing, food sources, and senior facilities.</p> <p>Better rider information and communication: multilingual resources, real-time updates, and non-digital options for seniors.</p> <p>Workforce capacity: additional bus drivers, maintenance staff, and care coordinators to meet demand and maintain service quality.</p> <p>Equitable fare access: discounted/free passes for low-income riders, seniors, and people with disabilities; sliding scale pricing.</p>	<p>Specialized and flexible services: same-day AnchorRIDES, plus smaller buses running more frequently.</p> <p>Partnerships: with Alaska Native Corporations, healthcare providers, senior councils, and food banks to expand reach.</p> <p>Community engagement and education: listening sessions, “bus buddy” programs, travel training, and outreach at markets and food banks.</p> <p>Technology integration: real-time bus location, interactive scheduling, cashless payment, plus senior-friendly technology with training support.</p> <p>Creative funding: grants, strategic partnerships, dedicated funding streams, and managed advertising revenue.</p>

Strategic Themes

The strategies developed for the 2025 Anchorage Coordinated Human Services Transportation Plan are grounded in community feedback and working group collaboration. They reflect a shared commitment to building a safe, reliable, and equitable transit system for Anchorage residents. Organized into six major themes, the strategies provide a framework for addressing barriers, expanding opportunities, and ensuring sustainable improvements.

Theme 1: Safety & Security

- **Increase visible security** at transit facilities and on buses to deter crime and build rider confidence.
- **Install cameras and improve lighting** at bus stops to enhance visibility and reduce vandalism.
- **Enhance stop safety and winter accessibility** through better design, snow and ice removal, and clear sightlines.
- **Provide heated shelters or warming stations** at high-traffic stops to protect health during extreme cold.
- **Embed safety across operations**, ensuring both riders and drivers are supported year-round.

Theme 2: Communication & Outreach

- **Standardize educational messaging** across platforms for clarity and consistency.
- **Provide accessible, multilingual materials** in both digital and print formats.
- **Create a universal resource directory** to simplify transit navigation and connect riders to services.
- **Expand real-time communication** with apps showing bus locations and arrival times.
- **Coordinate with medical providers** for hospital discharges, appointments, and patient visits.
- **Improve transparency** with more reliable rider communications during service disruptions.
- **Provide travel information packets** to out-of-town patients before arrival.

Theme 3: Infrastructure & Accessibility

- **Expand sidewalks with safety buffers** and improve pedestrian routes to transit.
- **Increase lighting** along sidewalks and stops to support safety in dark winter conditions.
- **Develop a snow removal and maintenance plan** to ensure safe, reliable access year-round.
- **Design barrier-free pathways** between bus stops and destinations to serve riders with mobility challenges.
- **Improve transit access to food sources**, such as grocery stores and food banks.
- **Coordinate transportation with healthcare needs**, including waiver navigation.
- **Offer senior-friendly tools and support**, such as simplified devices and large-print guides.

Theme 4: Driver/Workforce Retention & Training

- **Hire additional care coordinators** to support riders navigating eligibility processes.
- **Create hiring and retention incentives** to attract and keep bus operators.
- **Address workforce shortages** among drivers, maintenance, and support staff.
- **Hire dedicated staff for coordination and data management**, improving accountability.
- **Provide targeted training** for bus and paratransit drivers to better support diverse rider needs.

Theme 5: Technology Integration

- **Implement real-time bus tracking** to give riders accurate location and timing.
- **Expand security camera program to more locations** to deter crime in high-traffic areas.
- **Develop an interactive paratransit scheduling tool** for AnchorRides.

AROUND ANCHORAGE 2025 COORDINATED PLAN

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- **Tailor technology for accessibility**, ensuring usability for older adults, people with disabilities, and non-English speakers.
- **Offer senior-friendly features** such as large fonts, voice navigation, and plain language.
- **Provide non-digital backups** for riders without smartphones.
- **Host community training sessions** to help riders adopt new apps and digital payment tools.

Theme 6: Funding, Financial Sustainability & Affordability

- **Pursue diverse funding sources**, including grants and partnerships.
- **Establish a dedicated transit funding stream** for long-term stability.
- **Expand bus advertising** to generate supplemental revenue.
- **Offer discounted passes** through nonprofit partners to support vulnerable populations.
- **Maximize economic efficiency** by improving agency transparency, accountability, and performance.

These strategies provide a comprehensive roadmap for strengthening Anchorage's human services transportation system. By addressing safety, communication, accessibility, workforce development, technology, and financial sustainability, the plan sets clear priorities for action. The emphasis on coordination and equity ensures that transit improvements directly respond to community needs, creating a safer, more reliable, and inclusive system for all riders.

Plan Implementation and Funding Sources

The implementation plan translates the proposed strategies into an actionable framework by assigning priorities, timelines, and rankings. Strategies were informed by public engagement and the Transportation Working Group, then prioritized into high, medium, and long-term rankings to guide near- and long-term decision-making.



HIGH-PRIORITY strategies include foundational investments and programs identified as critical to address immediate needs within the next 1–2 years. These efforts focus on closing urgent service gaps and building coordination among regional partners.

MEDIUM-PRIORITY strategies remain important but are not considered the most urgent. Some may rely on the successful rollout of high-priority initiatives, while others were added later in the process and await further discussion before final reclassification.

LONG-TERM PRIORITY strategies address systemic and structural challenges—such as the impacts of demographic shifts and equity issues—that require ongoing attention and integration into all future transportation planning.

Strategy Implementation Champions

The project team facilitated a discussion with the working group to identify which agencies would take the lead or provide support for implementing specific strategies. While some agencies volunteered as champions, the sign-up process was not complete by the time the plan was finalized. To address this, the team created a shared online table where agencies can continue to volunteer and track their roles. This **“Strategy Champions”** document will remain a living resource for the Municipality of Anchorage and the Transportation Working Group, allowing ongoing updates and accountability for strategy implementation.



The following recommendations were ranked as the highest priorities by the Transportation Working Group:

Strategy	Timeline	Priority	Overall Ranking
Strategy 1d. Improve winter weather safety at bus stops.	MT	HIGH	1

AROUND ANCHORAGE 2025 COORDINATED PLAN

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Strategy	Timeline	Priority	Overall Ranking
Strategy 2d. Provide real-time updates on bus location and arrival times via a mobile app.	LT	HIGH	1
Strategy 3d. Design and maintain accessible, safe pathways between bus stops.	LT	HIGH	1
Strategy 4b. Create hiring and retention incentives to recruit and retain bus operators.	ST	HIGH	1
Strategy 5a. Implement real-time bus location data to better inform riders	LT	HIGH	1
Strategy 5d. Tailor technology to meet the needs of diverse audiences, including individuals with disabilities and language barriers.	ST	HIGH	1
Strategy 6a. Pursue additional funding sources (grants, strategic partnerships) for providers.	ST	HIGH	1

Implementation Steps

The full list of implementation steps identified by the Transportation Working Group is as follows:



Prioritize and phase recommendations



Define roles and responsibilities



Assign strategy implementation champions



Develop clear action steps



Establish performance metrics



Identify funding and resources



Set timelines and milestones



Engage community partners and the public



Monitor and report progress

Funding Sources for Strategy Implementation

Anchorage's efforts to improve human services transportation continue to face funding constraints, even as demand grows—particularly among seniors, whose 80+ population is projected to **triple over the next three decades**.



Federal Funding

Federal programs remain the backbone of support: Medicaid's Non-Emergency Medical Transportation (NEMT), the Veterans Transportation Service, and the Older Americans Act fund essential services. In addition, FTA programs such as Section 5310 (approximately \$277K in 2025) and Section 5339 (about \$667K annually) provide targeted funding for vehicles, buses, and facilities. Recent federal investments under the Infrastructure Investment and Jobs Act (IIJA) have also significantly expanded overall transit funding.



State and Local Funding

At the state level, Alaska DOT&PF and the Department of Health manage federal programs and Medicaid waivers, with the state contributing \$700K in 2023 for match requirements. Locally, the Municipality of Anchorage leverages general funds and service contracts, with additional support from the Alaska Mental Health Trust, Nutrition/Transportation/Support Services, and Medicaid home- and community-based waivers. National technical assistance centers such as NADTC and NCMM also offer competitive grants for innovation and planning.



Challenges and Opportunities

Despite these resources, funding challenges remain. Most allocations are categorical and inflexible, leaving certain populations underserved. To meet future needs, Anchorage will need to:

- Maximize federal and state opportunities
- Expand grant-seeking efforts
- Pool resources across agencies
- Strengthen partnerships

These actions will help ensure equitable and sustainable transportation for seniors, individuals with disabilities, and other underserved residents.

The Road Ahead

Ongoing public engagement and stakeholder collaboration will be central to advancing the Anchorage Region's Coordinated Human Services Transportation Plan.



Future Considerations

- **Establishing annual progress reporting**
- **Clarifying lead agencies for implementation**
- **Adopting performance measures to track success**

The plan also recognizes the importance of emerging technologies—such as microtransit, shared micromobility, and partnerships with companies like Uber and Lyft. Ensuring alignment across regional mobility and planning efforts will be essential, supported by ongoing TWG meetings and the creation of implementation committees.

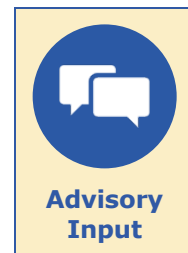
Next Steps

The successful implementation of this plan depends on continued collaboration and regular communication between the MOA and the TWG. Establishing consistent meeting intervals—bi-monthly or quarterly—will provide the structure needed to advance funding, implementation, and coordination strategies.

Role of the Transportation Working Group

Advisory Input

The TWG played a central role in shaping this plan through surveys, workshops, and online sessions. Members expressed strong interest in continued collaboration, and quarterly meetings are recommended to maintain momentum and identify opportunities to advance the Around Anchorage 2025 Plan.



Moving from Plan to Action

Through consistent engagement, the TWG can transform this plan from concept to reality. Regular meetings will provide a forum to share expertise, build partnerships, and test new coordination models. The TWG will be

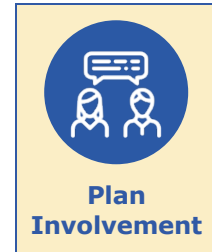
central to building a more efficient, accessible, and sustainable human services transportation system for Anchorage.

Opportunities for Collaboration

Plan Involvement

Survey responses highlighted several promising initiatives that can strengthen coordination and expand resources:

- **Regional Repository of Services** – Led by MOA, with support from the Alaska Commission on Aging and Catholic Social Services
- **Joint Grant Writing and Funding** – Led by MOA, the National Association of Social Workers, and Senior Voice Alaska
- **Needs Assessments** – Supported by Anchorage Neighborhood Health Center, MOA, and Turnagain Social Club
- **Resource Pooling** – Broad partner interest in combining funds and coordinating transportation services
- **Data Collection and Reporting** – Led by MOA and Turnagain Social Club



Other opportunities—such as shared driver training, vehicle maintenance, or fueling facilities—seek local champions. These may require the TWG to explore peer-region models before implementation.



1. INTRODUCTION & BACKGROUND

The Anchorage Coordinated Human Services Transportation Plan Update—or “Coordinated Plan Update”—aims to make transportation more seamless for older adults, individuals with disabilities, and other residents facing mobility challenges in the Anchorage region.

This chapter provides an overview of the Coordinated Plan Update and contains the following sections:

- **Why a Coordinated Plan?** This section explains the importance of the plan and identifies the transit-dependent populations it serves. It also reviews the range of transportation modes included in coordinated plans nationally, with a focus on those most relevant to Anchorage.
- **Plan Structure.** This section outlines the organization of the plan and previews its key components.

What is a Coordinated Plan Update?

This document is the latest update of the Coordinated Plan for the Municipality of Anchorage, which is required to be updated every five years.

Coordinated plans aim to improve transportation services for older adults, people with disabilities, and other marginalized populations. Formally known as coordinated public transit-human services transportation plans, they carry specific legal requirements at the federal, state, and regional levels.



Transportation Challenges in the Anchorage Region

Day-to-day life in Anchorage requires reliable travel—whether it’s getting to work, making a medical appointment, shopping for groceries, running errands, or visiting loved ones. Yet for many residents, simply moving from point A to point B remains a significant barrier to living fully.



These challenges are especially pronounced for older adults, people with disabilities, veterans, youth, individuals with low incomes who may not own a car, and those with limited English proficiency. (See Chapter 3 for more detail on target population groups.)

Transportation gaps are most acute in rural areas outside Anchorage proper, where long distances, limited transit options, and extreme weather compound accessibility issues. Even within the city, barriers arise: invisible boundaries such as jurisdictional limits can place destinations just out of reach, while visible obstacles like highways, railroads, and rivers create similar disconnections.

The central question of this Coordinated Plan is therefore: How can Anchorage close these transportation gaps and better serve populations who rely most on accessible, reliable, and equitable mobility?

About The Anchorage Region

The Municipality of Anchorage, established in 1975, is a unified city-borough spanning nearly 1,962 square miles and home to about 291,000 residents—roughly 40% of Alaska’s population.



Anchored on Cook Inlet and framed by the Chugach Mountains, Anchorage combines urban density with direct access to wilderness. The region serves as Alaska’s transportation hub, connecting major highways, rail lines, and one of the world’s busiest air-cargo airports. Its public transit system reaches both urban neighborhoods and surrounding communities, while proposed commuter rail projects underscore the region’s long-term transit ambitions.

Woven through this network are extensive trails, parks, and wildlife corridors—assets that provide recreation and mobility, while also posing unique considerations for developing an integrated, multimodal transportation system.

Whom Does This Plan Serve?

The Anchorage Coordinated Human Services Transportation Plan Update is designed to improve mobility, expand access, and remove barriers for the region's most transportation-dependent populations. The plan's primary focus is on ensuring that the following groups can reliably reach essential services and opportunities:



Older Adults (Aged 65 and older)	Youth (Ages 10 to 17)	Individuals with Disabilities	Individuals Living in Poverty	Individuals with Limited English Proficiency	Indigenous Populations	Veterans

Historically, these population groups experience higher rates of transit dependency and lower access to personal vehicles. As shown in Figure 1-1, these conditions create significant mobility challenges—particularly in rural areas and communities without reliable public transit services.








The following sections provide a closer look at the socioeconomic characteristics of the plan's target populations, along with a discussion of the major trip generators and employers that shape travel needs across the Anchorage region.

Figure 6 Mobility Challenges of Target Populations

Target Population	Common Mobility Challenges
 Older Adults (aged 65 and older)	May drive less frequently due to health, safety, or comfort concerns. Many require transit options that accommodate mobility devices and offer additional support.
 Youth Populations (ages 10 to 17)	Cannot drive themselves and may struggle to access schools, after-school programs, and community resources, especially in households with limited or no vehicles.

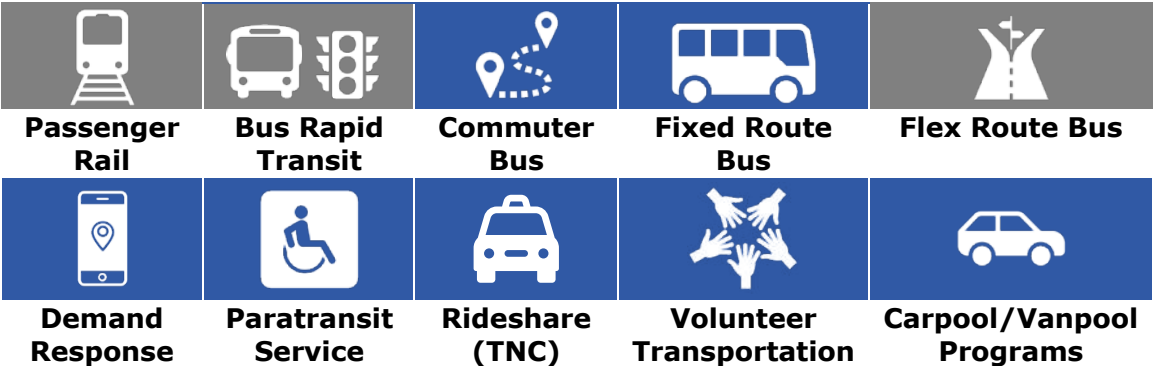
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Target Population	Common Mobility Challenges
 <p>Individuals with a Disability</p>	Physical or cognitive limitations often make independent travel difficult, requiring caregiver or transit system support.
 <p>Individuals Living in Poverty</p>	Rely on public transit more heavily but may still face affordability barriers to use, even when services are available.
 <p>Indigenous Populations</p>	Often live in rural or isolated areas with limited transportation options; mobility barriers are compounded for those who are older, disabled, or medically frail.
 <p>Veterans</p>	Face financial, geographic, and scheduling challenges in accessing healthcare, especially VA services that may be far from home with limited appointment availability.
 <p>Limited English Speakers</p>	Encounter difficulties understanding and navigating transportation services, which can limit access to essential destinations like healthcare, grocery stores, and jobs.
 <p>Households Without Vehicles</p>	Depend heavily on public transit or others for rides. In areas without transit access, mobility is severely limited.
 <p>Unhoused & Transitional Populations</p>	Face affordability and access challenges, making it difficult to reach food, employment, and government services without low-cost or free transit options.

Transportation Modes Considered in Coordinated Plans

Even though not every mode is available in Anchorage, coordinated plans are required to evaluate them. The following modes (highlighted in blue) are discussed:



Details of each of these modes are outlined below, though not every mode here exists in the Anchorage region, with passenger rail, bus rapid transit, and flex route services not available.

Figure 7 Public Transportation Modes

	Passenger Rail Moves many customers over long distances, usually with high frequencies.	
<i>Service Area:</i> Large urban areas	<i>Service Schedule:</i> Fixed times and stops	
<i>Subtypes</i>	<i>Where Does It Operate?</i>	<i>Vehicles</i>
Heavy Rail	Older “legacy” city systems (e.g., <i>Chicago / Boston</i>)	Electric rail or diesel fuel trains
Commuter Rail	Cities with newer rail service (e.g., <i>Austin</i>)	
Light Rail	San Francisco and Dallas	Overhead electric catenary system

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Bus Rapid Transit

Implemented when fixed-route bus service on a given corridor is overloaded.

Service Area:

Major corridors in large cities.

Service Schedule:

Fixed, with timed stops spaced to allow vehicles to move more quickly than traditional fixed routes.

How does it operate?

Cities often dedicate a traffic lane to BRT, with signal queuing to allow the service to operate competitively when compared to traditional fixed routes.

Vehicles

Uses larger vehicles (40- to 60-foot articulated buses) that allow transit providers to move people quickly along major corridors.



Commuter/Express Bus Routes

Long-distance service for passengers needing access to employment, education, medical, and shopping opportunities not otherwise available in their area.

Service Area:

Operates from main transit centers or park-and-rides to designated stops within a given city.

Service Schedule:

Fixed times, with limited stops.

How does it operate?

Service is more frequent during "peak commute periods," with limited scheduled service during the middle of the day.

Vehicles

Uses larger vehicles (40- to 60-foot articulated buses), allowing transit providers to move people quickly along major corridors.



Fixed Route Bus

Buses operating on predetermined routes with set schedules and stops, the most common form of public transportation in the U.S.

Service Area:

Typically found in urbanized areas, but also in rural areas where such service is better suited to a community.

Service Schedule:

Formal, posted schedules and designated stops allow passengers to plan on when and where to catch the bus. Fixed-route bus service requires what the Federal Transit Administration calls "complementary paratransit" service, per the Americans with Disabilities Act (ADA). Complementary paratransit, also known more simply as "paratransit" service, is detailed in a dedicated category below.

How does it operate?

Service is more frequent during "peak commute periods" with limited scheduled service during the middle of the day.

Vehicles

Typically utilizes buses ranging in size from 25 to 40 feet; however, vans and other smaller vehicles may be utilized depending on ridership.

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Flex Route Bus

Also known as “deviated fixed-route,” this transit service operates on a scheduled fixed route where the bus may “deviate” off-route at the request and/or need of the customer(s).

Service Area:

A good alternative for areas where fixed-route service may not be a good fit—for example, suburban and rural areas.

Service Schedule:

Flexible routes are typically designed with enough “slack” in the schedule to allow for deviations yet still allow the bus to run on time for scheduled stops. Complementary paratransit is not required with flex-route service, because the vehicle may deviate off route based on customer needs.

How does it operate?

Customers request real-time route deviations as needed.

Vehicles

Typically utilizes buses ranging in size from 25 to 40 feet; however, vans and other smaller vehicles may be utilized depending on ridership.



Demand Response

Demand response transit service is “demand-based,” operating based on the needs or schedules of the customers. It is the second largest type of public transit service in the U.S.

Service Area:

Found in low-density areas or ones that are geographically widespread.

Service Schedule:

Usually schedule-based, with customers scheduling 2-24 hours in advance, or subscription-based, with customers having a standing reservation to use the service.

How does it operate?

Some models utilize technology that allows for real-time scheduling, but most providers require reservations in advance.

Vehicles

Utilizes small- or medium-sized vehicles, such as minivans, passenger vans, or larger “cutaway” buses, typically equipped with wheelchair spaces and wheelchair lifts to service all passengers, no matter their abilities.



Paratransit Service

Paratransit (also known as complementary paratransit) service is designed to complement fixed-route transit services; the Americans with Disabilities Act (passed in 1990) requires that transit operators offering fixed-route services must offer “comparable” service to individuals with disabilities.

Service Area:

Wherever an agency provides fixed route(s), it must also offer complementary paratransit within $\frac{3}{4}$ mile of the fixed route.

Service Schedule:

Service must be provided during the same days and times as the fixed-route service operation.

How does it operate?

This type of transit service may offer three main types of operations based on the policies of the provider and the needs of the customer: curb-to-curb, door-to-door, and door-through-door. Paratransit service is the costliest for a provider to offer and is offered by larger agencies in urbanized areas that provide fixed routes.

Vehicles

Paratransit service utilizes smaller vehicles (usually 25-foot “cutaway” buses) that have wheelchair lifts or ramps, with one or more spaces for wheelchairs where they can be safely ‘tied down.’

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Ride Share/Transportation Network Companies (TNCs)

Ride share, also known as ride-hailing, is a form of transportation service that is a hybrid between demand-response and taxi service.

Service Area:

TNCs are typically found in urbanized areas, though some may exist in rural settings.

Service Schedule:

Passengers request service through mobile phone apps, usually on-demand from a specific pick-up point. However, service may also be scheduled in advance. Passengers may also request a private or shared ride, depending on timing and cost.

How does it operate?

Typically, not offered by a public provider, but by a series of private providers, referred to as transportation network companies (TNCs). Since rides are often offered by private companies, price escalation may be a significant factor in whether a customer chooses to book a ride through this service.

Vehicles

Typically offered in cars or SUVs, some larger transit providers offer ride-sharing service that is pre-coordinated within the agency, utilizing an agency vehicle, such as a car or van.



Volunteer Transportation Program

Volunteer transportation operates a variety of ways but centrally relies on volunteer drivers to drive passengers.

Service Area:

Volunteer transportation programs are great because they can be implemented in any setting: rural, urban, or suburban.

Service Schedule:

These types of programs typically have rides scheduled in advance, though some may operate on-demand service, depending on driver availability.

How does it operate?

These programs are typically the lowest cost for agencies to offer; however, insurance and liability provide challenges to implementation. During the pandemic, volunteer driver programs came to a halt, and many have yet to recover.

Vehicles

These programs may offer their own vehicles (cars or vans) or may ask that the volunteer provide their own vehicle in exchange for cost reimbursements for fuel, mileage, and other costs.



Carpool/Vanpool Programs

Carpools and vanpools are another low-cost alternative to serve anywhere from three to 18 passengers.

Service Area:

Common in rural and suburban areas where a common group of individuals need to travel long distances and where commuter transit is not a viable option.

Service Schedule:

Carpool and vanpool programs are typically designed around work schedules, i.e., 8am-5pm. Ride cost varies based on trip distance and frequency of use; these options are often less expensive than driving alone.

How does it operate?

These programs may be offered through a transit service provider or be more organic, established by groups of individuals who need service to common locations, such as an employer or educational institution.

Vehicles

Some providers offer cars, minivans, or passenger vans for those signed up for the service, and those vehicles are usually left overnight at a common location, such as a shopping center or park and ride.

This Coordinated Plan in Federal, State, and Regional Contexts

Federal Context

The Enhanced Mobility for Individuals and Individuals with Disabilities Program (Section 5310) is a primary federal funding source for community transportation. To receive Section 5310 funds, projects must be included in a locally developed and approved coordinated public transit–human services transportation plan (commonly referred to as a coordinated plan).

Key federal requirements for coordinated plans include:

- **Stakeholder Participation:** Plans must incorporate input from older adults, individuals with disabilities, and other stakeholders such as public, private, and nonprofit transportation providers.
- **Regular Updates:** Plans must be updated at least every five years—or every four years in areas designated as non-attainment for air quality.

Alaska Department of Transportation and Public Facilities (ADOT&PF) Context

The ADOT&PF plays an oversight role in ensuring coordinated plans meet Federal Transit Administration (FTA) requirements. While the department does not formally approve local plans, it must certify to FTA that the required elements are present.

According to ADOT&PF guidance, coordinated plans in Alaska must:

- **Be locally developed**, with evidence of broad public participation, including seniors, individuals with disabilities, transportation providers (public, private, nonprofit, human services), and other members of the public.
- **Include the following elements:**
 - Community background
 - Inventory of local resources and services
 - Needs assessment
 - Gaps in service
 - Strategies for addressing needs
 - Project prioritization
 - Signature page of participating agencies
- **Obtain resolution from local governing body** adopting the plan.
- **Be updated every five years** to remain compliant.

Plan Structure

This Coordinated Plan is organized into **seven chapters** plus supporting appendices. Together, these components provide both a snapshot of existing conditions and a roadmap for future improvements in human services transportation across the Anchorage region.

Executive Summary

Concise overview of the Coordinated Plan's purpose, process, and outcomes.

Chapter 1. Introduction & Plan Background

Explains the background and purpose of the Coordinated Plan, identifies the populations it serves, and outlines the plan's overall structure.

Chapter 2. Existing Conditions

Establishes a "state of the region" for Anchorage. Includes demographic data, land use and urban analysis, and an initial needs assessment.

Chapter 3. Evaluation of Previous Plan

Reviews recommendations from the prior Coordinated Plan, their implementation status, and lessons learned. Also summarizes related planning efforts across the region.

Chapter 4. Community Engagement

Summarizes input gathered through community outreach, public surveys, and Transportation Working Group workshops, highlighting key themes and priorities from stakeholders.

Chapter 5. Goals and Strategies

Defines the updated goals and objectives of this Coordinated Plan, establishing the framework for implementation.

Chapter 6. Plan Implementation and Funding Sources

Outlines the path forward for putting strategies into action. Includes prioritization, timelines, lead and support organizations, and potential funding sources.

Chapter 7. Looking Ahead / Conclusions

Provides recommendations for annual reporting, ongoing community engagement, and emerging considerations such as census impacts and future transit planning.

Appendix A: Public Involvement Plan

Appendix B: Working Group

Appendix C: Provider Survey Results

Appendix D: Rider Survey Results

Appendix E: Survey Instruments



Image from Adobe Stock

2. EXISTING CONDITIONS

A strong understanding of the Anchorage region’s demographic makeup and travel patterns is essential to designing an equitable and effective transportation system.



This chapter provides a profile of key populations—such as Indigenous residents, individuals with disabilities, older adults, veterans, low-income households, and those without access to a personal vehicle—who are more likely to rely on public transit or specialized transportation services.

It also examines job accessibility within 30- and 60-minute transit travel times, highlighting where geographic disparities in mobility limit employment opportunities. These analyses reveal how location, service coverage, and travel times impact residents’ ability to reach essential destinations such as healthcare, education, employment, and grocery stores.

Together, these findings establish a foundation for identifying high-need areas, guiding future service improvements, and ensuring that transportation planning advances equity, access, and mobility for all Anchorage residents.



Demographics / Urban Analysis

The demographic and spatial profiles of the Municipality of Anchorage provide critical insight into where transit needs are greatest.



This section examines the distribution of key population groups—including Indigenous residents, individuals with disabilities, low-income households, older adults, veterans, and households without vehicles—to understand how their concentrations vary across the municipality.

In addition, we analyze urban mobility patterns, with particular attention to job accessibility within 30- and 60-minute transit travel times. These findings highlight disparities in access to employment opportunities and essential services.

Together, these insights create a foundation for prioritizing transportation improvements that advance equity, access, and economic opportunity across the Anchorage region.

Note: the data used for the key population groups is gathered from both the U.S. Census and the American Community Survey. The study team worked to gather the most recent data available for each group that was available.



Indigenous Population

Within the Municipality of Anchorage, the share of residents identifying as American Indian and Alaska Native alone (non-Hispanic/Latino) ranges from 0% to 22%, which is roughly half the statewide rate (see table at right).

	2020	% of Population
Anchorage Municipality	23,661	8.13%
State of Alaska	111,575	15.21%

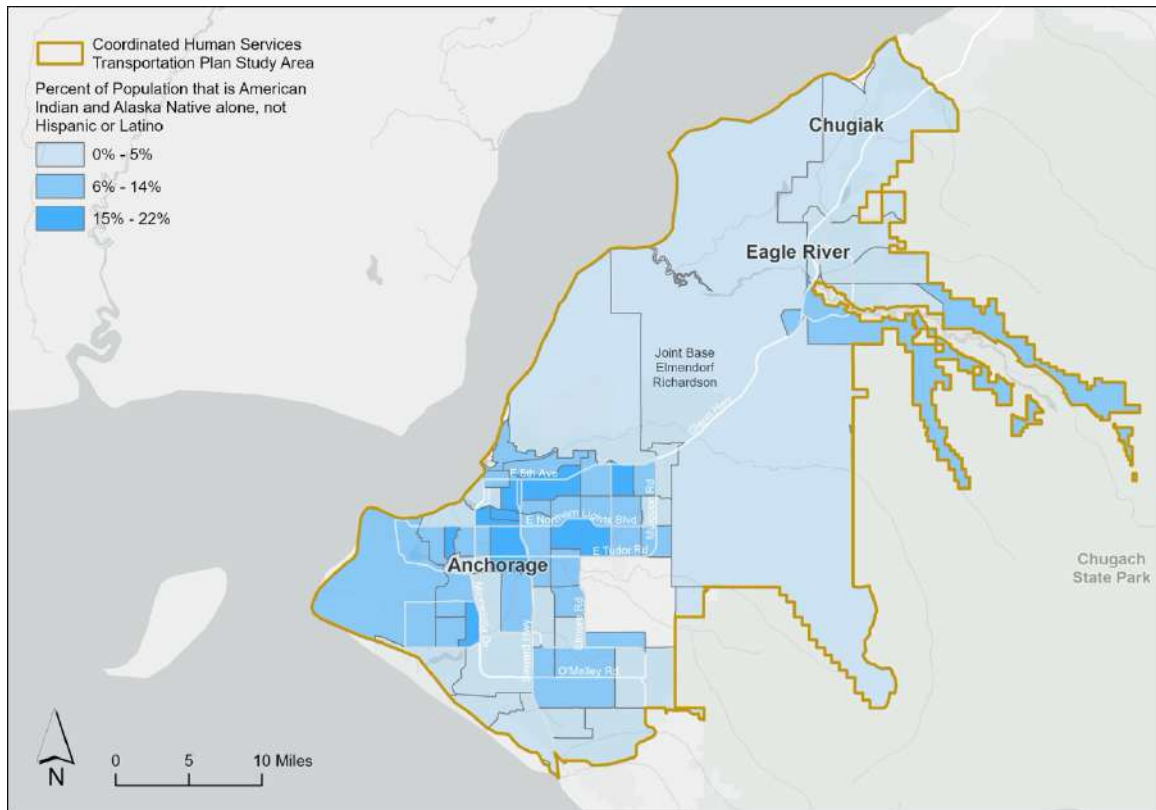
The highest concentrations of Indigenous residents are located in central and western Anchorage, while percentages decline sharply in areas outside the core municipality—particularly around Joint Base Elmendorf-Richardson, Eagle River, and Chugiak (see map, following page). These geographic differences underscore the importance of ensuring that transit services and resources remain equitably accessible in neighborhoods with higher Indigenous populations, many of which also experience elevated transit dependency.

Planning Implications

The concentration of American Indian and Alaska Native populations in central and western Anchorage highlights the importance of ensuring frequent, reliable, and culturally responsive transit service in these neighborhoods, where transit dependence may be higher. Planning should prioritize equitable access to essential services such as health care, education, and employment centers, particularly for residents who may face barriers such as limited vehicle access. Coordination with tribal organizations and human service providers is also key to addressing mobility gaps and ensuring that transit investments align with community needs.

AROUND ANCHORAGE 2025 COORDINATED PLAN

Figure 8 Indigenous Population





Individuals with a Disability

Within the Municipality of Anchorage, the share of residents reporting a disability ranges from 0% to 29%. Concentrations are highest in the northern city center and in the outlying communities of Eagle River and Chugiak.

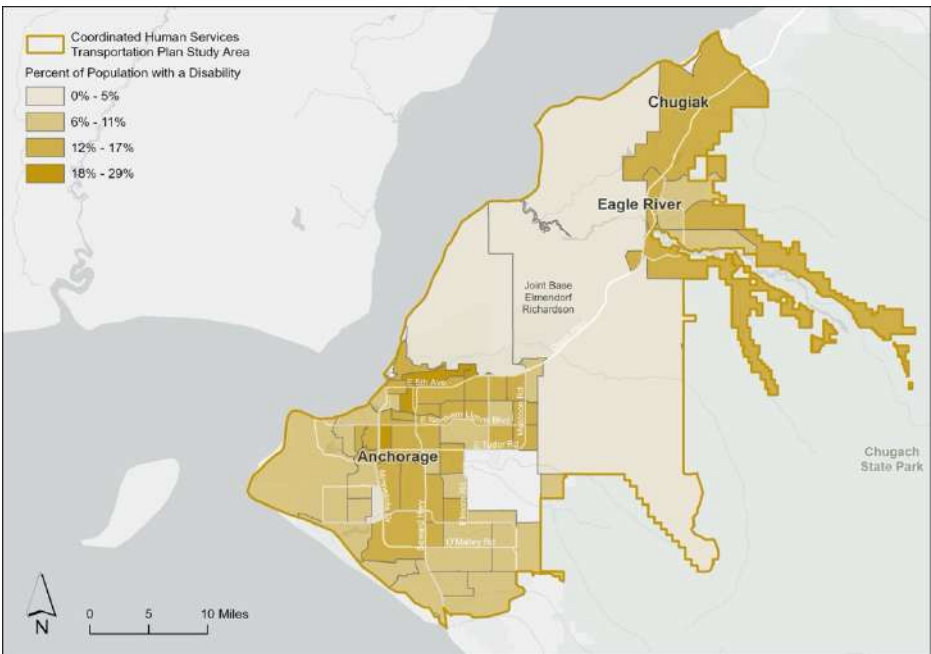
	2020	% of Population
Anchorage Municipality	44,852	15.4%
State of Alaska	110,742	15.1%

Overall, the proportion of individuals with a disability in Anchorage is nearly identical to the statewide average, indicating that accessibility challenges are a consistent concern both locally and across Alaska. These concentrations highlight the need for targeted accessibility improvements in transit service, pedestrian connections, and paratransit options, particularly in neighborhoods where disability rates are highest.

Planning Implications

The high concentration of residents with disabilities in Anchorage’s northern city center and in the outlying areas of Eagle River and Chugiak underscores the need for transit services that are accessible, reliable, and well-integrated with paratransit and human service transportation. Coordinated planning with social service agencies will help ensure that mobility services address medical, employment, and daily living needs for this population, reducing isolation and supporting independence.

Figure 9 Individuals with a Disability





Individuals Living Below Poverty Level

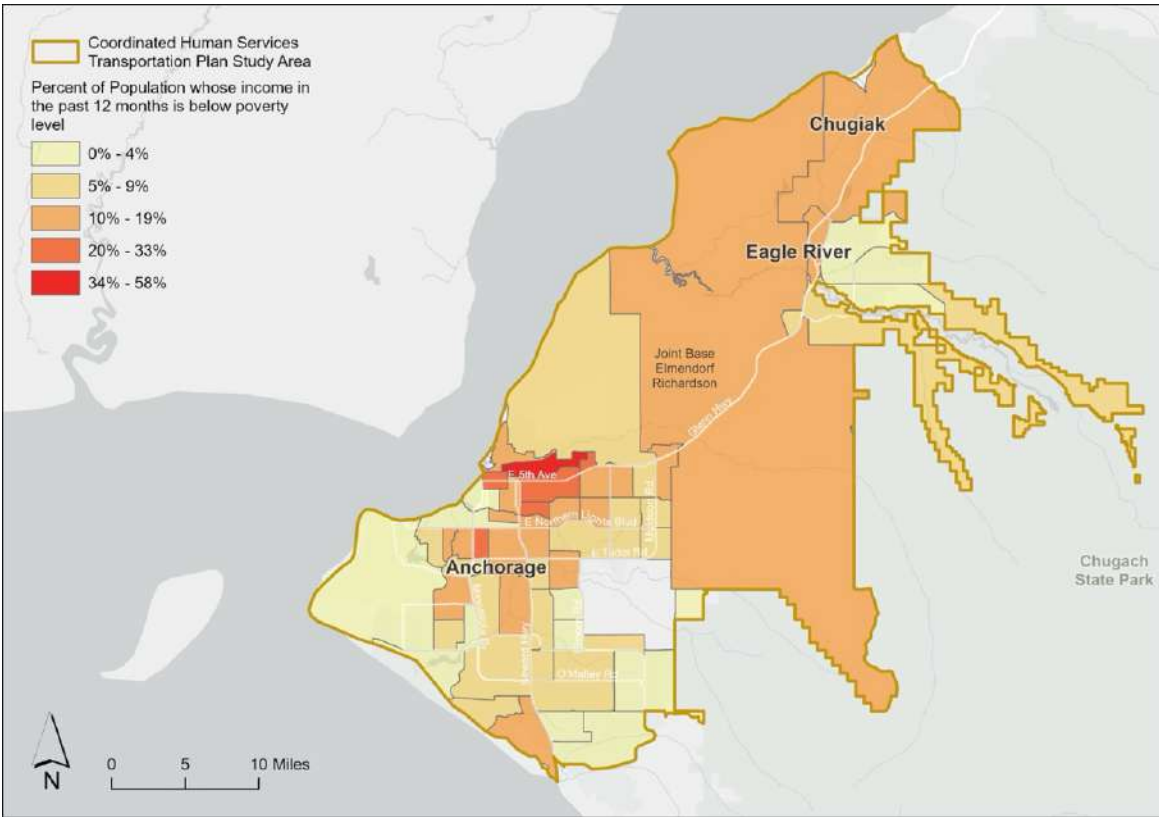
Within the Municipality of Anchorage, the share of residents living below the federal poverty level ranges from 0% to 58%. The highest concentrations are located just north of E. 5th Avenue, while the lowest rates are found in East Anchorage.

	2023	% of Population
Anchorage Municipality	24,464	8.4%
State of Alaska	76,272	10.4%

Overall, the percentage of Anchorage residents experiencing poverty is slightly lower than the statewide average, though local disparities remain significant.

Planning Implications: Households living below the poverty line are more likely to depend on public transportation for access to jobs, education, healthcare, and basic services. Concentrations near central Anchorage point to the need for frequent, affordable transit service and safe pedestrian connections, while outlying neighborhoods with fewer services face increased risks of isolation without reliable transportation options.

Figure 10 Individuals Living Below Poverty Level





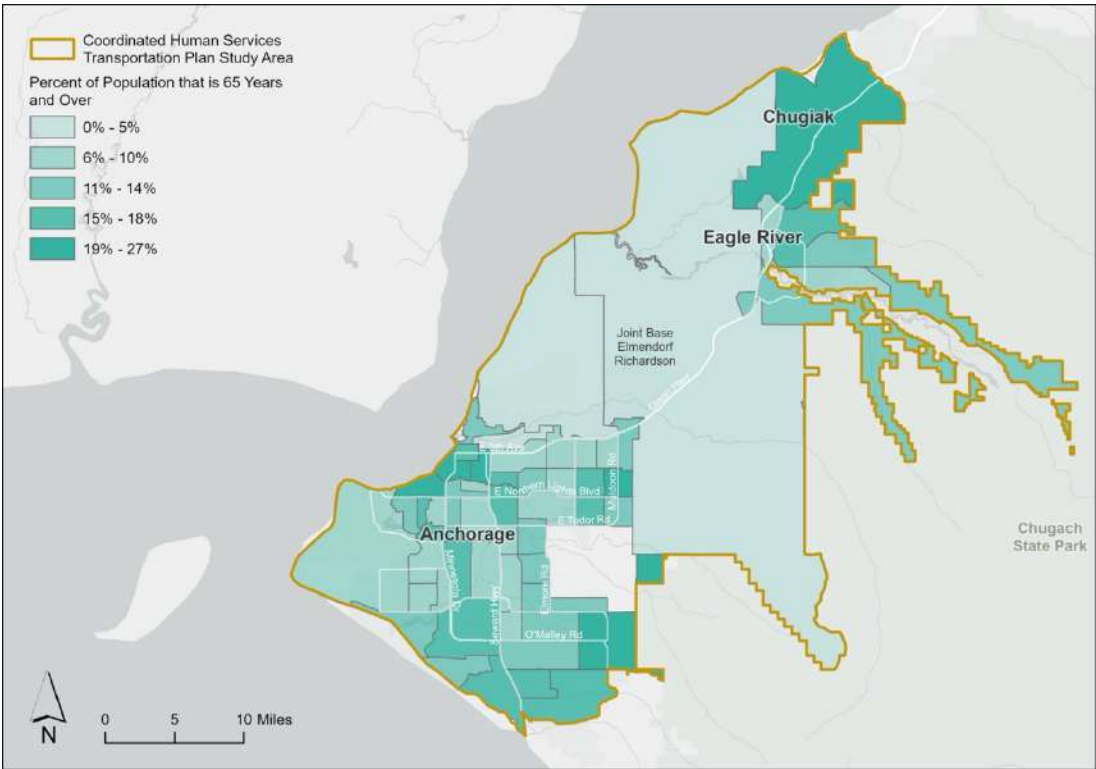
Individuals Aged 65 and Over

Within the Municipality of Anchorage, the share of residents aged 65 and older ranges from 0% to 27%. The highest concentrations are located on the northwest and southeast edges of the municipality, while the lowest percentages are found in the city center and along the western side. Overall, the proportion of older adults in Anchorage is slightly lower than the statewide average, though it is expected to grow significantly in coming decades.

	2023	% of Population
Anchorage Municipality	38,444	13.2%
State of Alaska	102,674	14%

Planning Implications: Older adults often face mobility challenges, including reduced ability to drive, greater reliance on paratransit and accessible transit services, and increased need for safe pedestrian infrastructure such as sidewalks, benches, and winter maintenance. Higher concentrations on the edges of the municipality suggest potential service coverage gaps, where distance from major routes may limit independence and access to healthcare, shopping, and social activities.

Figure 11 Population Aged 65 and Over





Total Population by Census Tract

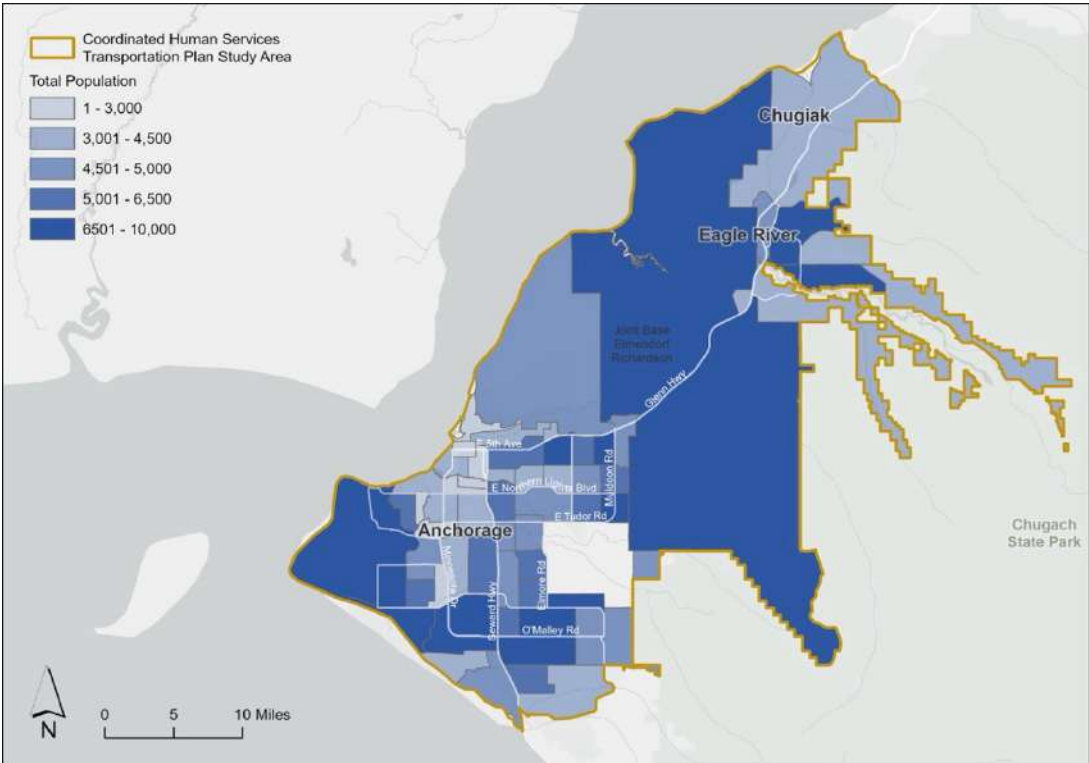
According to the 2020 Decennial Census, the total population of the Municipality of Anchorage is 291,247, representing 39.7% of Alaska’s statewide population.

	2020	% of Population
Anchorage Municipality	291,247	39.7%
State of Alaska	733,391	100%

Within the municipality, the highest concentrations of residents are found in the western tip and at Joint Base Elmendorf-Richardson (JBER), where population densities reach between 6,500 and 10,000 people; however, most of these individuals are deployed. By contrast, lower concentrations occur in the municipal center and areas east of JBER.

Planning Implications: As the state’s most populous hub, Anchorage plays an outsized role in Alaska’s overall economic activity, transportation demand, and service delivery. Understanding where people are clustered within the municipality is essential for designing efficient transit routes, prioritizing infrastructure investments, and ensuring that high-density areas receive adequate service coverage while sparsely populated areas are not left disconnected.

Figure 12 Total Population, By Census Tract





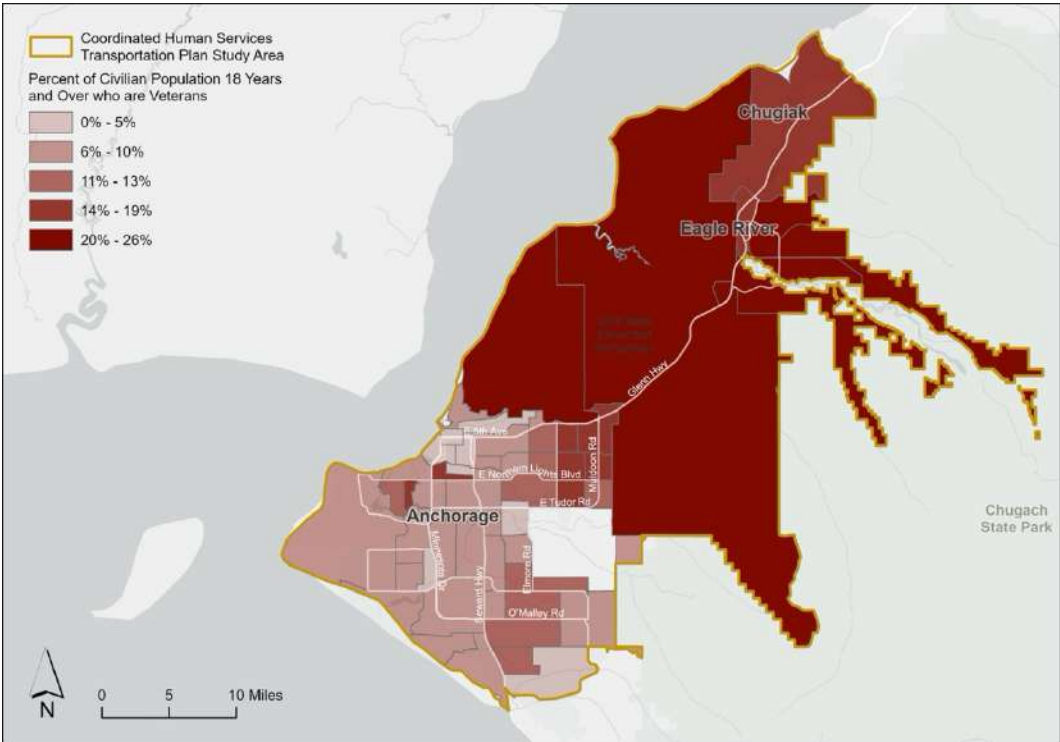
Veteran Population

Within the Municipality of Anchorage, the share of the population aged 18 and older who are veterans ranges from 0% to 26%. The highest concentrations (20–26%) are located in and around Joint Base Elmendorf-Richardson (JBER), while the lowest levels (0–5%) are found just north of the city center. The majority of the municipality falls within the 6–10% range. Overall, 11.2% of Anchorage’s adult population are veterans, a rate slightly higher than the statewide average of 10.5%.

	2023	% of Population
Anchorage Municipality	32,620	11.2%
State of Alaska	77,006	10.5%

Planning Implications: Anchorage’s large veteran community—especially its proximity to JBER—creates a distinct demand for reliable transit connections to healthcare, employment, and community services. Service members and living off-base and veterans are locating in Eagle River and Muldoon may require agencies to expand services (or the types of service) to these populations. Ensuring that transportation planning incorporates veterans’ mobility needs supports both Anchorage’s role as Alaska’s military hub and the long-term well-being of those who have served.

Figure 13 Veteran Population





Households With No Vehicle Available

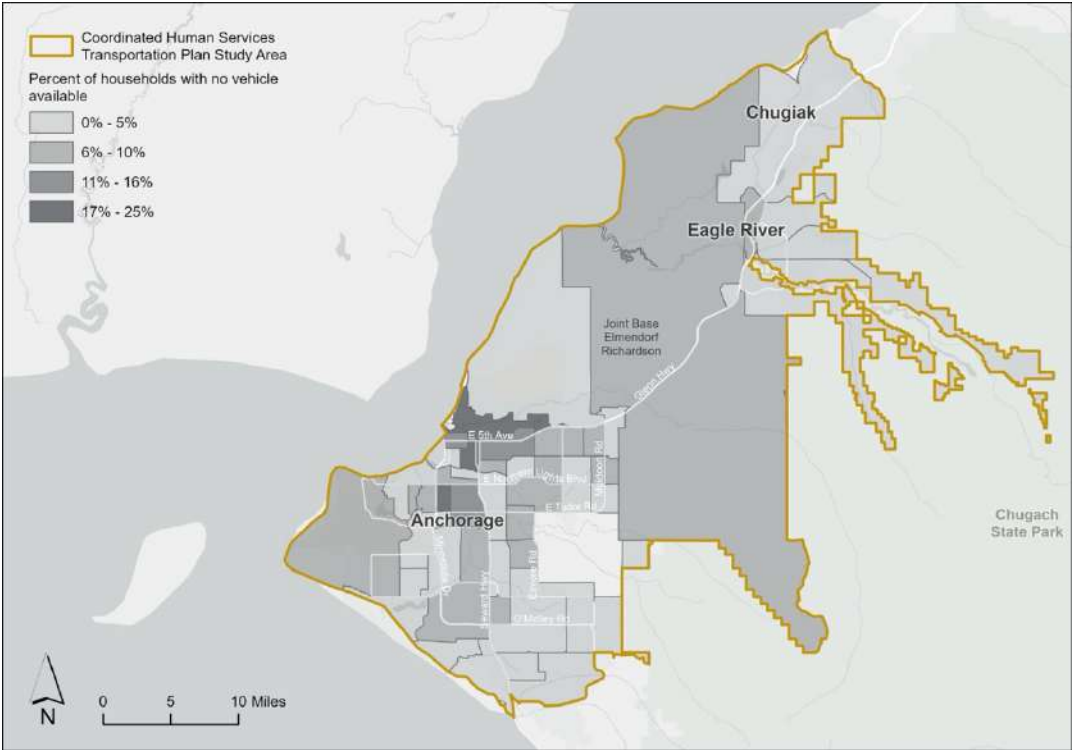
The share of households without access to a personal vehicle in the Anchorage Municipality ranges from 0% to 25%. The highest concentrations (17–25%) are located just north of E. 5th Avenue, while the lowest levels (0–5%) are found just south of the city center.

Most other areas in the municipality fall within the 6–10% range.

	2023	% of Population
Anchorage Municipality	N/A	N/A
State of Alaska	N/A	N/A

Planning Implications: Households without a vehicle are especially dependent on public transit, walking, or ride services to meet daily needs such as work, healthcare, shopping, and social connections. Concentrations of zero-vehicle households highlight areas where transit service, pedestrian infrastructure, and affordable options are most critical to ensuring equitable mobility. Zero-car households in Downtown and Government Hill may reflect the better walkability of these neighborhoods, while the concentrations in Midtown may suggest an opportunity for improved transit service to support these communities.

Figure 14 Households with No Vehicle Available



The Transit Propensity Index (TPI) is a standardized measure used to evaluate the relative need for transit services within a given region. The index considers socioeconomic and demographic indicators—such as income levels, household vehicle access, age, and disability status—that influence how likely residents are to depend on public transportation.

Conversely, the lowest TPI values are found in western, southeastern, and northern areas of the municipality, where car ownership is higher and population densities are lower. This variation demonstrates that while much of Anchorage maintains moderate to low reliance on transit, targeted neighborhoods—particularly those with overlapping socioeconomic vulnerabilities—require greater service investment.

Figure 15 Transit Propensity Index



Coordinated Planning Considerations Based on Demographics

Taken together, the demographic patterns in Anchorage underscore the importance of a coordinated public transit–human services transportation strategy that addresses accessibility and connectivity across diverse populations. Indigenous residents, individuals with disabilities, older adults, veterans, low-income households, and households without vehicles each face distinct but overlapping mobility challenges that increase dependence on reliable, affordable, and accessible transit.

Central Anchorage emerges as a critical hub where concentrations of vulnerable populations align, highlighting the need for frequent service and safe pedestrian infrastructure, while peripheral areas like Eagle River, Chugiak, and neighborhoods on the municipal edges require tailored solutions to prevent isolation and fill service gaps. Coordinated planning among transit agencies, human service providers, tribal organizations, and veteran services is essential to ensure that investments not only expand coverage but also enhance the quality, accessibility, and cultural responsiveness of transportation, thereby supporting independence, economic opportunity, and social well-being for all Anchorage residents.

Urban Analysis

Jobs Accessible Within 30 Minutes by Transit

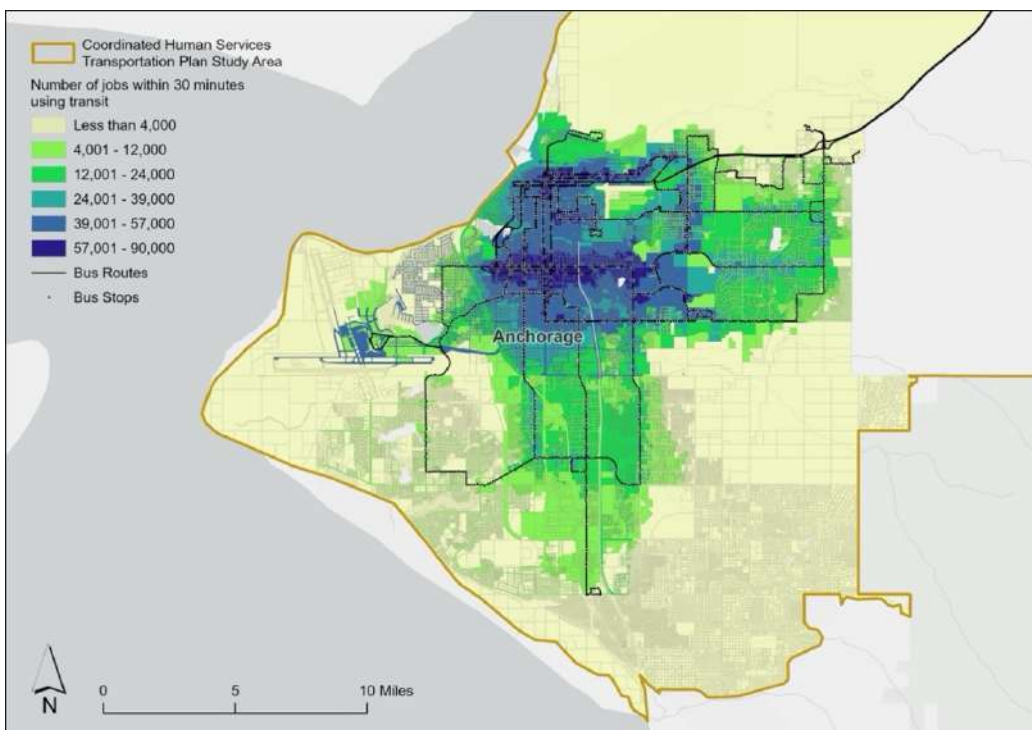
The map below highlights the distribution of jobs reachable by transit within 30 minutes across the Anchorage Bowl. The darkest blue areas represent the region's densest employment hub: Downtown Anchorage, home to high-rise office space, government buildings, and retail destinations.

Employment accessibility also extends into Midtown, where corporate offices, retail centers, and hospitality-related businesses cluster. To the east, the U-Med District emerges as another major hub, anchored by Providence Alaska Medical Center, the Alaska Native Medical Center, and both the University of Alaska Anchorage and Alaska Pacific University.

Transit service in these key districts is frequent—buses often arrive every 15 minutes, providing strong access to employment opportunities. Other areas, such as the airport and neighborhoods east of Midtown, feature pockets of frequent service, though job density is lower. Similarly, while residential neighborhoods south of the airport are served by transit, job opportunities remain sparse.

In general, employment and transit access are most aligned in Anchorage's densest districts, where frequent service connects residents to major job centers. Outlying neighborhoods face fewer opportunities within a 30-minute transit commute, underscoring a key equity challenge for residents who rely on public transportation.

Figure 16 Jobs Accessible Within 30 Minutes by Transit



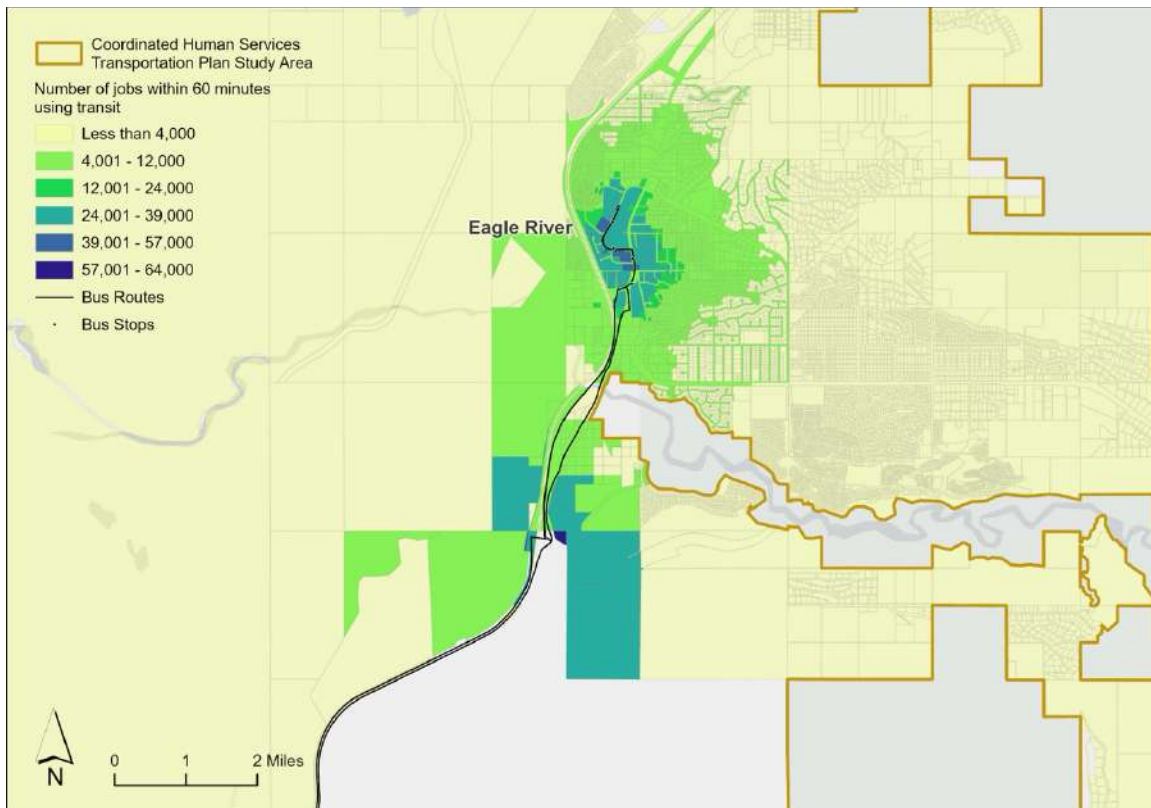
Jobs Accessible Within 60 Minutes by Transit

The map below illustrates employment accessible by transit within 60 minutes of the Eagle River area. The highest concentrations of access occur around central Eagle River and the Old Glenn Highway corridor, particularly near the Eagle River Transit Center. Residents living west of the corridor benefit from reasonable commute times into Downtown Anchorage, supported by direct highway connections.

Another area of notable access appears farther south at the VFW Road Park-and-Ride, located adjacent to the Glenn Highway on-ramp. While Eagle River itself supports a mix of shopping, restaurants, and other commercial services, many residents rely on Commuter Route 92 to connect with employment opportunities in the Anchorage Bowl.

However, outside the core commercial corridor, transit options are limited. Few routes extend into residential neighborhoods, leaving much of Eagle River with restricted access to jobs via transit. This gap highlights the ongoing challenge of connecting suburban and rural communities to Anchorage's employment centers in an efficient and equitable way.

Figure 17 Jobs Accessible Within 60 Minutes by Transit



Existing Service Providers

Figure 18 depicts existing service providers in the Anchorage region, updated as of 2025. Service providers are broken into provider type (transit, human services, etc.), with a description of the service detailed for each organization.

Figure 18 Existing Service Providers

Provider (Name & Website)	Description of Service
Fixed Route	
People Mover peoplemover.org	Division of the Municipality of Anchorage's Public Transportation Department. Largest public transit provider in Alaska, offering 18 bus routes. Riders can purchase various passes ranging from \$2 to \$660.
Demand Response Paratransit	
AnchorRIDES muni.org/Departments/transit/AnchorRides	Paratransit system offering shared-ride, door-to-door transportation within Anchorage. Eligibility required. Operates 7 days a week, 8:30am–5pm. Fares range \$3.50 to \$5.50.
Human Services	
Alaska Medical Transport alaskamedicaltransport.com	24/7 emergency and non-emergency transport with ambulances and wheelchair van transport. Reservations are available online or by phone.
Alaska Medicaid NEMT Brokers health.alaska.gov	Provides non-emergency travel to medical appointments for Medicaid-eligible riders. Travel must be medically necessary and authorized by a healthcare provider.
Alaska Mental Health Consumer Web akmhcweb.org	Recovery-based resource offering mental health support, addiction recovery assistance, peer mentoring, and support groups.
The Arc of Anchorage thearcofanchorage.org	Disability services including community living, residential support, and transportation to daily activities.
Armed Services YMCA of Alaska Y on Wheels alaska.asymca.org/y-on-wheels	Provides weekly Lyft codes (\$30 value) for active-duty service members and families. Rides must begin and end at Joint Base Elmendorf-Richardson or Fort Wainwright.
Assets Inc. assetsinc.org	Supports individuals with disabilities and mental illness by offering employment, housing, and community connection services.

AROUND ANCHORAGE 2025 COORDINATED PLAN

MOA

Provider (Name & Website)	Description of Service
Department of Veteran Affairs vetride.va.gov/app/home	Disabled American Veterans offers free van rides to and from the Anchorage VA Medical Center. Scheduling through hospital service coordinators.
Governor's Council on Disabilities and Special Education doh.gcdse.info@alaska.gov	Provides advocacy on behalf of people with disabilities who need transportation. It is a federally mandated council that ensures that programs are accessible and inclusive and that people with disabilities have a voice.
Hope Community Resources hopealaska.org	Provides van rides in Anchorage and Mat-Su for individuals with disabilities, traumatic brain injuries, mental health challenges, and complex medical needs.
McKinley Services of Alaska mckinleyservicesllc.com	<i>Provides in-home personal care, assistance with daily activities (ADLs/IADLs), respite services, and supported living arrangements. The service provides case management and advocacy for clients as well as coordination of transportation and other services.</i>
SALA Medical salamedics.com	Non-emergency medical transport and escort services. Operates Monday–Friday, 8am–6pm. Reservations are available online.
Salvation Army Serendipity Adult Day Services serendipity.salvationarmy.org	Adult day services for individuals with cognitive and functional impairments. Provides social, therapeutic, personal care, health, and nutrition services.
Statewide Independent Living Council of Alaska alaskasilc.org	Promotes independent living philosophy, providing peer support, self-help, and equal access for people with disabilities.
Triton Medical Transportation sentrymedicalcare.com/transport	Provides non-emergency medical transport in Anchorage and Mat-Su. Includes medical appointments, transfers, and hospice transport.
United Non-Emergency Medical Transportation unitednemt.com	Non-emergency medical transportation in Anchorage and Mat-Su. Offers ambulatory, wheelchair van, and stretcher transportation.
Turnagain Social Club turnagainsocialclub.com	Adult day service for people 55+ or with physical disabilities. Medicaid and VA-certified, covered by most long-term care insurance.
Private	
Alaska Yellow Dispatch alaskayellowdispatch.com	Taxi service is available 24/7 in Anchorage. Rates: \$3 per mile with \$42/hour waiting time.

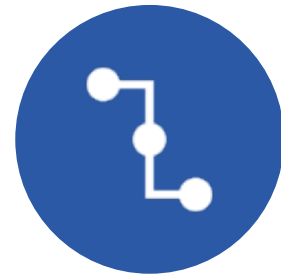
AROUND ANCHORAGE 2025 COORDINATED PLAN

MOA

Provider (Name & Website)	Description of Service
BAC Transportation bactrans.com	Provides airline crew support, hotel shuttles, sightseeing tours, and logistics. The fleet includes SUVs, limos, and buses. Online reservations are available.
Muni RideShare Vanpooling muni.org/Departments/transit/ShareARide	Anchorage vanpool service for groups of 5+. Riders share costs with a low monthly rate plus fuel. Managed by Enterprise Rideshare.
University of Alaska Anchorage Parking Services	Offers Seawolf Shuttle for UAA students during fall and spring semesters, Mon–Thurs, 7:45am–10:00pm.

Transportation Needs Assessment

A transportation needs assessment evaluates how well existing services meet the mobility requirements of a community—especially for populations with limited transportation options, including older adults, individuals with disabilities, low-income residents, and those living in rural areas.



The assessment identifies where and when people need transportation, the barriers they face, and whether current services are available, affordable, and reliable. Methods include data analysis, mapping, surveys, interviews, and community feedback. In the context of a coordinated public transit–human services transportation plan, this process ensures transportation systems are designed to be efficient, equitable, and responsive.

By revealing service gaps, overlaps, and opportunities for collaboration, the needs assessment guides communities in prioritizing projects, targeting funding, and strengthening access to essential destinations such as healthcare, jobs, and education.

For Anchorage, survey results and Transportation Working Group input informed an integrated analysis of the region’s most pressing needs. Six priority themes emerged:

- **Access to Key Destinations**
- **Service Reliability and Timeliness**
- **Safety Concerns**
- **Accessibility to Paratransit & Alternative Mobility Options**
- **Educational Outreach and Information Access**
- **Affordability and Economic Impact**

Access to Essential Destinations

The inability to reach essential destinations such as grocery stores, banks, workplaces, and medical appointments is among the most pressing needs identified by both the Transportation Working Group and the public. Many residents depend on public transit or third-party providers to meet these daily needs, and limited service hours, infrequent routes, or long travel times can directly restrict their independence. Expanding connectivity, extending service hours, and improving route reliability would greatly enhance mobility for older adults, individuals with disabilities, and other marginalized groups.

Key Needs:

- **Shopping, Grocery, Banking**
- **Social Outings**
- **Medical/Dental/Wellness Appointments**



Survey Findings:

- 48%** were unable to travel to shopping/grocery/banking locations in the past year due to lack of transportation.
- 46%** are **unable** to attend social outings.
- 41%** are unable to make medical/dental/wellness appointments due to transportation barriers.

Service Reliability and Timeliness

Timeliness and predictability are significant concerns for public transit users in Anchorage. Delays, missed connections, and long travel times often prevent residents from relying on the system, pushing many to seek alternatives such as taxis, ride-hailing services, or private vehicles when available. Expanding route frequency, reducing wait times, and offering real-time arrival information would make transit more dependable—particularly for riders with time-sensitive needs such as medical appointments, childcare, and employment.

Key Needs:

- **Real-time arrival information**
- **Improved bus scheduling and frequency**



Survey Findings:

- 54%** said "It takes too long to get where I want to go" as a key bus usage barrier.
- 49%** are unable to attend social outings.

Safety Concerns

Ensuring the safety of transit users is a primary concern, particularly as many riders report feeling unsafe while waiting at bus stops. Enhancing stop amenities, increasing lighting, and expanding security presence—especially during darker winter months—would help address these concerns. Additional features such as improved visibility, clear signage, and emergency call buttons can create a safer environment for passengers, particularly those traveling late at night or in adverse weather conditions.

Key Needs:

- **Better bus stop amenities and lighting**
- **Increased security features**



Survey Findings:

72% indicated better bus stop amenities would make them feel safer.

42% cited better lighting as an important safety measure.

Accessibility to Paratransit & Alternative Mobility Options

There is a clear need to expand services like AnchorRIDES to better serve individuals with disabilities and others facing mobility challenges. Increasing demand for specialized options—including door-to-door assistance, extended service hours, and safer access points—was a recurring theme in public and stakeholder feedback. Planning services to meet demand, expanding awareness of existing services, improving coverage across the municipality, and ensuring these options are reliable and easy to use would significantly improve mobility for Anchorage's most vulnerable populations.

Key Needs:

- **Expanded AnchorRIDES services**
- **Dedicated senior and disability transportation options**
- **Door-to-door services**



Survey Findings:

77% indicated they do not use AnchorRIDES because they do not need the service.

62% suggested safer access to or from the bus would improve safety.

*Respondents also expressed a desire for more **door-through-door services** and **emergency features on vehicles**.*

Educational Outreach and Information Access

Improved communication about available services, routes, and schedules is essential. Many survey respondents emphasized the need for simplified access to information, particularly for individuals with limited access to technology. Offering information in multiple formats—such as printed schedules, accessible mobile apps, and multilingual signage—would ensure riders can easily navigate the system. Clear, consistent, and inclusive communication will not only improve the rider experience but also increase overall ridership and trust in the transportation network.

Key Needs:

- **Simplified communication of transit options**
- **Access to information in multiple languages and formats**



Survey Findings:

- 42%** desired better access to bus schedules and real-time updates via a bus system app.
- 49%** felt better lighting would make them feel safer at bus stops.
- 35%** expressed interest in “free transfers between systems.”

Affordability and Economic Impact

Affordability remains a significant barrier to transit access, particularly for lower-income households, seniors, and individuals with disabilities. Expanding access to discounted bus passes, fare subsidies, and employer-sponsored transit incentives would help reduce these barriers. Just as important is targeted outreach to ensure riders understand how to access subsidized fares and related programs. Addressing affordability not only increases mobility for vulnerable populations but also strengthens economic participation by connecting more residents to jobs, services, and community life.

Key Needs:

- **Expand programs to reduce costs for low-income, senior, and disabled individuals**
- **Subsidized programs for employers and employees**



Survey Findings:

Many respondents indicated they cannot afford the fare or didn't know what services were available, contributing to barriers to using transit services.

*There was significant support for **discounted passes for seniors and low-income individuals** and **subsidized employer programs** to encourage the use of public transportation.*

**How the Needs Assessment
Supports the Development of Plan Goals:**

The transit needs assessment highlights several priority areas for improvement in Anchorage's transportation system, including access to essential destinations, service reliability, safety, specialized mobility services, educational outreach, and affordability. Feedback from both the Transportation Working Group and public survey respondents underscores the importance of expanding service coverage, strengthening communication, improving safety, and reducing financial barriers for vulnerable populations.

By directly addressing these needs, the updated Coordinated Plan can foster a more equitable, reliable, and accessible transportation network for all Anchorage residents. These findings serve as the foundation for the goals and strategies outlined in Chapter 5, guiding the community toward a coordinated, sustainable, and inclusive transit system.



3. PLAN REVIEW

A central component of the 2025 update to the Anchorage Coordinated Public Transit–Human Services Transportation Plan (CHSTP) was a thorough review of the 2018 plan to identify elements requiring revision or expansion. This process ensured that the updated plan is both responsive to current conditions and forward-looking in addressing emerging needs.



The review highlighted several key drivers of change since 2018:

- **Updated Census Data** – New demographic and socioeconomic information provides a clearer picture of Anchorage’s evolving population and its transportation needs.
- **COVID-19 Pandemic Impacts** – The pandemic reshaped travel behaviors, increased demand for essential trips, and highlighted gaps in service for vulnerable populations.
- **Economic Shifts** – Fluctuations in employment, housing affordability, and cost of living have influenced travel demand and access to reliable transportation.
- **Advancements in Transportation Services** – Technological improvements and expanded mobility options, such as real-time tracking, alternative mobility programs, and emerging microtransit models, create new opportunities to improve service delivery.

These developments underscore the importance of aligning the 2025 CHSTP with present-day realities. By reflecting these changes, the updated plan aims to ensure that Anchorage’s human services transportation framework

remains equitable, adaptive, and resilient—capable of meeting the mobility needs of seniors, individuals with disabilities, low-income residents, and other transit-dependent populations well into the future.

Review of 2018 Coordinated Plan

The 2018 Anchorage Coordinated Public Transit–Human Services Transportation Plan (CHSTP) provided an important foundation for improving mobility in the region. However, to ensure that the 2025 CHSTP reflects current realities and future needs, a comprehensive review of the 2018 plan was conducted. This review identified key areas where updates are required across data, context, coordination activities, funding, and strategies.

Introduction and Overview

- **Data Updates:** The 2018 plan compared data from the 2009 and 2018 plans. These tables must be revised with the most current data sources, including recent transportation provider surveys and post-2018 planning efforts.
- **Stakeholder Engagement:** Outreach and consultation activities need to be updated to capture new events, public input, and working group engagement since 2018, ensuring the 2025 plan accurately reflects today’s stakeholder participation.



Context and Conditions

- **Demographic Data:** Tables must be updated with the latest U.S. Census and American Community Survey (ACS) data. This includes population trends, racial/ethnic composition, and the prevalence of transportation-disadvantaged individuals. Outdated references (e.g., the 2015 Alaska Commission on Aging Annual Report) should be replaced with the most recent versions.
- **Economic Indicators:** Updated statistics on unemployment, poverty, and housing are necessary to accurately capture Anchorage’s current socioeconomic conditions and their impact on transit demand.
- **Transportation Services:** Service provider information, including People Mover and AnchorRIDES, must be revised for route changes, fare structures, service levels, and availability. Services that ceased operations after 2019 were also



identified. Non-emergency medical transportation services also require review to ensure accuracy.

Coordination Activities

- **Coordination Efforts:** Updates are needed to document new or ongoing partnerships, inter-agency coordination, and the status of local coordination councils.
- **Coordination Activity Tables:** Existing tables should be revised to reflect current activities and highlight opportunities for collaboration between transportation providers, human service organizations, and other stakeholders.



Funding Framework and Analysis

- **Federal and State Funding Sources:** References to federal and state funding (including Medicaid statistics and the Government Accountability Report) must be updated.
- **Funding Trends:** The “State and Federal Transit Funding Trend” table requires a comprehensive refresh to reflect the latest funding allocations and trends, providing insight into current and future financial resources for transit.



Identifying Needs

- **Transit System Improvements:** The 2018 plan referenced the 2017 People Mover redesign. Updates should capture subsequent improvements in bus stop accessibility and service coverage for seniors, individuals with disabilities, and other priority populations
- **Service Options:** Information on late-night and weekend service availability should be revised with the latest data, along with updated ACS coverage estimates for vulnerable populations.



Resilient and Adaptable Transportation System

- **Winter Weather Preparedness:** The 2018 plan noted challenges with winter bus stop maintenance. The update should assess progress and propose strategies if issues remain.
- **Access to Social Services and Medical Facilities:** Tables on transit access to healthcare and social service locations need to be revised with the most recent data.



Education and Awareness

- **Educational Materials and Collaboration:** Updated outreach materials and efforts to increase awareness of transit services must be incorporated. Collaboration with healthcare providers, community organizations, and other partners should also be reassessed.



Strategies

- **Strategic Focus Areas:** The strategies and action tables in the 2018 plan should be revised to reflect updated priorities and approaches for addressing transportation needs.
- **Coordination Council and Action Plans:** Membership of the coordination council should be verified, and additional stakeholders incorporated if needed. Action items and timelines must be updated to align with current priorities.



Summary

The 2025 CHSTP should build on the foundation established in 2018 while incorporating updated demographic and economic data, revised transportation service information, and new funding realities. By refreshing coordination activities, improving the accuracy of service inventories, and modernizing strategies, the updated plan will provide a relevant, effective, and forward-looking framework for addressing the mobility needs of Anchorage's transportation-disadvantaged populations.

2018 Plan Recommendations

Recommendation #1:

Work Together as a Community

Intent: Establish a formal and ongoing human services coordinating committee.

Challenges: Early efforts failed due to lack of structure, ownership, and later disruptions from COVID-19. A 2019 Interagency Committee was formed but dissolved due to turnover and shifting priorities.



Key Action Items:

Primary Action	Recommendation Key Action Items
Convene and formalize existing advisory groups as an ongoing human services coordinating committee.	<ul style="list-style-type: none"> ▪ Determine which existing standing committee can champion the Coordinated Human Services Transportation Plan. ▪ Identify/recruit necessary stakeholders to ensure broad representation. ▪ Schedule an initial kick-off meeting. ▪ Develop committee materials/operation structures, including: <ul style="list-style-type: none"> – Charter – Agenda/note templates – Community meeting norms – Priority projects drawn from this plan

Recommendation #2:

Plan and Build an Inclusive Transportation Network

Intent: Ensure that transit improvements address the needs of seniors, people with disabilities, low-income residents, older adults, households without vehicles, and youth.



Success: This was the most successfully implemented recommendation.

- The 2020 Transit on the Move Plan tracked service changes with access metrics.
- Engagement included 33 public events and additional surveys (e.g., 2025 Onboard Origin-Destination Survey, AnchorRIDES Customer Satisfaction Survey).

Key Action Items:

- Solicit input from seniors, disabled riders, youth, and low-income groups.
- Synthesize these needs into goals and objectives for a service plan.

Primary Recommended Action	Recommended Key Action Items
Develop People Mover & AnchorRIDES transit investment priorities and service enhancement plans that include seniors and people with disabilities.	<ul style="list-style-type: none"> ▪ Solicit input from seniors, people with disabilities, youth, and low-income groups on needs and desires for transit projects to address identified gaps. ▪ Synthesize priority goals identified with other planning efforts to develop a mission, goals, and objectives for a service enhancement plan. ▪ Prioritize enhancement strategies to dedicate resources to serve seniors, people with disabilities, youth, and low-income groups.

Recommendation #3:
Grow and Share Funding for
Human Services Transportation

Intent: Build funding partnerships, focusing on high-return medical transportation services.

Challenges: While partnerships with the VA’s VTS and the Medicaid NEMT program were identified, the plan lacked local examples, staff, and funding. COVID-19 further stalled efforts, and the recommendation was never implemented.



Key Action Items:

Primary Recommended Action	Recommended Key Action Items
Pursue Strategic Funding Partnerships	<ul style="list-style-type: none">▪ Focus on medical transportation as a starting point by building relationships with key people at the VA’s VTS program and the state’s Medicaid NEMT program.▪ Begin by understanding unmet needs and discussing desired outcomes.▪ Use tools from the toolbox to aid these discussions.



4. COMMUNITY ENGAGEMENT

Public engagement is at the heart of the 2025 Anchorage Coordinated Human Services Transportation Plan Update.

Through a collaborative process involving working group sessions, rider and provider surveys, and focused stakeholder discussions, this chapter captures the collective voice of Anchorage’s human services transportation network. It reflects the lived experiences of riders, the insights of providers, and the expertise of agencies that serve older adults, people with disabilities, veterans, and low-income residents.



Around Anchorage Coordinated Plan Website

Two surveys—a Rider Survey and a Provider Survey—were conducted in July–August 2025, hosted online through the project website.

The public-facing survey was conducted of Anchorage public transit riders as well as those who do not currently use services to gather input about current conditions and future needs.

Participation in the rider survey was promoted through:

- Social media advertising
- Outreach from TWG organizations to their constituents



Around the Anchorage Coordinated Plan website

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

- On-vehicle advertising on People Mover and AnchorRIDES buses and vans.

As an additional inducement for participation, the project awarded a \$25 gift card to 10 participants selected in a random drawing.

- The **Rider Survey** drew **161 respondents**, self-selected from the general public.
- The **Provider Survey** gathered input from **14 targeted respondents**, representing regional transportation and social service providers serving the plan's target populations.

Diverse Voices, Shared Themes

Participants from across the health, human services, and transportation sectors consistently identified the need for:

- **Stronger coordination** across agencies and providers
- **More equitable planning** that centers marginalized populations
- **Improved infrastructure** to support safe, reliable travel year-round

Working Group Themes

Working group contributors emphasized:

- The need for a lead mobility coordinator to streamline service delivery and align efforts across agencies.
- Equity and inclusion as guiding values, particularly in relation to service access, safety, and communication.



Rider Survey Themes

The Rider Survey revealed daily barriers that prevent residents from effectively using available services, including:

- Inaccessible routes and limited service hours
- Affordability barriers that restrict access to essential destinations
- A lack of real-time updates, making planning difficult
- Concerns about safety in winter months and after dark, with riders specifically calling for improved lighting, shelters, and extended hours of operation



Provider Survey Themes

Transportation providers highlighted system-level challenges that limit their ability to meet community needs, such as:

- Inadequate funding and resource constraints
- Persistent coordination gaps across agencies
- Workforce shortages that impact service delivery
- Limited interagency collaboration and shared tools
- Ongoing infrastructure maintenance issues, with snow removal at stops and along sidewalks cited as a pressing need



Common Themes

Across all engagement efforts, eight consolidated priorities emerged, reflecting a strong consensus on how to improve specialized transportation in Anchorage:

- **Establish a Mobility Coordination Entity**
- **Improve Infrastructure and Accessibility**
- **Expand Hours and Trip Types**
- **Enhance Affordability**
- **Increase Rider Communication**
- **Create Shared Tools and Directories**
- **Streamline and Expand Funding Access**
- **Support Workforce Development**



These priorities represent not just a vision but a shared mandate for building a safer, more inclusive, and more coordinated transportation system in Anchorage. The insights in this chapter will directly inform strategies in the plan and help ensure that transportation services meet the real-world needs of those who rely on them most.

Transportation Working Group

To guide the planning process, key leaders from the human services and transportation fields were invited to participate in a Transportation Working Group (TWG). This group played a key advisory role for the project, contributing essential expertise and feedback, especially to the formation of themes, goals, and strategies.



Working Group Members

The TWG brought together a diverse mix of organizations and agencies, including:

- **Municipal agencies**, such as AnchorRIDES and the ADA Advisory Committee
- **Nonprofit transportation providers**, such as Catholic Social Services
- **Human services organizations**, including the Turnagain Senior Social Club
- **Advocacy and coalition groups**, including the Alaska Mobility Coalition
- **Healthcare partners**, such as the Alaska Native Medical Center

The following table lists the Working Group members:

Organization Type	Organization	Name
DOT	Alaska Department of Transportation & Public Facilities	Dalton Perry
Public Transit	People Mover	April White
	MOA-AnchorRIDES	Cecelia Sanchez
	MOA ADA Coordinator	Paul Deery
	Public Transit Advisory Board	Sarah Preskitt
Older Adults	Alaska Commission on Aging	Yasmin Radbod
	Turnagain (Senior) Social Club	Kori Mateaki
	OPAG/Senior Voice	Anne Tompkins
Social Services	Anchorage Neighborhood Health Center	Ahliil Saitanan
	Catholic Social Services	Charity Duley
	Alaska Mobility Coalition	Bridger Reed-Lewis
	Life Works	Pamela Wise

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

Organization Type	Organization	Name
Individuals with Disabilities	Disability Law Center	Dave Beaube
	Aging & Disability Resource Center	Maureen Haggblom
Medical & Mental Health	Providence Alaska Medical Center	Patricia Bray
	Alzheimer's Resource of Alaska	Yvette Tousignant
	Alaska Mental Health Consumer Web	Valerie Chadwick
Planning	Anchorage Metropolitan Area Transportation Solutions	Christine Schuette
	Municipality of Anchorage	Carrie Belden
Indigenous & Alaska Native	Alaska Native Medical Center	Don Black
	Alaska Native Tribal Health Consortium	Elizabeth Arteaga
Public Representatives	General Public	Casey Cockerham
	General Public	Rhiannon Brown
	General Public	Mary Abraham
	General Public	Leona Seal

Workshop #1: CHSTP Working Group Meeting – June 24, 2025

The first workshop focused on exploring core plan themes through a poster session format, allowing rotating small group discussions. The goal was to generate feedback on needs and opportunities related to transportation coordination in Anchorage.

Overarching Themes Across All Stations

Participants identified four critical, cross-cutting priorities: **education, consistency, partnership, and safety**. These were viewed as fundamental elements that underpin all successful transportation strategies.

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

Strategic Investment & Plan Coordination

Key Needs:

- Dedicated MOA staffing for coordination, data, and planning.
- Plan for growth and align grant timelines accordingly.
- Improve communication among transportation stakeholders.
- Invest in equipment, including 4WD vehicles and feeder route solutions.
- More driver training and continued stakeholder engagement.

Key Opportunities:

- Establish employer/employee-paid transit taxes.
- Create special event routes and subsidized ridership programs.
- Coordinate with organizations like the VA, AMHT, ANCs, and NADTC.
- Implement vehicle rotation schedules and planned maintenance.
- Create long-term sustainability via program-specific investment plans.

Education & Awareness

Key Needs:

- Consistent, accessible education in multiple languages and formats.
- Printed signage and schedules at all stops.
- Elimination of communication barriers, including for deaf riders.
- Training for navigational support staff.
- Design outreach based on audience preferences (i.e., low-tech for seniors).

Key Opportunities:

- Establish a universal, updated resource guide.
- Use success stories to build ridership trust.
- Conduct pop-up outreach events to reach people in familiar spaces.
- Incorporate rider support services like trip navigators.

Technology, Accessibility & Equity

Key Needs:

- Improve paratransit scheduling and communication.
- Ensure ADA-compliant stops and shelters with lighting and snow clearance.
- Balance tech-based and low-tech options based on user needs.

Opportunities:

- Add cameras at stops and on vehicles for safety.
- Provide real-time tracking and trip planning tools.
- Ensure all features are universally designed and accessible.

Workshop #2: CHSTP Working Group Meeting – July 30, 2025

The second session was organized around six strategy boards from the draft coordinated plan. Participants voted for strategies with the greatest potential impact and offered detailed insights on how to implement them effectively.

Top Strategies Identified by Participants:

1. Improve Safety & Comfort

- Clear snow from steps and sidewalks.
- Add lighting, shelters, and ADA-compliant seating.
- Install cameras to increase security.
- Provide weather gear, heating features, and real-time arrival displays.

2. Expand Trip Types & Hours

- Extend weekend and evening service.
- Allow for spontaneous travel, including on paratransit.
- Broaden eligible trip purposes to include recreation, socializing, and errands.

3. Support Rider Navigation

- Provide transit navigators for first-time or anxious riders.
- Offer trip training for seniors and people with disabilities.
- Improve public access to online trip planning tools.

4. Strengthen Coordination & Shared Services

- Collaborate on funding matches and staff training.
- Centralize scheduling and maintenance where feasible.
- Formalize regional coordination through leadership or staffing.

5. Enhance Vehicle & Infrastructure Investment

- Support a vehicle replacement schedule and maintenance funding.
- Prioritize capital investment for agencies that serve target populations.

6. Coordinate Funding & Mobility Management

- Create a central mobility manager or coordinating entity.
- Align funding across systems to reduce duplication and serve more riders.

Workshop Priorities for the 2025 Coordinated Plan

Across engagement activities—surveys, Working Group sessions, and employee interviews—**eight community-driven priorities** emerged. These reflect a strong consensus on how to improve specialized transportation in Anchorage and should serve as guiding principles for plan implementation:



1. **Create a central coordinating body or mobility manager.**
2. **Invest in accessibility infrastructure (shelters, snow clearing, signage).**
3. **Expand service hours and trip eligibility beyond medical and work travel.**
4. **Support low-tech, multilingual, and inclusive outreach strategies.**
5. **Build a trained rider support workforce (navigators, aides, trainers).**
6. **Leverage partnerships and shared services to stretch funding.**
7. **Focus capital and vehicle investments on providers serving key populations.**
8. **Prioritize rider safety and comfort as a key component of service quality.**

These priorities represent not just a vision but a **shared mandate** for building a safer, more inclusive, and coordinated transportation system in Anchorage.

Provider Survey

Introduction

To strengthen Anchorage's human services transportation system, the Municipality of Anchorage engaged local human service and transportation providers in a targeted survey. The goal was to better understand the operational challenges, service gaps, and strategic needs that shape their ability to deliver or facilitate transportation.



Survey responses provided a candid look into the realities providers face: from systemic barriers and unmet rider needs to funding constraints and coordination challenges. These insights are essential for identifying actionable opportunities that will improve accessibility, reliability, and sustainability for the populations these organizations serve.

This summary highlights the common themes and priorities that emerged from provider feedback. The results not only reinforce the importance of coordination but also underscore the need for shared tools, stable funding, and equitable service planning.

Detailed results of the Provider Survey are provided in Appendix C, with the full survey instrument included in Appendix E.

Provider Survey Participants

Service Type	Provides Transportation Services?
Fixed Route	
People Mover peoplemover.org	✓
Demand Response Paratransit	
AnchorRIDES muni.org/Departments/transit/AnchorRides	✓
Human Services	
Aging and Disability Resource Center muni.org	
Alaska Commission on Aging health.alaska.gov	
Local Aging & Disability Agencies alaskailc.org	
National Association of Social Workers socialworkers.org	

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

Service Type	Provides Transportation Services?
Turnagain Social Club turnagainsocialclub.com	
Other Service Providers	
Anchorage Neighborhood Health Center anch.org	
Catholic Social Services catholiccharitiesusa.org	
Public Transit Advisory Board https://www.muni.org/Departments/transit/pages/publictransitadvisoryboard.aspx	
Senior Voice Alaska seniorvoicealaska.com	

Top Priorities Identified by Providers

1. Unmet Transit Needs

Providers consistently cited serious service gaps that restrict their clients' mobility and independence. The most frequently reported unmet needs included:



- **Snow-related sidewalk barriers:** Unplowed or impassable sidewalks during winter create major access issues, especially for people with disabilities, seniors, and those using mobility devices.
- **Affordable transportation options:** Many clients cannot afford existing services, limiting their access to basic needs like food, employment, and healthcare.
- **Weekend service:** A lack of weekend transportation prevents clients from maintaining consistent employment, attending religious or family gatherings, and accessing medical care.
- **Disconnected or unavailable routes:** Clients struggle when services don't take them where they need to go, especially when trying to reach multiple service providers or medical destinations.
- **Lack of reliable transportation:** Inconsistency in transit service—missed pickups, delays, or no-shows—reduces trust in the system and limits use.

These responses point to an urgent need for more consistent, comprehensive, and inclusive service coverage across all days of the week and in all weather conditions.

2. Barriers to Coordination

The ability of organizations to work together on transportation goals is hindered by structural and institutional challenges. The most cited barriers were



- **Lack of funding:** Limited and restrictive funding remains the single greatest obstacle to transportation coordination, expansion, and innovation.
- **Siloed institutional structures:** Agencies often operate in isolation due to incompatible systems or regulations, reducing opportunities for collaboration.
- **Lack of knowledge about coordination opportunities:** Many organizations are unaware of what others are doing or how they might align their efforts.
- **Lack of a champion:** No single entity has taken ownership of coordination, leaving efforts fragmented and inconsistent.

- **Lack of shared vision between providers:** Without common goals, organizations face difficulties in aligning priorities and sharing resources.

These findings suggest that structural reforms and leadership are essential to advance meaningful and sustained coordination.

3. Funding Constraints

Beyond coordination, providers pointed to several barriers related to funding access:

- **Complex grant processes** make it difficult for small or under-resourced organizations to apply for or manage transportation funds.
- **Eligibility restrictions** disqualify for-profit providers from participating in grant programs, despite their role in the transportation ecosystem.
- **Slow disbursement and administrative delays** reduce flexibility and responsiveness, leading some providers to turn away clients due to insufficient funding.



Notably, some providers reported that they had enough funding for basic operations but not enough to expand or enhance service.

4. Missed Opportunities for Collaboration

While some organizations expressed interest in partnering on services, driver training, trip planning, or shared infrastructure, many also noted that they “don’t do this and don’t plan to.” This highlights a lack of dedicated support structures or incentives to foster collaboration.



Where opportunities were identified, providers asked for:

- **More flexible forums** (such as hybrid or remote meetings) to enable consistent participation.
- **Simplified channels for communicating** needs and capacities across sectors.
- **A central entity or database** to track, map, and promote available services.

Provider Survey Findings

Based on provider survey input, the following feedback was gathered for the 2025 Coordinated Human Services Transportation Plan. Here, that feedback is framed into more actionable items:

A. Expand Access to Reliable, Inclusive Service

- **Prioritize snow and sidewalk maintenance** along key pedestrian access routes.
- **Increase weekend and evening** transportation options.
- **Invest in affordable fare models**, including vouchers, fare capping, and donation-based programs.



B. Strengthen Coordination Structures

- **Designate or fund a lead coordination entity** to organize meetings, facilitate data sharing, and track progress on shared goals.
- **Develop a regional transportation partnership council** that includes nonprofits, for-profits, veterans' services, and senior-focused organizations.
- **Provide coordination toolkits, training, and templates** to reduce the burden on individual agencies.



C. Improve Awareness and Communication

- **Create a shared digital directory or dashboard** of all transportation providers and services.
- **Offer regular joint learning sessions** on funding, partnerships, and service models.
- **Promote awareness of existing services** through multi-language print and digital outreach.



D. Enhance Funding Flexibility and Equity

- **Advocate for more inclusive funding eligibility criteria** at the state and federal levels, allowing for participation by all service types.
- **Streamline local grant application and reporting processes** to reduce barriers for smaller organizations.
- **Create a local innovation fund for pilot projects** that improve transportation coordination or fill known gaps.



E. Support Workforce and Capacity Building

- **Address the shortage of trained drivers** by supporting cross-agency training programs and shared certifications.
- **Explore new service models** like shared vehicles or centralized reservation systems to maximize limited resources.
- **Encourage volunteer driver programs** with liability coverage and incentives.



Conclusions

Service providers across Anchorage remain deeply committed to helping clients access vital destinations such as healthcare, employment, and community services. Yet, persistent systemic barriers—limited funding, fragmented coordination, and infrastructure challenges—continue to restrict their ability to fully meet demand.

The 2025 Coordinated Plan must respond with concrete, actionable steps: building stronger partnerships, reducing fragmentation, and ensuring equitable access to transportation for the populations most in need.

The input and ideas received from these participants provide a clear roadmap toward a more strategic, inclusive, and sustainable transportation system. By aligning resources and advancing shared goals, Anchorage can deliver a mobility network that truly supports independence, opportunity, and quality of life for all residents.

Rider Survey Results

The Rider Survey highlighted the significant impact that limited transportation options have on Anchorage residents' ability to reach essential destinations.



Nearly half of respondents reported being unable to travel to grocery stores, shopping centers, or banks, and a similar share said they could not attend social activities. More than 40% noted difficulty reaching medical and wellness appointments.

The most common barriers were not owning a car, lacking someone to provide a ride, or being unable to drive. Although many respondents can currently drive, they reported avoiding driving at night, when unwell, or on highways. A growing number already rely on others for transportation, most often through public transit, rideshare services, or assistance from friends and neighbors. Looking ahead one to three years, many anticipate needing additional help reaching medical appointments, shopping destinations, and social gatherings—underscoring that transportation independence declines for many residents over time.

Bus Service

Public bus service is widely used, but several factors limit ridership. Respondents cited long travel times, gaps in service coverage, and challenges walking to bus stops as the most common issues. Safety and accessibility were top concerns, with riders strongly supporting improvements such as better bus stop amenities, enhanced lighting, and real-time arrival information. Many also expressed interest in a bus system app with schedules, fares, and free transfers between systems. These upgrades could make bus service more attractive, reliable, and user-friendly.



Specialized Transportation Services

Awareness and use of specialized services such as AnchorRIDES and paratransit remain limited. While many respondents said they do not currently need these services, a significant portion reported being unaware of what is available. Among users, safety concerns were notable, with many reporting that they feel only "somewhat safe." Riders



identified the need for safer access to and from vehicles, onboard emergency features, and advanced driver training. They also requested extended service hours, shorter wait times, and same-day reservations—indicating clear opportunities to make specialized services more responsive and dependable.

Rider Demographics

Respondents represented a broad geographic spread, with the largest shares from the 99501 and 99504 ZIP codes. Most reported having home internet access and using smartphones, highlighting strong potential for digital tools like mobile apps and real-time transit information. While a majority did not identify as having a disability, a meaningful share did, and income levels varied widely. This diversity underscores the need for services that are modern, physically accessible, affordable, and adaptable to the wide range of rider needs in Anchorage.



Rider Survey Priorities

Overall, the 2025 rider survey findings suggest several priorities for updating Anchorage's coordinated transit plan, with the following improvements potentially boosting ridership and rider satisfaction:



- **Expand service coverage and convenience** for essential trips
- **Improve first- and last-mile** connections
- **Reduce overall travel time**
- **Implement safety and comfort enhancements** at stops and on vehicles
- **Invest in digital tools for transit riders** like mobile apps and real-time arrival information.

Increasing public awareness of specialized services like AnchorRIDES and paratransit, while expanding their availability and flexibility, will also be essential. Additionally, the plan must account for an aging population's growing dependence on transit, ensuring that options remain flexible, accessible, and responsive to changing mobility needs.

Feedback Themes and Recommended Priorities

Common Priorities from Working Group, Rider, and Provider Input

The 2025 Anchorage Coordinated Human Services Transportation Plan is grounded in extensive community engagement, including a Rider Survey, a Provider Survey, and two Working Group workshops. Together, these efforts surfaced both persistent barriers and actionable solutions to improve transportation access for older adults, people with disabilities, veterans, low-income residents, and others with specialized mobility needs.



Shared Priorities Across All Stakeholders

A clear pattern of shared concerns and goals emerged across the Rider Survey, Provider Survey, and Working Group sessions:

- **Lack of reliable and comprehensive service coverage**, especially during weekends and evenings.
- **Safety and accessibility concerns**, including snow-covered sidewalks and poorly lit stops.
- **Affordability challenges** for low-income and fixed-income individuals.
- **Fragmented coordination** among transportation providers.
- **Lack of centralized information** about available services and how to access them.
- **Gaps in service** for medical appointments, social outings, and basic errands.

Insights by Engagement Type

Transportation Working Group Workshops

Stakeholders from health, human services, and transportation sectors emphasized the need for a lead mobility coordinator, equitable planning practices, and infrastructure improvements (lighting, shelters, and snow removal). They supported real-time information systems, expanded service access, and stronger centralized oversight of coordination.



Rider Survey

Riders highlighted direct barriers to daily mobility: inaccessible routes, limited service schedules, affordability challenges, and the absence of real-time updates. Many avoided traveling at night or during winter due to safety concerns. Repeated priorities included bus stop amenities, better lighting, and expanded service hours.



Provider Survey

Providers focused on system-level challenges such as inadequate funding, lack of interagency collaboration, and workforce shortages. They also emphasized the importance of affordable fare programs, shared tools for coordination, and reliable snow/sidewalk maintenance to support consistent service delivery.



Consolidated Priorities for the 2025 Plan

Based on all sources, the following priorities are recommended for adoption in the Coordinated Plan:



1. **Establish a Mobility Coordination Entity:** To oversee service alignment, partnerships, and funding integration.
2. **Improve Infrastructure and Accessibility:** Snow removal, lighting, signage, and shelter upgrades at stops.
3. **Expand Hours and Trip Types:** More service on evenings and weekends and beyond medical purposes.
4. **Enhance Affordability:** Fare subsidies, vouchers, or donation-based programs.
5. **Increase Rider Communication:** Real-time bus info, route education, and multilingual outreach.
6. **Create Shared Tools and Directories:** An online hub for service availability, eligibility, and coordination.
7. **Streamline and Expand Funding Access:** Inclusive eligibility for grants and simplified reporting for small orgs.
8. **Support Workforce Development:** Cross-agency driver training, volunteer programs, and retention support.

All Anchorage stakeholders—riders, providers, and planners—are united in calling for a safer, more inclusive, and more coordinated transportation system. The success of the 2025 Plan will depend on implementing shared solutions, centralizing resources, and elevating the mobility needs of those historically underserved by traditional transit systems.



5. GOALS AND STRATEGIES

Understanding the goals and strategies developed by the Transportation Working Group (TWG) is essential to appreciating their purpose within the overall Coordinated Plan.



These elements provide a clear framework for addressing regional transportation challenges and advancing mobility solutions for Anchorage's most vulnerable populations.

Themes, Goals, and Strategies

Goals and strategies articulate both the vision and the practical steps of the Coordinated Plan. Goals establish the overarching regional context—defining what the plan seeks to accomplish over the next five years. Strategies translate those goals into actionable steps, demonstrating how coordination among agencies, providers, and community partners will create a more efficient and equitable transportation system. Together, they serve as guideposts for both implementation and ongoing work by the TWG.

In June 2025, the TWG convened for an in-person workshop to identify regional needs and opportunities. These discussions formed the foundation for the updated Coordinated Plan. Through this collaborative process, the project team refined a set of themes and developed five goals to guide implementation over the next planning horizon.

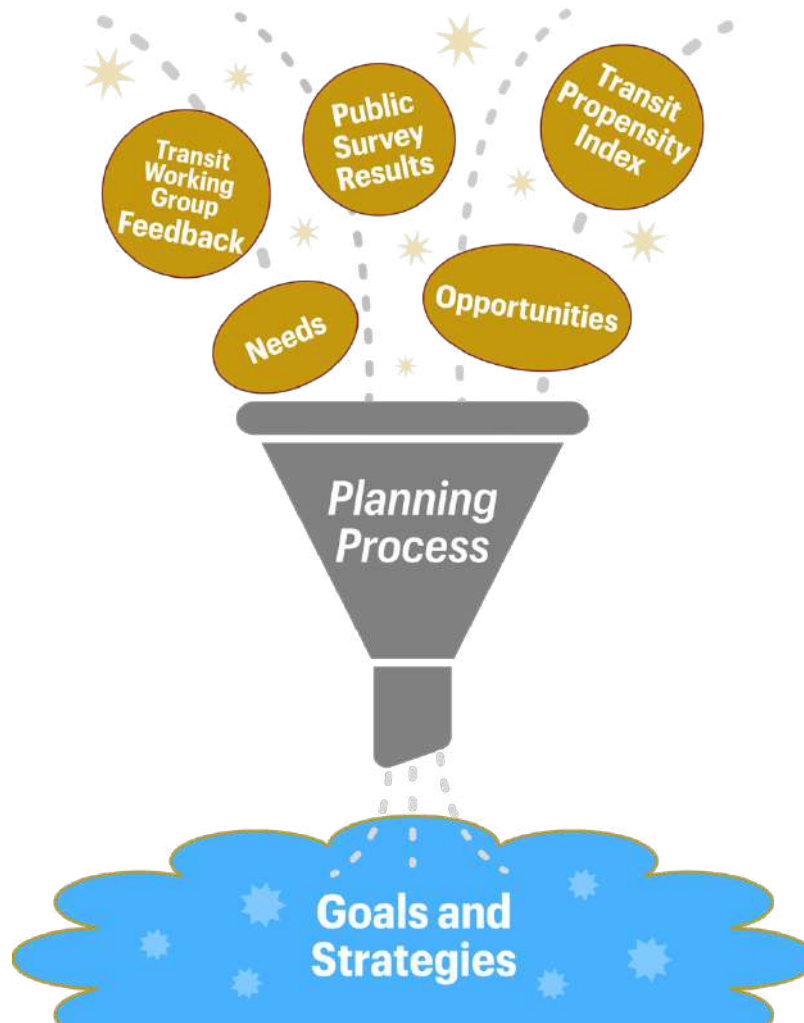
A wide range of inputs—including rider and provider surveys, stakeholder engagement, and updated needs assessments—helped shape the goals and strategies presented in this chapter. Each reflects the shared commitment to

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

improving accessibility, safety, affordability, and coordination in Anchorage's human services transportation network.

The diagram below depicts the process for developing goals and strategies.



Before diving into goals, it's often easier for community partners to begin thinking in terms of "themes" relative to coordinated planning. The Working Group refined themes captured from the workshop:

- Safety & Security
- Communication & Outreach
- Infrastructure & Accessibility
- Driver/Workforce Retention & Training
- Technology Integration
- Funding Considerations, Financial Sustainability & Affordability

Goals of the 2025 Coordinated Plan

The project team, with guidance from the Transportation Working Group (TWG), developed six goals to guide implementation of the 2025 Coordinated Plan.



Each goal reflects community input and addresses systemic challenges identified by riders, providers, and stakeholders. The goals are listed in no order of priority.

GOAL 1: Ensure a Safe and Reliable Transit System

Focus: Asset management, security standards, and pedestrian safety.

A safe, dependable system is essential for connecting residents to jobs, healthcare, education, and daily needs—especially in Anchorage, where winter conditions intensify travel challenges.



Key strategies include:

- Maintaining buses, facilities, and stops in good condition.
- Increasing service frequency to reduce long winter waits.
- Providing heated or sheltered waiting areas.
- Enhancing lighting and visibility at stops.
- Deploying trained staff or ambassadors to support riders in high-risk situations.

By investing in both safety and reliability, the plan aims to build confidence in public transit and ensure secure, year-round travel.

GOAL 2: Empower Riders with Accessible Information

Focus: Clear, consistent, and inclusive communication.

Navigating Anchorage's transit system must be straightforward for all users—including older adults, individuals with disabilities, and those with limited English proficiency.



Key strategies include:

- Offering real-time updates and multi-language communication.

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

- Using both digital (apps, websites) and non-digital (flyers, signage, call-in services) channels.
- Coordinating with health and human service providers to share transportation options.
- Providing visitor-friendly information for patients traveling to Anchorage for medical care.

These efforts reduce uncertainty, expand awareness of available services, and build rider trust.

GOAL 3: Provide Accessible, Equitable Transit Options

Focus: Meeting the needs of low-income, older, and disabled residents.

Transportation equity requires removing physical, financial, and systemic barriers.



Key strategies include:

- Improving sidewalks, lighting, and safe pedestrian access to stops.
- Adding routes or stops near healthcare, grocery, and supportive housing locations.
- Offering affordable fare models (vouchers, capped fares, donation-based).
- Expanding cashless options while keeping systems accessible to unbanked and tech-averse riders.

This goal ensures transit is a viable, affordable, and inclusive option for all.

GOAL 4: Strengthen the Transit Workforce

Focus: Recruitment, training, retention, and coordination.

A skilled, stable workforce underpins reliable service delivery.



Key strategies include:

- Recruiting operators and paratransit drivers through targeted outreach and competitive incentives.
- Offering professional development and specialized training (e.g., ADA, safety, customer service).
- Engaging staff through surveys and listening sessions to improve morale and retention.
- Enhancing coordination with Medicaid waiver services and care providers to support riders with complex needs.

Workforce investment improves service quality and fosters long-term community benefit.

GOAL 5: Integrate Technologies to Enhance Service

Focus: Accessibility, rider experience, and safety through innovation.

Technology can modernize transit, making it easier and safer to use.



Key strategies include:

- Expanding real-time bus tracking and trip planning tools.
- Developing interactive, user-friendly scheduling platforms.
- Adding cashless fare system with rider training and alternative options.
- Leveraging technology for safety improvements such as cameras, emergency features, and monitoring systems.

Smart technology adoption empowers riders and streamlines operations.

GOAL 6: Advance Data-Driven, Sustainable Investments

Focus: Funding resilience, accountability, and system preparedness.

Transit sustainability requires stable revenue, smart planning, and resilience to disruptions.



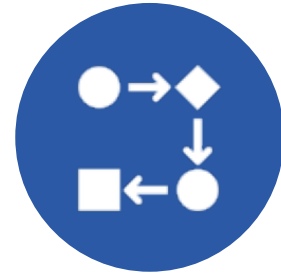
Key strategies include:

- Pursuing diverse funding streams, including federal/state grants and partnerships.
- Establishing a dedicated local revenue source for transit.
- Using robust data to inform service planning and investment decisions.
- Setting clear guidelines for revenue-generating activities (e.g., bus advertising).
- Planning for extreme weather, disasters, and supply chain disruptions.

Grounding decisions in data ensures that transit remains adaptable, transparent, and aligned with community priorities.

Strategies

Strategies operate as “recommendations” as a part of the coordinated plan. These are the elements the TWG will seek to implement once the plan is adopted.



The development of strategies preceded the formal articulation of goals during the first Transportation Working Group workshop in June. The session began with a guided discussion, followed by facilitated breakout groups in which participants identified needs and opportunities related to each theme outlined above. A complete record of the workshop notes, including all identified needs and opportunities, is provided in the appendix. Some of the most salient needs and opportunities are summarized below:

Identified Needs

- **Winter safety and reliability:** Heated or sheltered bus stops, coordinated and improved snow removal and sidewalk maintenance, and enhanced lighting to improve safety during long winter nights.
- **Route and stop access to key services:** Closer bus stops and/or new routes serving hospitals, health care centers, supportive housing, food sources (such as food banks and grocery stores), and senior facilities.
- **Better information and communication:** Consistent, multi-language transit information across platforms; non-digital resources for seniors; and real-time updates to reduce uncertainty during delays or disruptions.
- **Workforce capacity:** More bus drivers, maintenance staff, and care coordinators to meet service demand and ensure continuity.
- **Equitable fare access:** Discounted or free passes for low-income riders, seniors, and people with disabilities; fare capping; sliding scale pricing; and partnerships with employers and nonprofits.

Identified Opportunities

- **Specialized and flexible services:** Same-day AnchorRIDES and smaller buses running more frequently in certain areas.
- **Partnerships to expand reach:** Collaborations with healthcare providers, senior/disability advisory councils, social service providers, food banks, and more to align transportation with community needs.

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

- **Community engagement and education:** Listening sessions, “bus buddy” programs, expanding and improving travel training, and outreach at farmers’ markets, food banks, and other community gathering places.
- **Technology integration:** Real-time bus location data, interactive scheduling tools, cashless fare payment, and senior-friendly tech interfaces with training support.
- **Creative funding approaches:** Grants, strategic partnerships, dedicated transit funding streams, and carefully managed advertising revenue to sustain services.

The project team worked with the TWG at a second workshop in July to review and finalize the strategies and review feedback received through the public survey to ensure the strategies drafted were echoing the needs of both working group members and the community as a whole via the survey. The descriptions of the strategies are identified in the following section, grouped with their associated goals.



GOAL 1

Ensure a safe, reliable transit system by prioritizing asset management, security standards, and pedestrian safety.

Strategy 1a. Increase security presence at transit facilities and on buses

A visible security presence helps deter crime, increase rider confidence, and provide immediate assistance in emergencies. Participants noted this was especially important during dark winter months and at stops with lower pedestrian activity.

Strategy 1b. Expand program to install cameras and improve security at bus stops.

Surveillance cameras and improved lighting enhance safety for both riders and operators, helping prevent vandalism and creating a greater sense of security in public spaces.

Strategy 1c. Enhance bus stop safety and visibility.

Design improvements such as better lighting, clear sightlines, and reflective elements ensure drivers can see waiting passengers and riders feel safe while boarding.

Strategy 1d. Improve winter weather safety at bus stops.

Clearing snow for improved timeliness and operations, managing ice, and ensuring safe access during extreme cold reduce hazards and encourage continued transit use in winter, as well as timely updates with weather-related delays.

Strategy 1e. Prioritize safety for riders and drivers across all transit operations.

Embedding safety into all aspects of service delivery addresses concerns ranging from vehicle operation to passenger interactions.

Strategy 1f. Install or partner with community facilities to offer heated bus shelters or warming stations at high-traffic stops during extreme cold periods.

Warm waiting areas help protect health and comfort during long winter waits, especially for vulnerable riders. It is recommended that the highest usage stops be mapped to determine where improved winter amenities would be most beneficial.



GOAL 2

Empower riders, visitors, and community members with clear, accessible information on transportation services and how to use the services effectively.

Strategy 2a. Standardize educational messaging across all platforms.

Consistent messaging reduces confusion and ensures riders receive accurate information, regardless of where they look for it.

Strategy 2b. Ensure accessible, multi-language information across all formats.

Providing materials in multiple languages and accessible formats addresses language and disability barriers that can prevent people from using transit.

Strategy 2c. Create a universal resource list for current and future transit users and increase outreach to raise awareness of available resources.

A single, comprehensive directory of services simplifies navigation of transit options and connects riders to additional community resources.

Strategy 2d. Provide real-time updates on bus location and arrival times via an app.

Accurate, timely updates allow riders to better plan their trips and reduce time spent waiting in unsafe or uncomfortable conditions.

Strategy 2e. Increase communication and coordination with medical providers, care coordinators, and hospitals to ensure transportation arrangements for hospital discharges, medical appointments, and individuals traveling from outside of Anchorage for treatment.

Coordinated planning prevents missed appointments, ensures continuity of care, and supports those traveling from outside Anchorage.

Strategy 2f. Communicate with riders using more reliable and timely methods to improve transparency and trust.

Quick and dependable communication builds rider confidence, particularly during service disruptions. Current methods should be examined to determine how they may be improved.

Strategy 2g. Provide information packets (digital and print) for out-of-town patients traveling for care, including transit, paratransit, and connecting service details.

These resources help non-local riders understand and navigate Anchorage's transit system before they arrive.



GOAL 3

Provide accessible, equitable transit options that meet the needs of low-income, disabled, and older community members.

Strategy 3a. Expand sidewalk network and improve sidewalks with safety buffers.

Safe, well-maintained sidewalks encourage walking to transit and protect pedestrians from traffic. The current sidewalk network is primarily limited to the central business district. Expanding that network would allow for better accessibility of fixed route services.

Strategy 3b. Increase lighting along sidewalks and at transit stops.

Better lighting improves safety, reduces crime risk, and makes travel more comfortable during dark winter days.

Strategy 3c. Develop a comprehensive snow removal and maintenance plan, and policies to ensure consistent maintenance.

Reliable winter maintenance keeps sidewalks and stops usable, reducing slip hazards and improving accessibility.

Strategy 3d. Design and maintain accessible, safe pathways between bus stops and key destinations.

Ensuring barrier-free routes between stops and destinations supports riders with mobility challenges.

Strategy 3e. Improve access to food sources via public transit.

Route planning that connects riders to grocery stores and food banks addresses food insecurity and supports health.

Strategy 3f. Include coordination of transportation for healthcare needs, waiver navigation, and outreach to underserved populations.

Aligning transit with healthcare access helps remove transportation barriers to medical services.

Strategy 3g. Provide simplified devices, large-print guides, or in-person assistance to help older adults use apps, payment systems, and trip planning tools.

Tailored support ensures older riders and individuals with disabilities can confidently use modern transit tools.



GOAL 4

Enhance the recruitment, training, and retention of the transit workforce by improving operator support through targeted training and incentives, strengthening coordination to maximize service efficiency, accountability, and long-term community benefit.

Strategy 4a. Develop a coordinated approach to hire more care coordinators to assist with waivers.

Expanding the availability of care coordinators helps riders navigate complex eligibility processes for transportation assistance.

Strategy 4b. Create hiring and retention incentives to attract and retain bus operators.

Competitive pay, benefits, and recognition programs can help address driver shortages and improve service reliability.

Strategy 4c. Address workforce shortages in key areas (e.g., drivers, maintenance).

Filling critical staffing gaps is necessary to maintain consistent operations and respond to growing service demands.

Strategy 4d. Hire dedicated staff for MOA coordination and data management.

Dedicated roles ensure better communication, accountability, and efficiency across transit programs.

Strategy 4e. Create targeted training for People Mover and AnchorRIDES drivers.

Specialized training supports safe, courteous, and effective service, particularly for riders with special needs.



GOAL 5

Integrate technologies to improve transit accessibility, rider experience, and safety.

Strategy 5a. Implement real-time bus location data to better inform riders.

Providing accurate bus tracking helps riders make informed travel decisions and reduces uncertainty.

Strategy 5b. Install cameras and improve security at major bus stops & transfer facilities.

Surveillance enhances safety in high-traffic areas and deters crime and loitering.

Strategy 5c. Create an interactive schedule tool for AnchorRides.

A user-friendly scheduling system improves convenience for paratransit riders and reduces booking errors.

Strategy 5d. Tailor technology to meet the needs of diverse audiences; including individuals with disabilities and language barriers.

Customizing digital tools increases access for all rider groups.

Strategy 5e. Ensure apps and tools have simplified, senior-friendly modes (large fonts, plain language, voice navigation), plus non-digital backup systems for those who can't use smartphones.

This ensures no rider is excluded from critical trip-planning and fare-payment tools.

Strategy 5f. Offer community training sessions on how to use real-time bus apps and digital fare payment systems.

Hands-on guidance helps riders adopt and benefit from technology-based improvements. These training sessions should be targeted for super seniors, individuals with disabilities, and those with language barriers.



GOAL 6

Advance smart transit investments informed by data-driven planning and sustainable funding that drives economic growth and improves system resilience to disruptions and seasonal demands.

Strategy 6a. Pursue additional funding sources (grants, strategic partnerships) for providers.

Diverse funding streams strengthen financial stability and support system improvements.

Strategy 6b. Establish a dedicated, sustainable funding stream for transit.

A predictable funding base ensures long-term planning and consistent service delivery.

Strategy 6c. Increase ads on buses to generate revenue.

Managed appropriately, advertising can provide supplemental income without compromising rider experience.

Strategy 6d. Provide discounted bus passes for non-profit organizations whose clients need transportation to access services.

Supporting nonprofits helps extend transit benefits to vulnerable populations.

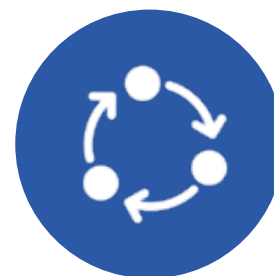
Strategy 6e. Maximize economic benefits of transit through enhanced agency efficiency, accountability, and transparency.

Efficient operations and clear reporting increase public trust and justify continued investment.



6. PLAN IMPLEMENTATION AND FUNDING SOURCES

The proposed strategies in Chapter 5 of this plan are intended to meet a series of needs uncovered throughout the engagement process; they also include descriptions to assist with implementation. The strategies in this chapter are categorized by goals and also by prioritization tiers.



Strategy Prioritization

After listening to feedback from both the Transportation Working Group and the public via the survey, the proposed strategies were prioritized into three categories, with implementation timelines associated with each strategy. Some strategies may be ready for immediate implementation, whether ranked high or low priority. Other strategies, while ranked “high priority,” may take longer to implement. Project timelines range from short (1-2 years) to medium (3-4 years) to long (5+ years).

HIGH PRIORITY – To begin meeting project goals and closing needs, MOA should consider prioritizing several basic investments and programs in coordination with regional partners. The measures included in the high priority tier are those which have been deemed important by the Transportation Working Group in the next couple of years.

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

MEDIUM PRIORITY – The impacts of these strategies are also consequential, but they are not the highest priority. Some strategies under the Medium Priority tier may also benefit from High Priority strategies being implemented. For example, a pilot flexible transit route may be more successful if there is already an understanding of which communities would be most likely to ride such a service, along with more direct in-person marketing of transit options. Also, strategies that were added later by the working group were not part of the original prioritization process. As such, those strategies are ranked “medium” priority as a neutral designation until the TWG determines they should fall into a different ranking

LONG-TERM PRIORITY –Included in the proposed strategies are proposed policies that address larger ongoing challenges, for example, the impacts of census changes and the legacy of systemic discrimination. These proposed policies are given a long-term timeframe, as they will require consideration in the context of all future transportation decisions.

The project team used the strategy rankings to create the implementation plan for the region. The implementation plan depicts strategies with their goals, proposed time to implement, and the priority assigned to the strategy.

Based on the Working Group’s prioritization activity captured in the appendix, strategies that were listed in the top two spaces are “high” priority, strategies in the 3rd and 4th spaces are “medium” priority, and strategies in the 5th ranked spot and greater are “low” priority.














Using the working group rankings, the proposed timeline for implementation, and the ease of implementation, each strategy was then given an “overall ranking”, in numerical order, for implementation. Other factors, such as funding availability, may impact a strategy’s overall ranking and whether it will get implemented sooner rather than later.




It is important to note that just because some of the strategies listed below are ranked High Priority, all the strategies established by the working group are of equal importance for region-wide coordinated planning. The strategies are simply those designated for priority implementation by the committee and are simply the highest-ranked initial steps the community partners must take to become better coordinated.

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

Based on the strategy rankings, the highest priority strategies for the region to tackle upon adoption of this coordinated plan are as follows (yellow highlight indicates highest priority order):















<div>  GOAL 1 Ensure a safe, reliable transit system by prioritizing asset management, security standards, and pedestrian safety. </div>			
Strategy	Timeline	Priority	Overall Ranking
Strategy 1a. Increase security presence at transit facilities and on buses			5
Strategy 1b. Install cameras and improve security at bus stops.			3
Strategy 1c. Enhance bus stop safety and visibility.			4
Strategy 1d. Improve winter weather safety at bus stops.			1
Strategy 1e. Prioritize safety for riders and drivers across all transit operations.			2
Strategy 1f. Install or partner with community facilities to offer heated bus shelters or warming stations at high-traffic stops during extreme cold periods.			UR




 = Short-Term
 = Medium-Term
 = Long-Term

UR = Unranked

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA


<div><div></div><div><h2>GOAL 2</h2><p>Empower riders, visitors, and community members with clear, accessible information on transportation services and how to use the services effectively.</p></div></div>			
Strategy	Timeline	Priority	Overall Ranking
Strategy 2a. Standardize educational messaging across all platforms.			5
Strategy 2b. Ensure accessible, multi-language information across all formats.			6
Strategy 2c. Create a universal resource list for current and future transit users and increase outreach to raise awareness of available resources.			2
Strategy 2d. Provide real-time updates on bus location and arrival times via an app.			1
Strategy 2e. Increase communication and coordination with medical providers, care coordinators, and hospitals to ensure transportation arrangements for hospital discharges, medical appointments, and individuals flying in for treatment.			3
Strategy 2f. Communicate with riders using more reliable and timely methods to improve transparency and trust.			4
Strategy 2g. Provide information packets (digital and print) for out-of-town patients traveling for care, including transit, paratransit, and connecting service details.			UR




 = Short-Term
 = Medium-Term
 = Long-Term

UR = Unranked

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA












	GOAL 3 Provide accessible, equitable transit options that meet the needs of low-income, disabled, and older community members.		
	Strategy	Timeline	Priority
	Strategy 3a. Expand sidewalk network and improve sidewalks with safety buffers.	LT	HIGH
	Strategy 3b. Increase lighting along sidewalks and at transit stops.	MT	LOW
	Strategy 3c. Develop a comprehensive snow removal and maintenance plan.	ST	MED
	Strategy 3d. Design and maintain accessible, safe pathways between bus stops.	LT	HIGH
	Strategy 3e. Improve access to food sources (food banks, grocery stores) via public transit.	ST	MED
	Strategy 3f. Include coordination of transportation for healthcare needs, waiver navigation, and outreach to underserved populations.	ST	MED
	Strategy 3g. Provide simplified devices, large-print guides, or in-person assistance to help older adults use apps, payment systems, and trip planning tools.	ST	MED




 = Short-Term
 = Medium-Term
 = Long-Term

UR = Unranked

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA














	GOAL 4 Enhance the recruitment, training, and retention of the transit workforce by improving operator support through targeted training and incentives; strengthening coordination to maximize service efficiency, accountability, and long-term community benefit.		
	Strategy	Timeline	Overall Ranking
	Strategy 4a. Hire more care coordinators to assist with waivers.		 4
	Strategy 4b. Create hiring and retention incentives to attract and retain bus operators.		 1
	Strategy 4c. Address workforce shortages in key areas (e.g., drivers, maintenance).		 2
	Strategy 4d. Hire dedicated staff for MOA coordination and data management.		 5
	Strategy 4e. Create targeted training for People Mover and AnchorRIDES drivers.		 3




 = Short-Term
 = Medium-Term
 = Long-Term

UR = Unranked

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA












<div>  GOAL 5 Integrate technologies to improve transit accessibility, rider experience, and safety. </div>			
Strategy	Timeline	Priority	Overall Ranking
Strategy 5a. Implement real-time bus location data to better inform riders.			1
Strategy 5b. Install cameras and improve security at major bus stops & transfer facilities.			3
Strategy 5c. Create an interactive schedule tool for AnchorRides.			2
Strategy 5d. Tailor technology to meet the needs of diverse audiences; including individuals with disabilities and language barriers.			1
Strategy 5e. Ensure apps and tools have simplified, senior-friendly modes (large fonts, plain language, voice navigation), plus non-digital backup systems for those who can't use smartphones.			UR
Strategy 5f. Offer community training sessions on how to use real-time bus apps and digital fare payment systems.			UR




 = Short-Term
 = Medium-Term
 = Long-Term

UR = Unranked

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

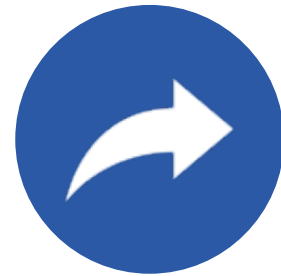
<div>  GOAL 6 Advance smart transit investments informed by data-driven planning and sustainable funding that drives economic growth and improves system resilience to disruptions and seasonal demands. </div>			
Strategy	Timeline	Priority	Overall Ranking
Strategy 6a. Pursue additional funding sources (grants, strategic partnerships) for providers.			1
Strategy 6b. Establish a dedicated, sustainable funding stream for transit.			3
Strategy 6c. Increase ads on buses to generate revenue.			4
Strategy 6d. Provide discounted bus passes for non-profit organizations whose clients need transportation to access services.			2
Strategy 6e. Maximize economic benefits of transit through enhanced agency efficiency, accountability, and transparency.			4

 = Short-Term
 = Medium-Term
 = Long-Term

UR = Unranked

Implementation Steps

For a coordinated plan to be successful, the Municipality of Anchorage and the Transportation Working Group must work to implement the strategies (recommendations).



Implementation takes multiple steps, outlined below. The Transportation Working Group has already begun the implementation process with strategy prioritization, which is a big first step to implementation. The full list of steps is identified as follows and described in detail, below:



Prioritize and Phase Recommendations



Define Roles and Responsibilities



Strategy Implementation Champions



Develop Clear Action Steps



Set Performance Metrics



Identify Funding and Resources



Timeline and Milestones



Engage Community Partners and the Public



Monitoring and Reporting

Prioritize and Phase Recommendations

Implementation should begin by organizing strategies into short-, mid-, and long-term actions based on feasibility, urgency, and funding availability. Some recommendations, such as improving communication or coordinating schedules, may be quick wins that build early momentum, while others—like introducing new technology platforms or mobility-on-demand services—require more extensive planning and resources. Phasing allows agencies to demonstrate progress while preparing for larger system changes.



Define Roles and Responsibilities

Clear leadership is essential for coordinated implementation. Each strategy should designate a lead agency responsible for moving the work forward, supported by partner organizations such as nonprofits, human service providers, or workforce and healthcare partners. One step in this process is to formalize the TWG with Anchorage Metropolitan Area Transportation Solutions (AMATS) and PTAB endorsement. The formalization would include a regular meeting schedule, by-laws, officers, and minutes.



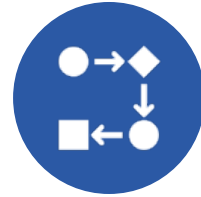
Strategy Implementation Champions

The project team guided the working group to discuss which agencies would support the implementation of each strategy once the plan is approved. Some agencies volunteered to lead the implementation of strategies; others offered general support toward the implementation of the strategy. The team created a table with a live online link so that agencies could “volunteer” by signing up to be a strategy champion. The community partners did not finish the sign-ups prior to the completion of this plan, so the Strategy Champions document will continue to be a working document on a shared drive for MOA and the working group to continue to use for tracking and amendment purposes.



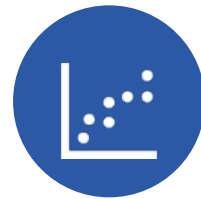
Develop Clear Action Steps

Every recommendation should be translated into a sequence of concrete actions that build toward implementation. For example, expanding demand-response service may begin with analyzing service gaps, proceed to securing funding, move into pilot testing in a targeted area, and then expand based on evaluation results. Breaking strategies into clear, actionable steps makes it easier to track progress and adjust as needed.



Set Performance Metrics

Defining measurable outcomes helps ensure that strategies are producing real results. Metrics might include increases in trips for seniors and people with disabilities, reductions in missed medical appointments, improvements in service coverage, or higher levels of rider satisfaction. By identifying both quantitative and qualitative indicators, agencies can monitor effectiveness and demonstrate the value of coordinated transportation to funders and stakeholders.



Identify Funding and Resources

Successful implementation depends on aligning strategies with available funding sources. Federal programs such as FTA Sections 5310 and 5311, state and local transportation funds, and even partnerships with healthcare providers can provide necessary resources. Cost estimates and cost-sharing models should be developed early so agencies understand financial requirements and can pursue the most appropriate funding streams.



Timeline and Milestones

A realistic timeline should be developed for each recommendation, with milestones that mark progress along the way. These checkpoints might include procuring new technology, piloting programs, or forming governance councils. Milestones provide structure for implementation while allowing agencies to evaluate and adjust strategies before scaling up or committing to long-term operations.



Engage Community Partners and the Public

Engagement must be ongoing throughout implementation to ensure services meet the needs of the populations they are designed to serve. Input from riders, especially marginalized and underserved groups, provides critical feedback that guides service adjustments. Engagement also includes training for staff and partners to strengthen cultural competency and improve customer service across all coordinated efforts.



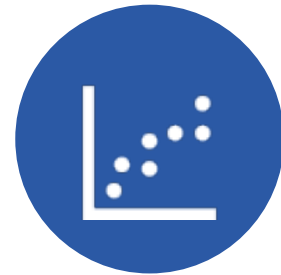
Monitoring and Reporting

Finally, regular monitoring and transparent reporting are key to sustaining momentum and accountability. Agencies should collect data, assess performance measures, and publish progress updates, ideally on an annual basis. This process not only demonstrates results to funders and the public but also informs necessary adjustments, keeping the plan responsive and relevant over time.



Performance Metrics

Performance metrics are a critical component of coordinated transportation planning. They provide a clear and objective way to evaluate whether strategies are being implemented as intended and whether they are producing the desired outcomes. For the Municipality of Anchorage, where public transit and human service transportation play an essential role in connecting seniors, individuals with disabilities, and other underserved populations to jobs, education, healthcare, and daily needs, the ability to measure progress is particularly important.



By identifying specific metrics, the Coordinated Plan ensures accountability, transparency, and alignment with broader community goals. Metrics also establish a feedback loop, allowing transit providers and human service partners to monitor performance, assess gaps, and adapt strategies over time. This performance-based approach is consistent with Federal Transit Administration (FTA) requirements for performance-driven planning and programming and helps demonstrate the value of investment in coordinated mobility solutions.

Building on Previous Regional Efforts

Anchorage has a strong foundation of using performance measures in both coordinated and metropolitan transportation planning. The 2020 Transit Plan: Transit on the Move included a comprehensive set of performance measures tied to goals such as accessibility, convenience, reliability, and safety. Examples included the percentage of jobs and residents within ¼ mile of a bus stop, fare structure analyses, wait times for fixed-route and paratransit trips, on-time performance targets, and vanpool participation growth. These measures provided important benchmarks for tracking improvements in access, service quality, and system reliability.



The 2050 Metropolitan Transportation Plan (MTP) extended this practice by incorporating federally defined performance measures. These included asset management metrics (e.g., the percentage of rolling stock or facilities exceeding useful life benchmarks), safety metrics (e.g., reportable injuries and safety event rates by mode), and system efficiency metrics such as mean distance between major mechanical failures. Together, these measures align Anchorage's local priorities with federal performance-based planning requirements.

Advancing the Coordinated Plan

The updated Coordinated Public Transit–Human Services Transportation Plan builds on this foundation by integrating performance metrics that reflect both the regional transportation system and the unique needs of human service transportation users. Carrying forward relevant measures from the Transit on the Move plan and the 2050 MTP ensures consistency, while adding targeted measures for human service coordination strengthens the plan's responsiveness to equity, accessibility, and mobility needs.



The integration of performance metrics will allow the Municipality and its partners to:

- **Track progress** toward improved access and mobility for seniors, people with disabilities, and other transportation-disadvantaged populations.
- **Assess the effectiveness** of coordination strategies, such as shared mobility services and cross-agency partnerships.
- **Identify areas** where additional investment or policy adjustments are needed.
- **Demonstrate accountability** to the public, local stakeholders, and funding agencies.

Funding Sources for Strategy Implementation

Anchorage's coordinated efforts to improve human services transportation have historically been limited by funding challenges.



While the 2018 coordinated plan identified goals, many were difficult to implement due to resource constraints. The 2025 Coordinated Human Services Transportation Plan (CHSTP) builds on these efforts by taking a close look at the funding environment for services supporting seniors, people with disabilities, low-income families, and other underserved populations. With Anchorage's senior population growing rapidly—nearly 40% of Alaska's seniors live in Anchorage, and the 80+ population is projected to triple in three decades—the demand for reliable, accessible transportation will continue to rise. However, funding growth rarely keeps pace with actual service costs.

Federal Funding Sources

Federal programs provide the backbone of human services transportation funding. Medicaid's Non-Emergency Medical Transportation (NEMT) program is the largest source, covering trips to medical appointments, while the Veterans Transportation Service (VTS) supports veterans' access to healthcare. The Older Americans Act (Title III-B and Title VI) funds senior and Native elder transportation, and the Alaska Temporary Assistance Program (ATAP) supports low-income families with children.



The Federal Transit Administration (FTA) provides essential funding through several programs:

- **Section 5310 (Enhanced Mobility of Seniors & Individuals with Disabilities):** Provides vehicles and services specifically for seniors and people with disabilities (approximately \$277,000 for Anchorage in 2025).
- **Section 5339 (Bus and Bus Facilities):** Adds about \$667,000 annually for new buses and facility improvements.
- Broader federal transit funding also increased through the 2022 omnibus and the **Infrastructure Investment and Jobs Act (IIJA)**, which boosted highway and transit funding by 44–58% over 2021 levels.

In addition, FTA funds technical assistance and planning through programs such as the National Aging and Disability Transportation Center (NADTC) and the National Center for Mobility Management (NCMM), which regularly release grants for accessibility, innovation, and community planning.

State and Local Funding Sources

At the state level, the Alaska Department of Transportation & Public Facilities administers federal programs like Section 5310, while the Department of Health's Division of Senior & Disabilities Services manages Medicaid waivers, Adult Protective Services, and related support. In 2023, the state provided \$700,000 to help local agencies meet federal matching requirements.



Locally, the Municipality of Anchorage (MOA) uses general funds and service contracts to match grants and provide services such as AnchorRIDES. Other partners include:

- **Alaska Mental Health Trust (AMHT):** Supports pilot projects for people with disabilities, mental illness, and brain injuries.
- **Nutrition, Transportation, and Support Services (NTS):** Funds transportation for seniors tied to meal and social programs.
- **Medicaid Home and Community-Based Waivers:** Support long-term care transportation needs.
- **Funding Challenges and Opportunities**

Despite diverse funding streams, challenges persist. Most funding is categorical and restricted to specific populations, creating inequities where some groups are overserved and others underserved. Rising demand, costs, and limited flexible funding further constrain progress. Moreover, Section 5310 funding—though vital—is insufficient on its own and must be supplemented by creative partnerships, grant opportunities, and coordinated efforts across agencies.

Going forward, Anchorage has opportunities to leverage federal increases from IIJA, NADTC and NCMM grants, state contributions, and local partnerships to better align resources. Joint grant writing, pooled financial resources, and expanded community collaborations could help close gaps and ensure transportation services keep pace with Anchorage's growing and diversifying mobility needs.



7. THE ROAD AHEAD

Public engagement planning and stakeholder meetings, along with other future considerations, will play a key role in this Anchorage Region coordinated plan.



Future considerations examined in this chapter include:

Annual Reporting on the Coordinated Plan:

How will the Transportation Working Group and MOA provide regular updates on Coordinated Plan progress?

Lead Agency(ies) for Implementation:

The implementation process is shaped by two crucial questions:

Who will report on strategy progress?

How will this information be communicated?

Emerging Technologies and Trends:

Since Anchorage's last CHSTP in 2018, the U.S. mobility landscape has changed dramatically. New technologies have matured, bringing microtransit expansion, shared micromobility, and fresh partnerships with companies like Uber and Lyft.

Linking All Mobility Options in the Region:

MOA produces a variety of plans, including those related to comprehensive planning and active transportation. Ensuring these and future transit plans support one another is critical for residents and visitors, particularly those who need better access to stops and transfer centers.

Next Steps:

As the Transportation Working Group begins implementing elements of the Coordinated Plan, there are several next steps to consider, including the continuance of working group meetings, the development of appropriate performance measures, and the formation of implementation groups to help move strategies forward.

Annual Reporting on The Coordinated Plan: State of Coordination in the Municipality of Anchorage

Provide regular Coordinated Plan updates to community partners.

Regular progress updates on the Coordinated Plan are important for community partners, including boards of directors, city councils, and health and human services leadership.

These updates should occur on an annual basis, providing a “state of coordination” report for the region. The update should include dashboards showing initial baseline performance metrics for the priority strategies for year one, with a performance metric for each year that follows. This will keep stakeholders apprised and build rapport and trust, leading to greater future investments.



Lead Agencies Oversee Implementation

Lead and support organizations will be responsible for measuring performance.

The project advisory committee should continue to meet to discuss final strategy development and proposed lead organizations for each strategy.

To assist strategy implementation, the project team created an online matrix for keeping track of the proposed lead and support organizations. Since this matrix is a fluid, working document, it is not included as a part of this report. Committee members, in conjunction with MOA, will continue to have access to the matrix as they establish implementation working groups.

During implementation, lead and support organizations can utilize performance measures to establish a baseline. The baseline may be as simple as a “yes, this item was completed” or “no, the item was not



completed” or may be a number or percentage associated with the strategy itself. At this time, the lead and support agencies will be responsible for measuring performance, with MOA oversight for final reporting purposes.

Emerging Technologies and Trends

Since the 2018 Anchorage Coordinated Human Services Transportation Plan mobility across the U.S. has rapidly evolved, driven by maturing technologies and innovative service models.

On-demand microtransit, shared micromobility (e.g., bike share, e-scooters), and transportation network companies (TNCs) like Uber and Lyft have all shifted how people access transportation—particularly in suburban and underserved areas.



Microtransit

Microtransit services—on-demand, app-based shuttles or vans with flexible routing—have become increasingly common, especially in areas underserved by traditional transit. Cities such as Wilson, NC have replaced entire fixed-route networks with on-demand microtransit. Montgomery County, MD’s “Ride on Flex” saw ridership triple during a six-month pilot.



Typically operated in partnership with private tech providers, microtransit systems can include booking apps, routing software, and vehicles. Recognizing digital access barriers, many agencies offer phone booking options. For example, in Baldwin County, Alabama, the BRATS program receives 58% of its ride requests by phone. To support unbanked riders, many systems also offer prepaid cards or vouchers.

Microtransit funding often combines FTA Sections 5307/5311 with discretionary grants like the Mobility on Demand Sandbox or Accelerating Innovative Mobility. However, sustaining service beyond pilot phases remains a challenge.

Bike Share and Shared Micromobility

Shared micromobility—including bikes, e-bikes, and scooters—has expanded significantly since 2017. These services allow short-distance travel using app-based rentals and have rebounded post-COVID with 133 million trips recorded in 2023. E-bikes now account for nearly half of all station-based bike share rides in U.S. cities.



Despite this growth, most usage is concentrated in just ten metropolitan areas. Cities now regulate shared micromobility with rules for parking, geofencing, and fleet size. Public transit agencies often integrate these services by co-locating docking stations at transit hubs, sharing fare media, and using ridership data to guide network redesigns.

Transportation Network Companies (TNCs)

Uber and Lyft dominate the U.S. TNC market, with Uber holding about 76% of rides as of March 2024. Over 500 public agencies, including 80 transit systems, have partnered with these companies.



TNCs are now seen as allies in solving first-/last-mile challenges, expanding access during low-demand hours, and supplementing paratransit and medical transportation:

- **First/Last Mile:** In Dallas, DART's GoLink microtransit pairs Uber rides with its own fleet, reducing costs and expanding coverage.
- **Late Night Use:** Washington D.C. and Florida's PSTA subsidize rides for workers during non-service hours.
- **Paratransit Support:** MBTA (Boston), WMATA (D.C.), and Pace (Illinois) use TNCs to provide flexible, supplemental options for eligible riders.
- **Medical Transport:** Uber Health and Lyft Healthcare offer rides to Medicaid beneficiaries, booked directly by providers without requiring a smartphone.

Some transit apps also now integrate TNC options, advancing the goal of *Mobility-as-a-Service (MaaS)*—a seamless, multi-modal rider experience.

Transportation Coordination in Anchorage

While Anchorage has not formally launched TNC-integrated pilot programs, the 2019 CHSTP recognized potential for first-/last-mile solutions. Since then, barriers like smartphone access have been mitigated by phone-booking and voucher systems.



Existing partnerships include the Armed Services YMCA's Lyft-based "Y on Wheels" program, which provides weekly ride credits to military families. Additionally, Uber Health is available in Anchorage, allowing providers to arrange non-emergency medical transport without smartphone access.

Although Alaska's smaller population and rural connectivity challenges limit market potential, Anchorage could draw from national best practices to pilot innovative service models—especially for non-wheelchair paratransit and mobility-challenged riders.

Linking Region-Wide Mobility Options

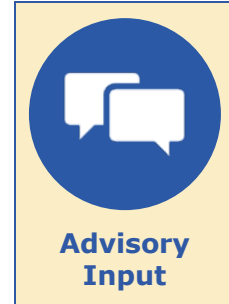
MOA leads a variety of transportation plans and studies throughout the region. Some projects are independent, while other projects take place as a part of a larger regional plan. In any given region, it is helpful when plans and studies support shared mobility goals for the region. As additional plans and studies are conducted, whether through local levels, through MOA, or the state, it is helpful to ensure that transit stakeholders are involved in the planning processes, whether it is a feasibility study for a new rail station or an updated active transportation plan. As a further step, it would benefit the region to be involved in transit planning updates for neighboring areas, the Mat-Su Borough.



Next Steps

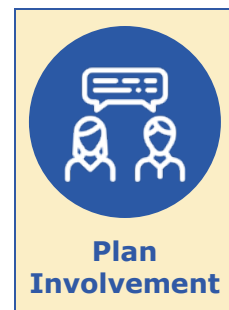
Transportation Working Group Meetings

MOA, in conjunction with the Transportation Working Group members, should consider the most appropriate means for moving strategy implementation forward. With most coordinated plans, project working groups (or technical committees) continue to meet at frequent intervals to discuss steps for funding and implementation of recommended coordination strategies. Whether the project Working Group or MOA takes the lead on plan implementation, it's important to establish consistent meeting intervals, whether bi-monthly or quarterly. In addition, it is critical for plan implementation that the TWG become a formal organization. Before the implementation begins, the Working Group must be formalized through the MOA and PTAB, and the group should create by-laws, establish officers, and a consistent meeting schedule.



Transportation Working Group Opportunities

The TWG played a key role in shaping this plan through participation in the providers' survey, an in-person workshop, and an online work session. At both meetings, members expressed a strong interest in continuing to collaborate on human services transportation goals. This plan recommends that the TWG meet at least quarterly to identify ways to advance the *Around Anchorage 2025 Plan*.



The providers' survey invited TWG participants to reflect on 21 best practices in human services transportation and to share whether their organizations already implement each practice, plan to do so, are seeking stakeholders, or have no current plans. Their responses supplied a framework for advancing coordination in the region:

- **Those already implementing a practice** may serve as leaders, offering guidance or partnership opportunities.
- **Organizations seeking stakeholders** demonstrate a readiness for collaboration.
- **Those not yet involved** may be engaged to broaden participation.

Many of these practices could serve as focal points for quarterly meetings, and immediately actionable ones could be advanced through special sessions between leaders and interested partners.

AROUND ANCHORAGE 2025 COORDINATED PLAN UPDATE

MOA

Survey results revealed several promising areas for collaboration. These include establishing a regional repository of transportation services and programs—currently led by the Municipality of Anchorage, with interest from agencies such as the Alaska Commission on Aging, Anchorage Neighborhood Health Center, Catholic Social Services, local aging and disability agencies, and the National Association of Social Workers.

Another opportunity is joint grant writing and funding pursuits, led by the Municipality of Anchorage, the National Association of Social Workers, and Senior Voice Alaska, with additional interest from the Aging & Disability Resource Center and Anchorage Neighborhood Health Center.

Other identified opportunities involve conducting one-on-one needs assessments (led by Anchorage Neighborhood Health Center, the Municipality of Anchorage, and Turnagain Social Club), pooling financial resources to fund or better coordinate transportation services (led by the Municipality of Anchorage with broad partner interest), and establishing common data collection and reporting procedures (led by the Municipality of Anchorage and Turnagain Social Club).

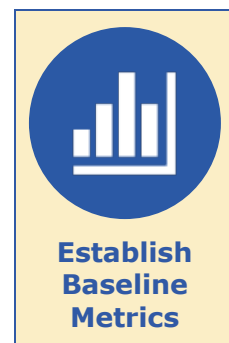
Some opportunities lack a local leader already implementing the practice, such as coordinating driver-training programs or sharing maintenance, fueling facilities, or vehicles. In these cases, the TWG may need to research peer city examples to assess feasibility and determine a path forward.

The TWG's ongoing role in exploring these opportunities will be central to moving the *Around Anchorage 2025 Plan* from concept to action. Regular meetings will allow members to exchange ideas, learn from one another's experiences, and pursue partnerships that strengthen human services transportation in the region. A complete list of provider survey responses is included in Appendix C.

Performance Metrics

Performance measurement allows agencies to measure the effectiveness of their coordinated planning implementation projects through established parameters that provide a means to gauge achievement of goals and strategies. Lead agencies must measure performance because it is used to determine the effectiveness of the plan update as well as strategy implementation.

Performance measurement became a federal legislative requirement in 1993, when the Government Performance and Accountability Act was passed. Performance measurement is also an integral component of outcome evaluation and renders several benefits. These benefits include



insights into the outcomes of investment in public programs, managerial efficiency, and administrative accountability. Additionally, performance measurement, as it relates to coordinated planning allows for consistent reporting and clear delineation on whether the strategies were accomplished.

Moving forward, it will be helpful to establish baseline metrics for the strategies through the implementation process. As strategies are implemented and the lead agencies for those strategies report out, MOA can not only have a baseline for implementation, but also a means to measure the success of each strategy.

Implementation Committees

As a subset of the larger TWG, it would be beneficial to form strategy implementation committees for plan implementation. These committees are smaller, consisting of a few TWG members with shared interests focusing on specific strategy implementations. Focused committees can be nimble—often meeting with more frequency than the TWG.

Committee designations can be based on the plan goals—for example, one focused on funding and finance, one focused on communication and education, and so forth. These committees can bring proposals and suggestions back to the larger group, or implementation and reporting updates.

