BORDERS COMMITTEE AGENDA

Friday, May 22, 2009
12:30 to 2:30 p.m.
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

• TRIBAL TDM OUTREACH FINAL REPORT
• TRIBAL TRANSPORTATION PLANNING ACTIVITIES
• PRELIMINARY DISCUSSIONS ON TRIBAL SUMMIT
• U.S. GSA SAN YSIDRO LAND POE IMPROVEMENTS PROJECT: DRAFT EIS

PLEASE TURN OFF CELL PHONES DURING THE MEETING

YOU CAN LISTEN TO THE BORDERS COMMITTEE MEETING BY VISITING OUR WEB SITE AT WWW.SANDAG.ORG

MISSION STATEMENT

The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside and Imperial Counties, and the Republic of Mexico) as well as government-to-government relations with tribal nations in San Diego County. The preparation and implementation of SANDAG’s Binational, Interregional, and Tribal Liaison Planning programs are included under this purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters. Recommendations of the Committee are forwarded to the Board of Directors for action.

San Diego Association of Governments · 401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900 · Fax (619) 699-1905 · www.sandag.org
Welcome to SANDAG. Members of the public may speak to the Borders Committee on any item at the time the Committee is considering the item. Please complete a Speaker's Slip, which is located in the rear of the room, and then present the slip to Committee staff. Also, members of the public are invited to address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Speakers are limited to three minutes. The Borders Committee may take action on any item appearing on the agenda.

This agenda and related staff reports can be accessed at www.sandag.org under meetings on SANDAG’s Web site. Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form also available on the Web site. E-mail comments should be received no later than noon, two working days prior to the Borders Committee meeting.

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**ITEM #** | **RECOMMENDATION**
---|---
+1. APPROVAL OF THE APRIL 24, 2009, MEETING MINUTES | APPROVE

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Members of the public will have the opportunity to address the Borders Committee on any issue within the jurisdiction of the Committee that is not on this agenda. Speakers are limited to three minutes each and shall reserve time by completing a “Request to Speak” form and giving it to the Clerk prior to speaking. Committee members also may provide information and announcements under this agenda item.

**CHAIR’S REPORT (ITEM #3)**

3. PURSUING A COORDINATED AGENDA - TRIBAL ISSUES
   (Patricia McCoy, Borders Committee Chair; and Chairman Chris Devers, SCTCA)

An outcome of the 2006 San Diego Regional Tribal Summit was the integration of the Southern California Tribal Chairmen’s Association (SCTCA) as advisory members on the SANDAG Board and Policy Advisory Committees, including the Borders Committee. In addition, an Interagency Technical Working Group on Tribal Transportation Issues was created to facilitate an ongoing dialogue between the 17 tribal nations in the region and public agencies. Today’s meeting of the Borders Committee focuses on advances made in various areas of collaboration, based on a government-to-government framework.

**REPORT ITEMS (#4 through #12)**

+4. FINAL REPORT: TRIBAL TRANSPORTATION DEMAND MANAGEMENT (TDM) OUTREACH (Jessica Cessieux, RTA; and Jane Clough-Riquelme, SANDAG)

SANDAG and the Reservation Transportation Authority (RTA) received a Caltrans Environmental Justice/Context-Sensitive Planning grant to increase the involvement of tribal nations in the region’s TDM program. One of the outcomes was the development of a strategic plan to increase the RTA’s institutional capacity to become the nation’s first Tribal Transportation Management Association (TTMA). The project has been completed and the grant period has expired. The final report was presented to the Tribal Transportation Working Group at its February 18, meeting. The RTA Board approved the final report at its February 2009, meeting. The Borders Committee is asked to accept the Tribal Transportation Demand Management Outreach Final Report for distribution to Caltrans.
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| 45.    | REPORT ON TRIBAL TRANSPORTATION PLANNING ACTIVITIES  
(Boxie Phoenix, RTA Chairman) | INFORMATION |
|        | The RTA and the Interagency Technical Working Group on Tribal Transportation Issues (Tribal Working Group) have been discussing various issues over the past few months. Boxie Phoenix, Co-Chair of the Tribal Working Group, will discuss two topics with the Borders Committee: The FTA Transit Grant update and California Tribal Transportation Position Paper. The attached report includes background information on these two topics. |
| 6.     | INTERTRIBAL LONG TERM RECOVERY FOUNDATION (ILTRF)  
(Chairman Johnny Hernandez, SCTCA; and Theresa Gregor, ILTRF) | INFORMATION |
|        | After the devastation experienced by the tribal nations in the 2007 wildfires, an intertribal initiative was established to strategize for long term recovery and to insure that mechanisms are in place for tribes to assist tribes when the next cycle of fires engulfs the region. Theresa Gregor, ILTRF Coordinator, will brief the Committee on current activities. |
| 7.     | SUBMERGED CULTURAL SITES IN SAN DIEGO AND BAJA CALIFORNIA  
(Chairman Johnny Hernandez, SCTCA; and Louis Guassac, Kumeyaay Land Conservancy) | INFORMATION |
|        | For thousands of years, the Kumeyaay Nation occupied what is today San Diego County and the northern portion of Baja California. Over hundreds of years, the shoreline has shifted back submerging many traditional villages. There have been extensive studies and efforts to preserve these marine cultural resources. Louis Guassac, Executive Director of the Kumeyaay Diegueño Land Conservancy, will brief the Committee on some of the efforts underway. |
| 8.     | TRIBAL BORDER ENVIRONMENTAL LIAISON  
(Nina Hapner, Native American Environmental Protection Coalition) | INFORMATION |
<p>|        | Tribal Nations along the U.S.-Mexico border are engaged on a government to government basis with the U.S. Environmental Protection Agency (EPA) initiative known as Border 2012. Nina Hapner, Executive Director of the Native American Environmental Protection Coalition, will brief the Committee on the Coalition's role in Border 2012 and how tribes are participating in that process. |</p>
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| 9. | **UPDATE ON TRIBAL ENERGY PLANNING**  
*Chairman Chris Devers, Council of Energy Resource Tribes* | INFORMATION |
|  | One of the key areas of the economic stimulus program is green energy. Chairman Devers who sits on the Executive Council of the Council of Energy Resource Tribes (CERT), will brief the Committee on updates related to tribal involvement in energy planning and implementation. |
| 10. | **TRIBES AND STIMULUS FUNDING PROPOSALS**  
*Chairman Chris Devers, SCTCA* | RECOMMEND |
|  | Tribal Nations across the country are competing for tribal-specific Federal stimulus funding approved in 2009. Chairman Devers will brief the Borders Committee on the status of various pending project applications from tribes in the San Diego region. The SCTCA, on behalf of the San Diego tribes, seeks the Borders Committee’s recommendation that the Board of Directors delegate authority to the Executive Director to provide, at his discretion, letters of support for these project applications. |
| 11. | **PRELIMINARY DISCUSSION ON SAN DIEGO REGIONAL TRIBAL SUMMIT PLANNING**  
*Chairman Chris Devers, SCTCA; and Jane Clough-Riquelme, SANDAG* | DISCUSSION/POSSIBLE ACTION |
|  | SANDAG’s draft FY 2010 Overall Work Program calls for a San Diego Regional Tribal Summit. As SANDAG develops the work plan for the comprehensive update of the Regional Transportation Plan (RTP), it will be critical to incorporate the Summit planning into this process for tribal nations to have a timely and meaningful input in this planning process. The attached report outlines recommended next steps in the coordination of the Summit for consideration. The Borders Committee is asked to appoint three members to an Ad Hoc Joint Summit Planning Taskforce for a Spring 2010 Tribal Summit. |
| 12. | **U.S. GENERAL SERVICES ADMINISTRATION (GSA) SAN YSIDRO LAND PORT OF ENTRY IMPROVEMENTS PROJECT: DRAFT ENVIRONMENTAL IMPACT STATEMENT**  
*Rachel Kennedy, SANDAG* | DISCUSSION |
<p>|  | The U.S. General Services Administration (GSA) released the Draft Environmental Impact Statement (EIS) for the San Ysidro Land Port of Entry Improvements Project on May 8, 2009, for public review and comment. SANDAG staff will provide the Borders Committee with an overview of the Draft EIS and initial staff comments. |</p>
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<td>13.</td>
<td>UPCOMING MEETINGS</td>
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<td>The next meeting of the Borders Committee is scheduled for Friday, June 26, 2009, at 12:30 p.m.</td>
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<td>14.</td>
<td>ADJOURNMENT</td>
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BORDERS COMMITTEE DISCUSSION AND ACTIONS
MEETING OF APRIL 24, 2009

The meeting of the Borders Committee was called to order by Chair Patricia McCoy (South County) at 12:31 p.m. See the attached attendance sheet for Borders Committee member attendance.

1. APPROVAL OF MEETING MINUTES

Action: Upon a motion by Councilmember John Minto (East County) and a second by County Vice Chairwoman Pam Slater-Price (County of San Diego), the Borders Committee approved the minutes from the March 27, 2009, meeting. Councilmember Betty Rexford (North County Inland) abstained.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

William Yu, Director of Binational Affairs (City of Tijuana), presented a folder with an invitation from the Governor of the State of Baja California to the “Baja By the Sea” event which will take place in San Diego at Seaport Village in Embarcadero Park on May 30, 2009. The event will feature the Governor and Mayors from each city in Baja California cooking local specialties. He introduced Mr. Jose “Pepe” Avelarde, Executive Vice President of the Comité de Turismo y Convenciones (CONTUCO) or Convention and Tourism Bureau. Mr. Avelarde is also the Executive Vice President of the Cámara Nacional de la Industria de Gastronómica (CANIRAC) or National Restaurant Association to provide further details about the event.

Mr. Avelarde said the event is designed to promote tourism, restaurants, hotels, and various industries, including the wine industry in Baja California, which produces 90 percent of Mexico’s wine. He invited everyone to the event.

CONSENT ITEM (ITEM #3)

3. UPDATE ON THE ORGANIZATION OF THE 2009 BINATIONAL SEMINAR “CHALLENGES AND OPPORTUNITIES FOR CROSSBORDER CLIMATE CHANGE COLLABORATION” (INFORMATION)

Action: Upon a motion by Councilmember Minto and a second by County Vice Chairwoman Slater-Price, the Borders Committee received the update on the organization of the 2009
binational seminar “Challenges and Opportunities for Crossborder Climate Change Collaboration.”

**CHAIR’S REPORT (ITEM #4)**

4. **REQUEST FROM THE SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS (SCAG) TO BECOME ADVISORY MEMBER OF THE BORDERS COMMITTEE (INFORMATION)**

Chair McCoy informed the Board of Directors approved the SCAG request to become an advisory member on this date. The SCAG advisory membership will enhance input from the existing Council of Governments already represented at the Borders Committee by complementing and expanding their vision for the region.

**Action:** This item was presented for information only.

**REPORT ITEMS (#5 through #9)**

5. **OVERVIEW OF I-15 INTERREGIONAL PARTNERSHIP (I-15 IRP): PHASE III (INFORMATION)**

Jane Clough-Riquelme, Senior Planner (SANDAG), presented background information and an overview of the I-15 IRP, accomplishments of Phase I and Phase II, along with the scope of work for Phase III.

**Action:** This item was presented for information only.

6. **PHASE III TRANSPORTATION ACTIVITIES**

   +a) **I-15 Interregional Transit, Buspool, and Vanpool Study Draft Report (DISCUSSION)**

Barrow Emerson, Senior Planner (SANDAG), reported SANDAG received a Caltrans planning grant to work with Metropolitan Transit Service (MTS), Riverside County Transportation Commission (RCTC), and Riverside Transit Authority (RTA) to evaluate the market, operational, and financial viability of providing additional fixed-route transit service and/or van and buspool services in the I-15 corridor between southwestern Riverside County and San Diego County. The study concludes that fixed-route transit service provided by public transit agencies between southwestern Riverside County to downtown San Diego and Sorrento Mesa/UTC/UCSD appears to be feasible in terms of potential patronage and operating costs. He provided information regarding the next step actions necessary should a decision be made to further pursue the concept of extending the planned I-15 BRT services to Riverside County.

**Action:** This item was presented for discussion only.
Update on the I-15 Interregional Partnership (I-15 IRP) Strategic Transportation Implementation Plan (INFORMATION)

Heather Werdick, Senior Planner (SANDAG), informed key tasks of the Plan are to develop and/or refine future bus rapid transit and/or commuter express transit plans in the I-15 and 215 corridors and include analysis of transit priority treatments and transit infrastructure development. Activities currently underway include compiling project study reports, a review of goods movement data on the I-15 corridor and major connectors, and analysis of transit priority treatments and transit lane infrastructure.

Action: This item was presented for information only.

INITIAL WESTERN RIVERSIDE SMART GROWTH CONCEPT MAP (INFORMATION)

Carolina Gregor, Senior Planner (SANDAG), reported that the Western Riverside Smart Growth Concept Map is a component of the housing program of the I-15 IRP Phase III and focuses on working with Temecula, Murrieta, and Lake Elsinore to identify smart growth planning areas in those three cities. She reported on the project’s progress to date.

Kevin Viera, Program Manager (Western Riverside Council of Governments) provided a brief description of some of the smart growth areas by jurisdiction and provided information on the project’s timeline.

Councilmember Thomas Buckley requested that the Downtown, one of Lake Elsinore’s smart growth areas be changed from a Town Center to a Regional Center.

Action: This item was presented for information only.

UPDATE ON I-15 INTERREGIONAL PARTNERSHIP (I-15 IRP) WORKFORCE HOUSING PROJECT (INFORMATION)

Susan Baldwin, Senior Planner (SANDAG), said the goal of the Workforce Housing Project is to make substantial progress in facilitating the development of moderate income, or workforce housing in northern San Diego County. The Project will identify and analyze three to five potential sites for workforce housing development, select one preferred site from this group, conduct further site analysis, prepare a range of development scenarios detailing financial feasibility and key potential funding sources, and recommend an approach to the developer selection process. The focus of the project is along the SPRINTER line. This component will be completed in November to fold into the overall completion of the grant in February of 2010.

Action: This item was presented for information only.
9. UPDATE ON THE I-15 INTERREGIONAL PARTNERSHIP (I-15 IRP) ECONOMIC DEVELOPMENT STRATEGIC PLAN (INFORMATION)

Mr. Viera (WRCOG) stated the goal of the Strategic Plan is to create job opportunities and provide options for those in Riverside who commute into San Diego. A consultant, BW Research Partners, has been chosen to carry out the economic development activities in the scope of work for Phase III which include identifying a core group of economic development representatives from Riverside and San Diego; conducting workshops to promote the chosen industries within the region; and, asking other entities within the region to move these items forward in order to build upon the champions of the industries.

*Action:* This item was presented for information only.

10. UPCOMING MEETINGS

The next meeting of the Borders Committee is scheduled for Friday, May 22, 2009, at 12:30 p.m.

11. ADJOURNMENT

Chair McCoy adjourned the meeting at 2:10 p.m.

Attachment: Attendance Sheet
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<td>John Minto</td>
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**ADVISORY/ LIAISON MEMBERS**

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<td>Art Brown</td>
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FINAL REPORT: TRIBAL TRANSPORTATION DEMAND MANAGEMENT (TDM) OUTREACH

The San Diego Association of Governments (SANDAG) and the Reservation Transportation Authority (RTA) partnered through a Caltrans environmental justice grant to strengthen the participation of tribal nations in the San Diego region in the regional TDM program. SANDAG, the RTA, and the Southern California Tribal Chairmen’s Association (SCTCA) collaborated on an assessment of the needs of tribal employers; developed a strategy to meet their needs; and SANDAG’s RideLink assisted the RTA in laying the foundation documents for a tribal Transportation Management Association (TMA) that would collaborate with SANDAG’s TDM program (RideLink). If approved, the tribal TMA, a private, non-profit, member-controlled organization, would provide the institutional framework for the recommended TDM programs and services that were developed in the study. The report has been reviewed and accepted by the Interagency Technical Working Group on Tribal Transportation Issues and the Board of the RTA. The Borders Committee is asked to accept the Tribal TDM Outreach Final Report for distribution to Caltrans in compliance with the grant requirements (Attachment 1).

BOB LEITER
Director of Land Use and Transportation Planning

Attachment: 1. Final Report on the Tribal Transportation Demand Management Outreach Project

Key Staff Contacts: Jane Clough-Riquelme, (619) 699-1909, jcl@sandag.org
Jessica Cessieux (RTA TDM Coordinator), (951) 234-9127, jessica@rezta.com
RESERVATION TRANSPORTATION AUTHORITY
TRIBAL TRANSPORTATION DEMAND MANAGEMENT PROJECT

DRAFT FINAL PROJECT REPORT

Prepared by: Jessica Cessieux, RTA-TDM Outreach Coordinator
Danielle Reyes-Acosta, RTA-TDM Intern

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

FEBRUARY 2009

ABSTRACT
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.

Under a SANDAG-administered Caltrans Environmental Justice grant, the RTA undertook a tribal transportation demand management (TDM) project to (1) survey and assess the transportation and commuting needs of tribal enterprise staff, and (2) reduce single occupancy vehicle use and traffic congestion while reducing air pollution and providing equitable commuting opportunities for tribal enterprise employees with limited resources.

This document provides background, procedure, and analysis of tribal enterprise staff commuting needs. It also illustrates the outreach, promotional, and creative efforts carried out to market the first multi-tribe transportation survey taken in Southern California. This report details the survey and sampling procedures and provides highlights of the survey results. The survey was administered to participating tribal administration as well as tribal enterprise staff in English, Spanish, and Tagalog. Data for this analysis was collected between September 2008 and February 2009.

$20.00

Reservation Transportation Authority
28860 Old Town Front Street, Suite C-1
Temecula, CA 92590-2860
Phone: (951) 308-1442
Fax: (951) 308-1272
http://www.rezta.com
Make checks payable to Reservation Transportation Authority
# Table of Contents

I. **Introduction** .................................................................................................................................................. 3
   Transportation Demand Management Program Background

II. **Project Rationale** ........................................................................................................................................ 3

III. **Tribal Transportation Management Association (TTMA) Business Plan** ................................................. 4
   - Executive Summary
   - Background
   - Purpose of the Tribal Transportation Management Association
   - Services
   - Goals
   - In-Kind Funding
   - Budget
   - Membership Dues

IV. **Marketing Strategies** .................................................................................................................................... 13
   - Introduction
   - Exec Summary
   - Project Summary
   - Services
   - Marketing Objectives
   - Marketing Tools
   - Marketing Strategies

V. **Outreach Activities** ....................................................................................................................................... 18

VI. **RTA Transportation and Commuter Surveys** ............................................................................................... 19

VII. **Long-Term Strategies for the RTA in Transportation Demand Management** ............................................ 20

VIII. **Conclusions and Next Steps** .................................................................................................................... 21

## Appendices

APPENDIX 1—Sample Surveys (English, Spanish, Tagalog) .................................................................................... 22
(A) **English** ......................................................................................................................................................... 22
(B) **Spanish** ......................................................................................................................................................... 24
(C) **Tagalog** ........................................................................................................................................................ 26

APPENDIX 2—RTA-TDM Outreach Presentation .................................................................................................... 28

APPENDIX 3—RTA-TDM Marketing Packet Collateral .......................................................................................... 35

APPENDIX 4—Sample Promotional Survey Pieces ............................................................................................... 40

APPENDIX 5—Sample RideMatch Letter ............................................................................................................... 46

APPENDIX 6—List of Potential TTMA Members .................................................................................................. 47
SECTION 1 - INTRODUCTION

Transportation Demand Management Program 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.

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 TDM 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 obtained two independent contractors, a TDM Outreach Coordinator and a TDM Intern. Through technology transfer provided by SANDAG’s RideLink Program and Inland Transportation Services, the survey and promotional period initiated under the grant operates from September 2008 through February 2009.

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 Transportation Management Association (TMA) 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 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

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

<table>
<thead>
<tr>
<th>POTENTIAL MEMBER TRIBES IN SAN DIEGO</th>
<th>TOTAL EMPLOYEES²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Barona</td>
<td>3,045</td>
</tr>
<tr>
<td>2 Campo</td>
<td>400</td>
</tr>
<tr>
<td>3 Ewiaapaayp</td>
<td>82</td>
</tr>
<tr>
<td>4 La Posta</td>
<td>not available</td>
</tr>
<tr>
<td>5 Pala</td>
<td>2,300</td>
</tr>
<tr>
<td>6 Pauma-Yuima</td>
<td>500</td>
</tr>
<tr>
<td>7 Rincon</td>
<td>1,780</td>
</tr>
<tr>
<td>8 San Pasqual</td>
<td>595</td>
</tr>
<tr>
<td>9 Santa Ysabel</td>
<td>138</td>
</tr>
<tr>
<td>10 Sycuan</td>
<td>2,361</td>
</tr>
<tr>
<td>11 Viejas</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14,201</strong></td>
</tr>
</tbody>
</table>

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

Rather than each tribe or gaming facility creating their own employee commuter reduction/rideshare benefits program, the RTA is in the process of creating a Tribal Transportation Management Association (TTMA). 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 TTMA 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 work site. The services provided to employees by the TTMA will be marketed as an additional employer-provided employee benefit.

Reservation Transportation Authority Background

The RTA was founded in 1998 as a consortium of Southern California Indian Tribal Governments and designated as a Public Law 93-638 contracting entity, which delegates it to: 1) contract for Bureau of Indian Affairs (BIA) Southern California Agency New Road Construction and Road Maintenance Programs; 2) secure additional transportation funding; and 3) provide transportation education, planning, and program administration for tribal government members through the Federal Transportation Planning Funds Programs and similar programs.

RTA is an independent non-profit agency, which is supported by, and works with, the BIA, the U.S. Department of Transportation, the California Department of Transportation (Caltrans), and the Riverside and San Diego County governments.

RTA is the only organization of its kind in the United States solely devoted to Indian reservation transportation.

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.

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
• 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 carpools 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 three. 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:

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
<th>Estimated Ridersharing Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>10%</td>
<td>1,500 employees ridesharing</td>
</tr>
<tr>
<td>Year 2</td>
<td>15%</td>
<td>2,250 employees ridesharing</td>
</tr>
<tr>
<td>Year 3</td>
<td>20%</td>
<td>3,000 employees ridesharing</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimated Ridersharing Participants</th>
<th>One-Way Trips Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1,500 employees</td>
<td>604,800 one-way trips reduced</td>
</tr>
<tr>
<td>Year 2</td>
<td>2,250 employees</td>
<td>907,200 one-way trips reduced</td>
</tr>
<tr>
<td>Year 3</td>
<td>3,000 employees</td>
<td>1,209,600 one-way trips reduced</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimated Ridersharing Participants</th>
<th>Vehicle Miles Traveled Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1,500 employees</td>
<td>15,868,190 vehicle miles traveled reduced</td>
</tr>
<tr>
<td>Year 2</td>
<td>2,250 employees</td>
<td>21,714,574 vehicle miles traveled reduced</td>
</tr>
<tr>
<td>Year 3</td>
<td>3,000 employees</td>
<td>29,030,754 vehicle miles traveled reduced</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimated Ridersharing Participants</th>
<th>Pounds of Pollutants Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1,500 employees</td>
<td>293,991 pounds of pollutants reduced</td>
</tr>
<tr>
<td>Year 2</td>
<td>2,250 employees</td>
<td>402,035 pounds of pollutants reduced</td>
</tr>
<tr>
<td>Year 3</td>
<td>3,000 employees</td>
<td>537,740 pounds of pollutants reduced</td>
</tr>
</tbody>
</table>
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 funding as outlined below:

- $220,000 program startup costs provided by Caltrans and SANDAG (one time cost).
- $7,500 for Guaranteed Ride Home service delivery provided by SANDAG in one year. Year two cost is $11,250. Year three is $15,000.
- $134,400 for the Vanpool Incentive Program provided by the Federal Transit Administration (FTA) in year one 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 represents 28 vanpools at $400 per month or $48,000 per year per van in FTA funding. Year two vanpool costs are $201,600 and year three costs are $268,800.

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

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 two and in year three, the budget is $357,105.

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3 As part of this planning grant, RTA and SANDAG will develop an Memorandum of Understanding regarding SANDAG’s in-kind support for the TTMA
The following provides a breakdown of the TTMA annual budget:

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

(1) In-Kind Donations

There is a significant overall budget decrease from year one to year two. 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 two and 5 percent in year three.
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:

<table>
<thead>
<tr>
<th>EMPLOYEE COUNT</th>
<th>TOTAL MEMBERS</th>
<th>MEMBERSHIP DUES</th>
<th>TOTAL MEMBERSHIP DUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-150</td>
<td>3</td>
<td>$5,175</td>
<td>$15,525</td>
</tr>
<tr>
<td>151-250</td>
<td>0</td>
<td>$10,000</td>
<td>$0</td>
</tr>
<tr>
<td>251-500</td>
<td>2</td>
<td>$20,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>501-1,000</td>
<td>1</td>
<td>$40,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>1,001-2,000</td>
<td>1</td>
<td>$70,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>2,000+</td>
<td>4</td>
<td>$87,500</td>
<td>$350,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11</strong></td>
<td></td>
<td><strong>$515,525</strong></td>
</tr>
</tbody>
</table>

For the second and third year (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:

<table>
<thead>
<tr>
<th>EMPLOYEE COUNT</th>
<th>TOTAL MEMBERS</th>
<th>MEMBERSHIP DUES</th>
<th>TOTAL MEMBERSHIP DUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-150</td>
<td>3</td>
<td>$2,500</td>
<td>$7,500</td>
</tr>
<tr>
<td>151-250</td>
<td>0</td>
<td>$5,000</td>
<td>$0</td>
</tr>
<tr>
<td>251-500</td>
<td>2</td>
<td>$10,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>501-1,000</td>
<td>5</td>
<td>$22,500</td>
<td>$112,500</td>
</tr>
<tr>
<td>1,001-2,000</td>
<td>1</td>
<td>$36,000</td>
<td>$36,000</td>
</tr>
<tr>
<td>2,000+</td>
<td>4</td>
<td>$46,000</td>
<td>$184,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
<td></td>
<td><strong>$360,000</strong></td>
</tr>
</tbody>
</table>
SECTION 4 – MARKETING STRATEGIES

INTRODUCTION

This document will outline a plan for marketing a Transportation Management Association (TMA) to tribal enterprises in San Diego County, with the goal of expanding to San Bernardino and Riverside Counties in the future. The focus of this document is to outline marketing strategies that promote benefits to employers by implementing Transportation Demand Management (TDM) programs. This document will outline the TDM services offered to employers that join the TMA and presents different tactics for the marketing of these services.

This document focuses on marketing both TDM as well as TMA 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. This marketing plan will include a SWOT (Strengths, Weaknesses, Opportunities, Threats) and the 4 Ps (Product, Place, Price, Promotion) analysis.

EXECUTIVE SUMMARY

The purpose of the TMA is to proactively implement 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 TMA 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.

PROJECT SUMMARY

The Reservation Transportation Authority (RTA) has proposed the funding and formation of a Transportation Management Association (TMA) 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. In San Diego alone, it is estimated that the tribal gaming facilities employ approximately 15,000 employees.

The purpose of the TMA is to facilitate the introduction of Transportation Demand Management (TDM) strategies and coordinate these programs among its tribal employer membership. The TTMA has the potential to be funded by more than 15 tribal enterprises in San Diego County, and a yet to be determined number of tribal enterprises in San Bernardino and Riverside Counties, through annual membership dues and managed/implemented by the RTA.

Rather than each tribe or gaming facility creating their own employee commuter reduction/rideshare benefits program, the RTA is in the process of creating a TMA. The Tribal TMA (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 services provided to employees by the TMA will be marketed as an additional employer provided employee benefit.

SERVICES

The initial trip reduction strategies or “services” offered by the TMA to each member tribe are as follows:

- Implementation of employee transportation survey
- Process surveys and provide market analysis
- Prepare marketing strategies and employee target marketing based on survey analysis
- Provide 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 $3.00 per day for each day an employee carpools to work for the first three months.
- Provide a $400.00 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 TMA implements the services listed above, an annual assessment will be conducted with partnering agencies and tribal TMA members, to discuss the implementation of new services, adjustments to existing services and potential annual membership fee increases and/or decreases.

MARKETING OBJECTIVES

Establish RTA Tribal TDM Identity

- Select regional name under which to market TDM programs and services. The RTA must determine a regional name that reflects the positive aspects of TDM programs that can be easily marketed to prospective users. We recommend officially adopting Tribal Transportation Options as the official umbrella term for TDM programs.
- Develop a logo
- Establish an identity
Establish informational media and enhance user friendliness

A key element for this project is to create a comprehensive information program that will provide clear and complete information regarding TTO programs and services. This is the most important part of the marketing campaign and can be achieved by using a variety of different channels.

- Design TTO informational guide and poster. Emphasize content, format, and TTO branding identity to maximize TMA visibility and community support.
- Establish RTA website. Capitalize on internet presence through RTA website and develop complimentary TMA information site. On both the user-end and provider-end sides, ease of site use and the ability to easily update information is necessary.
- Establish an informational center at the RTA as a first point of contact for callers. They can request information regarding TTO programs, get ride matched with carpools/vanpools, and receive contact information of the Employee Transportation Coordinator (ETC) at their place of employment.
- Develop a monthly newsletter for employers (sent to their ETC) that includes articles, new regulations, updated marketing plans, latest TDM strategies, etc.
- Build awareness through outreach programs with tribal enterprises
- Publicize programs through employers with informational brochures, factsheets
- Attend benefits fairs and provide employees with informational brochures
- Conduct employee presentations at tribal enterprises

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.

- Logo
- RTA fact sheet
- TDM/TMA informational guide/brochure
- Carpool factsheet
- Vanpool factsheet
- Posters
- Website

MARKETING STRATEGIES FOR TRIBAL ENTERPRISES

RTA staff will focus on the following strategies to convince tribal enterprises to join the TMA as well as to implement TTO programs. Our goal is to promote the services that the RTA, through the TTMA, offers to employers and to stress the positive aspects of implementing these services.

Surveys

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. Once the surveys are processed the RTA staff and consultant/project intern will prepare marketing strategies and employee target marketing based on the survey analysis. This is central
to developing marketing content and creative materials that are consistent with the unique demographic characteristics of tribal enterprise employees in order to promote rideshare programs.

Surveys will also provide information key to developing promotional and incentive programs that will capture the largest percentage of the employee pool. It will also inform the RTA of the reasons why some employees are unable or unwilling to change their commuting habits, and the RTA will be able to develop specific marketing programs that target these employees and provide them with appropriate incentives to try alternative modes of transportation.

**Branding**

The RTA, in collaboration with a consultant specializing in graphic design, will establish an identity for the Tribal TDM program, including the development of a new Tribal TDM logo and icons, consistent font and color schemes and graphics pool. This branding will convey the attributes of the TDM program and will be used in print and electronic media.

**Informational Materials**

*Tribal Enterprises* – The RTA has developed content that is specifically-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. We are currently developing marketing materials that 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
- Promotion of a positive leadership to the public
- Provides a new and valuable employee benefit
- Improves employee recruitment and retention
- Increases employee job satisfaction
- Reduces employee commuting costs
- Provides a positive “green” image

In addition, we are developing content that emphasizes on the benefits of joining the Tribal TMA, which include the following:

- Reduced costs compared to each tribe implementing their own separate mobility management
- Increased opportunities for outside funding rather than each tribe seeking funding on their own
The above content will be included in an informational packet geared towards management and HR, and will include a variety of materials:

- A folder with a Tribal TMA 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.

Explanation of Membership Dues

It is important to stress the services gained through paying membership dues, as well as showing employers the in-kind contributions from Caltrans and SANDAG. The following in-kind contributions will be included in content that explains membership dues and services offered by the Tribal TMA. We recommend the creation of member cost/benefit brochure to include the following:

- Breakdown of cost of joining the Tribal TMA
- Explanation of in-kind contributions from SANDAG, Caltrans and the Federal Transit Administration (FTA) in the form of program start up costs, RidePro RideMatching software and maintenance, the Guaranteed Ride Home service, and the Vanpool Incentive Program.

Outreach

Primary efforts include informational meetings with tribal enterprises in which initial assessments and networking was conducted. During these meetings, the informational materials that explain the services that the RTA offers, as well as the benefits gained by joining the Tribal TMA were presented in paper format while guided by the official outreach presentation (see Appendix 2).

In addition, the RTA TDM Outreach team also participated in RideLink outreach events during their training period. This involvement was crucial in establishing a point of departure for prospective forthcoming transportation fairs.
SECTION 5 – OUTREACH ACTIVITIES

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 Bill McCaughey, Inland Transportation Systems) gave a project presentation (see Appendix 2) and provided enterprise management with marketing materials encouraging participation in the survey process (see Appendix3). Outreach activities were an ongoing process with each tribe, their administration and tribal enterprises.

Appendices I through VI provide a broad overview of the collateral materials essential to the outreach process. Central to the TDM project outreach process were the following materials:

- Revised RTA logo
- Tribal TMA logo
- RTA fact sheet
- TDM/TMA informational guide/brochure
- Carpool factsheet
- Vanpool factsheet
- Posters
- Website (www.rezta.com)

The following benefits and incentives are stressed in the outreach materials:

- Reduced congestion in and around the worksite
- Decreased demand for employee parking
- Increased parking for customers
- Improved air quality
- Tax incentives
- Promotion of a positive leadership to the public
- Provides a new and valuable employee benefit
- Improves employee recruitment and retention
- Increases employee job satisfaction
- Reduces employee commuting costs
- Provides a positive “green” image

Currently the RTA is enhancing its website in order to promote enterprise-level visibility. TDM informational packets will be printed by the Southern California Tribal Chairman’s Association print house for continued promotion for enterprises and governmental agencies/organizations. Other collateral materials such as pens 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 6 months. Between September 2008 and February 2009, the initial commitment made by six (6) tribes with intentions to participate grew to eight (8). T
<table>
<thead>
<tr>
<th>Tribal Organization</th>
<th>Survey Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campo Kumeyaay Nation: Golden Acorn Casino</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>La Posta Band of Mission Indians: La Posta Casino</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Pauma and Yuima Band of Luiseño Mission Indians: Casino</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Pauma</td>
<td></td>
</tr>
<tr>
<td>Pala Band of Mission Indians: Pala Casino Spa and Resort</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Rincon Band of Luiseño Indians: Harrah’s Rincon</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Iipay Nation of Santa Ysabel: Santa Ysabel Resort and</td>
<td>SURVEYING</td>
</tr>
<tr>
<td>Casino</td>
<td></td>
</tr>
<tr>
<td>Sycuan Band of the Kumeyaay Nation: Sycuan Casino</td>
<td>SURVEYING</td>
</tr>
<tr>
<td>Viejas Band of Kumeyaay Indians: Viejas Casino</td>
<td>SURVEYING</td>
</tr>
</tbody>
</table>

**SECTION 6 – RTA TRANSPORTATION AND COMMUTER SURVEYS**

Outreach activities are an ongoing process with each tribe, encompassing both tribal administration and tribal enterprises. 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 also key to developing marketing content and materials that meet the needs of tribal enterprise employees and promoting rideshare programs.

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.

The following enterprises have completed the surveys or are in the process of survey administration: 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, and Transportation and Commuter Assessment Reports are currently being completed for these enterprises. The RTA anticipates all data to be processed for the remaining enterprises by the upcoming Interagency Technical Working Group on Tribal Transportation Issues to be held on February 18, 2009 at Harrah’s Rincon Casino.
Once RideMatch letters are generated, they are 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 a Tribal Transportation Management Association and partnerships with other transportation agencies such as SANDAG. This Tribal TMA would provide an institutional framework for the recommended TDM Programs and services that are developed as a result of this study. The TMA 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 TMA 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. Next steps include submission of the TDM Phase II grant specifically geared towards the establishment of the Tribal TMA. The RTA is currently in the process of submitting a grant application to Caltrans to continue the development of this Tribal TDM program and expand tribal participation to member tribes in Riverside. Certainly part of this process is ensuring that institutional support from current and prospective member tribes is firmly established, and so the RTA seeks to continue developing the creative print materials which espouse the benefits that the TMA will provide in order to encourage membership buy-in.

As the RTA-TDM project deadline nears, the RTA is focused on completing Transportation and Commuter Assessment Reports for each tribal enterprise that participated in the survey process, as well as formulating a strategy to ensure the continuation of all outreach activities with tribal administrations and tribal enterprises. 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.
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?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash incentive</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Gas card</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Preferred parking</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Free transit pass</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Gift card</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

   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.
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 únicamente para ayudar a desarrollar 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 __________ viernes: __________ a __________
Martes: __________ a __________ sábados: __________ a __________
Miércoles: __________ a __________

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

7. Cuando viaja al trabajo, cuántos días a la semana usted: (Escribe el número del día.)

- Maneja sola: __________
- En carro compartido: __________
- En camioneta compartida: __________
- 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 volver al trabajo?
   Sí ☐  No ☐
   Si es así, ¿cuantos días de la semana los usa? _____

11. ¿Usted consideraría carreras compartidas 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 ☐  Compartir el manejo del carro ☐

13. ¿Esta usted interesada 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?

   |   |   |
---|---|---|
| Sí | No | Quizás |
| 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 ahorrarse ☐  Pérdida por medio ambiente ☐
   Tiempo de transporte ☐  Incentivos de su compañía de trabajo ☐
   Reducción de estrés ☐  Cortesía ☐
   Seguridad ☐

   ¡Gracias por su participación!

Por la sección del Código Penal de California 637.8, esta información solamente será usada para propósitos de transporte. Direcciones personales nunca serán reveladas.
**RESERVATION TRANSPORTATION AUTHORITY**

Isang Consortium ng mga Southern California Indian Tribes

Mangyaring maglalagay ng isang minuto upang kumpletuhin ang maikling sibot na ito na tutulungan sa RTA na mas mahusay na maunawaan ang iyong mga pangangailangan sa transportation. Gagamitin ang impormasyon ito upang bumuo ng programa na mehilit gaya din ay pagansa ng iyong naunang ipinanghahanda at mga pagpiliin sa pagbabahagi ng sesyiyon gaya ng pag-carpool at pag-vanpool.

1. Pangalaa
   - Apelyido: ________________________
   - Unang Letera ng Ginagamit na Pangalan: __________

2. Numero ng Kaasip ng Koponan
   - Numero: ______
   - Kalye: ______
   - Lungoad: ______

3. Address ng tirahan
   - Zip code: ______

4. Pinakamalapit na pangunahing palakasan sa iyong tahanan: ______

5. Numero ng teleono ng contact
   - Area Code: ______
   - Num. ______
   - Numerong Ito: ______

6. Ano ang iyong iskedyul sa trabaho?
   - Lunes ______ hanggang ______
   - Meres ______ hanggang ______
   - Miyerkules ______ hanggang ______
   - Sabado ______ hanggang ______
   - Linggo ______ hanggang ______

7. Nagbabago ba ang iyong iskedyul? Linggahan: [ ]
   - Kung halimbawa, linggo: ______
   - Buwanan: [ ]

8. Kupag namamasahe papuntang sa trabaho, ilang araw ka sa isang linggo na: (Magsulat ng bilang ng araw.)
   - Nagmamanehi mag isa ______ awalinggo
   - Carpool ______ awalinggo
   - Vanpool ______ awalinggo
   - Megatolok ______ awalinggo
   - Sumakay ng bus/trolley ______ awalinggo
   - Sumakay ng Coaster ______ awalinggo
   - Sumakay ng Shuttle ______ awalinggo
   - Magbiaklata ______ awalinggo

---

Page 1 of Tagalog Survey
9. Gaano ka-flexible ang iyong oras ng pagtatrabaho? ________ minuto

10. Gaano katagal bago ka makuha sa iyong trabaho? ____________________

11. Nagalat na ang shuttle ang iyong pinapasukan para sa transportasyon papunta at mula sa trabaho?
   
   Oo  [ ]  Hindi  [ ]
   
   Kung oo, ilang araw mo ginamit ang mga tyon sa isang linggo? ________

12. Isasagot ang-aling mo ba ang pag-carpool o pag-vanpool papunta sa trabaho isang araw sa isang linggo o higit pa? (Pumili ng isang)
   
   1. Oo: Ilang araw sa isang linggo? ____________________________
   
   2. Hindi: Bakit hindi? ______________________________________
   
   3. Maari
   

13. Sa isang carpool, gugustuhin mo bang: Magmamahol lamang [ ] Sumakay lamang [ ]
   
   Isahagi ang pagmamahol [ ]

14. Interesado ka bang maging: Pasahero ng vanpool [ ] Tagmamahol ng vanpool [ ]

15. Mahihikayat ka ba ng alinan sa mga sumusunod na inserbibo sa subukan ang isang kahalililing paraan upang mskapunta sa trabaho bukod sa pagmamahol nang mag-isa?
   
   Oo  [ ]  Hindi  [ ]  Maya  [ ]

   Salaping inserbibo 1 2 3
   Gas card 1 2 3
   Ginustong paradahan 1 2 3
   Librong transit pass 1 2 3
   Gift card 1 2 3
   Iba pa

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

   Mga katuwang sa gastos ________ Mga alelbahaning pangkapaligiran ________
   Oras ng pamamasahala ________ Mga insensitibo ng pagpatrabaho ________
   Pagbabawal ng stress ________ Pagkamasaasahan ________
   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 kalanman ilabunyag ang mga address.
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.
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

Benefitting 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

---

*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
## 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
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

RTA Office: 951-308-1442
RTA Fax: 951-308-1272

Jessica Cessieux
TDM Outreach Coordinator
951-234-9127
jessica@rezta.com

Danielle Reyes-Acosta
TDM Intern
949-212-6561
danielle@rezta.com

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 83-638 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 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 employees, 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.
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 ride-sharing 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 workforce.

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.
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.
OUR PROPOSAL: CREATE A TRIBAL TRANSPORTATION MANAGEMENT ASSOCIATION

The goal is to provide the RTA, Tribal TMA, and its member tribal governments with leadership in addressing the increasingly important regional issue of transportation and commuting. The TTMA will be established following an evaluation of tribal employer needs. This begins with completion of the RTA commuter needs survey and an employer assessment.

SERVICES INCLUDED TO MEMBERS:

- Custom Transportation Demand Management (TDM) programs for tribal enterprises;
- Development of greater cooperation and benefits for tribal communities, enterprises, employees, and casino visitors;
- Production of an annual "State of the Commute" report, which describes TDM programs and resources, travel trends, and comparisons between the tribal communities.

RESERVATION TRANSPORTATION AUTHORITY

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TRIBAL TRANSPORTATION MANAGEMENT ASSOCIATION

Building Paths to the Future

OUR PARTNERS

RideLink

Reservation Transportation Authority
A Consortium of Southern California Indian Tribal Governments

SANDAG

TTMA
**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.

**Benefits**

- Cutting commuting costs
- Reducing traffic congestion
- Bettering air quality
- Improving employee recruitment and retention
- Building community leadership
- Enhancing public perception

**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.

**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 RideMatch ratings, which are customized reports for each individual employee. The RideMatch demonstrates options available to that person, such as carpool and vanpool resources, and provides contacts to make it easier for commuting alternatives to work.

Finally, the RTA provides participating tribes with marketing materials tailor-made to your employer and employee needs and particular demographic. These materials include brochures like this one, flyers, paycheck stuffers, posters, and learning aids for management and staff alike.

In learning more about tribal transportation options, we save money, help the environment, and improve each others’ lives and at the same time. Learn more in our Vanpool and Carpool Factsheets.

**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!

**Reservation Transportation Authority**

5050 Old Town Front St. Ste. C-1
Tecate, California 92088-3980
Phone: 651-305-1442
Fax: 651-306-1272
Email: Jessica@recta.com, Daniel@recta.com, Tanys@recta.com
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.
GAN A $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
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
Comparte-Carros: Le Regalamos 3 Horas por 10 Minutos de Su Tiempo

329,000,000,000: Millas que conduczan 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 sí mismo

Llena el Cuestionario entre 29 Enero y 4 Feb.
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 on 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 Tedi 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

Rellena y entrega los cuestionarios en las áreas reservadas para Miembros del Equipo. Esta información de empleado es confidencial, y nunca será revelada para propósitos aparte de transporte. Derechos reservados, no se permiten copias.

Si tiene alguna pregunta, por favor ponerse en contacto con Tel:XXXX al ENS (7209).
NOTE: Additional pages include names/employee numbers and provided contact information to encourage ridesharing.
APPENDIX 6: 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
Iipay Nation of Santa Ysabel: Santa Ysabel Casino
Sycuan Band of the Kumeyaay Nation: Sycuan Casino
Viejas Band of Kumeyaay Indians: Viejas Casino
The Reservation Transportation Authority (RTA) and the Interagency Technical Working Group on Tribal Transportation Issues (Tribal Working Group) have been discussing various topics over the past few months. Boxie Phoenix, Co-Chair of the Tribal Working Group, will present updates on two topics that have come before the Working Group, to the Borders Committee.

The first topic is an update on current activities funded by the FTA Tribal Transit grants awarded to the RTA. Several years ago SANDAG received a transit planning coordination grant to work with the tribes in the region to assess the feasibility of improved transit connections for tribal reservations. That study (Tribal Transit Feasibility Study) was the first planning activity carried out by the Tribal Working Group, which was ultimately reviewed and accepted by the Borders Committee. Based on that study and at the direction of the Tribal Working Group, the RTA applied for and received FTA Tribal Transit grants for $425,000 for FY 07 and $400,000 for FY 08. Boxie Phoenix, RTA Chairman, will update the Borders Committee on the status of the grant-based activities, in particular the RTA support for the NCTD 388/389 Route. A performance report from the North County Transit District is attached for the Committee’s information (Attachment 1).

The second topic is the position of California Tribes on the next federal surface transportation act authorization. Significant gains were made for tribes nationwide in SAFETEA-LU because the National Congress of American Indians (NCAI) formed a nationwide taskforce and worked for several years developing a consensus position among tribal nations. Many of the elements they sought were included in that bill. For the past two years the NCAI Transportation Taskforce has been doing the same for the next authorization. However, this cycle has raised some differences between the interests of large land-based tribes and small-land-based tribes such as those in the San Diego region. The Pacific Region representative to the Federal Bureau of Indian Affairs Indian Reservation Roads (BIA IRR) Advisory Committee has prepared a California Tribal Position Paper, which discusses areas in which the nationwide tribal consensus principles are disadvantageous for California tribes. If the nationwide tribal requests are included without consideration of small land-based tribes, there will be a significant negative impact on transportation funding available for California tribes through the BIA distribution mechanism. Boxie Phoenix will present the outline of the California Tribal Principles for the Borders Committee’s information (Attachment 2).

BOB LEITER
Director of Land Use and Transportation Planning

Key Staff Contact: Jane Clough-Riquelme, (619) 699-1909, jcl@sandag.org

Attachments: 1. BREEZE Routes 388/389 - First 3 Months of Service Enhancements
2. California Tribal Transportation Position Paper
BREEZE Routes 388/389 – First 3 Months of Service Enhancements

Overview: Beginning January 25, 2009, NCTD restructured the former route 388 into a bidirectional loop using Valley Center Rd., Pala Rd, and I-15 (Route 388 – counterclockwise, route 389 – clockwise). Both Route 388 and 389 each operate every two hours, with the schedules synchronized so that buses arrive and depart from Escondido Transit Center every 60 minutes. Routes 388/389 operate this service seven days a week from approximately 5:00 a.m. until 10:00 p.m. The additional service is funded by a combination of passenger fares and subsidy from the Reservation Transportation Authority, which obtained a Section 5311 c grant.

Ridership: For the first three full months of service, February through April, 2009, the combined Routes 388/389 carried a total of 39,567 passengers, which represented an increase of 14,108 passengers (+55%) over Route 388 alone for February through April 2008. The figure below illustrates the monthly increases. The average daily ridership for the three month period was: weekdays – 470; Saturdays – 444; and Sunday – 344. Weekdays displayed the largest average daily increase with 200 additional daily boardings, followed by Saturday (+107) and Sunday (+53).

![Comparison of Monthly NCTD Route 388/389 Ridership - FY2008 vs. FY2009](image)

Service Productivity: The increase in revenue hours operated (+90%) for the February – April period outpaced the ridership increase. As a result passenger productivity declined. Overall, passengers per revenue hour decreased from 17.5 to 14.4. Weekdays displayed the smallest decline (16.7 to 15.0). Saturday passenger productivity declined from 20.8 to 14.2 passengers per revenue hour; Sunday productivity declined from 18.0 to 11.0 passengers per revenue hour.
Marketing: To date, NCTD has carried out the following marketing activities for the enhanced 388/389 services (examples attached):

- NCTD has devoted a full page in its BREEZE/SPRINTER and COASTER Riders Guides to advertising the new Route 388/389 service.
- In addition, we listed the 388/389 changes in our Winter 2008 newsletter. In our Spring, 2009 newsletter we have an item about the route under “destinations” as a reminder to riders/readers. The newsletter is posted to all of our modes including COASTER.
- NCTD has distributed a brochure for major employers in North County from Sprinter/Coaster stations. Enclosed is the page that lists tribal employment areas from Escondido.
- Finally, we have been featuring the new route heavily on the front page of our website (image attached).

NCTD is looking forward to starting a major marketing campaign as called for in the grant process.

Summary: The improved service frequency has improved ridership across the board, particularly on weekdays. However, the decline in passenger productivity is a concern and should continue to be monitored. The service improvements have only been in place for 3 months, and as this service demonstrates seasonal fluctuations, a longer overall period of evaluation will be more meaningful. It is hoped that the forthcoming NCTD marketing campaign can further solidify and increase ridership gains achieved to date.
Easier Access to Tribal Areas

Working with the Reservation Transportation Authority (RTA) and San Diego Association of Governments (SANDAG), NCTD revamped BREEZE bus route 388 to include route 389 and operate more buses seven days a week.

Through a special Federal Transit Administration Grant, BREEZE Routes 388/389 depart Escondido Transit Center every hour.

Route 388 travels counter-clockwise every two hours through Valley Center to Pala while Route 389 travels every two hours north on I-15 to Pala and then through Valley Center before returning to Escondido Transit Center.

The RTA is pleased to work with NCTD to improve Route 388 service by reducing travel times and providing more trips to tribal employment areas.

Travel times are also reduced to Pala Casino on the 389, and the total number of trips serving these areas is expanded to sixteen each day.

Easy access to Valley View Casino is also part of the new 388/389.
NCTD Introduces New Route 388/389

Working with the Reservation Transportation Authority (RTA) and San Diego Association of Governments (SANDAG), NCTD is revamping BREEZE bus route 388 to include route 389 and operate more buses seven days a week.

Through a special Federal Transit Administration Grant, beginning January 25, BREEZE Routes 388/389 will depart Escondido Transit Center every hour.

Route 388 will travel counterclockwise every two hours through Valley Center to Pala while Route 389 will travel every two hours North on I-15 to Pala and then through Valley Center before returning to Escondido Transit Center.

The RTA is pleased to work with NCTD to improve Route 388 service by reducing travel times and providing more trips to tribal employment areas.

This proposal would reduce travel times to Pala Casino from 65-minutes to 36-minutes on the 389, and expand the total number of trips serving these areas from six to sixteen each day.

Under this plan, service to Valley View Casino will also begin January 25.
From Rancho Del Oro SPRINT Station to:

Ocean Ranch, Seagate, Rancho Del Oro and Gateway Business Parks, Town Center North
Take northbound BREEZE 317, hourly service. Access to: Genentech (Genentech shuttle meets some SPRINT trains at College Blvd. Station), HK Plastics Engineering, Ashworth and K-Mart.

MiraCosta College, Tri-City Medical Center & Quarry Creek Plaza
Take southbound BREEZE 319, half hour service. Access to: MiraCosta College, Tri-City Medical Center, Wal-Mart, Kohl’s, PetSmart, Albertsons.

From College Blvd. SPRINT Station to:

Rancho Del Oro Business Park, Gateway Business Park, Del Oro Marketplace, Plaza Del Oro
Walk or bike from the station. Access to: Select Staffing, Albertsons and Wells Fargo Bank.

Cornwell Business Center, Coastal Career Center
Take eastbound BREEZE 333. QLN is 1 block south from Avenida De La Plata bus stop. Access to: North Coastal Career Center & QLN Conference Center, State of CA Employment Development Department (EDD).

Tri-City Medical Center, Quarry Creek Plaza
Take southbound BREEZE 325. Hourly service. Access to: Tri-City Medical Center, Wal-Mart, Kohl’s, Albertsons.

From Nordahl SPRINT Station to:

Stone Brewery, SDG&E
Bike or hike from station, or arrange for a co-worker to swing by the station and pick you up on their way to work.

Nordahl Market Place, REX Industries

Wineridge Business Park
Take eastbound BREEZE 347.

From Escondido Transit Center Station to:

City of Escondido, CA Center for the Arts, Plaza Civic Center, Downtown Escondido

City of Escondido, Palomar Pomerado Hospital, Downtown Escondido
Employee shuttle serves 6 to 8 square blocks bordered by Washington Avenue, Centre City Parkway, Fifth Avenue and PPH. Eligible employees must obtain a special identification card for free from the Escondido Downtown Business Association at 120 W. Grand Ave., Suite 202, (760) 745-8877.

Gateway Center, Plaza Las Palmas

Tribal Employment Areas
Take northbound BREEZE 388 or 389. Access to: Valley View Casino, Harrah’s Rincon Casino, Pala Casino.

Information subject to change, and is based on Monday-Friday BREEZE service schedules. For evening and weekend schedules call 511 or visit www.GoNCTD.com.
BREEZE 388/389: A Tribal Connection
“A NEW AUTHORIZATION – 2010”

Highway Safety, Transportation, Public Works

CALIFORNIA TRIBES
TRANSPORTATION POSITION PAPER

December 28, 2008
Executive Summary

The purpose of this statewide position paper is to provide:

- An overview and update regarding the recent proposed transportation policy changes proposed at the national level that could negatively impact California Tribes.
- A summary of the historical context of California Native peoples that continue to impact tribal road ownership and transportation issues.
- Information about the federal Indian Reservation Roads Program.

Following the historical narrative that explains the current circumstances that impact California Indians and their road systems, Section II briefly describes the California transportation system, the federal Indian Reservation Roads program (including a description of the funding distribution formula) and its implementation in California. Section III sets forth the BIADOT proposed changes to their current implementation of Question 10 (25 CFR Part 170, Appendix C to Subpart C). The proposed changes would require a rewrite to the negotiated Regulation through the regulatory development process, including going forward with Notice of Proposed Rulemaking. The BIADOT has been working with the Indian Reservation Roads Program Coordinating Committee’s (IRRPCC) and provided data runs at the IRRPCC’s request; proposals that, if implemented, will not only reduce Vehicle Miles Traveled (VMT) estimates but the subsequent loss of funding to California Tribes as well. The following proposals from the BIADOT were developed using data and calculations collected from the BIA’s Relative Need Distribution Factors (RNDF) a reporting tool that maintains data on the tribal roads in the national inventory—

<table>
<thead>
<tr>
<th>IRRPCC PROPOSALS</th>
<th>OUTCOME FOR CALIFORNIA</th>
</tr>
</thead>
</table>
| **A-** VTM reduced by deleting State and County roads from the IRR system. | • 93% of VTM reduced  
• Overall California Tribes **lose $.28 for every dollar**, or 28% of their funding dollars from the IRR Program. The exact amount will vary for each Tribe. |
| **B-** VMT reduced by deleting State roads from the IRR system. | • 85% of VMT reduced.  
• Overall, California Tribes **lose $.25 for every dollar**, or one-quarter (25%) of their funding dollars from the IRR Program. The exact amount will vary for each Tribe. |
| **C-** VMT reduced by setting maximum Average Daily Traffic (ADT) limit to 10,000 for all roads added to the IRR System. | • 57% of VMT reduced.  
• Overall, California Tribes **lose $.17 for every dollar**, or seventeen percent (17%) of their funding dollars from the IRR Program. The exact amount will vary for each Tribe. |
27% of VMTs reduced. Overall, California Tribes lose $0.08 for every dollar, or eight percent (8%) of their funding dollars from the IRR Program. The exact amount will vary for each Tribe.

Section IV continues with a description of additional national policy recommendations currently being discussed by the California Department of Transportation and other transportation stakeholders, along with the National Congress of American Indians (NCAI)’s proposals. Section V lists a number of policy recommendations for California Tribes to consider as they engage in the upcoming discussions related to the SAFETEA-LU Reauthorization in 2009. The recommendations are to support or oppose the following items:

### SUPPORT

- IRR Inventory must continue to include all roads that fit IRR definition regardless of ownership
- State and County roads must continue to be included in the VMT that generates IRR distribution of funds.
- At a minimum, efforts should include retaining state or county roads on the IRR Inventory, whichever road type that generates the most VMTs to benefit California Tribes.
- Grandfather in all existing Bureau of Indian Affairs (BIA), Tribal, state and county roads onto the BIA IRR Inventory prior to the next reauthorization act.
- Any eligible IRR road data submitted by Tribes should be applied consistently throughout the nation.
- Continue to utilize the Native American Housing Assistance and Self Determination Act (NAHASDA) database for population statistics.
- Increase funding for Road Safety Programs for California Tribes.
- Reinstate BIA Road Maintenance funds that have been cut in half (50%).

### OPPOSE

- California State and County roads deemed ineligible for consideration or removed from the IRR Inventory.
- Any efforts to remove state and county roads from a Tribe’s inventory.
Limit of 15 miles to and from reservation.

Limit of maximum Average Daily Traffic (ADT) limit to 10,000 for all roads added to the IRR System. Any efforts to eliminate twenty-five percent (25%) road maintenance funding from BIA IRR Program.

I. California Indians and Early California Laws & Policies and

California’s Tribes are diverse in language and culture and have survived centuries of colonialism and disenfranchisement. Currently, 108 tribes are federally recognized, but even more tribes and languages traditionally occupied the region that is now California. Mass migrations related to the Gold Rush of the 1850s irrevocably altered California Native lifeways, threatening their physical and cultural survival. Governmental policies and actions of nineteenth century migrants to California resulted in the death of many California Indians and for those that have survived the dispossession of ancestral lands and natural resources.

Since statehood (1850), California Indian tribes faced a series of state and federal governmental policies that have threatened our land, lives, and cultural survival. Key policies include:

- Control of California Indian labor and children by indenture ship and “apprenticeship.”
- Loss of land by treaties never ratified by the United States.
- Attacks by state sponsored militias in purported “defense” of California.
- Further land loss of many California tribes altered by federal termination policies.

Indentureship and “Apprenticeship”: Control of Labor and Children:

Soon after the creation of the California Constitution and before the U.S. Congress granted California statehood, the first California Legislature passed An Act for the Government and Protection of Indians on April 22, 1850. The 1850 Act and subsequent amendments facilitated removing California Indians from their traditional lands, separating at least a generation of children and adults from their families, languages, and cultures by indenturing Indian children and adults to Whites. This law also punished “vagrant” Indians by “hiring” them out to the highest bidder at a public auction if the Indian could not provide sufficient bond or bail.

In 1860, the legislature amended the law to make it easier to have an Indian child declared to be an “apprentice” without any involvement of his parents or relatives. The new law even allowed an adult Indian to be declared an apprentice if it could be shown that he had “no settled habitation or means of livelihood.” Indians who became apprentices before they were 14 years old would then be forced to be apprentices until they were 25 if they were male, and until they were 21 if they were female. If they were between 14 and 20, when they became apprentices, they would have to remain as apprentices until they were 30 years old if they were male, or until they were 25 if they were female. Apprentice Indians were not free to leave and the white overseers did not have to pay them a wage.
The apprenticeship laws, in particular, made Native children “valuable possessions” and encouraged the kidnapping of Indian children. In 1861 the Superintendent of Indian Affairs in California reported that a band of men were kidnapping Indian children in the northern coastal counties of the state, transporting them south and selling them as virtual slaves. The Superintendent believed this was a “crime against humanity,” and blamed the apprentice laws. He recommended that Congress outlaw the practice.\(^{v}\)

**Loss of Land by Unratified Treaties and Land Claims Act of 1851**

From 1851 through early 1852, the U.S. Indian Commissioners, acting on behalf of the United States, negotiated 18 treaties with California Indian tribes. A number of aspects surrounding the negotiations were fraught with problems and controversy, in large part due to the ambiguous scope of authority delegated to the Commissioners by the federal government, and inadequate appropriations provided to carry out their job.\(^{vi}\) The treaties negotiated by the Indian Commissioners reserved approximately 11,700 square miles, or about 7.5 million acres of land to the Indians. The total amount represented seven and a half percent of the State of California.\(^{vii}\)

At the beginning of the 1852 California legislative session, the Legislature recognized the value of the land represented in the treaties and appointed committees to prepare joint resolutions and committee reports to recommend how California’s U.S. Senators should proceed regarding the ratification of the treaties.\(^{viii}\) In mid-March 1852, the California Assembly (35 to 6) and Senate (19 to 4) voted to submit resolutions opposing the ratification of the treaties to California’s U.S. Senators.\(^{ix}\) Ultimately in June, the treaties were considered and rejected by the U.S. Senate in secret session (such secret session to consider treaties was, and continues to be, the protocol adhered to by the U.S. Senate). The treaties did not reappear in the public record until January 18, 1905, after an injunction of secrecy was removed.\(^{x}\)

In addition, the Land Claims Act of 1851 significantly contributed to further loss of land of California Indians. The Act provided that all lands in California, the claim to which was invalid or not presented within two years of the date of the Act, would then pass into the public domain. California Indians were not aware, nor were they notified of the needs to present their claims. With the exception of certain bands of Mission Indians, the rest of the California Indians became homeless.

**California Militia Policies and “Expeditions against the Indians,” 1851-1859**

Article VII of the first California Constitution gave the Governor the power “to call for the militia, to execute the laws of the State, to suppress insurrections, and repel invasions.”\(^{xiii}\) In his annual address to the California Legislature on January 7, 1851, Governor Burnett highlighted significant events that transpired during 1850, including “repeated calls…upon the Executive for the aid of the militia to resist and punish the attacks of the Indians upon the frontier.”\(^{xv}\)

From the state archival record, it is impossible to determine exactly the total number of units and men engaged in attacks against the California Indians. However, during the period of 1850 to 1859, the official record does verify that the governors of California called out the militia on “Expeditions against the Indians” on a number of occasions, and at considerable expense, as Tables 1, 2 and 3 in Attachment 1 indicate.
The number of California Indians killed and the number of women and children captured by militias is difficult to estimate. However, newspaper accounts during this period significantly document massacres and the capture of women and children.\textsuperscript{xiii}

**Impact of Termination Policy on California Indians**

Today, most lands occupied by California Native American communities are very small in size compared to other tribes in other states throughout the nation. Land ownership in Native American communities varies from tribe to tribe and is held in a variety of ways. Lands presently set aside for Native Americans, whether by statute or executive order, may be held in various patterns of tenure. The “termination” policy was one of the most devastating federal Indian policies implemented in the 1950s. It added to further loss of lands by California tribes.

In 1953, Congress adopted House Concurrent Resolution 108. The resolution advocated rapid termination of the federal-tribal relationship between the federal government and Indian tribes. A significant result of this policy was the termination of aid and protection for Indian people.\textsuperscript{xiv} In addition to House Concurrent Resolution 108, Congress also enacted Public Law 280 in 1953, giving five states, including California, criminal and some civil jurisdiction over Indian reservations.\textsuperscript{xv} The termination of the federal-tribal relationship was most prevalent in California compared to the rest of the country.

Through the Rancheria Act of 1958 and later amendments, Congress terminated the federal-tribal relationship between the federal government and a total of 43 California Rancherias.\textsuperscript{xvi} Termination often resulted in the loss of tribal lands to creditors and tax sales.\textsuperscript{xvii} The BIA promised that the roads traversed by these Rancherias providing egress and ingress were to be improved and maintained by the counties. However, the roads, water and sanitation facilities promised under the Act were either inadequate or never provided at all.

It was not until the 1980s and after, that many tribes were eventually restored to federally recognized status through court decisions, settlement, or specific Congressional legislation. Rancheria Indians who were reinstated to federal recognition have been allowed to put the then privately owned properties (as a result of termination) back into federal trust status. Claims for federal recognition continue in California today.

What about the ownership of the Rancheria roads that, during the termination period, was transferred to the counties in which these Rancherias were located? Although these Rancheria roads were originally tribal or BIA roads, the federal termination process changed them to county and/or state roads for IRR inventory purposes. Thus, the majority of the roads within and adjacent to California Indian rancherias and reservations on the California IRR system today are comprised of State highways and County/Local roadways. The current IRR inventory process fails to recognize, or adjust for the abandoned federal termination policy that continues to negatively impact California Indians.
II. California Transportation and the Indian Reservation Roads Program

The State of California includes a large and diverse Native American population. Key facts relevant to the Indian Reservation Roads Program are provided below.

- California is home to the largest Native American population in the nation (population more than 333,000, Census 2000). xviii

- The State Transportation System includes intermodal transportation that provides access to and from the 108 Indian Reservations and Rancherias in California.

- The State of California has forty-four (44) Metropolitan Planning Organizations (MPOs) and Regional Transportation Planning Agencies (RTPAs); two of the MPOs are the largest in the nation, Southern California Association of Governments (SCAG) and San Diego Association of Governments (SANDAG).

- The California Department of Transportation (Caltrans) is composed of twelve regional districts, ten of which include Federally recognized Tribes.

<table>
<thead>
<tr>
<th>CALTRANS DISTRICTS WITH FEDERALLY RECOGNIZED TRIBES</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISTRICT</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>1 - Del Norte, Humboldt, Mendocino, Lake</td>
</tr>
<tr>
<td>2 - Siskiyou, Modoc, Trinity, Shasta, Lassen, Plumas, Tehama</td>
</tr>
<tr>
<td>3 - Glenn, Butte, Sierra, Colusa, Sutter, Yuba, Nevada, Places, El Dorado, Sacramento, Yolo</td>
</tr>
<tr>
<td>4 - Sonoma, Napa, Solano, Contra Costa, Alameda, Santa Clara, Marin, San Francisco, San Mateo</td>
</tr>
<tr>
<td>5 - Santa Cruz, Monterey, San Benito, San Luis Obispo, Santa Barbara</td>
</tr>
<tr>
<td>6 - Madera, Fresno, Tulare, Kings, Kern</td>
</tr>
<tr>
<td>8 - San Bernardino, Riverside</td>
</tr>
<tr>
<td>9 - Mono, Inyo</td>
</tr>
<tr>
<td>10 - Amador, Calaveras, Alpine, Tuolumne, Mariposa, Merced, Stanislaus, San Joaquin</td>
</tr>
<tr>
<td>11 - (San Diego, Imperial)</td>
</tr>
</tbody>
</table>
Indian Reservation Roads (IRR)

**Purpose:** The Indian Reservation Roads (IRR) program is part of the Federal Lands Highway Program established under Title 23 U.S.C. Section 204. The IRR addresses transportation needs of Federally-recognized Tribes by providing funding for planning, designing, construction and maintenance activities on eligible transportation facilities. The Federal Highway Administration’s Federal Lands Highway Office (FLH) and the Bureau of Indian Affairs (BIA) jointly administer the program pursuant to an interagency agreement.

**Indian Reservation Road and Public Road Defined:** Pursuant to 24 CFR Part 170, Indian Reservation Road (IRR) means:

A public road that is located within or provides access to an Indian reservation or Indian trust land, or restricted Indian land that is not subject to fee title alienation without the approval of the Federal government, or Indian or Alaska Native Villages, groups, or communities in which Indians and Alaska Natives reside, whom the Secretary of the Interior has determined are eligible for services generally available to Indians under Federal laws specifically applicable to Indians.

24 CFR Part 170 further defines Public Road as “any road or street under the jurisdiction of and maintained by a public authority and open to public travel.”

**Funding Methodology/Formula:** The U.S. Department of Transportation via the Federal Highway Administration (FHWA) allocates funds to the Department of Interior (DOI), Bureau of Indian Affairs (BIA). BIA distributes the funds to each of its twelve (12) regions based on the existing funding formula for the benefit of tribes in each region. The method used by the BIA is the Tribal Transportation Allocation Methodology (TTAM) to apportion IRR funding. The specific funding formula is described in a subsequent paragraph below entitled “Components of the Relative Need Distribution Factor (RNDF)”.

**Tribal Transportation Allocation Methodology (TTAM)**

In general, after the requisite statutory and regulatory set asides and other takedowns, the funds remaining are allocated into three pots: 1) 12.5 percent (12.5%) to the Indian Reservation Roads High Priority Projects (IRRHPP); 2) 12.5 percent (12.5%) to the Population Adjustment Factor (PAF); and 3) 75 percent (75%) of remaining funds to pool for distribution to the Tribes based upon the Relative Need Distribution Factor (RNDF). The RNDF is a mathematical formula used to calculate how to distribute the funding. **It is important to understand each of the components of the RNDF because they are the mathematical nuts and bolts of the distribution formula used to calculate exactly what dollar percentage is provided to each Federally-recognized Tribe on an annual basis.**
Components of the Relative Need Distribution Factor (RNDF)

The RNDF formula uses three components or factors, weighted by relative percentages for each factor, in order to derive the percent total of relative need for an individual tribe. The three factors are: 1) Cost to Construct (CTC); Vehicle Miles Traveled (VMT); and Population (POP). The percentage breakdown is:

50 percent (50%) Cost to Construct + 30 percent (30%) Vehicle Miles Traveled + 20 percent (20%) Population = Allocation to Tribe

Any statutory or policy changes made that influence any of the RNDF components (i.e. CTC, VMT and/or POP) impact how much money each Tribe receives in the annual distribution of funding. Currently, a number of changes are being proposed and considered at the national level that could significantly impact the amount of monies California Tribes receive in the future. These proposed changes and their impacts on California Tribes are discussed below.

California Indian Roads Reservation System (IRR)

Historically, Tribes in California have received less funding for transportation in comparison to other regions in the United States. In California, the poor conditions of the Tribal roads, bridges and transit systems jeopardize the health, safety, security and economic well being of Tribal members and the traveling public. The majority of the roads on the California IRR system are comprised of State highways and County/Local roadways. It is imperative that these roads remain on the California IRR system, or there will be greater inequity in the disbursement of federal transportation funding to California Tribes.

IRR funds are not part of the State federal-aid program, and would not have a negative impact on State funding. The IRR is one of the few funding sources that can be used as a local match for federal-aid projects. Increasing funding to California Tribes increases transportation funds to the California region. Information below is a snapshot of how recent BIA Pacific Region (California Tribes) funding allocations compare to the rest of the country Bureau-wide.

- The 108 Federally-recognized Tribes in California received only 1.88 percent of funding from the total Indian Reservation Roads (IRR) Program allocation (distribution based on the Relative Need Distribution Factor), the amount of which was $5,817,473 out of $301,828,758 for fiscal year 2008.

- For fiscal year 2007, the official miles of roads on the IRR system in California for the BIA Pacific Region was 1,493.7 miles, out of a national total of 107,709 miles Bureau-wide. The California total in the Pacific Region represented 1.39 percent (1.39%) of the Bureau-wide total.

In the last two years, Tribes in California have worked to further identify eligible roads to be included on the national IRR Inventory. As of September 29, 2008, a possible 5,629 miles have been identified by California Tribes to be included on the Inventory. However, these miles have not been added to the inventory to date either because:
1) All necessary documents for final processing have not been provided by the Tribes to BIA Central Office; or
2) Central Office is reviewing the Tribes’ submissions and have not given final approval to include their respective roads in the national IRR inventory.

Attachment 2 provides a list of California Tribes that participated in recent efforts to collect their road information to be added to the IRR inventory but their information has not yet been entered completely into the system. If a Tribe is on this list, please contact Christy Cottonwood at BIA Pacific Region, (916) 978-6035, for further information regarding their status for final processing.

III. Question 10

Since FY2005, when the IRR Program regulations were finalized, portions of the formula have not been fully implemented because certain data in the inventory did not make a distinction as to which roads should generate at 100%, and which should be factored at a lower percentage as intended in the regulations. That portion of the regulation is 25 CFR Part 170, Appendix C to Subpart C, Q10.

Question 10 asks

Do all IRR Transportation Facilities in the IRR Inventory Count at 100 Percent of their CTC and VMT?

**NO** - The CTC and VMT must be computed at the non-Federal share requirement for matching funds for any transportation facility that is added to the IRR inventory and is eligible for funding for construction or reconstruction with Federal funds, other than Federal Lands Highway Program funds.

**However,** if a facility falls into one or more of the following categories, then the CTC and VMT factors must be computed at 100 percent:

1) The transportation facility was approved, included, and funded at 100 percent of CTC and VMT in the IRR Inventory for funding purposes prior to the issuance of these regulations.
2) The facility is not eligible for funding for construction or reconstruction with Federal funds, other than Federal Lands Highway Program funds; or
3) The facility is eligible for funding for construction or reconstruction with Federal funds; however, the public authority responsible for maintenance of the facility provides certification of maintenance responsibility and its inability to provide funding for the project.

Not all roads may generate 100% of CTC and VMT, the **exceptions** are described in three parts in Question 10:

1) Roads, which are “grandfathered”.
2) Roads which are “not eligible” for federal funds, other than Federal Lands Highways Program funds.
3) Roads in which the owner certifies its inability to provide funding for the project.
and that it has a maintenance responsibility for the facility.

Results

Since the existing database did not specify which roads met the exception under 2 of Question 10, all road ownerships and classes, with the exception of State Roads, were computed at 100%. The resulting impacts tended to favor roads owned by others, roads that had higher traffic volumes, and those classes of roads, which do receive, or are eligible for federal funds, other than Federal Lands Highways funds. Additionally, IRR Inventory growth since FY2005 has been primarily in miles from non-BIA and non-Tribal roads. This trend has sparked controversy in the IRR Program and it has been recommended that Question 10 be rewritten to clarify which roads are eligible for funding. The IRR Committee has been discussing Question 10 for the past year and is unable to reach a consensus.

IV. BIADOT Proposed Policy Changes that Impact Funding to
California Tribes

The IRR Program Coordinating Committee consists of twelve (12) tribal regional representatives and two non-voting Federal representatives (FHWA and BIA). One alternate tribal member from each BIA Region is selected by the Interior Secretary to attend committee meetings in the absence of the regional representative. Representatives and alternates are selected from nominees officially select by each Region’s tribes. Each representative must be a tribal governmental official or employee with authority to act for the tribal government.xviii

IRRPCC Roles and Responsibilities

Pursuant to 25 CFR § 170.156, the committee responsibilities are to provide input/recommendations to the BIA and FHWA regarding any revisions to:

- IRR fund distribution formula
- IRR regulations
- IRR policy and procedures
- IRR eligible activities determination
- IRR transit policy
- BIA/FHWA IRR Stewardship Plan
- IRR management systems, policy and procedures

The Committee holds at least two meetings a year, needing a quorum of eight members to conduct business. The Committee operates by consensus or majority vote pursuant to protocols that it establishes.xlix Original Pacific Region representatives to the committee were Bo Mazzetti, Rincon Band of Luseño Indians, Member and Peggy O’Neill, Yurok Tribe, Alternate. At this time, the Pacific Region membership is still in flux. Currently, Jacque Hostler, Trinidad Rancheria, is serving as an interim member until the positions are filled formally.
**IRRPCC Proposals - What is at Stake for California Tribes?**

The BIADOT has provided data runs to the IRRPCC that propose two key changes to data/information used to calculate the Relative Need Distribution Factor (RNDF) to distribute IRR funds to Tribes: 1) reduce number of vehicle miles traveled (VMT), and 2) change the population data index from the NAHASDA to the BIA Labor Force Reports or other population data. These changes negatively impact the distribution of transportation funding to California Tribes.

**1. VMT Reduction Proposals Decrease IRR Funding to California Tribes**

There are four (4) data runs that have been requested by IRRPCC that show how each region would be affected by calculating the non BIA and Tribal Roads at the Non Federal Share and reducing the vehicle miles traveled (VMT) numbers. Reducing VMT numbers affect the RNDF calculations, resulting in decreasing IRR funding dollars distributed to California Tribes. Run 5 is the BIA’s recommended solution and again result in a lower share to the Pacific Region. Please see attached Matrix Data Runs provided by Sheldon Kip, BIADOT at Government to Government Consultation.

**Run 5 – BIA Recommended** – would result in
- Reduce all ownerships of State, Urban, County, and Township, Other Federal and Other to the Non Federal Share with the exception of class 4 & 5.
- County and Township with Class 4 and 5 would calculate at the Federal Share

Data below provided by BIA Regional Engineer for Government-to-Government Consultation on November 4-5, 2008.

**Proposal A** – VMTs reduced by deleting State and County roads from the IRR system.
- 93% of VMTs reduced.
- Overall, California Tribes lose $.28 for every dollar, or 28% of their funding dollars from the IRR Program. The exact amount will vary for each Tribe.

**Proposal B** – VMTs reduced by deleting State roads from the IRR system.
- 85% of VMTs reduced.
- Overall, California Tribes lose $.25 for every dollar, or one-quarter (25%) of their funding dollars from the IRR Program. The exact amount will vary for each Tribe.

**Proposal C** – VMTs reduced by setting maximum Average Daily Traffic (ADT) limit to 10,000 for all roads added to the IRR System.
- 57% of VMTs reduced.
- Overall, California Tribes lose $1.17 for every dollar, or seventeen percent (17%) of their funding dollars from the IRR Program. The exact amount will vary for each Tribe.
Proposal D – VMTs reduced by 15-mile limitation for all roads.

- 27% of VMTs reduced.
- Overall, California Tribes lose $0.08 for every dollar, or eight percent (8%) of their funding dollars from the IRR Program. The exact amount will vary for each Tribe.

Run 5 – BIA Recommended – would result in

- Reduce all ownerships of State, Urban, County, and Township, Other Federal and Other to the Non Federal Share with the exception of class 4 & 5.
- County and Township with Class 4 and 5 would calculate at the Federal Share

2. Population Data Proposed Change Decreases IRR Funding to California Tribes

The population factor of the RNDF is calculated using population data reported in the Native American Housing Assistance and Self Determination Act (NAHSDA) database maintained by the U.S. Housing and Urban Development. California Tribes need to make sure that they submit correct population data to the NAHSDA database on an annual basis. Currently, proposals are being discussed to change the data used to calculate the population factor from the NAHSDA data to the BIA Labor Report or Indian Health Services (HIS) data. However, neither of the proposed data sources would adequately reflect the service areas of small Tribes in California.

V. SAFETEA-LU Reauthorization in 2009

The SAFETEA-LU expires on September 30, 2009. Tribes anticipate that in Fall 2008 and early 2009, there will be extensive lobbying to change provisions that impact Indian Country in the next transportation act, which will be enacted to begin October 2010. If the next proposed transportation act is not enacted during the 111th Congress, SAFETEA-LU will be extended through reauthorization.

California Consensus

The Schwarzenegger Administration, through the California Business, Transportation and Housing Agency, Caltrans, and many stakeholders throughout California are in the final stages of preparing a set of principles to present to the California Congressional delegation to adopt in the approaching debate surrounding the future of national transportation policies. The principles are set forth as follows:

1) Ensure the financial integrity of the Highway and Transit Trust Funds.
2) Rebuild and maintain transportation infrastructure in a good state of repair.
3) Establish goods movement, as a national economic priority.
4) Enhance mobility through congestion relief within and between metropolitan areas.
5) Strengthen the federal commitment to safety and security, particularly with
respect to rural roads and access.
6) Strengthen comprehensive environmental stewardship.
7) Streamline project delivery.

Principles 1, 2 and 5 especially fit squarely within the transportation needs of California Tribes.

National Tribal Transportation Priorities

The following national priorities are based on the National Congress of American Indians Transportation Subcommittee and InterTribal Transportation Association (NCAI-ITA) Joint Task Force on Transportation policy statement contained in its National Tribal Leadership Paper on Tribal Transportation Policy approved by the Task Force on February 7, 2008. In broad terms, the NCAI-ITA Task Force advocates: 1) increasing the level of funding for the IRR Program; 2) expanding the Tribal Transit Grant Program; and 3) urging BIA to seek full funding for its road maintenance program. Specifically within its recommendation to increase the IRR funding, the NCAI-ITA Task Force recommends that Congress:

- Increase funding for IRR to $600 million for FY 2010 with stepped increases of $50 million for every year thereafter to $850 million.
- Fund the Indian Reservation Road Bridge Program - $50 million for each of fiscal years 2010 through 2015.
- Reset the Obligation Limitation to 100% for IRR Program.
- Provide $50,000 annual minimum IRR funding allocation for all Tribes.

VI. Recommendations for California Tribes to Consider

The goal of the California-specific priorities is to enhance and maximize transportation funds for California tribes. The following recommendations are provided below for California Tribes to consider for discussion as they engage in the upcoming discussions related to the SAFETEA-LU Reauthorization in 2009. These recommendations fit the goal by supporting policies already in place, and opposing current proposals that in effect limit transportation resources to California Tribes.

Support:

- IRR Inventory must continue to include all roads that fit IRR definition regardless of ownership.

- State and County roads must continue to be included in the VMT that generates IRR distribution of funds.
  - At a minimum, efforts should include retaining state or county roads on the IRR Inventory, whichever road type that generates the most VMTs to benefit California Tribes.
  - Grandfather in all existing BIA, Tribal, state and county roads onto the BIA IRR Inventory prior to the next reauthorization act.
• Any eligible IRR road data submitted by Tribes should be applied consistently throughout the nation.

• Population data used continues to be NAHASDA.

• Increase funding for Road Safety Programs for California Tribes.

• Reinstate BIA Road Maintenance funds that have been cut in half (50%).

Oppose:

• California State and County roads deemed ineligible for consideration or removed from the IRR Inventory.

• Any efforts to remove state and county roads from a Tribe’s inventory.

• Limit of 15 miles to and from reservation.

• Limit of maximum Average Daily Traffic (ADT) limit to 10,000 for all roads added to the IRR System.

• Any efforts to eliminate twenty-five percent (25%) road maintenance from BIA IRR Program.
Table 1
“General Recapitulation of the Expenditures incurred by the State of California For the Subsistence and Pay of the Troops, composing of the different Military Expeditions, ordered out by the Governor, during the Years 1850, 1851 and 1852, For the Protection of the Lives and Property of her Citizens, and for the Suppression of Indian Hostilities within her Borders.”

<table>
<thead>
<tr>
<th>Expeditions Against the Indians</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mariposa and Monterey</td>
<td>$259,372.31</td>
</tr>
<tr>
<td>First El Dorado</td>
<td>101,861.65</td>
</tr>
<tr>
<td>Second El Dorado</td>
<td>199,784.59</td>
</tr>
<tr>
<td>Los Angeles and Utah</td>
<td>96,184.60</td>
</tr>
<tr>
<td>Trinity, Klamath and Clear Lake</td>
<td>34,320.08</td>
</tr>
<tr>
<td>San Diego “Fitzgerald Volunteers”</td>
<td>22,581.00</td>
</tr>
<tr>
<td>Siskiyou “Volunteer Rangers”</td>
<td>14,987.00</td>
</tr>
<tr>
<td>Gila “Colorado Volunteers”</td>
<td>113,482.25</td>
</tr>
<tr>
<td>Amount paid in War Bonds by Paymasters</td>
<td>1,000.00</td>
</tr>
<tr>
<td><strong>Total Amount</strong></td>
<td><strong>$843,573.48</strong></td>
</tr>
</tbody>
</table>


Table 2 details the State’s expenditures for expeditions from 1854 to 1859.

Table 2

<p>| Expeditions Named in the Act of Appropriations by Congress made March 2, 1861 |
|---------------------------------|--------|--------|--------|</p>
<table>
<thead>
<tr>
<th>Expedition</th>
<th>Year</th>
<th>Amount Allowed by California*</th>
<th>Amount Allowed by United States**</th>
<th>Amount Disallowed by United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shasta Expedition</td>
<td>1854</td>
<td>4,068.64</td>
<td>1,261.38</td>
<td>2,807.26</td>
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<td>Siskiyou Expedition</td>
<td>1855</td>
<td>14,036.36</td>
<td>6,146.60</td>
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<tr>
<td>Klamath &amp; Humboldt Expedition</td>
<td>1855</td>
<td>99,096.65</td>
<td>61,537.48</td>
<td>37,559.17</td>
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<tr>
<td>San Bernardino Expedition</td>
<td>1855</td>
<td>817.03</td>
<td>419.99</td>
<td>397.04</td>
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<tr>
<td>Klamath Expedition</td>
<td>1856</td>
<td>6,190.07</td>
<td>2953.77</td>
<td>3,237.30</td>
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<tr>
<td>Modoc Expedition</td>
<td>1856</td>
<td>188,324.22</td>
<td>80,436.72</td>
<td>107,887.50</td>
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<tr>
<td>Tulare Expedition</td>
<td>1856</td>
<td>12,732.23</td>
<td>3,647.25</td>
<td>9,084.98</td>
</tr>
<tr>
<td>Klamath &amp; Humboldt Expedition</td>
<td>1858 &amp; 1859</td>
<td>52,184.45</td>
<td>31,823.94</td>
<td>20,360.51</td>
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<tr>
<td>Pitt River Expedition</td>
<td>1859</td>
<td>72,156.09</td>
<td>41,761.54</td>
<td>30,394.55</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$449,605.74</strong></td>
<td><strong>$229,987.67</strong></td>
<td><strong>$219,618.07</strong></td>
</tr>
</tbody>
</table>

Table 3 sets forth the twenty-seven California laws that the State Comptroller relied upon in determining the total expenditures recapitulated in the official report. The total amount of claims submitted to the State of California Comptroller for Expeditions against the Indians was $1,293,179.20.

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Date</th>
<th>Page</th>
<th>Description of Act or Joint Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statute</td>
<td>1851</td>
<td>489</td>
<td>Creating William Foster &amp; William Rogers Pay Masters</td>
</tr>
<tr>
<td>Statute</td>
<td>1851</td>
<td>402</td>
<td>Creating James Burney Pay Master to pay Troops</td>
</tr>
<tr>
<td>Statute</td>
<td>1851</td>
<td>520</td>
<td>To negotiate a loan for the War Fund $500,000</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1851</td>
<td>530</td>
<td>To Establish Forts on our Borders</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1851</td>
<td>532</td>
<td>Directing Adjutant General to enter names on Muster Roll</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1851</td>
<td>534</td>
<td>Reference to the payment of claims and informal transfers in writing</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1851</td>
<td>535</td>
<td>Reference to the payment of certain claims in the Gila Expedition</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1851</td>
<td>538</td>
<td>Authorizing the Pay Master of the Gila Expedition to pay claims</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1851</td>
<td>539</td>
<td>For the Benefit of the Citizens of Los Angeles County</td>
</tr>
<tr>
<td>Statute</td>
<td>1852</td>
<td>59</td>
<td>Authorizing the Treasurer to issue Bonds for $600,000</td>
</tr>
<tr>
<td>Statute</td>
<td>1852</td>
<td>61</td>
<td>Authorizing and requiring Board of Examiners to settle with William Rogers</td>
</tr>
<tr>
<td>Statute</td>
<td>1852</td>
<td>250</td>
<td>For the relief of James S. Bolen</td>
</tr>
<tr>
<td>Statute</td>
<td>1852</td>
<td>261</td>
<td>For the relief of Jacob C. Kore</td>
</tr>
<tr>
<td>Statute</td>
<td>1852</td>
<td>262</td>
<td>For the relief of John G. Warrin</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>79</td>
<td>For the relief of Thomas A. Wilton, M.D.</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>95</td>
<td>To pay troops und Captain Wright S. McDermott $23,000</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>97</td>
<td>For the relief of Beverly C. Sanders</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>130</td>
<td>For the relief of John C. Johnson</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>134</td>
<td>Additional War Fund $23,000</td>
</tr>
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<td>Statute</td>
<td>1853</td>
<td>154</td>
<td>For the relief of A.D. Blanchard and Samuel Stephens</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>177</td>
<td>Secretary of State constituted one of the Board of Examiners</td>
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<tr>
<td>Statute</td>
<td>1853</td>
<td>177</td>
<td>Providing for the pay and compensation of Major James Burney</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>200</td>
<td>For the relief of John Brown $1,150</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>225</td>
<td>Payment of the Fitzgerald Volunteers</td>
</tr>
<tr>
<td>Statute</td>
<td>1853</td>
<td>268</td>
<td>For the relief of John W. Jackson</td>
</tr>
<tr>
<td>Joint Resolution</td>
<td>1853</td>
<td>310</td>
<td>General Statement of War Debt to be made out</td>
</tr>
<tr>
<td>Statute</td>
<td>1854</td>
<td>171</td>
<td>For the relief of Powell Weaver</td>
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</tbody>
</table>

### LIST OF INCOMPLETED BIA IRR INVENTORY PROCESS BY TRIBES

#### Fifty-five (55) Tribes as of October 15, 2008

<table>
<thead>
<tr>
<th>Central</th>
<th>Northern</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benton</td>
<td>Alturas</td>
<td>Campo</td>
</tr>
<tr>
<td>Big Sandy</td>
<td>Big Lagoon</td>
<td>Ewiiaapaayp</td>
</tr>
<tr>
<td>Big Valley</td>
<td>Blue Lake</td>
<td>Inaja-Cosmit</td>
</tr>
<tr>
<td>Bridgeport</td>
<td>Elk Valley</td>
<td>Jamul</td>
</tr>
<tr>
<td>Cloverdale</td>
<td>Fort Bidwell</td>
<td>Los Coyotes</td>
</tr>
<tr>
<td>Cortina</td>
<td>Quartz Valley</td>
<td>Manzanita</td>
</tr>
<tr>
<td>Coyote Valley</td>
<td>Redding</td>
<td>Mesa Grande</td>
</tr>
<tr>
<td>Dry Creek</td>
<td>Table Bluff</td>
<td>Pala</td>
</tr>
<tr>
<td>Elem</td>
<td></td>
<td>Pauma Yiuma</td>
</tr>
<tr>
<td>Enterprise</td>
<td></td>
<td>Ramona</td>
</tr>
<tr>
<td>Fort Independence</td>
<td></td>
<td>Rincon</td>
</tr>
<tr>
<td>Graton</td>
<td></td>
<td>Torres Martinez</td>
</tr>
<tr>
<td>Greenville</td>
<td></td>
<td>Viejas</td>
</tr>
<tr>
<td>Grindstone</td>
<td></td>
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<tr>
<td>Guidiville</td>
<td></td>
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<tr>
<td>Hopland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laytonville</td>
<td></td>
<td></td>
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<tr>
<td>Lone Pine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middletown</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Fork</td>
<td></td>
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</tr>
<tr>
<td>Picayune</td>
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<td></td>
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<tr>
<td>Pinoleville</td>
<td></td>
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<tr>
<td>Potter Valley</td>
<td></td>
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<tr>
<td>Redwood Valley</td>
<td></td>
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<tr>
<td>Round Valley</td>
<td></td>
<td></td>
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<tr>
<td>Rumsey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Santa Rosa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scotts Valley</td>
<td></td>
<td></td>
</tr>
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<td>Sherwood Valley</td>
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<tr>
<td>Table Mountain</td>
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</tr>
<tr>
<td>Timbisha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tule River, Tuolume, Upper Lake</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Endnotes

i Data and calculations for each proposal outcome cited were provided by Bureau of Indian Affairs, Pacific Regional Office, Division of Transportation, Sacramento, CA on September 29, 2008. They were calculated using the Relative Need Distribution Factor (RNDF), and are based on the assumption that all roads submitted by California Tribes that participated in the IRR Inventory Project will be added to the BIA IRR system. See also California Indian Reservation Roads (IRR) Technical Report, dated February 29, 2008. However, the numbers reported herein are approximate and subject to change.


iv Original Bill File Chapter 231, 1860, Secretary of State, California State Archives.


vii Ellison, 186.

viii Journals of the Senate and Assembly of the State of California, at the Third Session of the Legislature, 1852, (Sacramento: State Printing Office, 1852), 44-45.


x Ellison, 193, citing Congressional Globe, 32 Cong., 1 Sess, Part III, 2103; and Congressional Record, 58 Cong., 3 Sess. Part I, 1021. In addition, the Land Claims Act of 1851 significantly contributed to further loss of land of California Indians. The Act provided that all lands in California, the claim to which was invalid or not presented within two years of the date of the Act, would then pass into the public domain. California Indians were not aware, nor were they notified of the needs to present their claims. With the exception of certain bands of Mission Indians, the rest of the California Indians became homeless.

xi CAL. CONST. of 1850, Art. VII, § 3.


xiii “Early California Newspapers, 1846-1866, CD1,” Californian State Library, California Indian Historical Resources Project, 2008, on file with the Native American Liaison Branch, California Department of Transportation.


xvii The ACCIP Termination Report, 6-7.


xix The total number of Tribal Governments represented in this listing at the District level exceeds 108 tribes (118). This is because the autonomous members of the Pit River Tribe located in District 2 work directly with District personnel and has been counted individually.


xxi Ibid.


xxiv The mathematical formula is: \[ A = 0.50 \times \frac{CTC}{Total\ C} + 0.30 \times \frac{VMT}{Total\ VMT} + 0.20 \times \frac{POP}{Total\ POP} \]

Where:

\( A \) = percent Relative Need for an individual tribe

\( CTC \) = Total Cost to Construct calculated for an individual Tribe

Total CTC = Total Cost to Construct calculated for all tribes in the IRR Inventory

\( VMT \) = Total vehicle miles traveled for all routes in the IRR Inventory for a given tribe

Total VMT = Total vehicle miles traveled all routes for all tribes in the IRR Inventory

\( POP \) = Population of an individual tribe

Total POP = Total population for all tribes.


xxv Bureau of Indian Affairs, Pacific Regional Office, Division of Transportation, Sacramento, CA, provided on October 16, 2008.

xxvi Bureau of Indian Affairs, Pacific Regional Office, Division of Transportation, Sacramento, CA, provided on October 16, 2008.

xxvii 24 CFR Part 170, Indian Reservation Roads Program; Final Rule, Federal Register Vol. 69, No. 137, July 19, 2004, 43112. As of January 2008, the IRRPCC representatives and alternates included:

**Representatives**

<table>
<thead>
<tr>
<th>Name</th>
<th>Tribe/Association</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ed (Sam Thomas)</td>
<td>Craig Community Association</td>
<td>Alaska Region</td>
</tr>
<tr>
<td>Zac Hawkins</td>
<td>Chickasaw Nation</td>
<td>Eastern Oklahoma Region</td>
</tr>
<tr>
<td>Clint Hill</td>
<td>Oneida Indian Nation</td>
<td>Eastern Region</td>
</tr>
<tr>
<td>Pete Red Thomahawk</td>
<td>Standing Rock Sioux Tribe</td>
<td>Great Plains Region</td>
</tr>
<tr>
<td>Ben Banfield</td>
<td>Little Traverse Bay Bands</td>
<td>Midwest Region</td>
</tr>
<tr>
<td>Sampson Begay</td>
<td>Navajo Nation</td>
<td>Navajo Region</td>
</tr>
<tr>
<td>Kirk Vinish</td>
<td>Lummi Nation</td>
<td>Northwest Region</td>
</tr>
<tr>
<td>Bo Mazzetti</td>
<td>Rincon Band of Luseno Indians</td>
<td>Pacific Region</td>
</tr>
<tr>
<td>John Smith</td>
<td>Wind River Tribes</td>
<td>Rocky Mountain Region</td>
</tr>
<tr>
<td>Chuck Tsoodle</td>
<td>Kiowa Tribe</td>
<td>Southern Plains Region</td>
</tr>
<tr>
<td>Royce Gchachu</td>
<td>Pueblo of Zuni</td>
<td>Southwest Region</td>
</tr>
<tr>
<td>Erin S. Forrest</td>
<td>Hualapai Tribe</td>
<td>Western Region</td>
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</table>

**Alternates:**

<table>
<thead>
<tr>
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<th>Tribe/Association</th>
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</tr>
</thead>
<tbody>
<tr>
<td>JoAnn Polston</td>
<td>Healy Lake Traditional Council</td>
<td>Alaska Region</td>
</tr>
<tr>
<td>Robert Endicott</td>
<td>Cherokee Nation of Oklahoma</td>
<td>Eastern Oklahoma Region</td>
</tr>
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<td>Ken Green</td>
<td>Eastern Band of Cherokee</td>
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</tr>
<tr>
<td>Doyle Bell</td>
<td>Three Affiliated Tribes of</td>
<td>Great Plains Region</td>
</tr>
<tr>
<td></td>
<td>Mandan, Hidatsa and Arikira</td>
<td></td>
</tr>
<tr>
<td>Mike Moilanen</td>
<td>Mille Lac Band of Ojibwa Indians</td>
<td>Midwest Region</td>
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<tr>
<td>Wilfred Frazier</td>
<td>Navajo Nation</td>
<td>Navajo Region</td>
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<tr>
<td>Rick Galloway</td>
<td>Kootenai of Id &amp; Kalispel</td>
<td>Northwest Region</td>
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<tr>
<td>Peggy O’Neill</td>
<td>Yurok Tribe</td>
<td>Pacific Region</td>
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<tr>
<td>C. John Healy Sr.</td>
<td>Fort Belknap Indian Community</td>
<td>Rocky Mountain Region</td>
</tr>
<tr>
<td>Tim Ramirez</td>
<td>Prairie Band Potawatomi Nation</td>
<td>Southern Plains Region</td>
</tr>
<tr>
<td>Paulson Chaco</td>
<td>Ramah Navajo Chapter</td>
<td>Southwest Region</td>
</tr>
<tr>
<td>Marvin Coda</td>
<td>Duck Valley Indian Reservation</td>
<td>Western Region</td>
</tr>
</tbody>
</table>

**Federal Representatives:**

LeRoy Gishi | BIA Division of Transportation
Robert Sparrow  Federal Lands Highways
Rosina Carrion  BEO-BIADOT

xxix 25 CFR § 170.158
xxx See Endnote 1.
xxxiv National Tribal Leadership Paper on Tribal Transportation Policy approved by the Task Force on
February 7, 2008, 7.
xxiv Tables originally published in Kimberly Johnston-Dodds, *Early California Laws and Policies Related
to California*, (Sacramento: California Research Bureau, September 2002) 16, 18-19,
http://www.library.ca.gov/crb/02/14/02-014.pdf.
SAN DIEGO ASSOCIATION OF GOVERNMENTS

BORDERS COMMITTEE

May 22, 2009

AGENDA ITEM NO.: 11

Action Requested: DISCUSSION/POSSIBLE ACTION

PRELIMINARY DISCUSSION ON SAN DIEGO REGIONAL TRIBAL SUMMIT PLANNING

File Number 7000600

Introduction

The draft FY 2010 Overall Work Program and Budget includes resources for a San Diego Regional Tribal Summit to be held in Spring 2010. This report discusses a framework for a Tribal Summit and the creation of an Ad Hoc Joint Summit Planning Taskforce to discuss the content and structure of the Summit.

Recommendation

The Borders Committee is asked to appoint three members to an Ad Hoc Joint Summit Planning Taskforce for a Spring 2010 Tribal Summit.

Discussion

Background

On March 10, 2006, SANDAG and the Southern California Tribal Chairmen’s Association (SCTCA) held the 2006 San Diego Regional Tribal Summit, drawing more than 120 participants, including elected officials from 12 tribal governments in the region, the SANDAG Board of Directors, members of SANDAG Policy Advisory Committees, various public agencies that work with tribal governments, and interested organizations and stakeholders.

The jointly sponsored Summit resulted in two major structural changes regarding tribal participation in regional transportation planning—one at a policy level and one at a technical level, as well as a mutual agenda for transportation planning. At a policy level, the SCTCA joined the SANDAG Board and Policy Advisory Committees upon the execution of a Memorandum of Understanding (MOU) in January of 2007. Representatives of the SCTCA Board sit on Borders, Transportation, Regional Planning, and Public Safety Committees. At a technical level, SANDAG created the Interagency Technical Working Group on Tribal Transportation Issues (Tribal Working Group) as a forum for information exchange, dialogue on issues between agencies such as the Indian Reservation Roads Inventory process, and collaboration on tribal transportation planning projects. Since its inception the Working Group has served as the project advisory group for several transportation planning projects including the Tribal Transit Feasibility Study and the Tribal Transportation Demand Management project. The action agenda developed as a follow up to the Summit has guided collaborative planning since the 2006 Tribal Summit.
The tribal leadership stated that they would like to hold periodic summits to assess the effectiveness of the government-to-government relationships, review accomplishments, and to set new goals and objectives. This is an opportunity to gather the leadership from the tribal nations, the local governments, and special use districts to discuss major regional initiatives that impact tribes and provide a forum for direct feedback at a policy level. The SCTCA provides an ongoing mechanism for communication with the tribal leadership, however, federal guidelines state that tribal nations should have an opportunity for consultation on an individual basis; each tribal government has its own policies and regulatory framework for planning.

Proposed Framework, Schedule, and Planning Activities

Over the next two years, SANDAG will be developing the next Regional Transportation Plan (RTP). It is recommended that holding a San Diego Regional Tribal Summit at a key milestone point in the 2050 RTP process would provide an opportunity to discuss policy level issues related to the RTP development on a government-to-government basis, building on the strong working relationship already established. In addition, this summit would provide an opportunity to review the status of other policy areas of mutual interest, including public safety, water resources, and energy.

2050 RTP

Federal law requires that an RTP be prepared every four years. In accordance with state and federal guidelines, the 2050 RTP is slated for adoption by the Board of Directors in July 2011. As part of the RTP development, goals and objectives from the 2030 RTP (adopted in 2007) will be revised and updated. The results of related work efforts such as the collaborative projects with Tribal Nations, as well as interregional and binational strategies will be incorporated. Other major tasks for which staff will be seeking input from stakeholders include an update to the project evaluation criteria and RTP performance measures and economic analysis of investment strategies, among others. Additionally, the 2050 RTP will be subject to any new requirements established in the federal surface transportation reauthorization, which is anticipated to be passed in 2010.

Interagency Technical Working Group on Tribal Transportation Issues

The Tribal Working Group will play an integral role in the development of the RTP along with the region’s public works directors and traffic engineers, who are represented in the Cities/County Transportation Advisory Committee (CTAC) and the planning directors who are represented in the Regional Planning Technical Working Group.

Staff will coordinate with the Reservation Transportation Authority and the Tribal Working Group leadership to ensure that key elements of the 2050 RTP development are brought to the Tribal Working Group in a timely manner to allow for substantive feedback and input. Beginning with the upcoming meeting in May, the quarterly meetings will involve discussions on key components of the RTP. Based on the technical discussions held through the Tribal Working Group between now and the spring of 2010, a white paper will be developed over the course of several quarterly meetings to identify the key issue areas that will be the subject of the Summit policy discussion. This will provide the technical basis for policy issues that may be raised which would be brought forward for discussion at the Summit.
Ad Hoc Joint Summit Planning Taskforce

It is recommended that an Ad Hoc Summit Planning Taskforce be formed with three elected officials from the SCTCA and three from the Borders Committee. The Taskforce would meet several times to discuss the content and structure of the Summit. The Taskforce will report back to the Borders Committee with its recommendations. Once the substantive aspects of the Summit have been prepared, staff from the SCTCA and SANDAG will follow up with the logistical planning, and the Taskforce will automatically sunset.

At the Borders Committee's November 2008 meeting, Councilman John Minto volunteered to participate in any future Taskforce. At its April 21, 2009, Board meeting the SCTCA appointed Chairman Chris Devers (Pauma), Chairman Johnny Hernandez (Santa Ysabel), and Spokesperson Francine Kupsch (Los Coyotes) as Taskforce members.

Summit Date

Staff is recommending, based on the RTP schedule, that a Summit be held in Spring of 2010 which would provide sufficient time for key elements of the RTP to have been reviewed and analyzed by the Tribal Working Group, as well as presentations to the SCTCA Board and to be at a point in the process to allow for results of policy discussions at the Summit to be incorporated into the development of the 2050 RTP.

Next Steps

Once the Taskforce is formed, staff will determine a meeting schedule based on the availability of Taskforce members.

BOB LEITER
Director of Land Use and Transportation Planning

Key Staff Contact: Jane Clough-Riquelme, (619) 699-1909, jcl@sandag.org
Introduction

The San Ysidro – Puerta México Port of Entry (POE) is the busiest international land POE in the world and is used by one out of every ten people entering the United States through any air, sea, and land POE. At previous Borders Committee meetings, GSA and SANDAG staff provided information on the GSA San Ysidro POE Reconfiguration and Expansion project. Comments from the Borders Committee on outstanding areas of concern have been submitted to GSA.

On May 1, 2009, GSA released the San Ysidro Land POE Improvements Project Draft Environmental Impact Statement (EIS) for a 45-day public review period. At the Borders Committee meeting on May 22, SANDAG staff will provide the Committee with an overview of the project as depicted in the Draft EIS, highlight remaining areas of concern, and seek comments from Committee members for submittal to GSA.

Discussion

On May 7, 2009, GSA provided SANDAG staff with a presentation on the Draft EIS and its accompanying Traffic and Mobility studies. SANDAG will share highlights of this meeting with the Borders Committee.

The Draft EIS analyzes three alternatives: the preferred alternative, a pedestrian crossing alternative, and a no build scenario. The project preferred alternative includes the following phased projects, which are illustrated in Figures 1 through 3:

- **Phase 1:** Construction to begin winter 2009/2010 with an estimated duration of 18 to 24 months
  - Reconfiguration of primary northbound inspection area to include 24 inspection lanes (23 vehicle, 1 bus) with 46 stacked vehicle inspection booths, and a single bus inspection. Six northbound lanes will be constructed; three along the eastern portion of the POE and three in the middle of the POE, creating a central island for secondary inspections and operations.
- Demolition of existing northbound inspection area and creation of a new secondary inspection and operations center island with covered canopies. New east-west connector road to access lanes merging onto I-5.
- Construction of new auto seizure and impound facilities with portions of the facilities covered with canopies.
- Construction of new operations building immediately east of the inspection area.
- Construction of new employee parking structure with access from Camiones Way.
- Shortening and reconfiguration of Camiones Way.
- Construction of east-west pedestrian bridge.
- Provision of new southbound pedestrian crossing to Mexico to be located near the Old Customs House on the eastern side of the POE.
- Demolition of Payless Shoe Store and Greyhound buildings and construction of a new Central Plant facility.

**Phase 2: Construction to begin in 2011 with an estimated duration of 24 to 30 months**

- Demolition of the existing pedestrian bridge and construction of a new Administration and Pedestrian Building east of the reconfigured northbound inspection facilities.
- Construction of a new north-south pedestrian ramp to channel northbound pedestrians and bicyclists from Mexico to the inspection facilities.
- Renovation of the Old Customs House to accommodate interim processing facilities and construction of a new pedestrian sidewalk between the border crossing and the renovated building.
- Demolition of the existing Administration Building and bridge following construction of the Phase 2 improvements.

**Phase 3: Construction could begin as early as 2011, or as late as 2013 depending on the schedule provided by Mexico for their construction of the El Chaparral facility, and would last approximately 20 to 24 months**

- Primary southbound inspection to consist of five vehicle lanes and one bus lane with 12 stacked inspection booths. A portion of this inspection area would be covered with canopies.
- Provision of Last Chance U-Turn lane on the east side of the southbound roadway.
- Construction of a secondary southbound inspection area covered with canopies as well as extension of the east-west connector road.
- Construction of new six-lane southbound roadway with inspection facilities to connect with the El Chaparral POE in Mexico. The road would widen to 14 lanes south of the primary inspection area prior to the international border.
- Construction of a new southbound pedestrian crossing facility at Virginia Avenue. Once operational the existing southbound pedestrian crossing would be closed.
- Removal of Camiones Way and the existing bus turn-around. A new turn-around and loading facility would be constructed at Virginia Avenue to accommodate buses, taxis, jitneys, and privately owned vehicles.
- Construction of a pedestrian ramp between the east-west pedestrian bridge built in Phase 1 and a new sidewalk that would connect with Virginia Avenue.
- Construction of additional employee parking near the employee parking structure constructed in Phase 1.
The Pedestrian Crossing Alternative entails a different cross-border circulation plan. While the Preferred Alternative proposes to replace the existing southbound pedestrian crossing with two new southbound pedestrian crossings (one at Virginia Avenue and another on the eastern side of the POE), the Pedestrian Crossing Alternative proposes to maintain the single existing southbound pedestrian crossing. Many of the structures to be constructed are the same under this scenario; however, there are some major differences in the circulation plan including:

- The east-west pedestrian bridge constructed in Phase 1 would land on the north side of the East San Ysidro Boulevard/V-5 freeway on-ramp.
- Camiones Way would be eliminated in Phase 3 and no replacement facility would be constructed for buses, jitneys, taxis, or personal vehicle drop-offs at Virginia Avenue. A small turn-around would be constructed at the south leg of the Camino de la Plaza/V-5 southbound ramp intersection.
- A new north-south pedestrian bridge would be built over the proposed southbound freeway lanes to connect the east-west pedestrian bridge to the existing southbound pedestrian crossing.

SANDAG staff will present information on the project Preferred Alternative, impacts identified by GSA, the mitigation measures included in the Draft EIS and whether these mitigation measures are to be implemented by GSA or no implementation commitments have been identified.

**Next Steps**

GSA will hold a public hearing on the Draft EIS in June 2009. SANDAG staff will incorporate the comments received from the Borders Committee into a Draft EIS comment letter to be submitted to GSA by June 22, 2009. SANDAG also will continue to coordinate comments with the City of San Diego, Caltrans, and MTS.

**BOB LEITER**
Director of Land Use and Transportation Planning

Attachments:  
1: Preferred Alternative – Phase 1 Improvements (Figure 2-1)  
2: Preferred Alternative – Phase 2 Improvements (Figure 2-2)  
3: Preferred Alternative – Phase 3 Improvements (Figure 2-3)

Key Staff Contact: Rachel Kennedy, (619) 699-1929, rke@sandag.org
Preferred Alternative - Phase 2 Improvements

SAN YSIDRO LAND PORT OF ENTRY IMPROVEMENTS

Figure 2-2
Preferred Alternative - Phase 3 Improvements
SAN YSIDRO LAND PORT OF ENTRY IMPROVEMENTS
Figure 2-3
PRESENTATION OVERVIEW

Presentation Overview

1. ABOUT THE RTA
2. PROJECT BACKGROUND
3. TASKS
4. DELIVERABLES
5. NEXT STEPS
WHO WE ARE:
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
Inaja and Cosmt Band of Mission Indians
Jamul Indian Village
La Posta Band of Kumeyaay Indians
Los Coyotes Band of Cahuilla and Cucapah Indians
Mesa Grande Band of Mission Indians
Pauma and Yuma Band of Luiseño Mission Indians
Ramona Band of Mission Indians
Rincon Luiseño Band of 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 Demand Management

Presenting Commuting Alternatives
- Provide and promote alternative commuting methods for staff of tribal enterprises

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 and Coordination

Tribal TDM Project 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 with SANDAG
Sample: RTA Commuter Assessment Survey

10. Does your employer provide subsidies for transportation to and from work?
   Yes [ ] No [ ]

11. How many days do you use the bus? ______

12. How many days do you use the train? ______

13. How many days do you use the carpool? ______

14. How many days do you drive alone? ______

15. What is the main reason you prefer this mode of transportation?
   [ ] Time efficiency
   [ ] Cost effectiveness
   [ ] Comfort
   [ ] Environmental impact

16. How satisfied are you with the current level of service provided by the RTA?
   [ ] Very satisfied
   [ ] Somewhat satisfied
   [ ] Neutral
   [ ] Somewhat dissatisfied
   [ ] Very dissatisfied

Thank you for your participation!

The California Public Utilities Commission will use this information only for broad planning purposes.

[Signature]
[Date]

[RTA Commuter Assessment Survey]
TDM Marketing Strategies

- Development of new RTA logo
- Development of Tribal Transportation Management Association (TTMA) logo
TDM Outreach Materials

TDM Promotional Survey Materials

SAV E $2,250 IN 10 MINUTES

Complete the RideShare survey
$5,500 average commuter cost

÷ 2 rides

$2,250 in your pocket.

LLENA EL CUESTIONARIO DE RIDESHARE

GANA $2,250 EN 10 MINUTOS

$5,500 el costo promedio de conductor

÷ 2 pasajeros

$2,250 más en su cartera

Los usuarios de Rideshare (compaña y usted) pueden entregar la póliza al momento, o hacerlo después, en hasta 12 meses, o transferir el saldo a su cuenta de auto de la cartera.

Periodo del cuestionario Jan. 29 - Feb. 4

Para obtener más información, consulte a su consejero o visítenos en www.rideshare.com.
TDM Promotional Survey Materials

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

Complete the RideShare survey from Jan. 23 Feb. 4

Imagine Saving $4000 Every Year

Complete the RideShare survey and find out how

TDM Promotional Survey Materials

Imaginate Un Premio Anual de $4000

Llena el Cuestionario de RideShare, e informate como hacerlo

TDM Promotional Survey Materials
## TDM Commuter Survey Participants

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<th>Tribe/Mission Group</th>
<th>Number of Surveys</th>
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<td>638 SURVEYS</td>
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<td>Viejas Band of Kumeyaay Indians: Viejas Casino</td>
<td>261 SURVEYS</td>
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## General Findings

**Top three reasons to rideshare:**
- Cost Savings
- Commute Time
- Reliability

**Top three incentives to rideshare:**
- Cash Incentive
- Gift Card
- Gas Card

## 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 a 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
Tribal TDM Next Steps

APPLIED FOR CALTRANS ENVIRONMENTAL JUSTICE GRANT FOR PHASE II OF THE TDM OUTREACH PROJECT

- Will target six tribes in San Bernardino and Riverside Counties for same outreach completed in San Diego County

SIGN MEMORANDUM OF UNDERSTANDING (MOU) WITH SANDAG TO PARTNER ON THE TRIBAL TRANSPORTATION MANAGEMENT ASSOCIATION (TTMA)

Questions?

RTA Office: 951-308-1442
RTA Fax: 951-308-1272

Tanya Kingsley  Jessica Cessieux
Acting General Manager  TDM Coordinator
tanya@rezta.com  jessica@rezta.com

Thank you for your time!
MISSION STATEMENT

“To strengthen and enhance the coordination and area-wide disaster recovery efforts on tribal lands located in San Diego County affected by wildfires and other natural disasters by working with tribal, federal, state, and local governmental agencies to: (1) share disaster relief information, (2) simplify access to disaster relief services for residents of affected tribal lands, and (3) provide mutual assistance to tribal communities that have experienced natural disasters.”
EXECUTIVE BOARD MEMBERS

**Board Officers**
Chairman, Chairman Johnny Hernandez, Iipay Nation of Santa Ysabel
Vice Chairman, Chairman Allen Lawson, San Pasqual Band of Kumeyaay
Treasurer, Chairman Chris Devers, Pauma Band of Luiseno
Secretary, Spokeswoman Francine Kupsch, Los Coyotes Band of Cahuilla

**Board Members**:
Chairman Mark Romero, Mesa Grande Band of Indians
Chairman Robert Smith, Pala Band of Cupenos
Vice Chairwoman Stephanie Spencer, Rincon Band of Luiseno
Adam Geisler, La Jolla Band of Luiseno
Fire Chief Don Butz, Viejas Band of Kumeyaay

ACCOMPLISHMENTS & OBJECTIVES

- Established the organization as a 501-C-3 Non-Profit Corporation
- “Indian Giving”
- Building infrastructure
- Planning inaugural fundraiser for later this year
- Increasing communication and interoperability are top priorities
- Establishing baseline data for tribal needs for preparedness, response, and recovery
- Creating dialogue with agency partners: County, State, and Federal level
Some lessons are learned best in calm, others in storm. –Willa Cather

INTER-TRIBAL LONG TERM RECOVERY FOUNDATION
PO BOX 130, SANTA YSABEL, CA 92070

Theresa Gregor, Facilitator, ITLTRF
theresagregor@yahoo.com
(760)473-2012
San Ysidro
Land Port of Entry (POE)
Improvements Project

Draft Environmental Impact Statement

May 2009

Draft Environmental Impact Statement (DEIS) Schedule

- May 1, 2009: DEIS available on GSA Web site
- May 8, 2009: DEIS notice published in the Federal Register, Mobility and Traffic Studies available on GSA Web site
- June 2009: Public hearing
- June 22, 2009: Close of comment period
**Project Purpose**

- Improve operational efficiency, security, and safety for cross-border travelers and federal agencies
- Increase vehicle and pedestrian inspection processing
- Reduce northbound vehicle and pedestrian queues and wait times
- Improve safety for border crossers and employees
- Modernize facilities to accommodate current and future demands and implementation of border security initiatives

**DEIS Alternatives**

- No Build
- Preferred Alternative
- Pedestrian Crossing Alternative
Preferred Alternative – New Elements

- **Phase I** – Inclusion of new southbound pedestrian crossing to Mexico on east side of POE

- **Phase III** – New southbound pedestrian crossing facility at Virginia Avenue; construction of new turn-around and loading facility for buses, taxis, jitneys and privately owned vehicles at Virginia Avenue
SY POE
Preferred Alternative – Phase II

SY POE
Preferred Alternative – Phase III
Pedestrian Crossing Alternative Versus Preferred Alternative

- Reduces Transit Facilities Provided at Camiones Way
- Pedestrian Bridge Would Land on North side of I-5 Freeway On/Off-Ramp
- No New Southbound Pedestrian Crossing
- Preserves Existing Southbound Pedestrian Crossing at Camiones Way
- No New Transit Facility at Virginia Avenue

Initial SANDAG Staff Comments

- Pleased that new eastern southbound pedestrian crossing is included in Phase I; outstanding questions regarding:
  - Funding
  - Coordination with Mexico
  - Presidential Permit
  - Construction schedule

- Glad to see inclusion of new turn-around and loading facility for buses, taxis, jitneys, and privately owned vehicles at Virginia Avenue
Initial SANDAG Staff Comments

- New east-west pedestrian bridge creates a 400-foot longer walking distance and lacks canopies to provide protection from the elements
- Eastern end of the pedestrian bridge may be too close to the transit center
- Roadway and freeway impacts are identified but not mitigated
- No southbound traffic analysis

---

Initial SANDAG Staff Comments

- No confirmed relocation for Greyhound / other private bus operators
- Schedule and coordination with Mexican counterpart projects not delineated
- No provision for pedestrian pick-up / drop-off near Trolley
- Limited environmental justice analysis which does not evaluate effects on POE users
- Pedestrian crossing alternative is unacceptable
Preferred Alternative Construction Schedule

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Next Steps

- GSA DEIS public hearing (June 2009)
- SANDAG staff will complete review of the DEIS and Technical Studies
- Submit comments to GSA by June 22, 2009 with input from the Borders Committee
Purpose of the Project

To improve operational efficiency, security, and safety for cross-border travelers and federal agencies at the San Ysidro LPOE

Project goals:

- Increase vehicle and pedestrian inspection processing capacities at the San Ysidro LPOE;
- Reduce northbound vehicle and pedestrian queues and wait times to cross the border;
- Improve the safety of the San Ysidro LPOE for vehicles and pedestrians crossing the border, and for employees at the LPOE;
- Modernize facilities to accommodate current and future demands and implementation of border security initiatives, such as the Western Hemisphere Travel Initiative (WHTI), the United States Visitor and Immigrant Status Indicator Technology program (USVISIT), and the Secure Border Initiative (SBI).
Need for the Project

Capacity and Transportation Demand

- LPOE currently processes approx. 50,000 northbound vehicles and 26,000 northbound pedestrians per day.
- Existing San Ysidro LPOE has become a bottleneck.
- Existing wait times for vehicles average 1.5 to 2 hours during the commuter peak period with queues of approximately 2,900 vehicles.
- Cross-border travel is forecasted to continue to grow.
- Additional employee parking spaces are needed.

Safety and Border Security

- The existing facility is undersized.
- Requires modernization due to mandated security programs.
- Current configuration is inefficient.
- Current configuration increases the potential for safety hazards and security concerns.

Preferred Alternative
Environmental Issues Addressed in the EIS

- Land Use
- Community Impacts
- Utilities/Emergency Services/Life Safety
- Traffic and Transportation/Pedestrian and Bicycle Facilities
- Visual/Aesthetics
- Cultural Resources
- Hydrology, Water Quality, Storm Water Runoff and Floodplains
- Geology/Soils/Seismicity/Topography
- Paleontological Resources
- Hazardous Waste/Materials
- Air Quality
- Energy
- Biological Resources
- Cumulative Impacts

Technical Studies Completed for the Project

- Air Quality Impact Assessment
- Initial Site Assessment
- Preliminary Geotechnical Evaluation
- Drainage Study
- Storm Water Management Plan
- Community Impact Assessment
- Natural Environment Study
- Cultural and Historical Resource Inventory and Evaluation Report
- Relocation Study, U.S. Customs House
- Traffic Impact Study
- Mobility Study
Summary of LPOE Expansion – Traffic Study

2030 Northbound Wait Times

Summary of LPOE Expansion Mobility Study

- Pedestrian Mobility
  - Intercept Survey
  - Walking Distances
  - Linkage & Connectivity
  - Sidewalks
  - Sidewalk Landings
- Transit Mobility
  - Public Transit – Trolley Blue Line, MTS Bus Routes 929 and 932
  - Private Transit
    - Private Bus Operators and Vans
    - Jitneys
    - Taxis
- Bicycle Mobility
  - Bicycle Paths
  - Bicycle Parking
Methodology

- Assess Existing Conditions
  - Pedestrian Intercept Survey
  - Pedestrian Counts at 19 locations
  - Walking Distances
  - MTS Ridership for Blue Line Trolley and Bus Routes 929,932
  - Inventory of Existing Pedestrian, Transit, and Bicycle
  - Identify Land Uses to establish linkages and connectivity
  - Determine current Levels of Service (LOS) and capacity

Summary of Existing LPOE Pedestrian Mobility

- Trolley, 41.6%
- No Response, 0.3%
- Taxi, 4.6%
- Walking, 14.5%
- Bus, 17.2%
- Private Vehicle, 21.7%
Summary of Existing LPOE Pedestrian Mobility

- Pedestrian Bridge
  - Dimly lit, non-ADA ramps
- West Sidewalk of Cul-de-Sac (to Rail Ct turnaround)
  - LOS F (AM peak)
- Intersection of San Ysidro Blvd / I-5 NB Ramp
  - All sidewalk landings at LOS D or F (AM and PM)
- Other Walkability Issues
  - Litter, graffiti, poor maintenance, and some missing facilities
Existing Pedestrian Deficiencies

- Most walking distances improve

### Future LPOE Pedestrian Mobility

- Most walking distances improve

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Summary of Existing LPOE Transit Mobility

- **Existing Public Transit**
  - **Blue Line (Trolley):** San Ysidro Trolley Station to Old Town Transit Center
    - Trolley ridership currently exceeds seated capacity for NB Trolley (AM peak)
  - **MTS Bus Routes 929 and 932:** from Downtown San Diego
    - High ridership for SB Bus 929 (PM peak)

- **Existing Private Transit**
  - Private Bus Operators
  - Jitneys
  - Taxis
  - Privately Owned Vehicles (POVs)

Future LPOE Transit Mobility

- **Future Public Transit**
  - **Blue Line:** Ridership will continue to exceed seated capacity for NB Blue Line (AM peak)
  - LPOE project master planned to provide additional right-of-way for MTS to expand to 4-car trains
  - **Route 929:** Ridership will exceed seated capacity for Southbound Bus (PM peak)
  - **Bus Rapid Transit (BRT)**
  - Camiones Way Transit station to be relocated in Phase 2 and Phase 3
Future LPOE Transit Mobility

- Mexicoach, Inc 16%
- La-Mex Tours* 10%
- Azteca de Oro* 10%
- FronterasDel Norte * 10%
- Transportes Intercalifornias 12%
- El Corre Caminos 7%
- Executive Lines 9%
- Greyhound/Crucero/Americano ** 26%

* Assumes average number of daily bus trips.
** Indicates private buses to be removed.

Future LPOE Bicycle Mobility

- San Ysidro Community Plan
  - New bike paths suggested in Community Plan included in Build-out

- Bicycle Level of Service
  - Future levels of service remain unaffected by LPOE project except 2 locations
    - San Ysidro Blvd to Camino de la Plaza
    - Camino de la Plaza to San Ysidro Blvd
Recommendations for Non-Projected Related Mobility Improvements

Estimated Economic Impacts (1)

- Potential to Create 16,156 jobs
- Ability to add $1,961,800,000 to the Nation’s GDP
- Create $634,700,000 in Personal Wealth

According to testimony by Stephan Fuller, professor and Director of the Center for Regional Analysis, George Mason University.
Phase I Impacts

- Phase I fully funded for $292,000,000
- Estimated 8,176 additional jobs
- Additional $992,800,000 in increased GDP

According to testimony by Stephan Fuller, professor and Director of the Center for Regional Analysis, George Mason University.

Regional Impacts of Border Waits

- 33,915 lost regional jobs
- 2.7 Billion in lost regional economic activity

SANDAG “Economic Impacts of Border Wait Times at the San Diego-Baja California Border Region” January 2006