

RESERVATION TRANSPORTATION AUTHORITY TRIBAL TRANSPORTATION DEMAND MANAGEMENT PROJECT

FINAL PROJECT REPORT

"Tribal Transportation Demand Management Outreach" Planning Grant
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February 28, 2009

Prepared by:
Reservation Transportation Authority

In association with:
San Diego Association of Governments (SANDAG) RideLink

ABSTRACT

TITLE: Reservation Transportation Authority Tribal Transportation Demand Management Project (TTDM)
Final Project Report

DATE: February 28, 2009

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AGENCY: The Reservation Transportation Authority ("RTA") was formed in 1998 to better transportation needs of its member tribal governments in Southern California. Designated as a Public Law 93-638 contracting entity, the RTA is tribally chartered by sovereign tribal governments to operate as an independent non-profit agency. The RTA is partners with the Bureau of Indian Affairs, the U.S. Department of Transportation (USDOT), the California Department of Transportation (Caltrans), and the Riverside and San Diego County Council of governments.

ABSTRACT: Under a SANDAG-administered Caltrans Environmental Justice grant, the RTA undertook a tribal transportation demand management (TDM) project to (1) be trained in TDM management practices; (2) develop a business plan for a tribal transportation management association (TTMA); (3) develop a marketing strategy; (4) develop marketing materials, including a web site; (5) assess and survey the transportation and commuting needs of tribal enterprise staff in six locations; and (6) develop a collaborative TDM strategy with SANDAG with the potential establishment of a tribal TMA. This report details the survey and sampling procedures and provides highlights of the survey results. The surveys were administered to participating tribal government administrations, as well as tribal enterprise staff in English, Spanish, and Tagalog. Survey data for this analysis was collected between September 2008 and February 2009.

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SECTION 1 - INTRODUCTION

Tribal Transportation Demand Management Outreach Project Background

Founded in 1998, the Reservation Transportation Authority (“RTA”) was formed to better transportation needs of its member tribal governments in Southern California. Designated as Public Law 93-638 contracting entity, the RTA is tribally chartered by sovereign tribal governments to operate as an independent non-profit agency. The RTA is partners with the Bureau of Indian Affairs, the U.S. Department of Transportation (USDOT), the California Department of Transportation (Caltrans), and the Riverside and San Diego County Council of governments.

As of June 2008, the following tribal governments—located in Imperial, Riverside, San Diego, Santa Barbara, and San Bernardino Counties—had approved resolutions to join the RTA:

- Agua Caliente Band of Cahuilla Indians
- Augustine Band of Mission Indians
- Barona Band of Mission Indians
- Capitan Grande Reservation
- Cahuilla Band of Mission Indians
- Campo Band of Mission Indians
- Inaja and Cosmit Bands of Mission Indians
- Jamul Indian Village
- La Posta Band of Mission Indians
- Los Coyotes Band of Cahuilla & Cupeño Indians
- Mesa Grande Band of Mission Indians
- Pauma Band of Luiseño Mission Indians
- Ramona Band of Mission Indians
- Rincon Band of Luiseño Mission Indians
- San Pasqual Band of Diegueño Mission Indians
- Santa Rosa Band of Mission Indians
- Santa Ynez Band of Chumash Mission Indians
- Sycuan Band of the Kumeyaay Nation
- Torres-Martinez Desert Cahuilla Indians
- Viejas Band of Kumeyaay Nation

RTA is a joint, subordinate branch of its member tribal governments, but operates as an independent non-profit agency, recognized by the federal government as the equivalent of a tribal government agency and equal also as a 501(c)(3) organization. Each member tribal government appoints one Director to represent it on the RTA Board of Directors. The Board of Directors elects five Directors who serve as the RTA Executive Board, which is responsible for RTA management. The Executive Board meets bi-monthly, or as needed. The RTA Board of Directors meets at least annually. Decisions are made by a majority of the Board of Directors.

RTA's mission is:

- To develop and increase road construction and road maintenance capability for member tribal governments through the implementation of a comprehensive business plan, maximize new road construction and maintenance funding, and obtain increased efficiency in fund usage through economies of scale.
- To acquire more new road construction and road maintenance experience and expertise to serve as a resource for the member tribal governments.
- To provide transportation education, planning, and research for member tribal governments.
- RTA funding is made available through Public Law 93-638 federal contracts to carry out the BIA Tribal Roads Construction and Roads Maintenance Program and other contracts and grants for other transportation-related activities and projects from local, state, and federal agencies.

Through a cooperative relationship with the San Diego Association of Governments ("SANDAG"), the RTA received an Environmental Justice grant from the Caltrans to foster and consolidate the participation of sovereign tribal nations in the regional Transportation Demand Management ("TDM") program. The Tribal Transportation Demand Management Outreach project serves two dual purposes: (1) to survey and assess the transportation and commuting needs of tribal enterprise staff, and (2) to reduce single occupancy vehicle use and traffic congestion while reducing air pollution and providing equitable commuting opportunities for the tribal enterprise employees with limited resources.

For this project the RTA hired two project staff, a TDM Outreach Coordinator and a TDM Intern. The RTA signed a Memorandum of Understanding to carry out the project in cooperation with SANDAG in August of 2007. The overall period of performance was from August 2007 through February 2009. The commuter surveys and promotional period were carried out from September 2008 through February 2009.

Project Scope of Work

The Tribal Transportation Demand Management Outreach Project was comprised of the following tasks: TDM Training with SANDAG RideLink Staff; Initial TDM Assessment; Develop a Collaborative Marketing Plan; Develop Outreach Materials; Outreach and Data Gathering; Develop Collaborative TDM Strategy as a Partnership between SANDAG and the RTA. The sections in this report coincide with the deliverables. Full versions of each element have already been submitted through SANDAG's OWP quarterly reporting process. This final report summarizes the project and provides results on the commuter surveys, as well as outlining next steps.

SECTION 2 - PROJECT RATIONALE

This project has several specific purposes. First, the successful implementation of a tribal focused TDM program will significantly reduce traffic congestion on the roadway system in the rural, unincorporated portion of the county resulting in a reduction in air pollution and increased safety on the roads because of the reduced traffic volume.

Second is the institutional strengthening of the Reservation Transportation Authority (RTA). As a non-profit tribally managed consortium dedicated to providing transportation-related support to member tribes, the RTA is the first of its kind in the United States. With the capacity to manage a transportation demand management program, the RTA would be expanding its institutional capacity to service the tribal nations in its area of influence through this technological transfer.

Third, TDM is stipulated explicitly in the Intermodal Surface Transportation Efficiency Act of 1994 (ISTEA); Clean Air Act Amendments of 1990; and numerous local traffic reduction ordinances, development agreements and transportation plans. It has become an important policy tool for influencing travel behavior. The RTA should have the capacity to provide technical support and advice to tribal enterprises regarding this set of strategies for reducing traffic congestion and providing their employees with viable alternatives to driving alone. The application of TDM to the tribal enterprises will require the special cultural knowledge set that the RTA can provide.

Fourth, developing an appropriate TDM program which would be adopted by the tribal enterprises would provide important commuter alternatives for the low-income, minority employees who work at the tribal gaming facilities. As a second phase to the project, the development of a Tribal Transportation Management Association (TTMA) would bring increased focus and attention on the specific needs of tribal employees and would help to serve the needs of the tribal enterprises. The TTMA (under RTA management) will serve as the entity to create and administer trip reduction strategies and services in partnership with each tribe. Partnering tribes are encouraged to become members of the TMA and pay a flat annual membership fee which is predicated annually on the trip reduction services provided and the number of employees at each member's worksite.

The proposed TMA would develop and promote the following activities:

- Support a variety of transportation services, travel options and incentives, including planning efforts to help tribal enterprises share their commuter transportation resources.
- Work to develop and maintain cooperation among the tribal communities, tribal enterprises, transit
- Produce an annual "State of the Commute" report, which describes TOM programs and resources, travel trends, and comparisons among the tribal communities.
- This project aims to provide member tribal governments and their employees with alternative viable commuting options. By cutting costs for both employers and employees, improving employee morale, and encouraging tribal governments to go green, we look to the future as an opportunity to fulfill the transportation and environmental aspirations of San Diego tribal governments and those to whom they are accountable.

SECTION 3 – TRIBAL TRANSPORTATION MANAGEMENT ASSOCIATION

BUSINESS PLAN

EXECUTIVE SUMMARY

The Reservation Transportation Authority (RTA) has proposed the funding and formation of a Tribal Transportation Management Association (TTMA) to improve traffic congestion in and around tribal gaming facilities in Southern California. As a non-profit intertribal transportation planning agency, the RTA is uniquely positioned to sponsor this initiative among tribal employers in Southern California as it is consistent with its mission.

The purpose of the TTMA is to facilitate the introduction of transportation demand management programs and coordinate these programs among its tribal employer membership. The TTMA has the potential to be funded by more than 15 tribal enterprises in Southern California through annual membership dues and managed/implemented by the RTA. In San Diego alone, it is estimated that the tribal gaming facilities employ approximately 15,000 employees. Riverside tribal employers account for more than 10,000 jobs.

The business plan calls for a two phase approach, beginning with a membership drive in San Diego. The first year budget is \$1,864,359, of which \$464,859 is provided through membership dues. The remaining \$1,399,000 would be provided as in-kind funding by SANDAG, the Federal Transit Authority and Caltrans.¹

An array of transportation demand management (TDM) strategies will be implemented resulting in the provision of ten defined trip reduction services. These services range from employee transportation surveying and market analysis to the provision of financial incentives to motivate employees to carpool and vanpool.

The goal of the TTMA is to motivate a minimum of 10 percent of tribal employees to rideshare, increasing to 20 percent by Year 3. If these goals are realized over the three years, it is projected that 20 percent of the 15,000 tribal employees in the San Diego region will be carpooling and vanpooling.

Based on the participation projections, a total of 2,721,600 one-way vehicle trips will be reduced, 66,613,518 vehicle miles traveled will be reduced, and 1,233,766 pounds of pollutants will be reduced.

By collaborating through an intertribal mechanism for the design and servicing of commuter programs, tribal employers in Southern California can facilitate the mobility options of their employees, reduce congestion in the backcountry, and contribute significantly to the reduction of greenhouse gases.

BACKGROUND

Tribal Transportation Management Association

In 2005, Caltrans District 11 and SANDAG conducted a Reservation Transportation Needs Assessment Survey in which all 17 tribal nations participated. The results indicate that the tribal nations, as some of the regions' largest employers, have located their employment sites within their national boundaries. Since the

¹ Discussions with these agencies form part of this planning grant process. No agreements have yet been finalized.

reservations are located in rural areas, and as tribal gaming enterprises continue to flourish, access to these facilities is limited and has put a significant strain on the transportation infrastructure.

POTENTIAL MEMBER TRIBES IN SAN DIEGO		TOTAL EMPLOYEES ²
1	Barona	3,045
2	Campo	400
3	Ewiiapaayp	82
4	La Posta	not available
5	Pala	2,300
6	Pauma-Yuima	500
7	Rincon	1,780
8	San Pasqual	595
9	Santa Ysabel	138
10	Sycuan	2,361
11	Viejas	3,000
Total		14,201

The tribal governments listed above provide employment to approximately 15,000 employees and host a projected 56,000 to 120,000 guests per day at their gaming facilities. Given the significant lack of funding to build our way out of the improvement/expansion of rural roads and arterials, the RTA and SANDAG partnered to focus on strategies which would reduce single-occupant vehicle trips, improve traffic congestion, and improve air quality, while providing much-needed commuting options for employees of tribal enterprises.

PURPOSE OF THE TRIBAL TRANSPORTATION MANAGEMENT ASSOCIATION

The purpose of the TTMA is to proactively implement transportation demand management (TDM) strategies to reduce work-related vehicle trips to tribal employment sites, leading to reduced congestion and improved air quality. We believe this will place the TTMA and its members in a leadership position to address an increasingly important regional issue, provide our employees with an additional employee benefit, and demonstrate to the community that we are leading by example in reducing our carbon footprint.

In addition to the positive attributes highlighted above, the following provides a list of benefits to both the member employer and employees:

- Reduced congestion in and around the work site
- Decreased demand for employee parking
- Increased parking for customers
- Improved air quality
- Promotes positive leadership image to the public
- Provides a new and valuable employee benefit
- Improves employee recruitment
- Improves employee retention

² Employee figures are from the Caltrans/SANDAG 2005 Tribal Transportation Needs Assessment Survey.

- Reduced employee commuting costs at a critical time when gas prices are soaring
- Reduces the cost of each tribe implementing their own separate program
- Increases the chance for outside funding rather than each tribe seeking funding on their own
- Provides positive "green" image

SERVICES

The RTA has significantly reduced the TTMA planning and startup costs by partnering with SANDAG to secure a Caltrans Environmental Justice-Context Sensitive grant in the amount of \$198,000. SANDAG provided a local funding match of \$22,000, for a total project startup cost of \$220,000. The grant paid for all elements of the TTMA's development including the institutional arrangements of the partnership, training of TTMA staff in the field of TDM, assessing and soliciting of tribal/gaming facilities support, development of the TTMA business plan, development of the TTMA marketing plan, development of conceptual TTMA logo/marketing materials, including the development of a Website, and outreach/surveying of participating tribal enterprises.

The initial trip reduction strategies or "services" offered by the TTMA to each member tribe include the following:

- Implementation of employee transportation survey
- Process surveys and provide market analysis
- Prepare marketing strategies and employee target marketing based on survey analysis
- Provide a list of potential carpool partners to each employee surveyed
- Conduct vanpool information/formation meetings to targeted employee groups
- Provide a "Guaranteed Ride Home" to any "ridesharing" employee who has an emergency during the work day (up to three times a year per person). Ride home will be provided either by taxi or rental car.
- Provide ongoing marketing materials to each member tribe to communicate services and motivate employees to participate
- Provide a financial incentive to motivate employees to begin carpooling. Initial concept is to provide \$3 per day for each day an employee carools to work for the first three months.
- Provide a \$400 per month vanpool subsidy to underwrite the cost of the monthly vanpool lease
- Provide on-line carpool and vanpool matching capabilities for any employee who calls the RTA office

As the TTMA implements the services listed above, an annual assessment will be conducted with partnering agencies and tribal TTMA members, to discuss the implementation of new services, adjustments to existing services and potential annual membership fee increases and/or decreases.

GOALS

The goal of the TTMA is to motivate a minimum of 10 percent of the employees of the San Diego tribal enterprise members to participate in the program within the first year, building to 15 percent by the end of the second year, and increasing participation to 20 percent by Year 3. Participation is defined as an employee who utilizes an alternative mode of transportation to travel to/from work, rather than driving alone.

If all San Diego tribes become TTMA members, and given the approximate employee count of today's employment at 15,000 employees, we project the following participation:

Year 1	10%	1,500 employees ridesharing
Year 2	15%	2,250 employees ridesharing
Year 3	20%	3,000 employees ridesharing

Based on regional averages of commuters within Riverside, San Bernardino and San Diego counties, we project those employees who participate in the TTMA carpool and vanpool incentive programs to rideshare an average of 4.2 days per five day work week. We estimate that 85 percent of the ridesharing participants will carpool and 15 percent will vanpool. Utilizing these averages, the projected number of one-way vehicle trips reduced as a result of the TTMA would be:

Year 1	1,500 employees	604,800 one-way trips reduced
Year 2	2,250 employees	907,200 one-way trips reduced
Year 3	3,000 employees	1,209,600 one-way trips reduced

Based on the one-way vehicle trips reduced above, the approximate number of vehicle miles traveled saved would be:

Year 1	1,500 employees	15,868,190 vehicle miles traveled reduced
Year 2	2,250 employees	21,714,574 vehicle miles traveled reduced
Year 3	3,000 employees	29,030,754 vehicle miles traveled reduced

Based on the vehicle miles traveled reduced above, the pounds of pollutants reduced would be:

Year 1	1,500 employees	293,991 pounds of pollutants reduced
Year 2	2,250 employees	402,035 pounds of pollutants reduced
Year 3	3,000 employees	537,740 pounds of pollutants reduced

IN-KIND FUNDING

The TTMA membership dues are calculated based on a cost recovery basis. The participation rates as outlined in Section V take into consideration estimated in-kind funding³ as outlined below:

- \$220,000 program planning costs provided by Caltrans and SANDAG (one time cost).
- \$7,500 for Guaranteed Ride Home service delivery provided by SANDAG in one year. Year 2 cost is \$11,250. Year 3 is \$15,000.
- \$134,400 for the Vanpool Incentive Program provided by the Federal Transit Administration (FTA) in Year 1 and administered by SANDAG.

The following incenting program funding assumes 15 percent of participating employees will vanpool (225 employees) as opposed to carpool, and assumes an average of eight passengers per vanpool. This

³As part of this planning grant, RTA and SANDAG will develop an Memorandum of Understanding regarding SANDAG's in-kind support for the TTMA

represents 28 vanpools at \$400 per month or \$48,000 per year per van in FTA funding. Year 2 vanpool costs are \$201,600 and Year 3 costs are \$268,800.

Total annual in-kind costs provided to the TTMA are projected to be from \$361,900 in Year 1 (includes \$220,000 in program startup costs) to \$298,380 in Year 3.

BUDGET

There are five other formal TMAs operating in Southern California and many county employers and county transportation agencies that operate as informal TMAs. After researching the services they provide, the number of member employers/employees, the number of TMA employees and their respective annual operating budgets; the projected first year TTMA budget (excluding the in-kind funds outlined in Section VI) is approximately \$515,459. This number decreases to \$356,843 in Year 2 and in Year 3, the budget is \$357,105.

The following provides a breakdown of the TTMA annual budget:

	BUDGET LINE ITEM	YEAR 1	YEAR 2	YEAR 3
1	Carpool Incentive	\$211,650	\$105,908	\$105,908
2	Computer Programming	\$10,500	\$7,500	\$7,500
3	DSL Connection	\$1,800	\$1,800	\$1,800
4	Employee Benefits	\$51,990	\$53,809	\$55,692
5	Equipment/Furniture	\$5,000	\$3,000	\$2,000
6	Insurance	\$3,724	\$3,836	\$3,951
7	Guaranteed Ride Home (1)	\$7,500	\$11,250	\$15,000
8	Office Rent	\$11,522	\$11,868	\$12,224
9	Office Supplies	\$5,000	\$4,000	\$3,000
10	Postage	\$4,500	\$4,800	\$5,000
11	Printing	\$20,000	\$15,000	\$10,000
12	RidePro RideMatching Software	\$40,000	\$0	\$0
13	RidePro Annual Maintenance Contract	\$10,000	\$10,000	\$10,000
14	Salaries (2.75 employees)	\$129,973	\$134,522	\$139,230
15	Telephone	\$1,800	\$1,800	\$1,800
16	Travel/Expenses	\$5,000	\$5,000	\$5,000
17	Training	\$3,000	\$2,000	\$2,000
18	Vanpool Incentives (1)	\$134,400	\$212,850	\$283,380
Total Budget		\$657,359	\$580,943	\$655,485
Total Budget Less In-Kind Donations		\$515,459	\$356,843	\$357,105

(1) In-Kind Donations

There is a significant overall budget decrease from Year 1 to Year 2. This is noted in the Carpool Incentive line item. During the first year we project to capture the majority of existing carpool participants and then adding an additional 5 percent in Year 2 and 5 percent in Year 3.

MEMBERSHIP DUES

The membership dues of the San Diego tribal nation members are projected to support the first year (Phase I) TTMA budget. Membership dues are based on the number of employees per tribe. The following provides the number of members, their respective employee counts, and the proposed membership dues structure for the first year:

PROPOSED FIRST YEAR MEMBERSHIP DUES			
EMPLOYEE COUNT	TOTAL MEMBERS	MEMBERSHIP DUES	TOTAL MEMBERSHIP DUES
1-150	3	\$5,175	\$15,525
151-250	0	\$10,000	\$0
251-500	2	\$20,000	\$40,000
501-1,000	1	\$40,000	\$40,000
1,001-2,000	1	\$70,000	\$70,000
2,000+	4	\$87,500	\$350,000
TOTAL	11		\$515,525

For the second and third years (Phase II) the membership dues decrease to coincide with the reduced TTMA budget and in anticipation of incorporating the tribal gaming facilities in Riverside County. While the exact numbers are still being verified, initial research indicates four additional tribes representing approximately 4,000 employees that could become potential members. Membership dues for years two and three are provided below:

PROPOSED SECOND/THIRD YEAR MEMBERSHIP DUES			
EMPLOYEE COUNT	TOTAL MEMBERS	MEMBERSHIP DUES	TOTAL MEMBERSHIP DUES
1-150	3	\$2,500	\$7,500
151-250	0	\$5,000	\$0
251-500	2	\$10,000	\$20,000
501-1,000	5	\$22,500	\$112,500
1,001-2,000	1	\$36,000	\$36,000
2,000+	4	\$46,000	\$184,000
TOTAL	15		\$360,000

SECTION 4 – MARKETING STRATEGIES

EXECUTIVE SUMMARY

This document outlines a plan for marketing the Tribal Transportation Management Association (TTMA) to tribal enterprises in San Diego County, with the goal of expanding to San Bernardino and Riverside Counties in the future. The focus of these marketing strategies is to promote benefits to employers by implementing Transportation Demand Management (TDM) programs. Marketing efforts focus on marketing both TDM as well as TTMA services. One of the services offered by the RTA is a specifically-tailored comprehensive marketing plan for each enterprise based on a commuter survey assessment, which will be presented as part of our TDM report for each enterprise.

MARKETING OBJECTIVES

Establish RTA Tribal TDM Identity

- The RTA selected regional name under which to market TDM programs and services. The RTA determined that "Tribal Transportation Options: reflects the positive aspects of TDM programs that can be easily marketed to prospective users.
- The RTA contracted a graphic designer to develop a number of RTA logos. The RTA Board, with approval from the Southern California Tribal Chairmen's Association (SCTCA) chose the logo below to represent the organization.



- The RTA contracted a graphic designer to develop a number of logos to represent the Tribal Transportation Management Association (TTMA). The RTA Board, with approval from the Southern California Tribal Chairmen's Association (SCTCA) chose the logo below to represent the TTMA.



Establish informational media and enhance user-friendliness

A key element for this project was to create a comprehensive information program provided clear and complete information regarding Tribal TDM programs and services. This was achieved by using a variety of different channels.

- Designed Tribal TDM informational guide and poster. Emphasized content, format, and Tribal TDM branding identity to maximize TMA visibility and community support.
- Developed RTA website. Capitalized on internet presence through RTA website and developed complimentary TMA informational site. On both the user-end and provider-end sides, ease of site use and the ability to easily update information was paramount in the site's construction.
- Established an informational center at the RTA as a first point of contact for callers. Callers may request information regarding Tribal TDM programs, get ride matched with carpools/vanpools, and receive contact information of the Employee Transportation Coordinator (ETC) at their place of employment.
- Built awareness through outreach programs with tribal enterprises.
- Publicized programs through employers with informational brochures, factsheets.
- Attended benefits fairs and provide employees with informational brochures.

MARKETING TOOLS FOR EMPLOYERS

These are descriptions of the marketing tools that were created to implement this plan. Appendices 3 and 4 provide examples of the print collateral used in outreach efforts.

- TDM/TMA informational guide/brochure
- Carpool factsheet
- Vanpool factsheet
- Posters
- Website

MARKETING STRATEGIES FOR TRIBAL ENTERPRISES

Informational Materials

Tribal Enterprises – The RTA developed content that is specifically-g geared toward Tribes and their Tribal Enterprise management and human resource departments. This content focuses on project background, goals and the importance of the survey process. These marketing materials focus on the benefits to employers who implement TDM programs, including:

- Reduced congestion in and around the worksite
- Decreased demand for employee parking
- Increased parking for customers
- Improved air quality
- Tax incentives
- A new and valuable employee benefit
- Improved employee recruitment and retention
- Increased employee job satisfaction

- Reduced employee commuting costs

The above content was included in an informational packet geared towards management and HR, and was comprised of variety of materials:

- A folder with an RTA logo
- An RTA fact sheet
- A brochure with Tribal TMA explanation and TDM program information
- Carpool and Vanpool fact sheets
- Fact sheets that include statistical information regarding the positive results of implementing a TDM

All materials were reviewed and approved by the RTA Executive Council and the SCTCA Board before being finalized.

SECTION 5 – OUTREACH ACTIVITIES

Outreach

Project outreach began in mid-September with contacting tribal offices and either meeting in person or conducting an assessment by conference call. Once the RTA was given permission to move forward with the TDM project at the tribal administration level, casino contacts were provided. These contacts were either in management, human resources or transportation departments. RTA staff (and in some instances with the assistance of Inland Transportation Systems) gave a project presentation (see Appendix 2) and provided enterprise management with marketing materials encouraging participation in the survey process (see Appendix 3). Outreach activities were an ongoing process with each tribe, their administration and tribal enterprises. Primary efforts included informational meetings with tribal enterprises in which initial assessments and networking was conducted. During these meetings, the informational materials that explained the services that the RTA offered, as well as the benefits gained by joining the Tribal TMA were presented in paper format while guided by the official outreach presentation

The RTA enhanced their website with Search Engine Optimization (SEO) in order to reach as many RTA constituents as possible, and to increase enterprise-level visibility. TDM informational packets consisting of copies of all the RTA Tribal TDM informational materials as well as example surveys in English, Spanish and Tagalog were used for continued promotion for enterprises and governmental agencies/organizations. Other collateral materials such as pens, notepads and key chains have also been acquired to assist in RTA and RTA-TDM project branding.

The entire outreach and commuter assessment phase spanned approximately six months. Between September 2008 and February 2009, the initial commitment made by six (6) tribes with intentions to participate grew to seven (7).

Campo Kumeyaay Nation: Golden Acorn Casino	60 SURVEYS
La Posta Band of Mission Indians: La Posta Casino	93 SURVEYS
Pauma and Yuima Band of Luiseño Mission Indians: Casino Pauma	293 SURVEYS
Pala Band of Mission Indians: Pala Casino Spa and Resort	273 SURVEYS
Rincon Band of Luiseño Indians: Harrah's Rincon	988 SURVEYS
Sycuan Band of the Kumeyaay Nation: Sycuan Casino	638 SURVEYS
Viejas Band of Kumeyaay Indians: Viejas Casino	261 SURVEYS

SECTION 6 – RTA TRANSPORTATION AND COMMUTER SURVEYS

The RTA developed a Transportation and Commuter Survey (Appendix 1) in order to evaluate and assess the needs and characteristics of tribal enterprise staff. The survey was first reviewed by tribal administration offices and underwent subsequent review by tribal enterprises. Changes were made as necessary to comply with internal confidentiality guidelines. The surveys were also translated into Spanish and Tagalog in order to reach as many tribal employees as possible. Administration of the surveys was left to the discretion of management and human resource departments. Different strategies were implemented in survey administration: the RTA suggested that surveys be included with paychecks, as part of mandatory employee opinion surveys, or during a “transportation survey” period, for which the RTA provided promotional materials (Appendix IV). It is important to note that the RTA faced difficulties in securing survey participation due to the short project timeframe and the holiday season.

Employee transportation surveys are not only used for the development of ridesharing programs, but also to determine preferences, knowledge, obstacles, and opportunities for providing and promoting TDM services and programs. This information is key to developing marketing content and materials that meet the needs of tribal enterprise employees and promoting rideshare programs. Surveys provided information central to developing promotional and incentive programs that will capture the largest percentage of the employee pool. They also informed the RTA of the reasons why some employees are unable or unwilling to change their commuting habits, and the RTA is able to develop specific marketing programs that target these employees and provide them with appropriate incentives to try alternative modes of transportation.

As a 24 hour service industry, Casinos face distinct challenges. With rotating shifts and changing schedules depending on the time of year and any special events, employees must be flexible in their work hours. Many casino employees travel substantial distances, often with unreliable transportation. The surveys indicated that the majority of employees would be interested in a ridesharing program, and many staff members already rideshare with other staff members. The top three reasons for ridesharing are cost savings, reliability, and safety. The RTA would be able to address these casino-specific challenges as the entity managing TDM programs in conjunction with casino management and with RideLink’s support and technology transfer.

The following enterprises completed the RTA Commuter Assessment Surveys: Casino Pauma, Harrah’s Rincon, Golden Acorn Casino, Pala Casino Spa & Resort, La Posta Casino, Viejas Casino and Sycuan Casino. Through technology transfer with SANDAG’s RideLink, RideMatch letters (Appendix 5) have been generated for Casino Pauma, Harrah’s Rincon and Golden Acorn Casino. RideMatch letters for Pala Casino Spa & Resort, La Posta Casino, and Viejas Casino were generated through technology transfer with Inland Transportation Systems. Due to confidentiality clauses, Sycuan Casino was unable to provide the RTA with employee names and addresses and as such, RideMatch letters were not generated.

Once the RideMatch letters were generated, they were given to enterprise management who then decide to pursue ridesharing programs with either one of the two vanpool providers in the area – VPSI, Inc. or Enterprise. With the creation of the Tribal TMA, the RTA would take on the responsibility of helping to manage these programs in conjunction with tribal enterprises.

SECTION 7 – LONG-TERM STRATEGIES FOR THE RTA IN TRANSPORTATION DEMAND MANAGEMENT (TDM)

The longevity of the Reservation Transportation Authority in Transportation Demand Management lies in the creation of the Tribal Transportation Management Association and partnerships with other transportation agencies such as SANDAG. The TTMA would provide an institutional framework for the recommended TDM Programs and services that are developed as a result of this study. The TTMA would be controlled by the members and would potentially be more cost effective than programs managed by individual tribal enterprises. The Tribal TMA will leverage public and private funds to increase the use of ridesharing and other commuting options that reduce traffic congestion and improve air quality. The TTMA concept also provides a forum for small tribal employers to provide commuter services comparable to those offered by the large employers.

Transportation Management Associations can provide a variety of services that encourage more efficient use of transportation and parking resources for tribes and tribal enterprises, including the following:

- Marketing and Promotion
- Commuter Financial Incentives
- Access Management
- Rideshare Matching and Vanpool Coordination
- Guaranteed Ride Home Services
- Shuttle Services
- Flextime Support
- Parking Management
- Shared Parking Coordination
- Special Event Transport Management
- Telework Support
- Tourist Transport Management
- Freight Transport Management
- Transit Improvements

The Tribal TMA would provide an institutional structure to deliver the various TDM strategies specifically for tribes and their tribal enterprises, creating a self-supporting, sustainable entity that would serve its members' needs.

As part of the establishment of a Tribal TMA, the RTA is in the process of signing a Memorandum of Understanding (MOU) with SANDAG, in which SANDAG will provide the Federal Transit Agency subsidy of \$400.00 per month for each vanpool enrolled in a rideshare program. They will also provide the Guaranteed Ride Home (GRH) program which ensures that a rideshare participant is offered either a taxi or rental car three times per year if need be, if they meet the requirements of carpooling at least three times per week. This program has a co-pay of \$3.00 per each time used (Appendix III).

SECTION 8 – CONCLUSIONS AND NEXT STEPS

In assessing feedback from the tribes and tribal enterprises, the RTA believes that it is best suited to, and will be well-received in managing TDM strategies and programs for its members. With the proper institutional capacity building, and the political will and interest of tribes, the RTA is poised to better serve its members as an intertribal agency in implementing TDM programs. The RTA feels that as the main entity serving the transportation needs of tribes in Southern California, it is best equipped to manage a TDM program in collaboration with SANDAG's RideLink Agency.

Next steps include submission of the TDM Phase II grant specifically geared toward continuing the development of the Tribal TDM program with the expansion of the Tribal Transportation Demand Management Outreach project to member tribes in Riverside and San Bernardino Counties. This grant will provide funding for outreach activities targeting at least 5 additional tribes. The goal of Phases I & 2 is to then apply for a Phase II grant, which would establish the Tribal Transportation Management Association. The momentum built during the last 6 months of project development has proven productive and exciting, engendered in new levels of tribal support as well as unprecedented technology transfer. Consistent with a tenet central to its charter, the RTA looks forward to continuing and building the educational, advocacy, and leadership role as it advances this groundbreaking tribal transportation project.

APPENDICES

APPENDIX 1
SAMPLE SURVEYS (ENGLISH, SPANISH, TAGALOG)

(A) ENGLISH VERSION

RESERVATION TRANSPORTATION AUTHORITY



A Consortium of Southern California Indian Tribes

Please take a minute to complete this short survey that will help the RTA better understand your transportation needs. This information will be used to develop a program which will allow commuters to take advantage of ridesharing options like carpooling and vanpooling.

1. Name

Last _____, First _____ Middle Initial _____

2. Home address

Number _____ Street _____ City _____ Zip code _____

3. Closest major intersection to your home

_____ & _____

4. Contact phone number

Area Code _____ Number _____ Is this number: Work Home

5. What is your work schedule?

Monday ____ to ____ Thursday ____ to ____ Sunday ____ to ____

Tuesday ____ to ____ Friday ____ to ____

Wednesday ____ to ____ Saturday ____ to ____

6. Does your schedule change: Weekly Bi-Weekly Monthly

7. When commuting to work, how many days of the week do you: (Write in number of days.)

Drive alone ____ days/week Take the bus/trolley ____ days/week

Carpool ____ days/week Take the Coaster ____ days/week

Vanpool ____ days/week Take a Shuttle ____ days/week

Walk ____ days/week Bike ____ days/week

8. How flexible are your work hours? ____ minutes

9. About how long does it take you to get to work? _____

10. Does your employer provide shuttles for transportation to and from work?

Yes No

If so, how many days a week do you use them? _____

11. Would you consider carpooling or vanpooling to work one day a week or more? (Choose one.)

1. Yes: How many days a week? _____

2. No: Why not? _____

3. Maybe

4. I already carpool or vanpool.

12. In a carpool, would you prefer to: Drive only Ride only Share the driving

13. Are you interested in becoming a: Vanpool passenger Vanpool driver

14. Would any of the following incentives persuade you to try an alternative way of getting to work other than driving alone?

	<u>Yes</u>	<u>No</u>	<u>Maybe</u>
Cash incentive	1	2	3
Gas card	1	2	3
Preferred parking	1	2	3
Free transit pass	1	2	3
Gift card	1	2	3
Other	_____		

15. What are the top three factors in choosing the way you get to work? (Please place a 1, 2, and 3 next to the following factors).

Cost savings _____ Environmental concerns _____

Commute time _____ Employer incentives _____

Stress reduction _____ Reliability _____

Safety _____

Thank you for your participation!

**Per California Penal Code section 637.6 this information will only be used for ridesharing purposes.
Home addresses are never disclosed.**

(B) (SPANISH VERSION)

RESERVATION TRANSPORTATION AUTHORITY

A Consortium of Southern California Indian Tribes



Por favor tome unos momentos para llenar este cuestionario y ayudar a la Autoridad de Transporte de la Reservación a entender mejor sus necesidades de transporte. Esta información servirá solamente para ayudar al desarrollo de un programa el cual permitirá a transportistas tomar ventaja de opciones de transporte como carros compartidos y camionetas compartidas.

1. Nombre

Apellido _____ Nombre(s) _____

2. Dirección

Número _____ Calle _____ Ciudad _____ Código Postal _____

3. Intersección principal más cercana a su hogar

_____ y _____

4. Número de teléfono

Código de área _____ Número _____

Este número es de: Trabajo Casa

5. ¿Cuál es su horario de trabajo?

lunes _____ a _____ jueves _____ a _____ domingo _____ a _____

martes _____ a _____ viernes _____ a _____

miércoles _____ a _____ sábado _____ a _____

6. Su horario cambia: Semanalmente Bi-semanalmente Al mes

7. Cuando viaja al trabajo, cuantos días a la semana usted: (Escriba el número de días.)

Maneja sólo/a _____ Toma el autobús/tranvía _____

En carro compartido _____ Toma el Coaster _____

En camioneta compartida _____ Toma el camión _____

Camina _____ Monta bicicleta _____

8. ¿Qué tan flexible son sus horas de trabajo? _____ minutos

9. ¿Cuánto tiempo tarda para llegar a su lugar de trabajo? _____

10. ¿Su compañía de trabajo ofrece autobuses de transporte para llegar y venir al trabajo?

Sí No

Si es así, ¿cuántos días de la semana los usa? _____

11. ¿Usted consideraría carros compartidos o camionetas compartidas para trabajar un día a la semana o más? (Elija uno.)

1. Sí: ¿Cuántos días a la semana? _____

2. No: ¿Por qué? _____

3. Quizás

4. Ya participo en un carro compartido o una camioneta compartida.

12. En un carro compartido usted prefiere:

Solo manejar Solo ser pasajero/a Compartir el manejo del carro

13. Está usted interesado/a en ser:

Pasajero del carro compartido Conductor de la camioneta compartida

14. ¿Alguno de los siguientes incentivos le interesaría como forma alterna de llegar a su trabajo que no sea manejar solo?

	<u>Si</u>	<u>No</u>	<u>Quizás</u>
Incentivo en efectivo	1	2	3
Tarjeta de gasolina	1	2	3
Estacionamiento preferido	1	2	3
Pase gratis de tránsito	1	2	3
Tarjeta de regalo	1	2	3
Otro	_____		

15. ¿Cuáles son los tres factores elegidos como forma de llegar a su trabajo? (Por favor ponga 1, 2, y 3 junto al factor).

Costo en ahorros _____ Preocupación por el medio ambiente _____

Tiempo de transporte _____ Incentivos de su compañía de trabajo _____

Reducción de estrés _____

Certeza _____

Seguridad _____

¡Gracias para su participación!

Por la sección del Código Penal de California 637.6, esta información solamente será usada para propósitos de transporte. Direcciones personales nunca serán reveladas.

(C) TAGALOG VERSION

RESERVATION TRANSPORTATION AUTHORITY

Isang Consortium ng Mga Southern California Indian Tribes



Mangyaring maglaan ng isang minuto upang kumpletuhin ang maikling sarbey na ito na tutulong sa RTA na mas mahusay na maunawaan ang iyong mga pangangailangan sa transportasyon. Gagamitin ang impormasyong ito upang bumuo ng programa na magbibigay daan upang masulit ng mga namamasaha ang mga pagpipilian sa pagbabahagi ng sasakyan gaya ng pag-carpool at pag-vanpool.

1. Pangalan

Apelyido _____, Pangalan _____

Unang Letra ng Gitnang Pangalan _____

2. Numero ng Kasapi ng Koponan _____

3. Address ng tirahan

Numero _____ Kalye _____ Lungsod _____

Zip code _____

4. Pinakamalapit na pangunahing panulukan sa iyong tahanan

_____ sa _____

5. Numero ng telepono ng contact

Area Code _____ Num. _____ Numerong ito: Trabaho Tahanan

6. Ano ang iyong iskedyul sa trabaho?

Lunes _____ hanggang _____ Huwebes _____ hanggang _____

Martes _____ hanggang _____ Biyernes _____ hanggang _____

Miyerkules _____ hanggang _____ Sabado _____ hanggang _____

Linggo _____ hanggang _____

7. Nagbabago ba ang iyong iskedyul: Lingguhan wat dalawang linggo Buwanan

8. Kapag namamasaha papunta sa trabaho, ilang araw ka sa isang linggo na: (Magsulat ng bilang ng araw.)

Nagmamaneho mag-isa _____ araw/linggo Sumakay ng bus/trolley _____ araw/linggo

Carpool _____ araw/linggo Sumakay ng Coaster _____ araw/linggo

Vanpool _____ araw/linggo Sumakay ng Shuttle _____ araw/linggo

Maglakad _____ araw/linggo Magbisikleta _____ araw/linggo

9. Gaano ka-flexible ang iyong oras ng pagtatrabaho? _____ minuto

10. Gaano katagal bago ka makarating sa iyong trabaho? _____

11. Naglalaan ba ng shuttle ang iyong pinapasukan para sa transportasyon papunta at mula sa trabaho?

Oo Hindi

Kung oo, ilang araw mo ginagamit ang mga iyon sa isang linggo? _____

12. Isasaalang-alang mo ba ang pag-carpool o pag-vanpool papunta sa trabaho isang araw sa isang linggo o higit pa? (Pumili ng isa.)

1. Oo: Ilang araw sa isang linggo? _____

2. Hindi: Bakit hindi? _____

3. Maaari

4. Naka-carpool o naka-vanpool na ako.

13. Sa isang carpool, gugustuhin mo bang: Magmaneho lamang Sumakay lamang

Ibahagi ang pagmamaneho

14. Interesado ka bang maging: Pasahero ng vanpool Tagamaneho ng vanpool

15. Mahihikayat ka ba ng alinman sa mga sumusunod na insentibo na subukan ang isang kahaliling paraan upang makapunta sa trabaho bukod sa pagmamaneho nang mag-isa?

	Oo	Hindi	Maaari
Salaping insentibo	1	2	3
Gas card	1	2	3
Ginustong paradahan	1	2	3
Libreng transit pass	1	2	3
Gift card	1	2	3
Iba pa	_____		

16. Ano ang nangungunang tatlong kadahilanan sa pagpili ng paraan ng pagpunta mo sa trabaho? (Mangyaring maglagay ng 1, 2, at 3 sa tabi ng sumusunod na mga kadahilanan).

Mga katipiran sa gastos _____ Mga alalahaning pangkapaligiran _____

Oras ng pamamasahe _____ Mga insentibo ng nagpapatrabaho _____

Pagbabawas ng stress _____ Pagkamaasahan _____

Kaligtasan _____

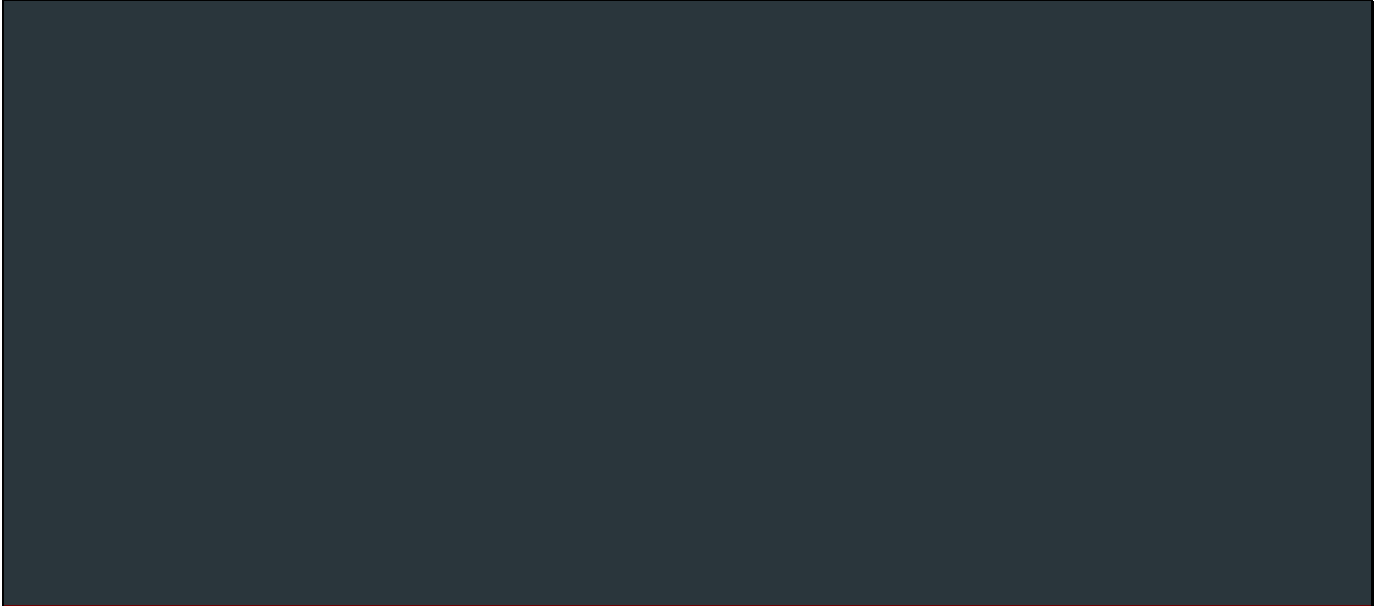
Salamat para sa iyong paglahok! Alinsunod sa California Penal Code section 637.6, gagamitin lamang ang impormasyong ito para sa mga layunin ng pagbabahagi ng sasakyan. Hindi kailanman ibubunyag ang mga address.

APPENDIX 2

RTA-TDM OUTREACH PRESENTATION

APPENDIX 2: RTA-TDM OUTREACH PRESENTATION

Used in every outreach meeting with tribal administration and human resources management, the following presentation was pivotal in establishing a point of departure for individuals unfamiliar with the TDM project as well as those with whom a rapport had already been established.



THE RESERVATION TRANSPORTATION AUTHORITY

Tanya Kingsley, RTA Acting General Manager
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**WHO WE ARE:
THE RESERVATION TRANSPORTATION AUTHORITY**

A CONSORTIUM OF SOUTHERN CALIFORNIA INDIAN TRIBAL GOVERNMENTS

- Founded in 1998, tribally chartered by sovereign tribal governments of Southern California
- Unique organization endows RTA with unique responsibilities including:
 - Building and maintaining new reservation roads
 - Securing transportation funding
 - Providing transportation education, funding, and program administration through the tribal government members
- Partners with the Bureau of Indian Affairs (BIA), the U.S. Department of Transportation (USDOT), the California Department of Transportation (Caltrans), and the Riverside and San Diego County Association of Governments (SANDAG)

Member Tribes

- Agua Caliente Band of Cahuilla Indians
- Augustine Band of Mission Indians
- Barona Band of Mission Indians
- Cahuilla Band of Mission Indians
- Campo Kumeyaay Nation
- Capitan Grande Band of Mission Indians
- Inaja and Cosmit Band of Mission Indians
- Jamul Indian Village
- La Posta Band of Mission Indians
- Los Coyotes Band of Cahuilla and Cupeño Indians
- Mesa Grande Band of Mission Indians
- Pauma and Yuima Band of Luiseño Mission Indians
- Ramona Band of Mission Indians
- Rincon Band of Luiseño Indians
- San Pasqual Band of Diegueño Indians
- Santa Rosa Band of Cahuilla Indians
- Santa Ynez Band of Chumash Mission Indians
- Sycuan Band of the Kumeyaay Nation
- Torres-Martinez Desert Cahuilla Indians
- Viejas Band of Kumeyaay Indians



Tribal Transportation Options

- Presenting Commuting Alternatives
 - Provide and promote alternative commuting methods for staff of tribal enterprises
 - A.K.A. Tribal transportation demand management
- Getting Involved
 - Provide multiple incentives for participating tribes and their enterprises
 - End non-sustainable single passenger commuting
- Made Possible By...
 - Formation of a partnership between the RTA, SANDAG, and Caltrans
- Benefiting the Tribes
 - Employee commuter survey assessment, rideshare matching, marketing tools for management and employees

The RTA and Tribal Enterprises: A Collaboration

- Complimentary enterprise-specific survey shows staff demographic**
- Survey
 - Analysis + recommendations
 - Employee personal information is CONFIDENTIAL
 - Contact information ONLY used for demographic information and is turned over to tribe upon completion



Continual RTA Support



Benefits of Ridesharing: Group Breakdown

Employers:

- Reduced taxes
- Reduced parking demand and costs
- Increased ability to retain & recruit staff
- Improved public relations image
- Increases employee job satisfaction
- Promotes role in community leadership
- Gain community recognition
- Provides a "green" image by reducing carbon footprint

Employees:

- Enjoy a less stressful commute
- Save money on gas and vehicle maintenance
- Increases job satisfaction

Region:

- Reduced traffic congestion
- Increased efficiency of highway use
- Improved air quality
- Decreased environmental impact



SANDAG's RideLink Program

Encourages the use of alternative commuting

- Coordinates carpooling, vanpooling, transit, biking to work, and flexible work schedules
- Acts as information and action hub

RideLink has helped more than 100 employers across San Diego

- More than 75,000 employees are enrolled
- Vanpool enrollment increased over 10% in 2008 from 2007

Milestones

- 2 million+ cars taken off the roads and highway during rush hour
- That equates to:

105 million vehicle miles

5 million gallons of gas

125 million pounds of global warming pollution



Fast Facts

Every day, Southern Californians waste 1.8 million vehicle hours in congested traffic.



Vanpooling and Tribal Enterprises

WHAT IT IS:

- A vanpool is a big "carpool" where a group of commuters share leasing a van to work.

Vans seat 7 to 15 employees

- RideMatch listings provide employees with a list of other potential commuters in their area
- Vanpool subsidy = \$400 savings per vanpool
- Eligibility for a payroll pre-tax benefit
- Vanpool typical savings:

20 miles round-trip commute =
\$1,000/year

50 miles round-trip commute =
\$4,400/year



HOW IT WORKS:

- Employee / Participant "owned"
- Lease the van on a month-to-month basis, less \$400 subsidy
- Driver maintains vehicle for personal use in exchange for greater responsibility (i.e. due collections, committing to driving)
- Need a minimum of 6 riders that share a similar commute pattern
- Guaranteed Ride Home program for vanpoolers



Carpooling and Tribal Enterprises

WHAT IT IS:

- Sharing a ride to work with fellow staff members
- RideMatch listings provide employees with a list of other potential commuters in their area



HOW IT WORKS:

- Employee / Participant "owned"
- Participants set own rules
- No minimum number of people required
- Guaranteed Ride Home program



Guaranteed Ride Home Program

WHAT IT IS:

- Available to commuters who vanpool and carpool
- Personal or family illness, unscheduled overtime, or stranded at work due to your carpool/vanpool driver leaving
- Taxi or 24-hour car rental
- Transportation security



HOW IT WORKS:

The 3-3-3 Rule

- Must ride 3 times per week minimum
- \$3 co-pay + SANDAG voucher
- 3 vouchers per year



Public Transit

Ridership Steadily Increasing : 100,000,000 Riders in San Diego County (2007)

- 59 million on buses
- 35 million on the trolley
- 1.6 million on the Coaster train



Tax savings and discounts available to employers to pass onto their employees

Local Resources

511sd.com provides constantly updated transit and traffic information.



The RTA Proposal: Create a Tribal Transportation Management Agency (TTMA)

Services Included:

- (1) Custom Transportation Demand Management (TDM) Programs for Tribal Enterprises
- (2) Develop and maintain cooperation among the tribal communities, tribal enterprises, transit service providers, and tribal employees and casino visitors
- (3) Production of an annual "State of the Commute" report, which describes TDM programs and resources, travel trends, and comparisons between the tribal communities

Long term, the TTMA and its members will take on an leadership role to address an increasingly important regional issue.

TTMA Goals

- Develop comprehensive commuting solutions for tribal enterprises
- Provide tribal governments and enterprises with greater community leadership roles
- Empower management to better understand staff



Next Steps

Complete the complimentary survey

- English and Spanish versions available
- Paper and electronic formatting provided
- Survey content tailored to your specific needs

Survey period conclusion

Realizing Collective Goals

- RideMatch report
- Understand staff habits and priorities
- Key to developing Tribal Transportation Options program
- Potential incentives



Partnering with the RTA

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Thank you for your time!



APPENDIX 3
RTA-TDM MARKETING PACKET COLLATERAL

RESERVATION TRANSPORTATION AUTHORITY

A CONSORTIUM OF SOUTHERN CALIFORNIA INDIAN TRIBAL GOVERNMENTS



WHAT IS THE RESERVATION TRANSPORTATION AUTHORITY?

Founded in 1998, the Reservation Transportation Authority (RTA) was formed to better serve the transportation needs of its member tribal governments in Southern California. Designated as a Public Law 93-638 contracting entity, the RTA is tribally chartered by sovereign tribal governments to operate as an independent non-profit agency. The RTA is partners with the Bureau of Indian Affairs (BIA), the U.S. Department of Transportation (USDOT), the California Department of Transportation (Caltrans), and the Riverside and San Diego County Council of governments. The RTA aims to build awareness in and around tribal communities, using resources to build not just roads, but paths to the future.

WHO RUNS THE RTA?

Each tribe has one representative on the RTA Board of Directors, from which five individuals are elected to serve as an Executive Board. Meetings are held every other month, or as needed, and decisions are made by majority vote.

WHAT IS THE OUR MISSION?

As a unique organization, the RTA has unique responsibilities, including new road construction and maintenance, securing transportation funding, and providing transportation education, planning, and program administration through the tribal government members.

HOW DOES THE RTA WORK WITH TRIBAL COMMUNITIES?

The RTA's successful road construction projects have shown that it is an entity capable of exercising the voices of many tribal governments. Representing the interests of over 17 tribes, the RTA has been able to procure funding and improve efficiency through its pooled resources.

Education is an important part of the RTA's strategy. It strives to provide tribal communities with ways to better understand transportation and environmental issues. The RTA prides itself on staying on the cutting edge of transportation issues and this is most readily seen in its project implementation.

TRIBAL EMPLOYMENT AND TRANSPORTATION

As San Diego County tribal enterprises have grown to employ over 14,000 people, the RTA has responded with a new program aimed at providing new tribal transportation options.

In order to support and promote alternative commuting solutions for tribal employers, this new program will relieve economic and environmental stresses caused by expensive commutes both tribal and non-tribal employees experience everyday.

Contact the RTA for more information—complimentary employee surveys will help to form the program and give employers a greater understanding of staff needs.

CURRENT MEMBERS

Agua Caliente Band of Cahuilla Indians
Augustine Band of Cahuilla Mission Indians
Barona Band of Mission Indians
Cahuilla Band of Mission Indians
Campo Kumeyaay Nation
Capitan Grande Band of Mission Indians
Inaja and Cosmit Band of Mission Indians
Jamul Indian Village
La Posta Band of Mission Indians
Los Coyotes Band of Cahuilla and Cupeño Indians
Mesa Grande Band of Mission Indians
Pauma and Yuima Band of Luiseño Mission Indians
Ramona Band of Cahuilla Indians
Rincon Band of Luiseño Indians
San Pasqual Band of Diegueño Indians
Sarta Rosa Band of Cahuilla Indians
Sarta Ynez Band of Chumash Mission Indians
Sycuan Band of the Kumeyaay Nation
Torres-Martinez Desert Cahuilla Indians
Viejas Band of Kumeyaay Indians



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VANPOOLING



TRIBAL GOVERNMENTS AND RIDESHARING

Vanpooling is like carpooling, but with more people! Passengers share the cost of commuting and set their own rules. Vans carry anywhere from 7 to 15 people. Working with a vanpool provider of their employer's choosing, travelers are in charge of managing their ridesharing schedule while working with management to maintain work protocol. Tribal governments can look to vanpooling as an excellent alternative for tribal employers seeking to cut costs, develop a green image, and recruit and retain a satisfied work force.

THE VANPOOL ADVANTAGE

KEEP THE CASH

Dividing commuting costs between coworkers is welcome in the current economy. When comparing vanpooling and driving alone, a 30 mile daily round trip can save thousands per year!

As a key element in offering tribal transportation options, vanpools offer an added bonus—each vanpool is eligible for a \$400 per month subsidy from SANDAG (San Diego Association of Governments). This automatically cuts costs even more for riders. The vanpool lease includes full insurance, van maintenance, and roadside assistance. Employers are also eligible for a payroll pre-tax benefit. Contact the RTA or a tax advisor to learn more.

DRIVE GREEN

Today more than ever, the environment is a resource we must conserve. Vanpooling reduces vehicle emissions, slashing greenhouse gases and bettering communities with cleaner air.

Employers that promote vanpooling also set an example for their communities. Reflecting a time-honored valuation of nature through transportation options is a unique opportunity for tribal employers. Community recognition such as SANDAG's Diamond Awards and EPA recognition as one of our nation's Best Workplaces for Commuters are designations to strive for since they will distinguish tribal enterprises as industry leaders.

UNWIND ON THE WAY TO WORK

Less stressful commutes lead to happier employees. For management, this means an increased ability to retain and recruit employees while reducing the demand for employee parking.

The Guaranteed Ride Home (GRH) program ensures that employees will never be left stranded. In cases of emergency or unscheduled overtime, vanpool can use GRH to get home from work anytime.

JOINING THE VANGUARD

The Human Resources department is a direct link between employees and their commuting alternative. The RTA provides marketing and educational materials for management and staff on the logistics of vanpooling, while the vanpool provider coordinates rides with staff.



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CARPOOLING

TRIBAL GOVERNMENTS AND RIDESHARING



Carpooling is simply sharing a ride to work with your coworkers. Carpooling is an attractive option for employers seeking to cut costs, develop a green image, and recruit and retain a satisfied work force. For tribes whose locations are remotely located, carpooling is an ideal option.

THE CARPOOL CAUSE

SAVE MONEY

Sharing the price of a tank of gas is more enticing today than ever before. Carpooling also reduces vehicle maintenance costs—less time driving means less upkeep.

As a cornerstone strategy for reducing commuter trips, the carpool is another tribal transportation option cut to fit tribal employers' needs. Staff save money and time while commuting to work, improving their work experience as they save money.

BE GREEN

Today climate change and global warming are hot topics—we all want to do something for the earth and help the next generation. Carpooling cuts down on greenhouse gases and improves your community's air quality. Less cars on the road means less pollution.

An added benefit to employers that choose to green their business is an improved public image. Community recognition such as SANDAG's Diamond Awards and EPA recognition as one of our nation's Best Workplaces for Commuters are designations to strive for since they will distinguish tribal enterprises as industry leaders.

JUST RELAX

Less stressful commutes lead to happier employees. For management, this means an increased ability to retain and recruit employees while reducing stress that occurs when parking and time are commodities.

The Guaranteed Ride Home (GRH) program ensures that employees will never be left stranded. In cases of emergency or unscheduled overtime, vanpool can use GRH to get home from work anytime.

TAKING THE LEAD

The Human Resources department is a direct link between employees and their commuting alternative. The RTA provides marketing and educational materials for management and staff on the logistics of carpooling.

The RideMatch lists produced after the commuter survey assessment illustrate exactly how an individual employee can get to work, and most importantly, with whom they can ride. Participation of the RTA-administered survey is key to better understanding staff needs, in the long run serving to improve appreciation for tribal employers.



28860 OLD TOWN FRONT STREET, SUITE C-1
TEMECULA, CALIFORNIA 92590-2890
P: 951-308-1442 / F: 951-308-1272

EMAIL: JESSICA@REZTA.COM OR DANIELLE@REZTA.COM

APPENDIX 4

SAMPLE PROMOTIONAL SURVEY PIECES

APPENDIX 4: SAMPLE PROMOTIONAL SURVEY PIECES

As a means of promoting the survey within tribal enterprises and tribal administration, RTA contractors developed a full media relations campaign. Part of this effort was the design and production of three designs; sent to print during the outreach period, these creative materials are available in various formats and multiple languages. Produced as posters, flyers, and postcards, the pieces are all available in both English and Spanish.

UNDERSTANDING TRIBAL TRANSPORTATION OPTIONS

As one of San Diego county's largest employer groups, tribal gaming enterprises make a huge impact on regional commuting.

Offering alternatives to single passenger drivers benefits both employers and staff members.

Also, by offering more tribal transportation options, the RTA builds the institutional capacity to better service tribal governments through technological transfer.


OUR GOALS


We aim to provide member tribal governments and their employees with viable commuting options as people adjust their lives to the tighter economy.

By cutting costs for both employers and employees, improving employee morale, and encouraging tribal governments to go green, the RTA looks to the future as an opportunity to promote the aspirations of San Diego tribal governments and those to whom they are accountable.

STANDING AT A CROSSROADS

Our membership drive will determine the final outcome of this project. The RTA hopes to inspire both tribal employers and employees to participate in the formation of a tribal association with a powerful voice to employ in the name of key transportation issues. Please join us as we embark on this new project!





LOOKING TO THE FUTURE


The first step is completing the commuter needs survey, which RTA supplies in both paper and electronic format. Encouraging employees, especially by setting an example through the actions of upper management, provides RTA, and by extension, your leadership team with a better way to understand staff needs.


Second, the RTA provides Human Resources with *FidelMatch* listings, which are customized reports for each individual employee. The *FidelMatch* demonstrates options available to that person, such as carpool and vanpool resources, and provides contacts to make it easier for commuting alternatives to work.


RESERVATION TRANSPORTATION AUTHORITY

28860 Old Town Front St. Ste. C-1
Temecula, California 92490-2890

Phone: 951-308-1442
Fax: 951-308-1272
E-mail: Jessica@rta.com, Danielle@rta.com, Tanya@rta.com







SAVE \$2,250 IN
10 MINUTES



Complete the RideShare survey

\$5,500 average commuter cost

÷ 2 riders

\$2,250 in your pocket

Ridesharing options like carpooling and vanpooling can save you \$1000s in wasted time and money and give you a more relaxed way to get to work.

Fill out your survey today to learn how you can drive into the future with more cash in hand.

Survey period Jan. 29 - Feb. 4

You can pick up and return the survey at the Security Desk near the Train Member entrance or the Human Resources Lobby. The information gathered in this survey will be used to determine whether there is enough interest for a ride-sharing program. By filling out this survey, you are not committing to participate in a ride-sharing service.

All information is confidential and is only used for ride-sharing purposes. Home addresses are never disclosed.

If you have any questions, please contact Toll Levels at Ext. 2289.



GANA \$2,250 EN 10 MINUTOS



Llena el Cuestionario de Rideshare

\$5,500 el costo promedio de conductor

÷ 2 pasajeros

\$2,250 más en su cartera

Las opciones de Rideshare (ComparteCarros) como carros compartidos y camionetas compartidas le pueden ahorrarse unos \$1000s en dinero y tiempo gastado, mientras darle un método más relajado para llegar al trabajo.

Llena su cuestionario hoy para informarse como manejar al futuro con más dinero en mano.

Período del cuestionario Jan. 29 - Feb. 4



Recoga y entregue los cuestionarios en las áreas reservadas para Miembros del Equipo. Toda información de empleados es confidencial, y nunca será revelada para propósitos aparte de transporte. Direcciones personales nunca serán reveladas.

Si tiene alguna pregunta, por favor póngase en contacto con Tali Lewis al Ext. 2309.

RideSharing: Give Us 10 Minutes, We'll Give You 3 Hours

329,000,000,000 : Miles Californians drive every year

\$873 : Average annual cost in wasted time and fuel per commuter in San Diego, San Bernadino, and Riverside Counties

82 : Number of hours the average commuter is stuck in California's urban area traffic

PRICELESS : More time for yourself

Complete the
RideShare survey
from Jan. 23 -
Feb. 4



Pick up and drop off survey forms at Team Member areas. All employee information is confidential, and is only used for ridesharing purposes. Home addresses are never disclosed.

If you have any questions, please contact Tali Lewis at Ext. 2209.

Comparte- Carros: Le Regalamos 3 Horas por 10 Minutos de Su Tiempo

329,000,000,000 : Millas que conduzcan los Californios cada año

\$873 : El costo promedio para conductores, medido en tiempo y petróleo gastado, en los condados de San Diego, San Bernadino, y Riverside

82 : Número promedio de horas el conductor se queda en demasiado circulación en las areas urbanas de California

SIN PRECIO : Más tiempo para si mismo

Llena el
Cuestionario
entre 29 Enero
y 4 Feb.



Recoga y entrega los cuestionarios en las areas reservadas para Miembros del Equipo. Toda información de empleados es confidencial, y nunca será revelada para propósitos aparte de transporte. Direcciones personales nunca serán reveladas.

Si tiene alguna pregunta, por favor póngase en contacto con Tali Lewis al Ext. 2209.

Imagine

Saving \$4000 Every Year

Complete the RideShare Survey,
and Find Out How



Connecting with coworkers to share the costs and time in driving to work can save you \$4400 when you have a 50 mile round trip drive.

Survey period Jan. 29 - Feb 4.

You can pick up and return the survey at the Security Desk near the Team Member entrance or the Human Resources Lobby. The information gathered in this survey will be used to determine whether there is enough interest for a ridesharing program. By filling out this survey, you are not committing to participate in a ridesharing service.

All information is confidential, and is only used for ridesharing purposes. Home addresses are never disclosed.

If you have any questions, please contact Tali Lewis at Ext. 2209.



Imagínate

Un Premio Anual de \$4000

Llena el Cuestionario de RideShare, e
Infórmate Cómo Hacerlo



Conectarse con compañeros de trabajo para compartir los costos y tiempo de llegar al trabajo puede ahorrarse \$4400 cuando tiene un viaje de 50 millas.

Período del cuestionario Jan. 29 - Feb. 4



Continuing cash survey provided by

Recoga y entrega los cuestionarios en las áreas reservadas para Miembros del Equipo. Toda información de empleados es confidencial, y nunca será revelada para propósitos aparte de transporte. Direcciones personales nunca serán reveladas.

Si tiene alguna pregunta, por favor póngase en contacto con Tali Lewis al Ext. 2209.

APPENDIX 5
RTA WEBSITE INTRO PAGE

APPENDIX 5: RTA WEBSITE INTRODUCTION PAGE

The screenshot shows a Mozilla Firefox browser window displaying the website <http://rezta.org/rez1/>. The browser's address bar and menu items (File, Edit, View, History, Bookmarks, Tools, Help) are visible at the top. The website's header features a large banner with the RTA logo on the left, which includes the text "RESERVATION TRANSPORTATION AUTHORITY" and "EST. 1998". The banner also contains three images: a landscape with a tree, a highway with traffic, and a white van with people. Below the banner is a navigation menu with the following items: HOME, PROGRAMS AND PROJECTS, CONTACT, PRESS, and a search box with the text "Search".

The main content area is titled "About Us: An Introduction" and includes a "LEARN MORE" button. The text on the page reads:

Welcome to Rezta.com. The Reservation Transportation Authority (RTA) site serves as an information center for all issues related to tribal transportation and the Southern California sovereign tribal governments. Rezta.org

Mission

As a unique organization, the RTA has unique responsibilities. These include new tribal road construction and maintenance, securing transportation funding, and providing for transportation education, planning, and program administration through tribal government members.

History

Founded in 1998, the RTA was formed to better the transportation needs of its member tribal governments in Southern California. Designated as a Public Law 93-638 contracting entity, the RTA is tribally chartered by sovereign tribal governments to operate as an independent non-profit agency. The RTA is partners with the Bureau of Indian Affairs, the U.S. Department of Transportation (USDOT), the California Department of Transportation (Caltrans), and the Riverside and San Diego County Council of governments.

We welcome your comments and feedback. Under the Contact page, you can directly send us a comment, or leave a message on our Community Blog for all to see. Enjoy learning about our goals, projects, and progress on the following pages. Thanks for coming by to check us out, and come back often for updates.

This page is best viewed with Mozilla Firefox.

On the right side of the "About Us" section, there is a vertical list of links: "LEARN MORE", "Programs and Projects", "Contact", and "Press".

The footer of the website features a row of logos for various partners: a circular logo, TTMA, the Southern California Tribal Councils logo, a blue and white logo, rezta.org log in, RTTS, Caltrans, RideLink, and SANDAG.

APPENDIX 6
SAMPLE RIDEMATCH LETTER

APPENDIX 6: SAMPLE RIDEMATCH LETTER

Home Area

1-San Agustín, Stephanie
 2-McCarthy, Pisciella
 3-Wall, Scott
 4-Smith, Judy
 5-Bollish, Joseph
 6-Cormier, May
 7-Landholt, Patrick
 8-Pierson, John
 9-Workman, Michael
 10-Yonker, Monica
 11-England, Joanne
 12-Perez, Bill
 13-Ellis, Raz

February 6, 2009

██████████
 ██████████
 ██████████

Dear Ms. ██████████:

Today, you can take the first step to a more relaxed, less expensive commute! Based on where you live and where you're going, we've put together information on all your commute options. Take a few minutes to review the enclosed matchlist and choose the ridesharing option that's best for you.

CARPPOOLING
 Your matchlist may show the names of people who live and work near you and are interested in carpooling. To get started, simply contact the people listed and tell them you have received their names from RideLink and are interested in forming a carpool.

OTHER OPTIONS
 Carpooling isn't your only option. Your matchlist may show bus, trolley, or commuter rail routes that provide service to your worksite. Vanpool information is also available; if one is not listed on your matchlist, call RideLink at 511, when prompted say RideLink. We would be happy to assist you in forming or joining a vanpool. Park & Ride maps, bicycle route maps and other transportation information are also available.

GUARANTEED RIDE HOME
 If you rideshare at least three days per week, you are eligible for RideLink's Guaranteed Ride Home program! This valuable program offers you a ride home from work in the event of an emergency or unscheduled overtime.

UPDATING YOUR MATCHLIST
 Call 511, when prompted say RideLink, to update your matchlist information if at any time your work schedule changes, you move, or change jobs. We will also contact you personally to find out if you were able to use your matchlist, and to make sure you are still interested in being part of the ridematch database.

Need more information?
 For San Diego County callers: 511, when prompted say RideLink
 RideLink's Web Page: www.ridelink.org

Work Area

2,3,4,5,6,7,8,9
 10,11,12,13

Your home location
 Your work location
 Commuter home location

Rideshare Match Result for RideLink

Sample only

NOTE: Additional pages include names/employee numbers and provided contact information to encourage ridesharing.

APPENDIX 7
LIST OF POTENTIAL TTMA MEMBERS

APPENDIX 7: LIST OF POTENTIAL TTMA MEMBERS

Campo Kumeyaay Nation: Golden Acorn Casino
La Posta Band of Mission Indians: La Posta Casino
Pauma and Yuima Band of Luiseño Mission Indians: Casino Pauma
Pala Band of Mission Indians: Pala Casino Spa and Resort
Rincon Band of Luiseño Indians: Harrah's Rincon
Sycuan Band of the Kumeyaay Nation: Sycuan Casino
Viejas Band of Kumeyaay Indians: Viejas Casino