

TRANSIT FEASIBILITY STUDY FOR THE HUALAPAI TRIBE

Draft Final Report

OCTOBER 2015 | VERSION 2

Prepared By:

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In association with



*M. Greene
Planning &
Resource
Development*

**HUALAPAI TRIBAL COUNCIL
RESOLUTION NO. ----
OF THE GOVERNING BODY OF THE
HUALAPAI TRIBE OF THE HUALAPAI INDIAN RESERVATION
PEACH SPRINGS, ARIZONA**

Transit Feasibility Study for the Hualapai Indian Tribe

WHEREAS, The Hualapai Tribal Council is the duly elected governing body of the Hualapai Tribe; and

WHEREAS, the Hualapai Tribe was awarded an Arizona Department of Transportation (ADOT) Section 5311 Rural Public Transportation grant, a Federal Transit Administration grant, and Hualapai Tribe matching funding to prepare a Transit Feasibility Study for the Hualapai Indian Tribe; and

WHEREAS, Kimley-Horn and Associates in association with M. Greene Planning & Resource Development, was selected to perform the Transit Feasibility Study for the Hualapai Indian Tribe, under the supervision of the Hualapai Tribe Planning Director, ADOT and a Technical Advisory Committee, that promotes provision of expanded transportation opportunities throughout the Community; and

WHEREAS, Kimley-Horn and Associates in association with M. Greene Planning & Resource Development, under the supervision of the Hualapai Tribe Planning Director, ADOT and a Technical Advisory Committee, performed numerous public outreach efforts including a transit survey, two TAC meetings and special meetings with the Health, Education and Wellness Department and the Planning and Economic Development Department to review and refine the need for and to determine the best options to implement a transit service plan for the Hualapai Tribe; and

NOW THEREFORE BE IT RESOLVED that the Hualapai Tribal Council hereby approves the October 2015 Transit Feasibility Study for the Hualapai Indian Tribe.

BE IT FURTHER RESOLVED that the Hualapai Tribal Council hereby authorizes the Tribal Public Services Director to work with ADOT and the Federal Transit Administration, to take the necessary action needed to prepare grant applications and to secure FY 2016 tribal budgetary funds in support of the development of a transit system.

BE IT FINALLY RESOLVED that the Hualapai Tribal Council hereby authorizes the Chairwoman or her designee to execute any and all documents necessary to implement this action.

CERTIFICATION

I, the undersigned as Chairwoman of the Hualapai Tribal Council hereby certify that the Hualapai Tribal Council of the Hualapai Tribe is composed of nine (9) members of whom (___) constituting a quorum were present at a Regular Council meeting held on this 6th day of November, 2015; and that the foregoing resolution was duly adopted by a vote of (-----) in favor, (-----) opposed, pursuant to authority of Article V, Section (a) of the Constitution of the Hualapai Tribe approved March 13, 1991 .

Sherry Counts, Chairwoman
HUALAPAI TRIBAL COUNCIL

Or

Philbert Watahomigie, Sr. Vice-Chair
HUALAPAI TRIBAL COUNCIL

ATTEST:

Adeline Crozier, Assistant Secretary

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1 INTRODUCTION

The Hualapai Indian Tribe's Reservation was established in 1883 and is located in northwest Arizona and is approximately 1,563 square miles in area. The principal community on the reservation is Peach Springs, which is the hub for Tribal government and many services in the community. Located in Northwestern Arizona, the Hualapai reservation encompasses about one million acres along 108 miles of the Grand Canyon and Colorado River. Occupying part of three northern Arizona counties: Coconino, Yavapai, and Mohave, the reservation's topography varies from rolling grassland, to thick forests, to rugged canyons. Elevations range from 1,500 feet at the Colorado River, to over 7,300 feet at the highest point of the Aubrey Cliffs.



Photo Credit: Kevin Davidson

The Hualapai Reservation's 2010 U.S. Census population is 1,335 persons and encompasses approximately 422 housing units, the majority of which are located in Peach Springs.

Currently, there is no unified transit service on the reservation, although there is a van service for seniors and persons with disabilities, as well as an employee shuttle service for the employees of Grand Canyon West Resort Corporation, which is provided by a third party contractor.

The Hualapai Tribe recognizes the need to improve mobility for residents with an emphasis on developing a sustainable transit system.

1.1 STUDY PURPOSE AND OBJECTIVES

The purpose of the Hualapai Indian Tribe Transit Feasibility Study is to develop a transit feasibility study with a cohesive vision and comprehensive approach, emphasizing collaboration. Study objectives are:

- Identify transit needs through data analysis, surveys, and Community discussions, as well as coordination with existing transit service providers.
- Develop strategies to make it easier to travel within the Hualapai Reservation and neighboring areas. Public transit strategies may include fixed route bus services, demand-responsive transit (dial-a-ride), vanpools, or a combination of services. Integration with existing transit services will be considered. The study will investigate potential partnering opportunities with other transportation providers.
- Provide a plan for developing transit service, including fare structure, ridership estimates, costs, organization, and funding sources.

1.2 STUDY AREA

The study area is the Hualapai Reservation; however, other transit destinations will be analyzed, including Kingman, Seligman, Phoenix, Supai Hilltop, Bullhead City, and other areas. With respect to the Kingman area, there is a desire to provide transit service from Peach Springs to Kingman along Route 66, and provide service to the communities of Valle Vista, Antares, Hackberry, Valentine, Crozier, and Truxton. A study area map is provided in **Figure 1-1**.

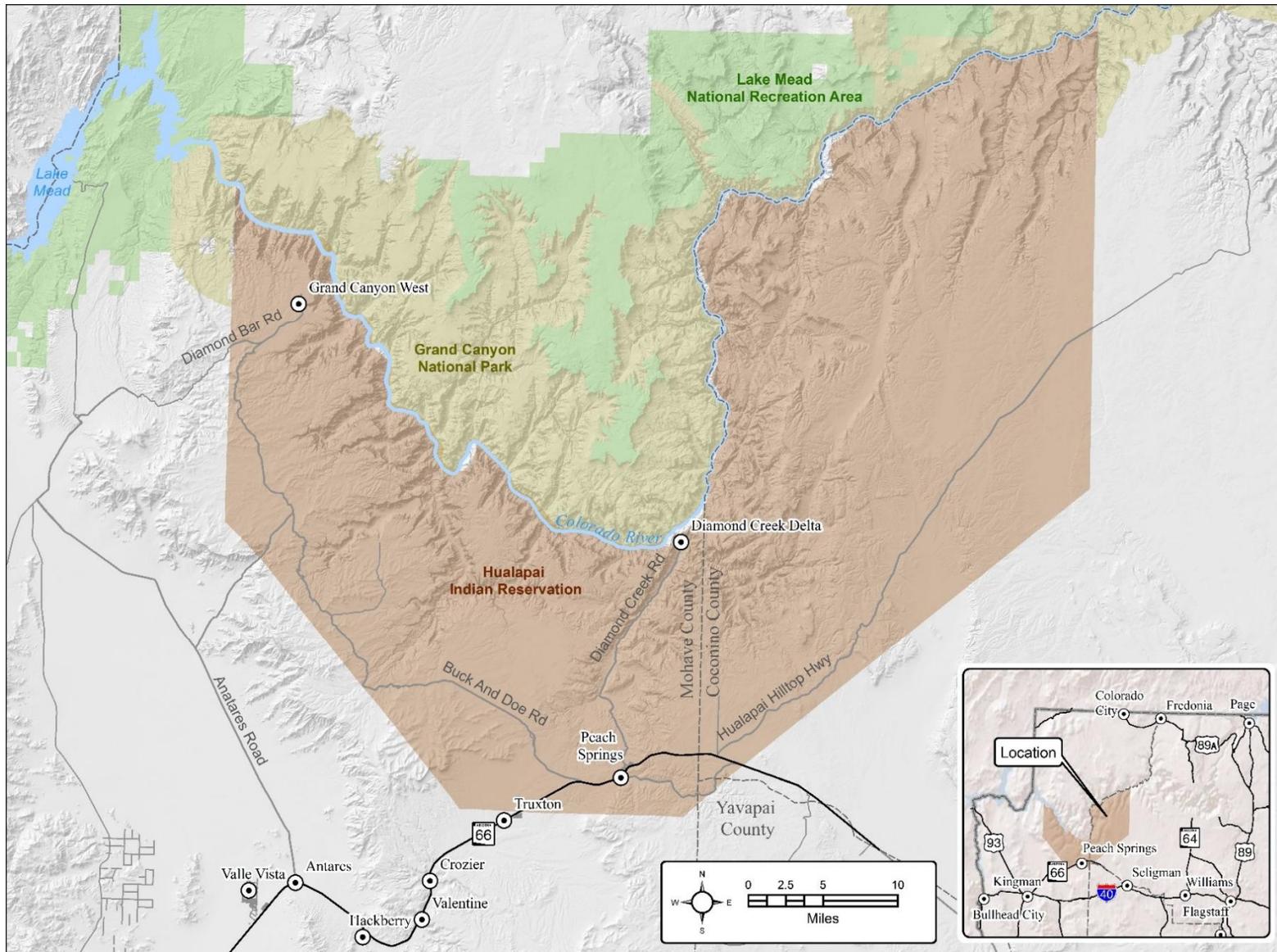


Figure 1-1: Transit Feasibility Study Area

1.3 BACKGROUND

In December 2014, the Hualapai Tribal Council approved a Long Range Transportation Plan (LRTP) funded by the Arizona Department of Transportation (ADOT) Planning Assistance for Rural Areas Program. The plan identified both transportation and transit needs for the Hualapai Tribe. The LRTP encouraged further study of the feasibility of a transit system and an implementation plan for integrating public transit into the community.

In early 2006 the Hualapai Tribe applied to the Federal Transit Administration (FTA) for funding to develop a Transit Implementation Plan using FTA 5311c (Tribal Transit) planning funds and, in 2014, applied to ADOT for 5311 Rural Transit Grant Program funds in support of the same. The Hualapai Tribal Council committed funding along with awarded FTA and ADOT funds to carry out this feasibility study and implementation plan. The Request for Proposal and subsequent project management was undertaken by the Hualapai Planning Department. In March, 2015 a contract was awarded to carry out both of these studies, which resulted in this final report.

1.4 PUBLIC OUTREACH

Public outreach was an important aspect of the study and included the following activities, which are described in more detail in Appendix A.

- A presentation to the Hualapai Tribal Council on April 7, 2015 to provide an overview of the transit feasibility study.
- A mobile open house that coincided with Earth Day activities on May 1, 2015.
- A booth at the Route 66 Fun Run event in Peach Springs on May 2, 2015.
- Display boards and surveys presented at the Cinco de Mayo lunch at the Hualapai Senior Center on May 4th, 2015.
- Display boards presented at the Hualapai Housing Fair on June 19th, 2015.
- A presentation to Tribal Council on November 9th to present the Transit Service Plan for adoption.
- Periodic news articles about the study in the Gam'Yu newsletter.

A community transit survey was conducted and was distributed at many of the events described above. The survey findings are described in Chapter 6 and in Appendix B.

1.5 TECHNICAL ADVISORY COMMITTEE AND PROJECT MANAGEMENT TEAM

In addition to the public outreach, a Technical Advisory Committee (TAC) was established. The role of the TAC was to provide input on technical issues related to the study and to review and comment on study deliverables. The TAC met twice during the course of the project, at key points in the study, and reviewed study documents.

A core Project Management Team (PMT) provided project direction and input to the study. The PMT includes the Director of the Hualapai Planning Department, the Transportation Planner for the Hualapai Public Services Department, the Transit Manager for the Arizona Department of Transportation (ADOT) Multimodal Planning Division, the Kimley-Horn project manager, and transit subconsultant, M. Greene Planning and Resource Development. Meetings were held periodically to discuss finding and recommendations of the study, and to review Technical Advisory Committee presentations.

Technical Advisory Committee Members

Hualapai Tribe

- Planning Department
- Health, Education, and Wellness Department
- Public Services Department
- Senior Center

Grand Canyon Resort Corporation

- Grand Canyon West

Arizona Department of Transportation

- Multimodal Planning Division
- Kingman District

Indian Health Service, Peach Springs

City of Kingman

- Public Works Department
- Engineering Department
- Planning and Zoning

Coconino County Planning and Zoning

Indian Health Service

Mohave County Public Works Department

Northern Arizona Council of Governments

Walmart, Kingman

Western Arizona Council of Governments

2 BACKGROUND AND PROJECT AREA DESCRIPTION

This chapter provides an overview of the history of the Hualapai Tribe and provides information on land uses, major employers, and activity centers.

2.1 OVERVIEW AND HISTORY

The Hualapai Tribe is a federally recognized Indian Tribe located in northwestern Arizona. “Hualapai” means “People of the Tall Pines.” The Hualapai Reservation was established in 1883.

Today there are 2,328 enrolled Hualapai Tribal members (as of May 2015¹) living on and off the reservation. Fourteen Hualapai Bands, each having a distinct dialect and territorial homeland, comprise Hualapai Tribe today in northwestern Arizona. All of the Bands of the Hualapai Nation have used the natural and cultural resources of the Colorado River and Grand Canyon systems from the times of the Hualapai people’s origins.

Traditional Hualapai beliefs address the following, but are not limited to²:

- Health and welfare of the Hualapai People
- Economic values through traditional trade and trade routes.
- Spiritual and religious beliefs tied to the land and water.
- Oral traditions regarding non-humans and phenomenal events of creation, such as fire, plants and animals, and humans.

Hualapai traditional belief ties sacred significance to areas such as the Colorado River and associated canyons which are principal landmarks with intrinsic spiritual values for Hualapai people and is part of their Creation Story.

2.2 GOVERNMENT

As a sovereign Indian nation, the Tribe is governed by a legislative and judicial branch. The legislative branch is composed of a nine-member Tribal Council, which includes a chairperson and vice-chairperson. Council members are elected to office by Tribal members and serve 4-year terms. The Council oversees twelve administrative departments. The judicial branch of government consists of a Tribal Court and a Court of Appeals. Judges are appointed by the Tribal Council for two-year terms. The Courts have jurisdiction over all cases within the jurisdiction of the Tribe.

2.3 MAJOR EMPLOYERS

Major employers include the Hualapai Tribal Government, which employs approximately 350 persons and the Grand Canyon Resort Corporation (GCRC), which employs approximately 600 persons. Tribal

¹ Telephone call, Hualapai Enrollment Office, May 13, 2015.

² Hualapai Department of Cultural Resource, “About the Hualapai Nation, Peach Spring, Arizona, 2010, Page, 5.

government offices are located in Peach Springs, Arizona, and are described in more detail in the following section. The GCRC is owned and operated by the Hualapai Tribe. GCRC oversees operations of Grand Canyon West, Grand Canyon Skywalk, Hualapai River Runners, the Walapai Market and branded fuel station, and the Hualapai Lodge, which also includes the operation of the Diamond Creek Restaurant.

Other major employers include the Peach Springs Unified School District, the Boys and Girls Club, the Indian Health Service, the Bureau of Indian Affairs, and the Lhoist – Nelson Lime Plant, which is located just east of the reservation boundary.

Key industries include tourism, timber harvest, hunting, and cattle ranching.

2.4 OVERVIEW OF PLANNING AREAS

An overview of the primary developed areas within the Reservation are:

Peach Springs

The town of Peach Springs is the governmental center of the Hualapai Indian Tribe, and is the most populated area within the Reservation. It is located approximately 50 miles northeast of Kingman, Arizona on Historic Route 66. Peach Springs is a key destination for reservation employees as well as the Grand Canyon West area. A map of Peach Springs is provided in **Figure 2-1**.

Buck and Doe Road Area

The Buck and Doe Road area is located approximately 5 miles west of Peach Springs. Subdivisions in this area include Music Mountain (30 homes), Milkweed (27 homes), and Box Canyon (9 homes), as shown in **Figure 2-2**.



Buck and Doe Road residential area

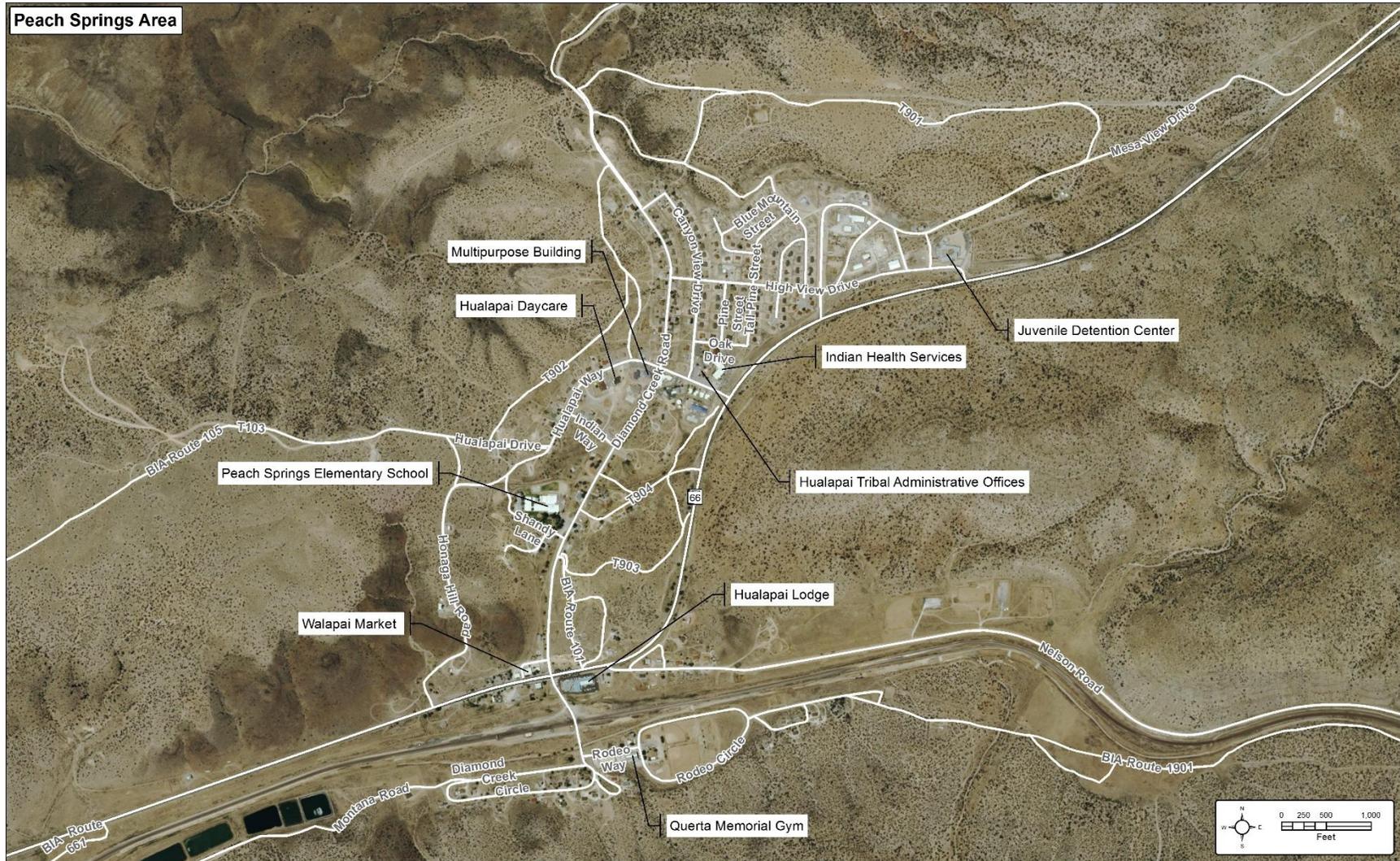


Figure 2-1: Peach Springs Area Map



Figure 2-2: Buck and Doe Road Subdivisions

Valentine

Valentine is located approximately 18 miles west of Peach Springs. The Bureau of Indian Affairs, Truxton Canon Field Office is located in Valentine as well as several tribal residences and an historic school building. According to the U.S. Census, the 2010 population of the Valentine Census Designated Place is 38 persons, and there are 11 housing units located there.

Grand Canyon West

Grand Canyon West (GCW) is a tourist destination on the western end of the Hualapai Reservation. More than 900,000 visitors annually travel to the Grand Canyon West area by car, bus, helicopter and plane³. A site map is shown in **Figure 2-3**. Site features at the Grand Canyon West area include:

- Grand Canyon Skywalk: Located at Eagle Point, in addition to the glass bridge, this area includes a gift shop, museum, amphitheater, performance areas, and shaded bus drop off and pick up areas, “grab and go” food service and outdoor seating areas.
- Guano Point: This view area includes a tribal monument, seating, bus drop off and pick up area, vendor areas, and a food service area. It also includes headworks for the Trans-Canyon cable car to the Bat Guano Mine.
- Hualapai Ranch: The western-themed village includes a storefront western downtown, 13 prefabricated buildings, stable area, kitchen and indoor and outdoor dining facilities. Some employee housing and equipment storage is located in pre-fabricated buildings behind the south storefronts. There are two dozen guest cabins in this area. A count of employee housing was not available.
- Employee Housing: Manufactured homes providing employee housing located approximately 1/4 mile west of the airport.
- Grand Canyon West Fixed Base Operations (FBO) Airport: 5,000 foot paved runway, terminal building, six helicopter pads, and one of the two on-site paved parking areas for visitor vehicles and buses. Also located in this area is the Airport Rescue Fire Fighting Facility and Hualapai Police Substation.

A Master Plan for the Grand Canyon West area was completed in February 2015.

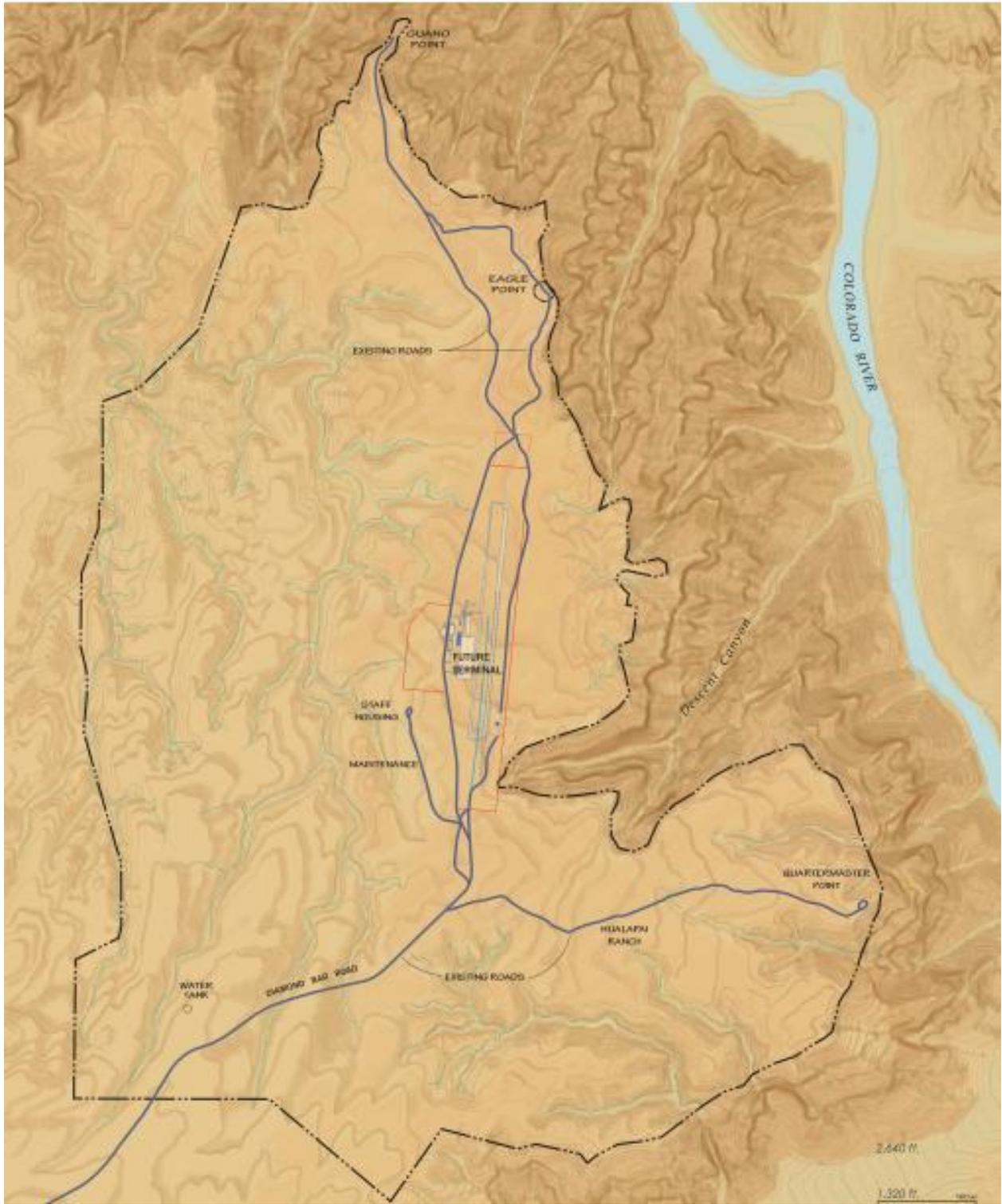
Diamond Creek Area

The Diamond Creek area is the site of the commercial raft put in point for the Hualapai River Runners and take out point for other commercial rafting trips.



Valentine Aerial Map

³ Plan-et and Worth Group, Grand Canyon West Master Plan, February 2015, Page 2.



Source: Master Plan for Grand Canyon West, 2015, Courtesy of PLAN*et

Figure 2-3: Site Map of Grand Canyon West Area

2.5 LAND USES AND ACTIVITY CENTERS

This section provides an overview of existing land uses within the Hualapai Reservation and describes activity centers that transit may potentially serve.

Existing land use information was obtained from the Hualapai Tribe Master Plan (November 12, 2013 Revision), information from the Hualapai Planning Department, and visual inspection. Land uses are described in the following areas:

- Tribal Government
- Schools
- Residential
- Hospitals / health-related services
- Community Facilities
- Commercial / Industrial
- Recreational

An activity center map (**Figure 2-4**) shows the location of many of the Peach Springs facilities mentioned in this section.



Tribal Administration Offices at 941 Hualapai

Tribal Government Offices

Tribal government offices are located primarily in the Peach Springs area. Office locations are summarized in **Table 2-1**.

Table 2-1: Tribal Government Offices in Peach Springs

Name	Address
Hualapai Tribal Administration Offices	941 Hualapai Way, Peach Springs
Hualapai Cultural Resources	880 West Route 66, Peach Springs
Hualapai Education and Training Department	460 Hualapai Way, Peach Springs
Hualapai Health Education and Wellness Center (including Non-emergency Medical Transportation)	488 Hualapai Way, Peach Springs
Hualapai Housing Department	600 High View Street, Peach Springs
Hualapai Human Services	321 Shady Lane, Peach Springs
Hualapai Juvenile Detention and Rehabilitation Center	250 High View Street, Peach Springs
Hualapai Planning Department	887 Highway 66, Peach Springs
Hualapai Public Works Department	941 Hualapai Way, Peach Springs
Hualapai Prosecutor Office	535 Oak Street, Peach Springs
Hualapai Public Defender's Office	941 Hualapai Way
Hualapai Recreation Department	930 Rodeo Way, Peach Springs
Hualapai Tribal Court	960 Rodeo Way, Peach Springs
Hualapai Department of Natural Resources	947 Rodeo Way, Peach Springs

Schools

Hualapai children receive their kindergarten through eighth grade education at the Peach Springs Elementary School on Diamond Creek Road. High school students typically choose to attend high school in either Kingman or Seligman, Arizona. There is also a public elementary school, the Valentine Elementary School in Truxton. Mohave Community College is located in Kingman. Locations of schools in the area are provided in **Table 2-2**.



Peach Springs Elementary School

Table 2-2: Schools in the Study Area

Name	Address	Distance from Peach Springs, Arizona
Peach Springs Elementary School	403 Diamond Creek Road, Peach Springs	Located in Peach Springs
Kingman High School	4182 North Bank Street, Kingman	46.5 miles
Kingman Middle School	1969 Detroit Avenue, Kingman	48.6 miles
Seligman Elementary School	325 North Main Street, Seligman	37.4 miles
Mohave Community College	1971 Jagerson Avenue, Kingman	47.2 miles
Valentine Elementary School	12491 North Byers, Truxton	9.0 miles

Residential

According to the *Hualapai Master Plan (2013 Revision)* residential land uses are divided into four categories as follows:

- Rural Density – 1 dwelling per one acre
- Low Density – 1 to 2 dwelling units per acre
- Medium Density – 3 to 8 dwelling units per acre
- Urban Density – 9 to 16 dwelling units per acre

Residential areas primarily consist of rural to medium density single family homes in Peach Springs, in the Buck and Doe Road area, in Valentine, and at the Grand Canyon West. According to the Long

Range Transportation Plan for the Hualapai Indian Tribe (2014), there are approximately 422 housing units within the reservation area, of which 362 are occupied (2014 estimate)⁴.

Hospitals and Health-Related Services

The Peach Springs Health Center provides general outpatient services, dental care, and preventative services. A contract emergency medical service provides after hours transport of patients to Kingman. The Parker Indian Hospital provides general medical care to members of the Hualapai Indian Tribe as well as four other tribal communities. The Kingman Regional Medical Center is a general medical and surgical hospital. Hospitals and health related services are listed in **Table 2-3**.

Table 2-3: Hospitals and Clinics

Name	Address
Peach Springs Indian Health Service	943 Hualapai Way, Peach Springs
Indian Health Service Peach Springs Dental Clinic	943 Hualapai Way, Peach Springs
Parker Indian Hospital	12033 West Agency Road, Parker
Kingman Regional Medical Center	3269 Stockton Hill Road, Kingman

Community Facilities

Community facilities are summarized in **Table 2-4**.

Table 2-4: Community Facilities

Name	Address
Hualapai Gym	930 Rodeo Way
Hualapai Cultural Center	878 Arizona 66, Peach Springs
Youth Camp	BIA Route 17
Peach Springs Boys and Girls Club	479 Diamond Creek Road
Hualapai Senior Center	549 Canyon View Drive, Peach Springs
EPCH –The Peach Radio Station	Located in gray trailer in front of Health, Education and Wellness Center
Hualapai Head Start Program	479 Hualapai Way
Hualapai Healthy Heart Program	Located in gray trailer in front of Health, Education and Wellness Center at 926 Hualapai Way
Post Office	877 Highway 66
New park / playground on Oak Street (under development)	640 Oak Street, Peach Springs

⁴ Jacobs, Long Range Transportation Plan for the Hualapai Tribe, Working Paper 1: Existing and Future Conditions, page 26.

Emergency Services

Emergency services are summarized in **Table 2-5**.

Table 2-5: Emergency Services

Name	Address
Hualapai Nation Fire Department	921 Hualapai Way, Peach Springs
	1398 Milkwood Springs Road
	Airport Rescue Fire Fighting at Grand Canyon West
Hualapai Nation Police Department	468 Diamond Creek Road, Peach Springs
	Grand Canyon West Substation - 4751 Diamond Bar Road

2.6 FUTURE PLANNED DEVELOPMENT

Future planned developments includes the following:

- Construction of new housing immediately west of the Box Canyon area and on Buck and Doe Road.
- Expansion of the Youth Camp facility
- Establishment of staging areas at Diamond Creek
- Potential development of a ranch at Quartermaster Canyon, and 250 room resort hotel at Grand Canyon West

Based on information in the Master Plan for Grand Canyon West (2015), proposed future development includes enhancements to existing development at Eagle Point, Guano Point, and Hualapai Ranch and proposes increased onsite lodging for guests as well as increased housing for employees. The Master Plan also identifies new access roads, enhancements to the existing Buck and Doe Road and highway serving commercial activities, and locations for future security, wastewater treatment, and operations and maintenance facilities.

3 DEMOGRAPHIC AND SOCIOECONOMIC DATA

This chapter describes demographic and socioeconomic characteristics for the Hualapai Indian Tribe. This information will be used as input to the transit needs analysis, in order to identify areas of the community and segments of the population with the greatest transit needs.

3.1 POPULATION AND GROWTH

The 2010 population for the Hualapai Reservation was 1,335 persons. Although population decreased slightly from 2000 to 2010 on the Reservation as a whole, the population of the Peach Springs Census Designated Place (CDP) grew at a compound annual growth rate of 6.15%, which was higher than the state of Arizona or Mohave, Coconino, or Yavapai County. This growth is primarily the result of the geographic expansion of the CDP's boundary along Buck and Doe Road between 2000 and 2010. Population and compound annual growth rates are shown in **Table 3-1**.

Table 3-1: Population Data and Growth Rates

Year	Hualapai Indian Reservation	Peach Springs Census Designated Place (CDP)	Mohave County	Coconino County	Yavapai County	State of Arizona
2000	1353	600	155,032	116,320	167,517	5,130,632
2010	1335	1090	200,186	134,421	211,033	6,392,017
Compound Annual Growth Rate, between 2000 and 2010	-1.3%	6.15%	2.59%	1.46%	2.34%	2.22%

Source: U.S. Census

Future Population Growth

Future population and housing growth was forecast as part of the *Long Range Transportation Plan for the Hualapai Indian Tribe* (2014). **Table 3-2** lists estimated population and housing totals for 5-, 10-, and 20 year horizons.

Table 3-2: Future Population and Housing Estimates

Year	2014	2019	2024	2034
Total Population	1,335	1,501	1815	1,999
5-Year Compound Annual Growth Rate, Population	N/A	2.37%	3.87%	1.95%
Total Housing Units	422	467	552	702
5-Year Compound Annual Growth Rate, Housing	N/A	2.05%	3.40%	4.93%

Source: Long Range Transportation Plan for the Hualapai Indian Tribe

3.2 TITLE VI AND ENVIRONMENTAL JUSTICE

Title VI of the Civil Rights Act of 1964 and related statutes ensure that individuals are not subjected to discrimination on the basis of race, color, national origin, age, sex, or disability. In February 1994, President Clinton signed Executive Order 12898, “Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.” The purpose of the order was to focus attention on the “environmental and human health conditions in minority communities and low income communities with the goal of achieving environmental justice.” The Order does not supersede existing laws or regulations; rather, it requires consideration and inclusion of these targeted populations as mandated in previous legislation including:

- Title VI of the Civil Rights Act of 1964;
- National Environmental Policy Act of 1969 (NEPA);
- Section 309 of the Clean Air Act; and
- Freedom of Information Act.

The U.S. Department of Transportation issued its final order to implement the provisions of Executive Order 12898 on April 15, 1997. This final order requires that information be obtained concerning the race, color, or national origin, and income level of populations served or affected by proposed programs, policies, and activities. It further requires that steps be taken to avoid disproportionately high and adverse impacts on these populations. One of the first steps in ensuring environmental justice is the identification of those populations specifically targeted by the Order - minority and low-income populations.

This chapter identifies disadvantaged populations within the Hualapai Reservation area. The provision of transit services to these areas will be a benefit and provide new options for transportation.

TOTAL MINORITY, ELDERLY, BELOW POVERTY LEVEL, DISABLED, AND FEMALE HEAD OF HOUSEHOLD DEFINITIONS AND POPULATIONS

Minority populations identified within the Title VI Related Statutes include individuals classified as elderly, disabled, female head-of-household and persons living below poverty level. Also identified is total minority population. These minority population groups are defined in **Table 3-3**.

Table 3-3: Environmental Justice and Title VI Population Group Definitions

Environmental Justice and Title VI Population Groups	Definition
Elderly	an individual 60 years of age or over
Disabled	A non-institutionalized civilian that has reported a sensory disability, physical disability, mental disability, self-care disability, go-outside-home disability, or employment disability. Population reported is between 18 and 64 years old.
Female head-of-household	Any woman in which no husband is present and is either living alone or not living alone who acts as the primary income provider.
Below Poverty Level	An individual of low-income is defined as a person whose median annual household income is at or below the US Department of Health and Human Services (HHS) poverty guidelines. To determine poverty level the US Census Bureau relies on the thresholds identified in the HHS poverty guidelines which vary by family size and composition. 2010 HHS poverty thresholds for a four person family are currently set at \$22,050.
Total Minority	This category is composed of all people who consider themselves Non-White racially plus those who consider themselves White Hispanic.

Census data on Total Minority, Age 60 Years and Over, Below Poverty Level, Disabled, and Female Head of Household are summarized in **Table 3-4**. Trends in the data are summarized as follows:

- **Total Minority Population:** The Hualapai Reservation area has a much higher percentage of minority population as compared to the state of Arizona, or Mohave, Coconino, or Yavapai County.
- **Elderly Population:** The Hualapai Reservation area has a much lower percentage of individuals age 60 years of age and older as compared to the state of Arizona as a whole, or any of the three counties that are within the reservation area.
- **Disabled Population:** Disabled population percent is lower than Mohave County and Yavapai County, and slightly higher than Coconino County and the state of Arizona.
- **Below Poverty Level Population:** The Hualapai Reservation area has a higher percentage of persons living below the poverty level as compared to percentages for the state of Arizona, Mohave, Coconino, or Yavapai County.
- **Female Head of Household:** The Hualapai Reservation has a much higher percentage of persons classified as female head of household, as compared to percentages for the state of Arizona, Mohave, Coconino, or Yavapai County.

Table 3-4: 2010 Total Minority, Age 60 Years and Older, Disabled, Below Poverty Level, and Female Head of Household

Area	Total Population*	Total Minority*	Age 60 years and Older**	Disabled Population**	Below Poverty Level**	Female Head of Household**
		Percent	Percent	Percent	Percent	Percent
Hualapai Indian Reservation	1,335	97.9	7.3%	11.4	35.1	21.6
Mohave County	200,186	20.4	32.2	16.1	19.4	4.9
Coconino County	134,421	44.8	14.5	10.0	23.0	6.6
Yavapai County	211,033	18.0	34.3	15.6	15.8	4.2
State of Arizona	6,392,017	42.2	20.0	9.7	17.9	7.3

*2010 U.S. Census; **2009-2013 American Community Survey (ACS)

3.3 DEMOGRAPHIC INFORMATION

2010 United States Census data was used to obtain demographic characteristics for the Hualapai Reservation area. Demographic parameters used in this section include:

- Age distribution and locations
- Household characteristics and locations
- Employment characteristics
- Commuting to work characteristics
- Travel time to work

Understanding the demographics of the area can help indicate appropriate transit service options that meet the needs of the community. These data are described as follows.

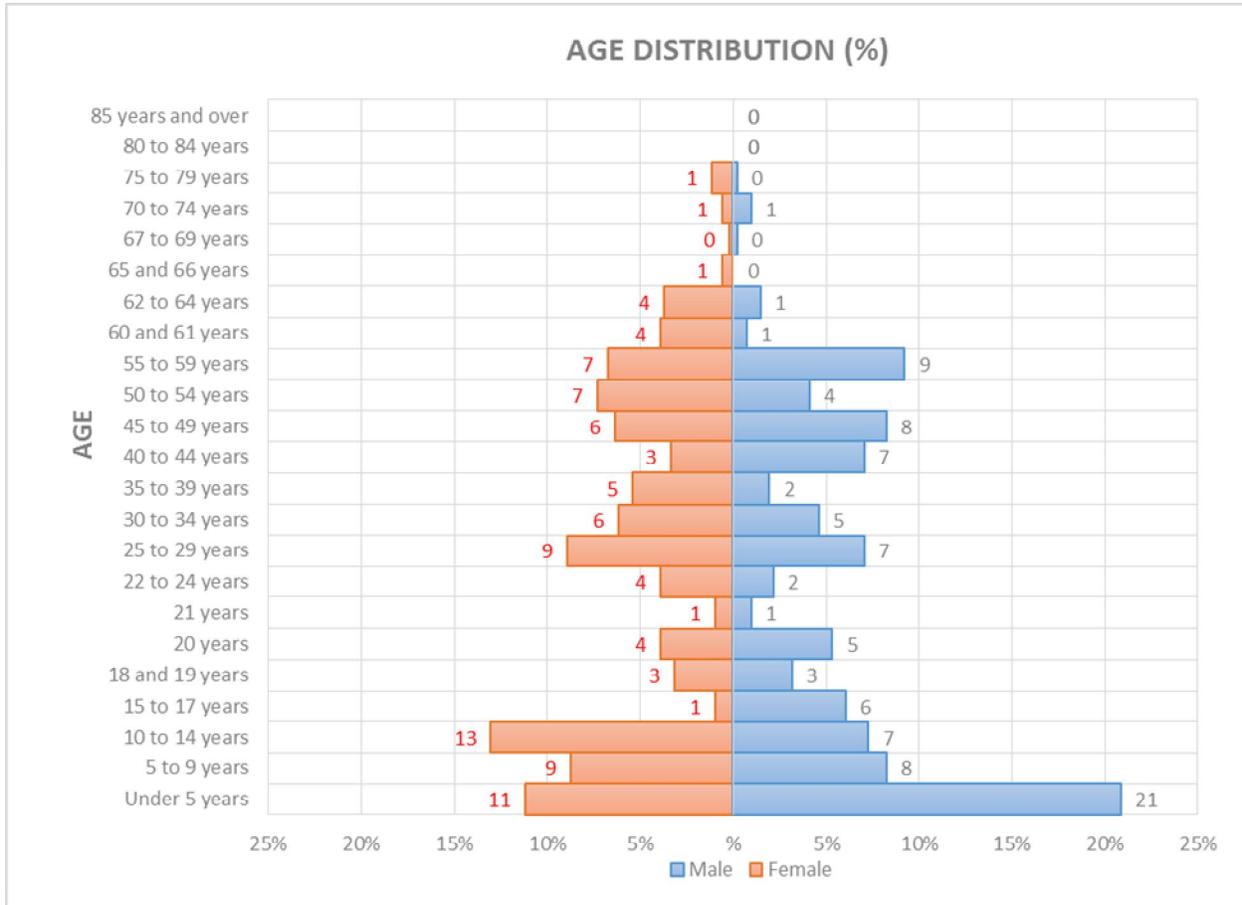
AGE DISTRIBUTION

As **Table 3-5** shows, the age distribution of the Hualapai Reservation area, according to the 2010 Census, tends to reflect a younger population. Forty one (41) percent of the population is 19 years of age or younger. Age distribution by sex is shown graphically in **Figure 3-1**. These data show that 7.3 percent of the population is 60 years or older.

Table 3-5: Age Distribution

Age Category	Number of Persons	Percent of Total	Male	Percent of Male Population	Female	Percent of Female Population
Under 5 years	146	15%	86	21%	60	11%
5 to 9 years	81	9%	34	8%	47	9%
10 to 14 years	100	11%	30	7%	70	13%
15 to 17 years	30	3%	25	6%	5	1%
18 and 19 years	30	3%	13	3%	17	3%
20 years	43	5%	22	5%	21	4%
21 years	9	1%	4	1%	5	1%
22 to 24 years	30	3%	9	2%	21	4%
25 to 29 years	77	8%	29	7%	48	9%
30 to 34 years	52	5%	19	5%	33	6%
35 to 39 years	37	4%	8	2%	29	5%
40 to 44 years	47	5%	29	7%	18	3%
45 to 49 years	68	7%	34	8%	34	6%
50 to 54 years	56	6%	17	4%	39	7%
55 to 59 years	74	8%	38	9%	36	7%
60 and 61 years	24	3%	3	1%	21	4%
62 to 64 years	26	3%	6	1%	20	4%
65 and 66 years	3	0%	0	0%	3	1%
67 to 69 years	2	0%	1	0%	1	0%
70 to 74 years	7	1%	4	1%	3	1%
75 to 79 years	7	1%	1	0%	6	1%
80 to 84 years	0	0%	0	0%	0	0%
85 years and over	0	0%	0	0%	0	0%
Totals	949	100%	412	100%	537	100%

Source: American Community Survey, 2009-2013, Table B01001



Source: American Community Survey, 2009-2013, Table B01001

Figure 3-1: Age Distribution

POPULATION DISTRIBUTION

As an indicator of where to provide transit service, locations of residents for the following age groups are shown:

- Percentage of persons age 60 and older by census block (**Figure 3-2**)
- Percentage of total population by census block (**Figure 3-3**)

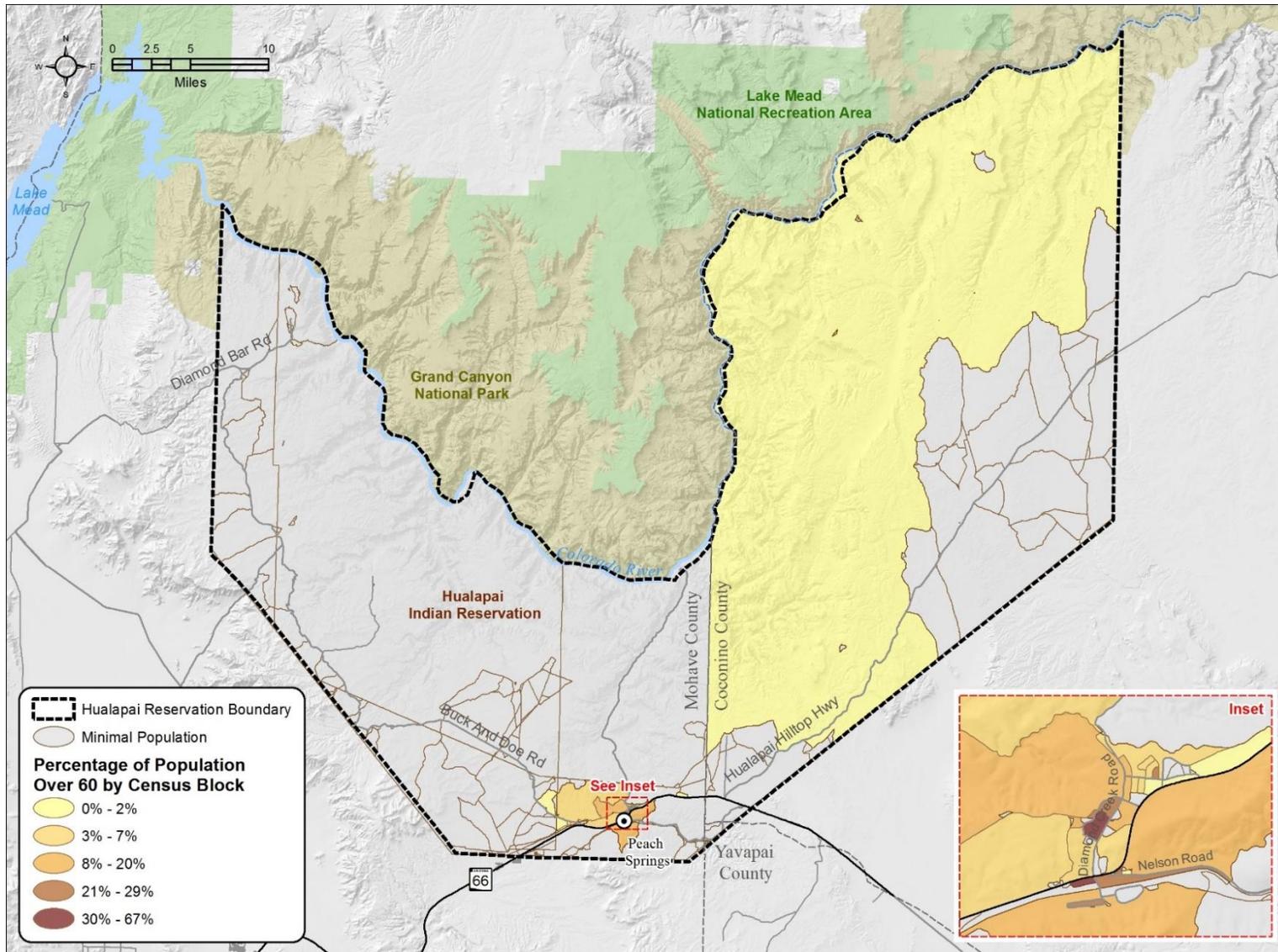


Figure 3-2: Percentage of Population over Age 60 by Census Block

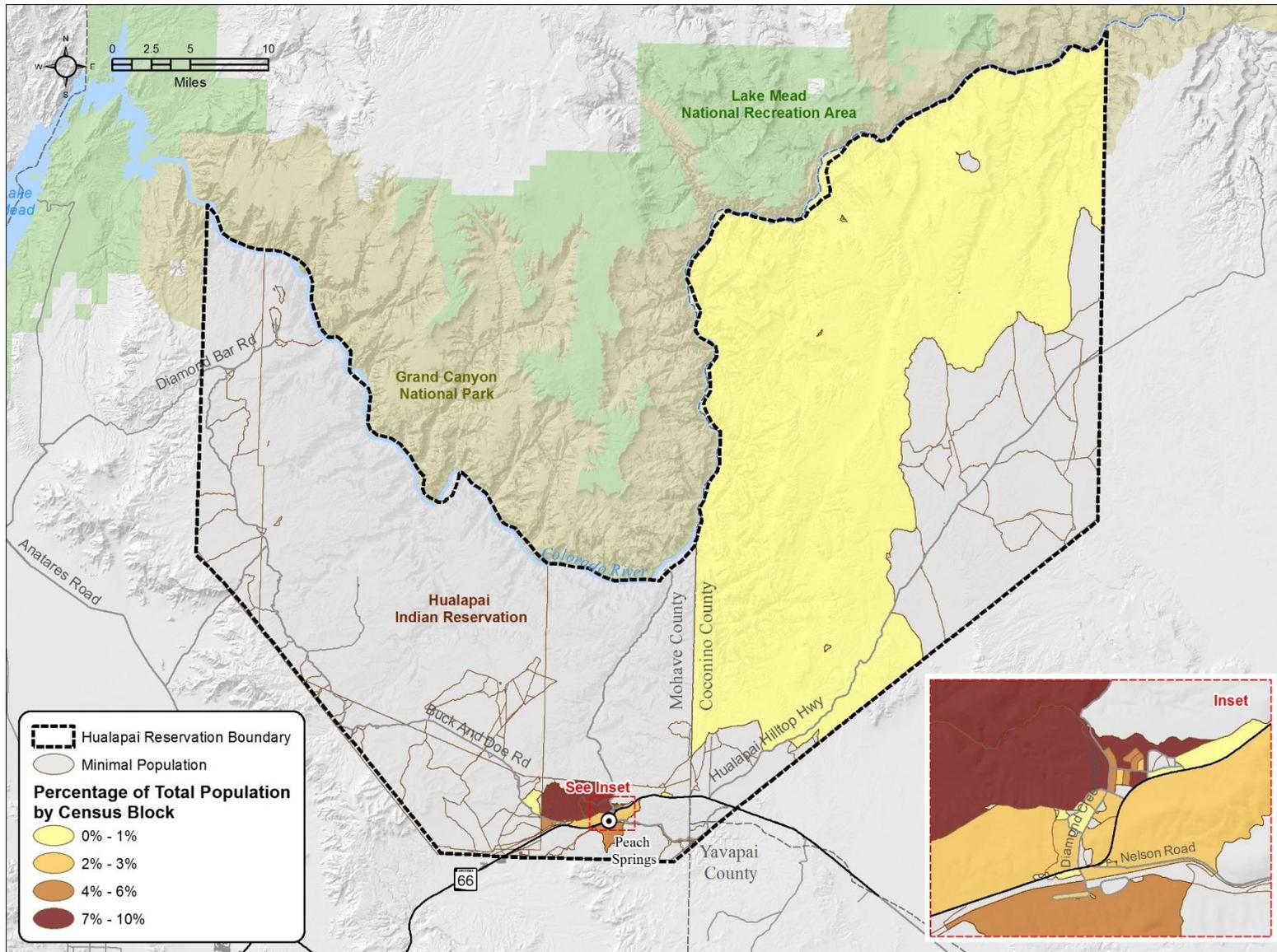


Figure 3-3: Percentage of Total Population by Census Block

HOUSING CHARACTERISTICS

Housing information was obtained from two sources: the U.S. Census and the *Hualapai Housing Needs Assessment* (October 10, 2013).

Housing Units and Occupancy

Based on information from the American Community Survey, there are 286 total housing units within the Hualapai Reservation and Trust lands, of which 226 are occupied. The majority of these housing units are 1 unit detached structures (approximately 81%). These data are summarized in **Table 11**. It should be noted that the number of total housing units is significantly lower than the 2010 U.S. Census data, which indicated 422 housing units. Since the American Community Survey is based on a sample rather than the decennial 2010 Census, it is assumed that the 422 number of homes is more representative of the housing stock in the Hualapai Reservation area.

Table 3-6 also summarizes the age of the housing structure by decade built. Owner occupied housing was most frequently built in the period 1970 to 1979. Renter occupied housing was most frequently built in the period 1980 to 1989. Housing units per square mile is shown graphically in **Figure 3-4**.

Table 3-6: Housing Occupancy and Housing Types

Housing Units	Number	Percent
Housing Occupancy		
Total Housing Units	286	
Occupied housing units	226	79%
Vacant housing units	60	21%
Units in Structure		
1-unit, detached	232	81.8%
1-unit, attached	6	2.1%
2 units	2	0.7%
3 or 4 units	3	1.0%
5 to 9 units	2	0.7%
10 to 19 units	0	0%
20 or more units	0	0%
Mobile home	41	14.3%
Boat, RV, van, etc.	0	0%
Housing Tenure		
Owner occupied	89	39.4%
Renter occupied	137	60.6%
Tenure by Year Structure Built		
Owner Occupied	89	
Built 2010 or later	0	0.0%
Built 2000 to 2009	0	0.0%
Built 1990 to 1999	24	27.0%

Housing Units	Number	Percent
Built 1980 to 1989	13	14.6%
Built 1970 to 1979	36	40.4%
Built 1960 to 1969	10	11.2%
Built 1950 to 1959	0	0.0%
Built 1940 to 1949	4	4.5%
Built 1939 or earlier	2	2.2%
Renter Occupied	137	
Built 2010 or later	0	0.0%
Built 2000 to 2009	8	5.8%
Built 1990 to 1999	32	23.4%
Built 1980 to 1989	53	38.7%
Built 1970 to 1979	30	21.9%
Built 1960 to 1969	7	5.1%
Built 1950 to 1959	0	0.0%
Built 1940 to 1949	2	1.5%
Built 1939 or earlier	5	3.6%

Source: U.S. Census, 2009-2013 5-Year American Community Survey Table, Selected Housing Characteristics, Table DP04, and Tenure by Year Structure Built, Table B25036.

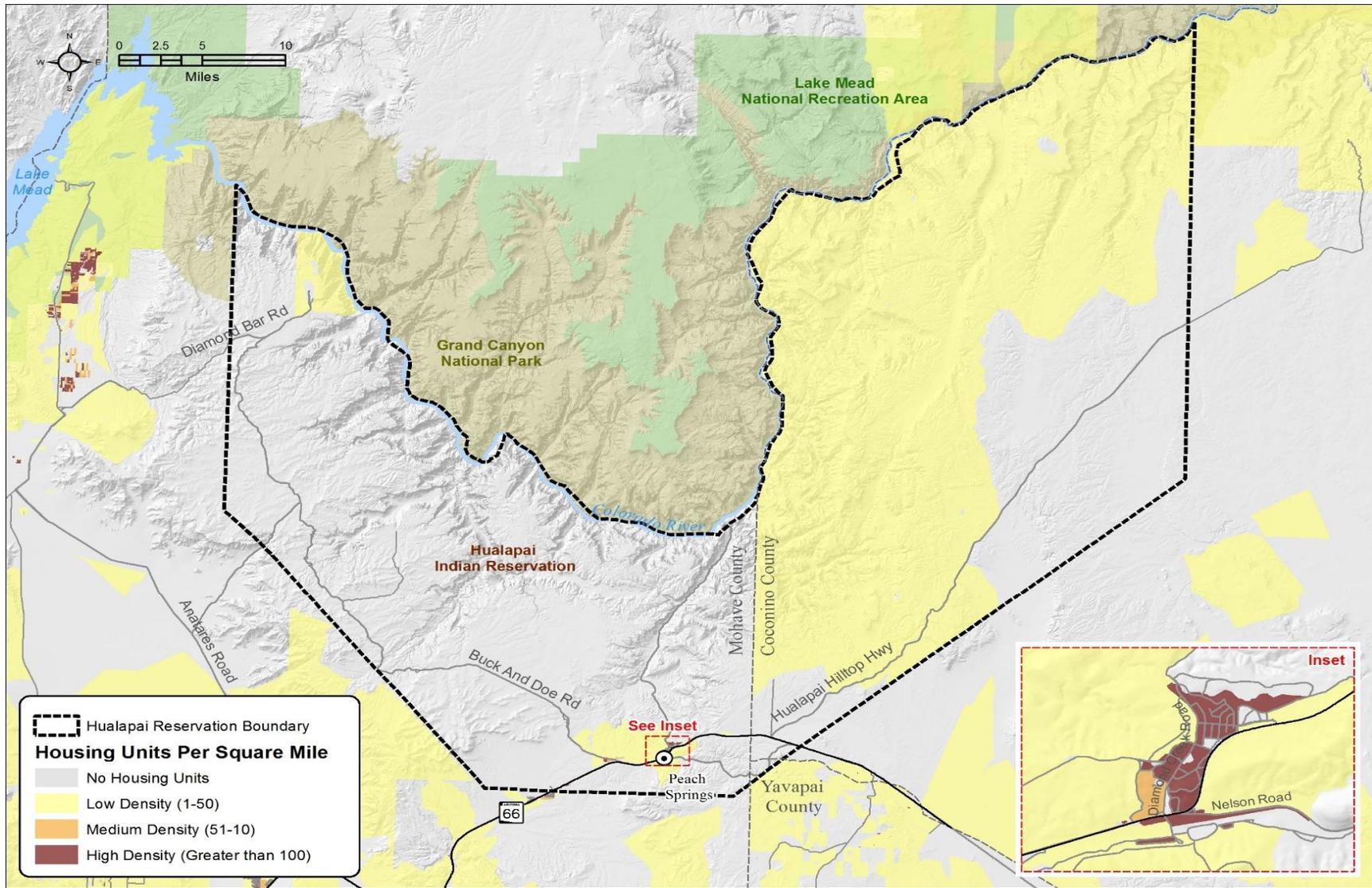


Figure 3-4: Housing Units per Square Mile

3.4 HUALAPAI HOUSING NEEDS ASSESSMENT

The *Hualapai Housing Needs Assessment* (2013) analyzed demographics, housing costs, income, commuting, housing preferences and other data to assess existing and future housing needs. Data sources included information maintained by the Hualapai Housing Department and the results of two surveys - one where respondents were executive staff of major employers on the Hualapai Reservation and the second where respondents were employees.

The findings of the study showed that to address existing housing shortfalls, 210 housing units were needed:

- Housing units to alleviate overcrowding: 100 units
- Units needed for existing work force (workers who live off the reservation that would prefer to move on the reservation): 110 units

The findings of the study did not indicate specific locations for new housing, but did indicate preferences expressed by employers and employees on surveys, which included Peach Springs, Buck and Doe Road, Truxton, and Grand Canyon West as ideal locations for future housing.

It should be noted that the Grand Canyon West Master Plan (2015) proposed Tribal employee housing comprising 103 single family houses and 140 single story attached homes, as well as 55 multi-family style non-tribal employee housing units.

The report estimated that future housing needs to address growth through 2032 were estimated to be an additional 400 units:

- Units needed for population growth through 2032: 230 units
- Units needed for employment growth through 2032: 170 units

The study also surveyed commuting preferences. Survey data found that the majority, 80% of employee respondents drive their own car to work, 14% carpool, 4% bike or walk to work and 1% rely on friends or family for transportation to work.

TRANSPORTATION SURVEY DATA FROM THE HUALAPAI HOUSING NEEDS ASSESSMENT

During a keypad polling survey conducted at an Earth Day community event in 2013, survey respondents were asked if they would take a shuttle to and from work if it was available. There were 109 responses. Survey respondents were also asked if they would take a shuttle to and from work if it was available. Off reservation employees would be more likely to take advantage of a shuttle. Other keypad polling survey results indicated that that 63% of respondents drive their own vehicles to work, 6% carpool, 7% bike or walk, 13% rely on someone else for transportation, and 11% were not currently working.

Results of a separate employee survey, in which 74 responses were received, found that 59% of employee survey respondents work on the Hualapai Reservation and live off-reservation, meaning that there is a substantial amount of commuting from regional communities to jobs on the reservation. 62% of

employee survey respondents would take a shuttle if available. Of those employee respondents living off the reservation, 64% would take a shuttle to work.

MEDIAN INCOME

Median income within the Hualapai Reservation is \$41,250. **Figure 3-5** shows estimated median income by family size. The income level for a 5-person family appears to jump significantly, although this anomaly was also noted in the American Community Survey data for previous time periods



Source: U.S. Census, 2009-2013 5-Year American Community Survey, Table B19119

Figure 3-5: Median Family Income by Household Size

EMPLOYMENT CHARACTERISTICS

Employment estimates from the U.S. Census American Community Survey are provided in **Table 3-7**. The category “Percent in the Labor Force” refers to the percentage of all people in the civilian labor force plus members in the military. Within the Hualapai Reservation area, this percent is 71%.

Unemployed persons are classified in the census as “unemployed” if they were not at work and are actively looking for work during the past four weeks, and were available to start a job. Therefore, people who are not actively looking for work are not considered in this category. The unemployment rate is the number of unemployed people as a percentage of the labor force. For the Hualapai Reservation area, this is estimated to be 17.6%. By comparison, Mohave County’s unemployment rate is 14.5%.

Table 3-7: Employment Characteristics

Employment Category	Hualapai Reservation, Percent per US Census American Community Survey	Mohave County, Percent per US Census American Community Survey
Population 16 years and older		
Percent in the Labor Force	71%	48%
Percent employed	58.5%	41%
Unemployment Rate	17.6%	14.5%
Population 20 to 64 years		
Percent in the Labor Force	75.7%	64.9%
Percent employed	63.9%	55.9%
Unemployment Rate	15.6%	13.8%

Source: U.S. Census, 2009-2013 5-Year American Community Survey, Table S2301

COMMUTING TO WORK CHARACTERISTICS

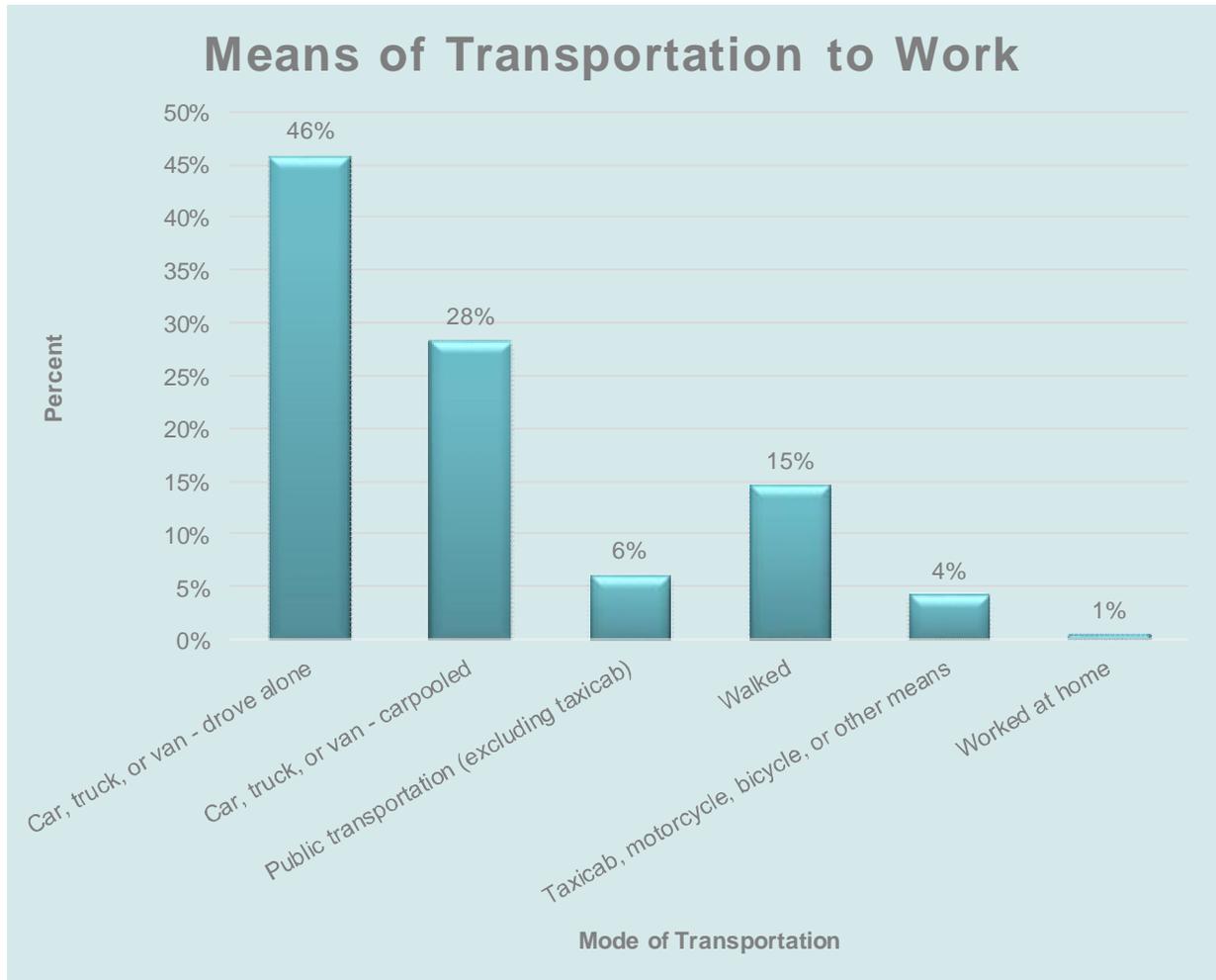
Means of Transportation to Work

Table 3-8 and Figure 3-6 provide information on means of transportation to work that was obtained through the U.S. Census American Community Survey. Within the Hualapai Reservation area and Trust lands, a significant number of person of workers drove alone (46%). Also a relatively high number of persons carpooled (28%), and there were also a significant number of persons (15%) who walked to work. No data is available on whether the public transit service responses were for transit funded through Federal Transit Administration, *Section 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities* funding.

Table 3-8: Means of Transportation to Work

Mode of Transportation to work on the Hualapai Reservation	Percent per U.S. Census American Community Survey
Car, truck, or van - drove alone	46%
Car, truck, or van - carpooled	28%
Public transportation (excluding taxicab)	6%
Walked	15%
Taxicab, motorcycle, bicycle, or other means	4%
Worked at home	1%
Total	100%

Source: U.S. Census, 2009-2013 5-Year American Community Survey, Table B08101



Source: U.S. Census, 2009-2013 5-Year American Community Survey, Table B08101

Figure 3-6: Means of Transportation to Work

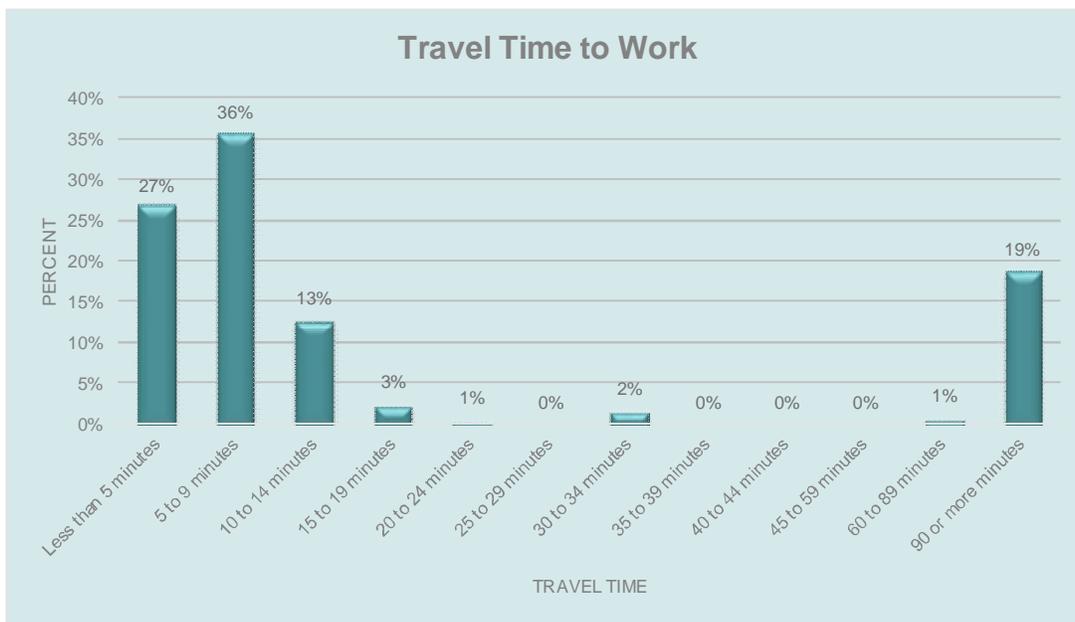
Travel Time to Work

Travel time to work, shown in **Table 3-9** and graphically in **Figure 3-7**, show that although most workers have a commute time of less than 20 minutes, there is a relatively large percentage of employees (19%) that have a commute time of 90 minutes or more. These data did not indicate where people are traveling to work, however commuter patterns are discussed in the following section.

Table 3-9: Travel Time to Work

Commute Time, minutes	Percent of Respondents
Less than 5 minutes	27%
5 to 9 minutes	36%
10 to 14 minutes	13%
15 to 19 minutes	3%
20 to 24 minutes	1%
25 to 29 minutes	0%
30 to 34 minutes	2%
35 to 39 minutes	0%
40 to 44 minutes	0%
45 to 59 minutes	0%
60 to 89 minutes	1%
90 or more minutes	19%

Source: U.S Census, 2009-2013 5-Year American Community Survey, Table B08303



Source: U.S Census, 2009-2013 5-Year American Community Survey, Table B08303

Figure 3-7: Travel Time to Work

Commuting Patterns

Commuting patterns were identified using online mapping and reporting application called *OnTheMap*. This application was developed through a partnership between the U.S. Census and partner states. These data show where people who work in the Peach Spring Census Designated Place (CDP) live, as well as where people work who live in the Peach Springs CDP. It should be noted that the accuracy of the data varies widely. States only have to assure the accuracy of data to the County level.

General patterns of commuting for 2012 are shown graphically in **Figure 3-8**. This graphic indicates that 454 persons were employed in the Peach Springs area and live outside the Peach Springs CDP. A total of 308 persons live in the Peach Springs CDP and are employed outside of the Peach Springs CDP. The data indicated that 72 persons are employed and live in the Peach Springs area.

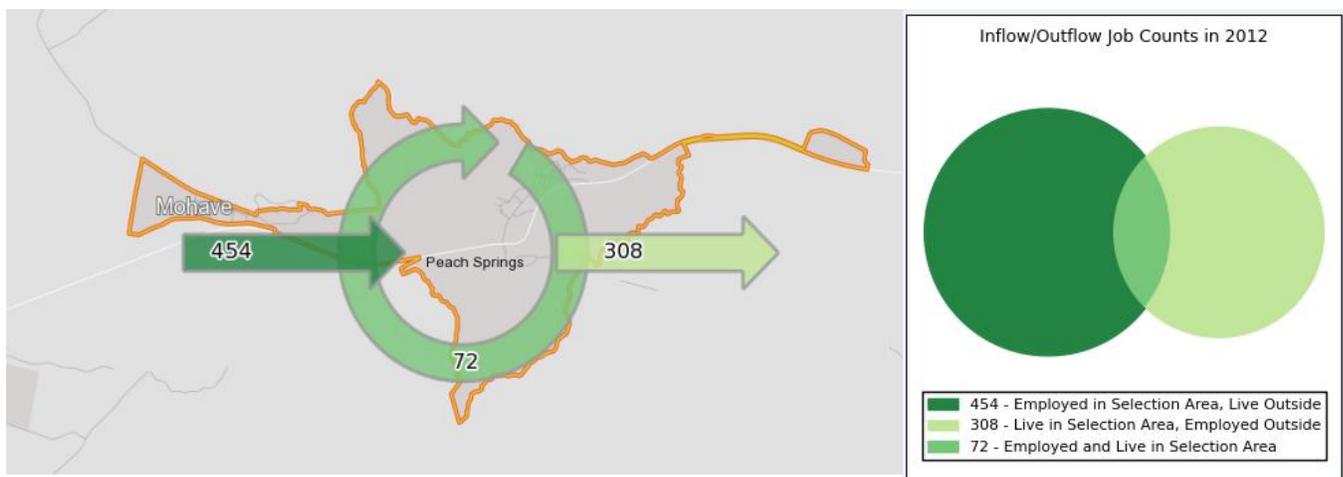


Figure 3-8: Inflow-Outflow Patterns of Jobs in the Peach Springs Area

A more detailed breakdown of where people live that are employed in Peach Springs is provided in **Table 3-10**. These data indicates that approximately 141 commuters live in Kingman and Valle Vista and work in the Peach Springs **CDP** (this is the sum of 92 persons living in the City of Kingman, 29 persons living in the New Kingman-Butler CDP, 14 persons living in the Valle Vista CDP, and 6 persons living in the Truxton CDP). These data do support the survey findings (Chapter 6) that there are many work commuters that live in the Kingman area and commute to Peach Springs for work.

Table 3-10: Summary of Top Places Where People Live that are Employed in the Peach Springs Census Designated Place (CDP)

Location	Count	Percent
Kingman City, AZ	92	17.5%
Peach Springs CDP, AZ	72	13.7%
New Kingman-Butler CDP, AZ	29	5.5%
Colorado City, AZ	14	2.7%
Dolan Springs CDP, Arizona	14	2.7%
Valle Vista CDP, AZ	14	2.7%
Kaibab CDP, AZ	12	2.3%
Grand Canyon Village CDP, AZ	10	1.9%
Flagstaff City, AZ	8	1.5%
Golden Valley CDP, AZ	8	1.5%
Truxton CDP	6	1.1%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2012).

Commuting patterns of persons who live in the Peach Springs CDP were also analyzed. **Table 3-11** shows the top 10 locations where people work that live in the Peach Springs CDP. The City of Kingman accounted for the work location of 21 persons.

Table 3-11: Summary of Top Ten Places Where People Work that Live in the Peach Springs CDP

Location	Count	Percent
Peach Springs CDP, AZ	72	18.9%
Phoenix City, AZ	40	10.5%
Parks, CDP, AZ	22	5.8%
Kingman City, AZ	21	5.5%
Paradise CDP, NV	15	3.9%
Las Vegas, NV	12	3.2%
Lake Havasu City, AZ	10	2.6%
Prescott City, AZ	9	2.4%
Laughlin, CDP, NV	8	2.1%
Colorado City, AZ	6	1.6%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2012

Commuting Preferences from the Hualapai Housing Needs Assessment

Additional information on commuting workforce was obtained from the *Hualapai Housing Needs Assessment* (2013), which was prepared for the Hualapai Housing Department. This study involved use of a number of surveys, including an employer survey, employee survey, and key pad polling data.

With respect to commuting to work, 59% of employee survey respondents are workers who live off reservation, indicating a significant amount of commuting from regional communities to jobs on the reservation. The survey results also indicated that many of these commuters would live on the reservation if desirable housing options were available⁵. Forty one percent of the 74 survey respondents were enrolled Hualapai Tribal members, however, data was not available to determine specific commuting patterns.

⁵ Native Home Capital, RPI Consulting, Rural Community Assistance Corp., The Jones Payne Group, Hualapai Housing Needs Assessment, October 10, 2013, Page 9.

4 EXISTING TRANSIT SERVICES

This chapter provides a brief overview on existing transit services within the Reservation and surrounding areas. Information on transit services was obtained from the Western Arizona Council of Governments (WACOG) *Western Arizona Human Service Transportation Coordination Plan Update* (2015), and from personal interviews.

4.1 HUALAPAI HEALTH, EDUCATION AND WELLNESS DEPARTMENT

Transportation for the elderly has been in place since the 1980's. Non-emergency medical transportation has been in place since 2004 and both are sustained by the Hualapai Tribe, grants and the Arizona Health Care Cost Containment System (AHCCCS). The service area is within the Hualapai Indian Reservation. Clients are taken anywhere in Arizona or Las Vegas, Nevada depending on the need. Service is available from 3 am to 8 pm, Monday-Saturday, depending on the appointment. There are a total of seven to ten drivers for medical transportation.

Transportation schedules are based on the need of each individual and are primarily on demand. However, the dialysis transports are usually fixed on day and time unless a request is made by the client or provider.

As resources allow, transports are done for shopping and other human resource needs. A fee of \$10 per 100 miles of trip length per client is charged for these transports which is sometimes a hardship for some clients.

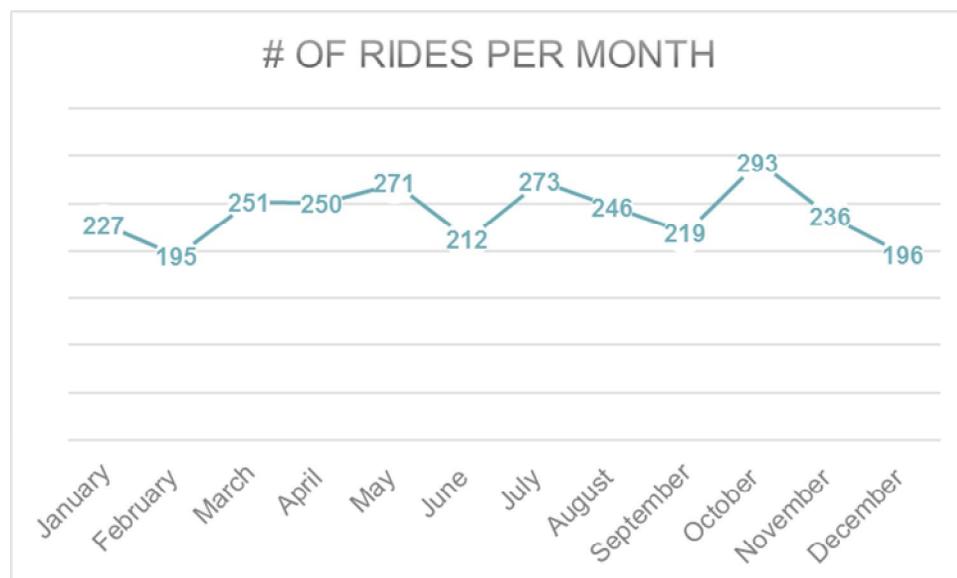
Identified unmet needs include transportation for non-medical transports such as for shopping, food and nutrition, job training, social, recreational, human services, education, work, and job training. Operating information is summarized in **Table 4-1**. Ridership information on a monthly basis is shown in **Figure 4-1**.

Table 4-1: Hualapai Health, Education, and Wellness Department Transportation Service Statistics, October 1, 2013-September 30, 2014

Service Statistics	Number per Year
Annual Mileage	179,395
Annual Trips	3,879
Annual Hours	13,492
Annual Ridership	311
Annual Budget	\$315,500
Number of Vehicles	9

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

Figure 4-1: Number of Rides per Month, Hualapai HEW Transportation Service, October 1, 2013-September 30, 2014



4.2 KINGMAN AREA REGIONAL TRANSIT

Kingman Area Regional Transit (KART) operates four fixed routes, traveling approximately 190,000 miles annually and providing 7,000 to 10,000 passenger trips each month. A route map for the system is provided in **Figure 4-2**. KART serves more than 100 bus stops across the Kingman area, of which more than one-third are equipped with shelters. Hours of operation for the four routes are:

- Green & Yellow Routes - Monday – Friday 6 a.m. – 8 p.m. and Saturday 9 a.m. to 4 p.m.
- Blue & Red Routes - Monday – Friday 6 a.m. – 6 p.m. and Saturday 9 a.m. to 4 p.m.

KART is funded by the Federal Transit Administration (FTA) Section 5311 Rural Transit Grant Program, Arizona Department of Transportation, City of Kingman General Fund, fare revenue and advertising revenue. Operating statistics for the service are shown in **Table 4-2**.

Table 4-2: Kingman Area Regional Transit Service Statistics, October 1, 2013-September 30, 2014

Service Statistics	Number per Year
Annual Mileage	143,608
Annual Trips	80,655
Annual Hours	11,017
Annual Ridership	N/A
Annual Budget	789,376
Number of Vehicles	10

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

4.3 PEACH SPRINGS UNIFIED SCHOOL DISTRICT EMPLOYEE SHUTTLE SERVICE

The Peach Springs Unified School District (PSUSD) provided an employee shuttle that provides transportation from Kingman to Peach Springs during the school year. The School District used a 26-passenger bus to pick up staff in Kingman and transport them to Peach Springs, Monday through Thursday (the District and Peach Springs Elementary School is closed on Friday). The service was free of charge to staff.

The schedule for the service is:

- 6:15 am – pick up staff at the K-Mart parking lot in Kingman (3340 E Andy Devine Ave).
- 5:00 pm – pick up staff at PSUSD and travel to Kingman

There is also one pickup in Valle Vista at a convenience store near Route 66.

Approximately 18 staff members used the service. A school staff person serves as the bus driver. The driver has a Class B Commercial Driver's License with a passenger (P) endorsement. School bus drivers have to have both a P and a school bus(S) endorsement to operate a school bus. The school district purchased the bus for the service. Recent correspondence with the current Peach Springs Unified School District Superintendent indicated that this service is not currently being provided and the School District may potentially be interested in selling the bus, if appropriate school board approval was received.

4.4 HUALAPAI TRIBE RECREATION DEPARTMENT TRANSPORTATION SERVICES

The Hualapai Recreation Department provides transportation to a variety of youth activities such as team sporting events and tournaments, sport practices, and summer recreation activities, such as swimming trips. The Hualapai Recreation Department uses three 15-passenger vans for their trips. Typically they transport between 15 and 25 students. They provide transportation throughout the year. This service is entirely funded by the Hualapai Tribe. No special driver's license are required for the 15-passenger vans. Cost information for this service was not available.

4.5 GRAND CANYON RESORT CORPORATION TRANSPORTATION SERVICES

The Grand Canyon West Resort Corporation provides transportation to employees working at Grand Canyon West through a service contract with Mountain View Tours, a charter bus company located in Tucson, Arizona. On Monday through Friday there are five buses which provide transportation to workers at Grand Canyon West, which include two buses traveling from Peach Springs (from the Hualapai Lodge) and three buses traveling from Kingman. Each bus has the capacity to carry 54 passengers. The service is free to the employees but is paid by the Grand Canyon Resort Corporation. On Friday, Saturday, and Sunday there is one bus leaving from Peach Springs to Grand Canyon West and two buses leaving from Kingman to Grand Canyon West. The company also provides tourist shuttle service. Cost information for this service was not available.

4.6 HUALAPAI TRIBE ELDERLY SERVICES PROGRAM

The Hualapai Tribe Elderly Services Program provides a number of services through their transportation program. The program provides rides to congregate meals at the Senior Center, delivers meals to homebound residents, and provide a shopping trip to Kingman once a month if at least five persons sign up for the trip. They also provide rides to community events and conferences and workshops. Persons must sign up ahead of time for trips. The program has four vehicles which include 3-15 passenger vans and one car. It was commented that three of the four vehicles have over 100,000 miles. They provide 20 to 30 trips per week. The service is funded entirely by the Hualapai Tribe. Cost information for this service was not available.

4.7 PEACH SPRINGS BOYS AND GIRLS CLUB



Peach Springs Boys and Girls Club

The Peach Springs Boys and Girls Club provides transportation service to school children in the Peach Springs community. The Boys and Girls Club has one 15-passenger van and one 15-passenger minibus. From July 2014 to July 2015 the Boys and Girls Club staff drove approximately 17,902 miles, of which 10,239 miles were driven in the minibus and 7,663 were driven in the van. Staff members drive the vehicles, however they must be 21 years of age or older, take a vehicle safety course, and carry their own automobile insurance in addition to being cleared under the Tribal auto insurance policy. No special driver's license is required.

The minibus is the property of the Boys & Girls Clubs of Greater Scottsdale and therefore the employees must be covered under the Boys & Girls Clubs of Greater Scottsdale insurance policy. During the school year, the Boys and Girls Club staff drive children home from the Club. During the summer months, they pick up children to take them to the program and drive them home. Attendance ranges from approximately 40 children during the school year to between 60 and 70 children during the summer.

Transportation is a component of the Boys & Girls Club budget, however 100% of their operating budget is provided by the Hualapai Tribe, according to the Boys and Girls Club Director. Specific cost information was not available.

4.8 OTHER REGIONAL TRANSIT PROGRAMS

DOLAN SPRINGS TRANSIT

Dolan Springs Community Council Transit provides safe, clean, reliable and affordable curb to-curb service to senior citizens, persons with disabilities, and other special needs individuals, regardless of age, from Dolan Springs, Meadview, Chloride, and So-Hi, to Kingman and other cities in the WACOG region.

The 5310 program service transports individuals to medical appointments; social events, business appointments, shopping, banking, meals, and other social activities. They also provide transportation to special clients who need dialysis and/or cancer treatments to their appointments. Service statistics are summarized in **Table 4-3**.

Table 4-3: Dolan Springs Transit Service Statistics, October 1, 2013-September 30, 2014

Service Statistics	Number per Year
Annual Mileage	40,000
Annual Trips	500
Annual Hours	1,400
Annual Ridership	280
Annual Budget	\$66,000
Number of Vehicles	2

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

LA PAZ COUNTY HEALTH DEPARTMENT

The La Paz County Health Department administers the operation of La Paz County Transit, a program that was developed to provide low or no cost accessible transportation to the elderly and disabled population. This door-to-door service is located in Parker, and serves the majority of La Paz County. The Health Department services communities such as Wenden, Salome, and Ehrenberg, which are extremely rural. The service operates Monday through Thursday from 7am to 4 pm. Other hours of service are provided occasionally, based on need. Reservations must be made at least 24 hours in advance to ensure a ride.

The clients use the transportation services for a variety of trips: banking, grocery shopping, medical appointments, pharmacy, food bank and social activities. Some special needs clients are transported to dialysis treatments. Transit operation statistics are shown in **Table 4-4**.

Table 4-4: La Paz County Health Department Transit Operation Statistics, October 1, 2013-September 30, 2014

Service Statistics	Number per Year
Annual Mileage	56,852
Annual Trips	14,360
Annual Hours	4,095
Annual Ridership	145
Annual Budget	\$30,000
Number of Vehicles	5

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

SENIOR COMPANION PROGRAM (NAU)

The Senior Companion Program provides companionship services to homebound elderly and disabled individuals. Volunteers who are 55 and older serve as Senior Companions and are matched with individuals for ongoing service to assist individuals in achieving and maintaining independence. The program provides door-to-door transportation and help individuals go to doctor’s visits, attend physical therapy, shopping, and travel to other appointments with the help of a Senior Companion who provides ongoing support. This program provides services in Mohave County, including Kingman, Bullhead City, Lake Havasu, and surrounding communities. Transit operation statistics are shown in **Table 4-5**. Volunteers provide their own vehicles and are paid for their mileage.

Table 4-5: NAU Senior Companion Program Operation Statistics, October 1, 2013-September 30, 2014

Service Statistics	Number per Year
Annual Mileage	27,664
Annual Trips	4,004
Annual Hours	8,571
Annual Ridership	80
Annual Budget	\$69,000
Number of Vehicles	0

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

SOLO OF AMERICA

SOLO of America has been delivering supports for persons with intellectual challenges and their families in Mohave County since 2002. Examples of services they provide include home and community support, respite for care providers, day programs for adults and children as well as employment support.

They provide door to door transportation. Examples of trip types are:

- Hospitals, doctors visits, pharmacies
- To pay bills, such as utilities
- To go to department stores, grocery stores, and shopping of all kinds

- Transportation to and from jobs
- Transportation to and from our center

The transportation budget is funded by the Division of Developmental Disabilities, donations, and through grants administered by ADOT 5310 for vehicles and operations. Transportation operating statistics are summarized in **Table 4-6**.

Table 4-6: SOLO Transit Operating Statistics

Service Statistics	Number per Year
Annual Mileage	62,292
Annual Trips	5,191
Annual Hours	2,176
Annual Ridership	41
Annual Budget	\$54,097
Number of Vehicles	4

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

BULLHEAD AREA TRANSIT SYSTEM

Bullhead Area Transit System (BATS) operates three fixed routes, traveling approximately 240,000 miles annually and providing 13,800 passenger trips each month. Paratransit service for the medically qualified is also provided. A route map for the system is provided in Figure 4-3. BATS serves more than 63 bus stops throughout Bullhead City. Service is provided six days per week. On Monday through Friday, the service hours are 6 am to 8 pm. On Saturdays, service is provided from 7:30 am to 3:30 pm.

KART is funded by the Federal Transit Administration (FTA) Section 5311 Rural Transit Grant Program, Arizona Department of Transportation, City of Kingman General Fund, fare revenue and advertising revenue. Operating statistics for the service are shown in Table 4-7.

Table 4-7: Bullhead Area Transit System Operating Statistics

Service Statistics	Number per Year
Annual Mileage	239,856
Annual Trips	165,935
Annual Hours	17,627
Annual Ridership	N/A
Annual Budget	\$1,103,852
Number of Vehicles	10

Source: WACOG Western Arizona Human Service Transportation Coordination Plan Update (2015), page 32.

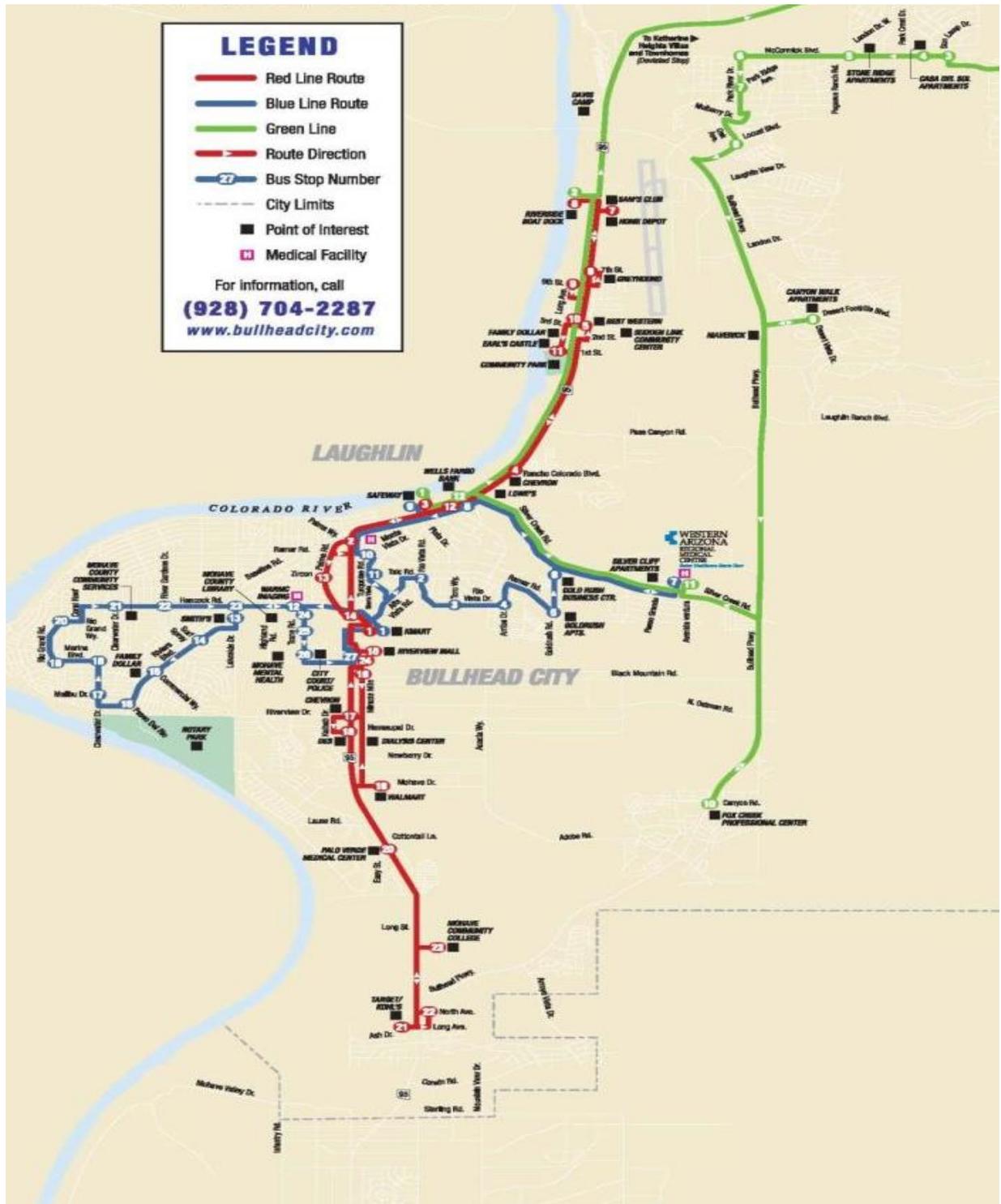


Figure 4-3: Bullhead Area Transit System Route Map

5 TRANSIT NEEDS AND DEMANDS

Transit needs and demands were estimated using procedures described in *Transit Cooperative Research (TCR) Program Report 161 – Method for Forecasting Demand and Quantifying Need for Rural Passenger Transportation: Final Workbook* (http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_161.pdf)⁶. The procedure is designed to help determine the magnitude of the need for public transit service within a geographic area, as well as the annual ridership (i.e. demand) that a transit service might carry. The method was used to estimate study area transit needs in two ways:

- The number of people in study area likely to need passenger transportation, and
- The number of person trips required by individuals without personal vehicles (at a level of mobility equal to those having personal vehicles).

5.1 NUMBER OF PEOPLE LIKELY TO NEED PASSENGER TRANSPORTATION

The total number of people estimated to need transit service is the sum of persons living in households with incomes below the poverty level and persons living in households without an automobile. For the Hualapai Tribe, this estimate is approximately 390 persons who are in need of passenger transportation services, as shown in **Table 5-1**. Assuming a 2.4 percent annual growth rate (the 2014-2019 growth rate assumed in the Hualapai Tribe Long Range Transportation Plan), the five – year (2020) estimated number of persons with transit needs will be 439 persons.

Table 5-1: Estimate of Persons with Transportation Needs

Indicator	Number of Persons
Persons residing in households with income below the poverty level	307
Persons residing in households owning no automobile	83
Total, Persons in need of passenger transportation Service	390
Total, 2020 number of Persons in need of passenger transportation Service	439

Source: American Community Survey Tables B17001 and B08201, 2009-2013 5-Year Estimates

⁶ Vanasse Hangen Brustlin, Inc., LSC Transportation Consultants, Inc., & Erickson Consulting, LLC. (2013). TCRP Report 161- Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. Washington, District of Columbia: Transportation Research Board.

5.2 PERSON TRIPS

A second measure of transit need, expressed in daily one-way person trips, was estimated using a factor called the mobility gap which is based on the total number of daily trips not taken by households with zero vehicle availability compared to the number of daily trips taken by households with access to a vehicle. The mobility gap for the Hualapai Reservation area is 0.8 from TCRP Program Report 161. The 0.8 value is based on data from the 2009 National Household Travel Survey. Values for the mobility gap were developed for each U.S. Census Division, of which Arizona is part of the Census Division 8, Mountain Region. The formula is:

$$\text{Need (one-way trips per day)} = \text{Number of households having no car} \times \text{mobility gap}$$

Using the following formula, with 83 study area households with no vehicles, the estimated transit need was calculated to be 66 one-way trips per day. Assuming a 2.4 percent annual growth rate, which was based on the population growth rate for the period 2014 to 2019 assumed in the Long Range Transportation Plan for the Hualapai Tribe⁷, the estimated five-year (2020) estimated transit need is 74 one-way trips per day.

5.3 TRANSIT DEMAND

TCRP Report 161 states that the estimate of need using the mobility gap method is typically greater than the number of trips actually observed on rural passenger transportation systems and at best, only about 20 percent of the mobility gap trip-based needs are typically met.

Based on analysis of data reported to the Rural National Transit Database for 2009, TCRP Report 161 developed the following equation to estimate passenger transportation demand in rural areas:

$$\text{Demand} = (2.20 \times \text{Population age 60+}) + (5.21 \times \text{Mobility Limited Population age 18 to 64}) + (1.52 \times \text{Residents of Households having No Vehicle})$$

Using input data presented in **Table 5-2**, passenger transportation demand was estimated to be 966 trips per year for “non-program passenger transportation” (i.e., transportation demand not resulting from participation in a particular social-service transportation program).

Projected five-year future transit demand for transit-dependent population was estimated using a 2.4% annual growth rate, based on the forecasted five-year population growth rate from the Long Range Transportation Plan. The five-year estimate of demand is 1,088 trips per year.

⁷ Jacobs, Inc, Long Range Plan for the Hualapai Tribe, Working Paper 1, June, 2014, page 26.

Table 5-2: Estimate of Reasonable Transit Demand

Indicator	Number of Persons - Hualapai Indian Reservation and Off-Reservation Trust Land
Population Age 60+	69
Mobility Limited population age 18 to 64	132
Residents of households having no vehicle	83
2015 non-program related passenger transportation demand	966 Trips per Year
2020 Five – Year Projected non-program related passenger transportation demand	1,088 Trips per Year

Sources: U.S Census American Community Survey Tables B101001, S1810, and B08201, 2009-2013 American Community Survey 5-Year Estimates

It should be noted that on the Hualapai Reservation, there are significant transit needs associated with commuter work trips which are not reflected in the demand estimates above. Potential commuter travel demands are discussed below.

5.4 COMMUTER DEMAND

Commuter demand was estimated using information from a transit survey conducted for this project, and described further in Chapter 7, as well as information on commuter trips from the U.S. Census *OnTheMap* database.

Commuter demand was estimated from the transit survey using the following formula:

$$Demand = \text{Number of persons who indicated on the transit survey that they would take transit for work trips} \times 0.2 \times 5 \text{ days per week} \times 52 \text{ weeks per year} \times 2 \text{ trips per day}$$

This estimate assumes, as described previously, that at best 20% of needs are typically met by transit.

Using this formula, and assuming the 223 persons that indicated on the survey that they would take transit for work, is estimated that 23,192 commuter trips per year could potentially be made using transit. Over a five year period, and assuming a 2.4 percent per year growth rate, it is estimated that ridership could potentially grow to 26,112 commuter trips per year.

Demand was also estimated based on information from the *OnTheMap* commuter data. These data indicated that 141 persons live in the Kingman, Valle Vista and Truxton areas and commute to work in Peach Springs, and 21 persons live in Peach Springs and commute to the Kingman area. Using the formula above, it is estimated that approximately 16,848 commuter trips per year could potentially be made by transit. Over a five year period, and assuming a 2.4 percent per year growth rate, it is estimated that ridership could potentially grow to 18,969 commuter trips per year.

These two estimates give indications of potential demand for transit.

6 TRANSIT SURVEY

A transit survey was conducted to determine travel patterns and transit needs of Hualapai Tribal members, their families, and employees. A copy of the transit survey is shown in **Figure 6-1**. The purpose of the survey was to determine community support for transit, find out where people are traveling, and determine how much people are willing to pay for transit service.

The survey consisted of ten questions, which were:

1. What are your limitations on travel?
2. What is your employment status?
3. How do you get around?
4. Would you use the internet, telephone, or cell phone to schedule a trip?
5. Are you over age 60?
6. Are you a Tribal member?
7. Do you have a disability?
8. Where do you live? (Cross streets were given for various locations, and maps were provided on the back of the survey form if respondents desired to show their location on a map.)
9. What would you public transportation for? (Check all that apply and let us know where and when you typically need to go and what you consider a reasonable round trip fare).
10. Other comments (this was a free response question).

6.1 SURVEY PRETEST AND FINAL SURVEY

A survey pretest was conducted in April, 2015. Members of the Hualapai Planning Department filled out the survey form and offered suggestions regarding providing additional checkbox choices for responses, and adding some additional questions. The survey was finalized based on these suggestions.

Hualapai Indian Tribe Transit Feasibility Study Survey



Please help us design your transit system. The purpose of this survey is to improve transportation for Hualapai Tribal members, their families and employees.

<p>What are your limitations on travel?</p> <input type="checkbox"/> No car <input type="checkbox"/> No drivers license <input type="checkbox"/> Limited availability of car <input type="checkbox"/> Road problems <input type="checkbox"/> Too expensive <input type="checkbox"/> None <input type="checkbox"/> Other _____	<p>Would you use the internet, telephone or cell phone to schedule a trip (check all that apply)?</p> <input type="checkbox"/> Internet <input type="checkbox"/> Phone <input type="checkbox"/> Cell phone <hr/> <p>Are you over age 60? <input type="checkbox"/> yes <input type="checkbox"/> no</p> <hr/> <p>Are you a Tribal member? <input type="checkbox"/> yes <input type="checkbox"/> no If yes, then <input type="checkbox"/> Hualapai <input type="checkbox"/> Havasupai <input type="checkbox"/> Other _____</p> <hr/> <p>Do you have a disability? <input type="checkbox"/> yes <input type="checkbox"/> no If yes, then <input type="checkbox"/> Use a wheelchair, walker, crutches, or cane <input type="checkbox"/> Have hearing difficulties <input type="checkbox"/> Have seeing difficulties <input type="checkbox"/> Other</p>
--	--

How do you get around? (check all that apply)

<input type="checkbox"/> Personal car / vehicle	<input type="checkbox"/> Carpool / vanpool	<input type="checkbox"/> Grand Canyon West work shuttle	<input type="checkbox"/> Family and friends
<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walking	<input type="checkbox"/> Hualapai Health Department Transportation Service	<input type="checkbox"/> Other _____

Where do you live?

Peach Springs, nearest cross streets _____ and _____ (or mark your approximate location on the map on reverse side)

Buck and Doe Road / Milkweed Springs area, nearest cross streets _____ and _____ (or mark your approximate location on the map on reverse side)

Truxton, nearest cross streets _____ and _____

Valentine, nearest cross streets _____ and _____

Valle Vista, nearest cross streets _____ and _____

Kingman, nearest cross streets _____ and _____

Hackberry/Annandale, nearest cross streets _____ and _____

Seligman, nearest cross streets _____ and _____

Other (note cross streets) _____

What you most likely use public transportation for? (check all that apply and let us know where and when you typically need to go, and what you consider a reasonable roundtrip fare)

	Where (name and location, such as Walmart in Kingman)	Time you need to be there typically	Time you leave home typically	Time you leave "there" back to home	What days of the week do you need to be there?	How much are you willing to pay to get there and back?		If public transportation were available for these trips, would you take it?
						Per trip	Per Weekly/monthly bus pass	
<input type="checkbox"/> Work	<input type="checkbox"/> Hualapai Tribe <input type="checkbox"/> Grand Canyon Resort Corp. <input type="checkbox"/> Other _____							<input type="checkbox"/> yes <input type="checkbox"/> no If no, why? _____
<input type="checkbox"/> Doctor or medical appointments	<input type="checkbox"/> Peach Springs Indian Health Service <input type="checkbox"/> Parker Indian Health Service <input type="checkbox"/> Kingman Medical Center <input type="checkbox"/> Other _____							<input type="checkbox"/> yes <input type="checkbox"/> no If no, why? _____
<input type="checkbox"/> Shopping	<input type="checkbox"/> Walapai Market <input type="checkbox"/> Walmart, Kingman <input type="checkbox"/> Gas N Grub, Truxton <input type="checkbox"/> Other _____							<input type="checkbox"/> yes <input type="checkbox"/> no If no, why? _____
<input type="checkbox"/> School	<input type="checkbox"/> Mohave Community College <input type="checkbox"/> Kingman Sr High School <input type="checkbox"/> Peach Springs Elementary School <input type="checkbox"/> Seligman Elementary School <input type="checkbox"/> Other _____							<input type="checkbox"/> yes <input type="checkbox"/> no If no, why? _____
<input type="checkbox"/> Other (e.g. visiting family, recreation spots, etc.)								<input type="checkbox"/> yes <input type="checkbox"/> no If no, why? _____

Other comments? _____

GIFT CARD DRAWING!

If you would like to be entered in a gift card drawing, please provide your name and mailing address and return this survey by **May 8th, 2015** to:

Hualapai Planning Department
887 West Highway 66
Peach Springs, Arizona 86464

Note: One survey per person

Name _____

Address _____

Figure 6-1: Transit Survey, Front Side of Form

If you have questions or need help filling out the survey, please call the Hualapai Planning Dept. at (928) 769- 1310 or stop by the Planning Dept. Office
 Please mark your home location (approximately) with an X

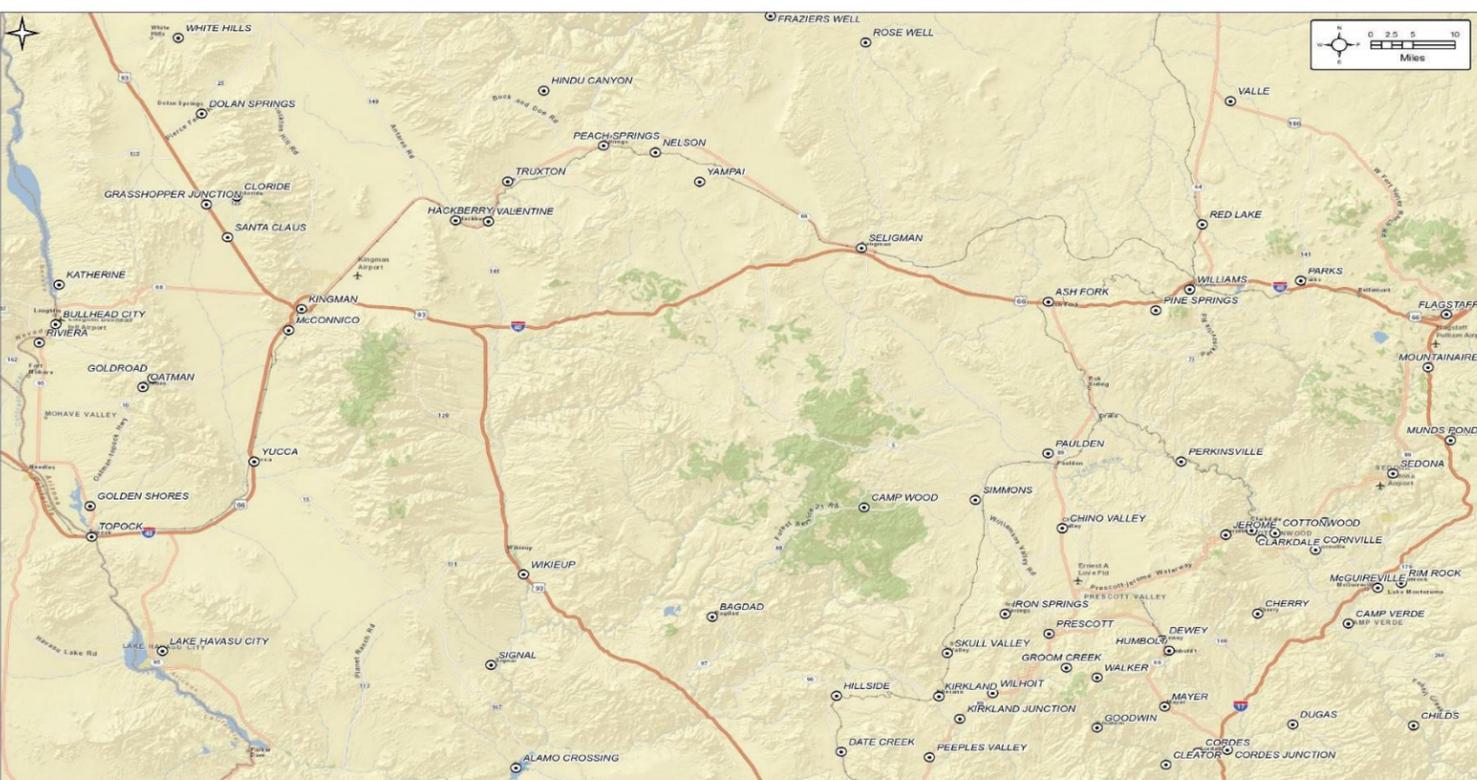
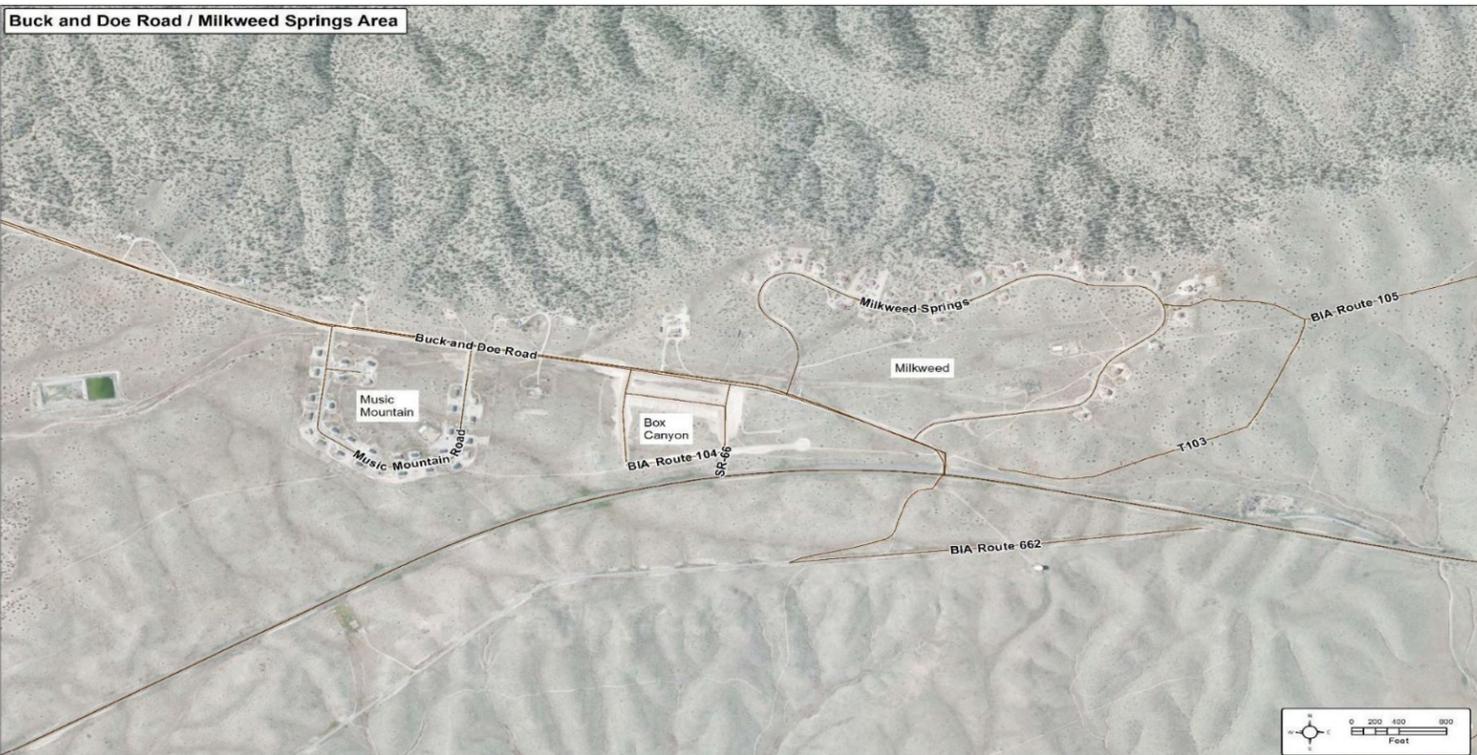
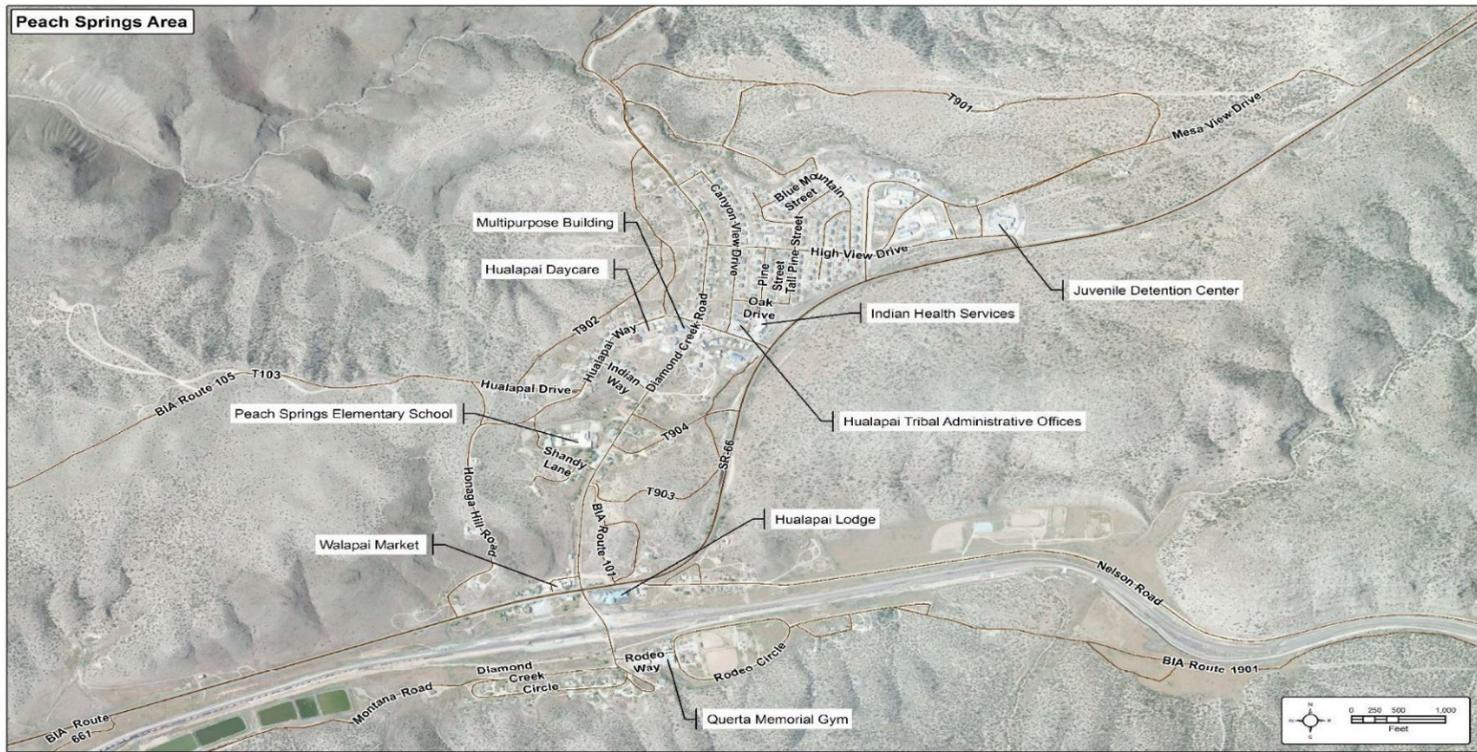


Figure 6-1, Continued - Transit Survey, Back Side of Form

6.2 SURVEY DISTRIBUTION, RESPONSE RATE, AND FINDINGS

The survey was distributed to major employers during late April, at a mobile open house held on May 1st, 2015, as well as a booth held during the Annual Historic Route 66 Fun Run on May 2nd, 2015, and at the Cinco de Mayo Lunch at the Hualapai Senior Center.

The survey forms were color coded to denote whether the survey was distributed to the general public or to a specific employer. Approximately 1,262 surveys were distributed. The survey had a very strong response rate, 40% or 505 surveys, which in itself indicates a community interest in transit.

Many of the survey respondents indicated some limitation on travel, primarily related to the expense of driving the long distances for work, school, appointments, and shopping. A total of 577 responses to this question were received, of which 60% indicated some limitations on travel, of which the largest number of respondents indicated that traveling was “too expensive.” There were 72 responses that indicated no availability of a car and 52 responses that indicated limited availability of a car, demonstrating a significant transit-dependent population.

Survey respondents indicated that they would take transit, if available, for the following types of trips:

- Work Trips – 223 responses
- Doctor or Medical Trips – 119 responses
- Shopping – 96 responses
- School – 57 responses
- Other (for example visiting family or friends, attending a sporting event, etc.) – 67 responses

Although actual transit use would depend on the schedule, fares, and other factors, this strong response is indicative of a community desire for transit service.

The survey findings indicated a need for commuter transit service for work trips, particularly between Kingman and Peach Springs. Grand Canyon Resort Corporation provides an employee shuttle from Peach Springs to Grand Canyon West.

Doctor and medical trips destinations that were noted by survey respondents were:

- Peach Springs Indian Health – 75 responses
- Parker Indian Health Service – 57 responses
- Kingman Medical Center – 77 responses
- Other – 69 responses

A review of responses regarding how many times per week the trip is made indicated that the frequency this type of trip is highly variable. A review of trips made by persons living in Peach Springs to medical destinations in Kingman indicated that 31 round-trips per week were made by survey respondents.

Shopping trip destinations were:

- Walapai Market, Peach Springs – 67 responses
- Walmart, Kingman – 105 responses
- Gas N Grub, Truxton – 36 responses

- Other – 53 responses

In general, shopping trips are typically made 1-2 times per week, on a weekend, although some weekday shopping trips were noted.

A review of shopping trips made by persons living in Peach Springs to shopping destinations in Kingman indicated that 46 trips were made by survey respondents.

School trip destinations were primarily noted as:

- Mohave Community College, Kingman – 24 responses
- Kingman Senior High School – 17 responses
- Peach Springs Elementary School – 22 responses
- Seligman Elementary School – 17 responses
- Other – 11 responses

In reviewing survey responses regarding fares; results indicate that persons are willing to pay for transit service, and the longer the distance, the higher amount they are willing to pay. These survey results along with information on fares charges by other tribal organizations, operating costs, subsidy availability and other factors may be used to guide the development of a transit system that addresses the needs of the community.

A detailed summary of the responses to each survey question is provided in **Appendix B**.

7 TRANSIT NEEDS SUMMARY

Transit needs for the Hualapai Community were demonstrated based on survey information (Chapter 6), census information (Chapter 3) and analysis procedures described Transit Cooperative Research Program Report 161 – Method for Forecasting Demand and Quantifying Need for Rural Passenger Transportation (Chapter 5).

Priorities for transit service, based on discussions with staff and input from the Hualapai Tribal Council, the Technical Advisory Committee, and survey respondents are:

- Access to jobs for Tribal members. This also has the benefit of helping to achieve a more sustainable workforce for tribal organizations, and potentially reducing employee turnover. Better access to transportation may also help to reopen the dialysis center in Peach Springs, if residents can travel to the center more easily.
- Improved and more efficient access to shopping, appointments, and other travel needs for Peach Springs residents, who often have far to travel for these needs.
- Reasonably priced travel options for Tribal members and other commuters to Peach Springs.

7.1 TRANSIT NEEDS FINDINGS

The needs analysis indicates the following findings:

1. The tribe has no centralized transportation/transit services organization to oversee operations. A more centralized organization has the potential to more easily create efficiencies and maximize use of resources.
2. There are a number of tribal departments providing transportation as part of their program delivery (Health, Education, and Wellness Department, Senior Center). Additional coordination with respect to transportation could potentially improve overall access to tribal members, reduce costs, and improve efficiencies.
3. TCRP and census data did not show a significantly large elderly or disabled population. Current program related transportation would seem to be addressing the needs of this population though improved and more frequent access would be beneficial.
4. A significant number of survey respondents state that transportation costs were a major concern due largely to the great distances they had to travel for work and shopping.
5. TCRP and census data did show a significant population of commuters - primarily travelling from Kingman to Peach Springs, from Kingman to Grand Canyon West, and from Peach Springs to Grand Canyon West.
6. Existing Grand Canyon West Resort Corporation contracted commuter services address commuter needs from Kingman and Peach Springs to Grand Canyon West. The Peach Springs Unified School District provides an employee shuttle for teachers in Kingman and Valle Vista.
7. There are no existing transportation/transit services including shared ride, van pool, or other types of commuter services that are available to commuters between Kingman and Peach Springs.

8. A significant number of tribal employees live off the reservation but commute to Peach Springs daily.
9. Tribal members living in or around Peach Springs must travel to Kingman (the closest city) for shopping and often purchase goods in high quantities to reduce the number of trips required and therefore the cost associated with such travel.

8 TRANSIT SERVICE STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS ANALYSIS

In planning strategically, it is often valuable to perform a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are most often internal forces while opportunities and threats are external forces that may play a role in the development of a program or business line. By identifying these forces, consideration of their presence helps define pathways toward goals and objectives.

8.1 STRENGTHS

Capacity

Presently, the Hualapai Tribal Council supports the development of a transit implementation plan. Funding from the Tribal Council, ADOT 5311 Rural Transit Planning Funds, and FTA 5311c Tribal Transit Discretionary funds in 2015 were pooled to complete a feasibility and implementation plan.

Existing transportation programs within the Hualapai Reservation are active and vibrant. Primarily funded by the Tribal Council, programs are focused on transportation of persons seeking health care services, seniors and persons with disabilities, and children enrolled in the Boys and Girls Club program. Additionally, both the adult and juvenile detention centers provide transportation services for their detainees and a number of other Tribe related entities and organizations are in possession of vehicles for use in their programs.

Grand Canyon Resort Corporation (GCRC), a subsidiary corporation owned by the Tribe, provides transportation for its employees emanating from Peach Springs and also Kingman using a contracted transportation operator. It also provides transportation for customers of the GCRC's River Running adventure service. This transportation is limited to service between the Hualapai Lodge in Peach Springs to the GCRC's departure dock on the Colorado River at Diamond Creek plus return trip from GCW to Peach Springs.

There are a number of opportunities for shared resources, improved coordination, and more efficient use of vehicles. Improved and increased transit services are overwhelmingly supported by tribal members and members of the general public as indicated in at least two surveys and in four recent studies (see Section 4.3).

The Hualapai Tribe maintains multiple communications networks including a website, the Gam'Yu newsletter, and numerous enterprises including the Hualapai Radio station, KWLP, that have ready access to communications with employees, clients, and customers.

Geography

The Hualapai Reservation is located on historic Route 66. As one of the longer, open stretches of remaining, original highway, this section of the Mother Road is a frequent destination for travelers.

8.2 WEAKNESSES

Capacity

While the Hualapai Tribe has experience in providing client based transportation services, it does not have experience in providing public transit services utilizing a fixed or flexible route system. Start up efforts may require outside expertise to assure success.

Geography

Grand Canyon West is 116 miles and over a two hour drive from Peach Springs. The commute for Peach Springs residents creates a 12-14 hour day for workers.

The majority of workers employed by the Hualapai Tribe in Peach Springs live outside of Peach Springs – most in Kingman, 55 miles to the west. The commute is made on Highway 66, a two lane paved road that traverses flat as well as mountainous regions.

Residents living on the Hualapai Reservation generally travel to Kingman (55 miles) for shopping, medical care, and education. While there is a small market in Peach Springs, most persons rely on access to larger chain stores for a broader selection of food and all household items. Trips to Las Vegas, Phoenix, and Parker are relatively common for specialized medical care. Sporting and recreational events also are often held at points off the reservation.

All roads within the service area are two lane. Many roads remain unpaved. These conditions can impede timely progress when travelling in any direction.

Housing development on the reservation has been created at some distance from the village center. Persons without vehicles living on Buck and Doe Road and in neighborhoods to the south of the railroad tracks would be walking one and a half to five miles to reach central and health services. While the shorter distance may be achievable, it is difficult at best in the heat of summer (95 degrees), during deluges during monsoon season, or in snow.

Potential bus stop locations outside of Peach Springs are located on SR 66. For safety and ease in pulling off the highway, buses will need to stop on ADOT right-of-way or on private property.

8.3 OPPORTUNITIES

The Hualapai Tribal Council continues to fund transportation services to a number of Tribal based agencies. A consolidation of transportation systems could provide much greater efficiency, thereby reducing costs and/or serving more members with transit services. Elements of a centralized transportation system could include:

- Central dispatch
- Improved safety through central vehicle maintenance
- Fleet management assets
- Improved grant match availability
- Improved rider access

- Reduced number of redundant trips
- Lower cost per mile and per hour
- Increased capital assets including vehicles, facilities, and equipment
- Reduced overhead costs
- Reduced fares
- Shared resources

Coordination

A Hualapai Transit service can coordinate with the Kingman Area Rural Transit (KART) system or the Bullhead Area Transit System (BATS) and the City of Kingman for connection rides to Bullhead City, and with Greyhound Bus Lines and Amtrak for connections to destinations around the country.

Coordination with the Western Arizona Council of Governments (WACOG) and Northern Arizona Council of Governments (NACOG) can also provide driver training, technical assistance and mobility management services.

Partnerships

Potential partners, in addition to the transit systems mentioned above, for the support or provision of transit services include the following organizations.

- Grand Canyon Resort Corporation (GCRC) – GCRC presently provides over 600 miles per day of commuter transit service for its workers. With many of its ventures operating 7 days a week, total mileage for this service is well over 500,000 per year. Partnering with GCRC in establishing a single transportation service would allow those miles to be used in FTA’s mileage based formula for 5311c funding and BIA Roads (IRR) funds.
- Mohave County – The proposed transit service includes a significant area of Mohave County which is not on the Hualapai Reservation. This includes two proposed stop and ride locations in Truxton and Valle Vista. Mohave County may wish to partner with the Hualapai Tribe to support transit provided to county residents.
- Mohave Community College (MCC) – MCC students located in Peach Springs and along Route 66 may utilize transit services to reach the College facilities. MCC may be interested in purchasing bus passes to encourage student enrollment and retention.
- Peach Springs Unified School District – While the Peach Springs School District is no longer offering shuttle service for its teachers, it may be interested in buying passes for teachers living in Kingman, Valle Vista, Valentine, and Truxton. These passes can be used as an incentive or as part of their compensation package.
- Greyhound and Amtrak – By creating stops at Greyhound and Amtrak depots, in-kind matching funds can be generated and a partnership can establish Hualapai Transit as a ticket seller for these entities making travel planning much more convenient for tribal members in Peach Springs.
- Kingman Industrial Park – The Industrial Park, located at Kingman Airport, has significant potential for training and employment of tribal members. By partnering with select manufacturers and businesses, the tribe’s desire to promote employment opportunities for tribal members can be better realized with transportation barriers removed. Business may be interested in supporting transportation that brings workers to the job site.

Funding Sources

In addition to the FTA 5311 Rural Transit and 5311c Tribal Transit funding source traditionally utilized by tribal rural transit systems, the Hualapai Transit program may have access to additional sources. These are described in detail in Chapter 9.

- Federal Lands Transportation
- Federal Lands Access
- Area Agency on Aging
- Arizona Department of Economic Security
- Bureau of Indian Affairs Tribal Transportation Road Funds
- Indian Health Services
- Veterans Affairs
- Mohave Community College
- Mohave County
- Federal Transit Administration 5310 Funds
- Non-Tribal Employers

Increased Employment Opportunities

A Hualapai Tribal Transit program may provide additional employment opportunities for tribal members. The service plan calls for up to four and a half full time employees. In addition, existing Council budgets may proportionally allocate administrative staff time and other existing indirect cost centers to transit budgets, thereby freeing up general fund dollars.

Further, by making intercity connections between Peach Springs and Kingman, tribal members may be better positioned to take and retain jobs offered in the Kingman area.

Increased Education Opportunities

A public transit program may provide increased opportunities for tribal members who experience transportation needs to seek higher education at Mohave Community College.

Intercity Connections

By coordinating schedules, the Hualapai Transit system may wish to develop connections with the Kingman transit program KART which may develop an intercity connection with Bullhead City and Laughlin. Additionally, connections with providers out of Las Vegas may be more easily managed as there are a number of companies bringing tourists to Peach Springs and may have return seats available. As mentioned previously, connections with Greyhound and Amtrak can provide access to any number of destinations across the country.

8.4 THREATS

Political Will

For long term sustainability of a transit program, transit services must be institutionalized by the Tribal Council and supported accordingly much the way that the Hualapai Tribe has institutionalized health care services. Institutionalized programs are much more likely to withstand budgetary and political difficulties that may come from Tribal, State, or Federal sources. A number of transit programs across the country have struggled or failed over the last decades when major changes in Tribal, Local, State, and Federal transit policy and funding have changed focus.

Resolve also must be achieved within the Hualapai Administration. Departments that have not previously worked together to coordinate transit services may be asked to focus more broadly in order to achieve maximum efficiency that builds the overall capacity of the Hualapai Tribe to meet the transportation needs of its members.

Sustainability of Funding

The undertaking of a public transit system requires a substantial financial commitment. While there are numerous and substantial resources available, they are generally competitive in nature. Federal funding while sustained is not always sufficient and may be less so as 5311(c) funds are utilized by more tribes implementing transit programs. Sustainable systems will need to develop a variety of funding sources so that the loss of any one will not cripple the program. This will require proactive oversight and management of transit budgets, resource development, and cost containment through coordination.

Perceived Competition and Resistance to Change

Departments within the Hualapai administrative structure may be resistant to the addition of a public transit program that could reduce overall resources available to other programs or create an additional burden of labor on departments whose staff is already fully utilized (Finance, Human Resources, Public Services, etc.) With careful attention to these potential road blocks, problems can be alleviated with early and frequent communications and input from departments that may be impacted by a new program.

There also may be need to meet frequently with all tribal stakeholders prior to implementation so that each is completely familiarized with the proposed system and can have the opportunity to comment on how the proposal may be improved or changed to maximize ease, efficiency, and cost savings – both for riders and the stakeholders.

9 RECOMMENDED TRANSIT SERVICES AND YEAR ONE SERVICE PLAN

This chapter provides an overview of short, mid- and long term improvements, provides a mission, goals and objectives for the transit system, and describes the service plan for Year One of the recommended transit service.

9.1 OVERVIEW OF TRANSIT SERVICE RECOMMENDATIONS

The following short-, mid-, and long term transit improvements are recommended:

Short Term Improvements (Year 1)

1. Establish a commuter transportation/transit system to serve workers from Kingman and along SR 66 working in Peach Springs.
2. Establish a two day a week (Wednesday and Saturday), mid-day route from Peach Springs to Kingman for purposes of shopping and related appointments.
3. Establish a mid-day intra-city (local) circulator to accommodate residents and workers within Peach Springs.

Mid-Term Improvements (Year 2)

1. Expand shopping/appointment route to three days and an earlier commuter route if ridership supports need.
2. Develop a transportation coordination effort among tribal departments providing transportation services so as to improve access, increase efficiency and reduce costs.

Long Term Improvements (Year 3)

1. Develop centralized transportation/transit program to oversee and coordinate operations, asset management, and scheduling for all tribal governed transportation/transit services to be managed either in house or through a hired contractor.

A chart showing these improvements and general timeframes for implementation is shown in **Figure 9-1**. More detail on implementation tasks for Year One of the transit service is provided in Chapter 15.

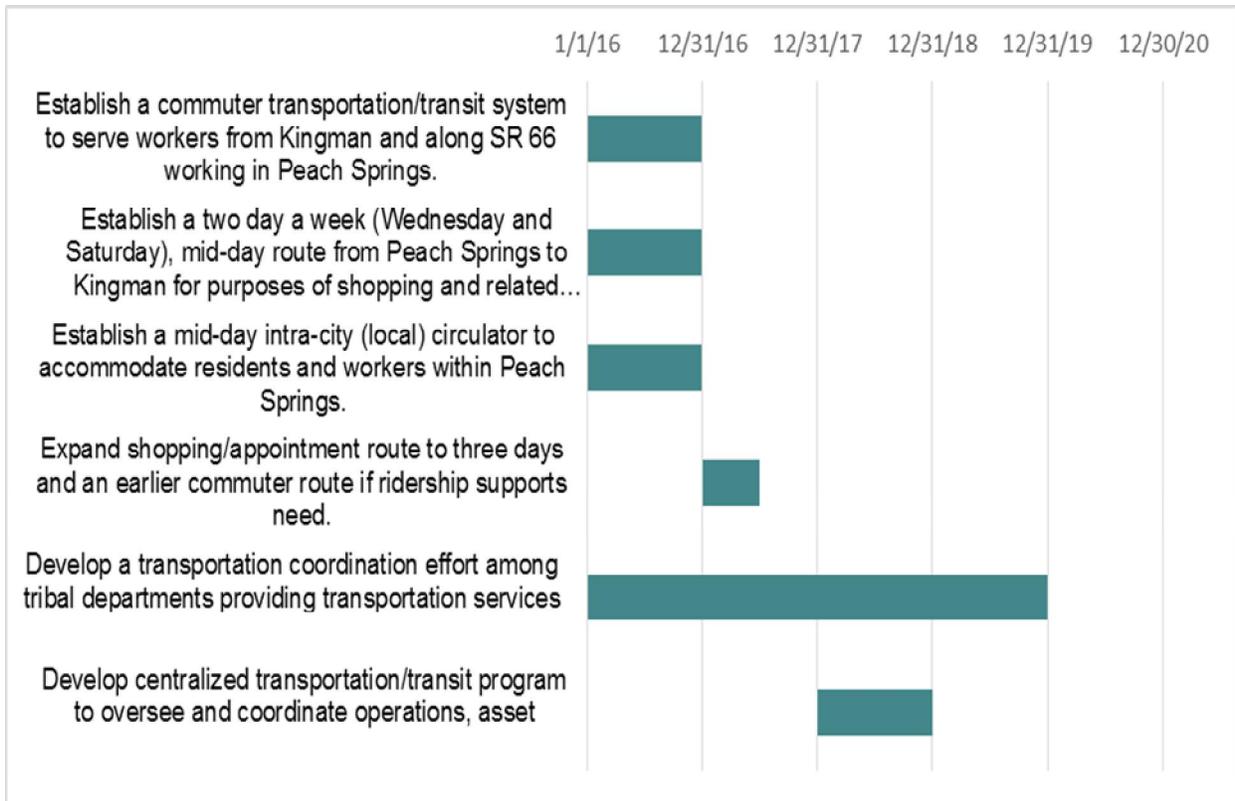


Figure 9-1: Service Plan Development

9.2 MISSION, GOALS, AND OBJECTIVES FOR TRANSIT

The Hualapai Tribe Planning Department expressed, through its Request for Proposal for this study, a desire to identify gaps in access to transportation and to create transportation opportunities for intercity commuters, tribal members seeking access to activity destinations outside of Peach Springs, and intra-city service for workers and residents. With that in mind, the Transit program may wish to consider the following mission statement:

The mission of Hualapai Transit is to empower Tribal Members and the general public to expand their opportunities for education and work and improve their quality of life by providing reliable, accessible, and affordable transit services.

The following goals and objectives are proposed to fulfill the mission described above.

GOAL: BUILD A POSITIVE, PROFESSIONAL, AND CUSTOMER-RESPONSIVE TRANSIT PROGRAM TO HELP ENSURE THAT HUALAPAI TRANSIT IS RECOGNIZED AS THE LEADING PROPONENT AND ADVOCATE FOR MOBILITY ON THE HUALAPAI RESERVATION

Objectives:

- Implement transit services beginning with a daily inter-city commuter, twice weekly inter-city shopping service, and an intra-city circulator.
- Design and maintain routes and schedules that are most responsive to the unmet needs of Tribal Members.
- Develop policies and procedures that are responsive to potential riders; meet federal, tribal, and state requirements, and provide a safe and comfortable experience for riders and drivers.
- Assure the Hualapai Transit program operates in a fiscally responsible and compliant manner that assures long-term sustainability.
- Hire and train professional staff to be aware of and responsive to riders, their needs, rights, and to their safety and comfort.

GOAL - IMPROVE OVERALL TRANSPORTATION PROVISION WITH INCREASED COORDINATION

Objectives:

- Improve overall transportation provision among all Hualapai departments and service agencies with emphasis on coordination of routes, schedules, and resources.
- Improve overall performance and efficiency by developing a single Tribal Transit Service.
- Improve financial sustainability in the development of partnerships with employers, colleges, social service agencies and local governments.

GOAL - ASSURE THAT TRANSIT SERVICES ARE TRIBAL COUNCIL AND CUSTOMER DRIVEN IN DESIGN, MANAGEMENT, AND PERFORMANCE.

Objectives:

Establish a Transit Advisory Committee of stakeholders to provide guidance and oversight (this is not a governing board but rather an advisory one) in transit planning, operations, and funding. The Committee should include representatives from:

- Hualapai Tribal Council,
- Hualapai Planning Department,
- Hualapai Health, Education and Wellness Department,
- Hualapai Senior Center,
- Hualapai Boys and Girls Club,
- Hualapai Public Services Department,
- Hualapai Recreation,
- Hualapai Day Care,
- Grand Canyon West Resort Corporation,
- Hualapai Housing Authority, and
- Other tribal departments who have an interest in transportation services.

Also, representatives from non-tribal organizations including:

- Mohave Community College,
- major employers from the Kingman and its Industrial Park,
- City of Kingman's Kingman Area Regional Transit (KART) system,
- Bullhead Area Transit System (BATS)
- Western Arizona Council of Governments
- Indian Health Service
- Kingman Regional Medical Center, and
- Other organizations that may have an interest in transportation services.

Finally, transit riders who are representative of:

- Senior citizens,
- Commuters,
- Students, and
- Persons with disabilities.

Other ways to assure that transit services are Tribal Council and customer driven are:

- Establish a liaison to the Hualapai Tribal Council to represent transit interests in Council planning, discussions, and resource allocation.
- Survey residents, riders, and employers on a scheduled basis to determine gaps in transit provision and evaluation of existing services.
- Establish performance measurements and provide annual evaluation of performance.

9.3 YEAR ONE SERVICE PLAN OVERVIEW

This Service Plan develops only those activities in year one.

Maintain existing transportation services and add inter-city commuter and shopper services and a mid-day intra-city circulator

New Commuter Service:

Monday through Friday – Commuter Service from Kingman to Peach Springs with stops in Valle Vista, Valentine, Truxton, Music Mountain School (GCRC), Buck & Doe Road, and Peach Springs locations. Arrival in Peach Springs is scheduled by 8:00 a.m. for the last stop. Return service begins at 5:10 p.m.

New Intra-City Circulator:

Monday through Friday 11:00 a.m. to 2:00 p.m. – Deviated Fixed Route Service within Peach Springs and Buck & Doe Road. A deviated, fixed route provides scheduled stops but allows the driver to deviate from the fixed route up to three quarters of a mile in response to a dispatched request for riders who are unable to make their way to an established bus stop.

New Inter-City Shopper Service:

Wednesday and Saturday 8:30 a.m. service from Peach Springs to Kingman with stops at Buck and Doe Road area, Truxton, Valentine, Valle Vista, and the KART Wal-Mart transfer station. Return service leaves Kingman at 1:30 p.m. Persons requiring transportation to other locations in Kingman may connect with Kingman's KART system. Those needing to schedule medical appointments should continue to use the Hualapai Health Department. Those having destinations not on the KART route may utilize the KART dial-a-ride system with advance notice.

YEAR 1 SERVICE STRATEGIES

Existing Services:

- Departments and entities providing existing transportation services encourage use of the commuter, intra-city circulator, and inter-city shopping services in an effort to reduce redundant transportation. Services become redundant when providers are transporting riders to the same places at nearly the same time. As an example; the Health Education and Wellness Department would encourage or require riders with non-medical ride requests to use the local circulator rather than a ride provided by that department.

New Services:

- Tribal Council appoints Public Services as the management entity for Hualapai Transit
- Tribal Council considers contracting out all, or a portion of, new services to a qualified transportation operator in a yearly contract renewable for up to three years, or longer if desired. This could also be accomplished through an Intergovernmental Agreement with a municipal public transit service, such as the Bullhead Area Transit System or the Kingman Area Regional Transit System. A consideration if contracting service or using an Intergovernmental Agreement is to work with the Hualapai Tribal Employment Rights Officer (TERO) to incorporate

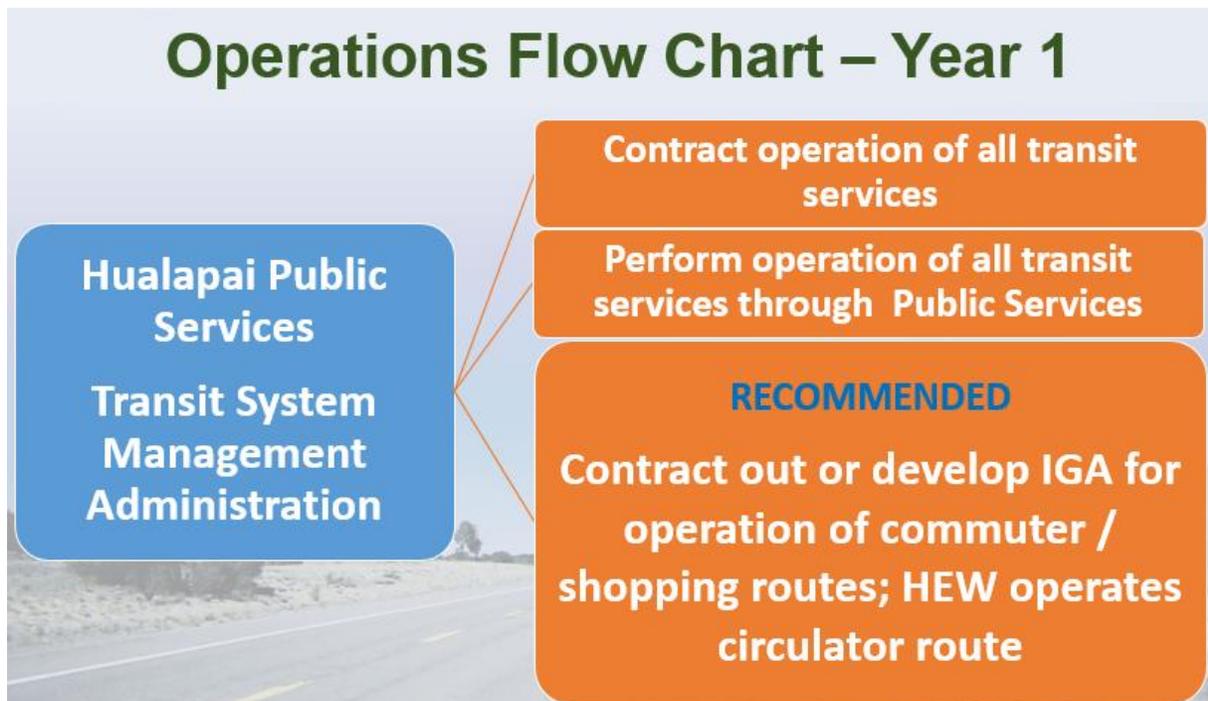
opportunities to have Tribal members be employed or trained as part of the contractual agreement.

- Contracted operator provides commuter and shopping service routes.
- Health Department, with support from 5311 funding, provides intra-city circulator and encourages dial-a-ride users with non-medical rides to use circulator and/or shopping service routes.
- Contracted operations are considered a capital expense which can reduce the match requirement (ADOT funding) or require no match (FTA funding).

YEAR 1 STRATEGY JUSTIFICATIONS

Because long term strategies include the development of a single Transit/Transportation Department that coordinates all public and special needs rides, fleet management, operations, administration, and compliance, the Public Services office has indicated an interest in and a capacity for integrating the Hualapai Transit program into its scope-of-work.

Because the Hualapai Tribe does not have direct experience in operating and managing a transit/transportation system but does have experience in contracting for private transportation services, it may serve the Tribe well to contract for operations service for both the Grand Canyon Resort Corporation and its Public Transit services, leveraging price with expanded service. This not only lets the system launch with experienced drivers and contracted vehicles but also provides an opportunity for the contractor to mentor Public Services in operations while Public Services also builds capacity to develop and manage a single transit/transportation service for the Tribe. As mentioned on the previous page, use of an Intergovernmental Agreement (IGA) is also an option. As consolidation becomes a reality in Year 3, the Tribal Council can determine whether ongoing use of a contractor or IGA for public transit operations is still desirable.



Transit Service Options

Hualapai Transit Study Technical Advisory Committee members suggested that the shopping service routes utilize larger tour-type buses that can accommodate significant freight as persons in Peach Springs often expand their purchase power by buying in bulk. They also indicated an interest in accommodating both commuter and shopping riders in comfort for the 1.5 hour, one-way trip, thereby encouraging rider retention and growth. The current contractor for the Grand Canyon Resort Corporation utilizes these bus types for its current Hualapai services. It is expected that newly contracted operators would do the same.

The Hualapai Health Education and Wellness Department is a recipient of FTA 5310 – Enhanced Mobility for Seniors and Individuals with Disabilities funds and receives most of their transportation operating funds from the Tribal Council. A significant number of ride requests for their dial-a-ride system are for short trips around Peach Springs. These trip requests tie up drivers making it difficult to respond to all ride requests including medical requests. Because the intra-city services will have fewer riders than the intercity commuter/shopping routes, and because stop locations are not suitable for larger buses, and because this service will operate at the same time that commuter and shopping service routes do, the Health Education and Wellness Department is ideally positioned to take on this element of the service plan. It would be expected that the Health Education and Wellness Department would determine a cost per mile which it could charge to the 5311 program funds if Hualapai Transit chose not to contract out all services. The 5311 program could provide two, 14 passenger buses with wheelchair lifts for use by the operator, be it the Health Education and Wellness Department or a contracted operator.

9.4 RECOMMENDED SERVICE CHARACTERISTICS

Service characteristics describe the type of service to be provided, the number of vehicles needed to provide the service (including spares/backup vehicles), the number of miles expected to be driven, the number of hours in each day's service and the expected number of riders. These characteristics are summarized in **Tables 9-1, 9-2, and 9-3** for the Commuter Service, Shopping Service, and Circulator Service, respectively.

Table 9-1: Commuter Service Characteristics (five days per week)

Inter-City Commuter Service Route	Vehicles	Revenue Miles/Year	Revenue Hours/Year	Rides/Year
<p>Commuter service from Kingman to Peach Springs with stops in Valle Vista, Valentine, Truxton, Music Mountain, Buck & Doe, and Peach Springs.</p> <p>Begin with one active bus and one backup.</p> <p><u>Monday – Friday: Route 1 Kingman to Peach Springs</u></p> <p>6:15 a.m. – 8:00 a.m. Revenue Hours</p>	Two 32 passenger buses with ADA access. (one bus is used for backup)	109 miles per day	3h19m per day	60 passenger trips daily
<p><u>Monday – Friday: Route 2 Peach Springs to Kingman</u></p> <p>5:08 p.m. – 6:43 p.m. Revenue Hours</p>		28,340 miles per year	884 per year	15,600 passenger trips annually

Table 9-2: Shopping Service Characteristics (twice per week)

Inter-City Shopping Service Route	Vehicles	Revenue Miles/Year	Revenue Hours/Year	Rides/Year
Shopping service from Peach Springs to Kingman with stops in Buck & Doe, Truxton, Valentine Valle Vista and Kingman – Linking with KART at Wal-Mart Transfer station Begin with one active bus and one backup. Wednesday & Saturday – Route 1 Peach Springs to Kingman 8:30 a.m. – 10:07 a.m. Revenue Hours Route 2 Kingman to Peach Springs 1:30 p.m. – 3:45 p.m. Revenue Hours	Two 32 passenger buses with ADA access. (one bus is used for backup). These are the same buses used for the Commuter Service Route.	112 miles per day	3 hours 52 minutes per day	24 passenger trips daily
		11,627 miles per year	402 hours 13 minutes per year	2,496 passenger trips annually

Table 9-3: Circulator Service Characteristics (five days per week)

Intra-City Circulator Route	Vehicles	Revenue Miles/Year	Revenue Hours/Year	Rides/Year
Deviated Fixed Route Service within Peach Springs and Buck & Doe Rd. Begin with 1 active bus and one backup. Monday through Friday – Route 1 Peach Springs / Buck & Doe 11:00 a.m. – 2:00 p.m. Revenue Hours	Two 15 passenger vans with ADA access. (one bus is used for backup).	42 miles per day	4 per day	30 passenger trips daily
		10,920 miles per year	416 hours per year	7,800 passenger trips annually

9.5 RECOMMENDED ROUTE MAPS AND SCHEDULES

Commuter Route

The commuter route for the a.m. and p.m. runs are shown in **Figures 9-2 and 9-3**. The schedule for the commuter route is provided in **Table 9-4**.

Shopping Route

The shopping route for both the a.m. and p.m. runs is shown in **Figure 9-4**. The schedule for the shopping route is provided in **Table 9-5**.

Intra-City Circulator Route

The Intra-city circulator route is shown in **Figure 9-5**. The schedule for the intra-city circulator route is provided in **Table 9-6**.

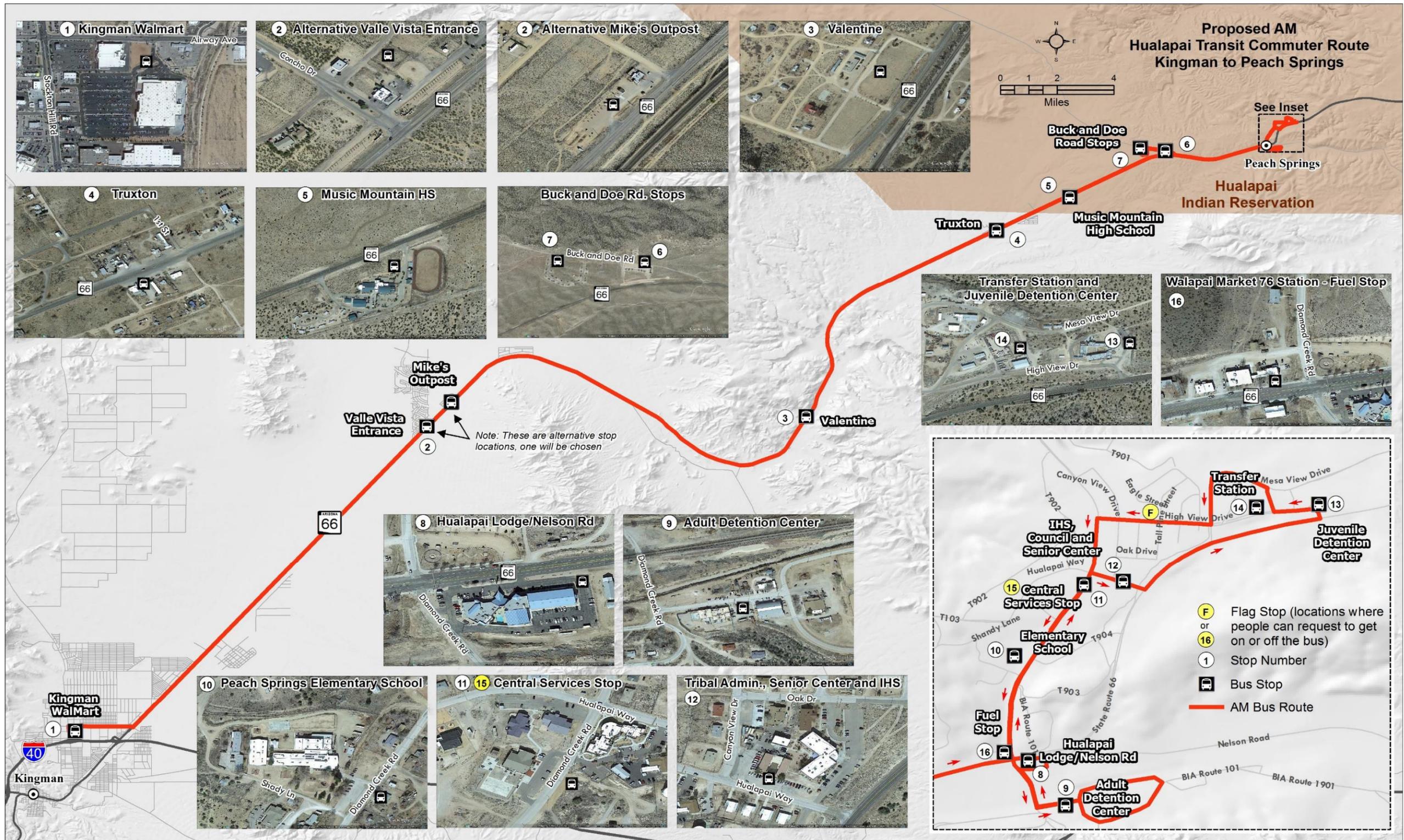


Figure 9-2: Commuter Route AM

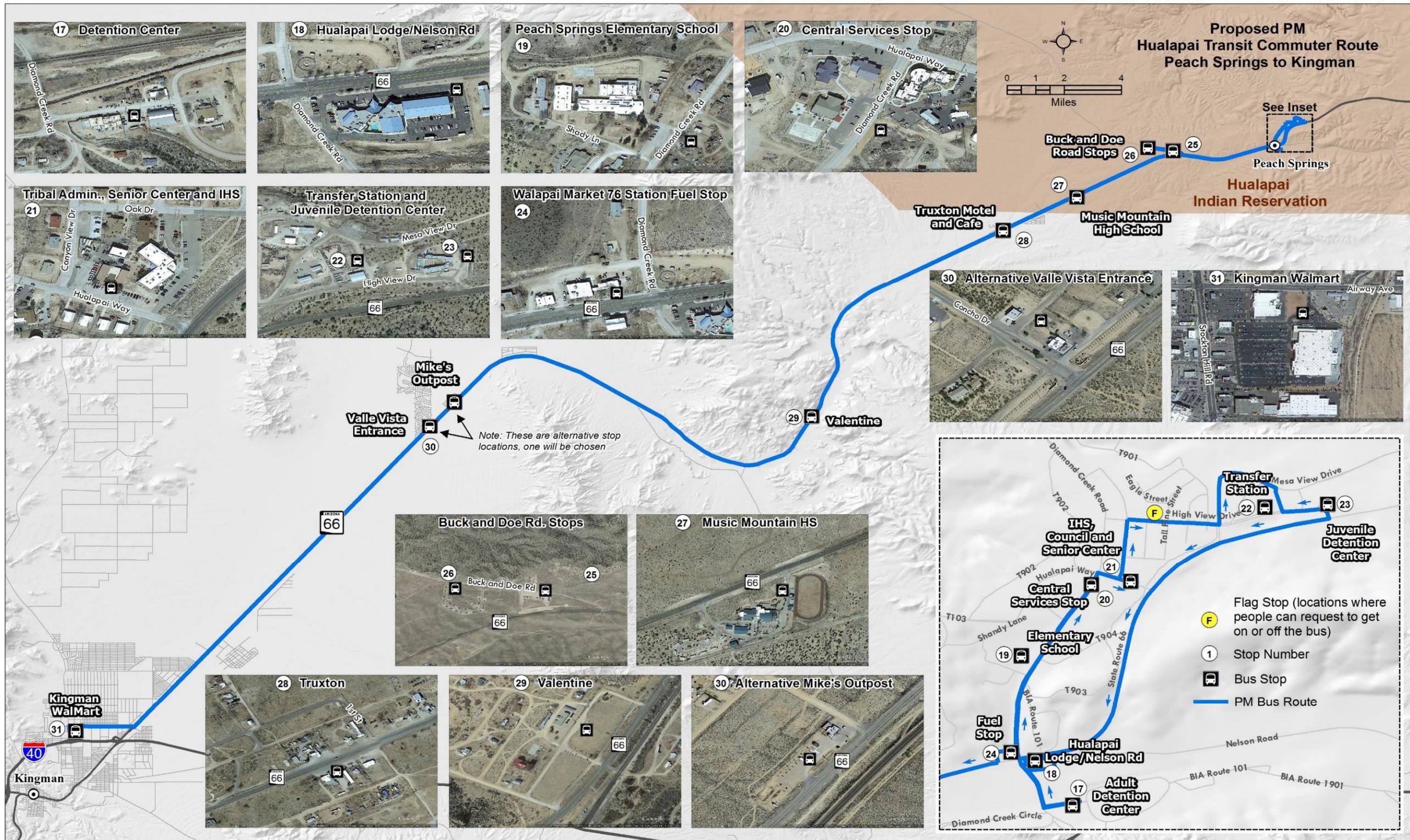


Figure 9-3: Commuter Route PM

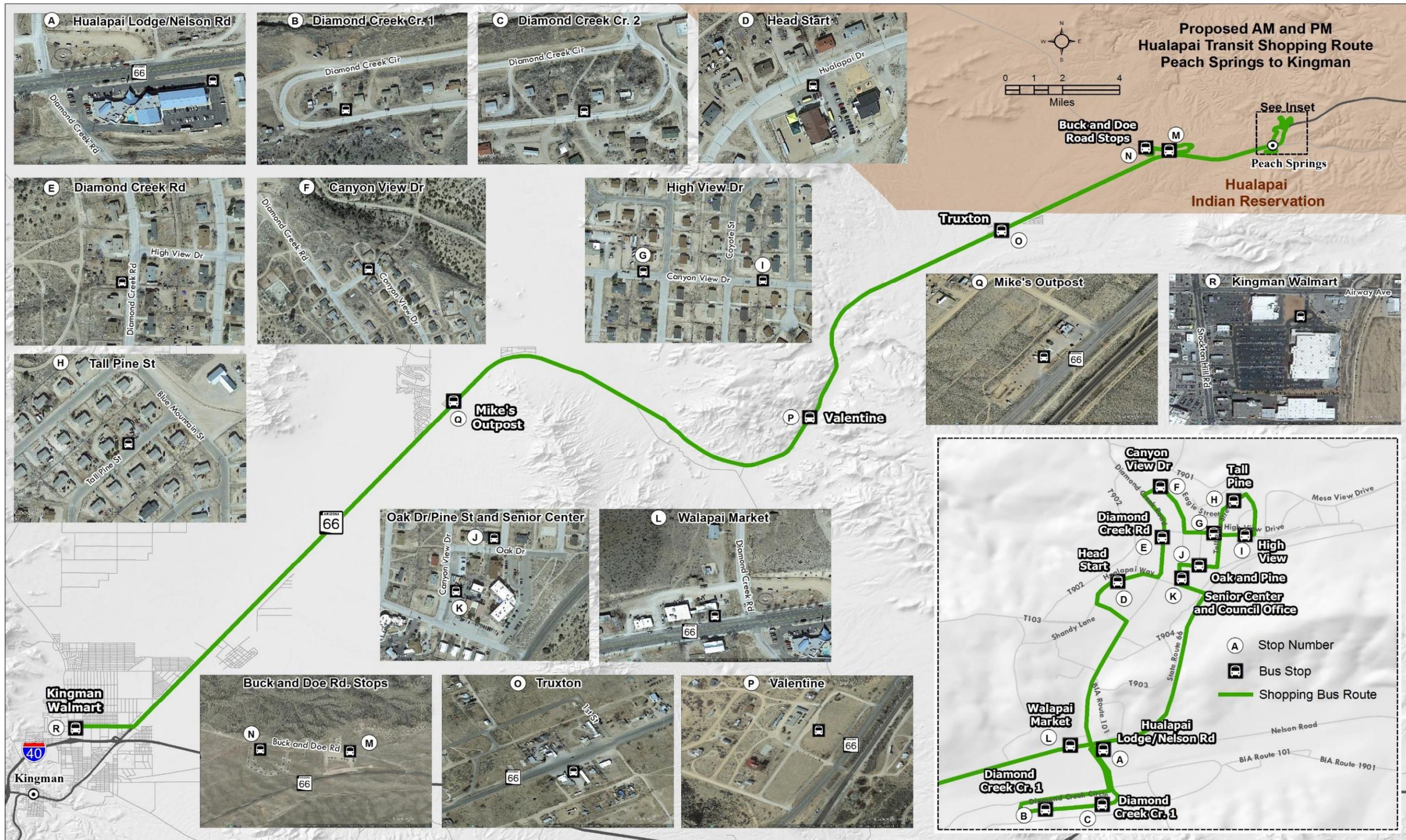


Figure 9-4: Shopping Route AM and PM

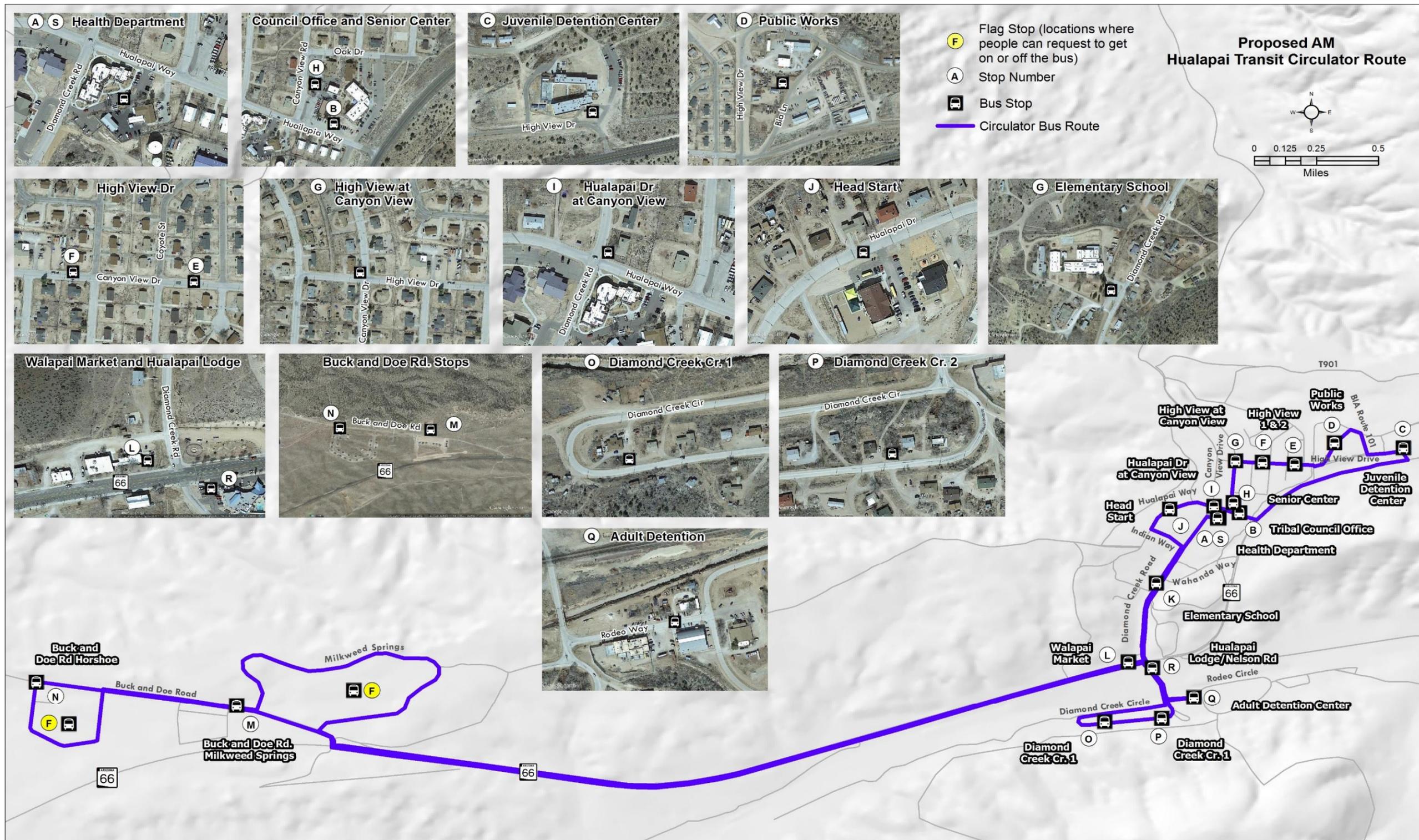


Figure 9-5: Midday Circulator Route

Table 9-4: Commuter Route Schedule

Commuter Route Monday - Friday			
Stop # 1	Depart from Wal-Mart	6:15 AM	1 hour and 45 minutes
2	Mike's Outpost - Valle Vista	6:37 AM	
3	Valentine	6:51 AM	
4	Truxton Motel and Café	7:01 AM	
5	Mountain Music High School	7:05 AM	
6 and 7	Buck and Doe Rd. stops and back to SR 66 (2 stops)	7:18 AM	
8	Hualapai Lodge / Nelson Road	7:26 AM	
9	Adult Detention Center	7:30 AM	
10	Peach Springs Elementary School	7:35 AM	
11	Central Services stop	7:38 AM	
12	Tribal Administration, Senior Center, IHS	7:41 AM	
13	Juvenile Detention Center	7:45 AM	
14	Transfer Station	7:48 AM	
15	Central Services stop (flag stop)	7:54 AM	
16	Fuel Stop	8:00 AM	
17	Depart from Adult Detention Center	5:08 PM	
18	Hualapai Lodge/Nelson St.	5:12 PM	
19	Peach Springs Elementary School	5:16 PM	
20	Central Services	5:19 PM	
21	Tribal Administration, Senior Center, IHS	5:22 PM	
22	Transfer Station	5:28 PM	
23	Juvenile Detention Center	5:30 PM	
24	Fuel Stop	5:34 PM	
25&26	Buck and Doe Rd. Stops and back to SR 66 (2 stops)	5:44 PM	
27	Mountain Music High School	5:52 PM	
28	Truxton Motel and Café	5:56 PM	
29	Valentine	6:07 PM	
30	Mike's Outpost - Valle Vista	6:22 PM	
31	Wal-Mart	6:43 PM	

Table 9-5: Shopping Route Schedule

Shopping Route - Wednesdays and Saturdays				
A	Hualapai Lodge	8:30 AM	1 hour and 37 minutes	
B	Diamond Creek Circle 1	8:33 AM		
C	Diamond Creek Circle 2	8:35 AM		
D	Head Start	8:40 AM		
E	Diamond Creek Rd.	8:42 AM		
F	Canyon View Drive	8:44 AM		
G	High View Dr.	8:46 AM		
H	Tall Pine St.	8:48 AM		
I	High View Dr.	8:50 AM		
J	Oak and Pine	8:52 AM		
K	Senior Center and Council Office	8:54 AM		
L	Walapai Market	8:59 AM		
M	Buck & Doe @ Milkweed	9:11 AM		
N	Buck & Doe Horseshoe	9:14 AM		
O	Truxton	9:21 AM		
P	Valentine	9:31 AM		
Q	Mike's Outpost - Valle Vista	9:46 AM		
R	Kingman Wal-Mart Transfer Station	10:07 AM		
	Kingman Wal-Mart Transfer Station	1:30 PM		2 hours and 15 minutes
Q	Mike's Outpost - Valle Vista	1:56 PM		
P	Valentine	2:13 PM		
O	Truxton	2:26 PM		
M	Buck & Doe Milkweed	2:38 PM		
N	Buck & Doe Horseshoe	2:47 PM		
A	Hualapai Lodge	3:07 PM		
B	Diamond Creek Circle 1	3:11 PM		
C	Diamond Creek Circle 2	3:14 PM		
D	Head Start	3:23 PM		
E	Diamond Creek Rd.	3:26 PM		
F	Canyon View Drive	3:28 PM		
G	High View Dr.	3:30 PM		
H	Tall Pine St.	3:32 PM		
I	High View Dr.	3:34 PM		
J	Oak and Pine	3:36 PM		
K	Senior Center and Council Office	3:42 PM		
L	Walapai Market	3:45 PM		

Table 9-6: Intra-City Circulator Route Schedule

Intra-City Circulator Monday - Friday				
A	Leave from Health Department	Run 1	Run 2	Run 3
B	Tribal Council Office	11:00 AM	12:00 PM	1:00 PM
C	Juvenile Detention Center	11:03 AM	12:03 PM	1:03 PM
D	Transfer Station	11:05 AM	12:05 PM	1:05 PM
E	High View 1	11:07 AM	12:07 PM	1:07 PM
F	High View 2	11:09 AM	12:09 PM	1:09 PM
G	High View at Canyon View	11:11 AM	12:11 PM	1:11 PM
H	Senior Center	11:13 AM	12:13 PM	1:13 PM
I	Hualapai Dr. at Canyon View	11:15 AM	12:15 PM	1:15 PM
J	Head Start	11:17 AM	12:17 PM	1:17 PM
K	Elementary School	11:20 AM	12:20 PM	1:20 PM
L	Walapai Market	11:23 AM	12:23 PM	1:23 PM
M	Buck and Doe Rd. Milkweed Springs	11:32 AM	12:32 PM	1:32 PM
N	Buck and Doe Rd. Horseshoe	11:37 AM	12:37 PM	1:37 PM
O	Diamond Creek Circle 1	11:47 AM	12:47 PM	1:47 PM
P	Diamond Creek Circle 2	11:49 AM	12:49 PM	1:49 PM
Q	Adult Detention Center	11:51 AM	12:51 PM	1:51 PM
R	Lodge	11:53 AM	12:53 PM	1:53 PM
S	Health Department	11:57 AM	12:57 PM	1:57 PM

9.6 RECOMMENDED TRANSIT STOPS AND COORDINATION PROCESS IN MOHAVE COUNTY

STOP LOCATIONS

Each of the recommended routes is designed with a different purpose in mind. Accordingly stops are located where it is believed a majority of riders will board. Some anticipated stops were not included as they were unable to accommodate certain bus types. Others were included so as to minimize the pedestrian traffic on narrow roads where riders were expected to walk some distance to a bus stop.

The following considerations were taken into account with regard to stop locations for each of the routes:

Commuter Route

- Larger buses will be unable to enter and turn around in neighborhoods with cul-de-sacs or dead end streets but will instead use loops (such as in the Buck & Doe Rd area).
- Larger buses will not be able to negotiate steep grades (entrance into fueling station from Diamond Creek).
- Stops on SR 66 will be required to use private property or ADOT right-of-way that extends well beyond the highway (Truxton, Valentine, Valle Vista).
- Stop locations in Peach Springs are located primarily at work centers.

Shopping Route

- This service is designed to allow people to do significant shopping on Wednesdays and Saturdays. It is expected that people will have numerous bags, boxes and coolers which will require more time to disembark and collect personal items, groceries, etc.
- Stops for pick up may be limited to those indicated on the schedule; however, it is likely that riders will request flag stops near their homes in order to move their purchases easily and quickly.
- Buck & Doe Road residents on Milkweed and at the Horseshoe (last residential subdivision) can utilize flag stops and secure a ride by calling the dispatcher in advance with a ride request.
- There may be some opportunities for park and ride at the Head Start facility, the Senior Center, Walapai Market, and the Hualapai Lodge.

Circulator Route

- This service is designed to move workers who have utilized the commuter service to and from other buildings, lunch destinations (Hualapai Lodge and Walapai Market) and also for residents to reach activity destinations including the Senior Center, Health Department, IHS, Head Start, Boys and Girls Club, School, Tribal Council Offices, etc. Stops are situated for both residents and workers to access the transit system.

COORDINATION PROCESS FOR TRANSIT STOPS IN MOHAVE COUNTY

There are two transit stops planned that are located in Mohave County. One stop will be located either in the Valle Vista area or at Mike's Outpost on SR 66, and the other transit stop will be located near the Frontier Motel and Café. Discussion with the Planning and Zoning Manager at Mohave County indicated that to implement a park and ride area at these parcels will require a basic site plan that demonstrates the use and the proposed parking that can be accommodated on the proposed lot without impacting the existing or proposed business. With respect to the number of parking spaces, the County does not have a minimum number for the program proposed, however there must be an appropriate number of handicapped parking spaces provided. The site plan submission process will need to include an explanation of the program and a justification of the number of parking spaces. The parking spaces need to be hard surfaced, either asphalt or concrete as the road the use will be accessing is paved. The process time for a site plan is approximately two weeks for comments. Although no structures are planned, any structures over 120 square feet would require a building permit. Review times for building permits are seven to ten days.



Example park and ride lot located at a commercial business near a transit center

BUS SHELTERS AND SIGNS

It is recommended that the system begin with basic bus pole signs that include a readily identified graphic indicating that it is a bus stop, and a bus schedule attached to the sign. Signage should be weather proof and UVA resistant.

Once the system has been tested for a period of time, Hualapai Transit may wish to consider the installation of shelters. A number of shelter types are readily available including a variety of styles through the Arizona Department of Corrections.

Shelters must be installed with ADA access and be clear of all traffic. Weather (both summer and winter), wind, snow load, heat, rain and drainage, seating, and lighting should be considered

Other considerations: Signage may also include information in the Hualapai Language. Shelters and benches also are useful sites for paid or free advertising. Trash cans, if provided, must be emptied regularly – some systems have removed garbage containers and posted signage asking people to take their trash with them. Maintenance of shelters, signs, and benches assures that riders' experiences remain positive – keeping ridership numbers up and growing.

9.7 RECOMMENDED SERVICE DELIVERY

It is recommended that the Hualapai Public Services Office take responsibility for the implementation of the Hualapai Transit program.

For the Inter-city Commuter and Shopping Routes, it is recommended that Hualapai Transit contract with a private operator or implement an IGA for the first year with options for two additional years. The scope of work for the contractor can include requirements for tribal member hires (where appropriate) and for job training and job shadow opportunities with the goal of the Tribe taking over operations at the end of the contract. **Additionally, contracted services are considered a capital expense which produces a more favorable match requirement or, in the case of FTA 5311c funding; no match requirement.**

For the Intra-City Circulator Route, it is recommended that Hualapai Health, with 5311 support, be contracted to provide the service until a central transportation system can be developed. If contracted services can be obtained for this route, as well, this too would be favorable for the reasons stated above.

It is recommended that Hualapai Transit maintain administrative duties, thereby maintaining control of the system and maximizing the use of in-kind match sources and the allocation of eligible expenses to the project.

By coordinating with other Tribal organizations providing transportation (year 2), Hualapai Transit can more effectively plan for asset development, maintenance, and replacement. Coordination including central dispatch allows riders to use the transportation provider that best suits their needs while reducing the cost of redundant runs, overhead, and operations.

It may be advantageous to consolidate all transportation efforts under one program (year 3), thereby increasing match resources, maximizing miles that are used to determine FTA 5311c formula funding, and reducing overhead costs.

Paratransit Service

Because the proposed Inter-City Commuter and Shopping routes are exempted by the Federal Transit Administration regulation and the Intra-City Circulator is a deviated fixed route, complementary paratransit services are not required. However, these routes will utilize ADA accessible vehicles to assure Title VI compliance.

Hualapai Health Education and Wellness Department presently provides demand/response service with ADA accessible vehicles. The Intra-City Circulator route will be operated as a deviated fixed route, allowing drivers to meet the needs of persons who cannot access stop locations.

As the system coordinates and ultimately consolidates, vehicle inventories, schedules, and dispatching can be managed to maximize availability of services for those with disabilities.

9.8 RECOMMENDED FACILITIES

The Public Services office and the Hualapai Health Department in Peach Springs have secure, outdoor storage facilities for transit vehicle parking.

The Hualapai Tribe operates a fueling station at the Walapai Market and the Public Services Road's Department.

Presently, fleet maintenance is provided by various shops outside of Peach Springs. The Hualapai Public Services Department has shown interest in establishing a fleet maintenance and repair shop, bringing most preventive maintenance and minor repairs in house. It is recommended that the tribe consider this, not only to build its own capacity, but to provide employment and training opportunities, reduce operations costs by avoiding long and costly trips to Kingman, and better manage fleet utilization once consolidated efforts are in place. New or existing maintenance facilities should be equipped to handle larger vehicles. Lifts, tire balancers, and other specialized equipment must be considered.

Future development of maintenance, storage, and transit management facilities should be included in Year 2 and 3 planning with efforts to secure funding and any match requirements.

9.9 RECOMMENDED FARE STRUCTURE

The community transit survey conducted for this study included a question about fares in the survey discussed in Chapter 7. In general, people responding to that question were willing to pay a reasonable fare for transit service, and the amount they were willing to pay varied according to the distance traveled.

For trips within Peach Springs the mean fare varied from \$1.73 to \$5.00 per round trip. For trips to Kingman, survey respondents indicated they were will to pay between \$11.25 and \$17.50, depending on the location. For trips from Kingman to destinations in Peach Springs, the mean round trip fare ranged from \$1.50 to \$7.83.

A recommended fare structure is summarized in **Table 9-7** for each of the three routes.

Employers may purchase Incentive Booklets to give to employees who may require assistance in transportation to and from the workplace, or as a benefit to new and existing employees.

The incentive tickets can be used to purchase rides from any of the destinations on the commuter route. The tickets can be in either \$0.50 or \$1.00 denominations (or a mix of the two). Each ticket has a specific value requiring the rider to use the number of tickets needed for each ride. Example: 1 adult traveling from Kingman to Peach Springs would require 5 tickets. 1 adult and 1 child (attending Head Start in Peach Springs) coming from Buck & Doe Rd. would require 3 - \$1.00 tickets.

Hualapai Transit may wish to negotiate fares with social service organizations interested in providing rides for their clients. Vouchers rates for single use and/or passes for multiple uses can be priced based on State and Federal rates allowable to the organization requesting services. Hualapai Transit should avoid selling rides to organizations based on fare prices and should instead be negotiated for actual cost of the ride. Income from these contracted agreements can be used as matching funds.

Table 9-7: Recommended Fare Structure

RECOMMENDED FARES <u>ALL FARES ARE ONE-WAY</u>	Commuter Route				Shopping Route				Circulator Route
	Kingman Valle Vista	Valentine	Truxton	Buck & Doe	Peach Springs	Buck & Doe	Truxton	Valentine Valle Vista	
Cash Fares – one way									
Adult	\$5.00	\$4.00	\$3.00	\$2.00	\$5.00	\$4.00	\$4.00	\$3.00	\$1.50
Child/Student	\$4.00	\$3.00	\$2.00	\$1.00	\$4.00	\$3.00	\$3.00	\$2.00	\$0.50
Elderly/Disabled	\$4.00	\$3.00	\$2.00	\$1.00	\$4.00	\$3.00	\$3.00	\$2.00	\$1.00
Employer Incentive Booklet Book of 60 \$1.00 Tickets available to employers for use only on Commuter Route	\$50.00								
30 Ride Punch Pass 10% Disc.									
Adult	\$135.00	\$108.00	\$81.00	\$54.00	\$135.00	\$108.00	\$108.00	\$81.00	\$40.00
Child/Student	\$108.00	\$81.00	\$54.00	\$27.00	\$108.00	\$81.00	\$81.00	\$54.00	\$13.00
Elderly/Disabled	\$108.00	\$81.00	\$54.00	\$27.00	\$108.00	\$81.00	\$81.00	\$54.00	\$27.00
Day Pass- Circulator Only									
Day Pass Adult									\$3.00
Day Pass Child/Student									\$1.00
Day Pass Elderly/Disabled									\$2.00

9.10 RECOMMENDED GOVERNANCE STRUCTURE

The Hualapai Tribal Council will maintain ownership and governance of the Hualapai Transit System. As the governing body, the Tribal Council is responsible for approving all policy, financial, and planning activities.

It is recommended that the Tribal Council approve Public Services as the department responsible for the management of the Hualapai Transit system. Hiring of Hualapai Transit personnel and engagement of contractors will utilize established Tribal Council hiring and contracting policies and procedures.

With oversight from the Tribal Council and Public Services Director, the Transit Manager will direct all transit activities including all planning, policy development, performance, financial management, staff

management, procurement, reporting and day-to-day operations of the transit system. The Transit Manager will work with the Tribal Council to determine the best use of the Tribe's existing staff in assisting the Transit system and allocating approved and eligible expenses to the Hualapai Transit system. The Transit Manager also will develop a Transit Advisory Committee made up of stakeholders, including riders, who will assure that the transit system is responsive to the needs of the public.

Contracting Considerations

The legal status of tribes has been described as follows:

Perhaps the most basic principle of all Indian law, supported by a host of decisions . . . is the principle that those powers lawfully vested in an Indian tribe are not, in general, delegated powers granted by express acts of Congress, but rather inherent powers of a limited sovereignty which has never been extinguished. Each tribe begins its relationship with the federal government as a sovereign power, recognized as such in treaty and legislation. (Cohen, 1942, p. 122)

FTA and Arizona Department of Transportation recognize the sovereignty of tribes and negotiate terms of transit contracts with each tribe.

Federal Transit Administration (FTA) Master Agreement

In FTA's 2013 master agreement (<http://www.fta.dot.gov/documents/20-Master.pdf>) Compliance; paragraph 5 states:

FTA and the Recipient understand and agree that not every provision of this Master Agreement will apply to every Recipient or Project for which FTA provides Federal funds. As shown in the Table of Contents, FTA has divided the Master Agreement into two parts: "Generally Applicable Provisions," and "Special Provisions for Specific Programs." In addition, this Master Agreement has an Appendix A illustrating the specific parts of the Master Agreement that apply to the Tribal Transit Program.....which identifies the location of specific provisions for Tribal Transit programs.

Arizona Department of Transportation Contract Modifications

The Arizona Department of Transportation provides contract modifications for agreements with Tribes. Exhibit H is used with the 5311 Rural Transit agreement. Following is the contract modification to ADOT's standard contract language.

EXHIBIT H (of the document) LANGUAGE MODIFICATIONS

Federally Recognized Tribes

The clause entitled: Dispute Resolution / Arbitration shall read:

In the event of any controversy, the Parties agree that it is in their mutual best interest to promptly meet with the purpose of resolving said Dispute. In the event that the Parties cannot resolve their dispute informally, the parties hereto agree to abide by required arbitration as set forth for in Arizona Revised Statutes Section 12-1518.

a. Limited Waiver of Sovereign Immunity: For purposes of this Agreement, and subject to the terms of this section, the Tribe consents and agrees to a limited waiver of its sovereign immunity from suit and consents to be sued on an arbitration award. The Tribe represents that this limited waiver of sovereign immunity has been duly approved by the Tribe's Tribal Council, as required by the Tribe's Constitution. The Tribe is not waiving its right to assert the defense of sovereign immunity except as expressly set forth, referred to, and provided for, in this Agreement. This limited waiver is enforceable solely by the State as limited hereunder and does not create any additional third party beneficiary rights to suits or private causes of action in favor of third parties. The Parties agree that this section provides a limited waiver of sovereign immunity solely for the purpose of enforcing the provisions of this Agreement and enforcing any arbitration award hereunder and for no other purpose.

b. Dispute Resolution: In the event of a dispute, claim or controversy ("Dispute") arising out of or related to this Agreement, the Parties agree that it is in their mutual best interest to meet as promptly as possible for the purpose of informally resolving said Dispute. In the event the Parties cannot resolve their Dispute informally after attempting to work in good faith, the Parties hereto agree to abide by arbitration as set forth below and that arbitration shall be a requisite before any Party may seek relief of any kind in State or Tribal court.

c. Arbitration: If a party in good faith concludes that a Dispute arising out of or related to this Agreement is not likely to be resolved by informal dispute resolution then, upon notice by that Party to the other, said Dispute shall be finally and exclusively settled by submission of such Dispute to the American Arbitration Association ("AAA") under its then prevailing procedural rules contained in the AAA's Commercial Arbitration Rules to the extent that such rules shall not be interpreted to diminish, limit, or void the limited waiver of sovereign immunity set forth in Section 1 above or to increase the enforcement rights of the Parties. Within ten (10) days after the commencement of arbitration, each party shall select one person to act as arbitrator and the two selected shall select a third arbitrator within ten (10) days of their appointment. The third arbitrator shall be a practicing attorney, actively engaged in the practice of law for at least ten (10) years and a member in good standing of the bar of the State of Arizona. Alternatively, the third arbitrator may be a retired judge of the federal court or the trial court of the state of Arizona. At least one of the arbitrators shall be knowledgeable with federal Indian law and one arbitrator shall have AAA-acknowledged expertise in the appropriate subject matter. All arbitration proceedings shall be held in Maricopa County or at such other place as shall be agreed by the Parties.

d. Award: The award shall be made within thirty (30) days of the filing of the notice of intent to arbitrate, and the arbitrators shall agree to comply with the schedule before accepting appointment. However, this time limit may be extended by agreement of the Parties or by the majority of the arbitrators, if necessary. Any award rendered in any such arbitration proceeding shall be final and binding upon all Parties to the proceeding. Review of an arbitration award must be made within 90 days after delivery of the award by the arbitrator(s).

e. Governing Law: This Agreement, including any claim or dispute arising hereunder submitted to binding arbitration shall be governed by the laws of the State of Arizona.

f. Enforcement: Judgment upon any award rendered by the arbitrators against either Party may be entered in the Tribe's tribal court system ("Tribal Court") or the Arizona State Court System ("State Court") and interpreted and/or enforced pursuant to the terms of this Agreement, and/or pursuant to the terms of

the AAA's Commercial Arbitration Rules, and/or pursuant to the terms and provisions of the statutes, rules and regulations governing or providing for interpretation or enforcement of judgments applicable in any State of Arizona court.

9.11 RECOMMENDED STAFFING

START UP OPERATIONS – YEAR 1

For the period in Year One, prior to operations.

Transit Manager – 1 Full time equivalent employee (FTE)

Administrative Assistant - 0.5 FTE

ONGOING OPERATIONS – YEAR 1

Transit Manager – 1 FTE

Dispatcher – 1 FTE (also may serve as administrative assistant and back-up driver)

Drivers –

- Health Department – One .5 FTE for Circulator Route 10:30 a.m. until 2:30 p.m. (20 hours per week)
- Operations Contractor – 1.50 FTE for Shopper (17 hours per week and Commuter routes (30 hours per week)
- Fleet Maintenance - .5 FTE for non-contracted vehicles
- Administrative support – assistance from Hualapai Administration for procurement, billing, finance, grant writing, insurance, human resources, legal and other indirect administrative support. These costs can be allocated and charged to the Transit system and are eligible expenses under both FTA 5311(c) and ADOT 5311 funding.

Finding and maintaining qualified transit employees is difficult for nearly all rural based transit programs. If the system requires drivers with Commercial Drivers Licenses (CDLs) the system can provide incentives to have drivers trained, however; if CDL drivers are utilized heavily by local or regional employers, they are often lured away with greater salaries and benefits. Certified mechanics face similar opportunities. Start-up systems generally are unable to pay more than a prevailing wage for drivers, mechanics, and staff. Tribal Employment Rights will allow Tribal Member preferences in hiring whether the system is operated in-house or through a contractor.

Holding employees to high standards (Commercial Drivers Licenses, Automotive Service Excellence Certificates, and Certified Transit Manager Certificates) will assure the successful development and growth of a transit system.

Driver Break Time Requirements

One consideration for scheduling drivers is that according to these Federal rules, a driver with a Commercial Driver's License (CDL) can drive for a maximum of 11 continuous hours, in a 14-hour work day, after which they are required to take a mandatory rest period of 10 hours before getting behind the wheel of their truck again. In any seven-day period, the truck can be on the road for 60-77 hours, and in an eight-day period, the truck can be driven between 70-88 hours. If the truck and its driver have been off the road for two and a half days continuously, they then can start their week at zero hours.

A driver must have a 30 minute break each 8 hours. According to ADOT, Arizona observes the federal requirements.

9.12 RECOMMENDED FUNDING

There are a number funding sources available to Hualapai Transit in support of ongoing operations of a Tribal Transit program. The website, [Arizona Tribal Transportation Resources](#) is an exceptional source of information on a broad range of transportation related funding including public transportation. Public Transportation Funding sources noted in this site are:

- Coordinated Technology Implementation Program (CTIP)
- Federal Lands Access Program
- Federal Lands Transportation Program
- FHWA Ferry Boat Discretionary Program
- FTA Bus and Bus Facilities
- FTA Section 5304 Metropolitan Transportation Planning Program
- FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities
- FTA Section 5311 Public Transportation Program
- FTA Tribal Program
- FTA Grant Programs
- National Transportation Consortium
- Planning Assistance for Rural Areas (PARA) Program
- Rural Transit Assistance Program (RTAP)
- Section 5309 Bus and Bus Facilities, Ladders of Opportunity Program
- TIGER Discretionary Grant Program
- Tribal and Passenger Transportation Technical Assistance
- Tribal High Priority Projects Program (THPPP)
- Tribal Transportation Program (TTP)

The Transit Cooperative Research Program (TCRP) *Report 154 - Developing, Enhancing, and Sustaining Tribal Transit Services: A Guidebook* also has a multi-departmental outline of funding sources available to tribes in support of transit. This comprehensive document was developed in 2012 and has not been updated since the passing of MAP-21 legislation. While still an excellent source, references should be checked for accuracy at each federal department listed in the resource list. The link for this report is: [TCRP Report 154](#).

FEDERAL FUNDING

Initial sources of federally based funding include FTA 5311c program (Tribal Transit Funds) and FTA 5311 program (Rural Transit Funds) which is passed through the Arizona Department of Transportation (ADOT). These funds can be used simultaneously. Additionally, 5310 funds currently awarded to the

Hualapai Tribe may continue to be used and applied for so long as eligible activities are funded and eligible riders are served. The same ride cannot be charged to both programs.

5311c funds should be maximized as they require no matching funds. Awards are formula based and determined by the number of miles driven by a system. Capital purchases should also be maximized from this fund.

5311 funds through ADOT can be used to help fill the gap for eligible expenses that are not covered by 5311c formula funds. Working with the ADOT 5311 program manager for the region, prior to application, will help prepare both the Tribe and ADOT for the inclusion of new services into the funding pipeline.

In addition to traditional FTA Transit funding programs including 5311 Rural Transit and 5311c Tribal Transit, the proposed service could qualify for additional funding from these sources (**items bolded are of particular interest to the Hualapai Transit System**):

Federal Lands Transportation Program

The Federal Lands Transportation Program (FLTP) was established in 23 U.S.C. 203 to improve the transportation infrastructure owned and maintained by the following Federal Lands Management Agencies: National Park Service (NPS), US Fish and Wildlife Service (FWS), USDA Forest Service (Forest Service), Bureau of Land Management (BLM), and US Army Corps of Engineers (USACE).

Eligible activities are:

- Program administration,
- Transportation planning,
- Research,
- **Preventive maintenance,**
- Engineering,
- Rehabilitation,
- Restoration,
- **Construction and reconstruction of Federal Lands Transportation Facilities**
- **Operation and maintenance of transit facilities**
- Transportation projects eligible under Title 23
- Up to \$10,000,000 per Fiscal Year for environmental mitigation activities
- **Funds may be used to pay the non-Federal share for any project funded under 23 USC or chapter 53 of 49 USC that provides access to or within Federal or tribal land**

Federal Lands Access Program Funding

The Federal Lands Access Program (Access Program) was established in 23 U.S.C. 204 to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. The Access Program supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators (such as Grand Canyon West).

Eligible activities

- Transportation planning, research, engineering, preventive maintenance, rehabilitation, restoration, construction, and reconstruction of Federal lands access transportation facilities located on or adjacent to, or that provide access to, Federal land. These include:
 - Adjacent vehicular parking areas;
 - Acquisition of necessary scenic easements and scenic or historic sites;
 - Provisions for pedestrians and bicycles;
 - Environmental mitigation in or adjacent to Federal land to improve public safety and reduce vehicle-caused wildlife mortality while maintaining habitat connectivity;
 - Construction and reconstruction of roadside rest areas, including sanitary and water facilities; and
 - Other appropriate public road facilities, as determined by the Secretary.
 - **Operation and maintenance of transit facilities.**
 - Any transportation project eligible for assistance under title 23 of the United States Code that is within or adjacent to, or that provides access to, Federal land.

In addition, Tribal Transportation Program funding can be used as match for Arizona 5311 Rural Transit funds. Any requested Tribal Transportation Program funding must be included on the Tribal Transportation Improvement Plan (TTIP). Other federal fund opportunities are noted in (TCRP) *Report 154 - Developing, Enhancing, and Sustaining Tribal Transit Services: A Guidebook*.

LOCAL AND OTHER FUNDING SOURCE POTENTIAL

In addition to fare revenues, Hualapai Transit may wish to seek additional funding resources at the local level. Potential sources may include:

- Partnerships with existing Hualapai Departments and federal offices serving the Tribe, which may have or can garner federal and state transportation funding in support of their clients. Examples of potential partners are Indian Health Service, Health Department, Indian Child Welfare Act (ICWA), Department of Economic Security (DES), Temporary Assistance for Needy Families (TANF), Workforce, Vocational Rehabilitation, U.S. Department of Health and Human Services (HHS) – Job Opportunities for Low Income Individuals (JOLI), Juvenile and Adult Courts/Detention, Public Defenders and Prosecutors offices, Head Start, school districts, Senior Center, Area Agency on Aging, meal programs, First Things First, and day care programs.
- Employers that may wish to purchase vouchers, rider passes, and transportation incentives for employees,
- Social service organizations (non-tribal) that may wish to purchase rides for clients or vouchers, passes, and incentives for employees,
- Regional Medical Centers which need to arrange rides back home for discharged patients.
- Mohave Community College which may wish to provide funding in support of students seeking transportation,
- Advertising revenue received from sold advertisements on buses and at bus stops, County DES and Workforce offices which may wish to provide funding in support of rides for clients seeking jobs, and
- Other agreements that can produce matching funds include Amtrak and Greyhound Bus Lines for ticket sales and transportation of ticket holders from Peach Springs to the Kingman Greyhound and Amtrak stations.

- It may be beneficial to develop a single transit system to serve all the Tribal needs including business lines such as Grand Canyon West (GCW) as well as social service entities such as the Senior Center, Health Education and Wellness Department, Indian Health Service (IHS), and others. In doing so the aggregate mileage for all programs would be utilized in establishing the 5311c Tribal Transit formula grant that requires no match, thereby increasing the formula grant significantly. In addition, GCW funds and other eligible sources could provide match funding for the ADOT 5311 Rural Transit funds. In doing so, ALL transit activities would be considered public transit and subject to all certifications and assurances as defined in FTA and ADOT contracts, which will include Freedom of Information Act Requirements.

10 FINANCIAL PLAN

The Financial Plan includes budgets for the Year 1 Service Plan as described in Chapter 9. Each budget is established based on FTA 5311(c) and Arizona DOT 5311 program budget requirements and eligible expenses for these programs.

Wage and compensation rates are based on comparative transit programs as defined in *TCRP Report 127, Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas*

The first opportunity Hualapai Transit will have to apply for either FTA 5311(c) or ADOT 5311 funding will be for fiscal year 2016-2017. Based on information from ADOT, the FTA 5311c grant will tentatively open in December 2015 and due by end of February 2016. The ADOT 5311 Grant will tentatively be posted in February or March of 2016 with a 45 day submittal time period (due in April or May of 2016). Monies become available three months after the grant submittal close.

ADOT will provide a workshop sometime in December (2015) or January (2016) prior to opening up the 5311 grant funding opportunity. The FTA may also provide a workshop as well for the 5311c, Tribal Transit grant application.

To take into consideration these time frames, budget estimates have been modestly inflated to anticipate cost increases, particularly for fuel and oil. **Table 10-1 is a sample budget. All budget line items must be reviewed and updated prior to applying for funding.**

Table 10-1: Proposed Budget - Intercity Commuter and Shopping Routes and Circulator - October 1, 2016

Proposed Budget								
A. EXPENSES			2017	2018	2019	2020	2021	
Personnel	Annual \$	FTE	START UP Budget					
Transit Manager	45,000	1	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648	
Administrative Assistant	33,000	0.5	\$16,500	\$16,995	\$17,505	\$18,030	\$18,571	
Hualapai Administrative Personnel	12,000		\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	
subtotal wages			\$73,500	\$75,705	\$77,976	\$80,315	\$82,725	
Fringe Benefits for Admin. Personnel (35%)			\$25,725	\$26,497	\$27,292	\$28,110	\$28,954	
SUBTOTAL PERSONNEL			\$99,225	\$102,202	\$105,268	\$108,426	\$111,679	
Other Administrative Expenses								
Program Audit			\$2,000	\$2,080	\$2,163	\$2,250	\$2,340	
Space at Hualapai Facilities			\$4,800	\$4,992	\$5,192	\$5,399	\$5,615	
Utilities			\$1,600	\$1,664	\$1,731	\$1,800	\$1,872	
Marketing and Advertising			\$30,200	\$5,000	\$5,200	\$5,408	\$5,624	
Printing			\$3,000	\$1,500	\$1,560	\$1,622	\$1,687	
Rental Equipment (copier)			\$3,000	\$3,120	\$3,245	\$3,375	\$3,510	
Administrative supplies			\$1,800	\$1,872	\$1,947	\$2,025	\$2,106	
Phones Internet			\$1,500	\$1,560	\$1,622	\$1,687	\$1,755	
Professional Services (consulting Request for Proposal)			\$15,000	\$6,000	\$5,000	\$4,000	\$3,000	
Insurance			\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	
Travel & Training (conferences, driver training, etc.)			\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	
SUBTOTAL OTHER ADMIN			\$70,900	\$36,108	\$36,312	\$36,565	\$36,867	
Substance Abuse Program								
Collection Site(s)			\$200	\$208	\$216	\$225	\$234	
Medical Review Officer			\$200	\$208	\$216	\$225	\$234	
Laboratory Testing			\$100	\$104	\$108	\$112	\$117	
Related Travel			\$20	\$21	\$22	\$22	\$23	
SUBTOTAL SUBSTANCE ABUSE			\$520	\$541	\$562	\$585	\$608	
B. ADMINISTRATIVE SUBTOTAL			\$170,645	\$138,851	\$142,143	\$145,576	\$149,154	
			47%	41%	41%	41%	40%	
C. OPERATING EXPENSES								
Personnel	Annual	FT						
Driver Salaries	31,200	1.75	\$54,600	\$62,400	\$64,272	\$66,200	\$68,186	
Dispatcher	31200	0.5	\$15,600	\$16,068	\$16,550	\$17,047	\$17,558	
Mechanic	41600	0.5	\$20,800	\$21,424	\$22,067	\$22,729	\$23,411	
subtotal wages			\$91,000	\$99,892	\$102,889	\$105,975	\$109,155	
Total Fringe Benefits (35%)			\$31,850	\$34,962	\$36,011	\$37,091	\$38,204	
SUBTOTAL PERSONNEL			\$122,850	\$134,854	\$138,900	\$143,067	\$147,359	

Proposed Budget								
	Other Operating Expenses							
	Fuel and Oil			\$25,444	\$26,461	\$27,520	\$28,620	\$29,765
	Preventive Maintenance (eligible capital expense)			\$7,500	\$7,800	\$8,112	\$8,436	\$8,774
	Vehicle Repair			\$3,000	\$3,120	\$3,432	\$3,775	\$4,153
	Vehicle Insurance -			\$4,000	\$4,160	\$4,326	\$4,499	\$4,679
	Uniform/Purchase			\$250	\$260	\$270	\$281	\$292
	Vehicle Radio/Cell Phone Service (Drivers)			\$2,400	\$2,496	\$2,596	\$2,700	\$2,808
	Operating Supplies			\$3,000	\$3,120	\$3,245	\$3,375	\$3,510
	Driver testing and training (driver and dispatcher)			\$2,000	\$2,080	\$2,163	\$2,250	\$2,340
	Secure space for parking and maintenance			\$6,000	\$6,240	\$6,490	\$6,749	\$7,019
	Capital Replacement Reserve							
	Travel			\$2,000	\$2,080	\$2,163	\$2,250	\$2,340
	Leasing costs for parking in Valle Vista and Truxton			\$5,400	\$5,616	\$5,841	\$6,074	\$6,317
	Contracted Services			\$6,000	\$6,240	\$6,490	\$6,749	\$7,019
	SUBTOTAL OTHER OPERATING			\$66,994	\$69,673	\$72,647	\$75,759	\$79,016
D.	OPERATING EXPENSE SUBTOTAL			\$189,844	\$204,527	\$211,547	\$218,826	\$226,375
				53%	60%	60%	60%	60%
E.	ADMIN AND OPERATING TOTAL			\$360,489	\$343,378	\$353,690	\$364,402	\$375,529
F.	Fares			\$32,000	\$38,000	\$39,520	\$41,101	\$42,745
G.	Adjusted Admin & Operating Expenses			\$328,489	\$305,378	\$314,170	\$323,301	\$332,784
H.	REVENUES							
	FTA 5311 C			\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
	HUALAPAI Council and/or Partners			\$21,951	\$21,812	\$24,818	\$27,941	\$31,184
	HUALAPAI Council In-Kind			\$32,100	\$33,222	\$34,384	\$35,588	\$36,834
	AZDOT 5311			\$199,438	\$175,344	\$179,968	\$184,773	\$189,766
I.	REVENUE TOTAL			\$328,489	\$305,378	\$314,170	\$323,301	\$332,784
	Potential revenue sources described in the Section <i>Local and Other Funding Sources</i> should be considered to supplement the budget and build sustainability should any of the listed sources no longer be available.							

11 CAPITAL EQUIPMENT PLAN

Capital equipment generally is made up of three types of capital purchases:

- Vehicles and their accessories;
- Equipment and furnishings; and
- Facilities

The capital budget is shown in **Table 11-1**. Major components of the budget are described below.

11.1 VEHICLES

There are a number of types and makes of buses and vans. ADOT's 5311 program allows an applicant to choose vehicles that are purchased by ADOT (relieving the applicant of an arduous procurement process) or to procure buses through its own bid process. Applicants also are allowed to piggy-back on existing contracts held by other organizations such as Valley Metro which contracts for a number of bus types. FTA's 5311c program requires applicants to do their own procurement using FTA guidelines and policies.

Because the service plan is made up of inter-city commuter/shopping service and an intra-city circulator, the Hualapai Transit system will need two distinct types of vehicles, both of which are on the State Procurement list.

For the long distance commuter and shopping routes a 32 seat shuttle style bus is recommended. This bus can be equipped with overhead or rear luggage compartments and a wheelchair lift or ramp. The bus requires a driver with a CDL license and passenger endorsement. Shoppers will need storage space for purchases and larger items that keep bags out of aisles. Because of the longer travel distance, a diesel vehicle will be the better choice, particularly if the Tribe's fuel station carries diesel fuel. Cost differentials are usually recouped in the first 50,000 miles. If Hualapai Transit contracts an operator for this service, the operator may own vehicles that will meet this need.



Example 32-Passenger Bus

For the intra-city circulator, a 14 passenger cut-away van may be a suitable choice. These too can be equipped with either a wheelchair lift or ramp. This vehicle type does not require a CDL license and as the Health Department may be tasked with providing this service using their drivers, requiring a CDL could be a barrier. Because this vehicle is making shorter trips with frequent stops and starts, a gas engine will be the better choice.



Example 14-Passenger Bus

It is recommended that the Hualapai Transit system purchase two of each type of bus so that there is always a spare bus should one be out of service. It is recommended that the vehicles be used in an alternating fashion so that wear and regular maintenance is provided evenly.

It is recommended that vehicle purchases include the following:

- Front and side destination signs
- Bicycle racks (an option that may be useful for park and ride passengers)
- Fare-boxes that accept bills and coins
- Upgraded seats – may wish to consider large capacity seats
- Upgraded suspension features
- Upgraded air conditioning
- Tinted side windows (keeps bus cooler)
- Heavy duty wheel chair lift that can accommodate personal scooters, such as those used in a 4x4 vehicle.

New buses can be purchased with alternative fuel options including Hybrids, Natural Gas (CNG), Propane (LPG), Bi-Fuel, Diesel, and Gasoline. Because of the remote nature of Peach Springs, access to alternative fuels may be difficult and more costly. Hualapai Transit may wish to determine the feasibility of supplying these fuels at their fueling station.

11.2 EQUIPMENT AND FURNISHINGS

There are several different types of equipment used in a transit program. Electronic equipment can include phones, computers/software, printers, copiers, GPS tracking, etc. There also is equipment used in the maintenance and repair of vehicles such as upgrades or installation of heavy vehicle lifts, tire balancers and tire replacement equipment, specialized tools, etc.

To keep costs at a minimum, Hualapai Transit may wish to consider developing its own preventive maintenance program in Peach Springs rather than having buses and vans transported to Kingman or Seligman for service. Following the manufacturers recommended service plan; oil changes, tune-ups, tire changes and rotation, fluid changes and other standard maintenance procedures require a vehicle lift and the appropriate equipment and tools. Hualapai Transit may wish to establish a maintenance garage for this work. Phasing this effort into a five year plan can allow the Tribal Council to plan for the necessary match funding if they are unable to use FTA 5311c funds. Having an on-site maintenance facility can save the cost of transport and the driver time needed to transport vehicles back and forth to Kingman. It can also reduce the “down time” of vehicles being serviced, reducing the incidence of having both vehicles down at the same time. A maintenance program may provide an opportunity for job training and employment opportunities for tribal members and provide resources for overall fleet management. Purchasing maintenance equipment early allows Hualapai Transit to begin preparing facilities and staff to take over maintenance activities. If no suitable location is available, the development of a bus barn and maintenance facility may need to be completed first.

Also recommended is the purchase of computer equipment, software, and peripherals for the transit management and dispatching personnel. It is recommended that four computer systems be purchased; one for the transit manager, one for the dispatcher, one for drivers' training and a laptop that can be utilized away from the office.

Software should include Microsoft Office Suite and Adobe Acrobat Pro (this is essential to have when applying for federal and state funding). Peripherals such as scanners, printers, fax machine, and a copier also will be needed. It may be feasible to purchase an all-in-one copier-scanner-fax-printer that would serve the early needs of the system.

Finally, the new transit office will need to be equipped with basic desks and chairs for both the Transit Manager and the Dispatcher. An additional space for drivers to make reports or participate in online training activities also would be useful.



Phone and communications equipment is included in the operating budget as its purchase price does not achieve the

procurement thresholds for capital equipment (\$5,000). If Hualapai Transit were to bundle all communications into a single purchase (cell and office phones) and meet the purchase threshold, it is recommended that it do so. This would only be important if Hualapai Transit were to use ADOT 5311 funding as match requirements for Capital purchases are 20% whereas with Operations they are 50%.

As with all FTA 5311c (Tribal transit) capital purchases, there are not match requirements.

11.3 FACILITIES

Facilities purchases also cover a wide range of expense categories including the design and construction of transit related buildings including offices, bus storage, maintenance buildings, transfer stations, etc.

Bus stops and bus shelters also are included in this category. It is recommended that Hualapai Transit forgo the installation of bus shelters until it has a chance to operate the system for a trial period. This will allow needed changes or additions in stop locations to be identified.

It is recommended that bus stop signs be installed prior to implementation of the system. This allows potential riders to be aware of the system and also to identify stops located on maps. Bus stop signs can be installed on a temporary basis, (buried stanchion buckets) that can be reasonably removed, and are safe until made permanent. It may be possible to attach bus stop signage to existing architecture or signage precluding the purchase and installation of a pole with sign.

Bus shelters may be purchased from a number of different vendors including the Arizona Department of Corrections which has a selection of styles. Bus shelters must be ADA accessible. Because of high heat, rain, and wind conditions on the Reservation, it is recommended that shelters provide good air flow while protecting against sun, rain and dust.

Hualapai Transit also may want to consider building a bus barn that will protect parked buses from the heat and elements that can reduce the expected life of a vehicle. This facility would also allow drivers to conduct pre- and post-inspections out of the sun and rain. The barn might also be utilized to house maintenance activities.

Resources for capital projects may be applied for through FTA 5311(c) and/or ADOT 5311. FTA does not have a match requirement under Tribal Transit. ADOT Capital request match is generally between 7% and 20%. The Hualapai Tribe may use its own staff to install shelters, signs, and benches and may either charge the project or use the service as an in-kind match.



Example of Department of Corrections Bus Shelter

Table 11-1: Capital Budget

CAPITAL BUDGET	Quantity	Per each	2017	2018	2019	2020	2021
Items identified in light green are best suited for FTA 5311c or other federal funding where no match is required							
VEHICLES -							
14 Passenger - w/lift or ramp	2	\$70,000	\$140,000			\$145,000	
30 Passenger shuttle w/lift or ramp	2	\$150,000	\$300,000				\$150,000
EQUIPMENT & FURNISHINGS							
Computers, software, and peripherals	4	\$1,000	\$4,000				\$4,500
Maintenance Shop Lift & Tire Machine installed	1	\$45,000		\$45,000			
Maintenance Shop Tools	1	\$7,000		\$7,000		\$10,000	
Office Furniture	3	\$1,500		\$4,500			
FACILITIES							
Bus Stop Signs (temporary and permanent)	30	\$800	\$16,000	\$4,000	\$4,000		
Bus Stop Shelters & Benches, installation	15	\$6,000		\$60,000	\$30,000		
Parking improvements at Truxton bus stop and Mohave County site plan review fee	1	\$22,500	\$22,500				
Park and Ride Lot in Valle Vista or alternative location and Mohave County site plan review fee	1	\$30,625	\$30,625				
Bus Barn storage design, build Quonset hut style	1		\$20,000		\$180,000		
FTA 5311c (no match required)			\$440,000	\$105,000	\$180,000	\$145,000	\$150,000
ADOT 5311 (20% match)			\$93,125	15,500	34,000	10,000	4,500
Match requirement			\$18,625	3,100	6,800	2,000	900

12 PERFORMANCE MEASURES

Performance measures and objectives are based on the projected Year 2 ridership, revenue miles, and budgets, Year 2 was used for performance measure purposes because Year 1 includes startup costs that will not be repeated in Year 2. Using the Year 2 Administration and Operations budget total (\$343,378), **Table 12-1** shows that these measures indicate a cost per mile a little more than double the state average and a cost per ride under the state average of \$16.88. The long distance nature of the system and the limited hours of the routes create some disparities. To bring costs down in the second year will require the system to carefully monitor the first year budget for accuracy of need and adjust accordingly. Increasing ridership will also reduce the cost per ride and may be achieved with a concerted marketing effort.

Table 12-1: Performance Measures (Year 2)

Performance Measures for Total System			
Total Miles	Total Hours	Total Rides	Year 2 Budget
50887	2,066	25,896	\$343,378
Cost per mile	Cost per hour	Cost per ride	
\$6.75 (State average is \$3.24)	\$166.20	\$13.26 (State average is \$16.00)	

Also useful in determining performance measures based on the service route are the cost allocation values shown in **Table 12-2**. These can also be used in determining the value of contracting out services or selling rides to other organizations using true costs as seen in **Table 12-3**.

Table 12-2: Performance Measures for Routes (Year 2)

Performance Measures for Route Type per Day			
Route Type	Total Rides per day	Cost per ride	Formula (Cost of service per year/52 weeks per year/weeks of service/rides per day)
Commuter	60	10.69	\$166,692.43/52/5/60
Shopping	24	28.85	\$72,008.49/52/2/24
Circulator	30	13.42	\$104,677.09/52/5/30

Table 12-3: Route Type Cost Share

Commuter Route	Program Inputs	Variable Inputs	Outputs
	Operating Statistics	Unit Cost	Total Cost
Hours	884.00	\$ 47.97	\$ 42,403.25
Miles	28,340.00	\$ 1.57	\$ 44,455.40
			\$ 86,858.65
Overhead Rate		91.91%	\$ 79,833.78
Total Cost To Program			\$ 166,692.43
Shopping Route	Program Inputs	Variable Inputs	Outputs
	Operating Statistics	Unit Cost	Total Cost
Hours	402.00	\$ 47.97	\$ 19,282.92
Miles	11,627.00	\$ 1.57	\$ 18,238.64
			\$ 37,521.56
Overhead Rate		91.91%	\$ 34,486.93
Total Cost To Program			\$ 72,008.49
Circulator	Program Inputs	Variable Inputs	Outputs
	Operating Statistics	Unit Cost	Total Cost
Hours	780.00	\$ 47.97	\$ 37,414.63
Miles	10,920.00	\$ 1.57	\$ 17,129.60
			\$ 54,544.23
Overhead Rate		91.91%	\$ 50,132.86
Total Cost To Program			\$ 104,677.09

12.1 PERFORMANCE MEASURE SAMPLES

There are any number of performance measures that can be utilized in a rural system. [TCRP Report 88 – A Guidebook for Developing a Transit Performance Measurement System](#) outlines a number of these measures and offers case studies of how changes were made based on performance assessment. The following page shows an example table (**Table 12-4**) for tracking performance measures from year to year.

Table 12-4: Performance Measure Sample Table

Performance Measures	2017	2018	2019	2020
On-Time Rate				
Missed call Rate (deviations)				
Complaint Rate				
Number of Marketing/Guide and ticket outlets				
Customer Satisfaction				
Accident Rate				
Work days lost				
Employers and Partners who participate in marketing and ridership building efforts				

13 RECOMMENDED POLICIES FOR COMPLIANCE

There are five major sources of information that describe compliance requirements for FTA funded transit systems, which are:

2 CFR 200 Supercircular replacing A-87 and A-122

This is the umbrella super-circular that replaced the A87 Circular which provided guidance to local governments and Tribes.

FTA Circular 9040.1G

This circular provides guidance for the 5311 Rural Transit program including the 5311c program for Tribal Transit.

ADOT 5311 Guide

This document provides guidance and application instruction for the 5311 Rural Transit program.

FTA Master Agreement for Transit

The FTA Master Agreement associated with the 5311 Rural Transit and 5311c Tribal Transit programs (the most common funding sources for public transit and recommended in this plan) is updated each year.

FTA Circular 5010.1 D = Guidance for Grant Management

This circular provides guidance for grant management.

Table 13-1 highlights some, but not all of the compliance areas for 5311 Rural Transit programs. Once awarded, 5311 Rural Transit recipients are subject to a triennial review conducted by the State. By carefully reviewing the guidance references above and implementing policies and procedures that assure compliance, a transit program will be well positioned for sustainable success. See Appendix D for sample policies.

Table 13-1: Compliance Considerations

Area	Requirement	Evidence
Financial Management and Financial Capacity	The grantee must demonstrate the ability to match and manage FTA grant funds, cover cost increases and operating deficits, cover maintenance and operational costs for FTA funded facilities and equipment, as well as conduct and respond to applicable audits.	<p>Audit</p> <ul style="list-style-type: none"> Financial management written policies and procedures Financial reports Financial plans (short term years) Transit financial reports Cost allocation plan Local Match availability Procurement policies
Technical Capacity	The grantee must be able to implement FTA funded projects in accordance with the grant application, Master Agreement, and all applicable laws and regulations, using sound management practices.	<ul style="list-style-type: none"> Grant management practices Third party contracts (must show pass through of compliance requirements) Leases Data management
Maintenance	Grantees and subrecipients must keep federally funded vehicles, equipment, and facilities in good operating condition. Grantees and subrecipients must keep ADA accessibility features on all vehicles, equipment and facilities in good operating order.	<ul style="list-style-type: none"> Vehicle maintenance plan Vehicle maintenance records ADA equipment maintenance Records Records of service disruption Pre and post trip inspection checklists Manufacturer's recommendations Maintenance staff availability and training Facilities maintenance plan and records Maintenance contracts
Americans with Disabilities Act	Titles II and III of the Americans with Disabilities Act of 1990 (ADA) provide that no entity shall discriminate against an individual with a disability in connection with the provision of transportation service. The law sets forth specific requirements for vehicle and facility accessibility and the provision of service, including complementary paratransit service.	<ul style="list-style-type: none"> ADA plan and policies ADA compliance – facilities ADA training plan and policy for employees Paratransit plan (if applicable) or demand response plan (deviations of fixed route) Missed trip and trip denial reports On-time performance report Complaint policies and procedures
Title VI Civil Rights	The grantee must ensure that no person shall, on the grounds of race, color, or national origin, be excluded from participating in, or be denied the benefits of, or be subject to discrimination under any program or activity receiving federal financial assistance without regard to whether specific projects or services are federally funded. The grantee must ensure that federally supported transit services and related benefits are distributed in an equitable manner.	<ul style="list-style-type: none"> Title VI plan and policies Public notices of civil rights Complaint procedures and records Limited English proficiency plan and policy Sub-recipient monitoring plan Employee training plan

Area	Requirement	Evidence
Procurement	Grantees may use their own procurement procedures that reflect applicable state and local laws and regulations, provided that the process ensures competitive procurement and the procedures conform to applicable federal law, including 49 CFR Part 18 (specifically Section 18.36) and FTA Circular 4220.1F, "Third Party Contracting Guidance."	Procurement policies and procedures for third party contracts Contracts with vendors Administration/Management procedures Records retention Inventory procedures and records Third party contract clauses
Disadvantaged Business Enterprise	The grantee must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. Grantees also must create a level playing field on which DBEs can compete fairly for DOT-assisted contracts.	DBE plan DBE goals and reports DBE reporting
Legal	The grantee must be eligible and authorized under state and local law to request, receive, and dispense FTA funds and to execute and administer FTA funded projects. The authority to take actions and responsibility on behalf of the grantee must be properly delegated and executed. Grantees must comply with Restrictions on Lobbying requirements.	Source and delegation of authority List of certifications and assurances Lobbying activities
Satisfactory Continuing Control	The grantee must ensure that FTA-funded property will remain available to be used for its originally authorized purpose throughout its useful life until disposition.	Real property use and disposition Equipment records, inventory, leases, and disposition Fleet records, inventory, leases, disposition, and spare ratio Monitoring of sub-recipients, contractors, lessees
Planning	The grantee must participate in the transportation planning process in accordance with FTA requirements, MAP-21, and the metropolitan and statewide planning regulations. Grantees must participate in a coordinated public transit-human services transportation planning process that identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes; provides strategies for meeting those local needs; and prioritizes transportation services for funding and implementation.	WACOG Mobility Management Coordination Plan TTIP Plan inclusion
Charter Bus	Grantees are prohibited from using federally funded equipment and facilities to provide charter service if a registered private charter operator expresses interest in providing the service. Grantees are allowed to operate community based charter services excepted under the regulations.	Charter policy Charter records Training
School Bus	Grantees are prohibited from providing exclusive school bus service unless the service qualifies and is approved by the FTA Administrator under an allowable exemption. Federally funded equipment or facilities cannot be used to	School Bus policy School Bus records

Area	Requirement	Evidence
	provide exclusive school bus service. School tripper service that operates and looks like all other regular service is allowed.	
Safety and Security	Grantees are must have a safety and security plan that includes Background Checks, Drug & Alcohol Testing, Accident Investigation, Risk Management, Vehicle Inspections, and Training	Safety and security plan Accident report log Drug & Alcohol testing log Maintenance log
Drug Free Workplace and Drug and Alcohol Program	All grantees are required to maintain a drug-free workplace for all employees and to have an ongoing drug-free awareness program. Grantees receiving Section 5307, 5309 or 5311 funds that have safety-sensitive employees must have a drug and alcohol testing program in place for such employees.	Drug Free Workplace policy Drug Free Workplace plan Drug and alcohol testing policy Post accident testing policy Reasonable suspicion training New hire data collections and records Records control policy Monitoring Safety sensitive employee training
Equal Employment Opportunity	The grantee must ensure that no person in the United States shall on the grounds of race, color, religion, national origin, sex, age, or disability be excluded from participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance under the federal transit laws. (Note: EEOC's regulation only identifies/recognizes religion and not creed as one of the protected groups).	EEO Plan and Policies EEO Complaint Policies and Procedures Third Party Compliance monitoring
Training	The grantee is encouraged to establish a driver and dispatcher training program that includes PASS, Defensive Driving, First Aid, CPR, Safety, Emergency Evacuation, Bio-hazards, Reasonable Suspicion, Vehicle Inspections, Civil Rights, Operations, and Behind the Wheel.	Training plan Training records Training policy

14 MARKETING PLAN

14.1 OBJECTIVES

Key objectives for the transit system marketing plan are:

- Build a strong identity for a sustainable public transit system that serves the needs of Hualapai Tribal Members and the General Public
- Develop easily understood transit system information that is available in a number of formats; that is accessible to those with disabilities and those who do not speak English; and explains how one can use the system or seek additional information.
- Identify the leadership provided by Hualapai Transit in providing public transit and the value of the service to the community of Tribal Members, public at large, and local economy.

Marketing Objectives

- Build transit identity
- Provide transit system information
- Show value of transit service

14.2 TARGET AUDIENCES

Target audiences for the marketing materials are:

- Tribal Members
- General Public – particularly those with few or no transportation options
- Students
- Partners: Employers, Hualapai Departments and Health Services, Mohave County, and other transportation providers.
- Lodgers and tourists

14.3 TARGET MARKETING AGENTS

Rather than targeting each potential rider, agents are those with direct access to potential riders who may assist in marketing efforts. Example marketing agents are provided as follows:

Employers

- Hualapai Departments
- Health Care organizations
- Local Government entities
- Retail Stores (WalMart, Safeway, CVS, etc.)
- Grand Canyon Resort Corporation

Education

- Mohave Community College
- Area School Districts
- Charter Schools
- Head Start

Housing

- Public Housing offices
- Utility companies
- Subdivision or Apartment Complex offices

Human Services

- Department of Economic Security
- Workforce offices
- Regional Hospitals

Government

- Federal and state offices (Bureau of Land Management, Fish & Game Department, Bureau of Indian Affairs, etc.)
- Local offices (Mohave County)

Recreational

- Sports Leagues
- RV and Campground Facilities

14.4 STRATEGIES

TCRP Report 122, *Understanding How to Motivate Communities to Support and Ride Public Transportation (2008)* http://www.tcrponline.org/PDFDocuments/TCRP_RPT_122.pdf identifies a number of ways in which riders may be persuaded to use public transit. While the report focuses a great deal on urban travel, much of the information is transferable to rural systems.

Marketing the new commuter, shopping and circulator routes is critical to the sustainability of the program as the public begins to use the system. New riders will need to be attracted to the system. Understanding what may motivate a person to choose public transit will be key in marketing efforts. Issues like cost savings, lack of transportation options, and ease in commuting are three of the more significant reasons workers might choose to use transit services. Marketing strategies need to be rider focused using diverse media outlets including social networking.

Because the targeted ridership are primarily commuters, using employers to help market the service may attract riders and also be utilized by employers to attract workers. A way to initially attract commuters is to provide free bus tickets as an incentive for riders to try the transit system.

An overall marketing plan should be revised with implementation scheduled well in advance of the system's start date. If an application is made to FTA or ADOT in winter 2015, funds will not be available until October 2016. Buses can take six months to procure, even when using the State's procurement program. With that delivery schedule, the buses would not be available before April 2017. Advance work on implementing the marketing plan can and should begin as soon as it is determined that Hualapai Transit will implement a transit program. However, procurement methods such as contracting for service or an Intergovernmental Agreement with an agency to provide service will likely provide a quicker start-up to the service. Implementation timelines are discussed in more detail in Chapter 15.

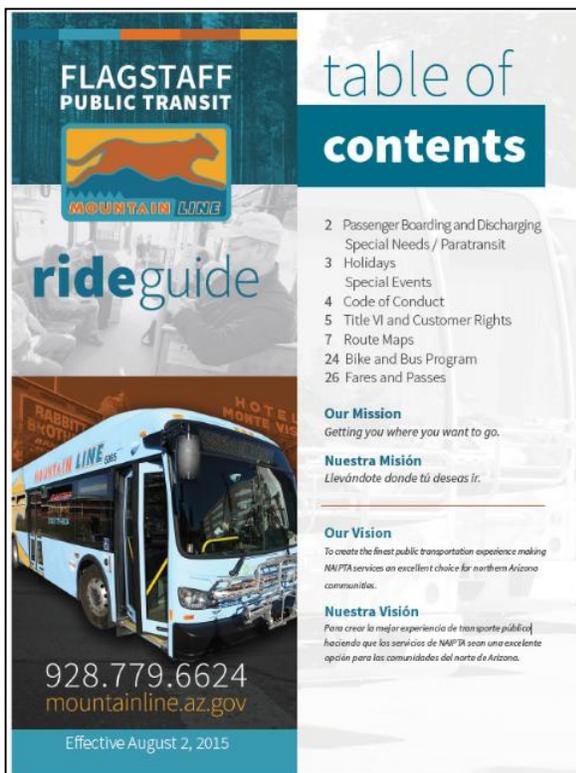
Utilizing both Hualapai and regional media resources, a marketing plan that involves major employers of the area will help reach the greatest number of employees who experience transportation challenges or who would prefer public transit as a financial savings for their daily commute.

The following items are critical to a successful marketing plan.

RIDER GUIDE

Once a transit name and brand have been established, a Rider Guide must be developed. The Rider Guide, which includes route maps and schedules, is developed in conjunction with bus stop information guides. Historically, ADOT has provided assistance through an on-call consultant that specializes in transit marketing and print material. This expense can be included in both an ADOT 5311 and FTA 5311(c) application.

The Rider Guide typically contains a color map showing each route and all stops and transfer locations with major streets identified. It also provides a daily schedule. Information on basic rider responsibilities and the required Civil Rights assurances and complaint information should also be included as well as connection information featuring other transportation providers like Kingman Area Regional Transit and the Bullhead Area Transit System. Other information that should appear on a Rider Guide includes:



- Website address
- Where to purchase passes and tickets
- Phone numbers
- How to ride information
- Fares
- How to schedule a deviation
- Service days and holidays with no service

The Rider Guide should be available in English, Hualapai and Spanish, any other indigenous language(s) identified as appropriate, and for those who are blind. The later can be accommodated with information by phone, or the system can keep one or two Braille guides available for those requesting service.

Rider Guides should be posted on websites and social media. It may be useful to develop a smart-phone application that also provides scheduling and stop locations. Northern Arizona University may be a good source or partner to develop a smart-phone

application.

Excerpt from Rider Guide for Flagstaff Mountain Line Transit System

RIDER TRAINING

Hualapai Transit may wish to conduct various rider training sessions with employers, the Senior Center, Health Department, Detention Centers, Grand Canyon Resort Corporation, and others where stop locations exist. Any opportunity to introduce potential riders to the system and, thereby, reduce fear and uncertainty will be well received and increase ridership for the program. Simply parking a bus at the Hualapai Tribal offices, post office, or Walapai Market parking lots, posting signs welcoming people to explore the bus and distributing rider guides and passes can create interest in the service.

Rider Training can include information on routes and schedules, rider rights and responsibilities, using the lift, safety, and fare information.

HOSPITAL AND CLINIC PERSONNEL TRAINING

While the primary purpose of the transit system is commuter oriented, it may also be a resource for hospitals that are discharging patients who do not have transportation. In order to best serve riders using the hospital and other medical facilities, it will be useful to hold a training session on the campus of the Kingman Regional Medical Center and other care facilities (such as dialysis centers) to acquaint social workers and discharge agents with information, schedules, and destinations that can be accommodated. These types of rides are most likely to be addressed through paratransit agreements with the Hualapai Health Department but riders may need additional options or the Health Department may need to refer riders when schedules are overcrowded.

PARTNERS – REGIONAL MOBILITY MANAGEMENT

The Mobility Management Coordination Group hosted by WACOG is another important partner available in marketing and delivering transit services. Beyond the coordination opportunities, Coordination Group members can share the transit system information on their own websites, social media, and marketing efforts. In addition, they can provide rider guides to their riders who may wish to connect to or utilize the Hualapai Transit system.

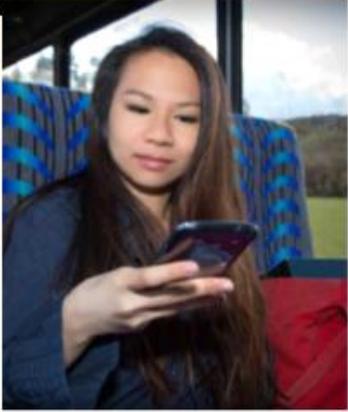
Intercity connections from Kingman may also provide means to get workers from Kingman onto the Reservation where work opportunities exist. Additionally, connections may provide options to Peach Springs residents seeking work off the reservation.

It is highly recommended that Hualapai Transit representatives join the WACOG Mobility Management Coordination Group as early as possible to take advantage of marketing opportunities and coordination efforts that may bring more riders to the system.

ADVERTISING

Advertising the new service is essential to the success of the program particularly to residents of Kingman and Valle Vista commuting to Peach Springs on a daily basis. Press releases are a common and inexpensive way to have information in print format and Public Service Announcements are generally free (though not always a good time slot) through radio stations. Utilizing the Hualapai publication, Gam' Yu

can provide direct access to a number of Tribal Members and the general public. Paid advertisements in local and regional newspapers can develop good will and may result in free public interest stories. These publications include the Kingman Daily Miner, the Mohave County Economic Development Journal, and Route 66 Magazine.

<p>Save money and wear and tear on your car by taking Hualapai Transit's convenient transit service. Our bus service now runs between Kingman and Peach Springs to get you to work by 8 am. On Wednesdays and Saturdays there is a midday shopper shuttle from Peach Springs to Kingman and ample room to take packages aboard our comfortable buses.</p>	<p>Work or School — Hualapai Transit is Your Ride</p>	
<p>Weekdays, there is a midday circulator route that travels within Peach Springs and the Buck and Doe Road area.</p> <p>Visit Hualapai Transit.org or call 800-000-0000</p>		

Example Ad for the Transit System

Paid advertising should also be considered on local radio stations KWLP – 100.9 Hualapai Radio, KJZK Public Radio – Kingman, KGMM 100.1 Kingman, and AM KAAA Kingman. These can be especially useful when promoting an incentive program or giveaways. Paid advertisements in county fair programs, sports programs, and other event media opportunities can reach target markets and support regional community good will.

While Billboard advertising is very expensive, there may be partners or employers who will run transit promotions on their digital marquis. Billboards between Kingman and Peach Springs are very limited due to scenic highway restrictions, however; use of signage on SR 66 as one leaves Kingman may serve as reminders to commuters that transit options are available and often very much cheaper than driving alone to Peach Springs. For example, signs stating that “You can be there by now by taking the bus” can be effective.

Press releases can be sent to all print media including newspapers, magazines, weeklies, and employer newsletters can be used to promote the transit service and are excellent supplements to paid advertising. Inviting the media to transit events like rider training, employer recognitions, and rides on the bus to interview riders provide much needed human interest stories for media outlets.

Attracting the attention of Peach Springs residents for the shopping route midweek and on Saturdays can be done both locally in Peach Springs but also at shopping destinations in Kingman – particularly the Wal-Mart (transfer station for all KART bus lines), Safeway, and Bashes stores. Notices at places of

employment, health centers, housing authorities, Department of Economic Security and Temporary Assistance for Needy Families Program offices, schools, and the post office as well as the Tribal Council offices are places that can be visited by residents.

Other methods of advertising may include:

- Stickers that can be placed on shopping bags, utility bill envelopes, and shopping ad flyers
- Public service announcements to all area radio stations – may want to include pass giveaway
- Call to artists for logo ideas – using all media outlets to promote the request
- Bulk mail piece to selected census tracts along the route – parcel data from county databases can be used to obtain addresses.
- Billboard sponsored by major employer(s)
- Bus wraps and other exterior graphics that include logo, system name, phone number and website. If the system will be selling advertising on bus exteriors, consideration should be given to the use of wraps.



Example of Bus Wrap with Advertisement

SOCIAL MEDIA

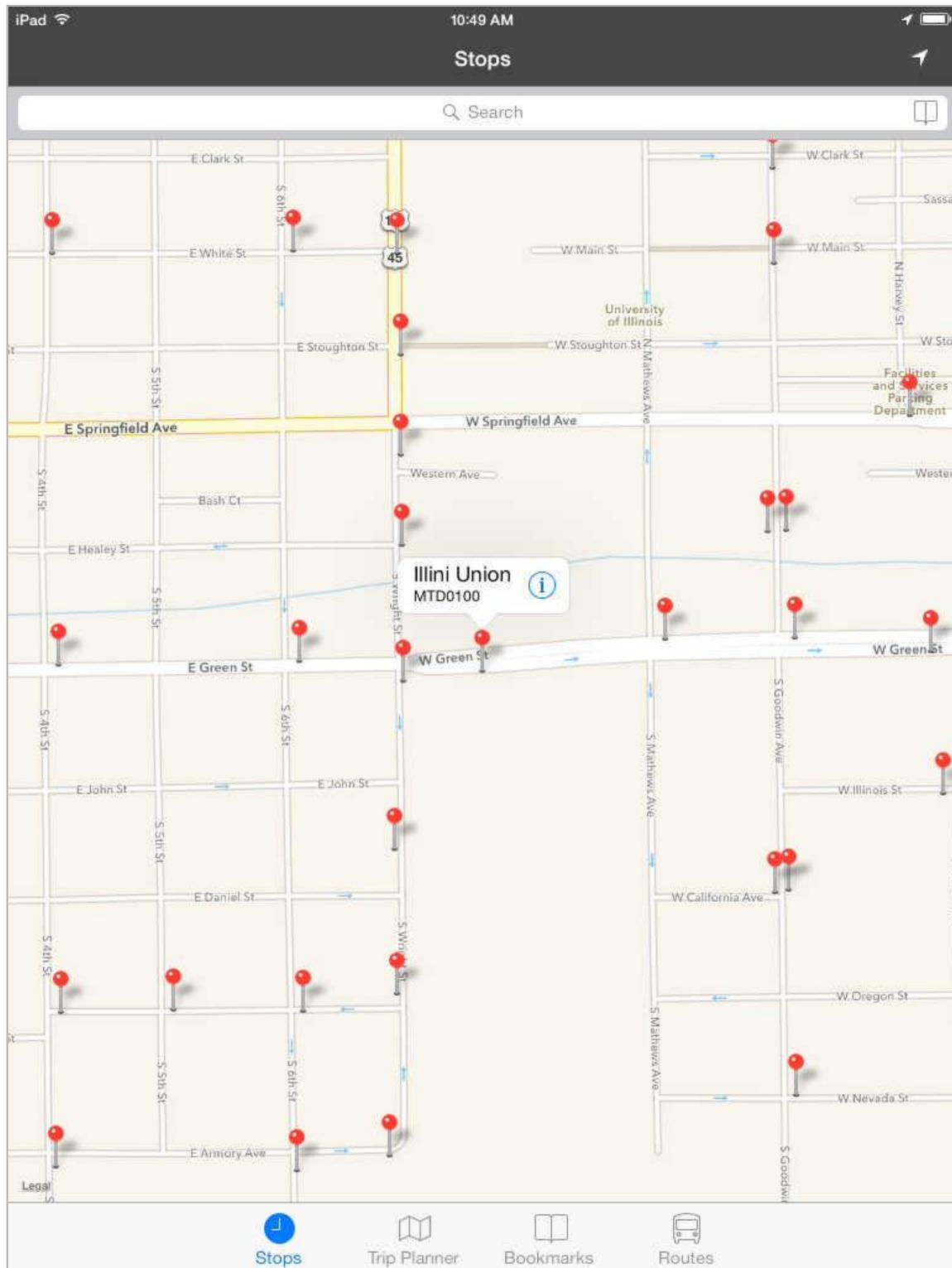
It is recommended that Hualapai Transit establish and maintain a presence on social media outlets like Facebook and Instagram. Posting pictures of buses and bus stops, riders (with permission) and sharing schedule information are good ways to let people have ready access to transit information.

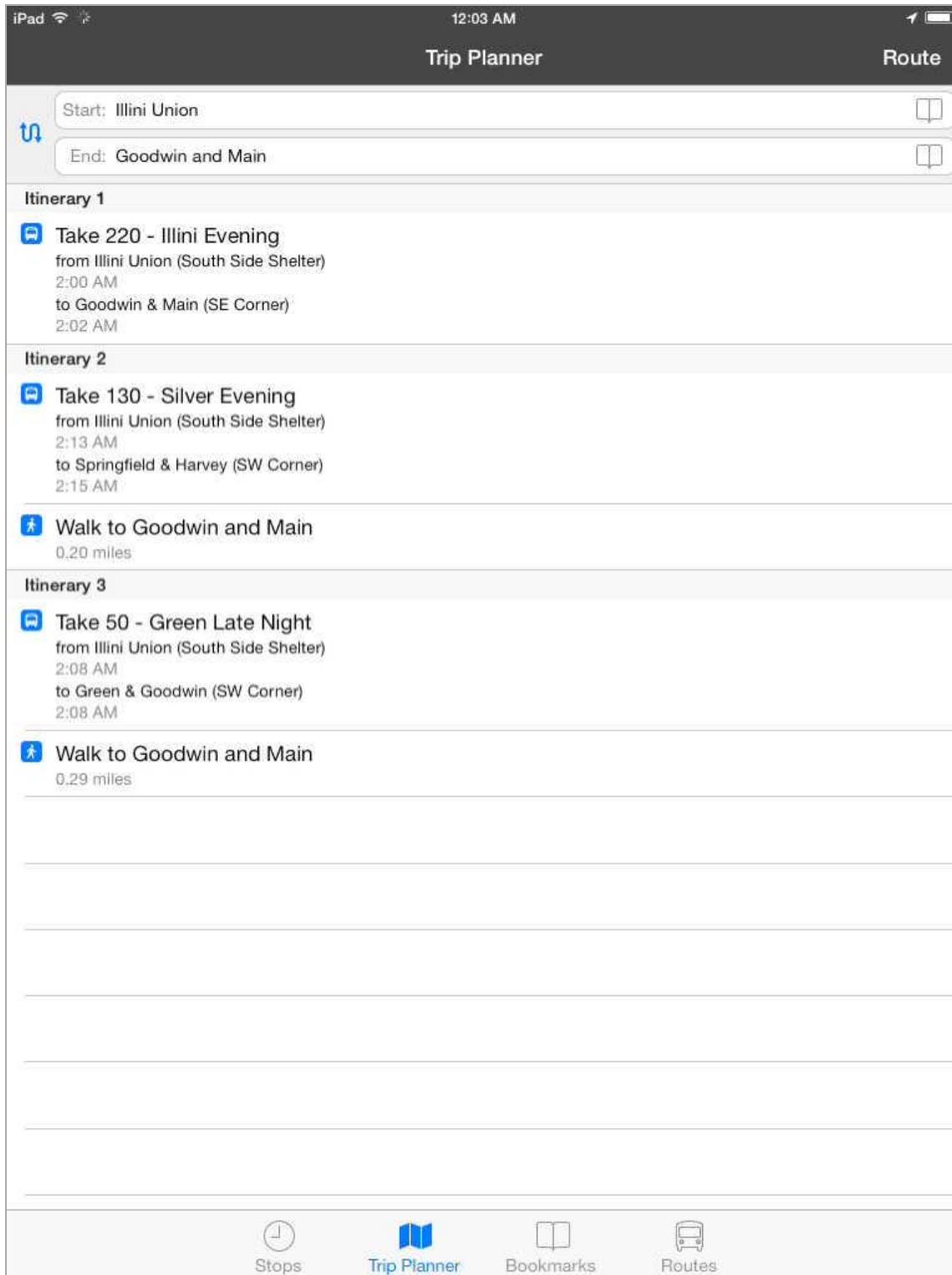
Establishing a business Facebook page and encouraging riders to “like” or “follow” the site will create an avenue for outreach to a large population and can act as an outlet for announcements, give-away items, and further marketing of the program. Schedules, maps and fare information can be shared here as well.

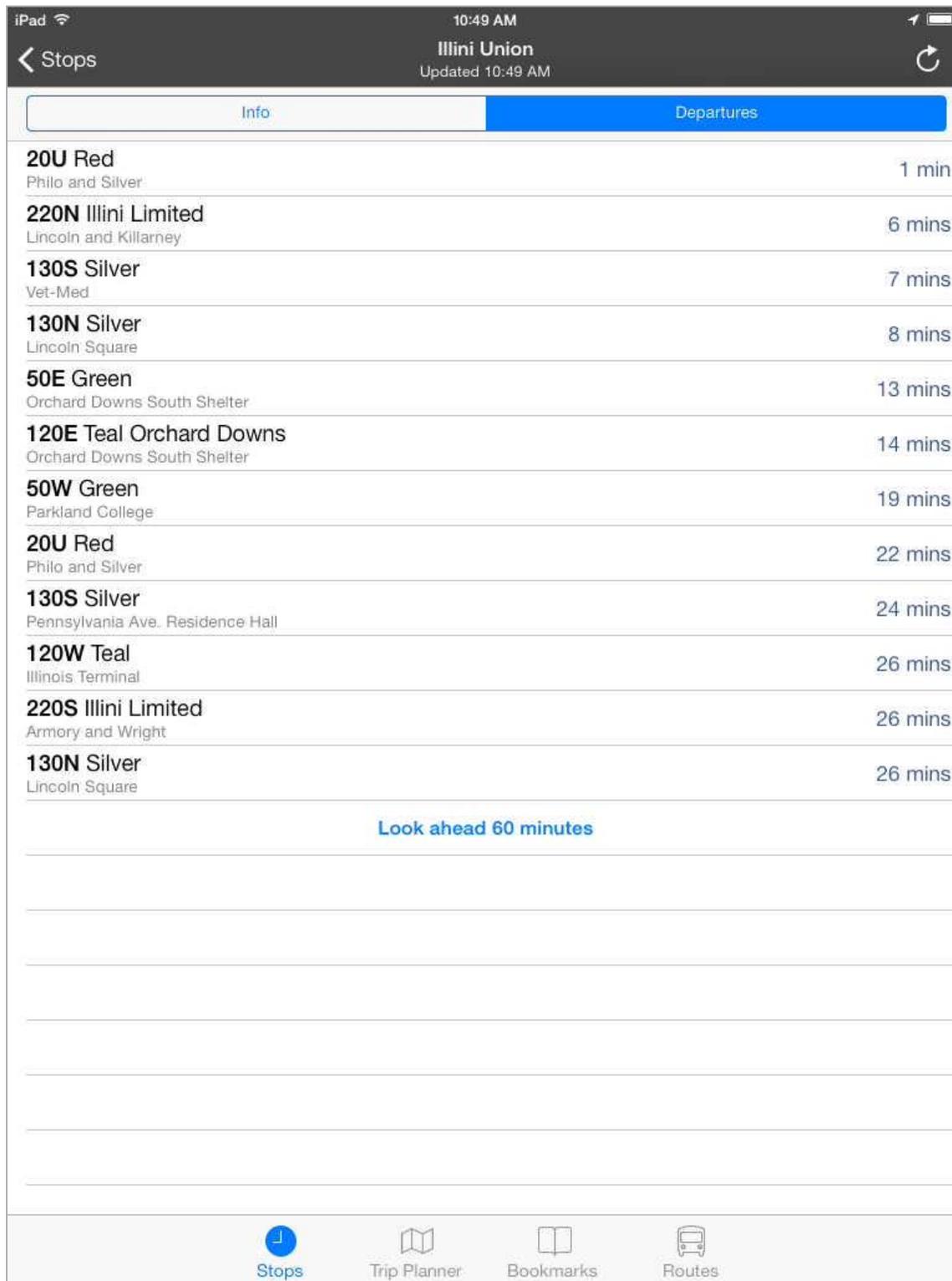
The difficulty with this type of advertising is that it must be regularly maintained in order to be effective. Hualapai Transit may want to consider having high school interns be responsible for social media management.

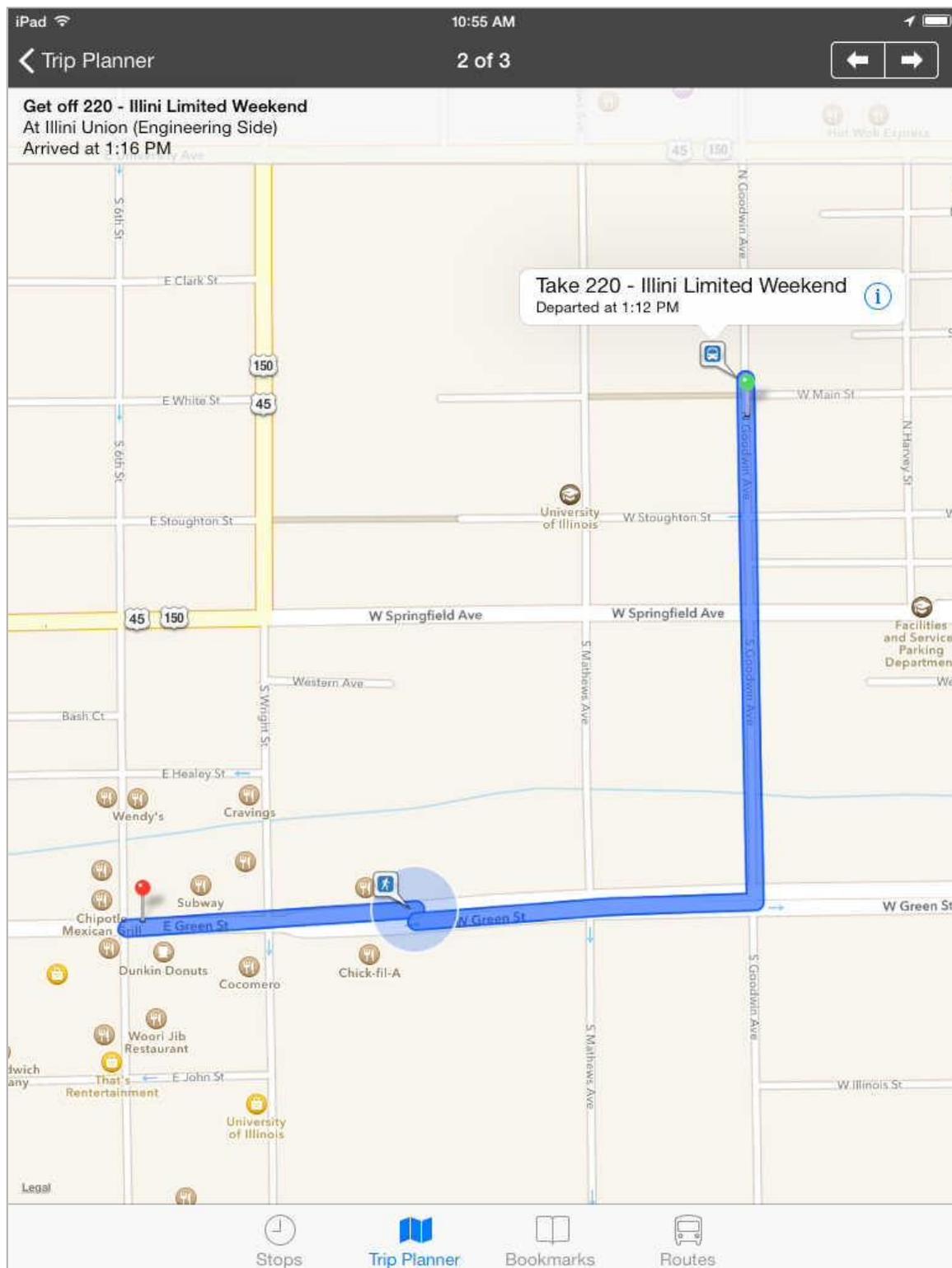
WEBSITE – SMART PHONE APPLICATION

While websites are not necessarily effective for promoting a service, they are still very useful for people seeking specific information and as a platform for keeping information timely. Smartphone applications can be very useful for people checking schedules on the go. A website that is readily displayed on a smartphone for Hualapai Transit should be standalone (even though it may be linked) rather than part of any of its partner websites. Examples of smartphone app are provided on the following two pages.









Website content must be sure to include visuals of the buses, a route map, a schedule, and information on the deviated fixed route system. It should also include rider rights and responsibilities as well as methods for persons with disabilities to get more information (TDDY number, phone number for those with visual impairments, etc.) Smart phone applications may include real time bus locations based on GPS systems.

The website should include information on intercity services with partners and how transfers can be made. Information on fares, passes, and how to obtain them should be prominent on the website. Promotions, rider training opportunities, and other events can be posted there as well. All information should also be in Hualapai and Spanish and any other indigenous languages deemed appropriate.

PROMOTIONS

Promotions can generate interest and help motivate potential riders to use the service. Promotions should be developed with rider criteria in mind and should be well advertised with a beginning and ending date. Promotions generally include a free or discounted ride or can provide special services to groups and organizations. There are a significant number of promotion ideas posted on various websites. A simple Google search for “transit promotion ideas” included the following:

- SummerDime rides – All rider fares are ten cents during a summer month
- Buddy fare – Two people ride for the price of one.
- National recognition promotions i.e. National Library month. All riders with a Library Card ride free on a certain day. This can be adapted to any national recognition day.
- School calendar promotions – free rides for students the first week of school, free rides for students during spring break, etc. Partner with schools to promote the rides.
- Senior’s Yard Sale Tour. Have an off schedule bus do yard sale tour in partnership with Senior Centers. This is a good way to acquaint riders with using the bus.
- Punch card passes. Have riders get a card punched at various route stops (retailers, offices). Once a card is filled, the rider qualifies for a free pass. This encourages riders to board and disembark, becoming more familiar with the route and schedule and helps promote local businesses. No purchases should be required to receive a card punch at a participating merchant or service office.
- While making a school visit, take pictures of kids in the driver’s seat and post them on the bus.
- Design ideas for bus stops and shelters – this could be a promotion where a business supports an artist to design (with criteria) and then build a bus shelter or bus stop sign.
- Rider Surveys that include a prize drawing for people who participate.
- Connecting transportation to the road – Install, in the bus interior, historic photographs of places or buildings that you see along the route with a short note of the place’s historic significance.
- Call to artists for a moving gallery – ask artists to submit two dimensional works of art that can be mounted on the buses interior ceiling or side walls. The “show” can be up for a specific length of time and done once or twice a year.
- “Dump the Pump” or “Gas Pains” campaigns that focus on fuel savings for the rider.
- “It’s easier than...” A campaign that points out that riding the bus is easier than a lot of things. Making this cute and unexpected is the key to success, i.e. Riding the bus is easier than making a tight curve at 100 mph in a nifty little sports car – unless you’re a Grand Prix driver. These can be part of an overall campaign or just a onetime promotion.

- Ask members of the public to submit ideas for a radio commercial encouraging the use of public transportation, and then invite them to be the star.
- Attend festivals, fairs, and events with a bus and passes to promote the service.

14.5 MARKETING SCHEDULE AND BUDGET

The following schedule and budget (**Table 14-1**) is a guide to implementing a marketing plan. The schedule can be expanded to include activities required for each element. The schedule should be updated with each plan revision. The budget for startup and Year 1; October 1, 2016 to September 30, 2017 marketing activities is \$25,000 and the budget for Year 2 October 1, 2017 to September 30, 2018 marketing activities is \$5,000.

Table 14-1: Marketing Schedule and Budget

Objective/Strategy/Activity	2016	2016	2016	2017	2017	2017	2017	2018	2018
	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	1 st Qtr.	2 nd Qtr.
	Note: T represents Tribal or in-kind services effort								
UPDATE MARKETING PLAN	T								
Acquire Tribal Council approval	T								
IDENTITY									
Design logo and establish name		\$2,000							
Finalize stop locations		T							
Determine bus type and ADA accessibility (lift or ramp)			T						
Design bus stop signage			\$1,000						
Design bus pass and incentive tickets			\$500						
INFORMATION & EDUCATION									
Develop Rider Guide and Map			\$5,000						
Translate materials into Hualapai and Spanish			\$500						
Identify and develop methods to provide information to people who are blind or deaf			\$300						

Objective/Strategy/Activity	2016	2016	2016	2017	2017	2017	2017	2018	2018
	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.
Identify distribution points and provide racks & copies				\$2000					
Identify and meet with potential partners and gatekeepers regarding vouchers and incentives			T						
Develop employee incentive packages for employers				\$3,300					
Create loyalty awards for riders					\$500				
Develop website					\$8,000				
Develop social media sites			T						
Arrange and hold public meetings to promote system, show bus						\$1500			
Arrange rider training at employment centers				\$600					
Implement advertising campaign				\$5,000-\$10,000					
Develop and disseminate press packages to print, radio, and television							T		
Design and initiate incentives (giveaways)							\$1,500		
Promote bus pass sales							T		
Develop and send direct mail inviting people to use the system. You can develop addresses by census blocks along route							\$200		
Develop smart phone app for schedule									
Initiate web based direct advertising (Facebook, Google Search, etc.)								\$1,000	

Objective/Strategy/Activity	2016	2016	2016	2017	2017	2017	2017	2018	2018
	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.
HUALAPAI TRANSIT LEADERSHIP CREATES VALUE									
Develop data showing value of transit vs. using a car for commuting		T					T		
Develop data showing benefit to employers		T					T		
Develop and present information package identifying value of transit to residents and employees		T					T		
Survey riders								\$200	
Quarterly Total		5,500	6,200	8,700	4,600	1,975	1,075	1,075	875
Annual Total		\$30,200				\$5,000			

15 IMPLEMENTATION ACTIVITIES

The following tables (**Tables 15-1, 15-2, 15-3, 15-4, and 15-5**) describe major implementation tasks in the following areas:

- Governance
- Finance
- Capital
- Service
- Plans and Policies

The tables indicate activities to be completed either PRIOR to system launch, AFTER system launch, or on an ongoing basis. Responsible Parties are listed first by those who initiate the activity, then those who are involved in the activity.

Table 15-1: Implementation Activities – Governance

Activity	Responsible Party	Time Frame
Tribal Council approval of plan and preliminary Budget	Public Services/Tribal Council	6-12 months prior to system launch
Establish Mission and Policies for Transit Advisory Council	Public Services/Tribal Council	
Hire Transit Manager	Public Services/Tribal Council	
Tribal Council appointment of TAC Members	Public Services/Tribal Council	
Develop Goals, Objectives, & Tasks for Transit Strategic Plan with Tribal Council approvals	Transit Manager/Public Services, Tribal Council	
Review assurances and certifications with regard to Federal and State funding sources	Transit Manager/Tribal Council	

Table 15-2: Implementation Activities - Finance

Activity	Responsible Party	Time Frame
Establish Transit account in Tribal budget	Transit Manager/Finance Director	Beginning of Tribal Fiscal year prior to October 1 of start year
Establish initial budget	Transit Manager/Finance Director	3-5 months prior to funding application date
Determine if outside contractor will be used	Transit Manager/Finance Director	
Prepare and issue RFP if required	Transit Manager/Finance Director	
Review assurances and certifications with regard to finance	Transit Manager/Finance Director	
Compare Tribal procurement procedures with Federal and State funding requirements and update as required	Transit Manager/Finance Director	6 months prior to application deadline
Identify and schedule funding applications	Transit Manager/Grant Writer	
Meet with federal and state funding agency personnel to determine funding potential	Transit Manager/Grant Writer	Published deadlines
Apply for Federal and State funding	Transit Manager/Grant Writer	
Alert Auditor to new program	Finance Manager	Upon approval to institute transit system
Alert Insurance to new program	Finance Manager	

Table 15-3: Implementation Activities - Capital

Activity	Responsible Party	Time Frame
Determine vehicle needs and develop specifications	Transit Manager/TAC	6 months prior to application date
Determine Equipment & Furnishings needs and develop specifications	Transit Manager	
Determine Facilities needs and develop specifications	Transit Manager/Fleet Manager/Public Services Manager/Planning Department	
TAC review of capital purchase requirements	Transit Manager/TAC	3 months prior to application date
Identify potential "piggy-back" contracts through which any of the above items can be purchased	Transit Manager/Finance Manager	
If not "piggy-backing" on existing contract, develop bid package	Transit Manager/Finance Manager	1 month after funding award
Tribal Council Approval to go out to bid	Transit Manager /Tribal Council	
Solicit bids, evaluate, select	Transit Manager	1 month after announcing bid opportunity
Negotiate voucher pricing with partners (both price Hualapai Transit will pay for circulator service, and price Hualapai Transit will charge for transportation services to other organizations)	Transit Manager/other transportation providers, employers, human services organizations	3-4 months prior to application data
Take Delivery of procured Buses, conduct inspection and formally accept. Enter into vehicle inventory.	Transit Manager	6 months after award
Take delivery of Equipment and Furnishings and enter into equipment inventory	Transit Manager	2 months after award
Take delivery of Facilities materials and enter into facilities inventory	Transit Manager	2 months after award – unless construction
Schedule installation of facilities equipment	Transit Manager/ Public Services Manager, Fleet Manager	2 months after award – unless construction

Table 15-4: Implementation Activities - Service

Activity	Responsible Party	Time Frame
Establish office space	Tribal Council/Public Services/Transit Manager	1 week prior to hiring Transit Manager
HIRE TRANSIT MANAGER		
Meet with Tribal Council to review implementation plan and schedule and confirm TAC member appointments	Tribal Council/Transit Manager/	2 weeks after hiring Transit Manager
Meet with TAC to review service structure, provide orientation, and identify efforts for upcoming year	Transit Manager/TAC	1 month after TAC appointments
Meet with 5310 transit providers to determine coordination options and establish voucher value when sharing rides	Transit Manager/ WACOG Coordination Council members	2-3 months after hiring Transit Manager
Meet with employers to promote service, determine interest in rider incentives and purchased rides	Transit Manager/Employers	
Meet with Fleet Manager to review maintenance plan	Transit Manager/Fleet Manager	
Meet with WACOG Coordination Council	Transit Manager/WACOG Coordination Council	
Develop logo and system name	Transit Manager/Members of the Public, TAC, Stakeholders	3-4 months after hiring Transit Manager
Develop policies, procedures and operations handbook	Transit Manager/TAC	
Assemble training materials	Transit Manager/TAC	
Finalize route and stop locations	Transit Manager/ Public Services, Planner	
Develop Rider Guide	Transit Manager/TAC	
Develop rider passes and vouchers	Transit Manager/TAC	
Distribute Rider Guides	Transit Manager	1 month prior to start date

Table 15-4, Implementation Activities, Continued

Activity	Responsible Party	Time Frame
Hire and train Dispatcher/Admin Assistant	Transit Manager /Tribal Council	2-3 months prior to start date
Establish call and scheduling policies and procedures	Transit Manager/Dispatcher	
Carry out Marketing Plan	Transit Manager/Admin. Asst.	
Test all public access portals (phone, website, phone apps)	Transit Manager/Admin. Asst.	
Install bus signs	Transit Manager/Public Services Manager	1 month prior to start date
Establish Drug/Alcohol Testing contracts	Transit Manager/Tribal Council	2-3 months prior to start date
Hire and train Drivers	Transit Manager	2 weeks prior to start date
Finalize recordkeeping procedures	Transit Manager/Admin. Asst.	2-3 months prior to start date
Hold public meetings to launch program	Transit Manager/Admin. Asst., TAC	1 month and 2 weeks prior to start date
TRANSIT SYSTEM START DATE		
Survey riders at three month intervals for first year	Transit Manager/Admin. Asst.	1 month after start date
Revise or make changes to system on an as needed basis	Transit Manager/TAC	1-3 months after start date
Meet with TAC at least quarterly	Transit Manager/TAC	Every three months
Establish financial need with Transportation TAC (Roads and Streets) and include in TTIP	Transit Manager/Planning Department/ Transportation TAC	Annually

Table 15-5: Implementation Activities - Plans and Policies

Activity	Responsible Party	Time Frame
Establish grant management systems	Transit Manager/Finance Manager	3-4 months prior to start date
Establish reporting schedules and data collection methods for National Transit Database, State, and Federal funding sources	Transit Manager/Admin. Asst.	
Establish Safety plan and policies	Transit Manager/Tribal Council	
Establish Training plan	Transit Manager/Admin. Asst.	
Establish Civil Rights and ADA policies and make public notices	Transit Manager/Tribal Council	3-4 months prior to start date
Establish Drug & Alcohol policies and procedures	Transit Manager/Tribal Council	
Establish Maintenance plan, policies and procedures	Transit Manager/ Fleet Manager, Tribal Council	
Attend WACOG Coordination meetings	Transit Manager	
Acquire Tribal Council approval for all plans, policies, and procedures	Tribal Council/Transit Manager	1-2 weeks prior to start date
Conduct staff and driver training on all plans, policies, and procedures	Transit Manager	
TRANSIT SYSTEM START DATE		
Submit monthly/quarterly/annual reports to Tribal Council, TAC, and funding sources	Transit Manager/Admin. Asst.	Ongoing, after system start
Submit monthly DBE Reports to State if required	Transit Manager/Administrative Assistant	Ongoing, after system start

15.1 ACCELERATED SCHEDULE

A bar chart showing the schedule and tasks for an accelerated schedule for transit system development, is shown in **Table 15-1**.

Figure 15-1: Accelerated Schedule

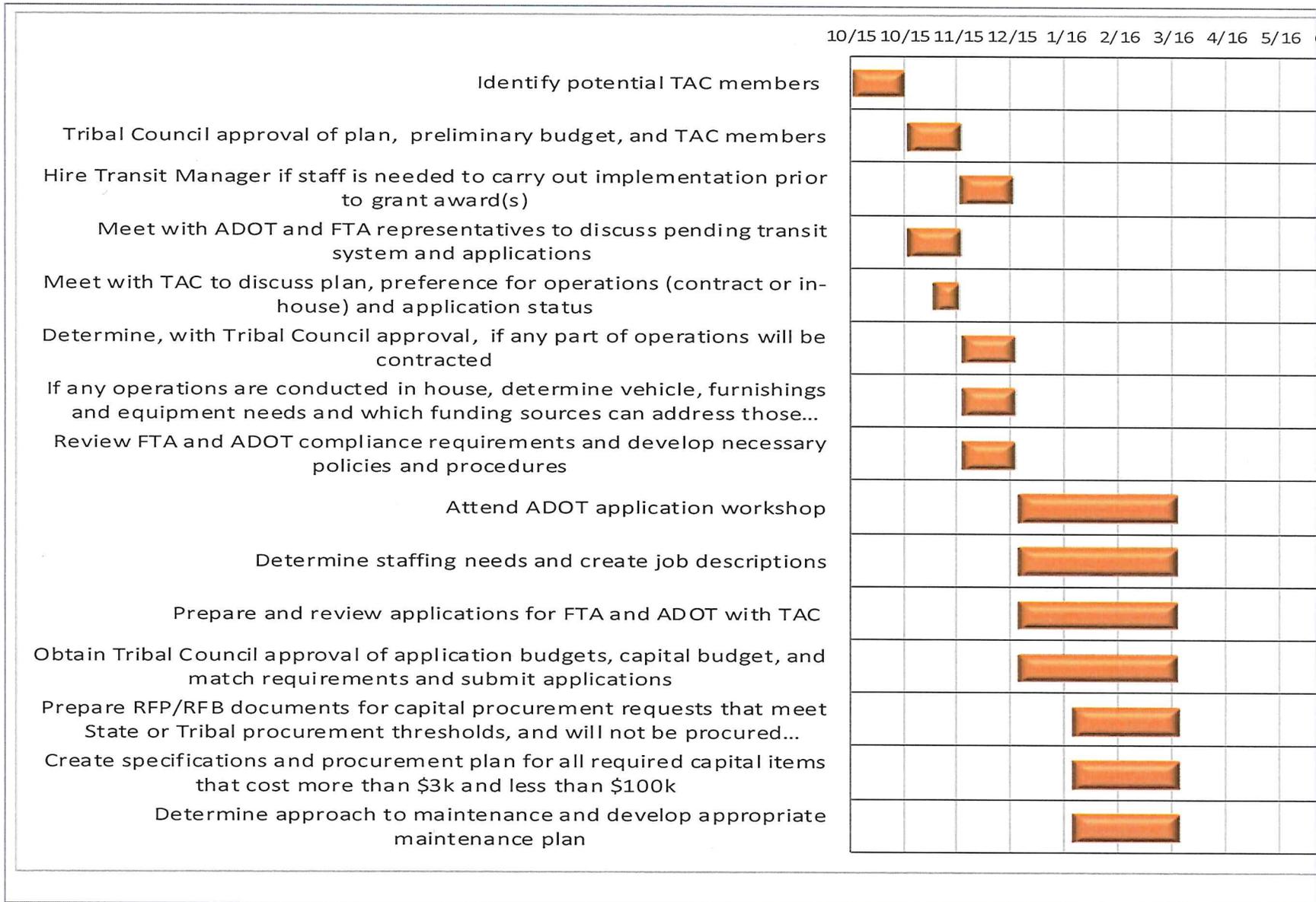
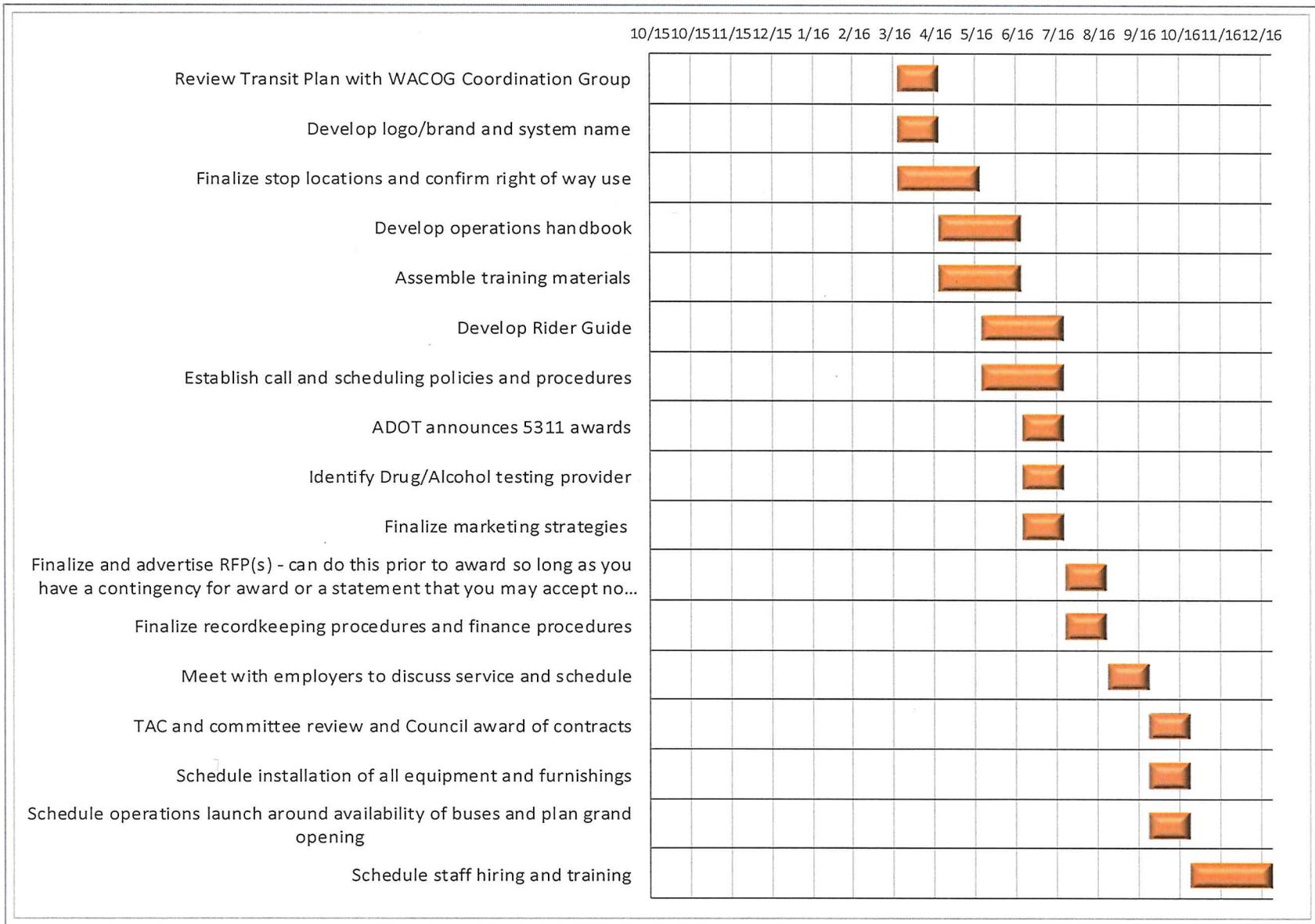


Figure 15-1: Accelerated Schedule, continued



APPENDIX A – PUBLIC INVOLVEMENT SUMMARY

Public involvement for the study included the following activities:

- A presentation to the Hualapai Tribal Council on April 7, 2015 to provide an overview of the transit feasibility study.
- A mobile open house that coincided with Earth Day activities on May 1, 2015.
- A booth at the Route 66 Fun Run event in Peach Springs on May 2, 2015.
- Display boards and surveys presented at the Cinco de Mayo lunch at the Hualapai Senior Center on May 4th, 2015.
- Display boards presented at the Hualapai Housing Fair on June 19th, 2015.
- An update to Tribal Council on September 10th, 2015.

These events are briefly described below.

TRIBAL COUNCIL PRESENTATION

A presentation providing an overview of the study was made to the Hualapai Tribal Council on April 7, 2015. The presentation included a description of the study background and purpose, schedule, study area, and key tasks. One Tribal Council member commented that the Buck and Doe Road area had the greatest need for transit service.

MOBILE OPEN HOUSE

A mobile open house took place on May 1, 2015. It coincided with an Earth Day event in which Tribal employees volunteered to pick up trash and clean the community, and a luncheon was held at the Hualapai Gym after the cleanup. The open house was advertised on the Hualapai Tribe website and on the radio station.

The mobile open house took place at the following locations and times:

- Walapai Market: Approximately 8:30 am to 11:30 am and 2:00 pm to 5:00 pm
- Hualapai Gym: Approximately 11:30 am to 1:00 pm

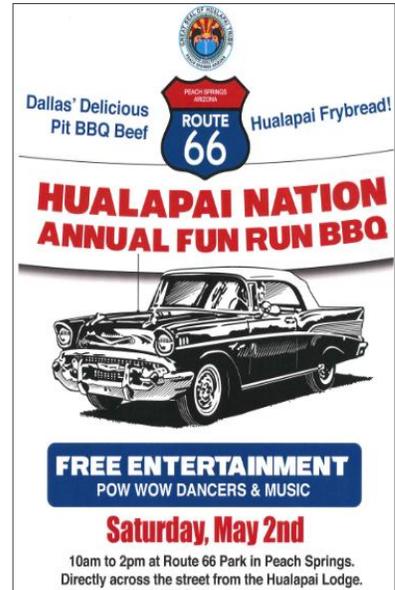
Display Boards that were prepared for the open house and presented at other outreach events are shown in **Figure A-1**. In addition to the displays transit surveys were distributed to the general public. A project fact sheet was also available, and is shown in **Figure A-2**.



View of Mobile Open House Displays at the Walapai Market

SR 66 FUN RUN EVENT

A transit study booth was located at the Route 66 Park during festivities held for the Route 66 Fun Run Event on May 2, 2015. Surveys were distributed at the event and boards describing the project were displayed from 10 a.m. to 2 p.m.



Poster for SR 66 Fun Run Barbeque



Booth at SR 66 Fun Run Barbeque

CINCO DE MAYO LUNCH AT HUALAPAI SENIOR CENTER

Displays about the study and surveys were distributed at a lunch for seniors at the Hualapai Senior Center on May 4th, 2015.

HUALAPAI HOUSING FAIR

Displays about the study were presented at the Hualapai Housing Fair on June 19th, 2015. The Housing Fair, which took place at the Hualapai Gymnasium, had a number of booths providing information to residents about a variety of topics and services.

TRANSIT FEASIBILITY STUDY FOR THE Hualapai Indian Tribe

Study Purpose

- ◆ Assess specific transit needs of the Community
- ◆ Develop transit strategies to meet needs
 - ◇ Roadmap for public transit service
 - ◇ Funding strategies
 - ◇ Partnership opportunities



Study Approach

NEEDS ANALYSIS

- ◇ Community history
- ◇ Land use, activity centers
- ◇ Census data
- ◇ Discussions with transportation providers
- ◇ Community outreach/open house
- ◇ Community survey

➔

SERVICE PLAN

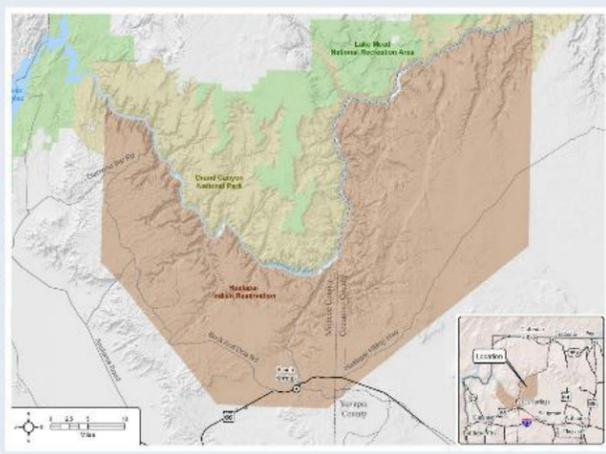
- ◇ Identify services that best fit transit demand
- ◇ Develop routes and schedules
- ◇ Identify organizational structure
- ◇ Identify capital needs (buses, bus stops, maintenance)
- ◇ Develop costs and estimated ridership
- ◇ Identify funding and grants

Schedule

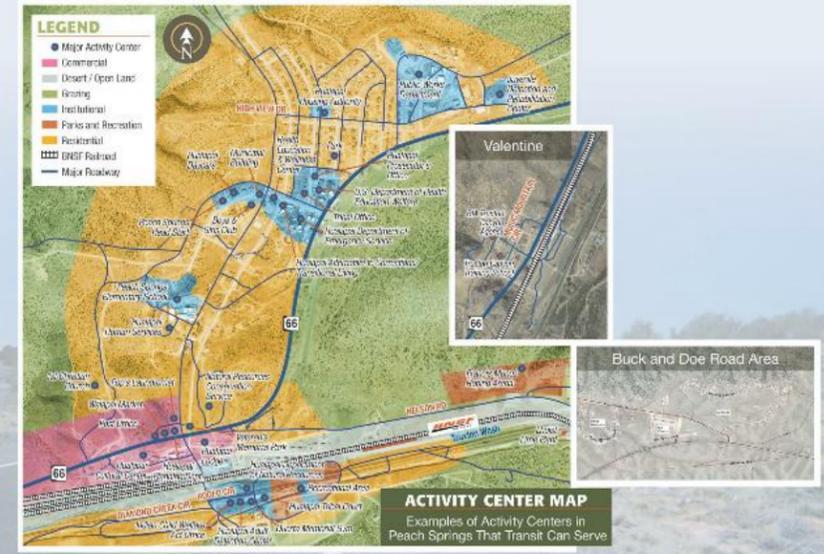
SPRING 2015	Develop Transit Needs
SUMMER/FALL 2015	Develop Transit Plan
LATE FALL 2015	Complete Study

TRANSIT FEASIBILITY STUDY FOR THE Hualapai Indian Tribe

Study Area - Entire Reservation



Transit service strategies will include areas both inside and outside the Reservation area



LEGEND

- Major Activity Center
- Commercial
- Desert / Open Land
- Farming
- Institutional
- Parks and Recreation
- Residential
- USFS Forestland
- Major Roadway

ACTIVITY CENTER MAP
Examples of Activity Centers in Peach Springs That Transit Can Serve

Source: Kimley-Horn

Figure A-15-2: Display Boards at Open House



TRANSIT FEASIBILITY STUDY FOR THE Hualapai Indian Tribe

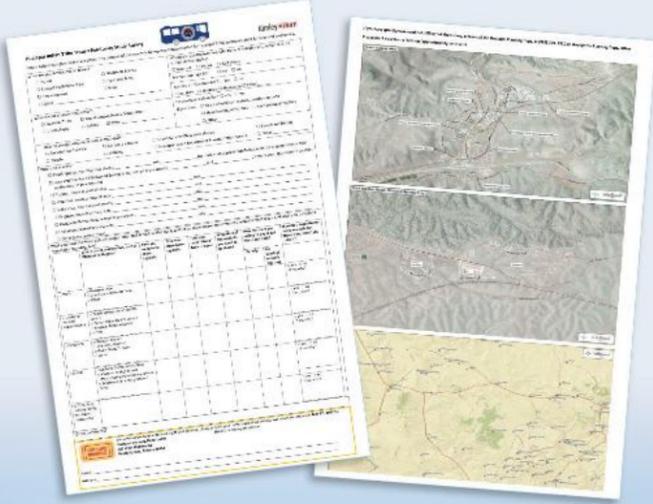
Examples of Transit Service

TYPE OF TRANSIT SERVICE	DESCRIPTION
Fixed route	Fixed bus route(s) and schedule.
Fixed route with route deviation	There is a fixed schedule and route, but people can call and request a pickup or drop-off within a certain distance from the route.
Demand-responsive transit service	A non-fixed route system that requires advanced scheduling by the customer.
Vanpools	An arrangement where commuters travel together in a van




TRANSIT FEASIBILITY STUDY FOR THE Hualapai Indian Tribe

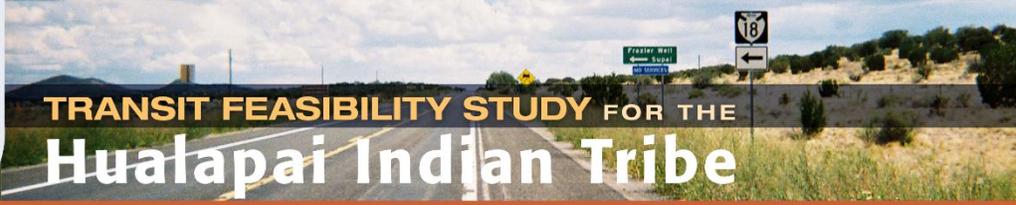
Please fill out a **survey** form, available today or at the Hualapai Planning Department.



Thanks for participating!



Figure A-1, Continued – Display Boards at the Open House



FACT SHEET

Please Help Shape the Future of Transit for the Hualapai Tribe

The Hualapai Indian Tribe, through the Planning Department, has started work on a transit feasibility study to design a transit system to serve the Community. The study began in early April and will be completed in November, 2015. The study will result in a plan for tribal transit services for the Hualapai Community.

STUDY OBJECTIVES

- ◆ Identify transit needs through data analysis, surveys, and Community discussions.
- ◆ Develop strategies to make it easier to travel within the Hualapai Reservation, and neighboring areas. Public transit strategies may include fixed route bus services, demand-responsive transit (dial-a-ride), vanpools, or a combination of services. Integration with existing transit services will also be considered.
- ◆ Provide a plan for developing transit service, including fare structure, ridership estimates, costs, organization, and funding sources.

PUBLIC INVOLVEMENT

We want your input! Please fill out a survey form and let us know your travel needs or feel free to contact us at the phone numbers or email below.

Survey forms are available at:

- ◆ Hualapai Planning Office - 887 Highway 66 (next to the Walapai Market)
- ◆ Hualapai Administration Office- 941 Hualapai Way
- ◆ Walapai Market – 885 Highway 66
- ◆ Robin’s Salon – 887 Highway 66, Suite C
- ◆ Hualapai Tribe Health Education & Wellness Department – 488 Hualapai Way
- ◆ Hualapai Senior Center – 549 Canyon View Drive
- ◆ Indian Health Service – 943 Hualapai Way

PROJECT SCHEDULE

SPRING 2015	Develop Transit Needs
SUMMER/FALL 2015	Develop Transit Plan
LATE FALL 2015	Complete Study 

CONTACT INFORMATION

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Kimley-Horn and Associates
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 Phone: (520) 352-8626

Figure A-15-3: Study Fact Sheet

APPENDIX B – COMMUNITY TRANSIT SURVEY FINDINGS

A summary of survey responses is provided as follows.

What are you limitations on travel?

More than one response could potentially be given to this question. A total of 577 responses were received, of which 348 responses, or approximately 60%, indicated some limitations on travel. Approximately 76 persons provided more than one response to this question.

The largest limitation cited was “too expensive.” The second most common limitation cited was “no car” followed by “limited availability of car”, and “no driver’s license”, which indicate transit dependent population.

A review of the responses for those that checked the “other” limitation indicated that persons had concerns about the cost of driving and wear and tear on their vehicle, particularly for long distances (approximately 15 comments). The responses are summarized in **Table B-1** and shown graphically in **Figure B-1**.

Table B-1: Responses to Question "What are your Limitations on Travel?"

Response	Number
No Car	72
Limited Availability of Car	52
Too Expensive	122
No Driver’s License	50
Road Problems	11
Other	41
Subtotal	348
None	229
Total	577

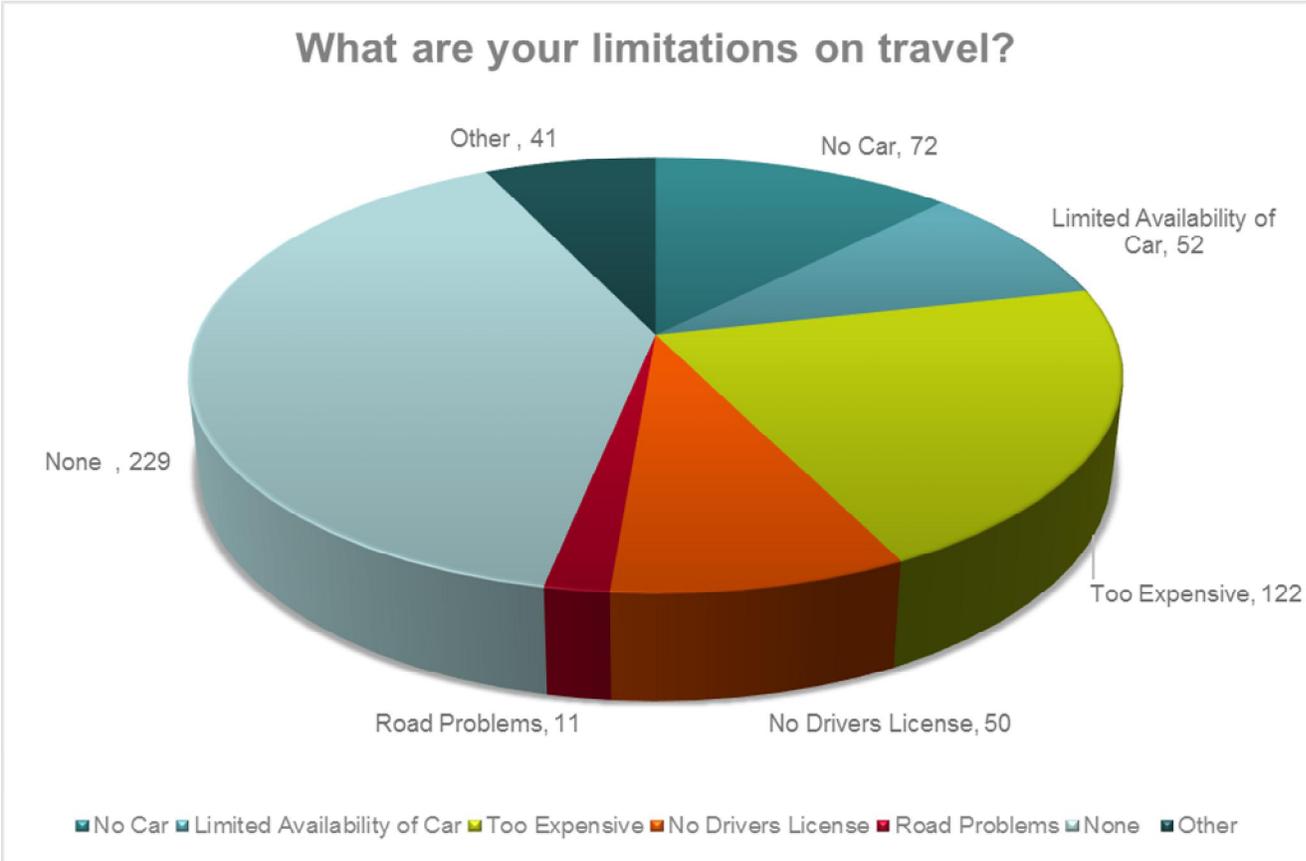


Figure B-1: Survey Responses to Question "What are your Limitations on Travel?"

What is your employment status?

The largest proportion of survey respondents indicated that they were employed by Grand Canyon Resort Corporation, which also had the highest survey distribution. There were also a relatively high number of respondents that work for the Hualapai Tribe. Given the emphasis on distributing survey widely to employment locations, there was a relatively small number of respondents that answered that they were retired, or unemployed. Among persons who responded “Other” to this question, 28 respondents worked for the Peach Springs Unified School District, 13 persons worked for the Indian Health Service, and 4 persons worked for the Boys and Girls Club, and the rest were mainly self-employed. Responses are shown in **Table B-2** and graphically in **Figure B-2**.

Table B-2: Survey Responses on Employment Status

Response	Number	Percent
Hualapai Tribe	151	31.0
Grand Canyon Resort Corporation	255	52.4
Unemployed	16	3.3
Retired	10	2.1
Other (occurrences of more than five responses summarized below)	55	11.3
Peach Springs Unified School District	28	N/A
Indian Health Service	13	N/A
Total	487	100

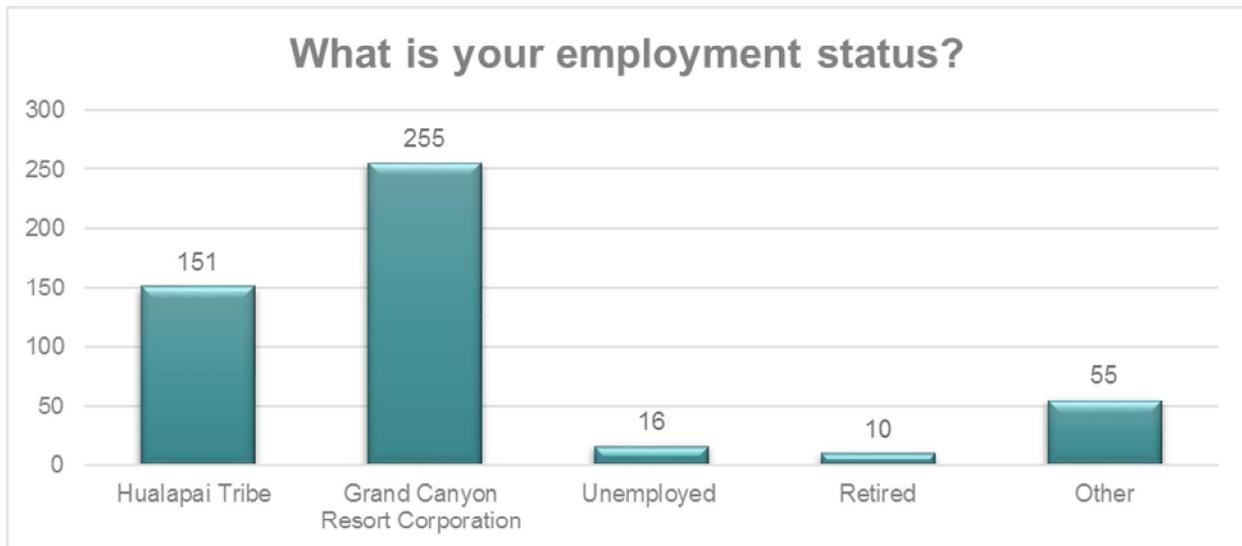


Figure B-2: Answers to Question "What is your Employment Status?"

How do you get around?

The question “How do you get around?” could have more than one response, and of 505 surveys returned, there were 828 responses. The most frequent to this question was that respondents use a personal car to travel. A significant number of respondents also use the Grand Canyon West work shuttle, family and friends, carpool/vanpool and walking. Responses are shown in **Table B-3** and on the bar charts in **Figure B-3**.

Table B-3: Responses to Question "How Do you Get Around?"

Response	Number	Percent
Personal car/vehicle	380	45.9
Carpool/vanpool	84	10.1
Grand Canyon West work shuttle	116	14.0
Family and friends	103	12.4
Bicycle	21	2.5
Walking	99	12.0
Hualapai Health Department Transportation Service	11	1.3
Other	14	1.7
Total	828	100.0

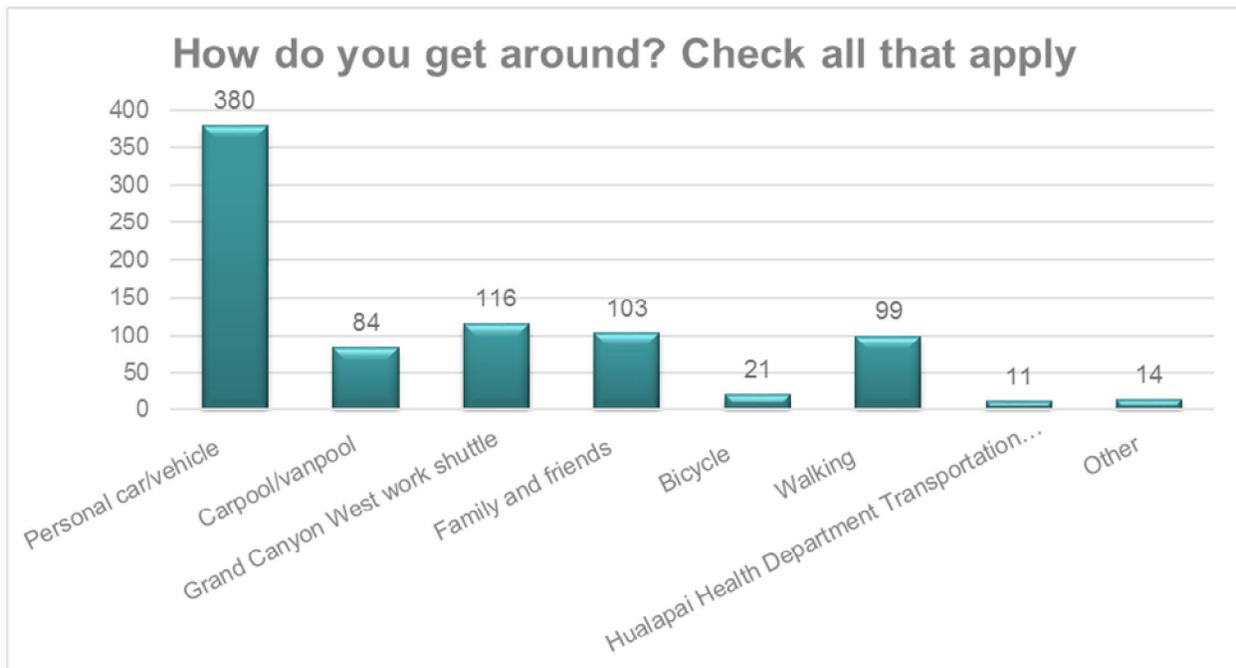


Figure B-3: Responses to Question "How do you get around?"

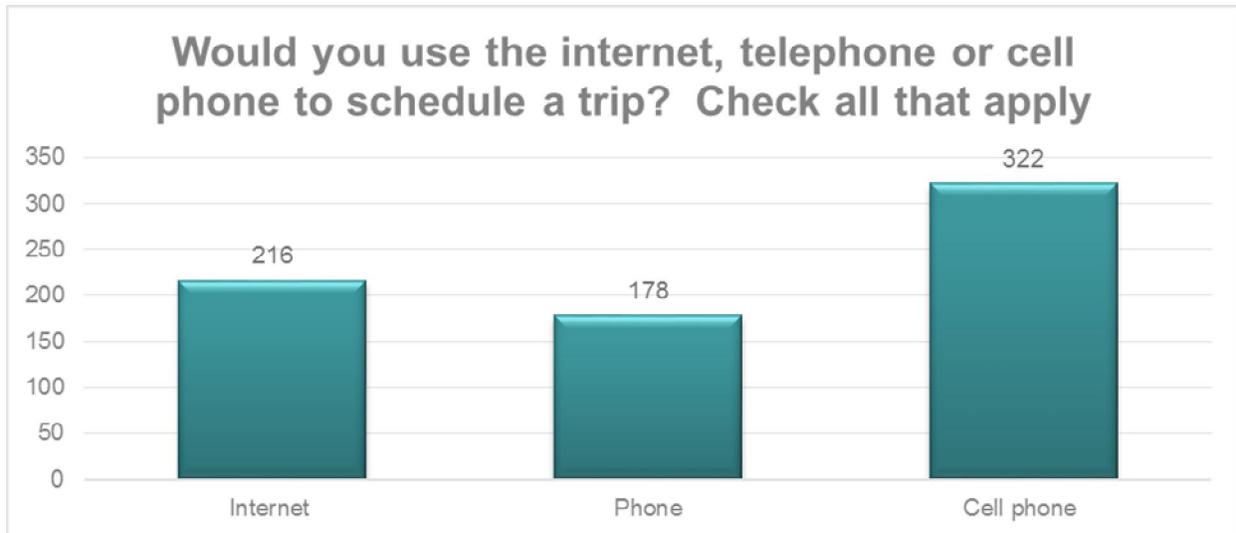
Would you use the internet, telephone, or cell phone to schedule a trip?

The question “Would you use the internet, telephone or cell phone to schedule a trip” could have more than one response. The most common response was to use a cell phone to schedule a trip, but use of the internet or phone was also significant. Responses are shown in **Table B-4** and in the bar chart in **Figure B-4**.

Table B-4: Survey Responses to Question "Would you use the internet, telephone, or cell phone to schedule a trip?"

Response	Number	Percent
Internet	216	30.2
Phone	178	24.9
Cell phone	322	45.0
Total	716	100.0

Figure B-4: Response to Question "Would you use the internet, telephone, or cell phone to schedule a trip?"



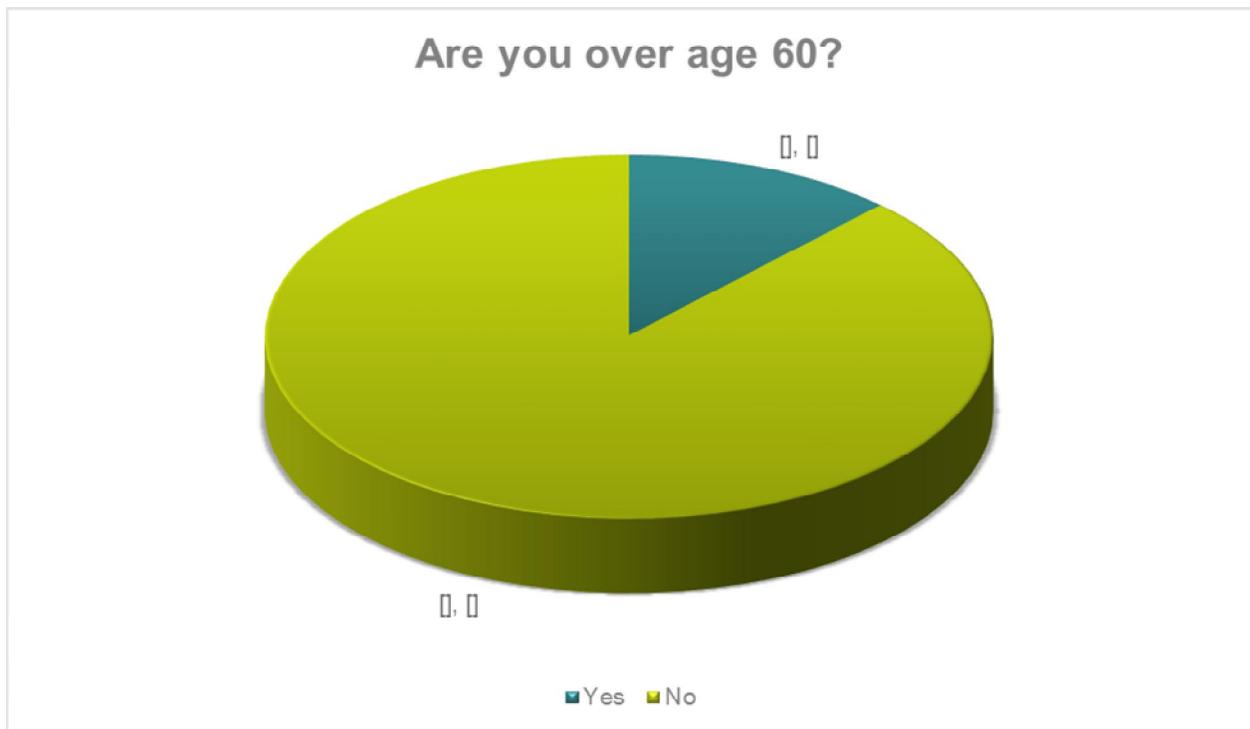
Are you over age 60?

Of the 435 respondents that answered this question, approximately 88% of survey respondents were under age 60. This is consistent with the survey distribution to primarily employers as well as the generally young demographic of the community. Responses are shown in **Table B-5** and in the pie chart in **Figure B-5**.

Table B-5: Survey Response to Question "Are you over age 60?"

Response	Number	Percent
Yes (over age 60)	53	12.2
No (under age 60)	382	87.8
Totals	435	100.0

Figure B-5: Responses to Question "Are you over age 60?"



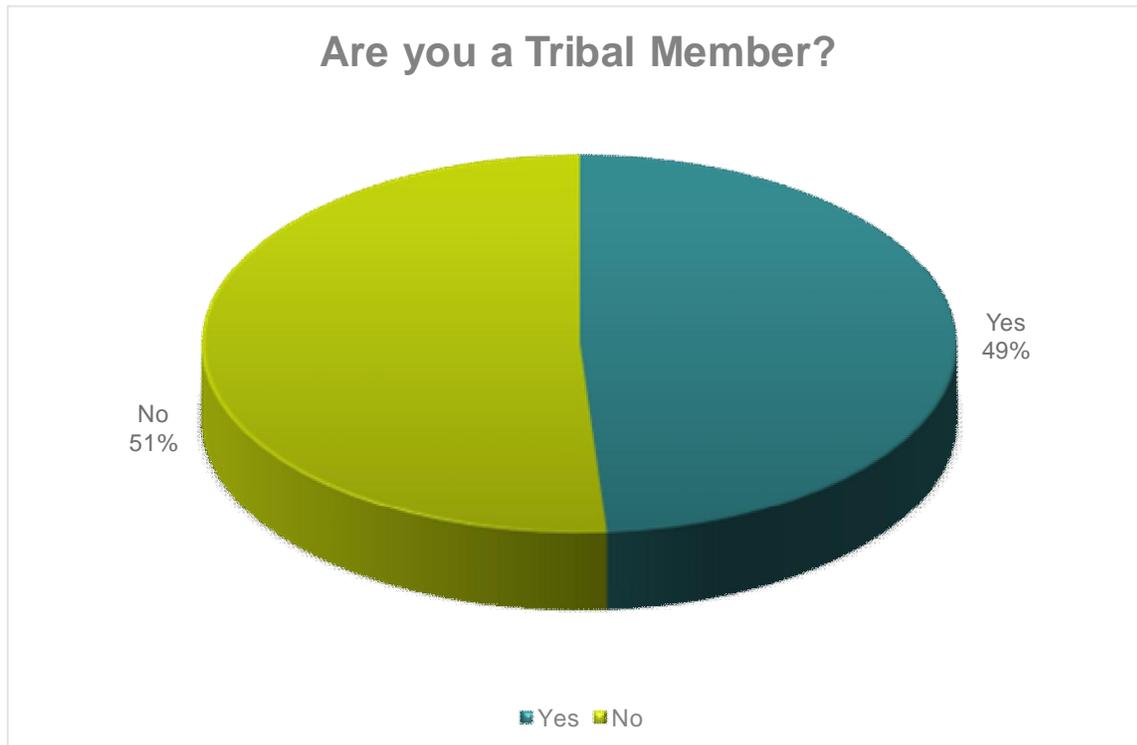
Are you a Tribal member?

Of the 441 responses to this question, approximately 49% responded yes, they were a Tribal member. Although not all responded to the follow-up question of whether they were a Hualapai Tribal member, Havasupai Tribal member, or other Tribal member, the majority of respondents to the follow-up question indicated they were Hualapai Tribal members (89%), as compared to 5% self-identified Havasupai Tribal members and 7% self-identified "other" Tribal members. Responses are shown in **Table B-6** and in the pie chart in **Figure B-6**.

Table B-6: Survey Response to Question "Are you a Tribal Member?"

Response	Number	Percent
Yes (Respondent is a Tribal Member)	217	49.1
No (Respondent is not a Tribal Member)	225	50.9
Totals	442	100.0

Figure B-6: Responses to Question "Are you a Tribal Member?"



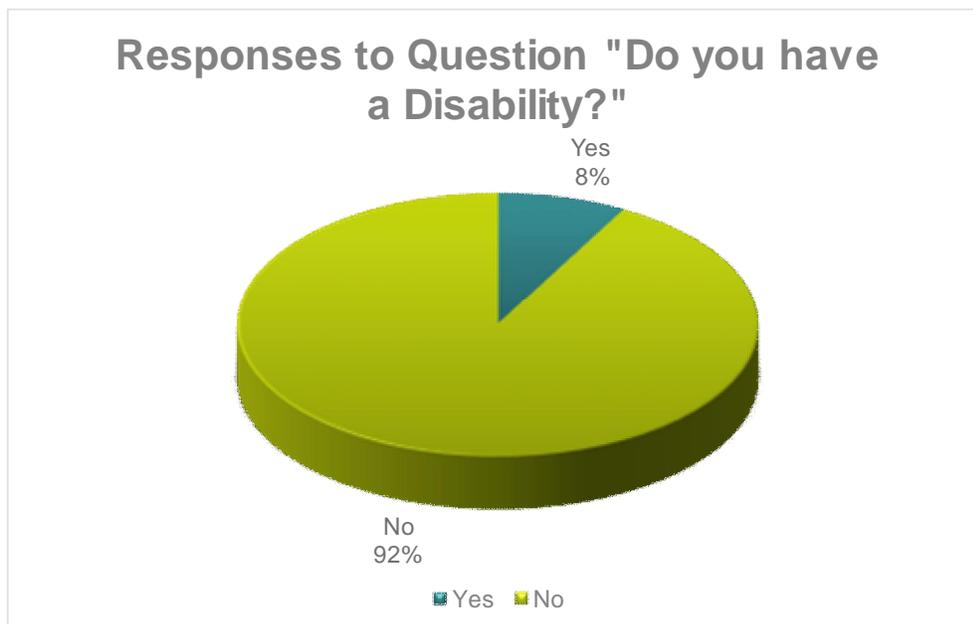
Do you have a disability?

There were 425 respondents to this question, and of those, approximately 92%, or 390 persons stated that they did not have a disability. Of the 39 persons responding that they had a disability, 14 persons had a mobility limitation such as using a wheelchair, walker, crutches, or cane, 10 persons had hearing difficulties, 7 persons had seeing difficulties, and 8 persons had “other” disabilities. These responses are summarized in **Table B-7** and **Figure B-7**. Fifteen of the respondents that indicated that they had a disability were over age 60, and eight of those respondents had a disability which involved the use of a walker, wheelchair, crutches, or cane.

Table B-7: Survey Response to Question “Do you have a disability?”

Response	Number	Percent
Yes	35	8.3
No	390	91.7
Total	424	100
If yes, then:		
Use a wheelchair, walker, crutches, or cane	14	N/A
Hearing difficulties	10	N/A
Seeing difficulties	7	N/A
Other difficulties	8	N/A
Subtotal	39	N/A

Figure B-7: Responses to Question “Do you have a Disability?”



Where do you live?

Of the 491 respondents to this question, the largest proportion of respondents lived in Kingman (39.7% or 195 respondents, followed by Peach Springs, where 30.6%, or 151 respondents lived). These responses are summarized in **Table B-8** and shown graphically in **Figure B-8**.

Table B-8: Survey Response to Question "Where do you live?"

Location	Number	Percent
Peach Springs	151	30.6%
Buck and Doe Road / Milkweed	34	6.9%
Truxton	7	1.4%
Valentine	7	1.4%
Valle Vista	27	5.5%
Kingman	195	39.6%
Hackberry/ Annadale	2	0.4%
Seligman	12	2.4%
Other (occurrences of more than five responses summarized below)	58	11.8%
Dolan Springs	12	N/A
Golden Valley	7	N/A
Meadview	12	N/A
Total	493	100.0

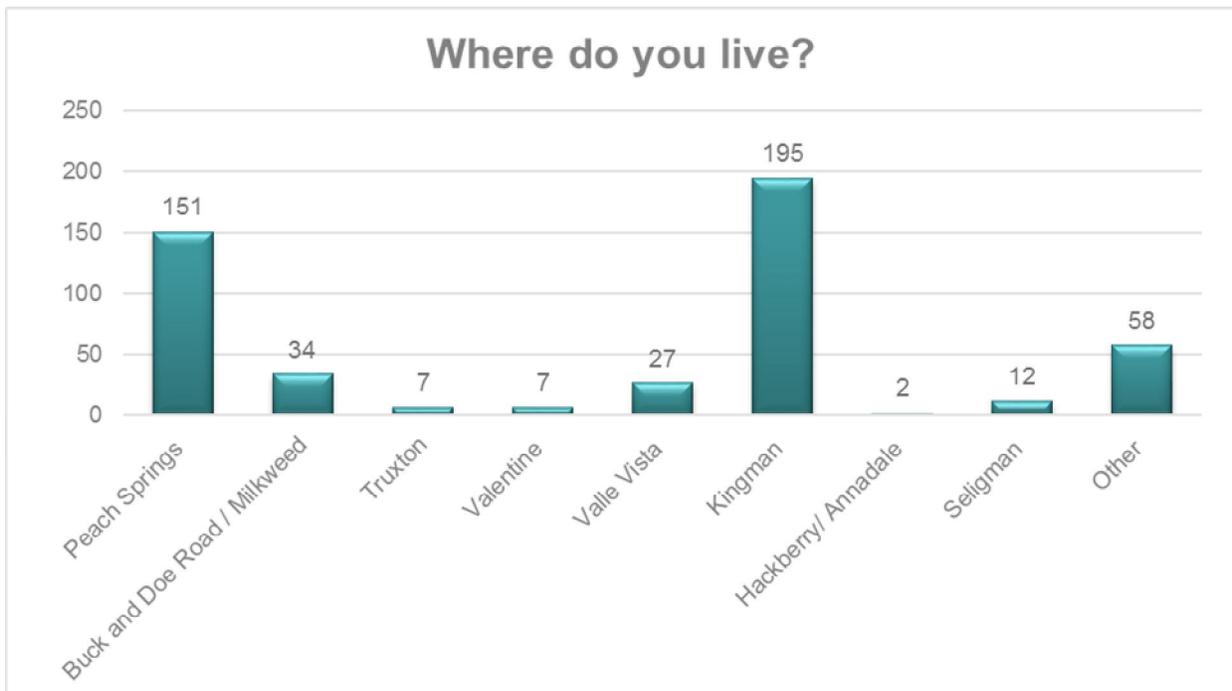


Figure B-8: Response to Question "Where do you live?"

What would you most likely use public transportation for?

In this question, respondents were asked what they would use public transportation for, then provided details of their typical trips, and what they would be willing to pay for these trips. The categories of trips were work, doctor or medical appointment, shopping, school, and other. More than one response could be provided. Overall, the most frequent response was that persons would use transit for work trips, comprising 351 respondents, or 36.5%. Potential use of transit for doctor or medical appointments (206 responses or 21.4%) or for shopping trips (192 or 20%) was similar. Less frequent was potential use of transit for school trips or other trips. These responses are summarized in **Table B-9** and the bar chart in **Figure B-9**. The following subsections describe details of each of these trip types.

Table B-9: Survey Response to Question “What would you most likely use public transportation for?”

Location	Number	Percent
Work	351	36.5
Doctor or medical appointment	206	21.4
Shopping	192	20.0
School	105	10.9
Other (occurrences of more than five responses summarized below)	108	11.2
Recreation/Gym/softball games	9	N/A
Kingman (respondents mentioned Church, community events, and sporting events)	8	N/A
Peach Springs	7	N/A
Visiting family	6	N/A
Phoenix	5	N/A
Laughlin	5	N/A
Total	962	100.0

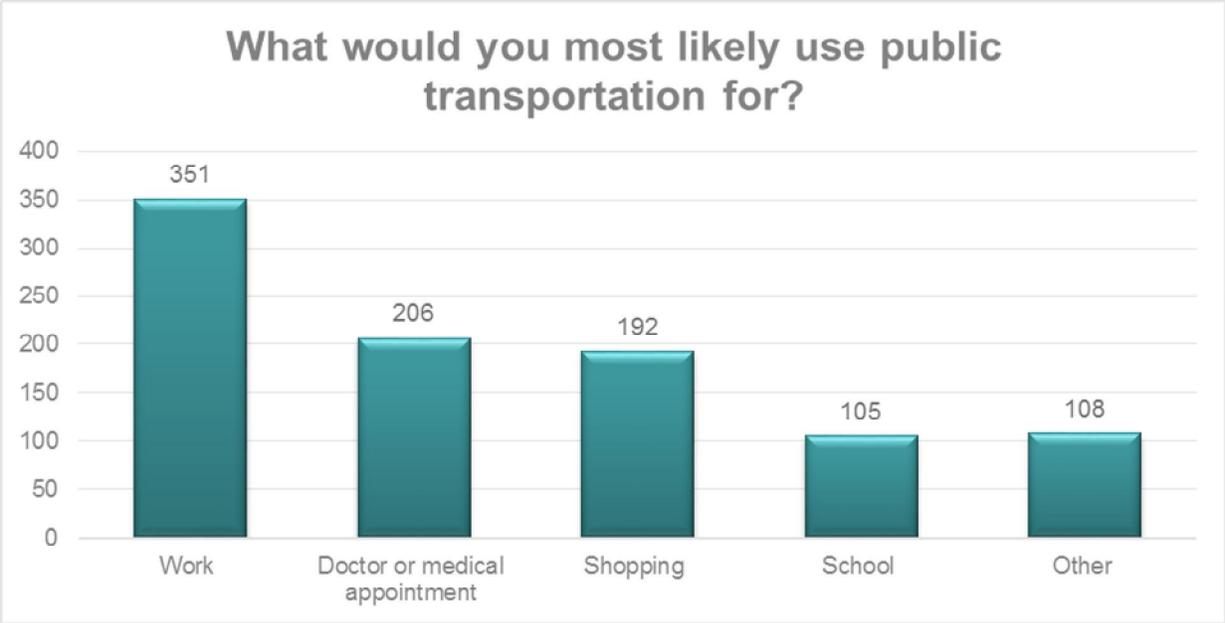


Figure B-9: Responses to Question "What would you most likely use public transportation for?"

If public transit were available, would you use it?

A check box was provided for each trip type for persons to check “yes” or “no” as to whether the respondent would take transit. In total, 562 yes responses were received, with the most frequent response being work trips, followed by doctor or medical trips. Responses are summarized in **Table B-10**, and in **Figure B-10**. An overview of trips destinations is discussed in the following subsections.

Table B-10: "Yes" Responses to Question "if public transit were available, would you use it?"

Trip Type	Number of Respondents that indicated they would take transit if it were available
Work Trips	223
Doctor or Medical Trips	119
Shopping	96
School	57
Other (for example visiting family or friends, attending a sporting event, etc.)	67
Total	562

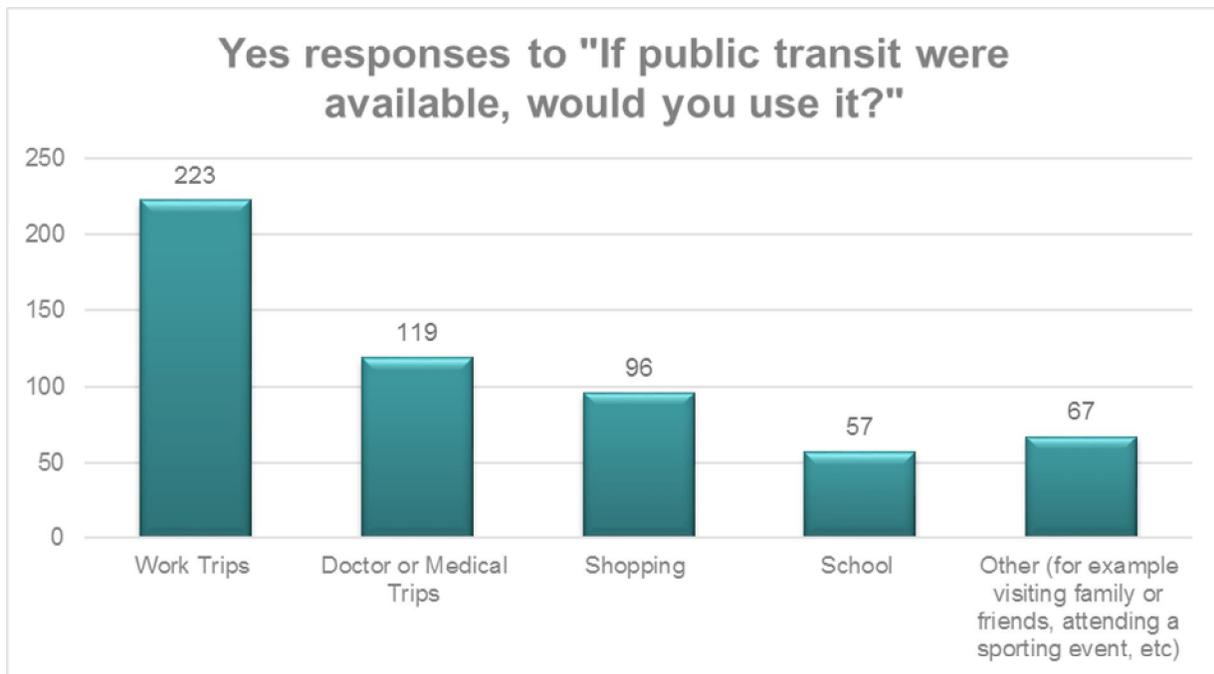


Figure B-10: "Yes response to Question "if public transit were available, would you take it?"

Work Trips

The most frequent destination cited for work trips was the Grand Canyon Resort Corporation. This was cited by 164 respondents. The second most frequent work trip destination was the Hualapai Tribe, with 93 responses. Other response included Peach Springs Unified School District and Elementary School and daycare. These responses are summarized in **Table B-11** and **Figure B-11**. **Table B-11** also indicated starting times and ending work times for the major employers – Hualapai Lodge and Grand Canyon West. Although not all respondents indicated the times they needed to be at their place of work, the majority of workers for the Hualapai Tribe needed to be at work between 7:31 a.m. and 8 a.m. (primarily 8 a.m.). The ending time for work was most commonly between 5 p.m. and 5:30 p.m. (most commonly 5 p.m.). The starting time for workers at Grand Canyon West varied, however the largest proportion of respondents to this question indicated they started work between 7:30 a.m. and 8 a.m. and ended work between 5:30 and 6 p.m.

Work Trips from Kingman and Valle Vista

Work trips from Kingman and Valle Vista (a small community approximately 17 miles northeast of Kingman) to Peach Springs and Grand Canyon West are shown graphically in **Figure B-12**. There were approximately 78 work trips to Peach Springs and 113 work trips to Grand Canyon West recorded on the surveys from Kingman and Valle Vista.

It should be noted that approximately 50 tribal members live in Kingman. Key destinations are Grand Canyon West and the Hualapai Tribe/ Peach Springs area.

Table B-11: Destinations for Work Trips

Destinations for Work Trips	Number of Respondents	Number of Responses for Times Survey Respondents Need to Arrive at Work	Number of Responses for Times Survey Respondents Leave Work
Hualapai Tribe	93	Prior to 7:00 a.m. – 8 7:00 a.m. to 7:30 a.m. – 12 7:31 a.m. to 8:00 a.m. – 35 After 8:00 a.m. – 4 Varies – 10	Prior to 5:00 p.m. – 20 5:00 p.m. to 5:30 p.m. – 29 5:31 p.m. to 6:00 p.m. – 0 After 6:00 p.m. – 3 Varies – 10
Grand Canyon Resort Corporation	164	Prior to 7:00 a.m. – 34 7:00 a.m. to 7:30 a.m. – 43 7:31 a.m. to 8:00 a.m. – 20 After 8:00 a.m. – 11 Varies – 8	Prior to 5:00 p.m. – 19 5:00 p.m. to 5:30 p.m. – 35 5:31 p.m. to 6:00 p.m. – 40 After 6:00 p.m. – 0 Varies – 6
Other	18	N/A	N/A
Total	275	N/A	N/A

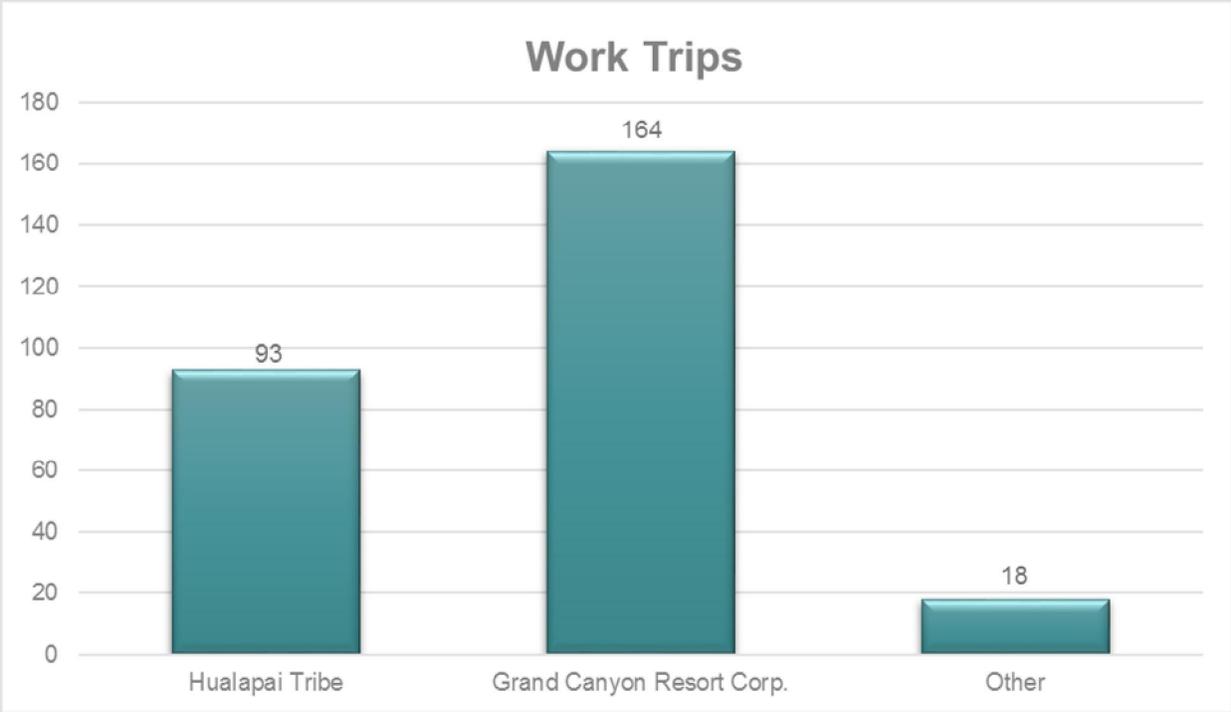


Figure B-11: Work Trip Destinations

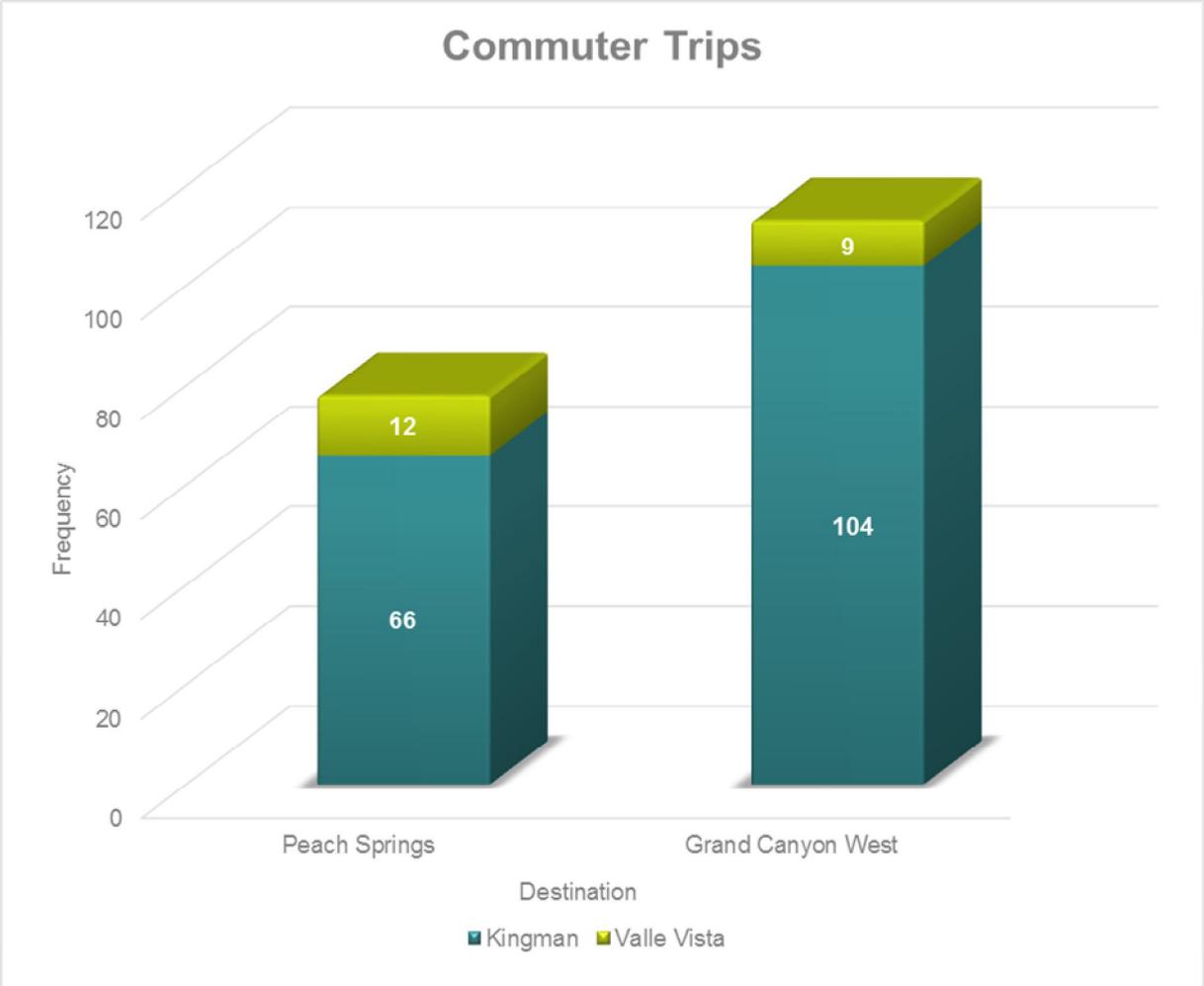


Figure B-12: Trips from Kingman and Valle Vista to Work Destinations

Doctor or Medical Appointments

Doctor or medical appointment trips were fairly well distributed between trips to the Peach Springs Health Center, the Kingman Medical Center, and to a lesser extent, the Parker Indian Health Service. Other medical destinations included:

- Phoenix Indian Health Service (4)
- Flagstaff (7)
- Other medical appointments in Kingman (7). This comprises two responses to the Kingman Veteran's Administration, 2 responses to Kingman dental offices (one of which also mentioned a vision appointment), and two responses to undetermined Kingman locations.
- Other locations mentioned included Tuba City, Surprise, Prescott, Bullhead City, Las Vegas, Fort Mojave, Williams

A review of responses regarding how many times per week the trip is made indicated that the frequency and time of day for this type of trip is highly variable. A review of shopping trips made by persons living in Peach Springs to medical destinations in Kingman indicated that 31 trips were made by survey respondents. Doctor or medical appointment trips are summarized in **Table B-12** and shown graphically in **Figure B-13**.

Table B-12: Doctor or Medical Appointment Trips

Doctor or Medical Appointments	Number of Responses
Peach Springs Indian Health	75
Parker Indian Health Service	57
Kingman Medical Center	77
Other (occurrences of more than five responses summarized below)	69
Flagstaff	7
Other Kingman locations	7
Phoenix	7 (4 persons noted Phoenix Indian Medical Center)

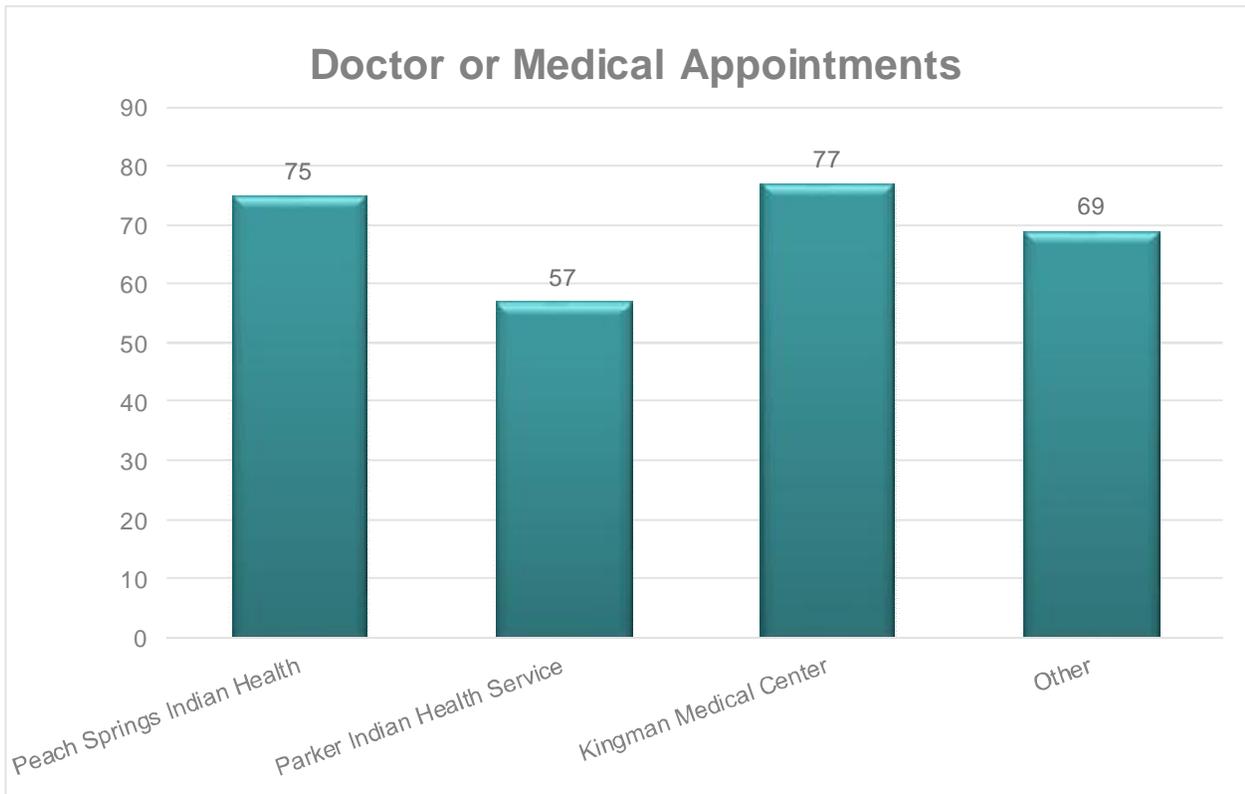


Figure B-13: Responses regarding Doctor or Medical Appointment Trips

Shopping Trips

The most frequent shopping trips destinations were the Walmart store in Kingman, the Walapai Market, and to a lesser extent, the Gas N Grub in Truxton. Other shopping destinations in Kingman that were noted included:

- Grocery stores, including Smith’s, Bashas, and Safeway
- Sam’s Club
- K-Mart
- Home Depot
- Ross
- Petco

Other regional shopping destinations included Las Vegas, Prescott, Flagstaff, Bullhead City, and Laughlin. Trip times varied for shopping trips.

A review of shopping trips made by persons living in Peach Springs to shopping destinations in Kingman indicated that 46 trips were made by survey respondents. These are typically trips that are made 1-2 times per week, on a weekend, although some weekday shopping was noted. Shopping trip destinations and number of trips is summarized in **Table B-13** and **Figure B-14**.

Table B-13: Shopping Trip Destinations

Shopping	Number of Responses
Walapai Market	67
Walmart, Kingman	105
Gas N Grub, Truxton	36
Other (occurrences of five or more responses summarized below)	53
Smith’s Grocery Store	7
Safeway	5



Figure B-14: Shopping Destinations

School

School destinations included Mohave Community College, and to a lesser extent, Kingman Senior High School, Peach Springs Elementary School, and Seligman Elementary School. School trips are summarized in **Table B-14** and **Figure B-15**. Not all respondents answered the questions about when they needed to arrive or leave school destinations, but persons that did respond are summarized. Survey respondents typically needed to be at school every weekday, or Monday through Thursday for Peach Springs Unified School District staff.

Table B-14: School Trip Destinations

Schools	Number of Responses	Number of Responses for Times Survey Respondents Need to Arrive at School	Number of Responses for Times Survey Respondents Leave School
Mohave Community College	24	Prior to 7:00 a.m. – 1 7:00 a.m. to 7:30 a.m. – 0 7:31 a.m. to 8:00 a.m. – 2 After 8:00 a.m. – 0 Varies – 4	Prior to 5:00 p.m. – 5 5:00 p.m. to 5:30 p.m. – 1 5:31 p.m. to 6:00 p.m. – 1 After 6:00 p.m. – 0 Varies – 2
Kingman Senior High School	17	Prior to 7:00 a.m. – 1 7:00 a.m. to 7:30 a.m. – 0 7:31 a.m. to 8:00 a.m. – 2 After 8:00 a.m. – 0 Varies – 2	Prior to 5:00 p.m. – 2 5:00 p.m. to 5:30 p.m. – 1 5:31 p.m. to 6:00 p.m. – 0 After 6:00 p.m. – 0 Varies – 2
Peach Springs Elementary School	22	Prior to 7:00 a.m. – 1 7:00 a.m. to 7:30 a.m. – 7 7:31 a.m. to 8:00 a.m. – 0 After 8:00 a.m. – 1 Varies – 0	Prior to 5:00 p.m. – 1 5:00 p.m. to 5:30 p.m. – 6 5:31 p.m. to 6:00 p.m. – 0 After 6:00 p.m. – 0 Varies – 2
Seligman Elementary School	17	Prior to 7:00 a.m. – 2 7:00 a.m. to 7:30 a.m. – 0 7:31 a.m. to 8:00 a.m. – 2 After 8:00 a.m. – 0 Varies – 2	Prior to 5:00 p.m. – 5 5:00 p.m. to 5:30 p.m. – 0 5:31 p.m. to 6:00 p.m. – 0 After 6:00 p.m. – 0 Varies – 2
Other	11	N/A	N/A
Total	91		

Note: Number of responses do not add up between columns because not all respondents answered this question fully.

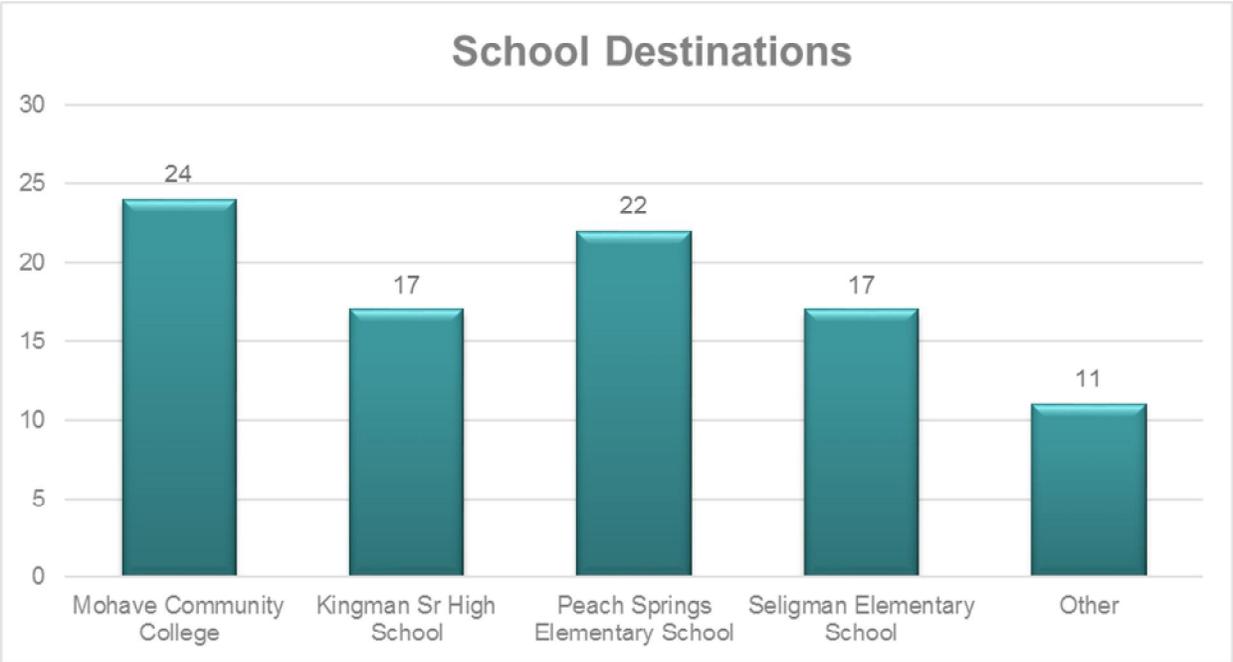


Figure B-15: School Trip Destinations

Responses to how much are you willing to pay for transit?

In general, people responding to this question were willing to pay a reasonable fare for transit service, and the amount they were willing to pay varied according to the distance traveled. **Figure B-16** summarizes mean round trip fares that persons were willing to pay to various locations.

Round Trip Fares from Peach Springs

The dark green bar in the figure represents fares people are willing to pay from Peach Springs to various destinations. For trips within Peach Springs the mean fare varied from \$1.73 to \$5.00 per round trip. For locations in Kingman, survey respondents indicated they were will to pay between \$11.25 and \$17.50, depending on the location.

Round Trip Fares from Kingman

The light green bar represents the mean fares people are willing to pay from Kingman to various destinations. For destinations within Kingman, the mean round trip fare ranged from \$2.00 to \$3.50. For destinations in Peach Springs, the mean round trip fare ranged from \$1.50 to \$7.83.

Although fares for a transit system will be set dependent on a number of factors, including operating costs, level of subsidies, and other factors, these survey results indicate that persons are willing to pay for service, and the longer the distance, the higher amount they are willing to pay.



Figure B-16: Mean Values of Responses to "What are you willing to pay to get there and back?"

APPENDIX C – TRANSIT COOPERATIVE RESEARCH PROGRAM RESOURCES

The Transit Cooperative Research Program provides free publications on a number of transit topics. The following are guidebooks and reports that were used in the development of this plan and that would be useful to a Transit Manager.

Report Title	Website Link
TCRP Report 154 Developing, Enhancing, and Sustaining Tribal Transit Services: A Guidebook	TCRP Docs\TCRP_RPT_154.pdf
TCRP Report 54 Managing Rural Transit Systems	TCRP Docs\TCRP_RPT_54_Managing Rural systems.pdf
TCRP Report 135 Controlling System Costs: Basic and Advanced Scheduling Manuals and Contemporary Issues in Transit Scheduling	TCRP Docs\TCRP_RPT_135.pdf
TCRP WebDoc 49 Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation	TCRP Docs\tcrp_webdoc_49-1.pdf
TCRP Synthesis 66 Fixed-Route Transit Ridership Forecasting and Service Planning Methods	TCRP Docs\tcrp_syn_66.pdf
TCRP Report 147 Toolkit for Estimating Demand for Rural Intercity Bus Services	TCRP Docs\tcrp_rpt_147.pdf
TCRP Synthesis 94 Innovative Rural Transit Services	TCRP Docs\tsyn94.pdf
TCRP Report 101 Toolkit for Rural Community Coordination Services	TCRP Docs\TCRP_RPT_101-1.pdf

APPENDIX D – TITLE VI POLICY REQUIREMENTS AND SAMPLES

TITLE VI PLAN AND TEMPLATE

Requirement: FTA Subrecipients will have a Title VI Plan

[Proposed FTA Circular](#)

[ADOT FTA Subrecipient Title VI Plan Template](#)

INCLUSIVE PUBLIC PARTICIPATION

Guidance: *FTA recipients should seek out and consider the viewpoints of minority, low-income, and LEP populations in the course of conducting public outreach and involvement activities. An agency's public participation strategy shall offer early and continuous opportunities for the public to be involved in the identification of social, economic, and environmental impacts of proposed transportation decisions.*

Resources to help determine what should be included in public participation strategies can be found at:

- Transit Cooperative Research Program 's Synthesis 89 – <http://www.tcrponline.org/pdfdocuments/tsyn89.pdf>
- The International Association of Public Participation – www.iap2.org
- FTA has identified a number of resources to developing public participation strategies. The list can be found at <http://www.fta.dot.gov/15589.html>
- FHWA Office of Planning Environment and Realty http://www.fhwa.dot.gov/planning/public_involvement/publications/techniques/chapter00.cfm
- A good sample plan can be found via the City of Portland <http://www.portlandoregon.gov/oni/article/98500>

LANGUAGE ACCESS TO LIMITED ENGLISH PROFICIENCY (LEP) PERSONS

Requirement: *FTA recipients shall take responsible steps to ensure meaningful access to the benefits, services, information, and other important portions of its programs and activities for individuals who are Limited English Proficient (LEP).*

Resources to help determine what should be included in an LEP Plan and strategies for implementation can be found at:

- TCRP Research Results Digest 97 Transit Agency Compliance with Title VI: Limited English Proficiency Requirements http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rrd_97.pdf
- FHWA Transit Agency Compliance with Title VI: Limited English Proficiency Requirements http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rrd_97.pdf
- FTA Implementing the Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons http://www.fta.dot.gov/documents/Attachment_6_LEP_Handbook.doc

TITLE VI COMPLAINT PROCEDURES

Requirement: *FTA recipients shall develop procedures for investigating and tracking Title VI complaints filed against them and make their procedures for filing a complaint available to members of the public upon request.*

SAMPLE Title VI Complaint Procedure

Any person who believes she or he has been discriminated against on the basis of race, color, or national origin by the City of USA Transit Authority (hereinafter referred to as “the Authority”) may file a Title VI complaint by completing and submitting the agency’s Title VI Complaint Form. The City of USA Transit Authority investigates complaints received no more than 180 days after the alleged incident. The Authority will process complaints that are complete.

Once the complaint is received, the Authority will review it to determine if our office has jurisdiction. The complainant will receive an acknowledgement letter informing her/him whether the complaint will be investigated by our office.

The Authority has XX days to investigate the complaint. If more information is needed to resolve the case, the Authority may contact the complainant. The complainant has XX business days from the date of the letter to send requested information to the investigator assigned to the case. If the investigator is not contacted by the complainant or does not receive the additional information within XX business days, the Authority can administratively close the case. A case can be administratively closed also if the complainant no longer wishes to pursue their case.

After the investigator reviews the complaint, she/he will issue one of two letters to the complainant: a closure letter or a letter of finding (LOF). A closure letter summarizes the allegations and states that there was not a Title VI violation and that the case will be closed. An LOF summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member or other action will occur. If the complainant wishes to appeal the decision, she/he has XX days after the date of the letter or the LOF to do so.

A person may also file a complaint directly with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590.

SAMPLE TITLE VI COMPLAINT FORM

Background

Recipients must create and make available a Title VI Complaint Form for use by customers who wish to file a Title VI complaint. The complaint form shall be available on the recipient’s website. A recipient’s Title VI Complaint Form shall specify the three classes protected by Title VI—race, color, and national origin—and allow the complainant to select one or more of those protected classes as the basis/bases for discrimination. The Title VI Complaint Form is a vital document. If any of the Limited English Proficient (LEP) populations in your service area meet the Safe Harbor threshold (see Chapter III), then the procedure should be provided in English *and* in any other language(s) spoken by LEP populations that meet the Safe Harbor Threshold.

The sample below is provided for the purposes of guidance only. See Title VI Template for guidance.

Section I:			
Name:			
Address:			
Telephone (Home):		Telephone (Work):	
Electronic Mail Address:			
Accessible Format Requirements?	Large Print		Audio Tape
	TDD		Other
Section II:			
Are you filing this complaint on your own behalf?		Yes*	No
*If you answered "yes" to this question, go to Section III.			
If not, please supply the name and relationship of the person for whom you are complaining:			
Please explain why you have filed for a third party: _____			
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.		Yes	No
Section III:			
I believe the discrimination I experienced was based on (check all that apply):			
<input type="checkbox"/> Race <input type="checkbox"/> Color <input type="checkbox"/> National Origin			
Date of Alleged Discrimination (Month, Day, Year): _____			
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please use the back of this form.			

Section IV			
Have you previously filed a Title VI complaint with this agency?		Yes	No
Section V			

Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, check all that apply:	
<input type="checkbox"/> Federal Agency: _____	
<input type="checkbox"/> Federal Court _____	<input type="checkbox"/> State Agency _____
<input type="checkbox"/> State Court _____	<input type="checkbox"/> Local Agency _____
Please provide information about a contact person at the agency/court where the complaint was filed.	
Name:	
Title:	
Agency:	
Address:	
Telephone:	
Section VI	
Name of agency complaint is against:	
Contact person:	
Title:	
Telephone number:	

You may attach any written materials or other information that you think is relevant to your complaint.

Signature and date required below

Signature Date

Please submit this form in person at the address below, or mail this form to:

City of USA Title VI Coordinator

1234 Center Street

City of USA, State 11111

RECORD OF TITLE VI INVESTIGATIONS, COMPLAINTS, AND LAWSUITS

Requirement: *FTA recipients shall prepare and maintain a list of any active investigations conducted by entities other than FTA, lawsuits, or complaints naming the recipients that allege discrimination on the basis of race, color, or national origin. This list shall include the date that the investigation, lawsuit, or complaint was filed; a summary of the allegation(s); the status of the investigation, lawsuit, or complaint; and actions taken by the recipient in response to the investigation, lawsuit, or complaint.*

Background

All recipients shall prepare and maintain a list of any of the following that allege discrimination on the basis of race, color, or national origin:

- Active investigations conducted by FTA and entities other than FTA;
- Lawsuits; and
- Complaints naming the recipient.

This list shall include the date that the transit-related Title VI investigation, lawsuit, or complaint was filed; a summary of the allegation(s); the status of the investigation, lawsuit, or complaint; and actions taken by the recipient in response, or final findings related to the investigation, lawsuit, or complaint. This list shall be included in the Title VI Program submitted to FTA every three years.

The sample below is provided for the purposes of guidance only.

SAMPLE List of Investigations, Lawsuits and Complaints

	Date (Month, Day, Year)	Summary (include basis of complaint: race, color, or national origin)	Status	Action(s) Taken
Investigations				
1.				
2.				
Lawsuits				
1.				
2.				
Complaints				
1.				
2.				

NOTICE TO BENEFICIARIES OF PROTECTION UNDER TITLE VI

Requirement: *FTA recipients shall provide information to the public regarding their Title VI obligations and apprise members of the public of the protections against discrimination afforded to them by Title VI. Recipients shall disseminate this information to the public through measures that can include but shall not be limited to a posting on its Web site.*

SAMPLE Title VI Notification to the Public

Notifying the Public of Rights Under Title VI
THE CITY OF USA

- The City of USA operates its programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with the City of USA.
- For more information on the City of USA's civil rights program, and the procedures to file a complaint, contact 800-555-1212, (TTY 800-555-1111); email title.vi.complaint@city.ca.us or visit our administrative office at 1234 Center Street, City of USA, State 11111. For more information, visit www.city.ca.us
- A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with the Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 1st Floor-TCR, 1200 New Jersey Ave., SE, Washington, DC 20590
- If information is needed in another language, contact 800-555-1212.
 - *MAKE SURE THE SENTENCE ABOVE IS ALSO PROVIDED IN ANY LANGUAGE(S) SPOKEN BY LEP POPULATIONS THAT MEET THE SAFE HARBOR THRESHOLD*

APPENDIX E – FUNDING SOURCE INFORMATION

FTA 5311C Tribal Transit Program

Program Overview	Section 5311(j) of MAP-21, Public Law 112-41 (July 6, 2012), authorizes the Public Transportation on Indian Reservations Program (Tribal Transit Program (TTP)) for Fiscal Years (FY) 2013-2014. The modified Tribal Transit Program continues to be a set-aside from the Formula Grants for Rural Areas program but now consists of a \$25 million formula program and a \$5 million discretionary grant program subject to the availability of appropriations. A 10 percent local match is required under the discretionary program, however, there is no local match required under the formula program.
Eligible Recipients	Only Federally-recognized tribes are eligible recipients under the Tribal Transit Program. However, tribes which are not federally recognized remain eligible to apply to the State as a subrecipient for funding under the State's apportionment.
Eligible Activities	Federally recognized tribes may use the funding for capital, operating, planning, and administrative expenses for public transit projects that meet the growing needs of rural tribal communities. Examples of eligible activities include: capital projects; operating costs of equipment and facilities for use in public transportation; and the acquisition of public transportation services, including service agreements with private providers of public transportation services. A description of eligible activities can also be found in the May 9, 2013 Notice of Funding Availability: Solicitation of Grant Applications for FY 2013 Tribal Transit Program Funds; and Responses to the November 9, 2012 Solicitation of Comments Federal Register Notice.
FTA Regional Tribal Liaisons	<ul style="list-style-type: none"> • Federal Transit Administration's Regional Tribal Liaisons
MAP-21 Funding	<ul style="list-style-type: none"> • Solicitation of Project Proposals: Public Transportation on Indian Reservations Program (12/9/2014) • Fiscal Year 2014 Formula Funding Allocation Notice (PDF) (2/18/2014) • Fiscal Year 2013 Discretionary Projects (3/12/2014) • Fiscal Year 2013 Formula Funding Allocation Notice (Excel) (4/30/2013)
Webinars & Training	<ul style="list-style-type: none"> • Fiscal Year 2013 Tribal Transit Webinar Training (PDF) • Archived Webinars/Training

SAFETEA-LU Archives	<ul style="list-style-type: none"> • Fiscal Year 2012 Tribal Transit Project Selections • Fiscal Year 2012 Tribal Transit Project Map • Fiscal Year 2011 Tribal Transit Program Descriptions (PDF) • SAFETEA-LU Fact Sheet for Indian Reservations (PDF)