

Mobility Needs Assessment



Clean Mobility Options Voucher Pilot Program (CMO)

Paskenta Band of Nomlaki Indians - Tehama and Glenn Counties Community
Mobility Needs Assessment

February 2022

Prepared by: Outthink, LLC



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- Rolling Hills Casino
- Commute with Enterprise
- The Paskenta Tribal Council

We would like to thank the tribal members, residents and employees who took the time to participate in the needs assessment process.

Thank you to the California Air Resources Board (CARB) for providing essential funding toward clean transportation investments in disadvantaged communities through the California Climate Investments (CCI) program.

This report was written by Eli Slaydon and Brian Barnacle (Outthink) with additional contributions by Tad Williams and Michael Raigosa (Paskenta) with advisory and assistance from Fabian Campos, Sarah Huang, and Lauren McCarthy (Shared-Use Mobility Center).

Executive Summary

The Paskenta Band of Nomlaki Indians is a federally recognized sovereign nation located in Northern California with a deep tradition of resiliency, culture, and a strong vision for the future of all peoples living in the Corning-Paskenta Tribal Community. Members of the Paskenta Band of Nomlaki Indians have lived in Northern California for generations, in what is now called Tehama and Glenn counties. Paskenta lands lie between Red Bluff and Stoney Creek, California, West of the Sacramento River.

The Tribe recently completed a five-year strategic plan, where roughly 200 members joined together to discuss the needs, challenges, opportunities, and limitations facing the Tribe. The process assessed economic development, housing, employment, education, healthcare, wellness, and other factors. As a result of that process, the tribe currently building a new parking facility (including electric vehicle charging) at the Casino, a new Tribal Administration Building, and a new Tribal Community Building, now is the time to introduce and plan for e-mobility programs.

Unfortunately, tribes have historically been inadequately represented in local and regional transportation planning, both in California as a whole and in Tehama County. Thus, the recently completed planning process did not thoroughly assess the Tribe's diverse transportation needs. For this reason, the Paskenta decided to conduct a Community Needs Assessment through the Clean Mobility Options Program (CMO). CMO is a statewide initiative that provides funding for zero-emission shared mobility options to under-resourced communities in California. CMO is available throughout California to eligible disadvantaged communities, as well as eligible low-income tribal and affordable-housing communities, to increase access to safe, reliable, convenient, and affordable transportation options. CMO is funded by California Climate Investments (CCI), a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment — particularly in disadvantaged communities.

Project Team

The project team consisted of The Paskenta Band of Nomlaki Indians, InCharge Energy (Incharge), Outthink, LLC and the Shared-Use Mobility Center (SUMC), a public-interest organization focused on equitable shared mobility. InCharge provided project administration and budgetary oversight whereas Outthink lead project design and implementation. SUMC helped develop the needs assessment survey, helped review the survey results, and provided a vendor recommendation for car sharing and additional mobility services.

Project Area Overview

The 2010 U.S. Census found that Tehama County has a population of 63,463, with 49,743 persons aged 16 years and over. In 2010, 26,562 persons participated in the labor force and 2,656 individuals in the participating labor force were unemployed, with an unemployment rate of 10.1 percent.



Households in Tehama County, CA have a median annual income of \$42,512, which is less than the median annual income of \$60,336 across the entire United States. This is in comparison to a median income of \$40,687 in 2016, which represents a 4.49% annual growth.

Approximately 20.9% of the population for whom poverty status is determined in Tehama County (13,000 out of 62,300 people) live below the poverty line, a number that is higher than the national average of 13.4%. The most common job groups, by number of people living in Tehama County, CA, are Office and administrative Support Occupations (3,202 people), Sales and Related Occupations (2,417 people), and Management Occupations (1,759 people).

Tribal members contribute to above average poverty rates in Tehama County. Families often share homes and unemployment rates are above average. In Tehama County, Transportation is the largest monthly household cost (35% of household income), even more than housing (32% of household income). Thus, well-designed shared mobility programs could have a significant impact on household disposable income and quality of life.

Purpose of this Report

This report was prepared to detail the steps taken by the project team to complete the needs assessment, summarize key findings, and share lessons learned. We intend for this report to serve as a helpful resource for other organizations considering conducting a transportation needs assessment in their own communities.

Introduction

Paskenta Band of Nomlaki Indians is a federally recognized sovereign nation located in Northern California with a deep tradition of resiliency, culture, and a strong vision for the future of all peoples living in the Corning-Paskenta Tribal Community. Members of the Paskenta Band of Nomlaki Indians

have lived in Northern California for generations, in what is now called Tehama and Glenn counties. Paskenta lands lie between Red Bluff and Stoney Creek, California, West of the Sacramento River.

The Paskenta Band of Nomlaki Indians is governed by the Tribal Council, comprised of five members elected by the General Council. Tribal Council members are advocates for building a strong community and catalyze their efforts for change. They believe that community-building strategies include participating, advocating, supporting, and maximizing synergy through partnerships. They recognize that they can contribute to the prosperity of the individual, the community, and the nation and that education is vital to progress. The council continually widens their circle to create opportunities that strengthen the community.

In 2000, the Tribe acquired a 2,000-acre reservation near Corning, California and soon began construction of Rolling Hills Casino. The Casino opened in 2002, providing employment for several hundred residents. Today, the Casino and Resort has a monthly payroll of over \$1,700,000 and employs over 600 people from the towns of Corning, Orland, Red Bluff, and other localities. Most of the employees work full time and enjoy health care benefits and 401k options, but the unique needs of Tribe members and employees have not been audited and are not well-understood.

The Tribe recently completed a five-year strategic plan, where roughly 200 members joined together to discuss the needs, challenges, opportunities, and limitations facing the Tribe. The process assessed economic development, housing, employment, education, healthcare, wellness, and other factors. As a result of that process, the tribe currently building a new parking facility (including electric vehicle charging) at the Casino, a new Tribal Administration Building, and a new Tribal Community Building, now is the time to introduce and plan for e-mobility programs.

Unfortunately, tribes have historically been inadequately represented in local and regional transportation planning, both in California as a whole and in Tehama County. Thus, the recently completed planning process did not thoroughly assess the Tribe's diverse transportation needs. For this reason, the Paskenta decided to conduct a Community Needs Assessment to:

- (1) Understand challenges faced by tribal members and employees in accessing and utilizing various mobility options
- (2) Gauge residents' current knowledge and interest in shared mobility, and
- (3) Identify shared mobility programs that could reduce mobility costs and improve mobility service for tribal members and employees.



The project included a review of existing data, a survey of tribal members and employees, listening circles, and vendor outreach and education. All digital and physical outreach featured the Paskenta logo

and moniker to ensure that those receiving invitations would be aware of the messaging purpose and origin.

Review Existing Data Sources

In March of 2021, the team began reviewing readily available data sources and interviewing the primary project contacts, Paskenta Public Works Manager, and his intern. The team also collected addresses and ages of members and employees from the Paskenta Administrative Assistant.

In addition to the data provided by the tribe, online data sources such as Alltransit.com, arcgis.net, htaindex.cnt.org, Walkscore.com, Cyclosm.org, datacensus.gov, bestplaces.net, plugshare.com, and takestrax.com were extremely helpful sources to help understand how people live and get around, how they spend their money, and what resources are available.

Survey of Tribal Members and Employees

Working with the Tribe and the Senior Program Director of the SUMC, the team developed an online Request for Information workbook to record the data that we collected on the tribal population, existing vehicles owned by the tribe, shuttle services, and employee information. This data was used to construct a survey on Alchemer to assess the needs of tribal members at their annual members meeting.

Tribal representatives provided input about how surveys have gone in the past to gauge the best format for engagement. It was expressed that folks would be hesitant to share certain information (i.e., overly personal questions or delving too far into financial questioning), even if it were stated that the responses would be private and only used to implement positive changes. To avoid “survey fatigue,” the survey was designed such that it could be completed in ten minutes or less.

In April 2021, the survey was launched in English with the option to complete it on a printed version or online. The survey was advertised on a poster at the Tribal Community Center and Rolling Hills Health Clinic; the poster had a QR code that linked the respondent to the survey, and the option for a printed survey was available by request at the Tribal Community Center. The survey was also emailed to tribal members. All the respondents chose to use their phones or home computers to complete the survey.

In early May 2021, the team launched a survey targeting the hundreds of Rolling Hills Casino employees, almost all of whom live within 100 miles of the casino. The employee version of the survey was available in English and Spanish to ensure that language access was not a participation barrier.

In total, 100 tribal members and employees responded to the survey, of which 79 were deemed to be completed.

Formulate Hypotheses

During a follow up conversation about those findings, the team learned more about the Rolling Hills Health Clinic operations and employees and began outreach through the management at both the Corning and Red Bluff clinic locations to test and vet early hypotheses regarding shared mobility programs that might be well-suited for the target populations.

The initial hypotheses for well-suited shared mobility programs included:

1. An employee vanpool program could reduce transportation costs and emissions associated with casino employee commuting.
2. A carshare program run from the Tribal health clinic and community center could enhance tribal member access to services.

Hold Listening Circles to Share Learnings and Test Hypotheses

Three listening circles were held on zoom, with physical locations linked to the call available at the community center break room and the casino complex training room. Guidance from the administration of multiple organizations was used to select several dates and times that would work for the largest range of individuals within the project area.

Mixed digital/in person listening circles were conducted via zoom, with a physical location available for the hosts and walk-ins. There had been concerns regarding Covid-19 outbreaks at both the Casino and the tribal community center earlier in the year and it was agreed that letting people call in from home was preferred. The available directory of emails for tribal members and tribal employees was used to make sure that we were able to reach everyone in the project area. Posters were created and mounted in the community center to make sure that anyone who wanted could attend. Input for scheduling was taken from all available sources and contacts were available to field questions and suggestions.

Events were organized to include community organizations and individuals who already were in outreach positions. The human relations representative from the Rolling Hills complex had years of experience organizing and running vanpools, was excellent at identifying and solving issues for people. The Paskenta Community Center was able to provide outreach through several channels and did their best to pass on information through physical flyers, emails, and word of mouth.

The team consulted the Northern California Manager from Commute with Enterprise to help explain the workings of electric carshares and vanpools to the group as needed. He was unable to attend, but provided information, slides, and addressed frequently asked questions so that we were better prepared to discuss possibilities.

Events were coordinated through the tribal council community services and outreach department, with the health clinic and casino complex, which includes restaurants, maintenance, cleaning, servers, floor workers, construction, brewers, and the fueling station.

Listening circles were defined as beneficial transportation opportunities to provide feedback from the community as to how improvements might be made. Outreach was conducted with two weeks' notice to potential participants.

At each listening circle, Public Works Manager for the Paskenta Band of Nomlaki Indians, Tad Williams, gave an introduction of the purpose for the Community Needs Assessment and the organizations involved were introduced. After introductions, the attendees were asked about the current transportation systems in the community, awareness about options, and how accessible they were. The community's transportation planning process and who was involved in (or excluded) from that process of planning was discussed.

The three listening circles included:

1. Affiliates and Employees of The Rolling Hills Health Clinic and Community Center
2. All Tribal Members Invited to Discussion
3. Employees of the Rolling Hills Casino Complex Invited to Discuss Shared E-mobility.

On Monday, October 11 there was a 9am and 3pm meeting. On Wednesday, October 13 there was a 2pm meeting, and a Monday, October 17 at 1:30pm was added as an option to provide a range of dates and times, but no one wanted that time, so it was used as a follow-up meeting. A Spanish translator was available for our presentation on the 13th. Anyone working for the tribal facilities including the health clinic, casino or community center was offered paid time to attend a listening circle. Lunch was provided.

In total, 744 people were invited to attend. The total attendance was 10 individuals, not counting organizers. One 36 y/o male from the community center and three women, 34, 37, and 43, respectively. Four tribal members ranging from 28-64 years old were represented, all women. A male 46 y/o and 42 y/o female from Chico who both worked at the tribal brewery attended.

Synthesize What Participants Said

All attendees indicated they were aware of a shuttle, or bus, but had never used it themselves. Everyone said that they drove themselves (the majority indicated that they typically drive alone) and that having a car was really the only way to get around. The cost of getting around in a single passenger vehicle was discussed, in terms of both dollars and greenhouse gas emissions as well as the savings associated with driving an electric vehicle, the benefits of sharing a car, and the combined savings of using an electric carshare or vanpool.

No one considered that transportation could be different because getting around in a car was the normal form of transportation. No one considered the Tehama County Transit Coalition important to their daily lives, so we can deduce that our attendees were among those excluded from (and underrepresented in) the transportation planning process. All the attendees overwhelmingly agreed that there really is no viable transportation system besides the highways and that they are on their own when it comes to getting from point A to B.

We asked for input into what might be improved upon, what was missing, what needs or preferences they might have for transportation. The attendees did not have solutions besides expressing a **strong desire for easier or cheaper ways to get around on the roads**. They cited the issues of being in a rural community with a different schedule from their nearby neighbors. Sharing rides could not work for them because their kids might get off school at separate times, or they might need to go to an appointment.

The primary issues that people had before the event regarded timing, responsibility, and cost were substantiated by the listening circles, but in general people were skeptical that addressing these challenges were even a possibility.

Introducing Shared Mobility Programs to Tribal Leadership

The long commutes and similar work schedules shared by the casino employees are well-suited for vanpools. Thus, the team reviewed vendors from the CMO directory, engaged vendors, and set up meetings with the Paskenta leadership.

The CMO directory had only two listings for companies that had provided vanpools for the program in the past. The contacts that had worked with CMO previously and would therefore provide the experience needed were no longer employed at either company. After new contacts were tracked down, it gradually became clear that the staff and the companies did not understand the CMO program or how to create a vanpool using a voucher and/or why specifically EVs were needed.

It took weeks to receive cost structures and information from the providers, which created more confusion and frustration with the tribal council, and ultimately further delays. Without agents holding experience in building a partnership of this kind or a proper understanding of how a voucher might be employed, doubt in developing an affordable and sustainable vanpool stifled progress. Without question, the unclear value proposition and poor customer service from the electric vanpool providers was the most significant setback in the project.

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Findings

Tehama and Glenn Counties are rural, spread out and vehicle reliant. Public transportation is scarce, not well scheduled, and not well used. This area is not walkable or bikeable. Resources are scant.

People still need to get to work, school and shopping, and they do so by travelling long distances in single passenger vehicles. Follow up zoom calls and listening circles confirmed that people are spending over a third of their income on gasoline (verbal reports stated \$650-\$1200 a month). They are spending a lot of time on the road, using a huge amount of gasoline, and spending large percentages of their income on brake pads, tires, and oil changes (one person reported two sets of brake pads and one set of tires per year for her commute).

Employees Live in Clusters Spread throughout the Region

There are 463 current employees at the Casino who live across the region. 170 people are from Corning and within about 7 miles of the casino. 76 are from Red Bluff (22mi), 71 from Orland (10mi), 28 from Los Molinos (16mi), 9 from Cottonwood (36.4mi),

The other 155 commute from outside of Tehama or Glenn Counties. 43 employees travel from Chico which is approximately 30 miles driving. 22 drive over 40 miles from Anderson.






The employment rate reported from our survey was as follows:

⁵ <https://data.census.gov/cedsci/table?g=0500000US06103&tid=ACSST1Y2019.S0801>

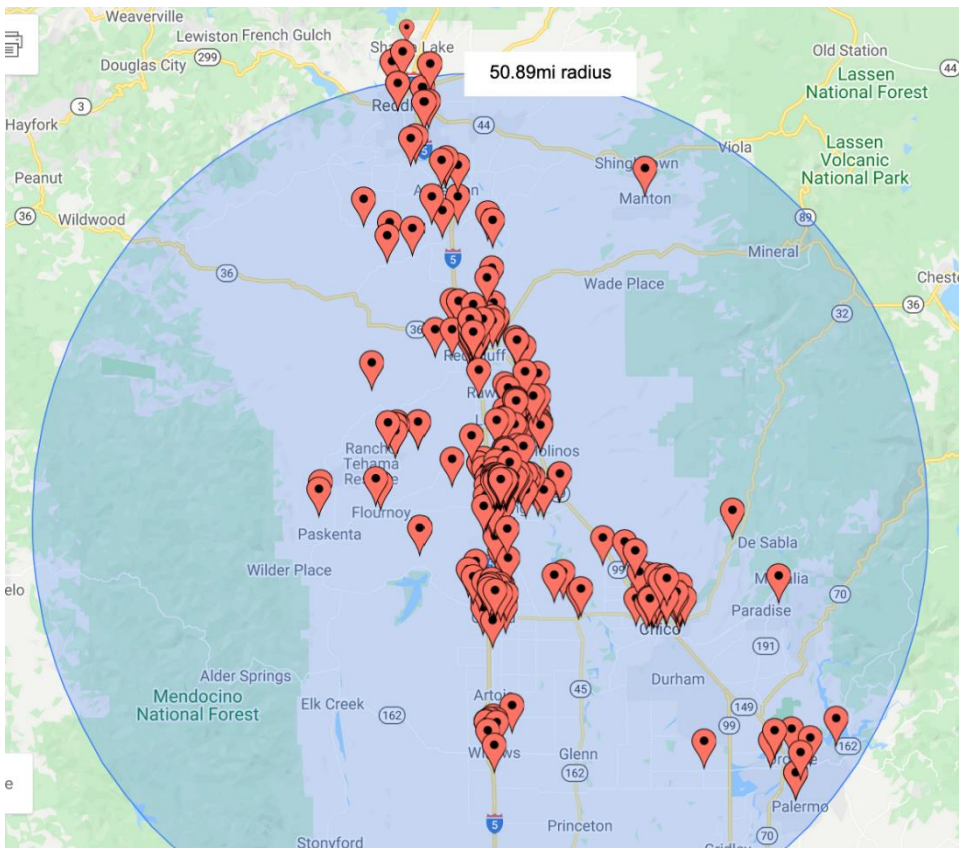
⁵ <https://data.census.gov/cedsci/table?g=0500000US06103&tid=ACSST1Y2019.S0801>

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Value		Percent	Responses
Full-time employed		59.5%	47
Part-time employed		8.9%	7
Full-time student		10.1%	8
Not working		17.7%	14
<u>Other - (Required) (click to view)</u>		12.7%	10

Clearlake Oaks, 92 Miles. 56 miles from Colusa, ca., 6 from Oroville (52 mi). Palermo 58mi. As the mileage gets further, the number of commuters goes down until you get to the floor manager who flies 400 mi from Las Vegas to Sacramento and drives up 110 mi.





Single-Occupant Vehicle Usage is the Primary Mode of Transportation

There are 22,200 commuters in Tehama County, and 95% drive to work, while less than 0.3% use public transit. In Glenn, 9,745 people commute and 93.75% drive while .46% use the bus or TRAX. Tehama reports 11 low-income housing units within ½ mile of transit, while Glenn has 0. The mean commute travel time is about 30 minutes.⁵

Average temperature is another factor that inhibits other modes of transportation. Tehama County has about 69 days per year with high temperatures over 90 degrees and more than 60 days a year below freezing.⁶ This discourages many types of transportation and further encourages single passenger vehicle reliance.

Tehama and Glenn are car dependent Counties, and the average number of cars per household is 1.8. Our survey found that 75% who responded, owned 2 or more cars. some even wrote in, with pride, that they were a 4-car family. The remaining 25% had one car only. 92% (68) of those surveyed indicated that they had no problem getting around, citing having a vehicle/driving and being able to afford gas as the most common reasons.

How many cars does your Household own?

Value		Percent	Responses
1		25.6%	20
2 or more		74.4%	58
			Totals: 78

92% (68) of those surveyed indicated that they had no problem getting around, citing having a vehicle/driving and being able to afford gas as the most common reasons. The remaining 8% indicated issues with their car breaking down, having no A/C and poorly maintained roads made transportation difficult.

- “Have 2 gas vehicles and income to put fuel in tank.”
- “We have 4 vehicles.”
- “I live a ways away from places I often need to go to so I can't walk or ride a bicycle in most cases but using a car makes it easy enough.”
- “Cause the commute is far and the road where all the train tracks are is very bumpy. Scared that the shocks on my car will go bad due to all the cracks/potholes in the road.”
- Due to climate conditions, income demographic and lack of infrastructure, the responses received about biking and walking were mostly expected.

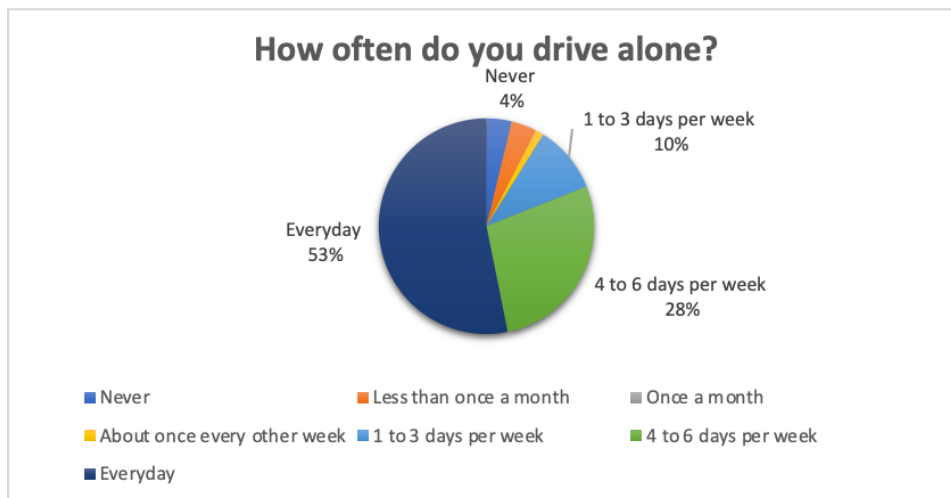
⁵ <https://data.census.gov/cedsci/table?g=0500000US06103&tid=ACSST1Y2019.S0801>

⁶ <https://www.bestplaces.net/climate/county/california/tehama>

- “At 62, I don't plan on bicycling up the Red Bluff in 100+ degree heat.”
- “Don't trust people driving around me.”
- “I have no use for a bicycle.”
- “Prefer to drive.”
- “Rural issues with bike riding and my schedule.”

Some notable responses as to why folks were not biking came from those who had been affected by the 2020 fire season and suffered loss.

- “All my belongings burned up.”
- “Don't have a place to stay let alone keep a bike at.”



Transit Options are Not Widely Used

Alltransit.com scores Tehama at 1/10 and Glenn as a 0/10 because transit does not currently exist beyond a couple of limited shuttles⁷. The connectivity of these counties follows suit, rating at a 1/100 and 0/100 respectively. There are no high frequency transit options. There is no bikeshare program. Tehama and Glenn Counties have little access to public transit.

Tehama's primary source of public transit is called TRAX or Tehama Rural Area eXpress⁸. It has multiple routes with stops in key areas like shopping and medical facilities, but it only runs 2-7 times per day, less on weekends and is limited.

The TRAX shuttle serving the Paskenta Rancheria property, which includes the Paskenta Community Center and Rolling Hills Casino Complex, runs 7 times per day between 7:05 am and 5 pm and exclusively serves those who want to go 5 miles to downtown Corning. Only one TRAX route goes into Glenn County at Newville and 9th in Orland 5 times a day on weekdays. There is also a “Glenn Ride” bus that runs 7 times a day on weekdays and 3 times on Saturdays between Willows, Orland, and Chico.

Our survey showed that no one reported using the TRAX community shuttle. The fixed route shuttle goes throughout Tehama County and should enable people to get to key locations like shopping, health

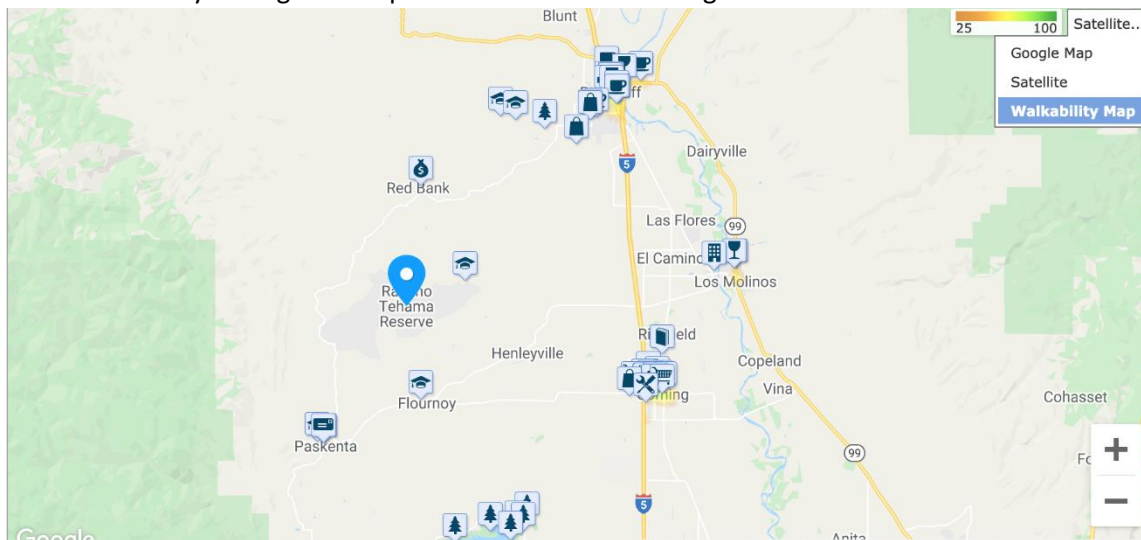
⁷ <https://alltransit.cnt.org/metrics/?addr=Corning%2C+Ca#map>

⁸ <https://taketrax.com/maps-schedules/glenn-ride-bus-schedule/>

clinics, the casino and community centers. This is not surprising even though it would appear to serve the stops that people need to go to because it only operates 7 times a day on weekdays between 7am and 5pm. The data we had collected from AllTransit indicated that we should expect less than 1% of people to use the TRAX shuttle, but we did not find anyone who did. Stated improvements to make TRAX more attractive primarily addressed frequency. 52% said they would use it if it were more frequent and 28% said they would use it if it ran earlier or later. 50% cited cost and said if it were cheaper or free, they would use it. 12% thought it should be electric.

Active Transportation is Not Widely Used

Both Glenn and Tehama Counties are rural and disparate areas. Walkscore.com scores both Counties at 0 out of 100 and declares them as car dependent.⁹ ArcGIS shows that more than 90% of both counties are considered “least walkable” or unwalkable.¹⁰ The towns themselves are mostly below average walkability, with the largest towns of Red Bluff, Corning, Willows, Anderson, Cottonwood, Orland, and Los Molinos only having a few square miles of above average walkable area combined.



Alltransit states that only 5.38% of Tehama County workers who live within a ½ mile of work will walk, and 0% in Glenn. For that same distance, less than 1% will bike in Tehama, and 0% report biking in Glenn.

According to Cyclosm.org, neither Glenn nor Tehama Counties have any bike specific infrastructure.¹¹ Cyclists would have to ride on 45mph+ roadways without bike lanes or on the unpaved shoulder of the road to get from one town to the next. There simply is no infrastructure set up for free/inexpensive modes of transportation like walking and biking and, therefore, it is unsafe to use these forms of transportation.

⁹ <https://www.walkscore.com/score/glenn-county-ca>

¹⁰

<https://www.arcgis.com/home/webmap/viewer.html?url=https://geodata.epa.gov/arcgis/rest/services/OA/WalkabilityIndex/MapServer&source=sd>

¹¹ <https://www.cyclosm.org/#map=11/40.0442/-122.0911/cyclosm>

Transportation is the Largest Source of Household Income

Housing and transportation cost takes a major portion of income in both Tehama and Glenn Counties. 85% of households in Tehama and 93% in Glenn pay more than 54% of their income towards homes and cars, with the average around 67% of household income. Both counties have significant populations paying over 87% of their total income for housing and transportation. Transportation is a larger expense than housing in this area, taking up 35-36% of the average budget. The average number of vehicles per household is more than 1.8. In Tehama, the average household vehicle miles traveled is 22,556 per year and in Glenn, the average is 23,475. Households in both counties produce a large amount of GHG's, averaging over 9.3 Tonnes per home with an average of only 2.6 persons.¹²

EV Charging Access is Limited

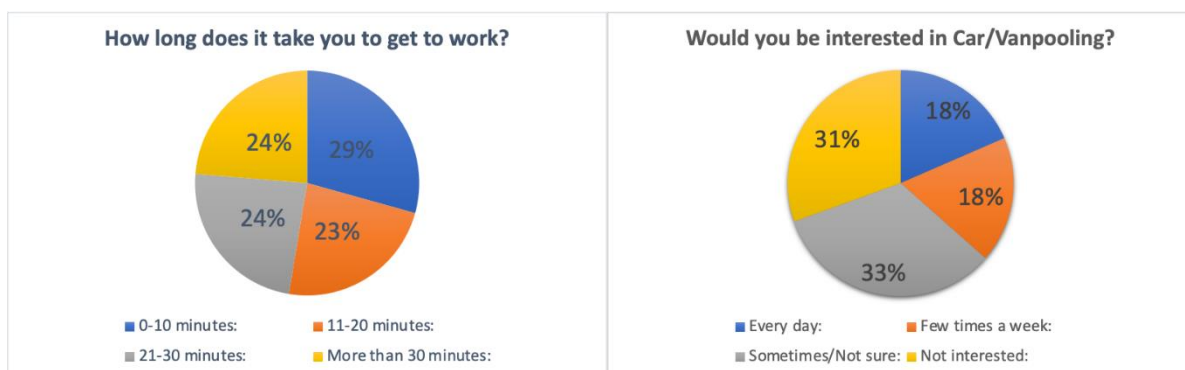
According to PlugShare there are more operational EV (Electric Vehicle) charging stations in the neighboring town of Chico than all of Glenn and Tehama Counties combined.¹³ Many of the reviews for the available chargers in Tehama and Glenn are underwhelming. People have not been happy about getting stuck with slow charge times in uncomfortable heat or cold.

Shared Mobility Programs are Not Offered in the Region, but have Significant Potential

The Tehama County Air Pollution Control District (TCAPCD) confirmed that there does not exist any type of Rideshare Agency, TMA or TMO, or anything that already funds TDM projects in the county.

Based on the population size and the possible need for a vanpool or carshare, a follow-up questionnaire was sent to 480 Rolling Hills Casino employees. This excluded any employees who were on leave at the time, but otherwise were received by all active employees. It was answered by 249 employees, a 51.88% response rate over a 10-day span.

The pertinent questions were:



With 46 individuals at this single destination stating that they would be willing to use a vanpool daily and 45 stating that they are interested in using a vanpool often or sometimes (91 combined), there appears to be an opportunity for multiple vanpools serving this area.

¹² <https://htaindex.cnt.org/map/>

¹³ <https://www.plugshare.com/>

A small Percentage of Tribal Members live in the Surrounding Area

Currently there are 293 enrolled tribal members; 114 (38%) are children under 18 and 17 (6%) are seniors. Only 101 tribal members (34%) had home addresses in Tehama or Glenn Counties (61 adults and 40 children under 18 years old). The rest were spread out as far as Los Angeles, Seattle, Florida, Pennsylvania, and Washington.



The tribe does not own a significant group of functioning and insured vehicles. They currently list 3 SUV's that are insured and can be used for tribal purposes, although this is uncommon as they are not explicitly for the transportation of Tribal Members. The rest of the vehicles are used by employees as utility vehicles and trucks serving the needs of the ranch, golf course and equestrian center.

Figure 1 below shows the reported housing locations of Paskenta Members within our project area of Tehama and Glenn Counties. The tribal members are spread out over 50 miles of the North-South axis of Highway 5. Of the Tehama adults, 17 are in Corning, 17 in Red Bluff, 15 in Gerber, 4 in Cottonwood, and 3 in Los Molinos (56 total). An additional 38 youth members live in Tehama County, of which only 6 are of driving age. Only 5 adults have addresses in Glenn County, all in Willows, and there are 2 additional children enrolled members in willows, both under 15 years old, for a total of 7 members.

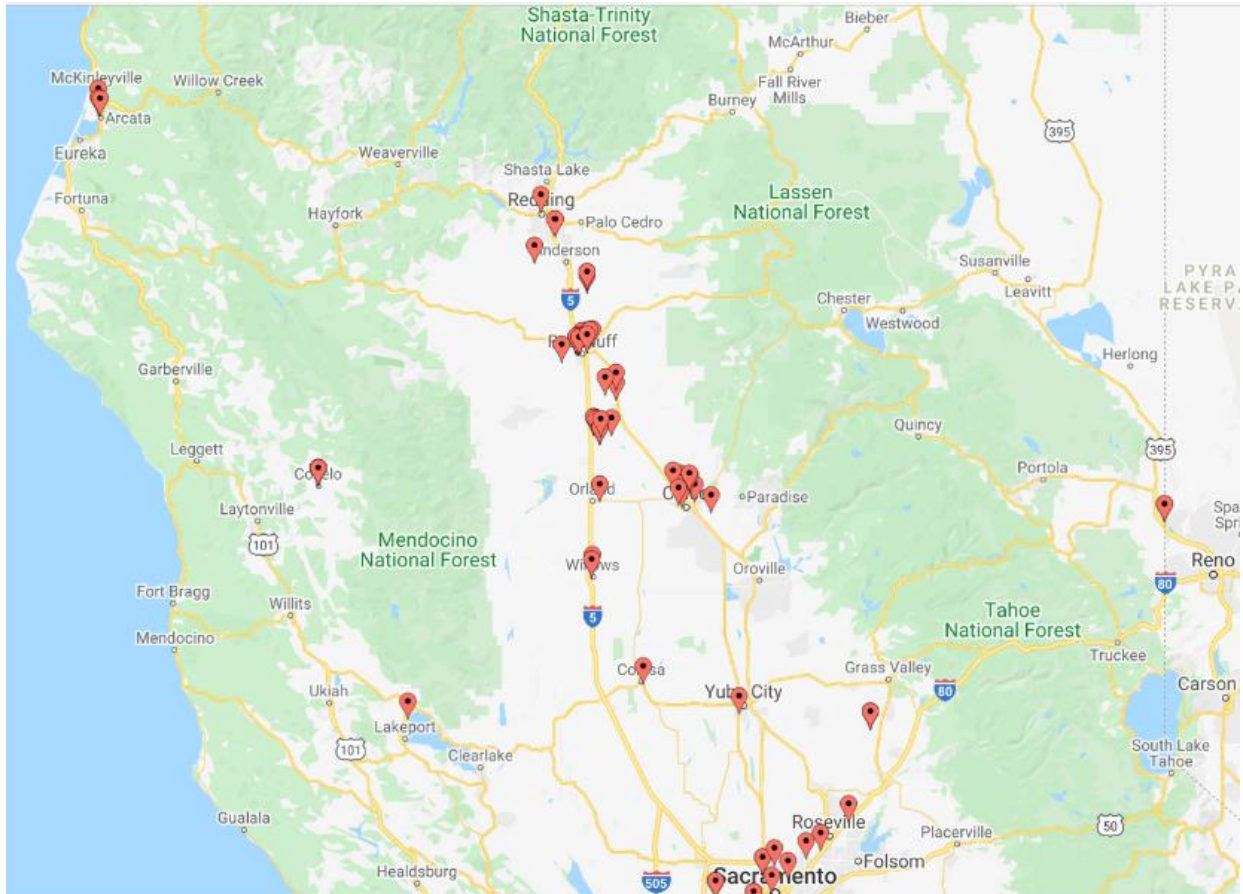


Figure 1: Location of Tribal Members in Glenn and Tehama Counties.

Recommendations

For the Tribe: The disparate needs and spread-out population make public transportation difficult. The rural high-speed roads and highways along with the extreme climate make electric bicycles and scooters unsafe and unwelcome. People overwhelmingly rely on cars as their primary form of transportation. Carpooling and vanpooling would generate massive savings in transportation costs and GHG, but the casino must be willing to coordinate employee schedules. The team recommends that the tribe:

- Harmonize employee schedules and assist in organizing carpools
- If employee carpools gain momentum, pursue employer sponsored vanpool programs.

For CMO: The vanpool providers were dismal to work with. Their value proposition, presentation, and follow through made it impossible to facilitate an electric vanpool program for the tribe. The team recommends that the CMO program:

- Review and update CMO vanpool vendor eligibility criteria and contact information
- Require vanpool providers to offer fixed pricing to simplify the customer offer.