

# Tribal Transit Planning



FLAGSTAFF ROUTE	
SOUTHWEST BOUND	AM
Hopi Tribal Complex	8:10
Sand Spring Junction	8:35
Tolani Lake Junction	8:38
Leupp Store	8:50
Star School Junction	9:10
Kachina Square	9:45
Greyhound Bus Station	10:00
NORTHEAST BOUND	AM
Greyhound Bus Station	10:15
Star School Junction	10:50
Leupp Store	11:10
Tolani Lake Junction	11:20
Sand Spring Junction	11:25
Hopi Tribal Complex	12:00

**AzTA's 35<sup>th</sup> Annual Statewide Transit Conference**  
**El Conquistador, Tucson, Arizona**  
**April 13, 2022**





**Michia Casebier, President, M.G. Tech-Writing, LLC**



**Thank You to  
the USDA  
Rural  
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Program!**

**Support for this  
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# Some of What You Will Learn Here Today



- Steps required for comprehensive transit program development
  - How to draft/review a Community Transportation Survey
- Tips for drafting Transit Plans & Feasibility Studies and/or hiring consultants for plan development
  - Community engagement
  - Transit Committee member recruitment & retention
  - Transit service planning



**More of  
What You  
Will Learn  
Here Today**



- **Moving from the Transit Plan or Feasibility Study stage to proactive implementation of service on the ground**
- **Overcoming common program challenges**
- **Brainstorming about how to do effective marketing of a new or existing tribal transit service**



# Who I Am



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## Transit Manager's Toolkit

 Download Full-Text Toolkit

### TRIBAL TRANSIT

[Tribal Transit Program](#)

[Tribal Transit Partners](#)

[Tribal Awards](#)

[Engaging with Tribes](#)

## Engaging with Tribes

### Introduction



The information found in this page is for rural transit managers whose transit system's service area includes American Indian and Alaskan Native populations, and/or travel in or near tribal lands. For such transit agencies, there are numerous benefits to engaging with tribes. Many tribes operate transportation services that are open to the general public as well as to tribal members.

Tribes may have transportation needs that could be met through collaboration with local transit services, resulting in increased opportunities for the entire community. Working with tribes involves considerable communications between the transit provider, the tribe, and the State Department of Transportation (DOT). This page provides information on how to begin such a dialogue.

<https://www.nationalrtap.org/Tribal-Transit/Engaging-with-Tribes>



# Who You Are



- How many of you are Tribal Transportation Program Planners, Directors, or Program Managers?
  - How many of you represent other tribal organizations?
- How many of you are from tribes with existing transit systems?
  - How long has your system been in operation?
    - How is your system funded?
  - How many of you are from tribes with transit systems in the startup stage?
- How many of you are from tribes interested in starting transit?
  - How many of you are from tribes, which received an FTA 5311(c) Planning Grant?
- What's the goal of your grant and how are you progressing on meeting your grant goals or objectives?



# The Quintessential Tribal Transit Planning Guide



- Survey of 95 tribes about transit services
- 48 Tribal interviews & 14 site visits
- Booklet and PowerPoint:  
***Native Americans on the Move***
  - Available from National RTAP
- Guidebook for tribal planners
  - Planning considerations
  - Needs assessment
  - Service planning
  - Funding sources and approaches
  - Implementation
  - Sustainability
  - Case studies
- Available at: <http://www.trb.org/Main/Blurbs/166797.aspx>





# Tribal Transit Program Planning Process



## *Planning & Local/Regional Prioritization*

The **FY18 5311 (c) NOFO** indicates that the very first **Selection Criteria** topic that the Review Committee will consider is:

Your description of your tribe's planning document and/or the planning process conducted to identify the proposed project

*To obtain maximum points, your Tribe wants to provide a detailed answer & attach its Transit Plan.*



# Transit Committee Recruitment & Retention



Another way to engage both tribal governance  
& community members  
is by forming a *Transit Committee*.

# Transit Committee Recruitment & Retention





# Tribal Transit Program Planning Process



Effective means of *engaging sustained tribal governing body involvement* in transit programs is through *the transportation planning process*

- **Long-Range Transportation Plans should include transit activities to help obtain federal funding**
- LRTPs & Transit Plans detail connections between a tribe's social and economic objectives & the transportation assets needed to achieve those goals



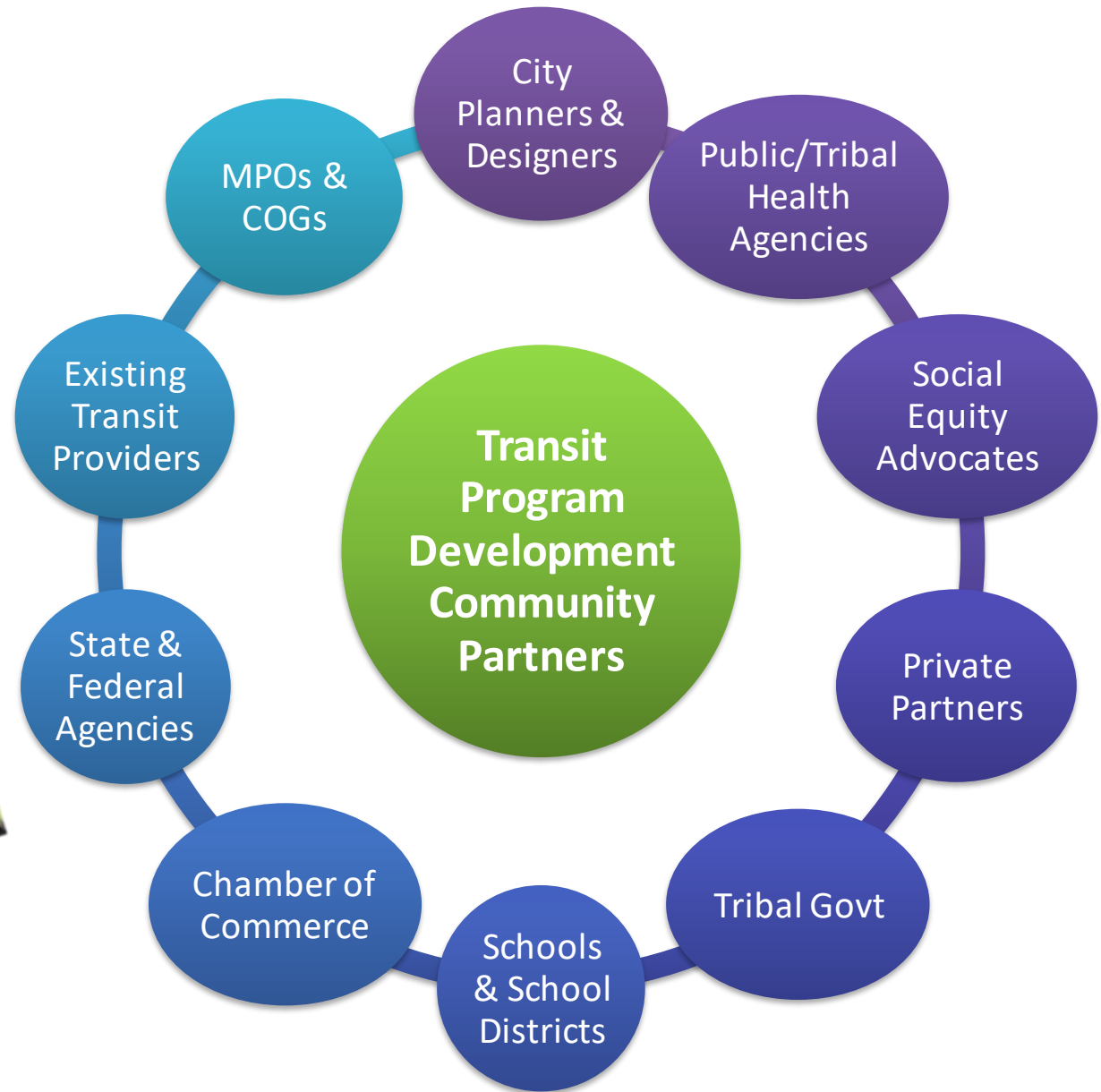
# Community Engagement



- Transit Plan Development Meetings
- Community Transit Surveys
- Transit Task Forces/Committees
- Transit Development Workshops
  - Mapping & route planning exercises
- Review Tribal Transit Programs from Tribes of Similar Size/Demographics
- Sweat equity
- Match generation from local businesses



# Potential Transit Partners & Stakeholders



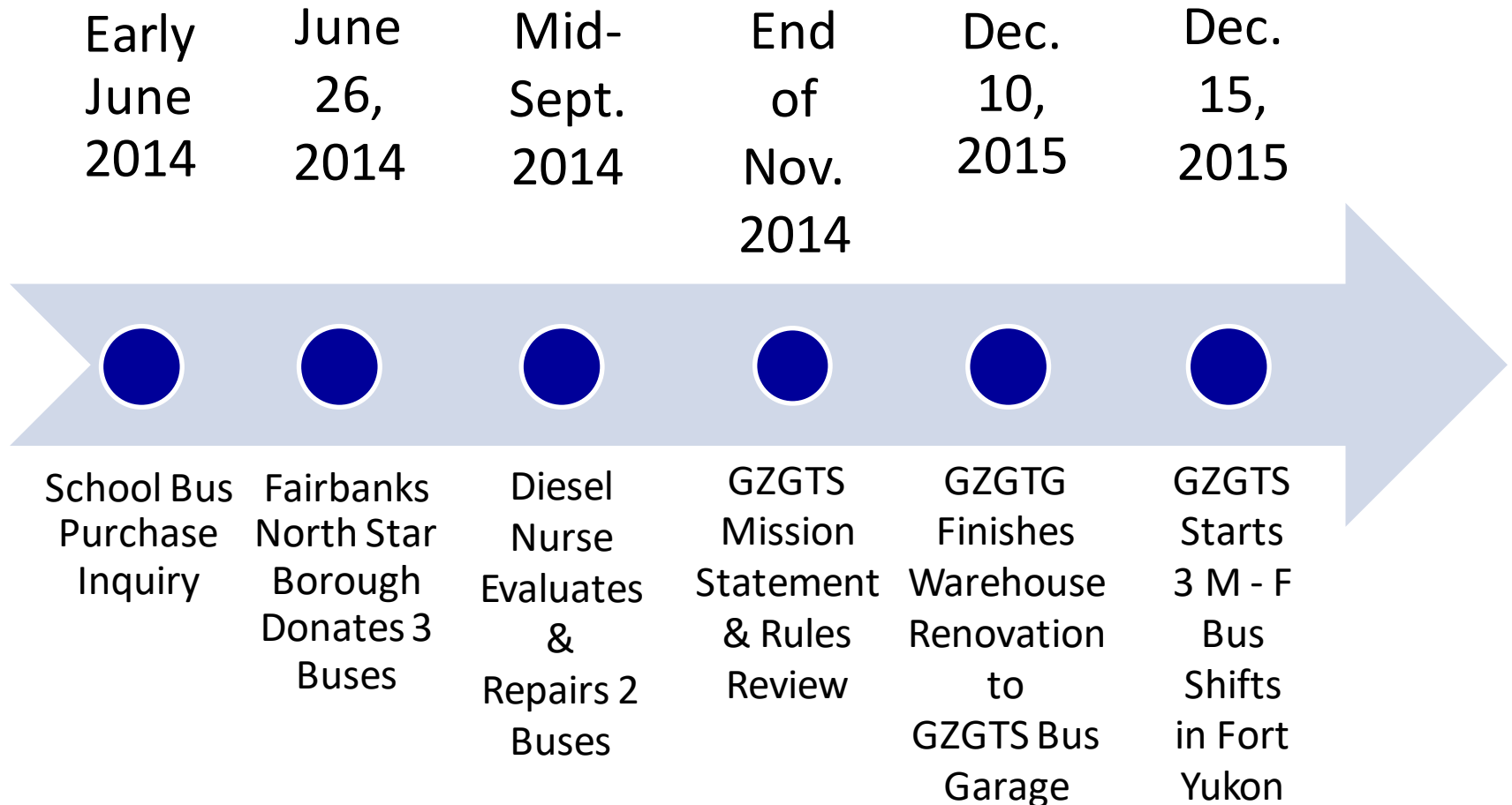


Task Analysis & Time Estimate  
For Pueblo de Cochiti  
***Tribal Transit Program Development Support - Phase I***

Task	Primary Responsibility	Secondary Responsibility	Start/Complete Dates	Grantwriter Hours Est.	Remarks
Phone call to establish project timeline & scope of work details	MGT	Merrill Yazzie (MY)	11-2/11-2	1.0	
Identify key stakeholders, human service agencies, PdC staff, and residents with a commitment to transit, and invite them to be on the PdC Transit Stakeholder Group for this planning process	MGT	MY Input/Review/Reply	11-2/11-7	3.0	
Draft PdC Community Transit Survey modeled after Prince of Wales Island Community Transit Survey	MGT	MY Input/Review	11-2/11-7	2.0	
Establish relationship with local mechanic & set aside funds to get available older buses on road	MY	MY	11-2/11-30	-----	
Outline funding strategies to complete transit plan & implement initial & phased transit service enhancement	MGT	MY	11-2/11-30	1.5	
Set needed TTP funds aside & add to TTIP	MY	BIASWO AOTR & PdC Tribal Council	11-2/12-31	-----	
Determine secure, accessible bus parking/garage location	MY	MY, Stakeholder Group & PdC Tribal Council	11-2/11-23	-----	
Clarify MRCOG's potential role in supporting & meeting regional transportation needs now & into the future	MGT	MY & Stakeholder Group	11-5/11-13	1.0	
Transit planning kickoff meeting "On a Bus" to discuss transit needs, goals, priorities & transit program startup/transit plan development timeline. Agenda will cover: bus tour, existing transit issues & data resources, deliverables, Q&A, survey completion, vision, strategies & future meeting invitees/dates.	MGT	MY & Stakeholder Group	11-13?	3.0	Begin kickoff meeting planning on 11-5
Explore potential to pool transit plan development/program funding with other local pueblos (Santo Domingo?)	MGT	MY	11-5/11-16	1.5	
Research private transit providers for potential to provide PdC transit program administration/drivers	MGT	MY	11-5/11-16	3.0	
Draft Transit Driver/Program Manager Job Description & Job Advertisement	MGT	MY Input/Review	11-5/11-16	4.0	
Research existing area transit services (Santo Domingo, San Felipe & Zuni) & read recent transit-related studies	MGT	MY	11-5/11-30	6.0	
Identify plan development, capital & operating costs for each service scenario	MGT	MY, CW & RSA Team	11-5/12-31	10.0	
Distribute PdC Community Transit Survey online & via hard copies issued/collected at public meetings	MGT	MY copies/puts online	11-8/11-23	-----	
Research NM transit & transportation orgs with which to advertise Transit Driver/Program Manager Job	MGT	MY	11-19/11-23	2.0	
Draft/Publish PdC Transit Plan Development RFP (Due 12/28)	MGT	MY & Stakeholder Group	11-26/11-30	5.0	
Draft PdC Transit Committee By-laws, PdC Policies & Procedures & Passenger Rules	MGT	MY & PdC Transit Committee	11-30/12-21	3.0	MGT has transit by-laws to use as a PdC template



# Gwichyaa Zhee Gwich'in Transit System



# Inventory of Existing Services



***Step 1 :  
Understand the  
existing  
transportation  
resources for  
transportation  
in an area***

May include a range of services provided by tribal transit systems, local or regional non-tribal transit providers, tribal programs operating transportation; e.g.,

- Head Start
- Community Health Representatives
  - IHS
- carpooling or vanpooling resources
- human service agencies offering transportation services,
  - taxi services
- casino/tourist or employment transport, etc.





# Existing Level of Coordination...



...between departments or transit operators  
= critical to know

before moving forward with evaluating transit program feasibility

## Answering:

- How are these existing services operated?
    - Who operates them?
  - How are the services funded?
    - Who uses the services?
  - How many riders are using the services?
- will establish your community's baseline conditions.

Also, ***identifying & understanding non-tribal transit services being provided*** will provide a picture of existing services in a region.



# You'll Need to Research...



## ...Transportation and human services agencies':

- vehicles and maintenance facilities
- dispatching capabilities and drivers
- planning staff and administrative facilities.

## Coordinated planning:

- maximizes various agencies' planning staff, tools & data
  - leverages other agencies' insight, data & experience
    - solves transportation challenges.
- creates more responsive - less redundant transportation systems
  - Identifies & fills service gaps
- develops cost-effective service to maximum number of constituents

## Planning studies in the region



# Transportation Needs Assessment



The transportation needs assessment includes the following components:

***Step 2 :  
Understand  
differences between  
needs, wants &  
demand + the  
importance of each  
in the planning  
process***

- Demographic analysis
  - Peer comparisons
- Community involvement
  - Stakeholder interviews
  - Public workshops or focus groups
  - Surveys

Interview other tribes, locally, regionally, or nationally to learn how other tribes are meeting similar transportation needs.





# Handout 1

## Community Transportation Survey Template



### PUEBLO DE COCHITI COMMUNITY TRANSPORTATION SURVEY

Please complete by December 3, 2018

**Dear Pueblo de Cochiti Resident,**

Please take a few minutes to answer the following questions about your personal/household transportation needs. Your answers will help identify transportation needs of the Pueblo de Cochiti people. If you prefer to complete this survey online, go to: <https://goo.gl/forms/wHLC8pBt2BRDm2>

Please complete one survey, either paper OR online.

**1. To which community do you belong in the Cochiti Pueblo area?**

- ☐ Cochiti Pueblo ☐ Town of Cochiti Lake ☐ Peña Blanca ☐ Budaghers  
☐ Sile ☐ Santo Domingo ☐ San Felipe ☐ Bernalillo  
☐ Other (please specify): \_\_\_\_\_

**2. Which of the following types of transportation does your household currently use?**

(check all that apply)

- ☐ Personal vehicle (e.g., car, pickup, or SUV) ☐ Friend or family vehicle  
☐ Walk ☐ Bicycle  
☐ Van or bus provided by a service agency (please specify) \_\_\_\_\_  
☐ Other (please specify): \_\_\_\_\_

**3. To which destinations/communities do you or a household member need transportation most frequently?**

Destination \_\_\_\_\_ Community \_\_\_\_\_ State \_\_\_\_\_  
(i.e., Cochiti Health Clinic, Town of Cochiti Lake, Rail Runner, Santa Fe, Albuquerque)  
Destination \_\_\_\_\_ Community \_\_\_\_\_ State \_\_\_\_\_  
Destination \_\_\_\_\_ Community \_\_\_\_\_ State \_\_\_\_\_

**4. What is the primary reason you or a household member need transportation to that community?**

(check only one)

- ☐ Work ☐ Personal Business/Errands ☐ Doctor/Medical/Health Care  
☐ School/College ☐ Recreation ☐ Shopping  
☐ Other (please specify): \_\_\_\_\_

**5. What type of transportation service would your household prefer?**

- ☐ Scheduled bus service ☐ Door-to-door service  
☐ Other (please specify): \_\_\_\_\_

**6. How often would you or a household member use such a service?**

- ☐ 1-2 days/week ☐ 3-5 days/week ☐ 6-7 days/week ☐ 1-3 days/month  
☐ Less than once a month  
☐ Other (please specify): \_\_\_\_\_

**7. Do you or a household member who needs transportation have a disability, health concern, or other issue that makes travel difficult?**

- ☐ No ☐ Yes (please specify - e.g., I use a wheelchair): \_\_\_\_\_

**8. What do you think the days of operation should be? (check all that apply)**

- ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday  
☐ Saturday ☐ Sunday

Please continue to the next page.

### PUEBLO DE COCHITI COMMUNITY TRANSPORTATION SURVEY (Continued)

**9. What should the hours of transportation be? (check all that apply)**

- ☐ Early morning (6-8 a.m.) ☐ Morning (8-10 a.m.) ☐ Mid-morning (10 a.m.-noon)  
☐ Afternoon (noon-2 p.m.) ☐ Mid-afternoon (2-4 p.m.) ☐ Evening (4-6 p.m.)  
☐ Late evening (6-8 p.m.)  
☐ Other (please specify): \_\_\_\_\_

**10. Do you need your personal car for work during the day?**

☐ Yes ☐ No

**11. Do you need your car to run personal errands during the day?**

☐ Yes ☐ No

**12. Do you pick up or drop off children on your way to or from work?**

☐ Yes ☐ No

**13. What is your age?** \_\_\_\_\_

**14. What is your total annual HOUSEHOLD income? (include all income from all household members)**

- ☐ Less than \$7,500 per year ☐ \$7,500-\$14,999 per year ☐ \$15,000-\$34,999 per year  
☐ \$35,000-\$49,999 per year ☐ \$50,000-\$74,999 per year ☐ \$75,000 or more per year

**15. How many operating vehicles are available to your household?**

- ☐ None ☐ 1 vehicle ☐ 2 vehicles ☐ 3 vehicles ☐ More than 3 vehicles

**16. Do you have a valid driver's license?** ☐ Yes ☐ No

**17. How many total people age 10 or older are in your household?** \_\_\_\_\_

**18. Including yourself, how many people living in your household do NOT have a valid driver's license?**

\_\_\_\_\_ total number of people lacking valid driver's licenses

**19. If you or another household member work outside your home, how do you travel to work?**

(check all that apply)

- ☐ Drive alone or with family ☐ Carpool ☐ Bicycle ☐ Walk  
☐ Other (please specify): \_\_\_\_\_

**20. What is the nearest intersection to your residence? (e.g., Squirrel Road & Plaza Street, Broken Arrow Street & Jack Rabbit Street, Tahawash Street & Barranca Drive, etc.)**

Understanding where you live helps us respond to transportation concerns in specific geographic areas.

Major Street: \_\_\_\_\_  
Cross Street: \_\_\_\_\_  
City/Community: \_\_\_\_\_

**21. If new services were to be implemented, what would you recommend?**

(For example: transit service from Cochiti Pueblo to the Santo Domingo Rail Runner, Cochiti Pueblo to Cochiti Lake C-Store and Laundromat, Cochiti Pueblo to Santa Fe, etc.) Please be as detailed as possible.

**22. Please provide any additional comments about the service you would like to see.**

Thank you for your time and input!

# Vision - Developing Strategic Goals & Objectives



*Transportation goals & objectives usually are expressed in terms of service priorities in 3 emphasis areas:*

***Step 3 - Guide decisions on priorities & what can be accomplished by a transit program***

1. Service levels & types of trips  
(which are critical, serious & optional travel needs)
2. Geographic areas within the community
3. Types of users (passengers or populations) needing priority treatment

**Other typical goals are:**

- how services should be funded & priced
- how to engage community in transit improvement process.



# Vision - Developing Strategic Goals & Objectives



*Fiscal, political, administrative  
& geographic constraints  
must be understood*

*at the very beginning of the process!*

There is no point in planning a system  
that cannot be implemented.

Potential constraints on transportation  
services often focus on funding &  
existing institutional structures.

*Step 3 - Guide  
decisions on  
priorities &  
what can be  
accomplished by  
a transit  
program*





# Action Plan - Transit Service Planning



Transit service alternatives should reflect *several possible levels of revenue*. For example, *alternative systems of different sizes with & without federal or state funding and with or without additional local funds (i.e., match)*.

***Step 4 - Design multiple alternative service options & identify their financial costs***

**Following are the primary types of transit service:**

- Demand-responsive service
  - Fixed-route service
- Deviated fixed-route service
  - Checkpoint service
    - Zone service
    - Taxi service
- Carpooling or vanpooling



# Action Plan - Transit Service Planning



*Each detailed service design  
should specify the following characteristics:*

- **Service characteristics** directly related to users; e.g., service type, method of user activation, (demand-responsive, fixed schedule), assistance on vehicles, reservation time, routes, headways (if applicable), special equipment on vehicles, hours of operation & fares
  - **Operational system characteristics**; e.g., # of vehicles (condition, age or mileage), radio dispatch, vehicle-miles, passengers carried (including special needs user information) & # of personnel (including paid transportation personnel, paid staff used primarily for other duties & volunteers)
- **Administrative features**; e.g., who will manage the service, who will supervise the manager & how services will be funded



# Action Plan - Transit Service Planning

*Each detailed service design should specify the following characteristics:*

**Service characteristics** directly related to users;  
e.g., service type, method of user activation, (demand-responsive, fixed schedule), assistance on vehicles, reservation time, routes, headways (if applicable), special equipment on vehicles, hours of operation & fares, etc.

## Departure times

CTA -----	00:00
JS School Turn out----	00:01
Oceanview/Sunnyside---	00:02
Craig Senior Center -----	00:03
Harbor Master Parking--	00:04
POWER -----	00:06
J.T Brown Store -----	00:08
Thompson House-----	00:10
Elizabeth Gardner SS----	00:12
Peace Health-----	00:13
Tanner Crab Ball Park---	00:14
SEARHC-----	00:21
A&B Hall -----	00:23
KCA-----	00:25
KLW. Sr. Center -----	00:28
Black Bear Store -----	00:31
Wild Fish -----	00:33





# Action Plan - Transit Service Planning



*Each detailed service design should specify the following characteristics:*

**Operational system characteristics;**  
e.g., # of vehicles (condition, age or mileage), radio dispatch, vehicle-miles, passengers carried (including special needs user information) & # of personnel (including paid transportation personnel & paid staff used primarily for other duties & volunteers)



# Action Plan - Transit Service Planning



*Each detailed service design should specify the following characteristics:*



**Administrative features;**  
e.g., who will manage the service, who will supervise the manager & how services will be funded



# Action Plan - Transit Service Planning



*Select preferred alternative.  
Selection/decision process can be accomplished  
by general consensus, by detailed mathematical  
evaluations, or  
through a combination of these techniques:*

**Specify a set of evaluation criteria**  
for choosing the best service design.  
**Evaluation Criteria** can include the following items:

- The numbers & types of riders served
  - The extent to which local goals & objectives are achieved
- The operating, capital & administrative costs
- The anticipated revenues & their sources
  - Specific implementation issues





# Potential Transit Program Funding Sources



Federal Transit Administration

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About Funding Regulations & Programs

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Grant Programs

Overview

Current Programs

Expired Programs

Program Pages

Applicants

Grantee Tools

Contact Your Regional Office

FAQ

## Grant Programs

The Fixing America's Surface Transportation (FAST) Act was signed into law in December 2015. The act, which supports transit funding through fiscal year 2020, reauthorizes FTA programs and includes changes to improve mobility, streamline capital project construction and acquisition, and increase the safety of public transportation systems across the country. View FTA's FAST Act highlights page.

The act's five years of predictable formula funding enables transit agencies to better manage long-term assets and address the backlog of state of good repair needs. It also includes funding for new competitive grant programs for buses and bus facilities, innovative transportation coordination, workforce training, and public transportation research activities. Search the list of transit grant programs by keyword or type. Learn more by clicking on program titles.

Keywords

Grant Type

- Any -

Apply

Reset

Title ^	Description	Grant Type ^
<a href="#">Accelerating Innovative Mobility</a>	Accelerating Innovative Mobility (AIM) will highlight FTA's commitment to support and advance innovation in the transit industry.	Competitive
<a href="#">American Rescue Plan Act of 2021</a>	<div>The American Rescue Plan Act of 2021 (ARP), which President Biden signed on March 11, 2021, includes \$30.5 billion in <a href="#">federal funding</a> to support the nation's public transportation systems as they continue to respond...</div> 	Competitive

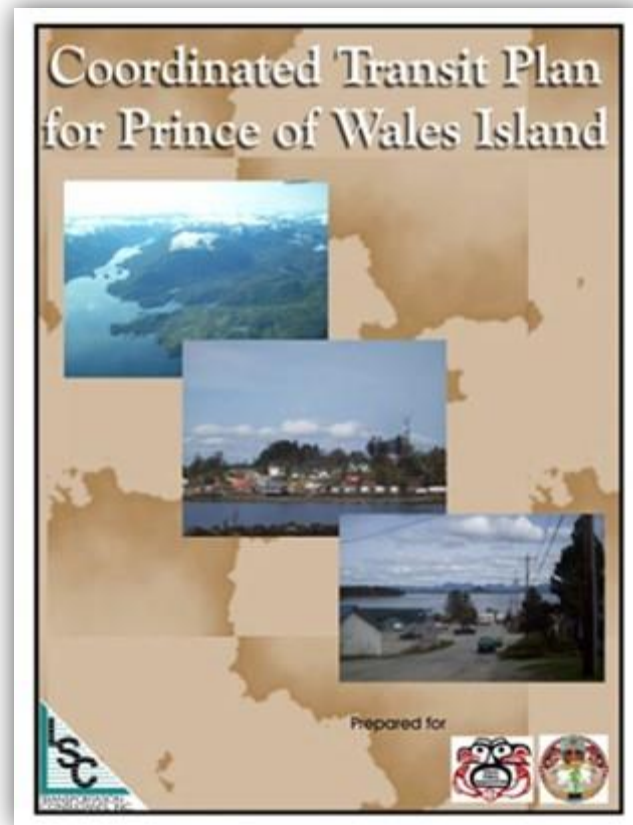
**FY21 Tribal Transit Program:**  
39 projects totaling \$10.3 million



<https://www.transit.dot.gov/grants>

- Identify/set aside/apply for funds needed to develop your plan.
- Find a couple of tribal (and rural) transit plans or feasibility from either a tribe, consultant, Council of Governments or Metropolitan Planning Organization you respect.
- Utilize those plans/studies as templates from which to build a plan that is specific to your community's needs and goals.
- Be sure to refine the templates you've found to keep or delete elements that do or do not apply to your community.

## Tips about Drafting Transit Plans/Feasibility Studies



# Tips about Drafting Transit Plans/Feasibility Studies



On-Call Contract Awards - 2017

Firm	Key Elements								
	1 Transportation Planning	2 Transit	3 GIS Technology Modeling Technical Support	4 Environmental	5 Preliminary Eng. & Design	6 Track & Signal Design	7 Public Involvement	8 Land Use Economic Dev.	9 Tribal
	YES	YES	YES	YES	YES	YES	YES	YES	YES
	YES	YES	YES					YES	
							YES	YES	
								YES	
							YES		
	YES	YES			YES				
	YES	YES	YES		YES	YES			YES
				YES					
					YES	YES			
	YES	YES	YES	YES	YES		YES	YES	YES
	YES	YES	YES						
				YES			YES	YES	
					YES				YES
				YES					
	YES				YES	YES			YES
	YES	YES		YES	YES	YES		YES	



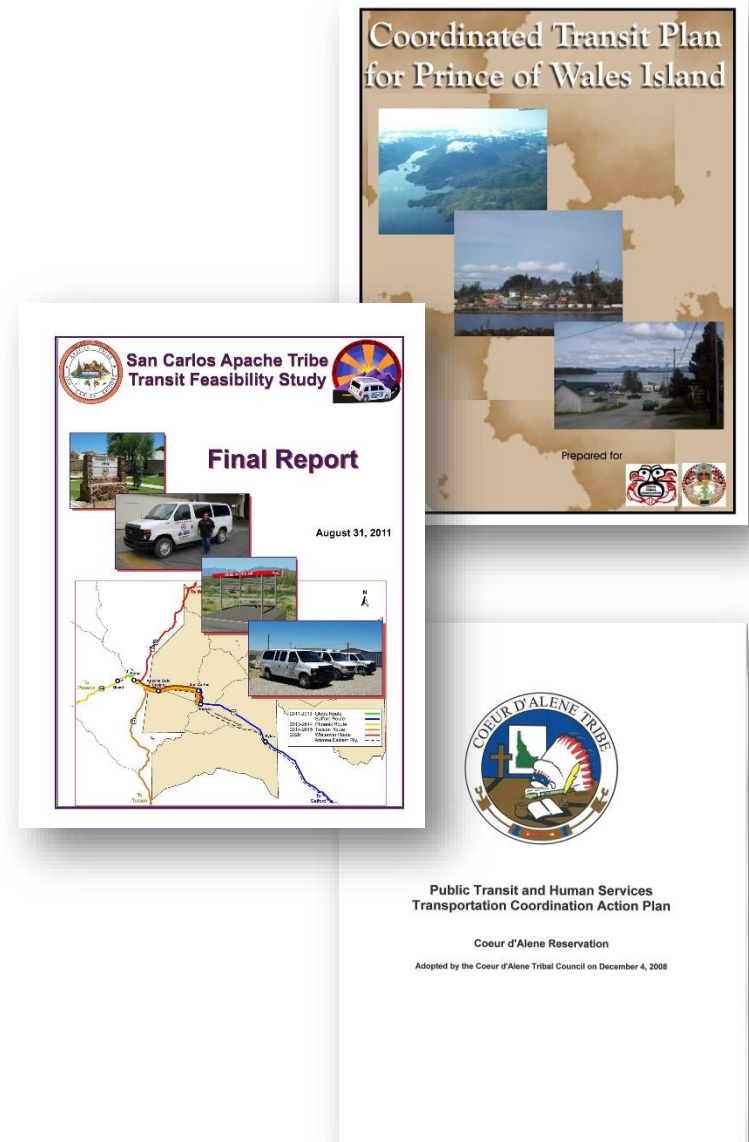


# Tribal Transit Plans



Consider collaborating with other tribes, local governments, public and private stakeholders to develop a detailed, community-driven Tribal Transit Plan.

Be careful about hiring planning consultants to write your Tribal Transit Program grants. Review their funding record &/or a sample grant.



# Why Work with a Consultant?



Many tribes that have successfully implemented transit programs followed plans that were developed with the assistance of consultants.

## Consultants are able to:

- provide additional time & expertise unavailable to tribes internally
- Support tribes with minimal staff or transit planning expertise to develop a comprehensive transit plan within a reasonable time frame



# Tips for Working with Consultants



About ▾ Events ▾ Membership ▾ Resources ▾ Training ▾ CT Reader SUN ▾



COVID-19

## CTAA'S COVID-19 RESOURCE CENTRAL

We are working on providing you with the latest guidance on best practices when it comes to dealing with the coronavirus (COVID-19). Here are some resources from CTAA, CDC, FTA and a news feed from our official Twitter account.

GO NOW

CTAA'S NEWS FEED

### Tweets

by @OfficialCTAA



CTAA  
@OfficialCTAA

America's transit work horse

<https://twitter.com/USATODAY/status/1512894619738116100>



Apr 9, 2022



CTAA  
@OfficialCTAA

Replying to @OfficialCTAA

This deployment will provide enhanced/equal access to healthcare options for all in Dallas County by integrating the scheduling and management of healthcare appointments and transportation, with a focus on underserved

<https://ctaa.org/>



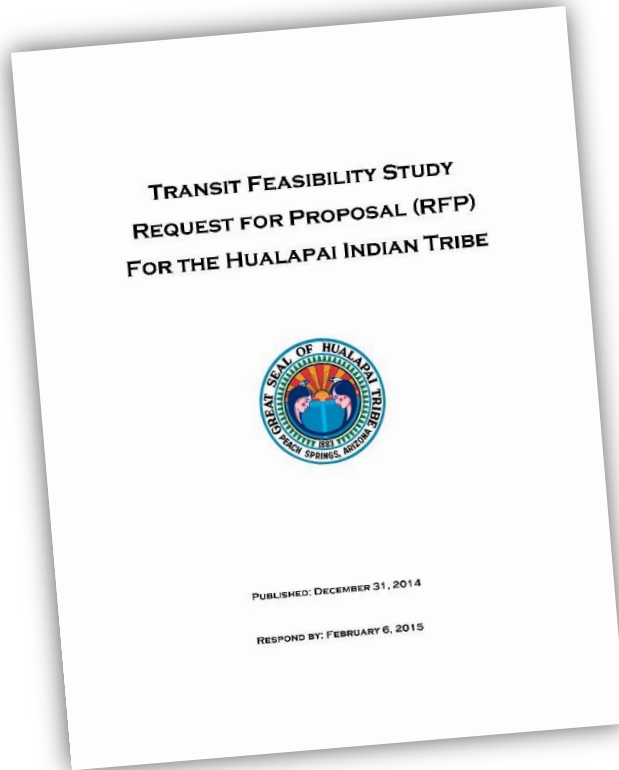
# Tips for Working with Consultants



- Define a scope of work to achieve the tribe's desired goals & expectations for the consultant's assistance.
- Consultants may supplement staffing & provide expertise, but should not be relied on to set policy.
- The policy & direction must be set by tribal members, then the consultant directed as to how to provide technical support.
- A realistic budget should be set for the consultant contract based on the amount and complexity of the work to be done.



## Tips for Working with Consultants



- Research/find some high-quality Transit Plan/Feasibility Study RFP templates, then refine one specific to the scope you've developed.
- Proposals should be rated based on qualifications, proposed project approach & specificity as to how the tribe's goals will be met.
- Select the consultant based on experience & qualifications—less on the price. Low prices do not always reflect quality work!



# Tips for Working with Consultants



- Consultant Agreements should provide for regular updates, progress reports & interim project reports, so the tribe can review progress & the plan materials being developed.
- Transit Committee also can assist with reviewing consultant work & meet with them periodically to help keep the project on track & provide input.
- Work closely with the consultant & be responsive to ensure the plan meets tribal expectations & keep the project on its timeline.

## 12. Requirements:

### A. Scope of Services:

STS anticipates that the selected offeror will provide and shall be responsible for design, studies, planning or other professional services. The selected offeror shall provide and be responsible for necessary planning, design and related professional services for the work, including but not limited to: transit planning for fixed route, route deviation transit, development of information technology including real-time automated vehicle locating systems and connections to passenger amenities, such as bus shelters, information kiosks, and mobile applications, architectural, site civil design, traffic impacts, mechanical, electrical, and plumbing designs, construction documents and construction engineering, as well as any related professional services such as surveying, GIS, structural, environmental and geotechnical engineering, etc. The Seneca Nation does have an internally staffed GIS and surveying divisions which must first be sought out to complete such GIS and survey work. It will only be in instances where the SN GIS and surveying divisions is not available or capable of completing the work in a timely manner that the offeror will complete such work.

All subcontractors will be subject to approval by STS and must obtain an individual SN Business License and meet requirements to do business with the Seneca Nation. Notwithstanding any such approval by STS, the successful offeror shall itself be solely responsible for the performance of all work, and for compliance with the price and other terms provided in the contract. The successful offeror shall cause the appropriate provisions of its proposal and the contract to be inserted in all subcontracts.

STS's consent to or approval of any subcontract or subcontractor proposed by a successful offeror shall not create or purport to create any obligation of STS to any such subcontractor, or any form of contractual relationship between STS and the subcontractor. Any successful offeror who obtains such approval or consent of STS shall be required to insert a clause so providing in all subcontracts.

The agreement(s) resulting from this RFP will commence as of the date of execution of the agreement(s) and will terminate as noted in said agreement. Assignments or task orders will be made on an on-call or as-needed basis.

As an on-call contract, there is no minimum monetary amount specified under the contract. It is expected that the successful offeror will be awarded an on-call contract and will receive work assignments or task orders on a not-to-exceed basis. The overall contract amount will also be set to a not-to-exceed amount. The purpose of the work assignments or task orders will be to develop implementation phases of the listed STS capital projects. The monetary amount will be based upon submitted and approved scopes for individual work assignments, using agreed hourly billing rates and time, and any sub-consultant/contractor costs. STS will only reimburse offeror for actual out-of-pocket direct expenses.

STS will manage the work performed under this contract. The Director of Transportation or Special Projects Planner/Manager will be responsible for overseeing the activities of the successful offeror.

The successful offeror will be required to submit Insurance Coverage as outlined in the Business License. The offeror shall submit with the final agreement or task orders a certificate of insurance that meets the requirements as needed or a letter from its insurance company indicating that they will provide the required insurances as required.

Completed work under approved task orders will be considered STS property and all files, correspondence, electronic media, printouts and property created for the benefit of STS will be delivered to STS upon task completion.

On-Call Transit Planning, Engineering, Architecture, Consulting, and Associated Professional Services – 10/21/2020



# Implementation



***Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan***

Moving from the Transit Plan or Feasibility Study stage to proactive implementation of service on the ground requires ***detailed service and implementation plans.***

**A detailed service and implementation plan will include the following sections:**

- Operation plan and service expectations
- Capital and operating cost projections
  - Administrative/management plan
  - Financial plan
- Monitoring/evaluation plan



# Implementation - Operations



The plan should describe ***all services to be provided***, including:

***Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan***

- functional service guidelines
- maps for fixed-route or demand-responsive services;
  - their hours & service days;
  - restrictions, fares & eligibility;
    - other facets related to service delivery & user needs;
- and***
- improvement focus areas identified earlier in the study.



# Implementation - Capital Costs



***Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan***

Estimated capital costs should include:

- the # & types of vehicles required to implement the preferred service alternative.
- Establish future capital needs for vehicle replacement or expansion PLUS the radio, base station, or other necessary equipment purchases.
- Forecast ability of existing physical facilities to accommodate operations, administration & vehicle maintenance functions.





# Implementation - Administration/Management



The Administrative/Management Plan  
will describe:

***Step 5 - Create a  
detailed service  
plan for the  
preferred  
service  
alternative & an  
associated  
implementation  
plan***

- program structure
- responsibilities of the lead tribal department & all regional participants
  - the management structure for daily operations, reporting, planning, & finance.
- Relationships among the existing regional service providers & stakeholders will be expanded or formalized based on input & recommendations from those operators, stakeholders & the Transit Committee.



# Implementation - Financial Plan



***Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan***

- The ***Financial Plan*** provides a short- & long-term budget for the system with administrative, operating & capital expenditures + funding revenue details.
  - **Revenues are listed by source & matched to expenditures.**
- The budget identifies the anticipated cost to the transportation provider & the general public + all revenue sources, including local, state & federal funding.



# Implementation - Marketing



***Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan***

- An important issues is marketing the service & educating people on how to use it.

## **Marketing the service should include:**

- printing of brochures
  - displaying of schedules at local hotels, the Chamber of Commerce, medical offices, major employers, stores, and social service agencies, etc.





# Implementation - Monitoring & Evaluation



A Monitoring & Evaluation Program helps the transit service track its efficiency & effectiveness in the future.

*Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan*

**Program should compare its most recent performance measures to national standards & the performance measures of peer tribal programs, as appropriate.**

**Such performance measures typically include:**

passengers per mile, passengers per hour, cost per mile, cost per hour, etc.



# Implementation - Monitoring & Evaluation



*Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan*

Monitoring & Evaluation Plan should also detail how & when selected measures need to be reported to Tribal Council or other agencies or regional interests.

**Additional areas can be monitored; e.g.,:**

**safety, drug & alcohol testing, training, maintenance efficiency, service quality, organization effectiveness, levels of customer satisfaction & budgeting efficiency.**



# Implementation - Monitoring & Evaluation



*Step 5 - Create a detailed service plan for the preferred service alternative & an associated implementation plan*

Conclude the Monitoring & Evaluation Plan with ***a section on the procedures*** that the system managers, governing body, or advisory committee should use for amending or updating the service plan.





# Tribes face many challenges in providing tribal transit services.



Among the most common  
challenges faced by tribal transit programs are:

## Overcoming Common Transit Program Challenges

- low-density and dispersed populations,
- large service areas & long travel distances,
  - dispersed destinations
  - staff retention
  - geographical constraints
- varying perceptions about what groups can & should be served  
(i.e., territoriality & unwillingness to coordinate service)
  - technical capacity

These challenges may directly affect the feasibility of specific services types; e.g., fixed-route with low density.



# Overcoming Common Transit Program Challenges

## Common Challenges:

- low-density and dispersed populations,
- large service areas & long travel distances,
  - dispersed destinations
    - staff retention
  - geographical constraints
  - varying perceptions about what groups can & should be served (i.e., territoriality & unwillingness to coordinate services)
  - Technical capacity

**Please share how your tribe or one with which you have familiarity has overcome common program challenges.**



# Effective Tribal Transit Service Marketing



**Marketing is  
Comprehensive!**

**Marketing is rising  
Marketing Is More than Advertising  
more than selling**

Marketing functions include or influence just about every aspect of a transit system from the way the telephone is answered to the color of the vehicles.



# Handout 2 - Tribal Transit Marketing Case Studies



## Small Group Activity

*Using one of the three Case Studies, your group is the marketing consultant hired by Tribe A, B or C to develop a transit marketing mix that will work with that tribe's budget, time, location, demographics & existing staff.*

## Effective Tribal Transit Service Marketing

### Tribal Transit Marketing Case Studies

#### Tribe A:

- An Alaska Native Village in the Interior above the Arctic Circle with an NPR radio station
- Population: 800
- Transportation:
  - Yukon River in the spring, summer and early fall
  - In the winter, "sno go's" to other villages in the Interior and/or planes to Fairbanks
- Transit System:
  - New system with refurbished bus starting fixed-route service Monday
- Marketing Budget: \$1,000
- Challenge:
  - It's the Friday before the service is starting, but the Internet is down village-wide, because a lightning strike destroyed the tower. IT support won't be in the village for another week, because they have to fly from Fairbanks. Delays in the bus refurbishment meant no advertisement was done for fear the buses wouldn't be ready when advertised.

#### Tribe B:

- A Nation with land holdings in four states
- Population: roughly 350,000
- Transportation:
  - Paved, dirt, and gravel roads – easy passage except when rain or snow bogs buses down in the mud to their axles
- Transit System:
  - 30-year old system with service in four states
- Marketing Budget: \$20,000
- Challenge:
  - Broken buses aren't being serviced; thus, revenue-generating routes between two major cities have been cancelled for two years. Drivers are hard to retain. New administration is not as driven or as skilled as the prior leadership. Ridership is falling due to perceived unreliability.

#### Tribe C:

- A New Mexico pueblo
- Population: 58,469
- Transportation:
  - Paved, dirt, and gravel roads – easy passage except when rain or snow bogs buses down in the mud to their axles
- Transit System:
  - 1-year old fixed-route system
  - 6-months of Dial-a-Ride, that's not yet taken hold
- Marketing Budget: \$2,000
- Challenge:
  - Local COG is administering both Pueblo transit services under contract with shared grant funding from the Pueblo and the state. But, the contract is coming to a close, and the Pueblo fears the COG will pull out of service administration or drop the Dial-a-Ride service if they can't boost ridership before the end of the 3<sup>rd</sup> quarter of this year.



# State & Federal Contacts



## ARIZONA TRIBAL TRANSPORTATION

[Home](#)[Tribes in Arizona](#)[Resources](#)[Travel ID](#)[Training](#)[Studies and Plans](#)[Stakeholders and Affiliates](#)[Policies and Statutes](#)[Tribal Partnerships](#)[eSTIP Map Tool](#)[Contacts](#)

### CONTACTS

#### CONTACT INFORMATION FOR ADOT TRIBAL LIAISONS AND COORDINATORS

To assist with tribal consultation and coordination efforts, certain ADOT divisions, sections, groups and offices have designated personnel to work directly with tribal officials and staff on a regular basis. Contact information for ADOT tribal Liaisons and Coordinators are provided below.

#### ORGANIZATION

##### ADOT Multimodal Planning Division (MPD)

ADOT MPD Tribal Planners, who also work as ADOT department-wide tribal liaisons, provide planning support and inter-governmental coordination for ADOT's statewide and regional planning projects and programs as they impact tribal governments and communities. Special emphasis is placed on conducting coordination efforts to improve tribal participation in the statewide transportation planning and programming processes.

The MPD Tribal Liaisons have organized tribal land areas within Arizona into regions of responsibility to provide improved coverage and service (see maps). Requests for assistance should be sent to the designated Liaison as indicated in the listings by Tribe. The Liaisons also provide backup coordination assistance to one another, as needed.

#### CONTACTS

##### Ermalinda Gene

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Tribal Planning Program Manager  
1611 West Jackson Street, MD310B  
Phoenix, AZ 85007  
Phone: 602.712.6736

##### Don Sneed

[DSneed@azdot.gov](mailto:DSneed@azdot.gov)

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1611 West Jackson Street, MD310B  
Phoenix, AZ 85007  
Phone: 602.712.4095

<http://www.aztribaltransportation.com/contacts.asp>



# State & Federal Contacts





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Office of Planning, Environment, & Realty (HEP)

Planning Environment Real Estate

HEP Events Guidance Publications Glossary Awards Contacts

## Planning Processes

### Tribal Transportation Planning

Statewide Metropolitan Rural Tribal Pedestrian & Bicycle Land Use Tools

FHWA → Planning → Processes → Tribal Transportation → Contacts

### State Government Tribal Department of Transportation Contacts

State	Name	Address	Phone	E-mail
<b>Arizona Department of Transportation</b>	Donald Sneed Senior Transportation Planner and Tribal Liaison	206 South 17th Street Phoenix, AZ 85007	602-712-6736	<a href="mailto:DSneed@azdot.gov">DSneed@azdot.gov</a>
<b>California Department of Transportation</b>	Lonora Graves Branch Chief, Native American Liaison Branch	1120 N Street Sacramento, CA 95814	916-654-6315	<a href="mailto:lonora.graves@dot.ca.gov">lonora.graves@dot.ca.gov</a>
<b>Maine Department of Transportation</b>	Nate Howard Tribal Liaison	16 State House Station Augusta, Maine 04333	207-624-3310	<a href="mailto:nathan.howard@maine.gov">nathan.howard@maine.gov</a>
<b>Minnesota Department of Transportation</b>	Edward Fairbanks Tribal Liaison	395 John Ireland Blvd St. Paul, MN 55155	218-547-0060	<a href="mailto:edward.fairbanks@state.mn.us">edward.fairbanks@state.mn.us</a>
<b>Montana Department of Transportation</b>	Mike Tooleu Director of Transportation	2701 Prospect Avenue Helena, MT 59620	406-444-6201	<a href="mailto:mitooley@mt.gov">mitooley@mt.gov</a>
<b>New Mexico Department of Transportation</b>	Ron Shutiva Tribal Liaison Officer	P.O. Box 1149 1120 Cerillos Rd Santa Fe, NM 87504-1149	505-827-5547	<a href="mailto:ron.shutiva@state.nm.us">ron.shutiva@state.nm.us</a>
<b>Oklahoma Department of Transportation</b>	Jay Adams Tribal Liaison	ODOT Building 200 NE 21st Street Oklahoma City, OK 73105	405-521-2175	<a href="mailto:jadams@odot.org">jadams@odot.org</a>
<b>Oregon Department of Transportation</b>	Clyde Saiki Deputy Director, Central Services	355 Capital Street Salem, OR 97300-3872	503-986-4399	<a href="mailto:Clyde.K.Saiki@odot.state.or.us">Clyde.K.Saiki@odot.state.or.us</a>

**Contacts**

For more information, please contact:

- Theresa Hutchins
- Mike Barry
- Chandra Inglis-Smith

[https://www.fhwa.dot.gov/planning/processes/tribal/contacts/contacts\\_state.cfm](https://www.fhwa.dot.gov/planning/processes/tribal/contacts/contacts_state.cfm)





# ADOT Transit Group



## Transit Group

Name	Position	Responsibility	Phone Number
<a href="#">Jill Dusenberry</a> ✉	Transit Manager	Administration	602.712.8243
<a href="#">Sara Allred</a> ✉	Assistant Transit Group Manager	Bus and Bus Facilities, 5310 Program	602.712.4498
<a href="#">Ann Cochran</a> ✉	Transit Programs Specialist	Grant Closeouts, 5311 Drug and Alcohol Program, Insurance, Ecivis	602.712.7463
<a href="#">Edmund Shepard</a> ✉	Management Analyst 3	Vehicle Coordinator	602.712.8631
<a href="#">Sarah Wuertz</a> ✉	Contract Analyst	5310, 5311 Contract Agreements, Rural Transit Assistance Program (RTAP)	602.712.7385
<a href="#">Brian Brinkley</a> ✉	State Safety and Security Oversight Program Manager Two	Oversight of Rail Transit Safety and Security	602.712.8798
<a href="#">Diane Ohde</a> ✉	Transit Grants Business Analyst Consultant	Development and Maintenance of E-Grants Management System	602.712.7465

## 5310 Enhanced Mobility of Seniors and Individuals with Disabilities

Name	Position	Responsibility	Phone Number
<a href="#">Sara Allred</a> ✉	Assistant Transit Group Manager	5310 Program Administrator	602.712.4498
<a href="#">Brian McCoy</a> ✉	5310 Program Manager		602.712.8774

## 5311 Rural Public Transportation Program

Name	Position	Responsibility	Phone Number
<a href="#">Aubree Perry</a> ✉	Program Manager	5311 Program Administrator	602.712.8947
<a href="#">Deborah Brunner</a> ✉	Program Manager	5311 Program Administrator	602.712.7106
<a href="#">Shatawn Reed</a> ✉	Program Manager	5311 Program Administrator	602.712.7318

# Resources



 Chat Online

 Email

 888-589-6821



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## Tribal Transit Program

### TRIBAL TRANSIT

[Tribal Transit Program](#)

[Tribal Transit Partners](#)

[Tribal Awards](#)

[Engaging with Tribes](#)

## National RTAP Tribal Transit Program

National RTAP will be holding Tribal Transit Training in Partnership with The Alaska Tribal Transportation Symposium on March 28th and April 1st, 2022 at the Embassy Suites in Anchorage, Alaska. View the [Tribal Transit Training agenda](#) and visit the [conference webpage](#) to find out more and register.



### Tribal Transit Topic Guide

This Topic Guide lists training and technical assistance resources from National RTAP and other organizations specifically geared toward tribal transit managers, operators and riders.

[Go to Topic Guide](#)



### Tribal Transit Peer Forum

The **Tribal Transit Peer Forum** is a place for sharing questions, information, and resources with peers about Tribal Transit related topics. National RTAP staff monitor the forum and help provide answers to questions that are not fully addressed by peers.

[Request to Join](#)

<https://www.nationalrtap.org/Tribal-Transit/Tribal-Transit-Program>



# Upcoming Event

Join National RTAP staff on June 27 - 28, 2022  
in beautiful Flagstaff, Arizona for a two-day  
Tribal Transit Training Workshop.

The workshop will be available in-person and online via  
teleconference. Registration is available at:

<https://www.eventbrite.com/e/national-rtap-tribal-transit-training-conference-in-flagstaff-az-tickets-294064945167>

The agenda will include PASS training, modules on rural and  
tribal service design, capital development/construction  
project management, website builder and GTFS overview, etc.

# National Transportation in Indian Country Conference



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## NATIONAL TRANSPORTATION IN INDIAN COUNTRY CONFERENCE

AUGUST 22 - 26  
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☐ eNews Newsletter

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☐ New Products and Events

☐ Tribal Transit Interest

<https://bit.ly/3v5c2N3>



# Resources



- Federal Transit Administration's Regional Tribal Liaisons: [http://www.fta.dot.gov/12305\\_15845.html](http://www.fta.dot.gov/12305_15845.html)
- [http://www.ntionline.com/about\\_nti/about.php](http://www.ntionline.com/about_nti/about.php)
- Transit Cooperative Research Program:  
<http://www.trb.org/Publications/PubsTCRPPublications.aspx>





# Feel free to contact:

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