Pyramid Lake Paiute Tribe
Technical Assistance

TRANSPORTATION CONSULTANTS, INC.

Prepared for

ctaa

Pyramid Lake Paiute Tribe
Technical Assistance

Final Report

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Executive Summary

The Pyramid Lake Paiute Tribe (PLPT) is located in west-central Nevada, northeast of the Reno-Sparks area, as shown in Figure ES-1. The Reservation includes Pyramid Lake, which provides recreation opportunities and supports agriculture in an area that is otherwise desert. Wadsworth, on the southern side of the Reservation, is approximately 25 miles east of Reno-Sparks and about three miles west of Fernley. While the majority of the population lives in Wadsworth, most of the tribal facilities and services are located in Nixon, about 16 miles north of Wadsworth. A third community, Sutcliffe, is located 18 miles north of Nixon.

There are limited employment opportunities on the Reservation, primarily with tribal government and services in Nixon. Most employment opportunities are in the Reno-Sparks area, and many services and retail options are in either Fernley or Reno-Sparks. The nearest Walmart is located in Fernley. The Tribal Clinic in Nixon provides health care services, but tribal members must travel to Reno for dialysis treatment and more specialized medical care. Transportation services are limited and are not coordinated.

Without reliable transportation service, many tribal members are limited in the opportunities they have for basic services, retail businesses, education, and employment. A coordinated transportation service that meets the needs for medical transportation, specialized transportation services, and general public transportation would help to expand these opportunities and would support economic development on the Reservation.

The Community Transportation Association of America (CTAA) retained the services of LSC Transportation Consultants, Inc., in association with AECOM, to provide technical assistance in developing a transit plan for the Pyramid Lake Paiute Tribe.

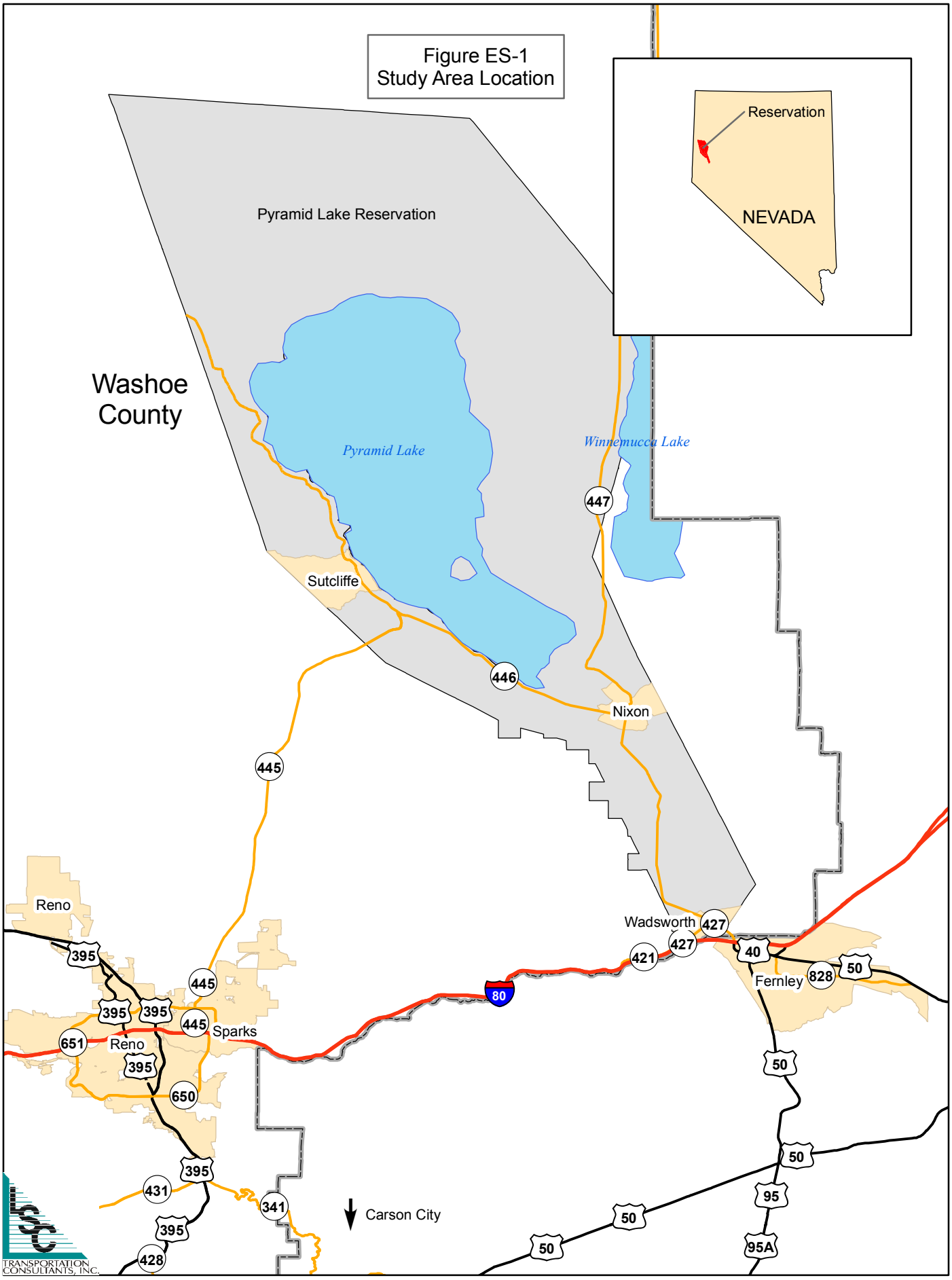
Figure ES-1
Study Area Location
Reservation
NEVADA
Pyramid Lake Reservation
Washoe
County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Reno
Sparks
Wadsworth
Fernley
Carson City
LSC
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PROJECT GOALS AND OBJECTIVES

CTAA staff held a Visioning Workshop to identify key transportation issues for the Tribe. There is a broad range of transportation needs for residents on the Pyramid Lake Paiute Tribe Reservation, ranging from local mobility to connections to the Reno-Sparks area. Residences are concentrated in the three communities on the Reservation, but the distances between the communities create challenges for mobility. Many opportunities for employment and services are located off the Reservation, either in Fernley or in the Reno-Sparks area.

A Working Group was formed and LSC worked with members of the Working Group to develop project goals. An initial discussion was held at the project kick-off meeting and the goals were refined during subsequent meetings of the Working Group.

Goal 1: Provide tribal members with safe, convenient access to administration areas, housing, and other tribal services on the Reservation.

Goal 2: Provide mobility and access to employment, education, job training, and health care opportunities both on and off the Reservation.

Goal 3: Implement a public transit service to provide mobility and transportation options.

Goal 4: Form a partnership of all tribal transportation programs and with other transportation programs off the Reservation as appropriate.

Goal 5: Implement a public transit service that is safe, effective, and efficient in delivering service.

Goal 6: Provide public transit service that supports the Pyramid Lake Paiute Tribe Economic Development Plan.

Goal 7: Provide for sustained funding of the public transit service.

STUDY APPROACH

The study began with identification of transportation issues for residents of the Pyramid Lake Paiute Tribe Reservation and a vision for transportation services during a Visioning Workshop conducted by CTAA. LSC and AECOM were selected as the consulting team and worked with CTAA and local stakeholders to develop the recommended transit service plan.

An inventory of existing transportation resources and services was completed. Current transportation services include the Tribal Health Clinic, Senior Services, Tribal Social Services, and the School District. Each of these provide transportation on the Reservation as well as to locations off the Reservation. These departments within the tribal government provide transportation to their clientele, but transportation is not the primary focus of the services which they provide. For example, the Tribal Health Clinic, which uses up to five vehicles in peak service, provides transportation to access appointments both at the clinic in Nixon, and regionally in Reno. However, the focus of their services is health, with transportation a necessity to achieve their goals.

In addition to the specialized transportation services on the Reservation, there are public transportation services in nearby communities. These public transportation services do not serve the Reservation. The other transportation systems include the Reno-Sparks Indian Community, the Regional Transportation Commission serving the Reno-Sparks area, and Churchill Area Regional Transportation (CART) serving Churchill County.

The analysis of transportation needs showed significant needs for both mobility on the Reservation and for access to the nearby communities of Fernley, Sparks, and Reno. The transportation needs include access to medical services, employment, retail, and education. While the existing services fill some of the need, the scope of those services is limited and there are many unmet needs.

Several alternatives were developed and evaluated to determine how well each would meet the needs and achieve the project objectives. The alternatives included service options and coordination strategies. Based on the evaluation of the various options, the Working Group selected a preferred plan and LSC prepared an implementation plan. The recommendations were presented to the Tribal Council which adopted the recommendations and authorized tribal staff to proceed with the implementation plan.

STUDY RECOMMENDATIONS

Based on the results of the study and discussions within the Pyramid Lake Paiute Tribe (PLPT) and with the study team, the following transit options have been identified as priorities for the Tribe and together constitute the locally preferred transit service alternative:

- Creation of a coordinated PLPT transit department to operate/oversee the following tribal transit services on weekdays:
  - Deviated fixed-route service between Nixon, Wadsworth, and Fernley with as-needed demand-response service from Sutcliffe, which would cover senior center and shopping trips and some medical appointments and employment trips.
  - Regional commuter service between Wadsworth and the Tahoe Reno Industrial Center, Northern Nevada Medical Center, and RTC Centennial Plaza in Sparks with midday connections to allow for easier access for medical trips, part-time employment, and commuter peace of mind.
  - Demand-response service for special medical trips (e.g., dialysis appointments) when the scheduled transit services are not conveniently timed with appointments.
- Participation in the RTC Smart Trips regional ridesharing program to advertise the proposed transit service and to increase carpooling and vanpooling opportunities for Reservation residents and employees. This would also involve transferring the administration and ridematching activities of the existing Pyramid Lake school department's vanpooling program to RTC Smart Trips.
- Establishment of a park-and-ride lot and transfer point at the new PLPT community center in Wadsworth, which would provide easy access to both the Reservation and connecting roadways as well as the highway for service to Reno/Sparks.
- As the transit service gains a foothold in the community, ridership grows, and additional demand for service is identified, the local deviated fixed-route ser-

vice and regional commuter service could be extended into Saturdays using the same level of service as on weekdays.

The recommended service plan is shown in Figure ES-2. These recommended services fill many of the existing gaps in service and will provide opportunities for residents on the Pyramid Lake Paiute Reservation to access employment and services in communities off the Reservation.

The recommendation to establish a consolidated transportation program will avoid potential duplication of services. The program will be able to use existing funds that are used for transportation and leverage those funds to match other grant programs. While the level of service to be provided will increase significantly, the additional direct cost to the Tribe will be very small. The Tribe will need to provide some matching funds for vehicle purchases and will need to provide adequate space for operation of the new transit program.

The plan calls for the immediate hiring of a transit program manager. An individual dedicated to implementing the new program is a key to success for starting up a new transit service. This person will have responsibility for grant applications and setting up the new transit program within the tribal government.

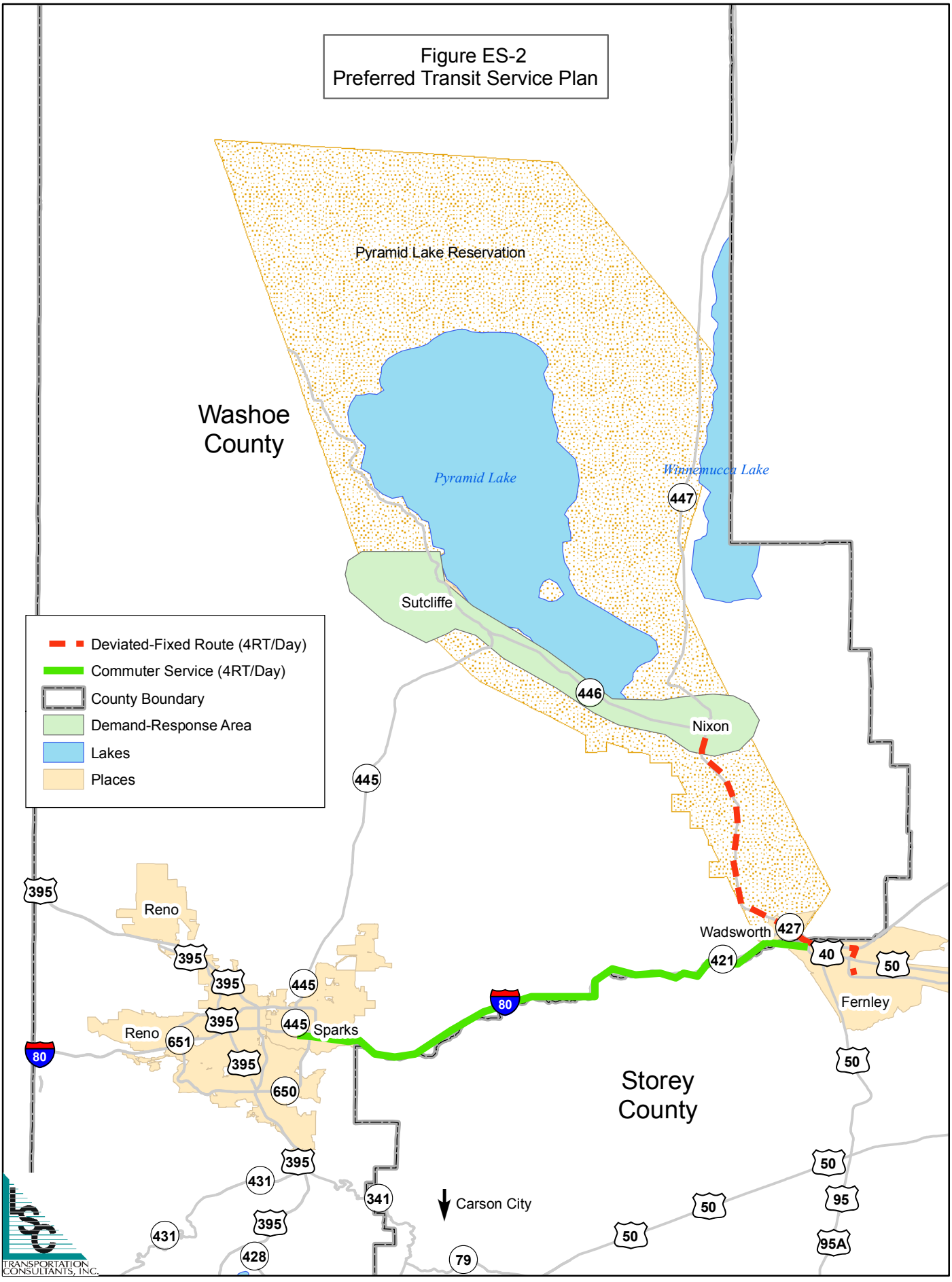
Figure ES-2
Preferred Transit Service Plan
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Deviated-Fixed Route (4RT/Day)
Commuter Service (4RT/Day)
County Boundary
Demand-Response Area
Lakes
Places
Reno
Sparks
Wadsworth
Fernley
Storey County
Carson City
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POTENTIAL BARRIERS

The greatest barrier to implementation of the recommended service plan will be adequate funding. The financial plan identified sources of funding which may be used to implement the new service. However, this funding is dependent on obtaining new grants through the Nevada Department of Transportation and the Federal Transit Administration Tribal Transit Program. The Tribe is eligible for these grant programs, but must submit the appropriate grant applications to obtain the new funds.

OPPORTUNITIES FOR SUCCESS

The tribal departments all support the proposed consolidated transportation service. The individuals served by each of the existing services will have increased opportunity for transportation services. There will be more opportunities for access to medical services in Reno. Opportunities for employment will increase as residents will have access to jobs in Fernley and the Reno-Sparks area. The commitment of existing funds used for transportation services provides the opportunity to meet local match requirements for other funding sources.

The commitment to hire a new transit program manager will be a key to successful implementation of the recommended services. Funds have already been identified for the initial hiring and first year. This will provide the opportunity to obtain funding through other grant programs, acquire vehicles, set up the transit program, and initiate service.

ECONOMIC BENEFITS

The greatest economic benefit will be the access to employment opportunities in Fernley and the Reno-Sparks area. There are major employers located in the industrial park area on the east side of Fernley, in the Reno-Tahoe Industrial Center, and the Reno-Sparks area. The Reno-Tahoe Industrial Center is the largest industrial center in the world and continues to attract new businesses because of access to transportation and utilities.

The new program will create jobs within the transportation department. Current drivers will have opportunities to work additional hours and more drivers will be needed to fulfill the proposed schedule. Dispatchers will be needed for the demand-response and route-deviation service.

Other benefits will include better access to medical services, educational opportunities, and other services.

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Chapter I

CHAPTER I

Introduction and Review of Previous Studies

INTRODUCTION

The Community Transportation Association of America (CTAA) retained the services of LSC Transportation Consultants, Inc., in association with AECOM, to provide technical assistance in developing a transit plan for the Pyramid Lake Paiute Tribe.

The Pyramid Lake Paiute Tribe (PLPT) is located in west-central Nevada, northeast of the Reno-Sparks area, as shown in Figure I-1. The Reservation includes Pyramid Lake, which provides recreation opportunities and supports agriculture in an area that is otherwise desert. Wadsworth, on the southern side of the Reservation, is approximately 25 miles east of Reno-Sparks and about three miles west of Fernley. While the majority of the population lives in Wadsworth, most of the tribal facilities and services are located in Nixon, about 16 miles north of Wadsworth. A third community, Sutcliffe, is located 18 miles north of Nixon.

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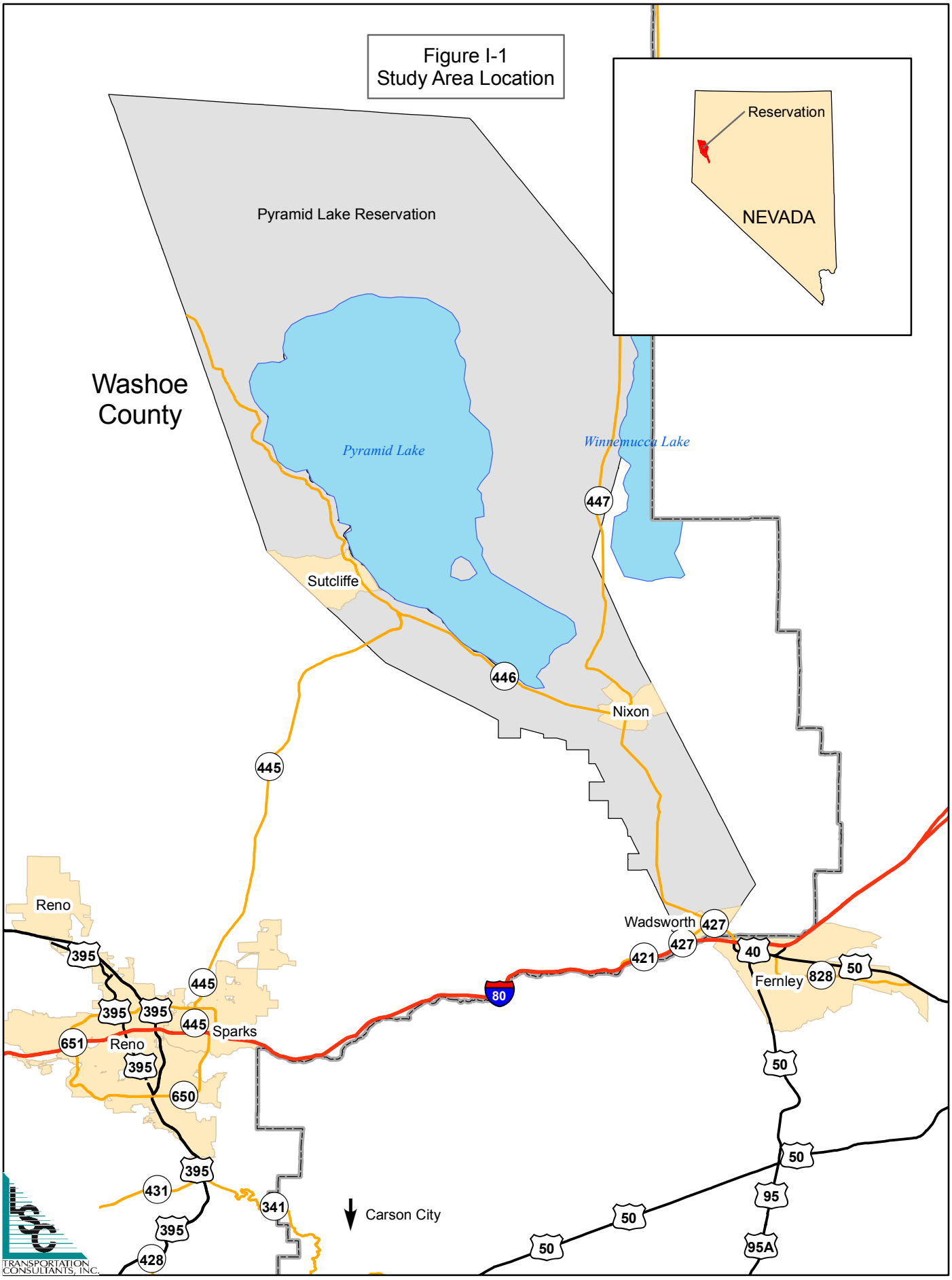
Figure I-1
Study Area Location
Reservation
NEVADA
Pyramid Lake Reservation
Washoe
County
Pyramid Lake
Winnemucca Lake
447
Sutcliffe
446
Nixon
445
Reno
395
445
395
395
445
Sparks
651
Reno
395
650
Wadsworth
427
427
421
80
40
Fernley
828
50
50
50
50
95
95A
395
431
341
395
428
Carson City
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REPORT CONTENTS

Chapter I also reviews previous transportation plans and studies which relate to this transit study.

Chapter II reviews current transportation providers (both public and private) and includes tribal transportation providers, regional transportation providers, and other providers such as Amtrak, Greyhound, taxicab companies, charter services, and student transportation provided in the study area.

Chapter III presents the demographic review of the Pyramid Lake Indian Reservation.

Chapter IV presents the mobility needs of various segments of the population and the potential demand for transit services on the Pyramid Lake Indian Reservation.

Chapter V describes the various service options that have been considered and provides an evaluation including the operating cost, capital cost, and potential demand.

Chapter VI presents the preferred service plan analyzed for Pyramid Lake Paiute Tribe. This chapter has schedules, vehicle requirements, and some of the communication, personnel, and staffing requirements needed for implementing the preferred service plan. Costs and ridership data are also presented. Several of these options were presented in Chapter V, and the options were then refined based on input and feedback from tribal staff and the Working Group.

Chapter VII presents the federal and state funding sources that may be available to provide transit services on the Pyramid Lake Paiute Reservation with regional connections to other off-Reservation destinations such as the Reno/Sparks area.

Chapter VIII presents the financial plan for the new coordinated Pyramid Lake Paiute Tribe (PLPT) transit service.

Chapter IX presents the organizational options for providing transit services on/to the Pyramid Lake Paiute Reservation and implementation steps to meet the transportation needs of the Tribe.

PREVIOUS TRANSPORTATION PLANS AND STUDIES

There are a handful of plans and studies previously conducted which relate to the current study.

Long-Range Transportation Plan for the Pyramid Lake Paiute Reservation

This study—completed in August 2011 by Lumos & Associates, Inc.—identifies the transportation needs of the Pyramid Lake Paiute Tribe. The study outlines all modes of transportation: roadway infrastructure, drainage and lighting, public transit and school transportation, mail routes, bicycle and pedestrian routes, and the Pyramid Lake National Scenic Byway. Existing public transit receives a cursory mention, with greater emphasis provided on school transportation. However, in terms of goals and objectives, the following are pertinent to this Technical Assistance Project:

- Goal 1: Provide tribal members with safe, convenient access to administration areas, housing, and other tribal services.
- Goal 3: Assure that all proposed transportation improvement projects are consistent with the Tribe's Economic Development Plan, and help move the Tribe toward attainment of these goals.
  - Objective 3.3: Access to and within tribal enterprise, industrial, and commercial areas by all transportation modes including pedestrian, **public transit** (emphasis added), and bicycling should be considered and accommodated in development plans.
- Goal 6: Consider the impact of transportation availability on tribal members' access to higher education opportunities, job training, health care and employment, and **consider implementing a transit service** (emphasis added) to provide access for tribal members to these and other opportunities and services.
  - Objective 6.1: Study the feasibility of initiating a public transit service for tribal members to access services on and outside of the Reservation. In developing this plan, work cooperatively with social service providers to identify potential transit service users, funding opportunities, and the potential for joint operation of the service.
  - Objective 6.2: Study the feasibility of initiating mass transit for recreational visitors including park-and-ride facilities in Wadsworth, and

transportation to/from the Reno Tahoe Airport and from resorts/ casinos.

Additionally, the Long-Range Transportation Plan identifies roadway and non-roadway projects. The non-roadway projects list (not prioritized) includes the following project:

Project Name:	Public transportation system for Pyramid Lake
Project Location:	Between Reservation towns and surrounding urban areas.
Condition:	There is currently no existing public transportation system serving the Reservation.
Project Description:	1) Carry out needs assessment and route fare study; 2) Identify and apply for funding; 3) If/when funding is received, purchase vehicles, hire and train drivers, etc.
Serves:	Reservation residents, especially low income, elderly and disabled.
Project Justification:	Community development, economic development.
Potential Funding:	Federal Transit Administration (FTA) Tribal Transit Program.

Pyramid Lake Economic Development Plan

This plan was developed by Scott Carey, Tribal Planner, in June 2010 as a coordinated planning effort with the Tribal Council and tribal members. This is a strategic plan to create long-term profit-making opportunities, to create optimum employment opportunities, and to establish a high-quality recreation area at Pyramid Lake for the Pyramid Lake Paiute Tribe and its members. The Plan was published in two volumes, both of which have relevance to the current plan. The plan is intended to be used by tribal staff and the Tribal Council to guide the Tribe when making decisions and reviewing future economic development projects, and therefore it should be considered when making decisions regarding transportation needs and solutions. In particular, transportation options which improve the employment opportunities for tribal members, or which create tourism opportunities should include a reference to the relevance of the Economic Development Plan.

Pyramid Lake Paiute Tribal Health Clinic Facility Study

The Health Clinic recently engaged the services of Lumos & Associates to conduct a study of their facility needs. While this is not a transportation plan, it does identify specific needs for storage and maintenance of the Clinic's vehicle fleet. This study is not yet complete, but it has spurred the Health Clinic staff to consider the community-wide transportation facility needs and anticipates this may be an area for coordination and joint funding. Staff of the Tribal Health Clinic would like to take this analysis further and determine if a joint transportation facility would be of greater utility and benefit to the PLPT.

STUDY ISSUES AND GOALS

A project kick-off meeting was held December 4, 2012 in Nixon with members of the Working Group. CTAA staff had held an earlier Visioning Workshop and discussion followed the issues and vision discussion from that session. There is a broad range of transportation needs for residents on the Pyramid Lake Paiute Tribe Reservation, ranging from local mobility to connections to the Reno-Sparks area. Residences are concentrated in the three communities on the Reservation, but the distances between the communities create challenges for mobility. Many opportunities for employment and services are located off the Reservation, either in Fernley or in the Reno-Sparks area.

Following this discussion and review of the Tribe's goals for transportation, draft goals were developed. These goals were presented to the Working Group at the Working Group meeting on January 24, 2013 and refined to better reflect the priorities of the Tribe.

Goal 1: Provide tribal members with safe, convenient access to administration areas, housing, and other tribal services on the Reservation.

Goal 2: Provide mobility and access to employment, education, job training, and health care opportunities both on and off the Reservation.

Goal 3: Implement a public transit service to provide mobility and transportation options.

Goal 4: Form a partnership of all tribal transportation programs and with other transportation programs off the Reservation as appropriate.

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Goal 7: Provide for sustained funding of the public transit service.

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Chapter II

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CHAPTER II

Existing Transportation Services

In order to determine the best opportunities for meeting the transportation needs of the Pyramid Lake Paiute Tribe, it is important to assess (to the extent possible) the current availability of services provided by the Tribe, and to review those services which are regionally provided. This chapter compiles data regarding current transportation providers (both public and private) in the study area.

TRIBAL TRANSPORTATION PROVIDERS

Transportation services available to the Pyramid Lake Paiute Tribe (PLPT) are limited and uncoordinated. Various departments within the tribal government provide transportation to their clientele, but transportation is not the primary focus of the services which they provide. For example, the Tribal Health Clinic, which uses up to five vehicles in peak service, provides transportation to access appointments both at the clinic in Nixon, and regionally in Reno. However, the focus of their services is health, with transportation a necessity to achieve their goals. Below is a description of the numerous departments within the Tribe that include transportation services and an inventory of their current resources and use.

Pyramid Lake Paiute Tribe Health Clinic

The Tribal Health Clinic is located in Nixon, Nevada at the corner of Highways 446 and 447 at the south end of town. This facility meets the primary health needs of tribal members in Sutcliffe, Nixon, and Wadsworth. For health services which the clinic cannot meet—such as dialysis and other acute conditions—the Clinic arranges appointments and transportation for services in Reno, including services at the Veterans Administration hospital.

The transportation needs for patients are extensive, requiring three full-time drivers, two part-time drivers, and three volunteer drivers. Transportation is provided Monday through Friday between 8:00 a.m. and 4:30 p.m., and on some

Saturdays. The Clinic owns and operates five vehicles, and has access to two General Services Administration (GSA) vehicles.

The annual operating cost is $126,500. This includes $95,487 for three drivers, plus between $31,000 and $35,000 for fuel, maintenance, and insurance. Funding is through contracts with Indian Health Services (IHS) and third-party billing (Medicare, Veterans Assistance). The Clinic calculates that it provided 16,405 passenger-trips in 2012 over 245,909 miles of service. Assuming the average speed of travel (given many highway miles) is approximately 40, this indicates approximately 6,100 hours of service annually. The operating cost per service hour can therefore be estimated at approximately $21.00 per hour, with 2.7 passengers carried per hour of service and a cost of $7.71 per passenger-trip.

Pyramid Lake Paiute Tribe Senior Services

The Numaga Senior Center is located in a facility attached to the Health Clinic in Nixon. The center serves approximately 300 seniors (over 60 years of age) throughout the Reservation, including providing transportation to the senior center for meals and other activities, and to appointments, shopping, and outings. Transportation is provided Monday through Friday from 8:00 a.m. to 3:00 p.m. Once a month, the Senior Center makes a special trip to Reno. There are three staff members whose duties include both driving and kitchen duties, and the director of the Senior Center also drives approximately four hours per week. When the need arises, the Senior Center coordinates with the Tribal Health Clinic to pick up seniors and bring them to the Senior Center.

The annual operating cost for transportation is $56,900. This includes $50,000 for drivers, $5,400 for fuel, and $1,500 for maintenance. Funding is through Title VI funding and Federal Transit Administration Section 5311 funding. The Senior Center employs three vehicles for transportation—a 1999 Chevy van, a 2003 Dodge Caravan, and a 2006 Ford Starlight bus. The Senior Center provided 1,300 passenger-trips with 7,000 annual vehicle-miles and 250 annual vehicle-hours of service.

Pyramid Lake Paiute Tribe Social Services

Social service transportation is provided as one of many duties performed by staff members and one part-time driver. Transportation provided for social services can be divided into several categories:

- **Routine:** such as medical and psychological evaluations; therapy; clothing shopping; court cases and hearings.
- **On-Demand:** to Social Security office, TANF office, welfare office, TANF training, parenting classes, commodity food office, and to pay utility bills.
- **Episodic:** to the airport, pick-up of runaways, transporting youth to treatment centers, support for visitation.
- **Dream:** to seek employment, medical appointments with alternative facilities like veterans' services, summer transportation services for youth out of school for summer jobs/therapy.

Social Services has one vehicle, and staff use personal vehicles as well. The need for transportation fluctuates widely, with anywhere from zero to ten hours of transportation provided each week. Regular services are provided between 9:00 a.m. and 4:00 p.m. Mondays and Wednesdays, and between 7:00 a.m. and 5:00 p.m. Tuesdays and Thursdays, as well as in the off hours for episodic needs. Transportation costs approximately $28,800 annually and is supported through BIA funds. Social Services owns a Toyota SUV which has seating for four (no wheelchair access or tie-downs).

Johnson O'Malley Program

The Johnson O'Malley Act established funding to subsidize education, medical attention, and other services provided by tribal governments. The Pyramid Lake Paiute Tribe Johnson O'Malley Program supports Head Start programs, day care programs, after school programs, and summer programs for preschool through high school students. Transportation is one aspect of the services provided.

During the school year, transportation is provided three days per week with one driver. The van is also used for Head Start field trips and special holiday events. For eight weeks in summer, transportation is provided to preschool through high school-aged students between 8:00 a.m. to 4:30 p.m. using three drivers. Approximately 4,200 vehicle-miles of service are provided annually using three vehicles.

Pyramid Lake Junior and Senior High School Transportation

Pyramid Lake Junior and Senior High, located in Nixon, provides transportation for students living throughout northern Nevada. Students are transported from as far away as Gardnerville (95 miles from the Reservation, an hour and 45-minute drive) and Fallon (which is 47 miles away, an hour drive). The school has a fleet of seven buses with 35 or more seats and five Suburbans. They provide transportation for 90 to 100 students per day. The school operates 1,500 vehicle-miles of service per school day. The annual transportation budget is $127,000.

The School Board has restricted transportation to students only although there are no insurance or legal restrictions which prohibit service being provided to others.

Summary of Tribal Transportation

Data provided by each of the tribal departments are presented in Tables II-1 through II-4, as well as for the Reno Sparks Indian Colony (a regional transportation provider). Table II-1 identifies the general types of services provided by each department, passenger eligibility, staffing, and span of service provided. Table II-2 identifies the funding source for transportation services. Some of these costs are vehicle costs alone and do not include staff time. Table II-2 also identifies the sources of funding for transportation, which are often taken out of program funds.

Table II-3 identifies the operating characteristics of each provider, to the closest estimate for departments which were able to provide the information. This includes the total hours, miles, and one-way passenger-trips for transportation in which clients are transported. It does not include transportation to bring services to clients.

Table II-4 shows the vehicle fleet operated by each department. Additionally, most of the departments use private vehicles and several use volunteer drivers to help meet their transportation needs.

Table II-1
Pyramid Lake Paiute Tribe Inventory of Transportation Providers

Operating Characteristics	Pyramid Lake Tribal Health Clinic	Pyramid Lake Social Services	Numaga Senior Center	Pyramid Lake Child Care Center	Inter-Tribal Council of Nevada Head Start	Johnson O'Malley Program	Reno-Sparks Indian Colony
Type of Agency	Tribal Government	Tribal Government	Tribal Government	Tribal Government	Inter-Tribal Government	Tribal Government	Tribal Government
Passenger Eligibility							
Tribal Members	X	X	X	X	X	X	X
Elderly (min age?)	X	X	X				65
Elderly Disabled	X	X	X				65
Non-Elderly Disabled	X	X	X				X
Low Income	X	X					X
Youth (age range)	1 mo. - 18 yrs [1]	X		Pre-K to 6	Preschool	Pre-K to HS	X
General Public	X						
Other?	X		X				
Type of Service	Fixed-Route, Demand-Response	Fixed-Route, Demand-Response	On-demand to center, activities	On-demand to programs	On-demand to programs	On-demand to programs	Fixed-Route
Contract?	JHS	No				No	No
Coordinate?	Informally with Senior Center	No	Sometimes use Clinic's vehicles	No	No	No	No
Span of Service							
Week	M-F	M-Th	M-F	NA	NA	Varies: more in summer, holidays	M-F, S
Month	20 days	17	20 days			22	25
Hours	8:00 AM - 4:30 PM	9-3 M, W; 7-5 T/Th	8:00 AM - 3:00 PM			Varies	5 AM-9:30 PM M-F 10 AM-4 PM Sat
Drivers							
Full-Time	3	None dedicated;staff drive as needed.	0	NA	NA	0	2
Part-Time	2		3	NA	NA	1	1
Volunteer	3		0	NA	NA	0	0
CDL Certified?	No	No	No	NA	NA	No	Yes
Vehicle Useage							
Average Day	4	1-2	2	NA	NA	1-2	1
In Peak	5	2	3	NA	NA	3	2
Additional Services							
Description	Patients to ER in Reno; trips to Fernley for pharm pick up	Clients to all types of social services.	Transport once a month to Reno for shopping; October-December go on different trip every week			To Head Start, all-day summer programs, after school, pre-school through high school	
Frequency (per week)	1-2		1			3-5 days	

Note 1: Must be accompanied by parent/guardian

NA = data not available

Source: Data compiled by LSC Transportation Consultants, Inc.

Table II-2
Pyramid Lake Paiute Tribe Transportation Providers Cost and Funding

Monetary Characteristics	Pyramid Lake Tribal Health Clinic	Pyramid Lake Social Services	Numaga Senior Center	Pyramid Lake Child Care Center	Inter-Tribal Council of Nevada Head Start	Johnson O'Malley Program	Reno-Sparks Indian Colony
Fees charged to Participants?							
No, participant doesn't pay	X	X	X	X	X	X	
No, prohibited from charging							
Yes, participant pays a fee							$1.00
Agency's annual transportation cost?							
Salaries & benefits	$95,487	$14,000	$50,000				$68,900
Insurance	$33,000	$800	$0				$6,000
Fuel	included	$5,500	$5,400			$3,000	$48,300
Maintenance	included	$1,500	$1,500			$1,500	$6,000
Other?		$7,000	$0				
Total	$126,487	$28,800	$56,900	NA	NA	$4,500	$129,200
How are transportation services funded?	Contract to JHS & 3rd party billing	BIA, 638 Contract	Title VI funding, FTA Section 5311	NA	NA	Johnson O'Malley funds	General Fund
Is funding limited to specific groups of participants?	Medical patients	Disabled, seniors, youth, tribal members, low income, program clients.	Seniors	NA	NA	Yes, children and students	No
Restriction due to:	Funding source	Funding source	Funding source	NA	NA	Funding source	
Are trips limited in any way?	Medical visits only	For clients only, and based on availability.	Job Training, Medical Visits, Nutrition	Child Care Participants	Head Start Participants	School and after-school programs	Prioritized. Door-to-door limited to elderly and disabled

Note 1: Must be accompanied by parent/guardian
NA = data not available
Source: Data compiled by LSC Transportation Consultants, Inc.

Table II-3
Pyramid Lake Paiute Tribe Transportation Providers Operating Characteristics

Providers	Fixed-Route			Demand-Response			Total		
	Vehicle-Miles	Vehicle-Hours	Passenger-Trips	Vehicle-Miles	Vehicle-Hours	Passenger-Trips	Vehicle-Miles	Vehicle-Hours	Passenger-Trips
Pyramid Lake Tribal Health Clinic	--	--	--	245,909	6,100	16,405	245,909	2,080	16,405
Pyramid Lake Social Services	--	--	--	24,000	1,540	NA	24,000	1,540	NA
Numaga Senior Center	--	--	--	7,000	250	1,300	7,000	250	1,300
Pyramid Lake Child Care Center	--	--	--	NA	NA	NA	NA	NA	NA
Inter-Tribal Council of Nevada	--	--	--	NA	NA	NA	NA	NA	NA
Johnson O'Malley Program	4,208	NA	NA	--	--	--	4,208	NA	NA
Reno-Sparks Indian Colony	110,500	5,100	17,915	--	--	--	110,500	5,100	17,915
TOTAL	***114,708***	***5,100***	***17,915***	***276,909***	***7,890***	***17,705***	***391,617***	***8,970***	***35,620***

Note 1: Incomplete or unverified estimate. *NA = Data not available* *-- Data do not apply*

Source: Tribal Department staff, compiled by LSC Transportation Consultants, Inc.

Table II-4
Pyramid Lake Paiute Tribe Transportation Providers Vehicle Fleet

Providers	Vehicle Characteristics						
	Make	Model	Year	Year to Replace	Seating	Wheelchair Tie-downs	Funding Source
Pyramid Lake Tribal Health Clinic	Dodge	Caravan	2010	2012	6	0	
	Dodge	Caravan	2010	2012	6	0	
	Dodge	Caravan	2010	2012	6	0	
	Chevy	Equinox	2011	2013	4	0	
	Kia		2010	2012	4	0	
Pyramid Lake Social Services	Toyota	SUV	2013		5	0	638 contract
Numaga Senior Center	Dodge	Caravan	2003		5	0	5310. tribal
	Chevy	Express	1999		10	0	5310. tribal
	Ford	Starlight	2006		10	2	5310. tribal
Pyramid Lake Child Care Center							
Inter-Tribal Council of Nevada							
Johnson O'Malley Program							

REGIONAL TRANSPORTATION PROVIDERS

While there are no regional transportation services directly serving the Pyramid Lake Paiute Tribe Reservation, there are other transportation providers in the region which the PLPT may wish to access or coordinate with in this planning process and beyond. Regional transportation services are described below.

Reno-Sparks Indian Colony Transportation

The Reno-Sparks Indian Colony operates a fixed route between its two communities (Reno and Hungry Valley), which are approximately 20 miles apart. The service is run Monday through Friday 5:00 a.m. to 9:30 p.m. to accommodate member workers to be dropped off at the Reno and Sparks bus stations. On Saturdays it operates from 10:00 a.m. to 4:00 p.m. to accommodate members to buy groceries. The transit buses do not run on federal holidays. The week day route leaves Hungry Valley (16 miles north of Reno) and serves five local bus stop shelters in the community. Elders (65 and older) or disabled members are picked up at their homes.

After serving the local stops, the bus stops at the Walmart shopping center on Pyramid Highway north of Sparks; the RTC Centennial Plaza Transit Center in Sparks; the administration building on Colony Road in Reno; the community building and Tribal Health Center on Reservation Road in Reno; and the RTC 4th Street Station in Reno. The Saturday bus only runs between Hungry Valley and 34 Reservation Road, with stops at the Walmart shopping center coming to town and going back to Hungry Valley. A map of services is shown in Figure II-1, and schedules are shown in Table II-5 (weekdays) and Table II-6 (Saturdays).

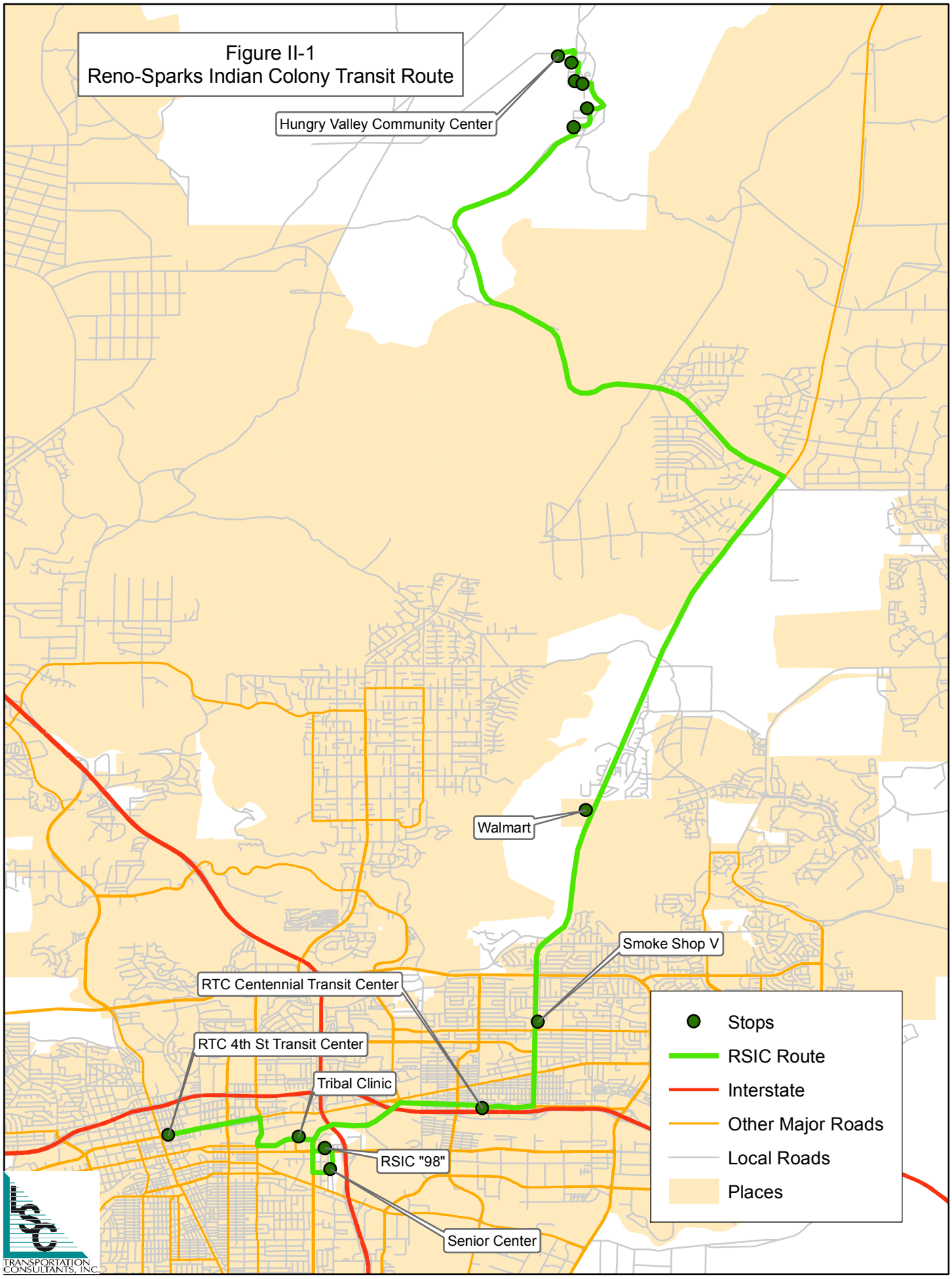
Figure II-1
Reno-Sparks Indian Colony Transit Route
Hungry Valley Community Center
Walmart
Smoke Shop V
RTC Centennial Transit Center
RTC 4th St Transit Center
Tribal Clinic
RSIC "98"
Senior Center
Stops
RSIC Route
Interstate
Other Major Roads
Local Roads
Places
LSC
TRANSPORTATION CONSULTANTS, INC.

Table II-5
Reno-Sparks Indian Colony Transit Weekday Schedule

	Stop Location	Stop Times									
Southbound	Depart Hungry Valley CC	5:00 AM	6:45 AM	9:00 AM	10:00 AM	12:15 PM	2:00 PM	4:00 PM	4:25 PM	6:30 PM	8:50 PM
	Walmart	--	--	--	10:25 AM		2:30 PM	4:25 PM	--	6:50 PM	--
	Smoke Shop V	--	--	9:30 AM	--	--	--	--	--	--	--
	RTC Centennial Plaza, Sparks	5:25 AM	7:15 AM	9:40 AM	--	12:45 PM	2:45 PM	4:40 PM	--	7:10 PM	--
	RSIC Tribal Health Clinic, Reno	--	7:20 AM	9:50 AM	10:50 AM	--	--	--	--	--	--
	RSIC Administrative Offices	5:35 AM	7:25 AM	9:55 AM	10:55 AM	--	2:50 PM	--	5:00 PM	--	--
	RSIC Community Building	5:40 AM	7:30 AM	10:00 AM	11:00 AM	1:05 PM	--	5:10 PM	5:05 PM	--	9:25 PM
	RSIC Tribal Health Clinic	--	7:35 AM	10:05 AM	--	1:10 PM	2:55 PM	5:15 PM	--	--	--
	Reno 4th Street Transit Center	5:50 AM	7:45 AM	10:10 AM	--	--	3:15 PM	--	--	7:45 PM	--
Northbound	RSIC Community Building	6:00 AM	7:55 AM	10:20 AM	--	--	3:30 PM	--	--	7:50 PM	--
	RSIC Administrative Offices	--	8:00 AM	11:10 AM	--	--	--	--	--	7:55 PM	--
	Tribal Clinic	--	--	11:15 AM	--	--	--	--	--	--	--
	RTC Centennial Plaza	--	8:10 AM	--	11:20 AM	1:20 PM	3:40 PM	5:25 PM	--	--	--
	Smoke Shop V	--	8:15 AM	11:30 AM	--	1:30 PM	--	--	--	8:05 PM	--
	Walmart	--	--	--	11:30 AM	--	4:00 PM	5:40 PM	--	8:15 PM	--
	Arrive Hungry Valley CC	6:35 AM	8:45 AM	--	12:00 PM	2:00 PM	4:20 PM	6:00 PM	--	8:40 PM	--

Source: Reno-Sparks Indian Colony Department of Public Works

Table II-6
Reno-Sparks Indian Colony Transit Saturday Schedule

Stop Location	Stop Times				
Depart Hungry Valley CC	10:00 AM	11:55 AM	2:25 PM	4:10 PM	6:00 PM
Walmart	10:25 AM	12:15 PM	2:45 PM	4:30 PM	--
RTC Centennial Plaza, Sparks	10:36 AM	12:30 PM	2:55 PM	4:40 PM	--
RSIC Administrative Offices	10:50 AM	1:15 PM	3:10 PM	4:55 PM	6:30 PM
RSIC Community Building	11:00 AM	1:20 PM	3:15 PM	5:00 PM	--
Walmart	11:25 AM	1:45 PM	3:40 PM	5:20 PM	--
Arrive Hungry Valley CC	11:45 AM	2:05 PM	4:00 PM	5:40 PM	7:00 PM

Source: Reno-Sparks Indian Colony Department of Public Works

Generally one vehicle is in service, with a second operated at peak times. There are two full-time and one part-time drivers. RSIC fares are $1.00 for a one-way trip. Students, children (7-17 years old), and seniors (55-64 years old) receive a discount of $0.50 per one-way trip. Seniors (65 years old and older) and children (six years and under) ride for free. Weekly tickets and monthly unlimited passes are available to purchase at the Tribal Administrative office in Reno at the following rates:

Daily One-Way Fee	$ 1.00
Weekly Tickets	$ 10.00
Monthly (unlimited pass)	$ 45.00
Quarterly (unlimited pass/four months)	$150.00

Children, Senior, and Student Discount:

Daily One-Way Fee	$ 0.50
Weekly Tickets	$ 5.00
Monthly (unlimited pass)	$20.00
Quarterly (unlimited pass/four months)	$70.00

All adult residents (18 years and older) are eligible to ride the transit. Preference is given in the following order: seniors, workers, tribal members, and all other residents.

The operating cost is $129,200 annually, funded through the General Fund. RSIC has also used FTA 5311 operating grants, and their vehicles were funded by FTA 5311 and 5310 grants. A total of 110,500 service miles are operated annually serving 17,915 passenger-trips. The hourly operating cost is estimated at $25.33 per hour of service, or $7.21 per passenger-trip. Data for the Reno-Sparks Indian Colony are also provided in Tables II-1 through II-4.

Regional Transportation Commission of Washoe County

The Regional Transportation Commission (RTC) of Washoe County, Nevada serves the citizens of Reno and Sparks as well as unincorporated areas of Washoe

County. The Public Transportation Department of the RTC coordinates RTC transit services including the following:

- **RTC RIDE:** RTC RIDE is the public transit bus system of the greater Reno/ Sparks area. The system encompasses the cities of Reno and Sparks, and areas of Washoe County using a fleet of 70 buses on 26 routes. The service area has grown to approximately 136 square miles. Last year, 8.4 million rides were taken on RTC transit services.
- **RTC ACCESS:** RTC ACCESS is the paratransit service that provides door-to-door, prescheduled transportation for people who meet the eligibility criteria of the Americans with Disabilities Act (ADA). RTC ACCESS passengers have disabilities which prevent them from riding RTC RIDE independently some or all of the time. Service is available from 6:00 a.m. to 8:00 p.m., and Reno-Sparks Cab provides all rides for RTC ACCESS customers between 8:00 p.m. and 6:00 a.m.
- **RTC SIERRA SPIRIT** is a free, high-frequency circulator route operating daily from 7:00 a.m. to 7:00 p.m. between the University of Reno and Riverwalk District in Downtown Reno.
- **WASHOE SENIOR RIDE (WSR):** The RTC partners with Washoe County Senior Services (WCSS) and local taxi companies to provide subsidized taxi transportation for Washoe County senior residents and RTC ACCESS customers. RTC administers the program, while WCSS registers applicants and serves as the primary outlet for WSR Taxi Bucks sales.
- **RTC INTERCITY:** This is a commuter service between Carson City and Reno.

Churchill Area Regional Transportation (CART)

This public transit agency is based out of Fallon, Churchill County in Nevada. They have been providing service for 10 years. The agency provides door-to-door transportation within a 13-15-mile radius from Fallon. Reservations must be made 24 hours in advance. Their hours of operation are Monday through Friday between 7:00 a.m. and 4:00 p.m. The agency gets funding from the Nevada Department of Transportation and Aging and Disability Services (ADS). A one-way fare for general public (under 60 years) is $3.00. Seniors (over 60 years) and people with disabilities have a one-way suggested donation of $2.00. They sell book tickets (10-ride tickets) that cost $25 for general public and $15 suggested donation for seniors and people with disabilities. They serve the Fallon Paiute Shoshone Indian Reservation. The Fallon Paiute Shoshone Indian Tribe does have their own transportation services, but this transit agency provides transportation on the Reservation when people call for a ride. The agency coordinates with Hawthorne when they

come to Fallon and coordinates with the Senior Reno Transportation that goes on alternating Tuesdays and Thursdays of the month.

Medicaid Transportation

State of Nevada Division of Health Care Financing and Policy (DHCFP) contracts with LogistiCare Solutions LLC, to provide non-emergency medical transportation for 169,000 Nevada Medicaid recipients. LogistiCare is not a transportation provider, but brokers the Medicaid trips to transportation providers such as Schoe-Van. LogistiCare also purchases transit passes and RTC ACCESS tickets for Medicaid recipients and reimburses private individuals for providing Medicaid-authorized trips.

Other Providers

AMTRAK

Amtrak offers passenger rail service through northern Nevada on the California Zephyr (Chicago-Denver- Salt Lake City-Reno-San Francisco Bay Area). Amtrak also operates "Snow Trains" and "Fun Trains" that bring passengers from the Bay Area to Reno and nearby recreational areas during January, February, and March.

Greyhound

Greyhound provides long-distance intercity bus transit, mostly along the I-80 corridor. Greyhound maintains a depot in Reno, with over-the-road coaches traveling daily to and from northern California and Chicago and points east.

Bus Charters and Rentals; Bus Lines

The following companies provide bus charters and rentals or are bus lines serving the Reno-Sparks urbanized area: Airport Mini Bus, All West Coach Lines, Amador Stage Lines, Aztec Transportation Service, Reno Express, and Ryan's Express Transportation Services.

Taxicab Companies

Three taxicab companies—Reno-Sparks Cab Company, Whittlesea Checker Taxi, and Yellow Cab Company—have offices in the Reno-Sparks urbanized area. Taxi-

cab trips are not restricted to the local area, but may include travel to points out of state.

Student Transportation

The Washoe County School District (WCSD) provides school bus transportation for students in grades K–12 who live beyond specified distances from their schools. In FY2007-2008, WCSD operated a fleet of 192 school buses and 100 special education wheelchair-accessible buses, plus 10 vans and minibuses.

Other students, including those attending charter schools, use the RTC RIDE transit system for their travel to and from classes. In FY2008, RTC RIDE provided over 1,000,000 rides in the youth fare category.

Transportation to and from Truckee Meadows Community College (TMCC) and the University of Nevada Reno (UNR) is generally via RTC RIDE services, including Sierra Spirit and RTC INTERCITY, private automobile, carpooling, walking, or bicycle. UNR operates a campus shuttle service on weekdays and encourages students to also use the free RTC Sierra Spirit bus and/or purchase a RTC RIDE Wolf Pass at a deeply discounted price.

Chapter III

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CHAPTER III

Pyramid Lake Demographic Review

STUDY AREA

The Pyramid Lake Indian Reservation is comprised of 476,728 acres in northern Nevada, 35 miles northeast of Reno. The 2,510 members of the Tribe are direct descendants of the Northern Paiute people who have occupied the vast areas of the Great Basin for thousands of years. An estimated 1,461 members were living on the Reservation in 2010, with the remaining members living throughout northern Nevada and beyond. While the Tribe provides services for all enrolled members, the transportation needs will focus on those living on the Reservation.

The area is accessed from Interstate 80 (I-80) by two highways. Nevada State Route 447 starts in Wadsworth just north of I-80 and travels north to Nixon, then skirts Pyramid Lake to the east, traveling north through uninhabited desert until eventually ending in Surprise Valley in northern California. Nevada State Route 445 travels north of I-80 in Sparks, passing through Spanish Springs and crossing into the Pyramid Lake basin just south of Sutcliffe, where it continues north traveling on the west side of Pyramid Lake.

Much of the economy and culture of the area is linked to Pyramid Lake. Pyramid Lake has approximately 125 miles of shoreline and is fed primarily by the Truckee River. It is a rich fishery and recreation area with over 150,000 tourists visiting annually.

DEMOGRAPHICS OF THE PYRAMID LAKE INDIAN RESERVATION

The population and other demographic data used in this report were derived from the US Census Bureau and from the Pyramid Lake Paiute Tribe Planning Department. The Pyramid Lake Reservation is encompassed within one Census Tract (9402). Data were also provided by Census Designated Place (CDP), including the Wadsworth CDP, Nixon CDP, and Sutcliffe CDP.

Historical Population

There were 1,580 tribal members living on the Pyramid Lake Reservation in 2000, which dropped to 1,461 by 2010. This was a 7.5 percent decline in population, with a greater than 10 percent decline in Sutcliffe and Wadsworth, and approximately a five percent decline in Wadsworth. Historical population data for the CDPs are shown in Table III-1.

Table III-1
Pyramid Lake Reservation Historical Population

Area	Total 2000 Population [1]	Total 2010 Population [2]
Nixon CDP	418	374
Sutcliffe CDP	281	253
Wadsworth CDP	881	834
Total Area	1,580	1,461

1: US Decennial Census 2000, DP-1

2: US Decennial Census 2010, DP-1

Note: The entire reservation is in Census Tract 9402

Source: US Census, PLPT Planning Department--compiled by LSC Transportation Consultants, Inc.

Potentially Transit-Dependent Population

Nationwide, transit ridership is drawn largely from various groups of persons who make up what is often called the "potentially transit-dependent" population. This category includes elderly persons, persons with disabilities, youth, low-income persons, and members of households with no available vehicles. There is considerable overlap among these groups.

Total Population

Table III-2 presents population by Census Designated Place (CDP) on the Pyramid Lake Reservation, and Figure III-1 shows the location of each CDP and the corresponding total population. The data were derived from the US Census Bureau data. As indicated, Wadsworth has the highest population on the Reservation, followed by Nixon and then Sutcliffe.

Table III-2
Pyramid Lake Reservation Population 2010

Area	Population Characteristics					
	Total Population [1]	Elderly (65+) [1]	Youth (10-19) [1]	Zero-Vehicle Households [2]	Total Households [1]	Individuals in in Poverty [3]
Nixon CDP	374	28	49	6	128	108
Sutcliffe CDP	253	49	31	0	104	66
Wadsworth CDP	834	103	112	17	319	162
Total Area	1,461	180	192	23	551	336

Note 1: US Decennial Census 2010, DP-1

Note 2: American Community Survey 2007-2011, DP-4

Note 3: American Community Survey 2007-2011, DP-3. Sutcliffe data were in error (30% poverty shown in 2000 and 0% shown in 2007-2011 ACS), so data are averaged from the Nixon and Wadsworth CDPs.

Source: 2010 US Census, PLPT Planning Department--compiled by LSC Transportation Consultants, Inc.

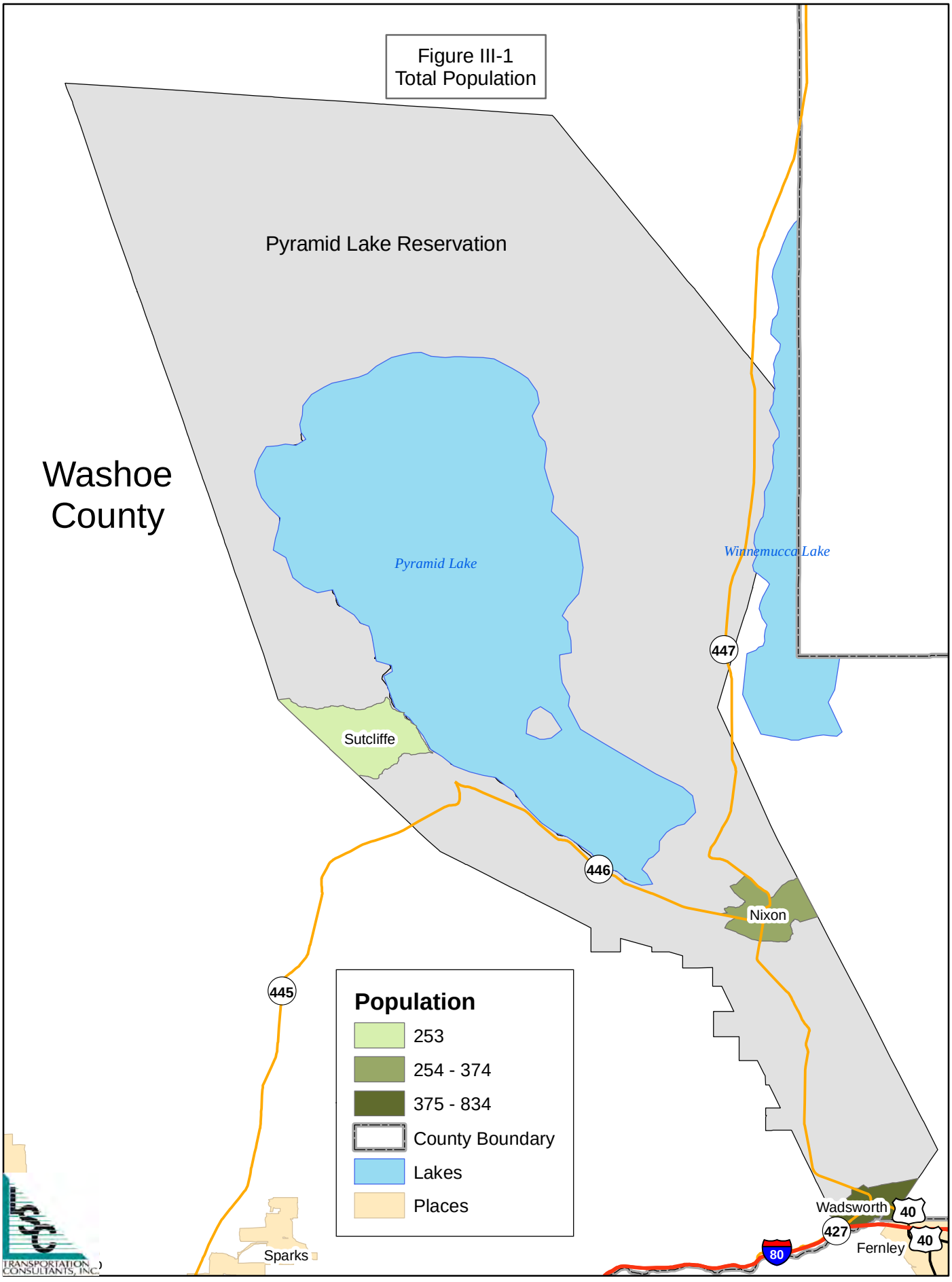
Figure III-1
Total Population
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Sparks
Wadsworth
Fernley
447
446
445
427
80
40
40
Population
253
254 - 374
375 - 834
County Boundary
Lakes
Places
LSC
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Elderly Population

The US Census found there were an estimated 180 persons aged 65 or over residing on the Reservation. The highest proportion of elderly is in Sutcliffe, where an estimated 19.4 percent of the population is elderly. In Nixon, 7.5 percent of the population is elderly, and 12.4 percent in Wadsworth. The total elderly population by CDP is shown in Table III-2 and in Figure III-2.

Youth Population

Young people, typically between 10 and 19 years old, represent a potential transit demand demographic as they may be independent enough to use public transit services, but not old enough to drive or own a car. As shown in Table III-2 and Figure III-3, the youth population in the Pyramid Lake area includes 192 individuals (just over 13 percent).

Households Without Vehicles

The current number of households without access to an operable vehicle is often one of the best indicators of transit dependency. The total number of households without vehicles on the Reservation was estimated at just 23 households. However, a fairly high proportion (252 of 551 households, or 45 percent) have just one vehicle available. These data are shown in Table III-2 and Figure III-4.

Individuals Living in Poverty

Low-income persons are another potential market for transit services, as measured by the number of persons living below the poverty level. The best available data were from the American Community Survey Five-Year Estimates from 2007 to 2011. However, these data showed Sutcliffe with zero individuals living below the poverty level, even though 30 percent were living in poverty according to the 2000 US Census data. It is assumed the data were in error, and an adjustment was made to the ACS data by assuming Sutcliffe has an average poverty level for the area, which is 26 percent. As shown in Table III-2 and Figure III-5, an estimated 336 individuals on the Reservation are living below poverty.

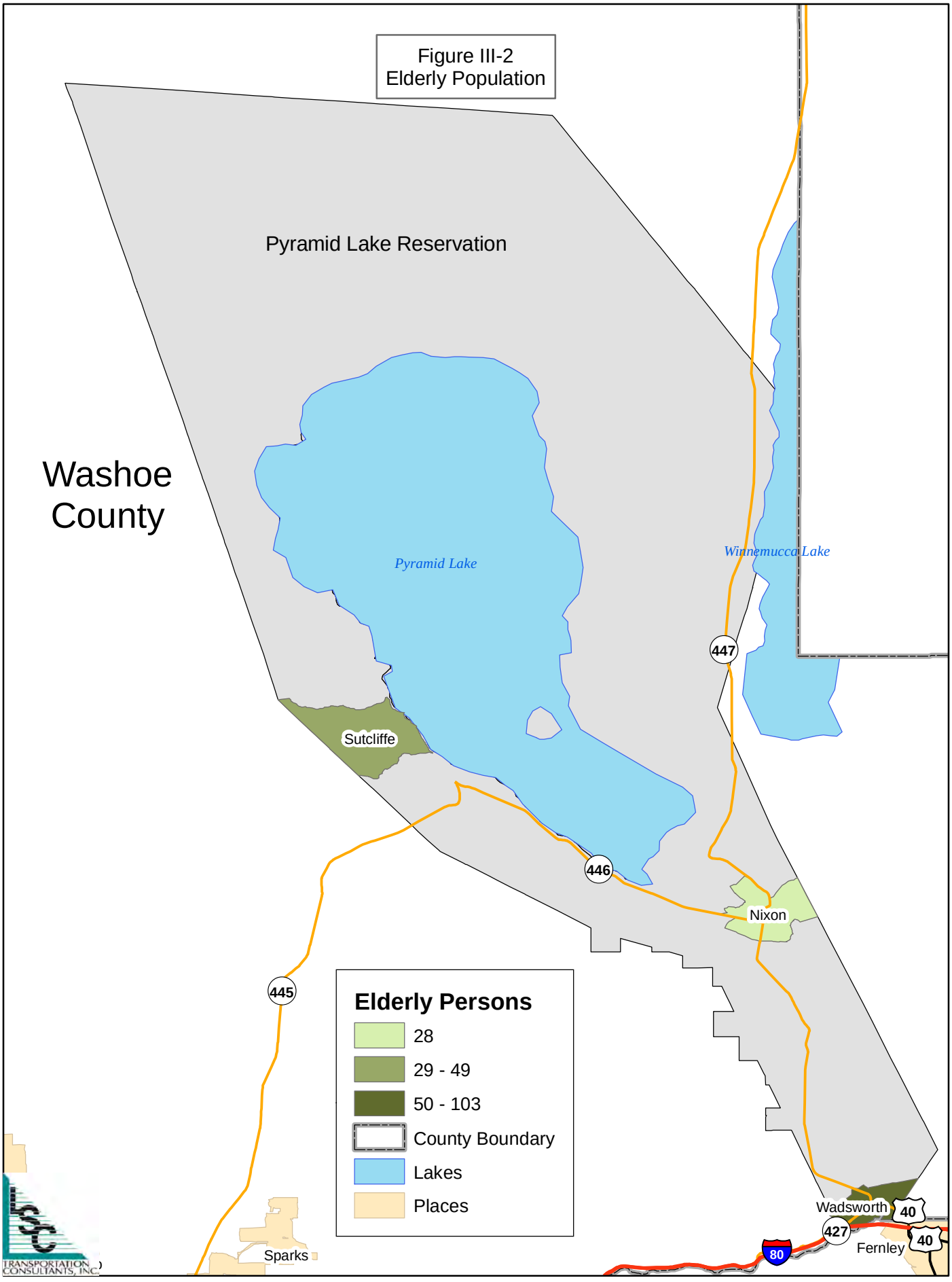
Figure III-2
Elderly Population
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Sparks
Wadsworth
Fernley
447
446
445
427
80
40
40
Elderly Persons
28
29 - 49
50 - 103
County Boundary
Lakes
Places
LSC
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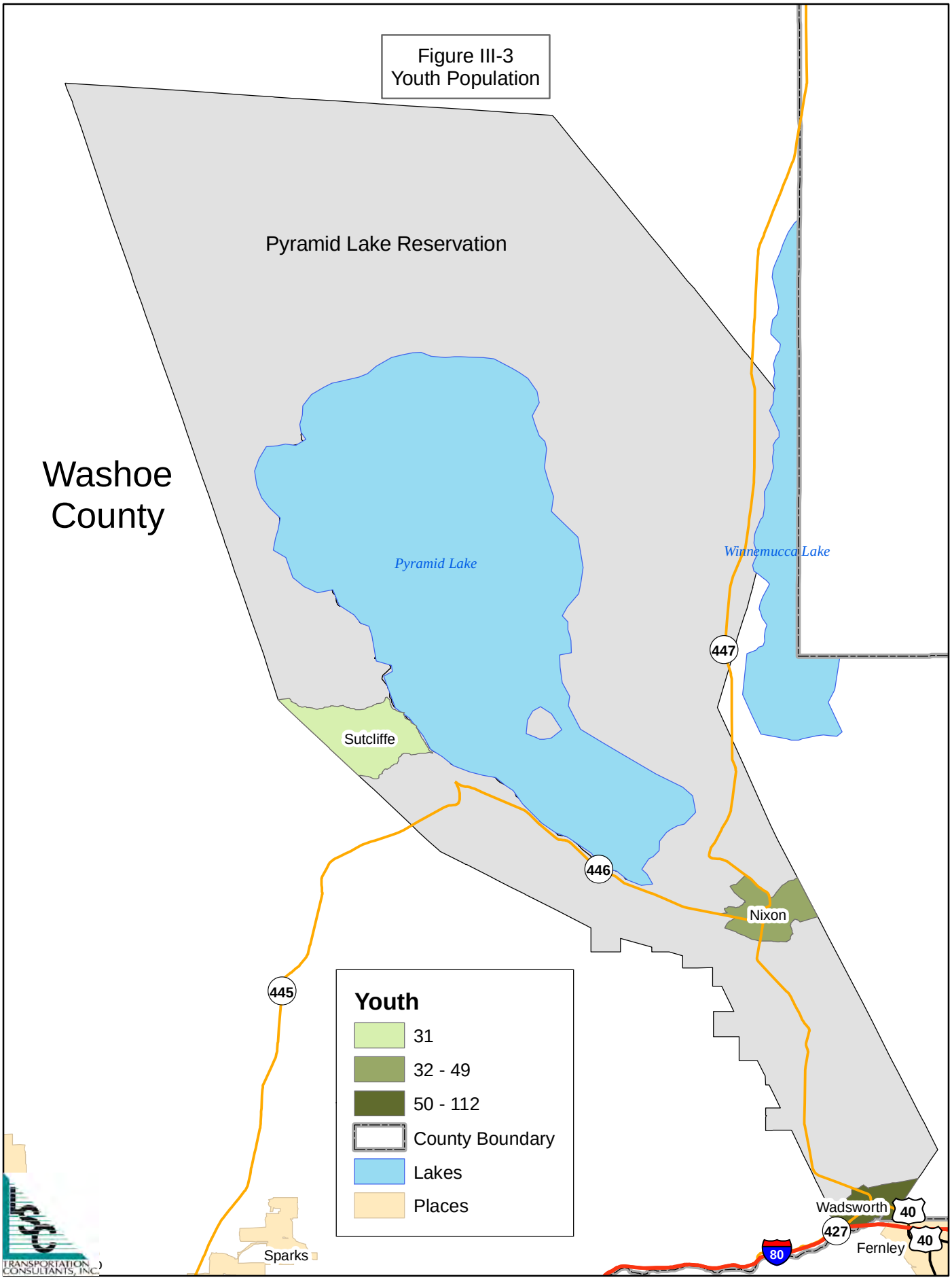
Figure III-3
Youth Population
Pyramid Lake Reservation
Washoe
County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Sparks
Wadsworth
Fernley
447
446
445
427
80
40
40
Youth
31
32 - 49
50 - 112
County Boundary
Lakes
Places
LSC
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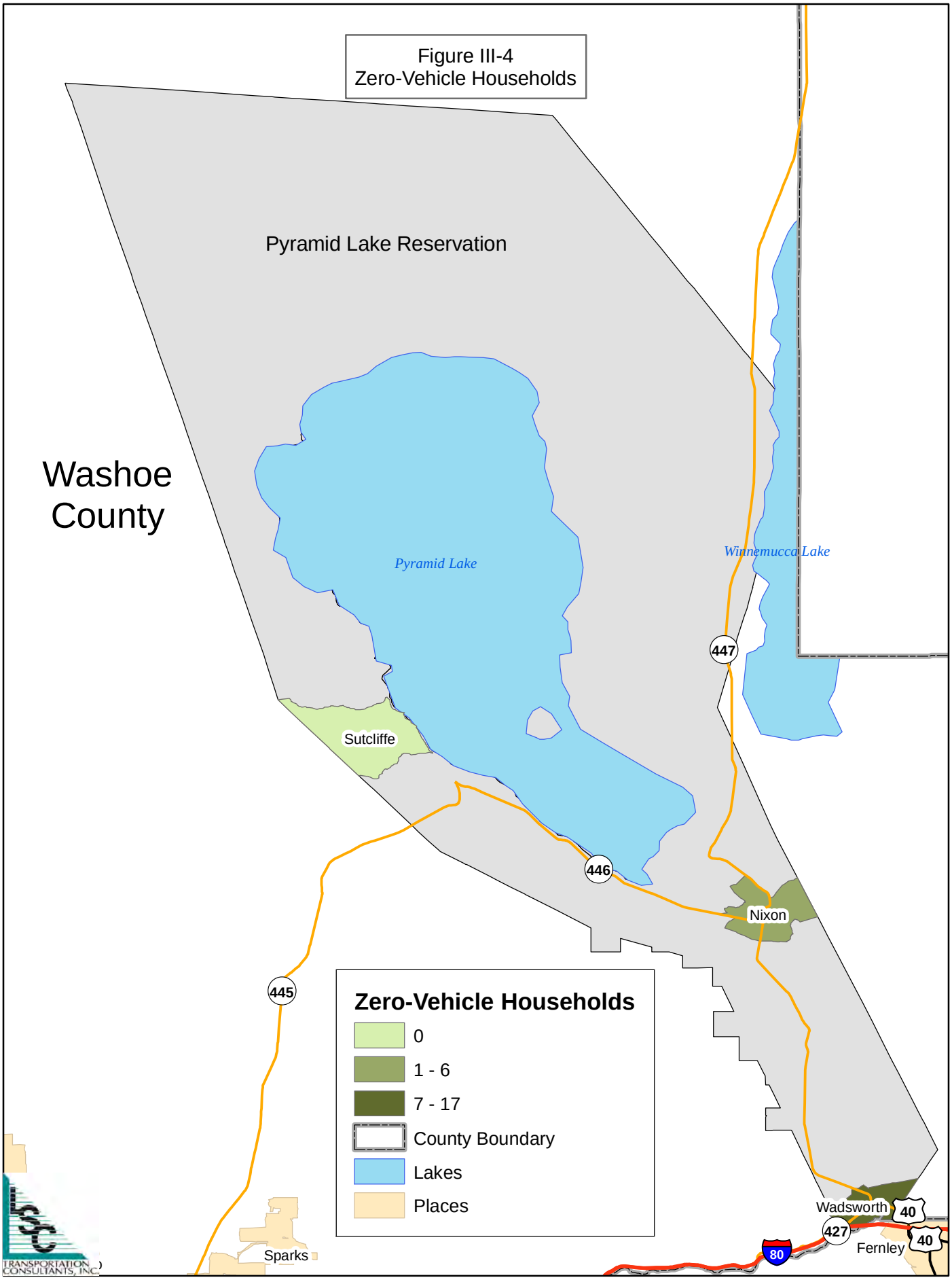
Figure III-4
Zero-Vehicle Households
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Wadsworth
Fernley
Sparks
447
446
445
427
80
40
40
Zero-Vehicle Households
0
1 - 6
7 - 17
County Boundary
Lakes
Places
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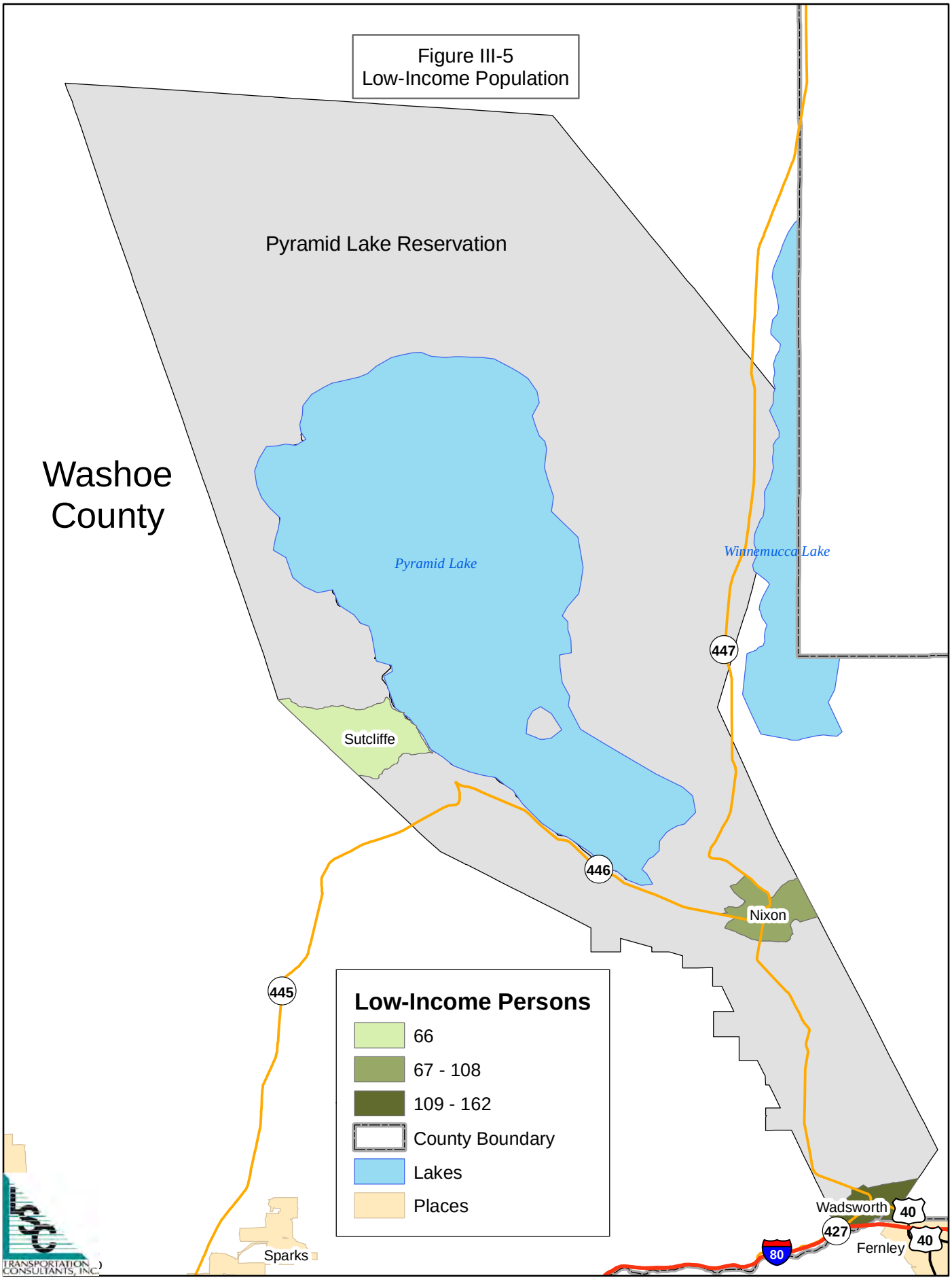
Figure III-5
Low-Income Population
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Sparks
Wadsworth
Fernley
447
446
445
427
80
40
40
Low-Income Persons
66
67 - 108
109 - 162
County Boundary
Lakes
Places
TRANSPORTATION CONSULTANTS, INC.

ECONOMICS OF THE PYRAMID LAKE INDIAN RESERVATION

Sutcliffe is the only tribal community located adjacent to Pyramid Lake and is a common gateway for visitors driving in from the Reno/Sparks area. This community includes a marina, store, visitors' center, gas station, small community center, RV park ranger station, and fishery facilities. Non-tribal operations (located on fee land) include a mobile home park, RV park, store with general merchandise, fishing equipment, slot machines, and food/bar.

Wadsworth, located at the southernmost portion of the Reservation, derives revenue from a smoke shop/convenience store/gas station and RV park situated near an exit to I-80. Due to its proximity to exits #43 and #46 off I-80, the community serves as a southern gateway into the Reservation and Pyramid Lake. The community also includes a youth treatment center, an elementary school, post office, community center, churches, and a day care facility. In addition, the Tribe receives revenue from a gravel pit operation and the Big Bend RV Park. Other revenue is based on taxes from businesses located on non-tribal lands within the Reservation.

Nixon, the base of tribal government, is located near the south end of Pyramid Lake and is equidistant from the other reservation communities. Available services are tribal administration, medical clinic, elder services, police department, judicial services, volunteer fire department, post office, museum/visitors' center, Pyramid Lake High School, the Nixon Store, Head Start, and a day care facility. The Tribe has an established tax department to administer and collect taxes on the Reservation. The modest income from tax revenue serves as the primary resource for tribal administration and community development needs as well as supplementing other vital programs to operate at minimal levels.

Labor Force and Commuting

The American Community Census provides data on the number of individuals in the labor force, employment rates, and commuting, as shown in Table III-3. According to the ACS, there are 1,011 individuals over the age of 16, and 647 are in the labor force. Of these, 518 are employed and 129 are unemployed, indicating an unemployment rate of 19.9 percent. Unemployment is particularly high in

Sutcliffe (25.9 percent), followed by Nixon (22.4 percent) and Wadsworth (16.0 percent). Most of the employees commute alone—though in Sutcliffe, more than half carpool.

Table III-3
Pyramid Lake Labor Force and Commuting

Area	Employment Characteristics							
	Individuals Over Age 16	Individuals in Labor Force	Employed	Unemployed	Commuted	Drove Alone	Carpooled	Other
Nixon CDP	270	174	135	39	125	116	7	2
Sutcliffe CDP	240	147	109	38	109	53	56	0
Wadsworth CDP	501	326	274	52	272	249	0	23
Total Area	1,011	647	518	129	506	418	63	25

Source: US Census Bureau, ACS 2007-2011, DP-3; compiled by LSC Transportation Consultants, Inc.

Commute Flow and Distances

The US Census Bureau has a newer application called "OnTheMap" which provides data on Longitudinal Employment-Household Dynamics. In other words, the map-based data have detailed information on where employees live and work, and where employed residents live and work. Data for Wadsworth are incomplete, but the overall data give an indication of where residents are commuting to and from, and the distance they travel. Table III-4 shows the in-flow and out-flow of workers. For example, in the Nixon CDP, there are a total of 69 employees living in the area and a total of 202 jobs in the area. An estimated 23 employees work outside of Nixon, which means 179 employees commute to Nixon for work.

In Sutcliffe, on the other hand, there are 78 employed residents, but none of them work in Sutcliffe–they all commute elsewhere. There are 23 jobs in Sutcliffe, and these employees all commute to Sutcliffe.

OnTheMap also provides data on the distance residents travel for work, as shown in Table III-5. According to these data, almost 60 percent of residents in the area travel more than 25 miles for work, with nearly a quarter of employed residents traveling more than 50 miles for work. There are about 130 who commute to the Reno-Sparks area and about 75 who commute from the Reno-Sparks area to the Reservation.

Table III-4
In-Flow and Out-Flow of Workers

Employee/Residential Status	Area			Total
	Nixon CDP	Sutcliffe CDP	Wadsworth CDP	
Employee Living in Area	69	78	NA	NA
Employee Living in and Working in Area	23	0	NA	NA
Employee Living in Area but working Elsewhere	46	78	NA	NA
Employee Working in Area but Living Elsewhere	179	23	NA	NA
Employee Working in Area	202	23	223	448

Source: US Census Data OnTheMap Application and LEHD Employment Data.

Table III-5
Distance Area Residents Travel for Work

	Number of Employed Residents Traveling Distance to Work			
	Nixon	Sutcliffe	Wadsworth	Area
Less than 10 miles	25	3	4	32
10 to 24 miles	9	26	83	118
25 to 50 miles	24	23	86	133
Greater than 50 miles	11	26	50	87
Total All Jobs	69	78	223	370

Source: US Census Data OnTheMap Application and LEHD Employment Data

Chapter IV

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CHAPTER IV

Transit Need and Demand

IDENTIFYING NEED AND DEMAND

A key step in developing and evaluating transit plans is a careful analysis of the mobility needs of various segments of the population and the potential demand for transit services. This can be done qualitatively through a public input process, and also by identifying locations likely to generate trip demand, as well as quantitatively using nationally accepted demand estimation models.

Activity Centers

The first step in identifying transit need is to determine what locations in the region are most likely to generate demand, including markets, senior centers, medical facilities, educational facilities, and more. Local transportation and social service providers gave input regarding the locations their clientele and residents of the area most frequently access for these services. These major trip generators are identified in Figure IV-1, and include the following:

Commercial and Retail Activity Centers

- Walmart and Scolari's in Fernley located at Interstate 80 and Highway 40 in Fernley
- Walmart in Reno near Interstate 80 and Highway 395
- Many other commercial and retail locations throughout Reno
- Gas in Fernley (gas in Nixon does not take government cards)
- Nixon Market (fuel and quick-market supplies)

Medical Activity Centers

- Indian Health Clinic, Nixon
- Reno-Sparks Indian Colony Health Clinic, Reno
- VA Hospital, Reno
- Renown Hospital, Reno
- Miscellaneous specialists throughout Reno

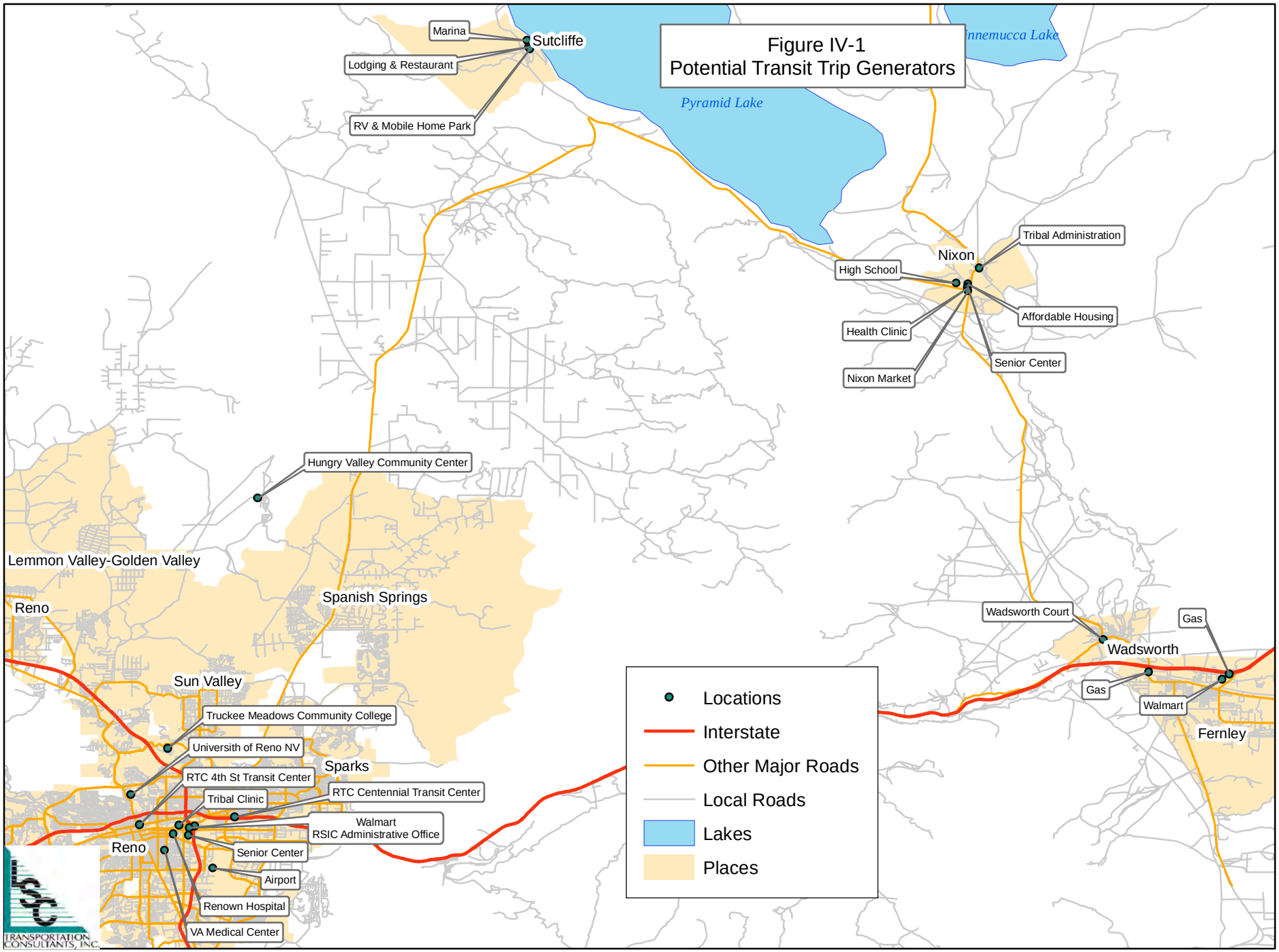
Figure IV-1
Potential Transit Trip Generators
Pyramid Lake
Marina
Sutcliffe
Lodging & Restaurant
RV & Mobile Home Park
Nixon
Tribal Administration
High School
Affordable Housing
Health Clinic
Senior Center
Nixon Market
Hungry Valley Community Center
Lemmon Valley-Golden Valley
Reno
Spanish Springs
Sun Valley
Sparks
Truckee Meadows Community College
Universith of Reno NV
RTC 4th St Transit Center
RTC Centennial Transit Center
Tribal Clinic
Walmart
RSIC Administrative Office
Senior Center
Airport
Renown Hospital
VA Medical Center
Wadsworth Court
Wadsworth
Gas
Gas
Walmart
Fernley
Locations
Interstate
Other Major Roads
Local Roads
Lakes
Places
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Government and Service Activity Centers

- Tribal Government and Administrative Services, Nixon
- Senior Center in Nixon

Recreational Activity Centers

- Recreational facilities throughout the Pyramid Lake area, but particularly the marina, restaurant, and lodging in Sutcliffe
- Numaga Senior Center, Nixon

Education Activity Centers

- Pyramid Lake High School, Nixon
- Reed High School, Sparks
- Truckee Meadows Community College, north Reno
- University of Reno
- Head Start, Nixon and Wadsworth
- Elementary Schools, Nixon and Wadsworth

Qualitative Demand from Public Input

In addition to listing the activity centers listed above, at a mobility workshop and the project kick-off meeting, members identified specific transportation needs they see in the community. The most pressing needs are for medical and shopping trips, particularly for the elderly, but in general for most tribe members. Employment and educational transportation were also identified as important needs. The transit needs can be summarized as follows:

Medical Trips

- To Nixon Clinic
- To VA Hospital
- From Nixon Clinic to Reno
- To dialysis in Reno
- Resource appointments

Social Services

- Case work
- Welfare office, Courts
- Job training

Shopping Trips

- For seniors, to Fernley and Reno
- For all residents, to Fernley and Reno

Employment

- To jobs in Reno
- To Nixon, from as far as Carson City and Reno

Education

- Truckee Community College
- Schools, Head Start
- After school and programs, including sports programs

Other Transportation Concerns

- There is a lack of vehicles to meet the needs.
- There is no common or protected area to store vehicles.
- Vehicles must be taken out of the area for fueling, and for basic and major maintenance.
- Trips are prioritized, and people not enrolled in programs often go without services.
- There is minimal coordination for transportation services between the different tribal departments.

In addition to the trip needs listed above, another important need is for a reliable and manageable transit fleet and a transit facility. Currently, each department operates small fleets of vehicles with very little or no coordination between them. The vehicles are maintained by independent shops, usually in Fernley or Reno. Even simple maintenance such as oil changes requires travel distances upwards of 30 miles one way. Fueling also is done in Fernley as the one local fueling station does not accept government credit cards. Having a centrally located facility to

provide storage, maintenance, and fueling for a coordinated fleet was identified as an important transportation need.

Quantitative Need

The best approach for quantitatively forecasting demand and estimating need is to use multiple methodologies and then evaluate the results in the context of the specific conditions on the Pyramid Lake Reservation. The demand analysis presented in this chapter is based on methodologies developed for the Transportation Research Board (TRB) of the American Academy of Scientists. The demand estimation models are presented in Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation published as a web-based document in 2009 by the Transit Cooperative Research Program and authored by Vanasse Hangen Brustlin; LSC Transportation Consultants, Inc.; and Erickson Consulting, LLC. The methodology developed for the TRB project is based on data available through the US Census (American Community Survey) and is an update of initial work on estimating demand for rural passenger transportation that was published in 1995 in TCRP Report 3. The document will herein be referred to as the Workbook. The Workbook includes a linked spreadsheet for applying the procedures to quantify need and estimate demand. The data input spreadsheet is presented in Table IV-1 and the data output of need and demand estimation is shown in Table IV-2. The applications of the methodologies are discussed below.

Table IV-1

SERVICE AREA CHARACTERISTICS INPUT TABLE -- Fill In All Unshaded Boxes

Service Area:	Pyramid Lake Paiute Tribe Reservation
Analysis Description:	Rural and Program Demand
Additional Description:	Nixon, Sutcliffe and Wadsworth Census Designated Places

Transit Need Inputs

Number of persons residing in households with income below the poverty level: 336

Number of households residing in households owning no vehicles:

	Households	Persons
1-Person households:	180	180
2-Person households:	141	282
3-Person households:	92	276
4-or-more-Person households:	140	560

Mobility Gap:
Enter State (from drop-down list): NV

General Public Rural Non-Program

		American Community Survey Table Number
Population Age 60+	213	B01001
Population Age 18 - 64 with a Mobility Limitation	38	S1810
Persons Living in Households with No Vehicle Available	1,298	B08201

(eligible for reporting to NTD)

Need: Referenced from Mobility Gap analysis
Annual Vehicle-miles of Service: 70,000 Annual Revenue-Miles

Small City Fixed-Route Inputs

Population of City:		Persons
College and University Enrollment (Total):		Students
Annual Revenue-Hours of Service:		Annual Revenue-Hours

Demand - Commuter by Transit to an Urban Center

Workers Commuting from Rural County to Urban Center	419	
Distance from Rural County to Urban Center	48	Miles
Is the Urban Center a State Capital?	☐	Check Box for Yes

Program Demand Inputs

Program Name	Program Type	Number of Program Participants:	Number of Events per Week:	Percentage of Participants who attend on an **AVERAGE** day:	Percentage of Participants who are Transit Depdendent or Likely to Use Transit:	Number of Weeks Program is Offered (Annually):
Sutcliffe/Nixon HS	Headstart	47	5	50%	50%	50
Wadsworth HS	Headstart	20	5	50%	10%	50
PLPT Social Services	Job Training	20	5	25%	20%	50
PLPT Social Services	Mental Health Services	20	5	25%	20%	50
Tribal Health Clinic	Other	1,461	35	1%	50%	52

The prefered source of demographic data is the American Community Survey, available at:
http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml
At that website enter the referenced ***Table Number*** *in the appropriate box. Some table numbers may not be available for communities under*

Table IV-2

RURAL TRANSIT NEED/DEMAND ESTIMATION - OUTPUT TABLE

Service Area:	Pyramid Lake Paiute Tribe Reservation
Analysis Description:	Rural and Program Demand
Additional Description:	Nixon, Sutcliffe and Wadsworth Census Designated Places

Estimation of Transit Need		
Total need for passenger transportation service:	1,600	Persons
Total households without access to a vehicle:	553	Households
State Mobility Gap:	0.8	Daily 1-Way Psgr.-Trips per Household
Total need based on mobility gap:	440	Daily 1-Way Passenger-Trips
	132,700	Annual 1-Way Passenger-Trips
General Public Rural Non-Program Demand		
Estimate of demand for general public rural transportation		
Rural transit trips:	2,600	Annual 1-Way Passenger-Trips
General Public Rural Passenger Transportation		
Estimate of demand for rural transportation		
Total Rural Non-Program Demand	14,400	Annual 1-Way Passenger-Trips
Small City Fixed Route		
Annual Ridership:		Annual 1-Way Passenger-Trips
Demand - Commuter by Transit to an Urban Center		
Proportion of Commuters using Transit:	1%	
Commuter trips by transit between counties:	10	Daily 1-Way Passenger-Trips
	2,600	Annual 1-Way Passenger-Trips
Rural Program Demand		
Annual Program Trip Estimation		
Sutcliffe/Nixon HS	5,900	Annual 1-Way Passenger-Trips
Wadsworth HS	500	Annual 1-Way Passenger-Trips
PLPT Social Services	500	Annual 1-Way Passenger-Trips
PLPT Social Services	500	Annual 1-Way Passenger-Trips
Tribal Health Clinic	26,600	Annual 1-Way Passenger-Trips
		Annual 1-Way Passenger-Trips
		Annual 1-Way Passenger-Trips
		Annual 1-Way Passenger-Trips
		Annual 1-Way Passenger-Trips
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		Annual 1-Way Passenger-Trips
		Annual 1-Way Passenger-Trips
		Annual 1-Way Passenger-Trips
Total Rural Program Demand	34,000	Annual 1-Way Passenger-Trips

Transit Need

Need is defined in two ways—as the number of people in a given geographic area likely to require a passenger transportation service, and as the number of trips that would be made by those persons if they had minimal limitations on their personal mobility. Because the incremental cost of a trip using a car is low for those who have ready access to and ability to use a car, the difference between the number of daily trips made by persons with ready availability of a personal vehicle and by those lacking such access is used as the indicator of the unmet need for additional person-trips. Not all of this unmet need will be provided by public transit services. Persons lacking a personal vehicle or the ability to drive access transportation through friends, relatives, volunteers, and social service agencies, as well as from public transportation services.

Using the TCRP methodology, the initial input for estimating transit need includes the number of persons residing in households with income below the poverty level, plus the number of persons residing in households owning no vehicle. According to the Census Data, there are 336 persons residing in households with incomes below poverty in the Nixon, Sutcliffe, and Wadsworth CDPs. Additionally, the number of zero-vehicle households was multiplied by the occupancy of zero-vehicle households to estimate the total number of individuals who need transportation. These data were derived from the American Community Survey. The calculated result, or output, is shown in Table IV-2. As indicated, based on the income and zero-vehicle households, as well as a "mobility gap factor" determined by evaluating travel trends across the United States, the estimated transit need is calculated to be 132,700 annual one-way passenger-trips. Again, this need represents the entire travel need of those without vehicles, only a portion of which would potentially be served by a comprehensive, high quality public transit program.

Transit Demand

While transit need is defined by the number of people requiring trips and the number of trips made by those people, demand is defined as the number of trips likely to be made over a given period within a given geographic area at a given price and level of service.

The TCRP methodology has been developed to provide planners with the ability to answer questions regarding the magnitude of the need for public transit services within a geographic area, as well as the annual ridership (i.e., "demand") that a transit service would be expected to carry. The procedures for preparing forecasts of demand have been stratified by market:

- General public services
- Program or sponsored trips
- Commuters
- Intercity transit services (service between two or more cities)

General Public Demand

The TCRP Worksheet provides a method of estimating General Public Rural Demand for rural areas which is applicable to the Pyramid Lake communities. This methodology applies transit-dependent population statistics and a mobility gap to estimate the annual trips in demand for non-program and overall general public rural ridership. As shown in Table IV-2, the general public rural non-program demand is estimated at 2,600 passenger-trips annually, with a total general public rural demand of 14,400.

Program (Sponsored) Trips

In rural areas such as Pyramid Lake, the transit trips made by residents to and from specific social programs (such as for job training or mental health services) typically comprise a large part of the total transit demand. This demand differs from other types of demand, in that clients in each program specifically generate this need for service. To develop an estimate of the demand for program trips, the types of programs and related population (or better still, the actual number of participants) are entered into the "input" spreadsheet in Table IV-1. Based on the selected input, the forecasted demand is estimated at 34,000 one-way trips annually, with the largest demand (26,600) by the Tribal Health and the next largest demand (5,900) for the Head Start program in Nixon.

Commuter Trips

As discussed in the previous chapter, employed residents and out-of-area employees commute large distances for work. Commuters are an important element

of the total demand for transit services in the region. The TCRP methodology is a function of the number of commuters and the distance they typically commute to an urban area, and a mode split for those likely to use transit. Using the census data on commuting from the previous chapter, it is estimated 419 workers on the Reservation commute to locations off the Reservation. The estimated need for commuter service is 2,600 trips annually, as shown in Table IV-2.

Summary of Transit Demand

As indicated by the output data in Table IV-2, the greatest demand for transit service is for program-based trips, particularly for the Tribal Health Clinic. Another significant demand is for general public rural demand, which is the need for all residents to move between the communities on the Reservation—this is estimated at 14,100 passenger-trips per year. It should be emphasized that this demand assumes a high level and quality of transportation services, and there is some overlap in the various demand estimation categories.

Chapter V

TRANSPORTATION
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CHAPTER V

Evaluation of Service Alternatives

TRANSIT MARKETS

Based on the information gathered during the local outreach efforts, the details of existing transit services being offered by various tribal departments, the transit needs and demand analysis using demographic and socioeconomic data about area residents, and the identification of major trip destinations, four main transit markets have been identified that appear to be the most likely to support a Pyramid Lake Paiute Tribe (PLPT) transit service.

1. The tribal clinic in Nixon currently uses minivans to transport patients to medical appointments at the clinic in Nixon as well as to appointments off the Reservation. The clinic is interested in collaborating with the proposed transit service to provide transportation for medical appointments. The clinic is currently providing 16,405 trips annually (2012). Additionally, transit service is also being provided by the senior center (approximately 1,300 trips in 2012) and social services department. These departments may also be interested in reducing the transportation line item in their budgets. The senior center is also limited in the distances it can travel because of funding source restrictions, so there are trip requests from seniors that cannot be accommodated that could potentially be provided through a more general tribal transit service. Transportation is also provided through the Johnson O'Malley Program. Some types of trips provided through this program could be provided through a more general tribal transit service.

2. Demand exists for commute trips, both off of the Reservation to Fernley and Reno/Sparks and onto the Reservation from both places for employment at the clinic and the tribal administration offices in Nixon or at the schools in Wadsworth and Nixon. Other than tribal employment (including the schools and the clinic), there are few employment opportunities on the Reservation. The Pyramid Lake school department currently uses two vans to provide commuter service for employees from Reno/Sparks through Sutcliffe and from Fallon through Fernley.

3. Shopping trips are a common need for PLPT residents. Other than small convenience type stores on the Reservation, PLPT residents in all three communities must travel to Fernley or Reno/Sparks for groceries and any other purchases. The senior center also has requests for shopping trips in Reno/Sparks and Fernley, but due to funding source restrictions is not always able to accommodate these requests.

4. Trips for higher education opportunities, continued learning, and student/after-school programs were identified as a need of the community. Access for youths and adults to higher education opportunities, which do not exist on the Reservation, would provide expanded job potential for tribal members and others living on the Reservation.

Included in these transit markets are the market segments identified as being generally more dependent upon public transportation—the elderly, youth, people with disabilities, and low-income persons. Transit service options provide mobility for people who need it, lower-cost transportation choices for all community members, and greater access within the region and beyond for everyone.

SERVICE OPTIONS

In order to best serve the transit markets identified as part of this study, there are a few types of transit service that could be adopted. The various types of transit service are described in the overview below.

Fixed-Route Service

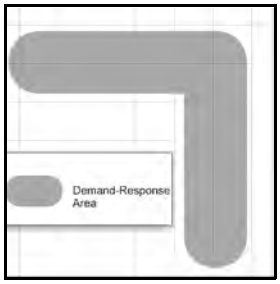
This type of service operates along a set route with scheduled stops at various common collection points. Operation of fixed-route service requires the operation of Americans with Disabilities Act (ADA) complementary demand-response service for individuals unable to ride the fixed-route vehicle.

Fixed-Route

- Commuter Service: Fixed-route service operated only during peak commuting times in the morning and evening connecting major residential areas with major employment areas. Commuter service is generally an "express" service in that it makes few stops along its route to keep the trip time as close as possible to automobile trip times. Commuter service does not require the operation of complementary ADA paratransit service.

- Deviated Fixed Route: Operation of transit service along a set route with scheduled stops but with scheduling flexibility built in that allows the driver to deviate within a certain distance of the route with an advance reservation. Route deviation meets the complementary ADA paratransit requirement.

Demand-Response Service



Demand-Response

This type of service is operated on an on-demand basis, also known as paratransit or dial-a-ride service. Demand-response service requires that patrons call ahead to schedule trips. Service can be door-to-door or curb-to-curb. Demand-responsive service does not operate along a set route; service on any given day depends on the trips scheduled. However, standing reservations are often allowed giving patrons who make the same trip on a recurring basis the ability to schedule multiple trips within a time period. Also, where possible, the dispatcher tries to group trips to serve multiple passengers during a single trip between common origins and destinations.

Ridesharing

Sharing rides is a no-cost option for the Tribe that allows cost savings and mobility options for community members. Ridesharing can take the form of carpooling, whereby two or more people take turns driving their personal vehicles from a common meeting point to a common destination. Vanpools are also a form of ridesharing. Vanpools can be operated by a paid driver or can be driven by vanpool participants. Vanpools are for larger groups of people going to a common destination or a small number of somewhat adjacent destinations. The pick-up location also needs to be convenient to vanpool participants and convenient to the highway. A park-and-ride lot is a common starting point for vanpools. The cost of the vanpool is split between riders.

- Park-and-Ride Lot: A parking lot where people meet to share rides or to utilize transit service. The lot is generally well lit and has a place to wait for ridesharing partners or transit service under cover—the lobby of a building or a bus shelter, for example. Generally there is no cost to park in the park-and-ride lot to encourage ridesharing and transit usage.

For PLPT, various combinations of these service models may be appropriate to meet the mobility and transportation needs of the community. Some specific options and sub-options are described in Tables V-1 and V-2 and generally fall into four categories:

- Reservation fixed-route service
- Regional fixed-route service
- Demand-response service
- Ridesharing

Table V-1
Reservation and Regional Fixed-Route Transit Service Options

Option #	Option Description	Estimated Annual Revenue-Hours	Estimated Annual Miles of Service
	Reservation Fixed-Route Service		
1	***Commuter service between Sutcliffe, Nixon, Wadsworth and Reno/Sparks (RTC Centennial Plaza)***		
1a	2 round-trips per day	1,360	64,158
1b	4 round-trips per day	2,720	128,316
2	***Deviated fixed route between Sutcliffe, Nixon, Wadsworth, and Fernley***		
2a	3 round-trips per day	2,040	68,085
2b	5 round-trips per day	3,400	113,475
2c	Saturday service - 2 round-trips per day	277	9,256
3	***Deviated fixed-route service between Nixon, Wadsworth, and Fernley with demand-response service for Sutcliffe***		
3a	3 round-trips per day	1,721	56,202
3b	5 round-trips per day	2,869	81,906
3c	Saturday service - 2 round-trips per day	234	7,041
	Regional Fixed-Route Service		
4	***Fixed-route service between Wadsworth and Reno/Sparks with downtown circulation***		
4a	3 round-trips per day	1,148	53,244
4b	5 round-trips per day	1,913	88,740
4c	Saturday service - 2 round-trips per day	156	7,238
4	***Complementary paratransit service***		
4a	5 hours per day	1,275	25,500
4b	8 hours per day	2,040	40,800
4c	Saturday service - 3 hours of service	156	3,120
5	***Fixed-route service between Wadsworth and RTC Centennial Plaza (transfer to RTC system)***		
5a	3 round-trips per day	893	45,594
5b	5 round-trips per day	1,488	75,990
5c	Saturday service - 2 round-trips per day	121	6,198
5	***Complementary paratransit service***		
5a	3 hours per day	765	15,300
5b	6 hours per day	1,530	30,600
5c	Saturday service - 2 hours per day	104	2,080
6	***Fixed-route service between Wadsworth and Northern Nevada Medical Center (RTC Route 26)***		
6a	3 round-trips per day	765	41,922
6b	5 round-trips per day	1,275	69,870
6c	Saturday service - 2 round-trips per day	104	5,699
6	***Complementary paratransit service***		
6a	3 hours per day	765	15,300
6b	6 hours per day	1,530	30,600
6c	Saturday service - 2 hours per day	104	2,080
7	***Deviated fixed-route service between Wadsworth and RTC Centennial Plaza***		
7a	3 round-trips per day	1,020	48,654
7b	5 round-trips per day	1,700	81,090
7c	Saturday service - 2 round-trips per day	139	6,614
8	***Commuter service between Wadsworth and RTC Centennial Plaza (2 round-trips per day)***	510	30,396
9	***RTC extends a route to Wadsworth***	Unknown	Unknown

Table V-2
Demand-Response Transit and Ridesharing Options

Option #	Option Description	Estimated Annual Revenue-Hours	Estimated Annual Miles of Service
	Demand-Response Service		
10	***Demand-response service for the Reservation, on the Reservation (1 vehicle)***		
10a	10 hours per day	2,550	51,000
10b	14 hours per day	3,570	71,400
10c	Saturday service - 8 hours per day	416	8,320
11	***Demand-response service on the Reservation and to Fernley (2 vehicles)***		
11a	10 hours per day	5,100	91,800
11b	14 hours per day	7,140	128,520
11c	Saturday service - 8 hours per day	832	14,976
12	***Demand-response service on the Reservation and to Fernley and Reno/Sparks (3 vehicles)***		
12a	10 hours per day	7,650	153,000
12b	14 hours per day	10,710	214,200
12c	Saturday service - 8 hours per day	1,248	24,960
	Ridesharing		
13	***PLPT sponsors a ridesharing program for carpools and vanpools***	N/A	N/A
14	***PLPT provides vans for vanpools (potential donation of clinic vans if other transit service implemented to provide medical trips)***	N/A	N/A
15	***PLPT participates in the regional ridesharing program (RTC Smart Trips)***	N/A	N/A

Figure V-1 illustrates Option 1—commuter service between Sutcliffe, Nixon, Wadsworth and Reno/Sparks (RTC Centennial Plaza). Figure V-2 illustrates Options 2 and 3—deviated fixed-route service between Sutcliffe, Nixon, Wadsworth, and Fernley. Figure V-3 illustrates Options 4 through 9—route options connecting Wadsworth and the Reno/Sparks area. The options range in type of service, amount of service, annual operating costs, equipment needed, and upfront equipment costs. Funding options for starting, operating, maintaining, and sustaining transit service are listed and described later this chapter.

Some assumptions were used in estimating the operating hours and miles for the transit service options. They were:

- Sutcliffe to Nixon - 17.3 miles, 30 minutes
- Nixon to Wadsworth - 15.8 miles, 20 minutes
- Wadsworth to Fernley Walmart - 5.4 miles, 15 minutes
- Fernley Walmart to RTC Centennial Plaza in Sparks - 33.7 miles, 35 minutes
- Wadsworth to RTC Centennial Plaza in Sparks - 29.8 miles, 30 minutes
- Wadsworth to Northern Nevada Medical Center (RTC Route 26) - 27.4 miles, 30 minutes
- 255 weekdays in a year
- 52 Saturdays in a year
- Five minutes added per leg for deviation in deviated fixed-route options
- Two miles added per leg for deviation in deviated fixed-route options
- 30 minutes/10 miles to circulate downtown Reno/Sparks
- 20 miles of operation in an hour of complementary ADA service per vehicle

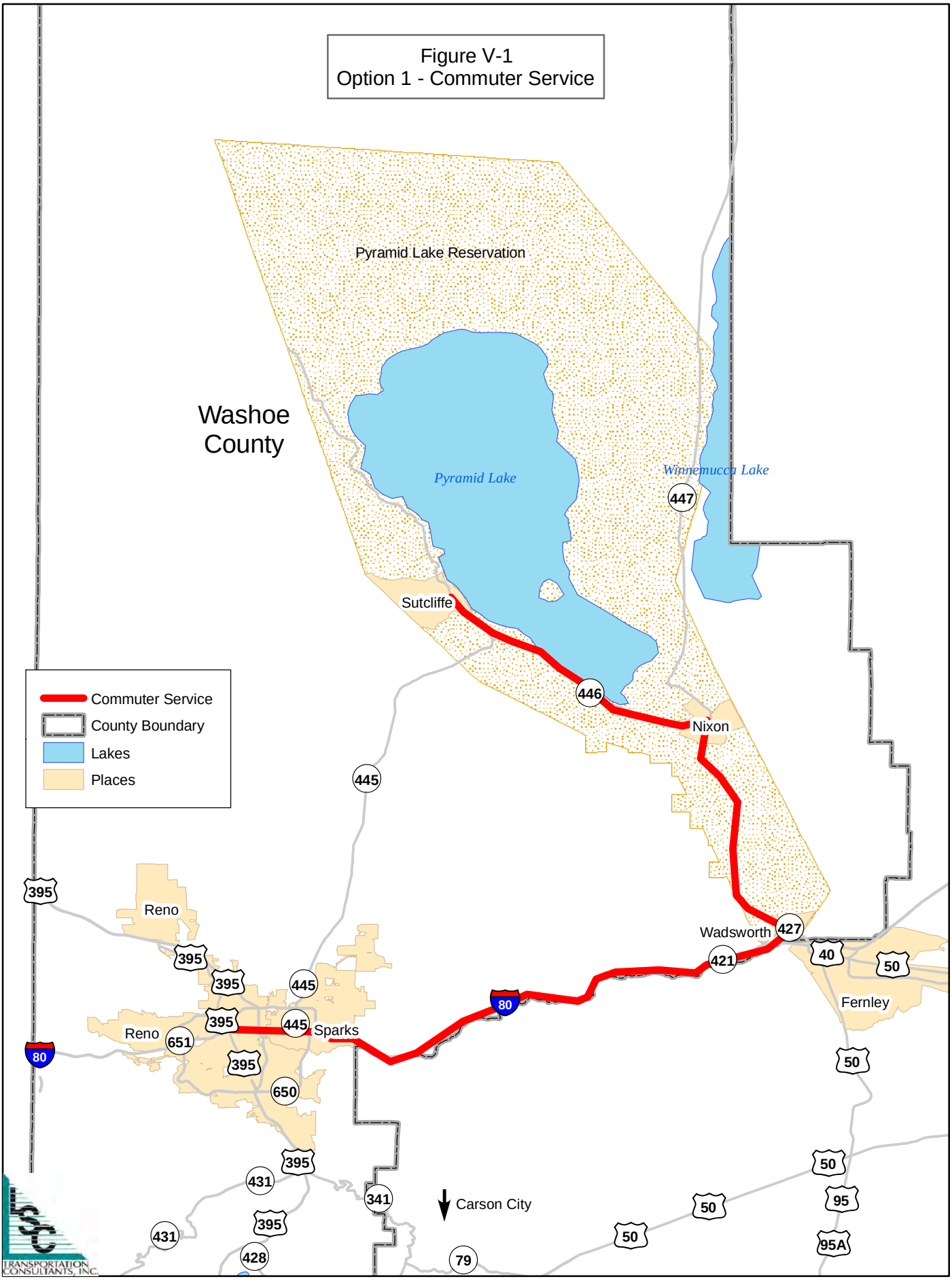


Figure V-1
Option 1 - Commuter Service
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
447
Sutcliffe
446
Nixon
445
Commuter Service
County Boundary
Lakes
Places
395
Reno
427
Wadsworth
421
40
50
Fernley
395
445
80
395
445
Sparks
Reno
651
80
50
395
650
395
431
341
Carson City
50
50
95
431
395
50
95A
428
79
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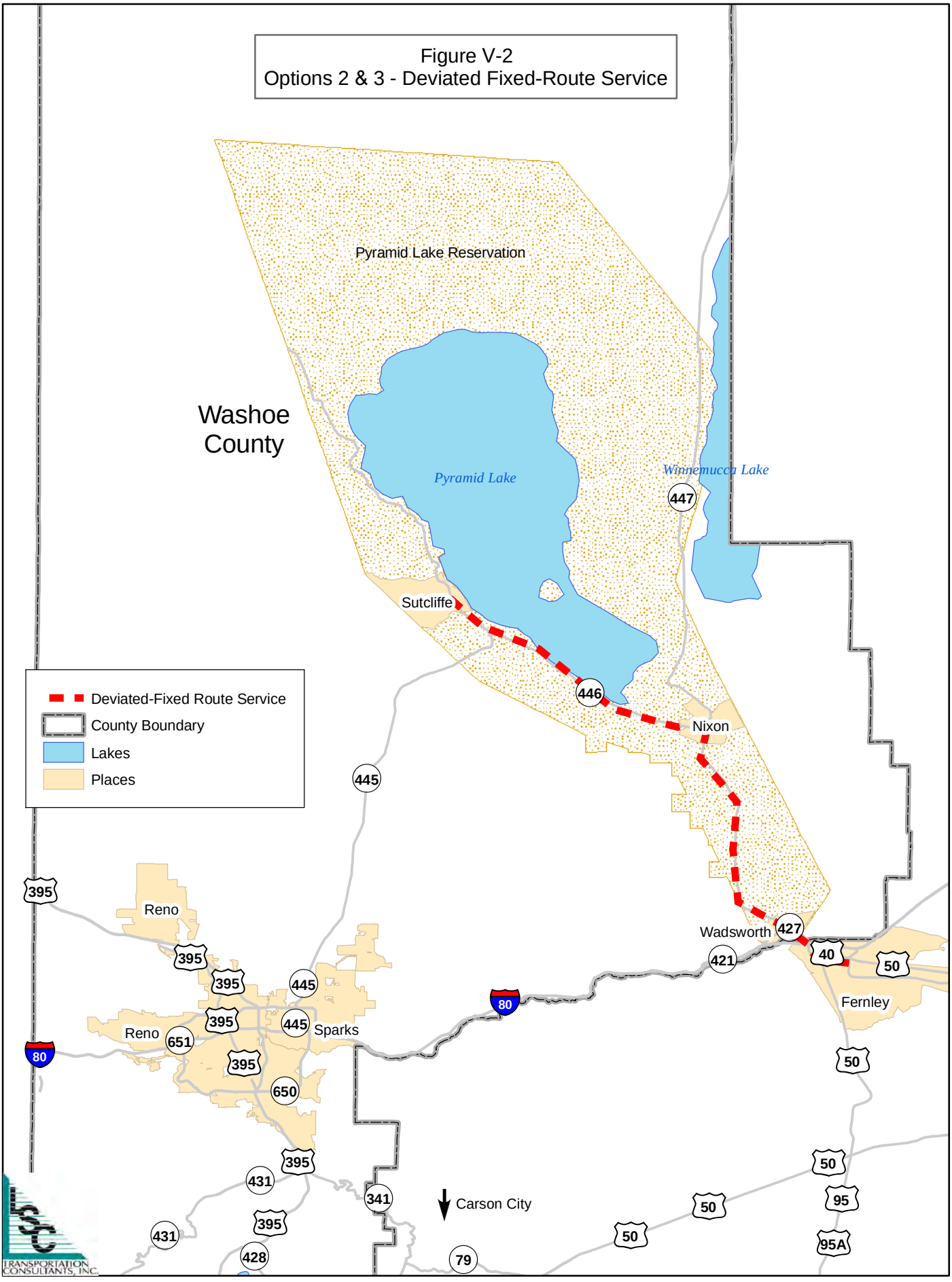
Figure V-2
Options 2 & 3 - Deviated Fixed-Route Service
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Wadsworth
Fernley
Reno
Sparks
Carson City
Deviated-Fixed Route Service
County Boundary
Lakes
Places
80
395
445
446
447
427
421
40
50
651
650
431
341
428
79
95
95A

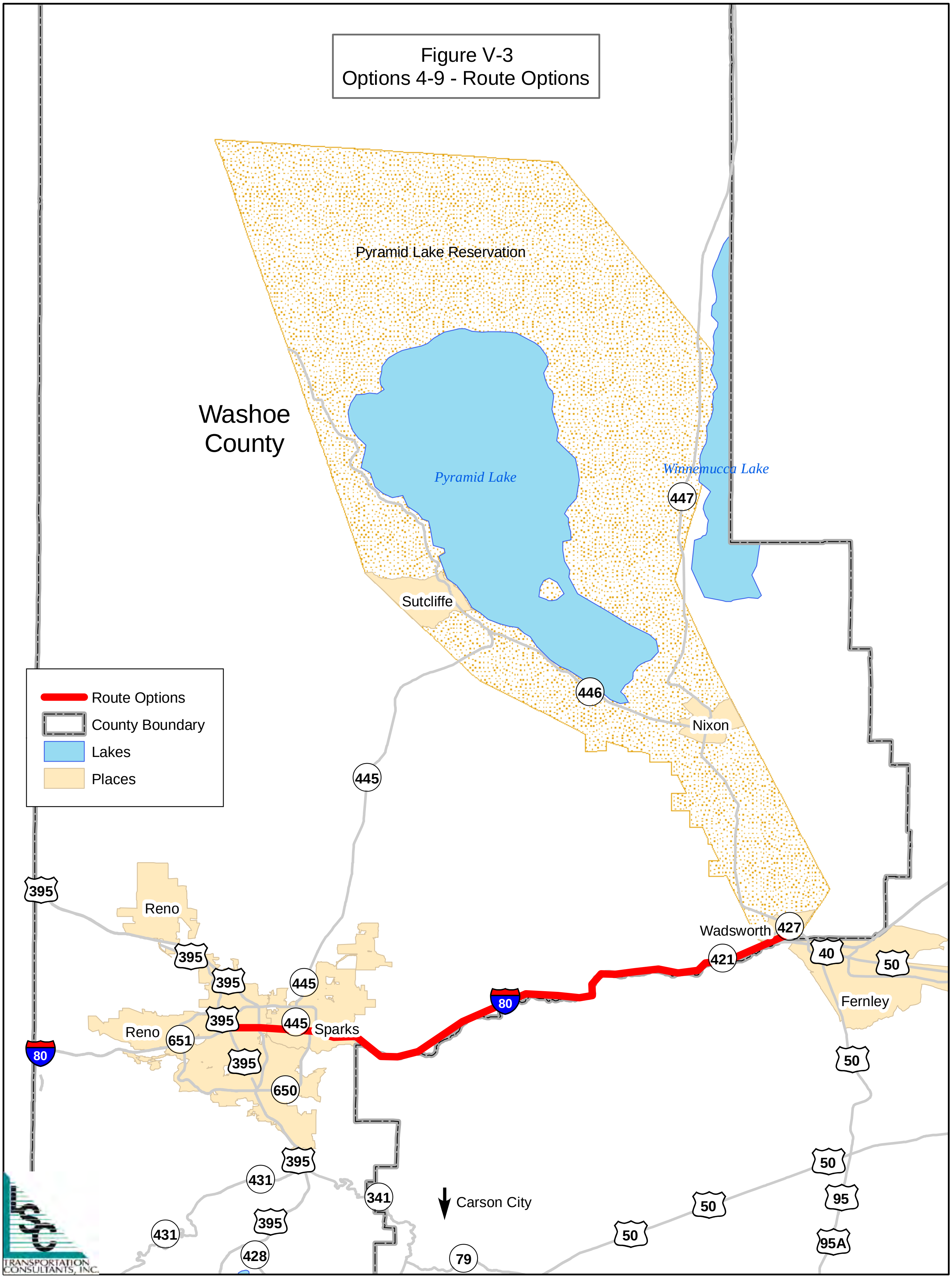

Figure V-3
Options 4-9 - Route Options

ESTIMATED OPERATING COSTS AND RIDERSHIP

Annual operating costs for the transit service options, detailed in Tables V-3 and V-4, were estimated using $45 per revenue-hour of service based on national experience with operational rural and tribal transit services. For fixed-route options with complementary ADA paratransit service, the total cost for operating the service would be the sum of the fixed-route service and the demand-response service for that option. For example, for Option 4a, the estimated annual operating cost would be $109,035 ($51,660 for fixed route + $57,375 for ADA paratransit). Tables V-3 and V-4 also include the estimated ridership for each option explored.

Table V-3
Estimated Annual Operating Cost for Reservation and Regional Fixed-Route Transit Service Options

Option #	Option Description	Estimated Annual Revenue-Hours	Estimated Annual Operating Cost	Estimated Annual Ridership
Reservation Fixed-Route Service				
1	***Commuter service between Sutcliffe, Nixon, Wadsworth, and Reno/Sparks (RTC Centennial Plaza)***			
1a	2 round-trips per day	1,360	$61,200	1,950
1b	4 round-trips per day	2,720	$122,400	2,600
2	***Deviated fixed route between Sutcliffe, Nixon, Wadsworth, and Fernley***			
2a	3 round-trips per day	2,040	$91,800	2,021
2b	5 round-trips per day	3,400	$153,000	2,695
2c	Saturday service - 2 round-trips per day	277	$12,465	140
3	***Deviated fixed-route service between Nixon, Wadsworth, and Fernley with demand-response service for Sutcliffe***			
3a	3 round-trips per day	1,721	$77,445	1,591
3b	5 round-trips per day	2,869	$129,105	2,121
3c	Saturday service - 2 round-trips per day	234	$10,530	110
Regional Fixed-Route Service				
4	***Fixed-route service between Wadsworth and Reno/Sparks with downtown circulation***			
4a	3 round-trips per day	1,148	$51,660	1,331
4b	5 round-trips per day	1,913	$86,085	1,775
4c	Saturday service - 2 round-trips per day	156	$7,020	92
4	***Complementary paratransit service***			
4a	5 hours per day	1,275	$57,375	405
4b	8 hours per day	2,040	$91,800	648
4c	Saturday service - 3 hours of service	156	$7,020	122
5	***Fixed-route service between Wadsworth and RTC Centennial Plaza (transfer to RTC system)***			
5a	3 round-trips per day	893	$40,185	932
5b	5 round-trips per day	1,488	$66,960	1,243
5c	Saturday service - 2 round-trips per day	121	$5,445	65
5	***Complementary paratransit service***			
5a	3 hours per day	765	$34,425	225
5b	6 hours per day	1,530	$68,850	600
5c	Saturday service - 2 hours per day	104	$4,680	100
6	***Fixed-route service between Wadsworth and Northern Nevada Medical Center (RTC Route 26)***			
6a	3 round-trips per day	765	$34,425	799
6b	5 round-trips per day	1,275	$57,375	1,065
6c	Saturday service - 2 round-trips per day	104	$4,680	55
6	***Complementary paratransit service***			
6a	3 hours per day	765	$34,425	225
6b	6 hours per day	1,530	$68,850	450
6c	Saturday service - 2 hours per day	104	$4,680	75
7	***Deviated fixed-route service between Wadsworth and RTC Centennial Plaza***			
7a	3 round-trips per day	1,020	$45,900	1,198
7b	5 round-trips per day	1,700	$76,500	1,598
7c	Saturday service - 2 round-trips per day	139	$6,255	83
8	***Commuter service between Wadsworth and RTC Centennial Plaza (2 round-trips per day)***	510	$22,950	975
9	***RTC extends a route to Wadsworth***	Unknown	Unknown	Unknown

Table V-4
Estimated Annual Operating Cost for Demand-Response Transit and Ridesharing Options

Option #	Option Description	Estimated Annual Revenue Hours	Estimated Annual Operating Cost	Estimated Annual Ridership
Demand-Response Service				
10	***Demand-response service for the Reservation, on the Reservation (1 vehicle)***			
10a	10 hours per day	2,550	$114,750	2,250
10b	14 hours per day	3,570	$160,650	3,150
10c	Saturday service - 8 hours per day	416	$18,720	187
11	***Demand-response service on the Reservation and to Fernley (2 vehicles)***			
11a	10 hours per day	5,100	$229,500	3,000
11b	14 hours per day	7,140	$321,300	4,200
11c	Saturday service - 8 hours per day	832	$37,440	250
12	***Demand-response service on the Reservation and to Fernley and Reno/Sparks (3 vehicles)***			
12a	10 hours per day	7,650	$344,250	3,750
12b	14 hours per day	10,710	$481,950	5,250
12c	Saturday service - 8 hours per day	1,248	$56,160	1,500
Ridesharing				
13	***PLPT sponsors a ridesharing program for carpools and vanpools***	N/A	N/A	N/A
14	***PLPT provides vans for vanpools (potential donation of clinic vans if other transit service implemented to provide medical trips)***	N/A	N/A	N/A
15	***PLPT participates in the regional ridesharing program (RTC Smart Trips)***	N/A	N/A	N/A

ADMINISTRATIVE AND COORDINATION OPTIONS

In addition to the service options possible for a PLPT transit service, administrative options also exist. PLPT could operate the transit service itself by consolidating all tribal transportation into one transportation department or by operating tribal transit service in addition to program-specific transportation provided by other PLPT departments. The Tribe could contract the service provision out to a transportation provider (RTC, for example). PLPT could also partner with others in the region to provide coordinated transit services.

From experience gained through working with tribes all over the country as part of the Transit Cooperative Research Program (TRCP) H-38 Developing, Enhancing, and Sustaining Tribal Transit Services project, one of the keys to the success of a tribal transit program is the dedication of an individual to transit service. Often the responsibility for implementing, operating, and securing funding for transit service falls to several individuals who are only able to dedicate a small portion of their time to transit or to a single individual who is only able to dedicate a small proportion of their time to transit service as it is only one of their myriad duties. In order to ensure a sustainable transit program, a transit manager who oversees the implementation and operation of the service while searching out and following up on coordination opportunities and working with the grants administrator to apply for and administer transit grants is recommended.

In terms of internal coordination potential, the Pyramid Lake school department has a certified driving trainer on staff as well as a certified mechanic and CDL-certified drivers. Other potential coordination opportunities include bulk purchasing of equipment and fuel, joint contracting for larger maintenance, and shared dispatching services. Additionally, the Pyramid Lake school department also currently operates two vans for school employees from Reno/Sparks through Sutcliffe and from Fallon through Fernley. The school department would be interested in serving more Reservation employees with this service or expanding the program to serve more commuters.

The clinic currently provides transportation, has minivans and drivers, and has shown interest in coordinated transit service. The senior center has one shuttle

and two vans and three part-time drivers. The senior center has trip requests that it cannot accommodate and has shown interest in coordinated transit service. The clinic and senior center already coordinate to get seniors to the clinic when the need arises.

The social services department provides some transportation services, but much of the transportation is provided by staff members. There is one part-time driver and one SUV that seats four passengers. Some of the trips provided by the social services department could be provided by a more general tribal transit service. The Johnson O'Malley program provides some transportation services with more intensity of service in the summer. The program uses three vehicles and three drivers during the peak of their service. During the rest of the year, one part-time driver and a van are used to provide transportation services. Both of these programs are potential coordinated transit service partners at least for some of the trip purposes required by program participants.

Externally, coordination potential exists with RTC and Reno-Sparks Indian Colony. The coordination options could range from sharing expertise, to schedule synchronization, to ridesharing program participation, to bulk purchasing of equipment and vehicles, to joint training sessions, to contracted reservation-specific service.

CAPITAL REQUIREMENTS AND COSTS

In order to operate the transit service options described, some equipment will be necessary including vehicles, communications equipment, signage, and waiting area amenities. Other equipment used in transit service provision includes transportation/scheduling/dispatching software and computer, security equipment, and fare collection equipment. All of these types of capital vary both in applicability—depending upon the amount and type of service being provided—and in cost—depending on the necessary attributes of the equipment.

For the transit service options described, two types of vehicles are estimated to be appropriate. For the longer distance fixed-route and deviated fixed-route options, a handicapped-accessible minibus is recommended. The average accessible mini-

bus seats 15 passengers and is estimated to cost $70,000. The other type of vehicle used for demand-responsive service is a handicapped-accessible van that is estimated to cost $45,000. Some additional vehicles are included in the estimate as spares to avoid service disruption when the vehicles need routine or more complex maintenance. Spares are also important in locations with extreme weather so that vehicles are available for backup if vehicles are temporarily out of service.

Coordination with other tribal departments for acquisition, sharing, and maintenance of equipment and vehicles is one possibility to reduce capital costs. The clinic, senior center, school department, and Johnson O'Malley program all have vehicles. Vehicle requirements and estimated capital costs for each service option are presented in Tables V-5 and V-6.

Table V-5
Estimated Capital Needs and Costs for Reservation and Regional Fixed-Route Transit Service Options

Option #	Option Description	Vehicle Requirements	Estimated Capital Costs
	Reservation Fixed-Route Service		
1	***Commuter service between Sutcliffe, Nixon, Wadsworth and Reno/Sparks (RTC Centennial Plaza)***		
1a	2 round-trips per day	2 minibuses	$140,000
1b	4 round-trips per day	3 minibuses	$210,000
2	***Deviated fixed route between Sutcliffe, Nixon, Wadsworth, and Fernley***		
2a	3 round-trips per day	2 minibuses	$140,000
2b	5 round-trips per day	3 minibuses	$210,000
2c	Saturday service - 2 round-trips per day	N/A	N/A
3	***Deviated fixed-route service between Nixon, Wadsworth, and Fernley with demand-response service for Sutcliffe***		
3a	3 round-trips per day	2 minibuses, 1 accessible van	$185,000
3b	5 round-trips per day	3 minibuses, 1 accessible van	$255,000
3c	Saturday service - 2 round-trips per day	N/A	N/A
	Regional Fixed-Route Service		
4	***Fixed-route service between Wadsworth and Reno/Sparks with downtown circulation***		
4a	3 round-trips per day	2 minibuses	$140,000
4b	5 round-trips per day	3 minibuses	$210,000
4c	Saturday service - 2 round-trips per day	N/A	N/A
4	***Complementary paratransit service***		
4a	5 hours per day	1 accessible van	$45,000
4b	8 hours per day		
4c	Saturday service - 3 hours of service	N/A	N/A
5	***Fixed-route service between Wadsworth and RTC Centennial Plaza (transfer to RTC system)***		
5a	3 round-trips per day	2 minibuses	$140,000
5b	5 round-trips per day	3 minibuses	$210,000
5c	Saturday service - 2 round-trips per day	N/A	N/A
5	***Complementary paratransit service***		
5a	3 hours per day	1 accessible van	$45,000
5b	6 hours per day		
5c	Saturday service - 2 hours per day	N/A	N/A
6	***Fixed-route service between Wadsworth and Northern Nevada Medical Center (RTC Route 26)***		
6a	3 round-trips per day	2 minibuses	$140,000
6b	5 round-trips per day	3 minibuses	$210,000
6c	Saturday service - 2 round-trips per day	N/A	N/A
6	***Complementary paratransit service***		
6a	3 hours per day	1 accessible van	$45,000
6b	6 hours per day		
6c	Saturday service - 2 hours per day	N/A	N/A
7	***Deviated fixed-route service between Wadsworth and RTC Centennial Plaza***		
7a	3 round-trips per day	2 minibuses	$140,000
7b	5 round-trips per day	3 minibuses	$210,000
7c	Saturday service - 2 round-trips per day	N/A	N/A
8	***Commuter service between Wadsworth and RTC Centennial Plaza (2 round-trips per day)***	2 minibuses	$140,000
9	***RTC extends a route to Wadsworth***	N/A	N/A

Table V-6
Estimated Capital Needs and Costs for Demand-Response Transit and Ridesharing Options

Option #	Option Description	Vehicle Requirements	Estimated Capital Costs
Demand-Response Service			
10	***Demand-response service for the Reservation, on the Reservation (1 vehicle)***		
10a	10 hours per day	1 accessible van	$45,000
10b	14 hours per day		
10c	Saturday service - 8 hours per day		
11	***Demand-response service on the Reservation and to Fernley (2 vehicles)***		
11a	10 hours per day	2 accessible vans	$90,000
11b	14 hours per day		
11c	Saturday service - 8 hours per day		
12	***Demand-response service on the Reservation and to Fernley and Reno/Sparks (3 vehicles)***		
12a	10 hours per day	3 accessible vans	$135,000
12b	14 hours per day		
12c	Saturday service - 8 hours per day		
Ridesharing			
13	***PLPT sponsors a ridesharing program for carpools and vanpools***	N/A	N/A
14	***PLPT provides vans for vanpools (potential donation of clinic vans if other transit service implemented to provide medical trips)***	varies	varies
15	***PLPT participates in the regional ridesharing program (RTC Smart Trips)***	N/A	N/A

COST/BENEFIT ANALYSIS OF OPTIONS

In this section, the conceptual service options described in the previous sections are itemized and the costs, ridership, performance measures (such as passengers per hour), and the benefits of each are estimated and outlined. Table V-7 lists the service options with the associated annual hours of operation, projected annual operating cost, and the estimated cost of vehicles required to operate the service along with a brief description of the purpose of the option or the benefit of the service. It should also be noted that the potential coordination opportunities discussed earlier can reduce the operating and capital costs of service provision.

Table V-7
Benefits of Transit Service Options

Option #	Option Description	Estimated Annual Revenue-Hours	Estimated Annual Operating Cost	Estimated Capital Costs	Estimated Annual Ridership	Pass. per Hour	Main Benefits of Option
				Reservation Fixed-Route Service			
1	***Commuter service between Sutcliffe, Nixon, Wadsworth, and Reno/Sparks (RTC Centennial Plaza)***						
1a	2 round-trips per day	1,360	$61,200	$140,000	1,950	1.4	Weekday peak period service for commuters between the Reservation and Reno/Sparks (traditional commute direction and reverse commute direction) with round-trips in the morning peak commuting period and the evening peak commuting period. The service would be geared toward commuters who would remain at their destination all day, but also be utilized for other trip purposes with longer durations such as certain types of medical appointments or multiple trip purposes in a single day. The operation of commuter service does not require the provision of ADA complementary paratransit service.
1b	4 round-trips per day	2,720	$122,400	$210,000	2,600	1.0	Weekday peak period service for commuters between the Reservation and Reno/Sparks (traditional commute direction and reverse commute direction) with multiple round-trips in the morning peak commuting period and the evening peak commuting period. The service would be geared toward commuters who would remain at their destination all day, but also be utilized for other trip purposes with longer durations such as certain types of medical appointments or multiple trip purposes in a single day. The operation of commuter service does not require the provision of ADA complementary paratransit service.
2	***Deviated fixed route between Sutcliffe, Nixon, Wadsworth, and Fernley***						
2a	3 round-trips per day	2,040	$91,800	$140,000	2,021	1.0	Weekday service for all community members with a morning, midday, and evening round-trip to accommodate work trips, medical and other appointments, and shopping on the reservation and in Fernley. Deviated routing offers flexibility to serve more patrons on the fixed route service and expands the service coverage of the system.
2b	5 round-trips per day	3,400	$153,000	$210,000	2,695	0.8	Weekday service for all community members with two morning, one midday, and two evening round-trips to accommodate work trips, medical and other appointments, and shopping on the Reservation and in Fernley. Deviated routing offers flexibility to serve more patrons on the fixed-route service and expands the service coverage of the system.
2c	Saturday service - 2 round-trips per day	277	$12,465	N/A	140	0.5	Weekend service for all community members on one morning and one afternoon round-trip with access to employment, shopping, and socialization.
				Reservation Fixed-Route Service			
3	***Deviated fixed-route service between Nixon, Wadsworth, and Fernley with demand-response service for Sutcliffe***						
3a	3 round-trips per day	1,721	$77,445	$185,000	1,591	0.9	Weekday service for all community members with a morning, midday, and evening round-trip to accommodate work trips, medical and other appointments, and shopping on the Reservation and in Fernley. Deviated routing offers flexibility to serve more patrons on the fixed-route service and expands the service coverage of the system. Operating Sutcliffe service on an as-needed basis reduces overall travel times and operating costs and creates more routing flexibility and vehicle options.
3b	5 round-trips per day	2,869	$129,105	$255,000	2,121	0.7	Weekday service for all community members with two morning, one midday, and two evening round-trips to accommodate work trips, medical and other appointments, and shopping on the Reservation and in Fernley. Deviated routing offers flexibility to serve more patrons on the fixed-route service and expands the service coverage of the system. Operating Sutcliffe service on an as-needed basis reduces overall travel times and operating costs and creates more routing flexibility and vehicle options.
3c	Saturday service - 2 round-trips per day	234	$10,530	N/A	110	0.5	Weekend service for all community members on one morning and one afternoon round-trip with access to employment, shopping, and socialization.
				Regional Fixed-Route Service			
4	***Fixed-route service between Wadsworth and Reno/Sparks with downtown circulation***						
4a	3 round-trips per day	1,148	$51,660	$140,000	1,331	1.2	Weekday service for all community members on one morning, one midday, and one evening round-trip from the Reservation to common destinations in Reno/Sparks including major employers, healthcare facilities, and others. There is also a reverse commute benefit for Reno/Sparks residents who work on the Reservation.
4b	5 round-trips per day	1,913	$86,085	$210,000	1,775	0.9	Weekday service for all community members on two morning, one midday, and two evening round-trips from the Reservation to common destinations in Reno/Sparks including major employers, healthcare facilities, and others. There is also a reverse commute benefit for Reno/Sparks residents who work on the Reservation.
4c	Saturday service - 2 round-trips per day	156	$7,020	N/A	92	0.6	Weekend service for all community members on one morning and one afternoon round-trip with access to employment, shopping, and socialization.

Table V-7
Benefits of Transit Service Options

Option #	Option Description	Estimated Annual Revenue-Hours	Estimated Annual Operating Cost	Estimated Capital Costs	Estimated Annual Ridership	Pass. per Hour	Main Benefits of Option
4	***Complementary paratransit service***						
4a	5 hours per day	1,275	$57,375	$45,000	405	0.3	Personalized weekday service for people with mobility constraints on the Reservation and to Reno/Sparks.
4b	8 hours per day	2,040	$91,800		648	0.3	Extended weekday service for people with mobility constraints on the Reservation and to Reno/Sparks.
4c	Saturday service - 3 hours of service	156	$7,020	N/A	122	0.8	Saturday service for people with mobility constraints on the Reservation and to Reno/Sparks.
	Regional Fixed-Route Service						
5	***Fixed-route service between Wadsworth and RTC Centennial Plaza (transfer to RTC system)***						
5a	3 round-trips per day	893	$40,185	$140,000	932	1.0	Weekday service for all community members on one morning, one midday, and one evening round-trip from the Reservation to the RTC Centennial Plaza in Sparks with potential transfers to the RTC system to get throughout the Reno/Sparks area. There is also a reverse commute benefit for Reno/Sparks residents who work on the Reservation.
5b	5 round-trips per day	1,488	$66,960	$210,000	1,243	0.8	Weekday service for all community members on two morning, one midday, and two evening round-trips from the Reservation to the RTC Centennial Plaza in Sparks with potential transfers to the RTC system to get throughout the Reno/Sparks area. There is also a reverse commute benefit for Reno/Sparks residents who work on the Reservation.
5c	Saturday service - 2 round-trips per day	121	$5,445	N/A	65	0.5	Weekend service for all community members on one morning and one afternoon round-trip with access to employment, shopping, and socialization through the RTC system.
5	***Complementary paratransit service***						
5a	3 hours per day	765	$34,425	$45,000	225	0.3	Personalized weekday service for people with mobility constraints on the Reservation and to Reno/Sparks.
5b	6 hours per day	1,530	$68,850		600	0.4	Extended weekday service for people with mobility constraints on the Reservation and to Reno/Sparks.
5c	Saturday service - 2 hours per day	104	$4,680	N/A	100	1.0	Saturday service for people with mobility constraints on the Reservation and to Reno/Sparks.
6	***Fixed-route service between Wadsworth and Northern Nevada Medical Center (RTC Route 26)***						
6a	3 round-trips per day	765	$34,425	$140,000	799	1.0	Weekday service on one morning, one midday, and one evening round-trip from the Reservation to common destinations in Reno/Sparks including major employers, healthcare facilities, and others. There is also a reverse commute benefit for Reno/Sparks residents who work on the Reservation.
6b	5 round-trips per day	1,275	$57,375	$210,000	1,065	0.8	Weekday service on two morning, one midday, and two evening round-trips from the Reservation to common destinations in Reno/Sparks including major employers, healthcare facilities, and others. There is also a reverse commute benefit for Reno/Sparks residents who work on the Reservation.
6c	Saturday service - 2 round-trips per day	104	$4,680	N/A	55	0.5	Weekend service on one morning and one afternoon round-trip with access to employment, shopping, and socialization.
6	***Complementary paratransit service***						
6a	3 hours per day	765	$34,425	$45,000	225	0.3	Personalized weekday service for people with mobility constraints on the Reservation and to Reno/Sparks.
6b	6 hours per day	1,530	$68,850		450	0.3	Extended weekday service for people with mobility constraints on the Reservation and to Reno/Sparks.
6c	Saturday service - 2 hours per day	104	$4,680	N/A	75	0.7	Saturday service for people with mobility constraints on the Reservation and to Reno/Sparks.
	Regional Fixed-Route Service						
7	***Deviated fixed-route service between Wadsworth and RTC Centennial Plaza***						
7a	3 round-trips per day	1,020	$45,900	$140,000	1,198	1.2	Weekday service with a morning, midday, and evening round-trip to accommodate work trips, medical and other appointments, and shopping to Reno/Sparks. Deviated routing offers flexibility to serve more patrons on the fixed-route service and expands the service coverage of the system.
7b	5 round-trips per day	1,700	$76,500	$210,000	1,598	0.9	Weekday service with two morning, one midday, and two evening round-trips to accommodate work trips, medical and other appointments, and shopping in Reno/Sparks. Deviated routing offers flexibility to serve more patrons on the fixed-route service and expands the service coverage of the system.
7c	Saturday service - 2 round-trips per day	139	$6,255	N/A	83	0.6	Weekend service on one morning and one afternoon round-trip with access to employment, shopping, and socialization.

Table V-7
Benefits of Transit Service Options

Option #	Option Description	Estimated Annual Revenue-Hours	Estimated Annual Operating Cost	Estimated Capital Costs	Estimated Annual Ridership	Pass. per Hour	Main Benefits of Option
8	***Commuter service between Wadsworth and RTC Centennial Plaza (2 round-trips per day)***	510	$22,950	$140,000	975	1.9	Commuter service between Wadsworth and RTC Centennial Plaza during peak commuting periods in the morning and evening. Employment connections in Reno/Sparks and reverse commute options for Reservation employees. There is potential for a park-and-ride lot near the new community center in Wadsworth.
9	***RTC extends a route to Wadsworth***	Unknown	Unknown	N/A	N/A	N/A	PLPT would not be responsible for the day-to-day operation of the regional service. PLPT would pay RTC to operate service from the Reservation in Wadsworth to the RTC Centennial Plaza. There is potential for a park-and-ride lot near the new community center in Wadsworth.
Demand-Response Service							
10	***Demand-response service for the Reservation, on the Reservation (1 vehicle)***						
10a	10 hours per day	2,550	$114,750	$45,000	2,250	0.9	Personalized weekday service for people to access services and employment on the Reservation.
10b	14 hours per day	3,570	$160,650		3,150	0.9	Extended weekday service for people to access services and employment on the Reservation.
10c	Saturday service - 8 hours per day	416	$18,720		187	0.5	Weekend service on the Reservation for socialization.
11	***Demand-response service on the Reservation and to Fernley (2 vehicles)***						
11a	10 hours per day	5,100	$229,500	$90,000	3,000	0.6	Personalized weekday service for people to access services and employment on the Reservation and employment, shopping, and services in Fernley.
11b	14 hours per day	7,140	$321,300		4,200	0.6	Extended weekday service for people to access services and employment on the Reservation and employment, shopping, and services in Fernley.
11c	Saturday service - 8 hours per day	832	$37,440		250	0.3	Weekend customized service for shopping and employment in Fernley and socialization on the Reservation.
12	***Demand-response service on the Reservation and to Fernley and Reno/Sparks (3 vehicles)***						
12a	10 hours per day	7,650	$344,250	$135,000	3,750	0.5	Personalized weekday service for community members on the Reservation, to Fernley, or to Reno Sparks for employment, medical appointments, shopping, education, and access to services.
12b	14 hours per day	10,710	$481,950		5,250	0.5	Extended weekday service for community members on the Reservation, to Fernley, or to Reno Sparks for employment, medical appointments, shopping, education, and access to services.
12c	Saturday service - 8 hours per day	1,248	$56,160		1,500	1.2	Weekend customized service for all community members for shopping, employment, and socialization in Fernley, Reno/Sparks and on the Reservation.
Ridesharing							
13	***PLPT sponsors a ridesharing program for carpools and vanpools***	N/A	N/A	N/A	N/A	N/A	The program provides opportunities for commuters to save money on their commute costs and the ability to use the trip time to do something other than drive. The cost to PLPT is low - administration of the program and the development of a ridesharing website.
14	***PLPT provides vans for vanpools (potential donation of clinic vans if other transit service implemented to provide medical trips)***	N/A	unknown	varies	N/A	N/A	The program provides opportunities for commuters to save money on their commute costs and the ability to use the trip time to do something other than drive. The cost to PLPT is relatively low - administration of the vanpool program, the development of a ridesharing website, the initial cost of purchasing vehicles, and the ongoing maintenance cost for the vehicles.
15	***PLPT participates in the regional ridesharing program (RTC Smart Trips)***	N/A	N/A	N/A	N/A	N/A	The program provides opportunities for commuters to save money on their commute costs and the ability to use the trip time to do something other than drive. There is no direct cost to PLPT.

Chapter VI

TRANSPORTATION
CONSULTANTS, INC.

CHAPTER VI

Service and Operations Plan

SERVICE PLAN

Based on the results of the study and discussions within the Pyramid Lake Paiute Tribe (PLPT) and with the study team, the following transit options have been identified as priorities for the Tribe and together constitute the locally preferred transit service alternative:

- Creation of a coordinated PLPT transit department to operate/oversee the following tribal transit services on weekdays:
  - Deviated fixed-route service between Nixon, Wadsworth, and Fernley with as-needed demand-response service from Sutcliffe, which would cover senior center and shopping trips and some medical appointments and employment trips.
  - Regional commuter service between Wadsworth and the Tahoe Reno Industrial Center, Northern Nevada Medical Center, and RTC Centennial Plaza in Sparks with midday connections to allow for easier access for medical trips, part-time employment, and commuter peace of mind.
  - Demand-response service for special medical trips (e.g., dialysis appointments) when the scheduled transit services are not conveniently timed with appointments.
- Participation in the RTC Smart Trips regional ridesharing program to advertise the proposed transit service and to increase carpooling and vanpooling opportunities for Reservation residents and employees. This would also involve transferring the administration and ridematching activities of the existing Pyramid Lake school department's vanpooling program to RTC Smart Trips.
- Establishment of a park-and-ride lot and transfer point at the new PLPT community center in Wadsworth, which would provide easy access to both the Reservation and connecting roadways as well as the highway for service to Reno/Sparks.
- As the transit service gains a foothold in the community, ridership grows, and additional demand for service is identified, the local deviated fixed-route service and regional commuter service could be extended into Saturdays using the same level of service as on weekdays.

Details about the preferred transit service are provided in Table VI-1 and Figure VI-1. An estimation of $45 per hour of service (based on cost of service from other

similar transit operations and local input) was used to calculate the estimated annual cost to operate the new coordinated PLPT transit service.

Table VI-1
Preferred Transit Service

PLPT Transit Service	Annual Hours of Service	Annual Miles of Service	Estimated Annual Cost	Projected Ridership
Weekday Service (2014)*				
Deviated Fixed-Route Service	3,315	51,510	$149,175	1,484
Regional Commuter Service	1,530	71,400	$68,850	2,600
Demand-Responsive Service from Sutcliffe (as needed)	765	8,925	$34,425	282
Demand-Response for specialized medical trips or other trips**	3,945	138,455	$177,525	11,163
Weekday Total	**9,555**	**270,290**	**429,975**	**15,528**
Saturday Service (Projected for 2018)***				
Deviated Fixed-Route Service/Demand-Response from Sutcliffe	676	10,504	$36,976	252
Regional Commuter Service	468	14,560	$25,599	371
Saturday Total	**1,144**	**25,064**	**$62,574**	**623**

**Estimated by using 255 weekdays per year*

*** Annual hours, miles, and ridership were estimated based on existing transportation services*

****Hourly cost of service estimated by using 5% inflation per year*

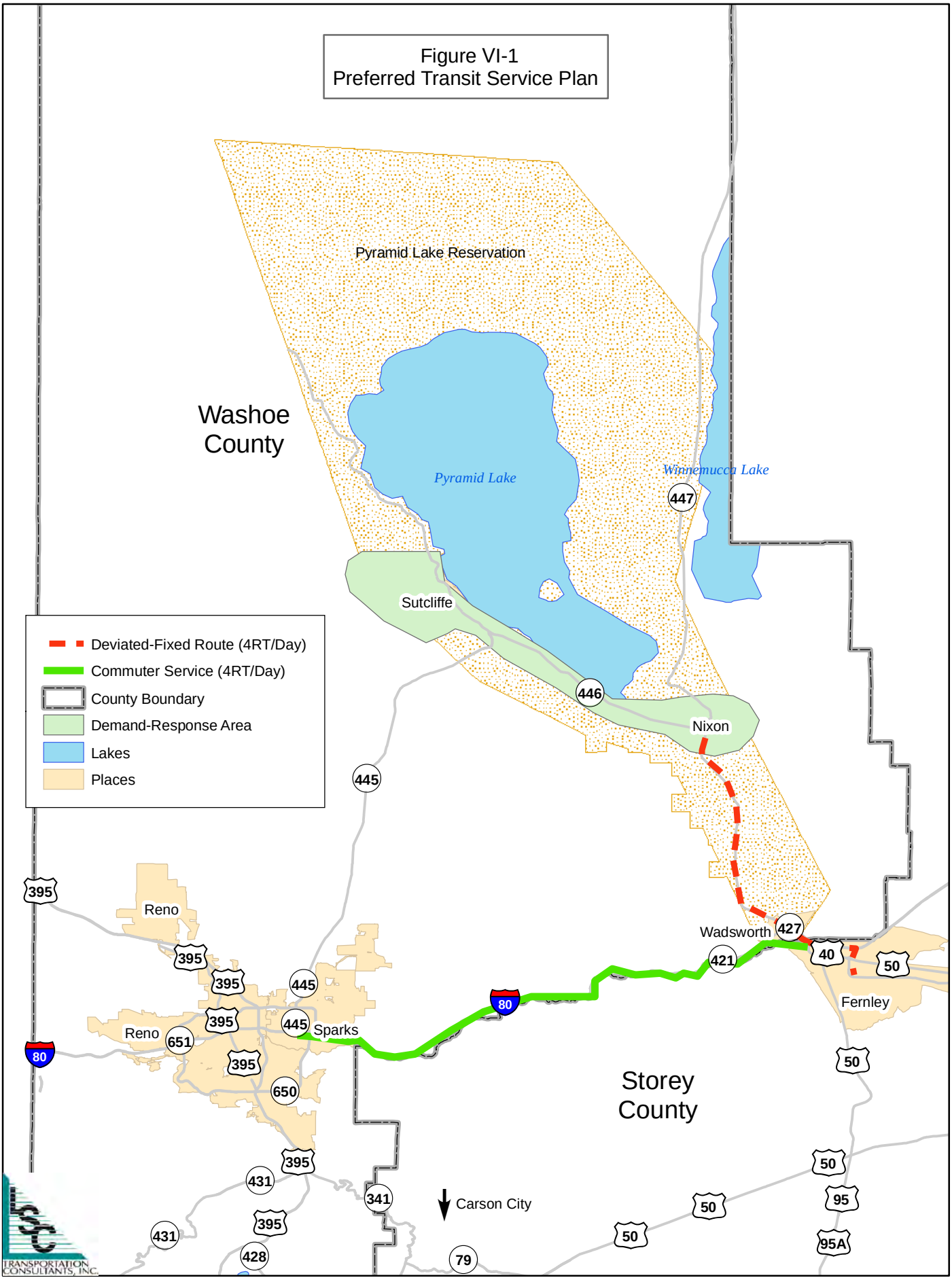
Figure VI-1
Preferred Transit Service Plan
Pyramid Lake Reservation
Washoe County
Pyramid Lake
Winnemucca Lake
Sutcliffe
Nixon
Deviated-Fixed Route (4RT/Day)
Commuter Service (4RT/Day)
County Boundary
Demand-Response Area
Lakes
Places
Reno
Sparks
Wadsworth
Fernley
Storey County
Carson City
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SCHEDULE

Table VI-2 is a proposed schedule for the operation of the PLPT Coordinated Transit Service. It has been designed to allow for transfers in Wadsworth between the Deviated Fixed-Route Service and the Regional Commuter Service to Reno/Sparks in both directions. Schedule details include the following:

- Four daily round-trips between Nixon and Fernley with deviated fixed-route service.
- Four daily commuter trips between Wadsworth and Reno/Sparks.
- Three potential daily connections to Sutcliffe based on demand with the possibility to travel through Nixon to Fernley or Reno/Sparks and back if desired.
- Other demand-responsive service for medical trips when or if the timing of the scheduled transit service does not match well with patient appointment times.
- Hours of service on weekdays: 6:00 a.m. to 7:00 p.m. with the deviated fixed-route bus starting and ending in Nixon and the commuter bus starting and ending in Wadsworth. The demand-response service from Sutcliffe before the first run from Nixon in the morning and another after the last trip to Nixon could be provided on an as-needed basis, so that people could commute from Sutcliffe if necessary. Therefore, the hours of operation for the demand-response service to/from Sutcliffe would include weekdays from 5:30 a.m. to 7:30 p.m.
- For the expanded service projected for 2018, the weekday level of service would also be operated on Saturdays.
- Transfers between services would occur at the Wadsworth Transfer Point at the new PLPT community center.
- Carpooling and vanpooling schedules would be worked out based on common shift times of participants and matched through RTC Smart Trips.

Table VI-2
Proposed Schedule for PLPT Coordinated Transit Service

Deviated Fixed-Route Service		Commuter Service		Demand-Response Service (As Needed)	
Nixon	6:00 AM				
Wadsworth	6:30 AM	Wadsworth	6:30 AM		
Fernley Walmart	7:00 AM	Industrial Center	7:00 AM		
		Medical Center	7:15 AM		
		RTC	7:30 AM		
Wadsworth	8:00 AM	Wadsworth	8:00 AM		
Nixon	8:30 AM			Nixon	8:30 AM
				Sutcliffe	9:00 AM
Nixon	9:30 AM			Nixon	9:30 AM
Wadsworth	10:00 AM	Wadsworth	10:00 AM		
Fernley Walmart	10:30 AM	Industrial Center	10:30 AM		
		Medical Center	10:45 AM		
		RTC	11:00 AM		
Wadsworth	11:30 AM	Wadsworth	11:30 AM		
Nixon	12:00 PM			Nixon	12:00 PM
				Sutcliffe	12:30 PM
Nixon	1:00 PM			Nixon	1:00 PM
Wadsworth	1:30 PM	Wadsworth	1:30 PM		
Fernley Walmart	2:00 PM	RTC	2:00 PM		
		Medical Center	2:15 PM		
		Industrial Center	2:30 PM		
Wadsworth	3:00 PM	Wadsworth	3:00 PM		
Nixon	3:30 PM			Nixon	3:30 PM
				Sutcliffe	4:00 PM
Nixon	4:30 PM			Nixon	4:30 PM
Wadsworth	5:00 PM	Wadsworth	5:00 PM		
Fernley Walmart	5:30 PM	RTC	5:30 PM		
		Medical Center	5:45 PM		
		Industrial Center	6:00 PM		
Wadsworth	6:30 PM	Wadsworth	6:30 PM		
Nixon	7:00 PM				

VEHICLE REQUIREMENTS

The operation of the locally preferred alternative requires three accessible minibuses (two for use in providing the service and one as a spare) and three accessible vans (for demand-response medical trips including a spare). The minibuses would be used to operate the deviated fixed-route service from Fernley to Nixon and to Sutcliffe on an as-needed basis, and the regional commuter service. The accessible vans would be used for medical trips not covered by the scheduled PLPT transit service.

The senior center and clinic own small capacity transit vehicles in various states of repair, but only one is wheelchair-accessible (senior center minibus). Under the coordinated transit service program, these vehicles would be transferred to the new PLPT transit department and the trips could be contracted to the new PLPT transit service to provide the needed trips for activities such as the senior meal delivery and special trips. This contracted service can be done occasionally on an as-needed basis or as part of a scheduled service. The senior center minibus would be used as a spare vehicle for the locally preferred transit service. The preferred transit service will need two new accessible minibuses and three new accessible vans. Other transferred vehicles could be used initially for special medical trips for ambulatory passengers and then retired from use as they reach the end of their useful life.

Vehicles are also available for rental from GSA and could be used as spare vans. The cost is listed as $20 per day plus $0.60 per mile to cover maintenance, tires, and fuel costs.

With this transit plan for PLPT completed before the Nevada Department of Transportation (NDOT) application deadline, the locally preferred transit service alternative—along with any need for accessible vehicles for medical trips—should be identified as part of this grant application and submitted as a combined grant application under the new coordinated PLPT transit service.

COMMUNICATIONS

Communications equipment is important to the operation of transit service, particularly when operating deviated fixed-route service and demand-response service where the dispatcher needs to coordinate trips with drivers. Communications equipment is also important to the safety of the transit service.

Communications and dispatch equipment are available in a range of prices and functionality. At a minimum, each vehicle needs a push-to-talk cell phone or radio equipment, and the dispatch location (generally an office or a cube at a minimum) needs a computer with Internet mapping capabilities and spreadsheet function or transportation scheduling software as well as the base station for driver/vehicle communication and a dedicated phone line for patrons.

PERSONNEL AND STAFFING

The operation of a PLPT transit program requires some existing staff time including the writing and administration of grants, interdepartmental coordination, transit service planning (as needed once the service is up and running), and program oversight. Other new positions would also need to be created. A Transit Coordinator/Manager would shepherd the new coordinated transit service through implementation and would oversee the day-to-day operations of the service once it was operational. The service would also require licensed and trained drivers, a dispatcher, and a certified mechanic.

The first priority for the implementation of a coordinated PLPT transit program is the establishment of a Transit Coordinator/Manager position and the hiring of a qualified individual. The Transit Coordinator/Manager would identify and pursue funds for transportation services with the help of the grants writer. The Transit Coordinator/Manager would also communicate and coordinate with other tribal departments and potentially with external collaborators to identify and apply for funding sources, identify collaborative opportunities, and market the new transit service.

The position for the Transit Coordinator/Manager can be created and funded prior to the acquisition of FTA funds through the use of existing Tribal Transportation Program (formerly Indian Reservation Roads) funds.

The operation of the locally preferred alternative requires four licensed and trained drivers. A collaborative arrangement could potentially be made with the PLPT school department for driver training and certification as the school department has a trainer on staff. Another potential coordination opportunity with the PLPT school department is for driver coverage when there is a driver shortage or shifts need to be covered.

The service would also require a dispatcher. The dispatcher would answer calls, provide information about the service, schedule demand response trips and route deviations, and communicate with the drivers should any issues arise. The space for dispatch activities could be located in the tribal administration office in Nixon or could be provided in another tribal building.

The PLPT coordinated transit service will require vehicles to be maintained to ensure appropriate useful lives and to meet FTA guidelines. Occasionally, larger repairs will also be necessary. In order to accomplish these activities, the transit program will need access to a certified mechanic. Another potential collaborative opportunity exists with the school department as they have a certified mechanic on staff and have a maintenance facility with the appropriate equipment to perform preventive maintenance. Currently the school department contracts out major work and repairs as well as tire work. The tire contractor brings new tires and changes the tires on-site at the school maintenance facility. The school department and transit service could potentially partner to contract with an external mechanic for larger repairs.

Chapter VII

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CHAPTER VII

Potential Funding Sources

Successful transportation systems are strategic about funding. They try to develop funding bases that enable them to operate reliably and efficiently within a set of clear goals and objectives and according to both long- and short-range plans. Potential strategies for funding a transportation system for the Pyramid Lake Paiute Tribe are described below.

CAPITAL FUNDING

The new transportation services for this area will potentially require capital funding for bus fleet procurement, bus stops, shelters, dispatching software, computers, and other administration capital. The following strategies for funding capital development should be considered:

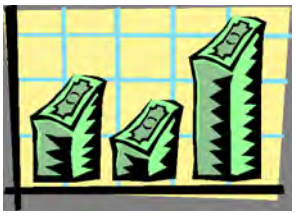
- Federal funding should be maximized—within the existing 5310 and 5311 programs and through pursuit of discretionary grants (both through FTA channels and through direct congressional earmark). Small transit systems often underachieve their potential for federal grant assistance because they assume they cannot compete in that arena. Close coordination with the Nevada Department of Transportation will help the transit systems be aware of opportunities and compete for funding.

- In general, the best use of federal discretionary grant funding is for capital needs since this is a highly speculative source of money that requires extensive political effort at a level that is feasible only as a one-time or occasional undertaking.

- The financial management system should include specific provisions for recapitalization of the fleet and of certain other capital investments. A sinking fund for capital replacement should be established and some amount of money from local funding sources should be set aside annually based on a recapitalization plan. Note that buses and certain other capital facilities purchased with federal cost participation (80 percent under SAFETEA-LU) are eligible for federal participation in the cost of replacement once they reach maturity (as defined in FTA rules).

OPERATIONS AND MAINTENANCE FUNDING

Over time, the primary financial requirement of a local or regional transit system will be funding routine operations and maintenance, including daily transit service, vehicle maintenance, and system administration. In general, labor represents about 50 to 75 percent of the costs of operating transportation, with much of that going to drivers' salaries as well as a high percentage to fuel. The following strategies for funding operations and maintenance should be considered:



- Reliance on general fund appropriations from local governments should be avoided, if possible. It is common for local and regional transit agencies to be dependent on annual appropriations from their constituent towns, cities, and/or counties. As a practical matter, this means it will not be possible to forecast future funding levels, given the exigencies of local government funding. Such an agency will be unable to undertake capital planning and will continually face potential service cutbacks. This, in turn, makes it difficult or impossible for the transit agency to enter into partnership arrangements with other agencies or with private entities. Transit agencies, like highway agencies, require that most or all of their operations and maintenance funding comes from ***dedicated sources*** so that they can undertake responsible planning and offer reliable, consistent service.

- It may be necessary to collect ***fares*** as part of system funding, but this is not an ideal source of revenue. Due to realities of transportation system costs and financing structure, it is generally not possible to recoup more than 10 to 20 percent of operations and maintenance costs at the farebox. Fare collection incurs costs for farebox maintenance, cash management, and auditing. Fare collection slows down vehicle boarding and increases operating costs by increasing the time required to run each route. Finally, fare collection deters ridership. A coordinated fare structure with the Regional Transportation Commission (RTC) of Washoe County should be something that is examined when an operations plan is developed.

- Operations and maintenance funding mechanisms should be designed explicitly to anticipate transit system growth. Successful rural and small urban transit systems around the United States are experiencing annual growth in ridership. It is important to be able to respond to such growth by increasing service levels to meet demand. This means that ideal funding sources for operations and maintenance are those that have the ***flexibility to be increased*** or expanded as demand grows. Such flexibility will, in most cases, require voter approval, but the important consideration is that the need for growth has been anticipated and the potential for larger budgets is not precluded by the choice of a source of funding.

OVERALL SERVICE CONSIDERATIONS

There are also a few overarching considerations in developing a coherent transit system funding strategy including the following.

- Issues of funding and service equity are of paramount importance in designing funding systems. Informal systems based on annual appropriations and systems without ***specific accounting for the distribution of costs and benefits*** struggle with local elected bodies to find acceptable allocations of cost responsibility. This can become a significant barrier to coordinated system establishment and, later, to system growth.

- The strongest transportation systems are those that make extensive use of partnerships. Examples include partnerships with private companies, partnerships with national parks or other major public facilities, and partnerships with adjacent jurisdictions. Partnership arrangements enable a transit system to broaden its base of beneficiaries, expand its funding source alternatives, achieve better governance, and improve public support.

POTENTIAL LOCAL FUNDING SOURCES

A variety of local funding sources may be available. Examples of local support that could be used for transit include the following: voluntary assessments of municipalities; contributions by major business associations; and taxes (sales tax, lodging tax, property tax, fuel tax, real estate tax). Many local agencies benefit from business support in the form of advertising. These and other local funding sources are discussed below.

- ***General Fund Appropriations:*** Counties and towns/cities may appropriate funds for transit operations and maintenance and for transit capital needs. Funds to be appropriated come generally from local property taxes and sales taxes. Competition for such funding is tough and local governments generally do not have the capacity to undertake major new annual funding responsibilities for transit.

- ***Advertising:*** One modest but important source of funding for many transit services is on-vehicle advertising. The largest portion of this potential is for exterior advertising, rather than interior "bus card" advertising. The potential funds generated by advertising placed within the vehicles is comparatively low. Advertising on bus shelters has been used to pay for the cost of providing the shelter.

- ***Voluntary Assessments:*** This alternative requires each participating governmental entity (cities and counties) and private businesses to contribute to funding the system on a year-to-year basis. This alternative is common for areas that provide regional service rather than service limited to a single jurisdiction. An advantage of this type of funding is that it does not require voter approval. However, the funding is not steady and may be cut off at any time.

- ***Private Support:*** Financial support from private industry can be a revenue source in providing adequate transportation services in the Pyramid Lake area. The major employers in the region are potential sources of revenue. These firms may be willing to help support alternative-fuel vehicles or operating costs for employee transportation. Private industry is also a viable source of advertising revenue.

- ***Transportation Impact Fees:*** Traditional methods of funding transportation improvements required by new development raise questions of equity. Sales and property taxes are applied to both existing residents and to new residents attracted by development. However, existing residents then inadvertently pay for public services required by the new residents. As a means of correcting this inequity, many communities nationwide, faced with strong growth pressures, have implemented development impact fee programs that place a fee on new development equal to the costs imposed on the community.

- ***Lodging Tax:*** The appropriate use of lodging taxes (occupancy taxes) has long been the subject of debate. Historically, the bulk of these taxes has been used for marketing and promotion efforts for conferences and general tourism. In other areas, such as resorts, the lodging tax is an important element of the local transit funding formula. A lodging tax can be considered as a specialized sales tax, placed only on lodging bills. As such, it shares many of the advantages and disadvantages of a sales tax. Taxation of this type has been used successfully in Park City, Utah; Sun Valley, Idaho; and Telluride and Durango, Colorado. A lodging tax creates inequities between different classes of visitors, as it is only paid by overnight visitors. Day visitors (particularly prevalent in the summer) and condominium/second home owners, who may use transit as much as lodging guests, do not contribute to transit.

- ***Sales Tax:*** Sales tax is the financial base for many transit services. The required level of sales tax would depend upon the service alternatives chosen. One advantage is that sales tax revenues are relatively stable and can be forecast with a high degree of confidence. In addition, sales tax can be collected efficiently, and it allows the community to generate revenues from visitors in the area. This source, of course, would require legislative approval and a vote of the people to implement or increase the existing sales tax for transit. In addition, a sales tax increase could be seen as inequitable to residents not served by transit. This disadvantage could be offset by the fact that sales taxes could be rebated to incorporated areas not served by transit. Transit services, moreover, would face competition from other services that may seek to gain financial support through sales taxes. In Nevada, counties may choose to impose additional rates that requires legislative approval and a vote of the people; therefore, the sales tax varies by county. The State of Nevada's sales

tax rate is 6.85 percent, while Washoe County's (which includes Reno) sales tax rate is 7.725 percent.

The best and most versatile of the above long-range funding sources for local transportation services will most likely be some sort of dedicated funding established by the Tribe. This funding source offers a stable flow of revenue to operate the coordinated transit system. It will provide revenue for operations and local match for federal and state grants.

FEDERAL TRANSIT FUNDING SOURCES

On July 6, 2012, President Obama signed Moving Ahead for Progress in the 21st Century Act (MAP-21) and extended the current law Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) providing $10.578 billion in authorized funding for federal surface transportation programs for fiscal year 2013. MAP-21 and the new provisions of the law went into full effect October 1, 2012. It authorized programs for two years, through September 30, 2014.

MAP-21 builds on many of the strengths of rural transit's favorable treatment in SAFETEA-LU, TEA-21, and the Intermodal Surface Transportation Efficiency Act (ISTEA) (the preceding highway and transit authorizations). Some of the desirable aspects of the rural transit program are brought into other elements of federal transit investment and an increased share of the total federal transit program will be invested in rural areas under this new legislation.

The highlights of MAP-21 for FTA grantees are listed below:

- It is a steady and predictable funding.
- It consolidates certain transit programs to improve efficiencies.
- There are targeted funding increases particularly for improving the state of good repair.
- There are new reporting requirements.
- It requires performance measures for the state of good repair, planning, and safety.

Information below was gathered from FTA's implementation of MAP-21. Listed below are descriptions of federal funding programs that may be used by the area's providers:

- ***Safety Authority 5329:*** This is a new program under MAP-21.FTA granted new Public Transportation Safety Authority. It provides additional authority to set minimum safety standards, conduct investigations, audits, and examinations. It overhauls state safety oversight. There are new safety requirements for all recipients.

- ***State of Good Repair Grants 5337:*** This is a new program under MAP-21. It provides formula-based funding to maintain public transportation systems in a state of good repair. Funding is limited to fixed guideway investments (replaces 5309 Fixed Guideway program). It defines eligible recapitalization and restoration activities. The new formula is comprised of three elements—former Fixed Guideway formula, new service-based formula, and new formula for buses on HOV lanes. In fiscal years 2013 and 2014, $2.1 billion are authorized in each year.

- ***FTA Section 5309 Fixed Guideway Capital Investment Grants:*** This grant modifies New Starts and Small Starts projects by consolidating phases and streamlining review. There is new eligibility for projects that expand the core capacity of major transit corridors. This does not include elements designed to maintain a state of good repair of the existing fixed guideway system. In fiscal years 2013 and 2014, there are $1.9 billion in general fund authorization each year.

- ***FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities (New Freedom):*** This grant consolidates the 5310 and New Freedom program eligibilities into a single formula program. In fiscal years 2013 and 2014, $255 million and $258 million in funding are authorized, respectively.

- ***FTA Section 5311 Rural Area Formula Grants:*** This program consolidates the 5311 and JARC-eligible activities into a single program. This program provides funding to states for the purpose of supporting public transportation in rural areas (population less than $50,000). The program establishes a $5 million discretionary and $25 million formula tribal grant program. In fiscal years 2013 and 2014, there are $600 million and $608 million in funding authorized, respectively.

- ***FTA Section 5312 Research, Development, Demonstration, and Deployment:*** This grant separates research from technical assistance, training, and workforce development. It creates a competitive deployment program dedicated to the acquisition of low- or no-emission vehicles and related equipment and facilities. In fiscal years 2013 and 2014, there are $70 million in general fund authorization each year.

Other Federal Funds

The US Department of Transportation funds other programs including the Research and Special Programs Administration (RSPA), and the National Highway Traffic Safety Administration's State and Community Highway Grants Program funds transit projects that promote safety.

A wide variety of other federal funding programs provide support for transportation programs for the elderly and handicapped. Some of these are currently being used in the area and others can be explored further, including the following, some of which are described in more detail in this section:

- Retired Senior Volunteer Program (RSVP)
- Title IIIB of The Older Americans Act
- Medicaid Title XIX
- Veterans' Affairs
- Job Training Partnership Act (JTPA)
- Temporary Assistance for Needy Families (TANF)
- Developmental Disabilities
- Housing and Urban Development (Bridges to Work and Community Development Block Grants)
- Head Start
- Department of Energy
- Vocational Rehabilitation
- Health Resources and Services Administration
- Senior Opportunity Services
- Special Education Transportation
- Weed and Seed Program, Justice Department
- National Endowment for the Arts
- Rural Enterprise Community Grants, Agriculture Department
- Department of Commerce, Economic Development and Assistance Programs
- Pollution Prevention Projects, Environmental Protection Agency

Surface Transportation Program (STP)

The funds from this program may be spent on any road that is functionally classified as a Collector or Arterial for urban streets or as a Major Collector or Arterial for rural areas. The types of projects may range from rehabilitation to new construction. These funds may also be used for transit projects.

Older Americans Act

Through the Administration on Aging's Title III-B program, funds are awarded on a formula basis to state and area agencies on aging for the purpose of providing supportive services for older persons, including the operation of multipurpose senior centers. Many area agencies on aging use these funds to help meet the transportation needs of older persons.

Rural Development Loan Fund

These loans finance business activities in rural communities and towns with a population of less than 25,000. Transportation facilities and other community development projects are among the eligible uses of borrowed funds. Some loans are made to direct borrowers; others are awarded to national and local nonprofit intermediaries. These intermediaries then make and service loans to individual borrowers.

Department of Commerce, Economic Development Administration

Grants support capital facilities in economically distressed areas, including transportation facilities and infrastructure improvements. Funds also are available for planning and adjustment assistance in communities experiencing severe economic deterioration. Public bodies, private nonprofit organizations, and Native American Indian tribes are eligible applicants.

Supportive Housing for Persons with Disabilities

This Department of Housing and Urban Development, Office of Housing program helps private nonprofit entities provide housing and necessary supportive services for low-income persons with disabilities. Transportation is among the supportive services that may be funded through this program.

Community Development Block Grants

The Community Development Block Grant (CDBG) program supports a wide variety of community and economic development activities, with priorities determined at the local level. Some communities have used CDBG funds to assist in the construction of transportation facilities or for operating expenses and vehicle acquisition for community transportation services. Most CDBG funds are distrib-

uted on a formula basis to entitled cities, states, and urban counties. In addition, the Economic Development Initiative provides competitive grants and the Section 108 loan guarantee program underwrites commercial lending to carry out CDBG activities.

Supportive Housing Program

The Supportive Housing Program provides a broad range of assistance for housing and related services for homeless persons. Transportation to link supportive housing residents with other necessary services may be funded. State and local governments, private nonprofit agencies, and community mental health associations are eligible to apply.

Housing Opportunities for Persons with AIDS

The Housing Opportunities for Persons with AIDS Program (HOPWA) provides grants for housing and supportive services for low-income persons with HIV/AIDS and their families. Grants may be used to provide transportation services to assist clients in accessing health care and other services. Most funding (90 percent) is awarded on a formula basis to state and city governments.

Office of Public and Indian Housing, Public Housing Drug Elimination Program

The Public Housing Drug Elimination Program (DEP) provides grants to reduce drug-related crime and criminal activities in and around public housing developments. Funds may be used to support transportation activities or services to reduce the incidence of drug-related crime and other criminal activities. Public and Indian housing authorities are eligible applicants.

Resident Opportunities and Self-Sufficiency Program

Known as ROSS, this program links public and Indian housing residents to needed services by providing grants for supportive services, resident empowerment activities, and activities that assist residents in becoming economically self-sufficient. Transportation-related activities and services are allowable uses of this program's funds.

Indian Financial Assistance and Social Services Programs

Tribal governments and individuals receive funds for a variety of assistance programs, including burial assistance, child assistance, disaster assistance, emergency assistance, general assistance, services to children, elderly and families, and tribal welfare reform activities. Transportation is among the supportive services for which these funds may be used.

Department of Justice Weed and Seed Program

This program seeks to combat violent crime through a multi-faceted approach of crime prevention and community improvement strategies, including the improvement of facilities and services (such as those related to transportation) in high-crime areas. Much of Weed and Seed's activity is the provision of training and technical assistance to areas seeking to implement these strategies. In addition, the program funds local efforts being carried out by coalitions of community groups, local governments, and US Attorneys' offices.

Senior Community Service Employment Program

This program, authorized by Title V of the Older Americans Act, provides formula grants to states and grants to national nonprofit organizations for subsidized employment and related services for low-income elders. Transportation is among the services provided through this program.

Workforce Investment Pilot and Demonstration Programs

This is a program of demonstrations and innovations in providing job training services. Particular emphases are to initiate pilot projects operating in more than one state and to serve groups with particular labor market disadvantages. Transportation services that are part of these projects can be supported.

Workforce Investment Act Programs

The Workforce Investment Act (WIA) provides funding to state and local workforce development agencies for a variety of youth, adult, and dislocated worker employment and training services. States may use these funds to help provide transportation to training programs for program participants. State employment and training agencies receive these funds, which are then passed on to area workforce

development boards, who allocate program resources according to local workforce development plans.

Veterans' Employment and Training Service, Homeless Veterans' Reintegration Project

This is a program of discretionary grants to local public and private nonprofit organizations to provide employment and training services that help urban and rural homeless veterans re-enter the workforce. Funds may be used to provide transportation, outreach, and other support services.

Native American Employment and Training Programs

This is a separate program under the Workforce Investment Act which provides formula funding to tribal entities for a variety of job training services. Transportation to and from job training activities is among the eligible uses of these funds.

Department of Education, Federal TRIO Programs

TRIO is a program of outreach and support targeted to help disadvantaged students progress from middle school to college. TRIO's Student Support Services program provides supportive services to disadvantaged college students with the goal of helping these students successfully complete their studies. Grants are awarded to institutions of higher education, which then may provide a broad range of supportive services (including services to help students with disabilities overcome transportation or other access barriers) to eligible students.

Vocational Rehabilitation Grants

Vocational rehabilitation funds are distributed to state rehabilitation agencies on a formula basis to provide a full range of rehabilitative services. Funds may be used for transportation to these services.

Centers for Independent Living

This program provides support to local nonprofit centers for independent living, enabling them to provide training, counseling, advocacy, and supportive services to individuals with significant disabilities. Transportation services are provided through this program. These funds are only awarded to local nonprofit centers.

Developmental Disabilities Basic Support and Advocacy Grants

This program provides formula grants to state agencies serving the developmentally disabled for the purpose of enabling persons with developmental disabilities to become fully integrated into their communities. Funds are used to support the activities of state developmental disabilities planning councils, and to provide a variety of support services, including transportation.

Social Services Block Grants

Also known as Title XX, this program provides formula funds to state welfare agencies to provide social services, including transportation services, that help individuals reduce welfare dependency, achieve self-sufficiency, or forestall unnecessary use of institutional care. Since the advent of welfare reform in 1996, there has been a decline in federal support for this program.

Community Health Centers

This program supports primary health care centers in medically underserved areas, migrant communities, public housing sites, and at organizations providing medical care to homeless persons. Funds may be used to provide transportation services as necessary to provide health care services. Private nonprofit and public health agencies are eligible applicants.

Rural Health Outreach and Research

Funds are provided for demonstration grants to expand or enhance the availability of health services in rural areas and for applied research in the field of rural health services. Transportation services that improve the availability of rural health care can be funded through this program. Public agencies and private nonprofits are eligible applicants.

Medicaid

Medicaid is a program of medical assistance for qualified low-income persons and persons with disabilities. Under this program, states are required to arrange for transportation of beneficiaries to and from medical care. Individual states determine how transportation costs are to be paid and which transportation providers are eligible program participants.

Corporation for National Service, National Senior Service Corps

The National Senior Service Corps provides volunteer and community service opportunities for older persons through three programs: the Foster Grandparent Program, the Retired Senior Volunteer Program, and the Senior Companion Program. In each of these, program funds may be used to support the transportation needs of program participants.

Federal Highway Administration

Federal Lands Highway Program

This is a program of coordinated funding for public roads and transit facilities serving federal and Indian lands. It has five components, all of which—despite the "roads" terminology—allow their funds to be used for transit capital projects (e.g., vehicles, buildings, and other facilities):

- Indian Reservation Roads
- National Park Service Roads and Parkways
- Forest Service Highways
- Fish and Wildlife Service Refuge Roads
- Other Federal Public Lands Highways

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

Jointly administered by FHWA and the Federal Transit Administration (FTA), the CMAQ program provides funding for projects and programs in air quality non-attainment and maintenance areas for ozone, carbon monoxide (CO), and particulate matter which reduce transportation-related emissions. New transit systems and service expansions are eligible for these funds. The federal share is generally 80 percent, subject to a sliding scale of 90 percent for interstate projects. Certain other activities—including carpool/vanpool projects, priority control systems for emergency vehicles and transit vehicles, and traffic control signalization—receive a federal share of 100 percent.

Department of Health and Human Services

Programs for American Indian, Alaskan Native, and Native Hawaiian Elders

Authorized by Title VI of the Older Americans Act, this program supports nutrition, information and referral, multipurpose senior centers, and other supportive services for American Indian, Alaskan Native, and Native Hawaiian elders. Transportation is among the supportive services provided through this program. Federally recognized tribes, Alaska native corporations, and Native Hawaiian organizations are the only eligible grant recipients.

Community Services Block Grant Programs

Under these programs, states and Indian tribes receive funding to provide a broad range of social services for low-income persons. Most of the funds in this set of programs are awarded as formula-based block grants to states, which pass them on to local community action programs. An important component of these community services programs is the Job Opportunities for Low-income Individuals (JOLI) program, through which the federal Office of Community Services awards discretionary grants to local nonprofits that are creating employment and business opportunities for welfare recipients and other low-income individuals. Transportation services are commonly provided in both the block grant and JOLI programs. For information, contact your state or local community action agency.

Native American Programs

Through this set of programs, funds are provided to promote the social and economic development of Native American communities. Transportation services or projects may be funded if they are part of a tribal social or economic development program. Tribal entities are the only eligible applicants.

Administration for Children and Families

Head Start

Head Start is a program of comprehensive services for economically disadvantaged preschool children. Funds are distributed to tribes and local public and nonprofit agencies to provide child development and education services, as well as supportive services such as transportation. Head Start funds are used to provide trans-

portation services, acquire vehicles, and provide technical assistance to local Head Start centers.

Temporary Assistance for Needy Families (TANF)

States receive these formula grants, known as TANF, to provide cash assistance, work opportunities, and necessary support services for needy families with children. States may choose to spend some of their TANF funds on transportation and related services needed by program beneficiaries.

Department of Agriculture

Rural Community Advancement Program (RCAP)

Among the grant and loan activities funded through this program are:

- Rural business development loans and grants (including Rural Business Enterprise Grants to local governments, private nonprofits, and tribal governments to facilitate business development; and Rural Business Opportunity Grants to local governments, private nonprofits, business cooperatives, and tribal governments for economic development planning, training, and technical assistance).

- Housing and community facilities loans and grants (including Community Facilities loans, loan guarantees, and grants to public entities, private nonprofits, and tribal governments for the development of health care, public safety, and other public facilities, which can include transportation facilities).

Housing and Urban Development

Rural Housing and Economic Development Grants

This program provides technical assistance and capacity building funds to private nonprofits, housing finance agencies, community development corporations, and tribal, state, and local community or economic development agencies to help develop and carry out innovative housing and community development strategies. To the extent that transportation plans and programs fit into such strategies, they can be supported through these grants. Funds are awarded every year on a competitive basis.

Indian Housing Block Grants

Authorized by the Native American Housing Assistance and Self Determination Act (NAHASDA), this is a program of formula-based grants to tribal governments and

their designated housing enterprises for housing development, housing assistance, and a variety of services needed by residents of tribal housing services. Transportation facilities and services designed for these persons are eligible for funding under this program.

Indian Community Development Block Grant

The ICDBG Program provides eligible grantees with direct grants for use in developing viable Indian and Alaska Native Communities, including decent housing, a suitable living environment, and economic opportunities, primarily for low- and moderate-income persons. Eligible applicants for assistance include any Indian tribe, band, group, or nation or Alaska Native village which has established a relationship to the federal government as defined in the program regulations. In certain instances, tribal organizations may be eligible to apply. The ICDBG program can provide funding for recipients in the following categories:

- ***Housing:*** Housing rehabilitation, land acquisition to support new housing construction, and under limited circumstances, new housing construction.
- ***Community Facilities:*** Infrastructure construction (e.g., roads, water, and sewer facilities) and single or multipurpose community buildings.
- ***Economic Development:*** Wide variety of commercial, industrial, and agricultural projects which may be recipient-owned and operated or which may be owned and/or operated by a third party.

Program Administration

The program is administered by the six area Offices of Native American Programs (ONAP) with policy development and oversight provided by the Denver National Program Office of ONAP. Each area ONAP is responsible for a geographic jurisdiction that includes from 26 to over 200 eligible applicants.

The program regulations provide for two categories of grants—Imminent Threat and Single Purpose. Single-purpose grants are awarded on a competition basis pursuant to the terms published in an annual Notice of Funding Availability (NOFA).

The Secretary of HUD may set aside five percent of each year's allocation for the noncompetitive, first-come/first-served funding of grants to eliminate or lessen problems which pose an imminent threat to public health or safety.

Native American Housing Block Grant/Native American Housing Assistance and Self-Determination Act of 1996 (NAHASDA)

The NAHASDA Act of 1996 is designed to provide federal assistance for Indian tribes in a manner that recognizes the right of tribal self-governance. NAHASDA reorganizes the system of federal housing assistance to Native Americans by eliminating several separate programs of assistance and replacing them with a single block grant program.

NEVADA STATE TRANSIT FUNDING

Nevada does not currently provide state funding for transit. The State of Nevada used to have a small amount of state funding available for transit vehicle purchases. The state transit funding is based on the interest accrued from the highway trust fund and since interest rates are at an all-time low, the State has very little money in the highway trust fund. Therefore, the State of Nevada has currently stopped any state funding that they previously provided for transit.

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Chapter VIII

TRANSPORTATION
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CHAPTER VIII
Financial Plan

This chapter presents a financial plan with projected expenditures and revenues for the Pyramid Lake Paiute Tribal Transit Program. Table VIII-1 presents the information for 2013 through 2018, with the assumption of an annual five percent inflation rate. As detailed in Chapter VI, the cost projection incorporates the following elements:

Short-Term Operating Plan

- A deviated fixed-route service between Nixon, Wadsworth, and Fernley with as-needed demand-response service from Sutcliffe.
- A regional commuter service between Wadsworth and the RTC Centennial Plaza/Northern Nevada Medical Center/Tahoe Reno Industrial Center in Sparks.
- Demand-response for specialized medical trips for dialysis or other individualized trips that cannot be scheduled on the proposed PLPT transit service.
- A marketing/public education program for the new coordinated PLPT transit service.

Long-Term Operating Plan

- The preferred service plan will have a future phase that would include expanding the deviated fixed-route service and the regional commuter service to Saturdays.

Capital Expenses

- Vehicle purchases
- Transit stop improvements
- Communication and office equipment

In Table VIII-1, most of these existing expenditures—such as Pyramid Lake Paiute Tribe Health Clinic, Pyramid Lake Paiute Tribe Senior Services, Pyramid Lake Paiute Tribe Social Services, and the Johnson O'Malley (JOM) Program—could be transferred to the new tribal transit program as these existing trips would be

provided by the new public PLPT transit service. The existing trips provided by Pyramid Lake Paiute Tribe Health Clinic, Pyramid Lake Paiute Tribe Senior Services, and Pyramid Lake Paiute Tribe Social Services would be combined and coordinated so that they would be provided by the new public PLPT transit service. On the JOM trips, it was estimated that 15 percent of the existing JOM trips would be provided by the new PLPT transit service. The existing funds could then be used as local match for the new coordinated PLPT transit service. In 2014, these existing funds would be available for half the year as these agencies would still have to provide service until the start of the new PLPT transit service in mid-year of 2014. This would allow the use of $136,438 of existing funds as local match for the new PLPT transit service in 2014 and the use of $223,519 of existing funds as local match for the new PLPT transit service in 2015 (a complete year of service). Therefore, it is possible to establish a new coordinated PLPT transit service that is open to the public with no additional cost to the Tribe. However, there is some additional local match required to be paid by the Tribe either for operational or capital expenses in 2017 and 2018 (as seen in Table VIII-1) for replacement of vehicles and to implement transit service on Saturdays. For capital expenditures, the Tribe could apply to Nevada Department of Transportation which will be covered at 80 percent. The Tribe could also apply to FTA 5311 (c)-Tribal Transit for capital purchases. In 2013, the Tribe could apply some of the existing Tribal Transportation Program funds (formerly called Indian Reservation Roads) to hire a Transit Coordinator/Manager to oversee the new coordinated PLPT services and apply for grants/funding before the actual start-up of the service in mid-2014. In 2014, the Tribe could use funds from the Tribal Transportation Program funds toward the local match for capital and operational expenses.

Table VIII-1
Transit Financial Plan, 2013-2018 (assumed 5% inflation)

	2013	2014	2015	2016	2017	2018
EXPENSES						
OPERATING						
Short-Term Plan						
Deviated fixed-route between Nixon, Wadsworth, and Fernley with demand-response service from Sutcliffe		$14,588 ^	$30,634	$32,165	$40,231	$43,393
Regional commuter service between Wadsworth and the RTC Centennial Plaza/Tahoe Reno Industrial Center/Northern Nevada Medical Center		$51,638 ^	$108,439	$113,861	$119,554	$125,531
Demand-response for specialized medical trips or other trips		$88,763 ^	$186,401	$195,721	$205,507	$215,783
Hire a Transit Coordinator/Manager	$30,000 **	$60,000	$63,000	$66,150	$63,000	$65,000
Marketing Program/Public Education		$2,500 ^	$5,250	$5,513	$5,788	$6,078
Long-Term Plan						
Deviated fixed-route (service on Saturday)						$36,976
Regional commuter service (service on Saturday)						$25,599
Subtotal	**$30,000**	**$217,488**	**$393,724**	**$413,410**	**$434,080**	**$518,359**
Capital						
Vehicles - 2 minibuses and 3 vans		$345,000			$345,000	
Transit Stop Improvements (7 stops over 3 years)		$7,500	$1,575	$1,575		
Communication and Office Equipment		$30,000		$30,000		
Subtotal	**$0**	**$382,500**	**$1,575**	**$31,575**	**$345,000**	**$0**
TOTAL EXPENSES	**$30,000**	**$599,988**	**$395,299**	**$444,985**	**$779,080**	**$518,359**
REVENUES						
EXISTING EXPENDITURES (that could potentially be transferred to the new tribal transit program)***						
Pyramid Lake Paiute Tribe Health Clinic		$63,250 ^^	$132,825	$139,466	$146,440	$153,762
Pyramid Lake Paiute Tribe Senior Services		$28,450 ^^	$59,745	$62,732	$65,869	$69,162
Pyramid Lake Paiute Tribe Social Services		$14,400 ^^	$30,240	$31,752	$33,340	$35,007
Johnson O'Malley Program		$338 ^^	$709	$744	$781	$820
Tribal Transportation Program funds (formerly called IRR)	$30,000	$30,000				
Subtotal	**$30,000**	**$136,438**	**$223,519**	**$234,695**	**$246,429**	**$258,751**
NEW REVENUES						
Operation						
FTA 5311 Operational/FTA 5311 State Grant Funding~~	$0	$123,619	$158,800	$166,740	$178,144	$217,321
Subtotal	**$0**	**$123,619**	**$158,800**	**$166,740**	**$178,144**	**$217,321**
Capital						
FTA 5310/5311 Grant Funding*	$0	$306,000	$1,260	$25,260	$276,000	$0
Subtotal	**$0**	**$306,000**	**$1,260**	**$25,260**	**$276,000**	**$0**
Local Revenues						
New Operational (Local Match)	$0	$0	$0	$0	$0	$9,923
New Capital (Local Match)	$0	$16,182	$0	$0	$50,242	$0
Advertising	$0	$10,000	$10,000	$10,000	$10,000	$10,000
Fares (5 percent farebox recovery)	$0	$7,749	$16,274	$17,087	$18,265	$22,364
Subtotal	**$0**	**$33,931**	**$26,274**	**$27,087**	**$78,507**	**$42,287**
TOTAL REVENUES	**$30,000**	**$599,988**	**$409,852**	**$453,782**	**$779,080**	**$518,359**

*An 80% federal share was estimated.

**This salary in 2013 was estimated to be half of the actual salary as this position would be filled mid-year.

^These operating costs were estimated at 50% as the new PLPT transit service was assumed to start mid-year in 2014.

^^These existing funds would be available for half the year as these agencies would still have to provide service until the start of the new PLPT transit service in mid-year of 2014.

***This is based on a portion of the money already spent on transportation. It is used to leverage more federal funds.

~~A 50% federal share was estimated for operations.

Source: LSC, 2013.

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Chapter IX

CHAPTER IX

Implementation Plan

INTRODUCTION

LSC has prepared the following Transit Implementation Plan which identifies the implementation steps for the development and installation of the preferred transit service alternative (as identified in Chapter VI), as well as the long-term actions to meet the future transportation needs.

This chapter includes organizational structures for providing the new Pyramid Lake Paiute Tribe (PLPT) transit services, recommendations for an organizational structure, a marketing program, a monitoring program, and an implementation schedule for start-up of the PLPT transit services. A timeline has been included to illustrate the transit projects/programs that could be implemented over the short-term planning horizon (the next six years). These recommendations were reviewed by the Pyramid Lake tribal planning staff, and the Project Working Group before they were finalized.

ORGANIZATIONAL STRUCTURE

This section provides an evaluation of organizational options for providing transit services to the Pyramid Lake Paiute Reservation. An important objective of this study is to present options for an organizational framework for public transit that can be realistically implemented. With this goal in mind, the following discussion presents the most appropriate options available to the Pyramid Lake Paiute Tribe and a basis for making a decision.

Option 1: Department of Tribal Government, In-House Operation

A department of tribal government is one option for the Pyramid Lake Paiute Tribe to consider. A tribal department could be set up as an in-house operation and provide public transportation to serve residents of the Pyramid Lake Paiute Reserva-

tion and employees from outside the Reservation to access jobs on the Reservation. This new PLPT transit department would need to do the following:

- **Procure Transit Vehicles and Related Equipment:** The transit department would need to procure transit vehicles (which are wheelchair-accessible to meet ADA requirements) and related equipment. Vehicles from other tribal departments that meet ADA requirements could also be transferred to the PLPT transit department. Other vehicles that are not wheelchair-accessible can also be transferred to the PLPT transit department and can be used for providing medical trips that do not fit within the PLPT transit scheduled services and would be used for ambulatory passengers only.
- **Intergovernmental Agreements/Contracts:** Intergovernmental agreements or contracts would be created between the new PLPT transit department and other tribal departments or human service agencies to provide specified transportation services. This would help the new PLPT transit department get local match funds from existing transportation services.
- **Hire Drivers and Supervisory/Administrative Staff:** The PLPT transit department would have to create a new department or division of an existing department for the new public PLPT transit service. This could require hiring management, supervisory, maintenance, and operational (drivers) staff as discussed in Chapter VI.

The disadvantages of a tribal in-house operation are that it is a new program, requires procurement of transit vehicles/equipment, hiring of staff, and there is a learning curve associated with starting a new transit program which could possibly lead to inefficiencies in transit service operations for the first few years. In the case of the Pyramid Lake Paiute Tribe, the Tribe is familiar with operating transportation services. However, the Tribe and the newly created department would have to become familiar with FTA compliance and reporting requirements. This option would likely require hiring a non-tribal manager to have the necessary expertise to start and operate a new coordinated transit department.

A tribal department has the advantage of ensuring that preference is given to tribal members and other natives in the hiring process.

Option 2: Department of Tribal Government, Operated by a Contractor

This organizational structure is still under the department of tribal government that oversees the transit operations which have been contracted to a transit operator. The transit operator could be either tribal or non-tribal and could be

either a private or government entity to provide the specified transportation services. Many tribes have chosen this option when there is an existing transit operator that is already providing transportation services in the vicinity. The Tribe would pay for the service and specify the type and level of service, including the hours of operation and the specific details of the transit service. The advantage for the Tribe is that the transit operator to which the service is contracted takes care of the day-to-day operation. The Tribe could apply for the traditional transit funds and could use those funds to pay for the contracted services. The Tribe may choose not to own buses/equipment and apply for capital funding on behalf of the contracted transit provider. One part-time person may be hired by the Tribe to supervise the contract and make sure the service is provided according to the agreed-upon contract.

Regional Transportation Commission (RTC) Service

Another option for Pyramid Lake Paiute Tribe is to contract services with the Regional Transportation Commission of Washoe County (RTC). The Tribe would benefit from contracting service with RTC as this will make sure that the Pyramid Lake Paiute community is able to connect to other regional services and is able to tap into their transit experience and expertise.

Summary of Organizational Options

Table IX-1 ranks each organizational alternative according to four factors—legal capability, revenue generation capacity, administrative impacts, and political acceptability. Legal capability refers to the existence of statutory authority. Revenue generation capacity refers to the capability of the organizational structure to generate adequate funding relative to the projected subsidy requirements. Administrative impacts refer to the level of effort involved in implementing a funding mechanism. Political acceptability refers to the likelihood of a given funding mechanism to be accepted by the public and the local elected officials.

Table IX-1
Organizational Alternatives Comparison Matrix

Organizational Alternative	Legal Capability	Revenue Generation Capacity	Admin. Impacts	Political Acceptability
Tribal Operation	■	⊙	⊙	■
Contract Operation	■	■	⊙	⊙

Legend: ■ = strong/acceptable
⊙ = moderate/satisfactory
□ = weak/unacceptable

Source: LSC, 2013.

As the table shows, both of the alternatives are permitted legally. The second column, Revenue Generation, shows that a cooperative effort of tribal government and local governments would have a strong capability to raise revenue. The third column in the table indicates there would be no difference in administrative impacts to providing transit as a tribal department or as a contract operation. The fourth column indicates the likelihood of the organizational alternative being politically accepted. Based on the above information, LSC recommends that the Tribe operate as a tribal department under the direction of the Tribal Council to provide general public transit services.

MARKETING PROGRAM

The new PLPT transit service should create a marketing program, which includes branding, promotional activities, and public education programs. Short-term marketing efforts should focus on the development of new PLPT transit services. The PLPT transit service should print and distribute schedules throughout the community based on the new transit service. Focus should be placed on organizations that have contracts in place or those that may want to contract for services.

The second focus of the marketing program should be on residents, visitors, and employees to the area. A brochure reflecting all of the transportation resources available on the Pyramid Lake Paiute Reservation should be created and introduced as soon as possible. Schedules should be displayed at the local businesses,

schools, medical offices, major employers, stores, social service agencies, and others as seen appropriate.

Marketing should be viewed as a management philosophy focusing on identifying and satisfying the customers' wants and needs. The basic premises of successful marketing are providing the right product or service, offering it at the right price, and adequately promoting or communicating the existence and appropriateness of the product or service to potential customers. Unfortunately, the word "marketing" is often associated only with advertising and promotional efforts that accompany "selling" the product or service to a customer. Instead, such promotional efforts are only a part of an overall marketing process. Without a properly designed and developed product or service offered at the right price, the expenditure of promotional funds is often ill-advised.

Obviously, the marketing program must fit within the budgetary limitations of any organization. According to the American Public Transit Association, transit providers typically budget between 0.75 and 3.0 percent of their gross budget on marketing promotions (excluding salaries). Although this is less than most private sector businesses, public sector organizations (such as transit service) can rely more heavily upon media support for their public relations programs.

The best marketing approach is to provide services that people want. In order to provide good service, it is essential to have information which may be used by management for evaluation of the service and for continuous improvement of the service. The PLPT transit service must maintain customer orientation in every part of the transit service plan.

Branding the System

This is an important element for Pyramid Lake Paiute Tribe since the new PLPT transit service will now be available to the general public. The branding of a system should be done in a multitude of ways. This includes selecting a name, logo, and color scheme associated with the system during the branding process. The branding of the system should make known that the new transit service is "open to everyone." The newly formed public PLPT transit service should develop

a unique branding for the vehicles using similar colors as a basis for making all regional vehicles look the same so they can easily operate from one locality to the next. The transit service should increase public awareness with seniors, persons with disabilities, commuters, and attract ridership by creating an image of transit that meets the needs of the communities, as well as increasing visibility of the transit system. This can be accomplished by designing a transit logo tailored to identify the new transit system. A vehicle logo should be designed that is both distinctive and attractive. The logo should convey the message that this is a transit bus or a transit stop. It should be colorful, easy to read, and reproducible. This could also be done by holding a design logo contest for children or students with a theme or an image that the transit system would like to portray. For the commuter service, simple bus stop signs that are attractive and easy to identify should be created. Attractive bus passes and a ride guide with key elements of service provided in an easy-to-read document should also be designed.

Promotional Activities

Several specific promotional activities have been identified which could enhance the overall implementation and marketing efforts. The PLPT Transit service should work with the local newspaper and radio stations to provide periodic human interest stories which can be used to reinforce the benefit of transit service for the communities in the region. Examples of good stories are individuals who are able to work or attend school because of the availability of public transportation. Another example is someone with a disability who is able to make a contribution within the community because of public transportation or who is able to obtain medical treatment because of the coordinated efforts between the PLPT transit service and human service agencies/programs.

One of the best marketing efforts that the PLPT transit service could begin is to reach out to the commuters. This would mean developing elements in the new brochure and advertisement which are focused on the commuters who travel to/from the Pyramid Lake Reservation for employment. The brochures would need to promote the benefits of transit in terms of the economic and environmental benefits of regional commuter service and the overall transit services.

The PLPT transit service should also make use of news advisories for significant events and employee accomplishments. The most cost-effective way to reach large groups of the general population is via the news media. A system should be developed to disseminate news advisories to the media announcing new schedules, fares, services, community involvement activities, outstanding employees, safety records, major management changes, or awards. It is important to keep in mind, however, that the media should not be overwhelmed with too much information that is not meaningful and which might otherwise dilute the attention paid to other more important communications.

Service Evaluations

The most often overlooked element of a marketing plan is an evaluation effort. Evaluations should be performed in terms of the stated marketing objectives. The process should provide the data and procedures by which the success of the marketing program can be determined. In addition to statistical data (such as ridership) collected over the year, the data should include a survey of the general public to establish the level of public awareness and image regarding the transit service. The evaluation process is crucial because it allows future objectives and strategies to be refined.

Marketing Strategy

The new PLPT transit service should create a transit marketing strategy which includes the following:

- Distribution of schedules and brochures at local senior centers, schools, medical offices, major employers, stores, businesses, and human service agencies/programs.
- Regular radio advertisements that emphasize any current promotions.
- Regular newspaper advertisements that emphasize the same promotions as the radio announcements.
- Presentations at key community organizations.
- Development of programs that promote communication between the passengers and drivers.
- Development of a clean bus program where the interior and exterior of each vehicle are cleaned daily. During the course of the day, the drivers should clean up litter in the aisle and under the seats.

Recent research has cataloged the marketing efforts that have helped transit systems around the country increase their public exposure and ridership. Some of these successful initiatives may be useful for the PLPT transit service. Many systems have found print advertising (newspapers, flyers, and direct mail) to be the most effective use of advertising dollars. Examples of successful marketing strategies are listed below.

- ***Volunteers to assist potential riders:*** A volunteer is used to explain the transit system to the potential patron and to accompany the person on a round-trip ride. Such programs have resulted in a newfound independence for residents, particularly elderly persons and persons with disabilities who are now able to travel throughout the community without relying on friends and family.
- ***Publish transit schedules and service hours in the newspaper:*** The publication of the transit system's schedules and basic information in the local newspaper twice a year is a cost-effective way to ensure that the residents are familiar with the transit service. The PLPT transit service should look into the local newspaper printing the schedule as a public service. Alternatively, some transit systems have covered the cost of such an initiative through a reciprocal agreement to carry advertising for the newspaper on the buses.
- ***Direct mail program:*** If new areas are added to the transit service area, it may be advantageous to institute a direct mail campaign to households within the new areas. Such a campaign ensures that the new residents know about the transit service. It is useful to include coupons in the mailing to encourage residents to make their first transit trip.

Support and Improve Service Quality

LSC recommends continuous efforts to create and support quality transit service. A key precept of marketing is to provide a quality product. In the case of public transit, a reputation of providing quality service encourages increased ridership and increases public support for transit. Both community-based funding and fares become more acceptable when service quality is high. A key marketing effort, therefore, is to begin other measures to improve on-time performance, passenger amenities, and peak-time service.

Enhance the Public Education Programs

Public education programs inform the public of the benefits (for the individual and the community) of the transit services available in the region. Such benefits include improved mobility and access for the transit-dependent population, decreas-

ed congestion, improved air quality, and reduced fuel and energy consumption. There are significant studies and reports that detail the benefits for an improved transit system. According to the FTA and American Public Transportation Association (APTA), for every dollar invested in transit (in either capital or operations), the community could generate three dollars in return. According to the APTA, improved transit usage can also save the transit system anywhere from $.50 to $2.00 in transportation cost savings per mile.

A Transit Council could be formed to identify the benefits of an improved transit system in the study area. The Transit Council should present these benefits to the key stakeholders and community leaders to develop financial and political support for funding of the transit system. Public education materials (such as presentations and brochures) should be created to inform the general community of these benefits to gain community support for the funding of the new transit system.

MONITORING PROGRAM

Monitoring of service should occur on a daily basis. Data collection is essential to evaluate service performance and to determine if changes should be made in service delivery. This section provides information on data collection, databases, and standard reports that should be prepared. Data to be collected fall into four basic categories—ridership, on-time performance, financial, and performance measures.

Ridership

Passenger boarding data should be collected continually on a time-specific basis. There is a trade-off between data collection efforts and the value of information. It is just as easy to collect too much data as it is to collect insufficient data.

Passenger boardings should be recorded daily by route, fare category, and by trip. One goal all transit agencies should strive for is the implementation of Intelligent Transportation Systems, such as Mobile Data Terminals (MDTs) and Automatic Passenger Counters (APCs). These systems include features such as recording each passenger by fare category

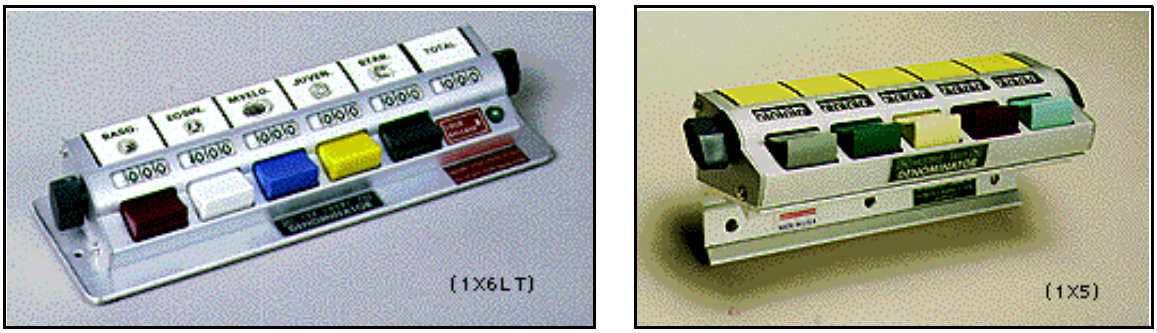
MDTs in use

as they board. This capability should be programmed into the software as it is implemented. Mobile Data Terminals also allow both data and voice communication between operator and dispatcher. It is similar to having an alphanumeric pager on the dashboard. Often for smaller agencies, this technology is not feasible due to the high cost. In any event, passenger data can still be collected and recorded using tally boards on buses and by drivers for numerous variables as described below. Other methods of collecting data include automatic or manual boarding and alighting counts and an onboard passenger survey.

Passenger boarding data can also be collected using tally boards on the buses. Two sample counters are shown in Figure IX-1. Sufficient buttons are required to record passengers in each fare category. A driver's log sheet should then be used to record the passenger counts at the end of each trip. The drivers do not need to calculate the number of passengers for that trip, but record the running total by fare category. As data are entered, the calculation of passengers on each trip can be made. An effective approach is to prepare the driver's log sheet for each of the drivers' runs. This will provide preprinted route and trip information, and the driver will need only to record the date and the passenger count data.

Figure IX-1

Manual Passenger Boarding Counters



Twice each year, a full boarding and alighting count should be completed. If passenger boardings are counted using the APCs and integrated with Automatic Vehicle Location (AVL), the data can be recorded automatically. If it must be done manually, this is a more intense effort and will require the use of additional personnel. Passenger counts are recorded for passengers boarding and alighting by

stop for a full day. This information records the passenger activity at individual stops and is useful to determine if stops are appropriately placed and what amenities should be provided. If a stop has little or no activity, it would not warrant a bench or shelter and may not even be appropriate as a designated stop. This allows the transit agency to review their system on a biannual basis.

An onboard passenger survey should be conducted periodically. We recommend that a survey be conducted six months after service changes have been implemented. Following that, passenger surveys should be conducted at least every two years. Survey instruments with questions appropriate for the service should collect information about passenger demographics, trip characteristics, and perceptions of the transit service. These data collection efforts allow the system to get important feedback from actual consumers, as well as collect valuable data related to their demographics and trip purpose.

On-Time Performance

With any transit system, it is important to monitor on-time performance. An on-time performance goal should be established. For instance, an attainable on-time goal of 95 percent for the service may be considered for system changes. Minor adjustments to routes may be needed to ensure that schedules and headway adherence can be maintained.

To record on-time performance, drivers should report actual arrival and departure times at designated bus stops along the routes and at major stops. It should be emphasized that drivers should not leave prior to a scheduled stop time to make up time along a route. Leaving early could cause riders to miss a bus.

The dispatcher should then record this information so that the number of trips running late can be determined. This effort should continue for the first three months of service. After that, on-time data should be checked randomly to ensure that performance remains acceptable. Any service changes also warrant a revised look at on-time performance.

Financial Data

Financial data are required to evaluate performance measures such as the operating cost per hour of service and the cost per passenger-trip. Financial monitoring should continue as part of the performance monitoring program. Important data to collect and report include operating revenue by source, farebox revenue, maintenance costs, gas and oil expenditures, and employee-related costs (including salary and benefits).

Database Formats

Several options are available for storing the data. The recommended approach is to set up databases in Microsoft Access or Excel to record passenger data. A separate database should be set up for routine passenger data and a second for the boarding and alighting counts. Passenger count data can be entered directly into the database using the capabilities of the passenger counters. Onboard survey data can be entered into a database such as Access or a spreadsheet program such as Excel.

Transit staff should provide performance reports on a schedule, typically monthly or quarterly. The report should include performance data for the current period, the same period in the previous year, year-to-date performance, and the prior year-to-date performance. Information which should be reported includes passenger boardings by route, passengers per revenue-hour by route, total passengers by fare category, total passengers, and system passengers per revenue-hour. Financial information should be reported including the operating cost and the cost per passenger. The average fare should be calculated and reported based on operating costs and passenger counts. While this seems like a lot of data, proper collection and storing of the data makes this information easy to assemble and provides a great deal of use for disseminating information. Additionally, an annual report should be compiled and presented. The information for these reports can be easily generated from the databases and the accounting system.

Performance Measures

Transit performance measures serve as a guide to find out how a transit system performs. Performance measures define the types of data to be collected and give the tools necessary to identify transit system deficiencies and opportunities. It is worth noting that criteria used for the selection of performance measures include the following:

- Be easily measurable.
- Have a clear and intuitive meaning so that it is understandable to those who will use it and to non-transportation professionals.
- Be acceptable and useful to transportation professionals.
- Be comparable across time and between geographical areas.
- Have a strong functional relationship to actual system operations so that once changes occur in system operations, changes to the system can readily be determined.
- Provide the most cost-effective means of data collection.
- Where appropriate, be based on statistically sound measurement techniques.
- Be consistent with measures identified for other systems.

Recommended performance measures include:

- ***Passengers/Hour:*** Number of total monthly and annual passengers divided by the corresponding revenue-hours.
- ***Cost/Trip:*** Total expenses divided by total annual one-way trips.
- ***Subsidy/Trip:*** Total expenses minus fare revenue divided by total annual one-way trips.
- ***Late Trips:*** The percentage of fixed-route trips which operate late or are missed should be recorded and reported. The recommended standard for late trips is any trip that is more than five minutes behind schedule.
- ***Service/Road Calls:*** Vehicle breakdowns are inevitable. This measure tracks the distance traveled between mechanical breakdowns. Although frequent occurrences can create disruptions in a transit system, it is important to track the frequency and type of mechanical failures of each vehicle in addition to monitoring a fleet's age. Monitoring of vehicle breakdowns is one method of reducing system disruptions and may allow an agency to improve monitoring of vehicle replacement schedules and preventative maintenance practices. Data collection efforts should include date, time of day, type of failure, age of vehicle, vehicle number, vehicle mileage, and how the situation was rectified. Monitoring of these items will allow an agency to recognize repeated types of mechanical breakdowns; breakdowns related to vehicle type, age or mileage; and assist with preventative maintenance programs. Wheelchair lift failures should also be monitored. Data should be included in the monthly report.

- ***Accidents/1,000 Miles:*** Measure of driver safety. Accidents must be defined as a standard.
- ***Average Age of Fleet:*** A good single indicator of vehicle replacement needs, although individual vehicle inventories, ages, and mileage should be tracked.
- ***Cost/Revenue-Hour:*** An excellent indicator of efficiency is cost per revenue-hour of service. Costs per hour should be analyzed by route and compared to overall system averages.

IMPLEMENTATION STEPS

The following paragraphs describe the implementation steps which should be followed to successfully start up a sustainable coordinated PLPT transit service. A proposed schedule is included in Figure IX-2 (at the end of this chapter) for a phased implementation of the proposed service.

Create Implementation Task Force

The Tribal Council should appoint an Implementation Task Force to organize and start the proposed transit service. Representation on the Task Force should include the key transportation providers and the Transportation Planning office. The Implementation Task Force could be formed from the Working Group which participated in the development of the transit service plan.

Determine Organizational Structure

The first step is to decide upon an organizational structure. The recommended approach is to form a new transit agency as a tribal department. This step would include setting up intergovernmental agreements/contracts with existing tribal departments and transportation providers on the Reservation. This will ensure that the new PLPT transit service will have the required local match to leverage federal and state funds to provide the needed transit services as defined in the preferred service plan. This will ensure that a single entity is responsible for operation of the coordinated transit service while maintaining accountability to the tribal agencies that need transportation services for their clients and the general public.

Timing

The preferred organizational structure should be determined immediately. The intergovernmental agreements/contracts with existing tribal departments and transportation providers should begin as soon as the organizational structure is agreed upon.

Responsibility

The Implementation Task Force will be responsible for recommending the preferred organizational structure to the Tribal Council. The Council will make a final decision on the structure.

Appoint Transit Coordinator/Manager

For the size of the Pyramid Lake transit system, staffing for the transit agency should be relatively small but experienced. The most imperative position for the agency would be the hiring of a Transit Coordinator/Manager. This individual will be responsible for applying for grants/funding and for the remaining implementation steps. This individual will regularly update the Tribal Council.

Timing

The Transit Coordinator/Manager should be appointed as soon as the transit agency is formed. Based on discussion with the Working Group, it has been agreed that this position could be funded from the Tribe's existing Tribal Transportation Program funds.

Responsibility

The Implementation Task Force will be responsible for selecting the Transit Coordinator/Manager, and the Transportation Planner will be responsible for hiring through standard hiring procedures.

Obtain Funding

There are multiple steps related to funding the new PLPT transit service. The first requirement will be a financial commitment by the existing transportation providers as discussed in Implementation Step 1. The funding plan has recommended several sources of funding. The newly hired Transit Coordinator/Manager will be

responsible for applying for grants and funding. Several of these will require preparation of grant applications. These should be submitted as the grant applications are solicited.

Timing

Funding from the Tribe's existing Tribal Transportation Program will be required to hire a Transit Coordinator/Manager once the Transit Agency is formed. Grant applications will be submitted as the applications are solicited by the funding organizations.

Responsibility

The responsibility for obtaining funds will mainly belong with the Transit Coordinator/Manager. This will be a coordinated effort of the various tribal agencies that need transportation.

Purchase Vehicles and Equipment

Vehicles and office equipment will be required to operate the service. It is recommended that vehicles be purchased through the Nevada Department of Transportation. The Department establishes a contract with vehicle vendors to provide vehicles for local transit agencies. Benefits of purchasing through the state contract include specifications have already been prepared, costs are typically lower because of the larger purchasing contract, and the State is involved in ensuring that vehicle specifications are met. Computers and software will be needed for the Transit Coordinator/Manager and the dispatcher.

Timing

Vehicles must be purchased to ensure delivery prior to driver training and initiation of the service. The lead time for vehicle purchase will vary depending on whether vehicles are purchased through the state contract or if a full procurement process is used by the transit agency.

Responsibility

The Transit Coordinator/Manager will be responsible for procuring the vehicles and equipment.

Develop Marketing Program

Marketing and promotional materials will be needed to publicize the new service to be offered to/from the Pyramid Lake Reservation. The best marketing that can be done is to provide services that people want. Many of the actions are detailed in the Marketing Program and the main actions that need to be implemented are discussed below.

A key step in the marketing effort will be selecting a name and image for the transit system. The name and image should reflect the community and present an image that the transportation service is provided for everyone. One approach is to hold a contest to select a name and graphic images. Prizes could be donated by local businesses to support the new transit system.

Brochures should describe the services and include a map of the area to be served. Brochures should include the schedule with times shown for each designated stop. The brochure should also describe the deviated fixed-route service, the demand-response service from Sutcliffe, regional commuter features, and demand-response service for medical trips that cannot be met during the scheduled PLPT transit service, as well as how to request a deviation for an origin or destination. The brochure should be attractive and informative.

Posters and signs should be prepared that may be displayed in businesses, at places of employment, clinics, and on community bulletin boards. The signs or posters should provide a brief description of the service with a source from which to obtain additional information. If possible, the schedule brochures should be made available where the posters are displayed.

Announcements should be made through local media such as newspapers and radio. Articles should be written and submitted to the local news media describing the new service with information about when the service will start, why it is being provided, what people must do to use the service, how it will be funded, and any other information of general interest.

Publicity should also be sought when the service begins. News releases should be given to the local news media describing the start-up of the new service.

Timing

Brochures, signs, and posters should be prepared one month prior to implementation. Signs and posters should be displayed one month before beginning the service with information about the start date. Speaking engagements should begin immediately to develop support for the service.

Responsibility

The Transit Coordinator/Manager should have primary responsibility for preparation of the materials with assistance from other members of the Working Group. Members of the Working Group should be responsible for displaying posters and signs throughout the service area.

Finalize Routes and Schedules

The operating plan for the service must be finalized prior to implementation. This will include identification of specific stops and any agreements for use of sites identified for stops. The service schedule will be finalized indicating the specific stops and scheduled times for the service.

Timing

The service plan should be finalized three months prior to the date established to begin service.

Responsibility

The Transit Coordinator/Manager, in cooperation with the Working Group, will be responsible for developing the final service plan and schedules with input from Tribal Council.

Hire and Train Drivers and Staff

Drivers must be hired and trained in advance of the service. Training will include vehicle operation and passenger assistance.

The drivers' salary should be approximately $10 per hour, depending on experience and other salary levels. One lead driver or dispatcher should be hired at a somewhat higher salary. This position would assist the Transit Coordinator/Manager with supervisor duties, driver training, and scheduling. The service should consider hiring an individual for the combined position of dispatcher/office manager. This individual will take and schedule the call-in rides for the demand-response area and the route-deviation service, in combination with other administrative duties.

Timing

Recruiting should begin well enough in advance to allow time for hiring and training prior to starting the service. Training should begin so that the drivers and dispatchers are fully trained prior to the start of service.

Responsibility

The Transit Coordinator/Manager will be responsible for hiring and training all employees.

Start Service

A target date should be set well in advance for initiation of the service. All other activities will ensure that everything is in place to start the service.

Monitor Service

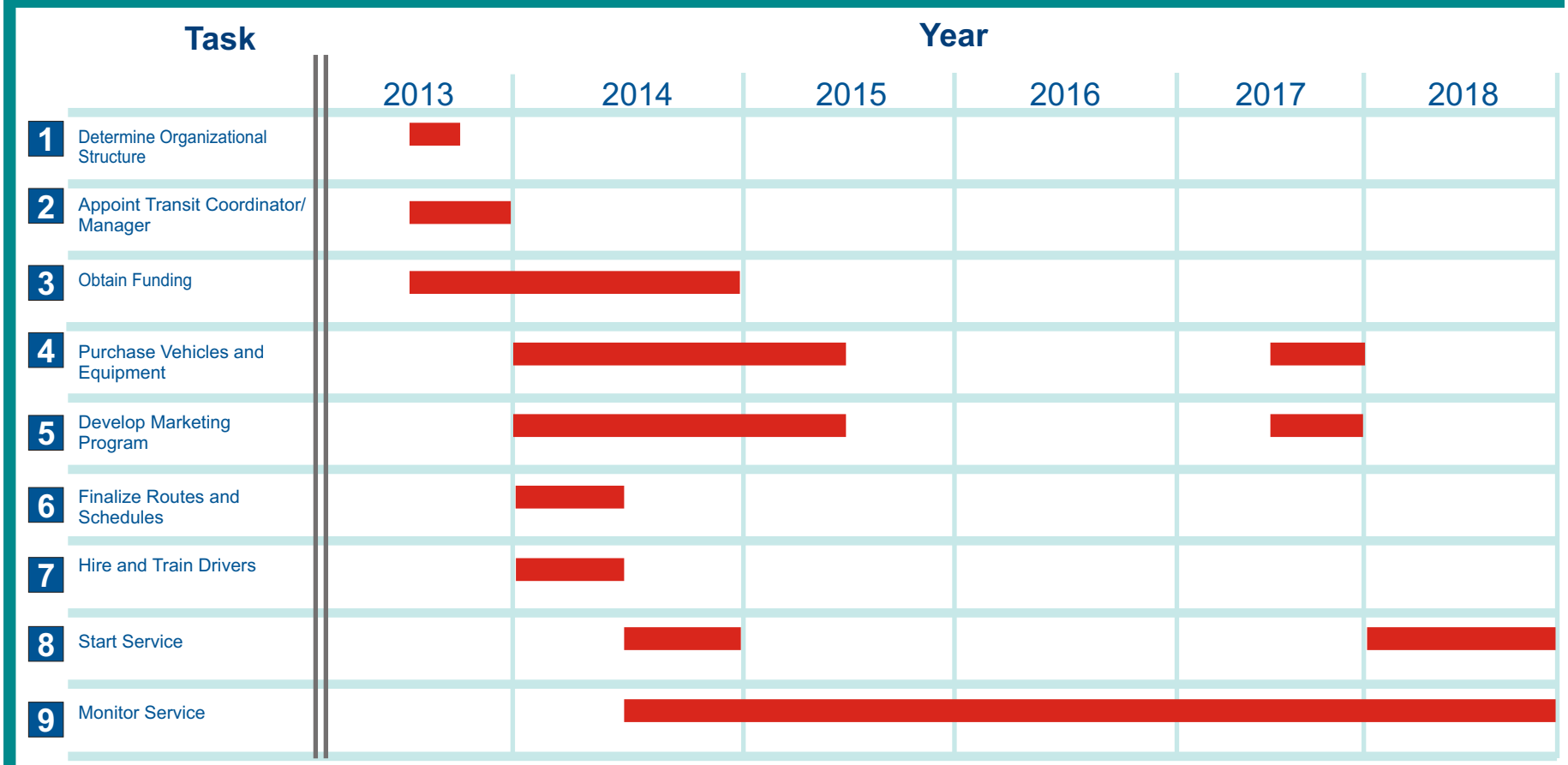
It is important to monitor the service on a daily basis as described in the Monitoring Program section of this chapter.

SUMMARY

This document has provided a summary of the recommended transit plan for the Pyramid Lake Paiute Reservation. It is likely there will be modifications to this final plan as it is implemented. This document is to act as a guide for the area as service needs are addressed. It will ultimately be up to the area's communities and agencies to implement these action items. The importance of this process has been the identification of needs and appropriate services to meet those needs, as well as an attempt to bring together the common interests of participating

agencies. Success depends upon active involvement from decision makers, agencies, and organizations with an interest in providing transportation services to residents.

Figure IX-2
Implementation Schedule



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