

# Ute Mountain Ute Tribe

## Five-Year Transportation Development Plan



September 1992

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DATE SEPTEMBER 29, 1992

RESOLUTION NO. 3949

RESOLUTION  
UTE MOUNTAIN TRIBAL COUNCIL  
REF: FIVE YEAR TRANSPORTATION DEVELOPMENT PLAN

WHEREAS, the Constitution and By-Laws of the Ute Mountain Ute Tribe, approved June 6, 1940 and subsequently amended, provides Article III that the governing body of the Ute Mountain Ute Tribe is the Ute Mountain Tribal Council and sets forth in Article V the powers of the Tribal Council exercised in this Resolution; and

WHEREAS, the Ute Mountain Tribal Council is committed to the improvement of the social and economic well-being of the Ute Mountain Ute Tribe; and

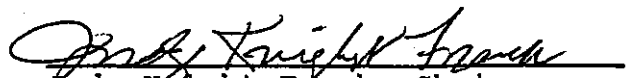
WHEREAS, approval from the Tribal Council to proceed with the Five Year Transportation Development Plan the process will include the following items of the development plan to be implemented for both the Ute Mountain Ute Tribe and White Mesa community:

1. General Overview and Reservation Background
2. Transportation Survey Results (1991)
3. Transportation Needs
4. Operational Evaluation
5. Alternatives Evaluation
6. Management, Operations and Financial Plan

THEREFORE, BE IT RESOLVED, that the Ute Mountain Tribal Council has reviewed and approved the Five Year Transportation Development Plan to be implemented for both the Ute Mountain Ute Tribe and White Mesa community.

BE IT FINALLY RESOLVED, that the Chairperson of the Ute Mountain Ute Tribal Council is authorized to sign the Resolution and is further authorized to take such action as may be necessary to carry out the intent of this Resolution.

The foregoing Resolution was duly adopted this 29 day of SEPTEMBER, 1992.

  
Judy Knight-Frank, Chairperson  
Ute Mountain Ute Tribal Council

## PREFACE

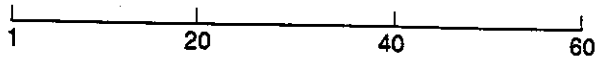
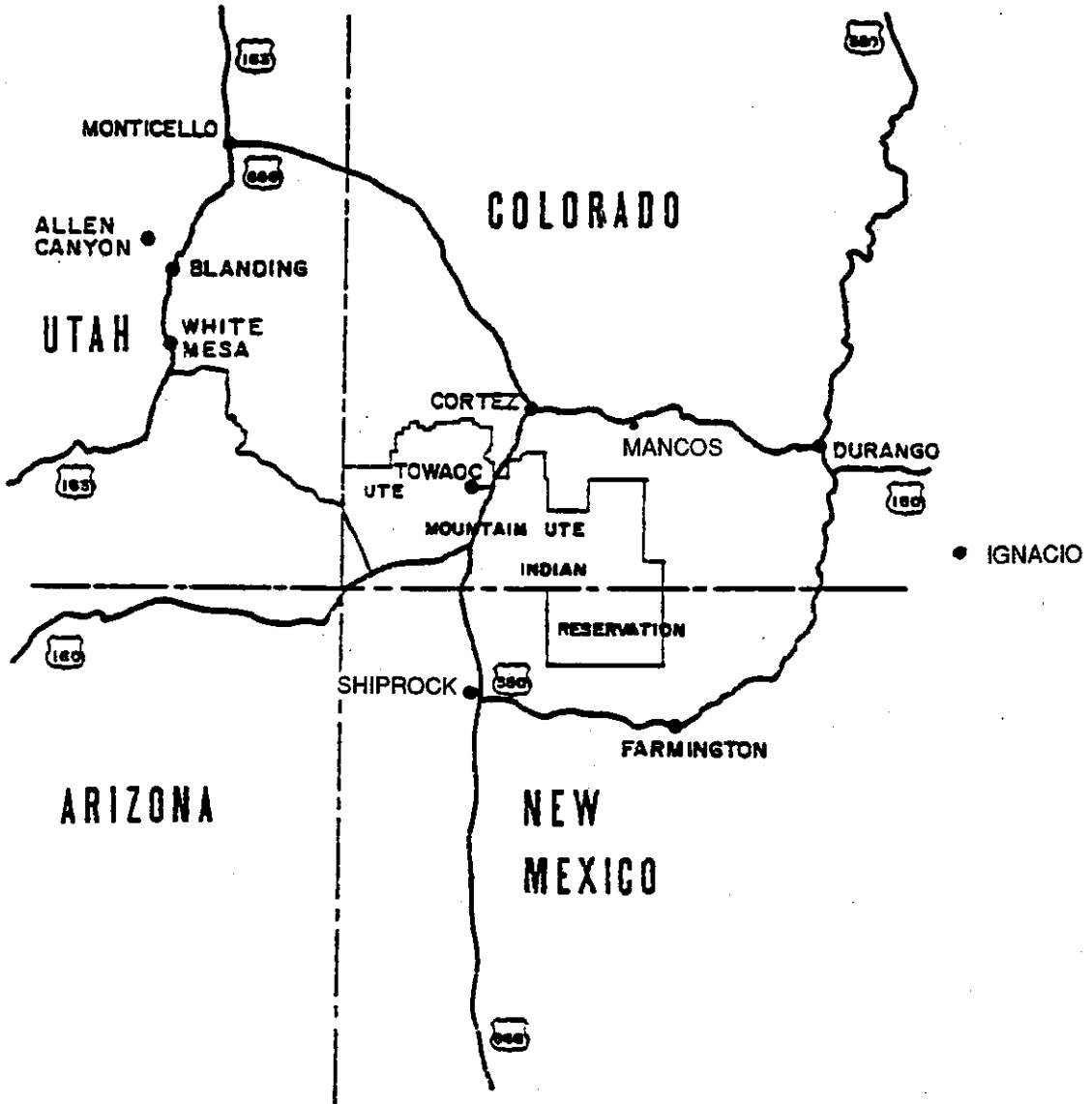
This plan represents the culmination of over two years of transportation research and planning on the Ute Mountain Ute Reservation. Beginning with a needs assessment project under the auspices of the University of Minnesota's Center for Urban and Regional Affairs, this effort has involved many individuals and reservation agencies and departments, as well as tribal leadership. Basic to this effort was the willingness of reservation residents to participate in a household survey of transportation needs on the reservation.

Information from this survey served as the basis for the proposal to the Colorado Department of Transportation for a planning grant to enable the tribe to hire Rick Evans and Associates as consultants to the planning process. The Ute Mountain Ute Planning Department has been central to this effort from the beginning.

Now that the planning effort has been completed, the more difficult task of implementation has begun. Holding to the idea that better transportation on the reservation is the key to improved employment, education, health care, and general welfare of reservation residents will enable the tribal leadership to make the decisions necessary to carry out the elements of this plan. Ultimately, the quality of those decisions will determine the extent to which this plan impacts on the quality of reservation life.

Thomas L. Anding, Associate Director  
Center for Urban and Regional Affairs

# Ute Mountain Ute Tribe Indian Reservation



1 inch = 20 miles

## I. GENERAL OVERVIEW AND RESERVATION BACKGROUND

### GENERAL OVERVIEW

Recently, the Ute Mountain Ute Tribe completed a Reservation Transportation Survey as part of a project being conducted by the Center for Urban and Regional Affairs (CURA) at the University of Minnesota. The survey addressed a number of issues relevant to personal transportation needs and availability. Subsequently, the Ute Mountain Tribal Council and Executive committed itself to further involvement in fulfilling the transportation needs of the Ute Mountain people. The Council directed the Tribal Planning Director to submit a proposal for planning funds to the Colorado Department of Transportation under Section 8 of the Urban Mass Transit Administration.

The Council recognizes the need to improve the overall condition of transportation at the Ute Mountain Ute Reservation. This recognition derives from the responsibility of a sovereign people to make meaningful and practical efforts to improve their condition and their quality of life. In support of larger economic development initiatives, developments in social service opportunities, and incentives for personal growth, the Tribe is undertaking this program to create a tribal transportation plan. This plan is to be a comprehensive reference to follow in a long-term effort at organizing and managing reservation transportation needs. It will also be used in support of future applications for development funding.

There is no doubt that transportation is playing an increasingly important role in the efforts of the Ute Mountain Utes to improve their quality of life through increased access to employment, education, and health. In response to these needs many independently operated programs are supplying some form of special transportation service. Programs such as Senior Citizens Title VI, Sunrise Youth Shelter, and the Employment and Training Program currently provide transportation, but struggle under a lack of coordinated maintenance, scheduling, and vehicle replacement. There is a clear and present need for coordination and cooperation. To facilitate this, a Transportation Advisory Committee has been established.

As to the extent of the dependency of persons using transportation services, the case is dramatic. Personal transportation quality is low and availability is limited. The percentage of the population needing special help requiring transportation services is much higher than in non-reservation populations. The recently completed survey found 81 percent of the respondents believe an improved transportation system would improve the quality of life on the reservation. Fifty-five percent of the respondents have had to turn down a job because of a transportation problem, and 44 percent have lost a job because of a transportation problem. When dealing with a health crisis, 40 percent of the respondents reported having a transportation problem.

because of the need to obtain more horses--from both the Spanish and the Plains tribes. The horse also allowed the Utes to increase their trade with other Indian groups, especially the Shoshonean tribes to the northwest and the Pueblo tribes to the south. The availability of the horse also allowed the Utes to band together for a longer period of time because they didn't need to spread out so thinly to collect food.

Prior to American control, the Spanish authority and physical settlement in the general area of Ute Territory was supplanted by Mexican authority in 1821, a change almost unnoticed by the Ute Indians. The Spanish had been very careful to establish trade and create peaceful relations with the powerful Ute nation and the Mexicans wanted to continue the practice and increase the trade. American contact, first introduced by Zebulon Pike in 1806 in the San Luis Valley, was generally hindered by Spanish authority and became more pronounced after Mexican control was established. The Mexicans were, in fact, able to establish the old Spanish Trail through Ute country in order to tie into American settlements to the east. As a result of the friendly relations between the Americans and Mexicans and, more importantly, between the Mexicans and the Utes, there was an increase in trade and trapper activity throughout the entire Ute country.

The geographical location of the three bands of Southern Utes changed little from the time when the Spanish entered Ute territory to the time the Mexicans took over from the Spanish. During the Mexican period, however, the bands moved closer together because of the restriction of the plains as hunting grounds. By the time the United States had taken control of the area in 1848, the 700 members of the Weeminuche/Ute Mountain Ute band lived in an area that stretched northward from the present-day town of Tierra Amarilla to the Las Animas River and on to the Colorado River. Their hunting grounds were located west of the San Juan headwaters and their lodges were located on the Las Animas, La Plata, and Mancos rivers.

In 1859, when gold was discovered in Colorado, thousands of settlers rushed to the area. Although not all stayed, enough settled and tried to farm to put increasing pressure on the Utes, especially by reducing their hunting lands. The Utes became poorer and were left little area on which to hunt. The United States government tried to rectify the deteriorating situation by establishing agencies at Abiquiu, Tierra Amarilla, and Cimarron in order to give the Indians food and supplies before each winter and spring. The Weeminuche were the most isolated from this contact and remained generally self-supporting.

In 1863 a reservation was defined for the Utes; although there was no direct attempt made to force the Utes onto this land, the Utes were informally forced to occupy smaller territories, especially by the miners. The federal government was unable to stop the invasion of the Anglos, and responded to this crisis by calling the Ute leaders together. In 1873, the Utes signed the Brunot Agreement, in which they gave up their claim to the San Juan Mountains. As a result of this agreement, only a narrow strip of land along the western boundary of the state of Colorado connected the northern part of the reservation with the southern part. This southern part, home of the three southern bands, was a section of land approximately 110 miles long running east from the Utah boundary along the New Mexico-Colorado border, and fifteen miles wide beginning with the New Mexico boundary and running due north.

Although the total area had an estimated population of 50,956 people in 1990, over 96 percent were located in the two Colorado counties bordering the reservation, La Plata and Montezuma (Bureau of Census 1990.) Within these two counties the largest population was clustered in Durango (the largest city in the region) and in Cortez. Both of these cities are located on the only east-west route through the Basin--Colorado U.S. Highway 160. This pattern of population concentration should continue throughout the foreseeable future.

The San Juan Basin is served by a number of educational facilities, including the local public school systems, the San Juan Basin Area Vocational-Technical School/Pueblo Community College near Cortez, and Fort Lewis College, a four-year degree-granting liberal arts college in Durango. Both Cortez and Durango have major medical facilities which serve the people of the Basin. The housing market has been generally dependent upon changes in economic conditions, although a serious deficiency in low and moderate cost housing has developed throughout the region, especially in the two major centers of Durango and Cortez.

The economy of the San Juan Basin has been historically tied to agriculture, forestry and mining. The latter was the dominant activity in the 19th century. As mining decreased in importance, the agricultural and forestry sectors expanded. During recent years these two economic activities have also decreased in relative importance as the trade, service, construction, government, and manufacturing sectors expanded.

Because of the topography, transportation in and out of the Basin is limited and relatively expensive. All freight movement into the area must be transported over mountain passes by truck or across desert areas. There are no railroad facilities serving either of the major population centers, Durango and Cortez, except for the tourist-oriented line, running during the summer between Durango and Silverton, Colorado. The major highways through the Basin are Colorado 160, which extends from I-25 on the east side of the Continental Divide west into Arizona across the Ute Mountain Ute Reservation; Colorado 666 from Cortez south to Gallup, New Mexico and I-40 and northwest into Utah; Colorado U.S. 550 from Durango south to Farmington, New Mexico and north over the Molas and Red Mountain Passes to Montrose and Grand Junction; and Colorado 145 north from Cortez over the Lizard Head Pass to Montrose. Because of the mountainous and broken desert terrain in most of the Basin, many highways have been constructed in the valleys and along ridges--producing serpentine routes which are both long and slow.

There are two commercial airports with scheduled service located at Durango and Cortez.

The topography of the whole Basin is extremely varied, from the San Juan Mountains in the north and east with some peaks over 14,000 feet, to the desert areas bordering Utah and New Mexico. These topographic conditions largely determine the climate, which can be described in three zones--mountain, foothill mesa and desert. A common feature to all climatic zones is that winter precipitation in the form of snow accounts for half or more of the annual precipitation.



## Economic Development

Major economic activities and accomplishments over the past few years include the Ute Commercial Center Project--which now consists of a convenience store, laundromat, and self-service gas station. This project was completed through a lease agreement between the Tribe and Woody's Inc.--which provides management for the operation.

The Ute Mountain Tribal Park has made continued progress in attracting visitors and securing funding for development projects which include land use and archaeological studies and feasibility studies for Tribal Park tourism development. A separate but related development project involving the Tribal Park is a Film and Set Development Commission, whose objective is to promote on-location film production in the area. Currently, the Tribe is completing a feasibility study on the prospect of an Anasazi film set.

At the Four Corners Monument, the Tribe has installed a sign covering the history of the Four Corners Monument and has constructed booths for use by tribal members selling hand-crafted goods to Monument visitors. In its continuing efforts to develop economic enterprises, the Tribe has also applied for an economic development initiatives grant and has held seminars for tribal members on business leadership.

The Tribal Farm and Ranch Enterprise is continuing to develop in anticipation of the 1994 delivery of the Dolores Project water. To date the Tribe has secured \$3,000,000 for Tribal and Farm and Ranch Enterprise developments. Construction of the 7,600 acre irrigated farm operation is underway, and the Tribe's Weeminuche Construction Authority has successfully bid for contracts on the reservation portion of the Towaoc canal.

Recently, two new mineral development agreements have been signed by the Tribe providing for oil and gas exploration on tribal lands.

In addition to these developments, work is underway to produce a needs assessment for a new detention facility at the reservation, and there is interest at the Bureau of Indian Affairs to expand the existing Sunrise Youth Shelter located at Towaoc and operated by the Tribe.

Finally, in early September, 1992, the tribal casino opened for business. If this enterprise performs as many tribal casinos have, it can be expected to provide both employment and cash flow for the tribal members and the tribal government. With this and other economic development projects will come a concomitant need for additional transportation. The following chapters detail a plan of action to meet this need.

## II. TRANSPORTATION NEEDS

This chapter presents an assessment of transportation needs on the Ute Mountain Ute Reservation. Information was compiled from the transportation survey conducted in 1991 by the Center for Urban and Regional Affairs (CURA) of the University of Minnesota, and from input presented at a meeting of the Tribe's Transportation Advisory Committee in March 1992. The chapter also provides a summary of the transportation survey results and the subsequent transportation issues and goals identified by the Transportation Advisory Committee (see Appendix A for more detailed survey results).

### 1991 TRANSPORTATION SURVEY

The transportation survey was conducted in 1991 on the Ute Mountain Ute Reservation, by CURA, to determine the availability of transportation and the types of transportation used by reservation residents. Specifically, the survey's purpose was to determine "what options are present for transportation on the reservation, what choices are made by residents for transportation, and whether transportation availability has changed over time." A total of 337 survey responses were obtained (285 from Towaoc and 52 from White Mesa). A summary of the survey results is presented below.

#### Demographic Data

Forty percent of the Towaoc respondents and 15 percent of the White Mesa respondents are employed on a full-time basis. Less than half the households in both towns have two adults over 18 years of age, and most household incomes are less than \$10,000 per year (White Mesa tends to have lower incomes than Towaoc).

White Mesa has a smaller, older population than Towaoc. There is little immigration (no respondents moved to White Mesa in the past twelve years, although some respondents moved to Towaoc as little as one year ago). While both communities recognize transportation as a major problem, White Mesa residents appear more interested in developing transportation options.

#### Transportation Change Over Time

Most residents in both Towaoc and White Mesa claimed the availability of transportation has remained relatively constant. A minority of respondents stated that the availability of transportation has either increased or decreased during their stay on the Reservation.

#### Transportation Options

Most residents in both communities claim to have access to some kind of vehicular transportation, although only half of the households in Towaoc and one-third the households in White Mesa own at least one car. Most of the vehicles for each community are five to ten years old, and less than ten percent of the vehicles are under one year old.

Other survey responses suggest residents of Towaoc and White Mesa would favor the establishment of a stand-by tribal emergency vehicle (an ambulance) as well as the possible development of fixed-route busing for tourists, programs for automobile repair and maintenance, and a road safety program.

#### MAJOR TRANSPORTATION ISSUES

Based on a review of transportation survey results, the Transportation Advisory Committee identified major reservation transportation issues at a meeting in March, 1992. These issues are presented below.

- Access to jobs. Transportation options should be developed for commuting between Towaoc and Cortez, Dolores and Mancos, and between White Mesa and Blanding. When the casino is opened on the reservation, employees should have opportunities to commute to work.

Transportation developed to encourage employment options for Towaoc and White Mesa residents should accommodate as many work shifts as possible. For example, a fixed-route bus commuting between Towaoc and Cortez should have runs leaving as early as 6:00 or 7:00 a.m. and returning as late as 7:00 or 8:00 p.m. to provide the widest possible employment opportunities for residents.

- Social services. Regular trips are currently being made by community health representatives (CHRs) three times a week to take dialysis patients to Farmington. CHRs also make home visits with vehicles that will soon need replacement.
- Shopping/doctors. A transit van operated by the Planning Department is currently making four trips a day to Cortez. Shopping and medical trips are also made from White Mesa to Blanding using social service agency vehicles.
- Recreation. Trips are made by school age youth during the summer from Towaoc to Cortez and Dolores for sports practice and competition. Other trips during the summer include camping and outdoor outings. However, the Recreation Department's bus is old and requires maintenance, and carries a high insurance burden.
- Education/training. A vocational and technical training facility is located seven miles east of Cortez. Classes are held during the days and evenings.

Based on the issues identified above, transportation goals were identified.

### III. OPERATIONAL EVALUATION

This chapter presents an operational evaluation of transportation services on the Ute Mountain Ute Reservation. The chapter is divided into four parts: a discussion of the evaluation process, a description of major findings, an operational assessment, and the identification of conceptual alternatives for future transportation development.

#### EVALUATION PROCESS

The transportation operational evaluation was conducted in March and April, 1992. The evaluation was based on a vehicle inventory prepared by the Center for Urban and Regional Affairs at the University of Minnesota in 1991, and an on-site visit by RAE Consultants, Inc. in early 1992.

As might be expected, the vehicle inventory identified a variety of equipment used by different departments on the reservation. Information collected included number and condition of vehicles, clients served, operating costs, department needs, and willingness to share vehicles with other departments. A summary of the information collected is presented in Appendix B. Follow-up information (through on-site visits and personal interviews) was obtained on vehicles used to provide transportation services to reservation residents.

#### FINDINGS

##### General Findings

The 1991 CURA vehicle inventory identified twenty-six reservation programs/departments with transportation equipment. Of these, two departments provide transportation services to the general public, fourteen provide transportation for social services or education, and ten use vehicles for administrative or work purposes only. A total of seventy-nine vehicles were included in the inventory, excluding heavy equipment (twenty-two vehicles). An overall summary of how these vehicles are used is presented in Table 1.

The vehicle inventory form requested information on cost, miles of operation, vehicle hours, and the number and types of riders. Most programs/departments provided incomplete information. Summary data are presented in Tables 2 through 5.

TABLE 3. VEHICLE ANNUAL OPERATING COST

Cost Range	General Public	Social Service	Administrative	Total
\$20,000 - \$25,000	1	--	--	1
\$15,000 - \$19,999	--	--	3	3
\$10,000 - \$14,999	--	--	--	0
\$5,000 - \$9,999	--	6	2	8
\$0 - \$4,999	2	5	49	56
Not reported	0	8	3	11
Total	3	19	57	79

Summary information on annual passengers per vehicle is shown in Table 4. As the table shows, departments with the greatest number of annual passengers per vehicle are (in descending order) Head Start/Day Care, Rural Utah Child Development Center, Sunrise Youth Shelter, and UMU Substance Abuse Program. With the exception of the UMU Substance Abuse Program, this table suggests that the greatest amount of transportation currently available is provided to school age children and through several social service organizations.

TABLE 4. ANNUAL PASSENGERS PER VEHICLE

Ridership Range	General Public	Social Service	Administrative	Total
More than 3,500	--	1	--	1
3,000 - 3,499	--	1	--	2
2,500 - 2,999	1	1	--	2
2,000 - 2,499	--	1	--	1
1,750 - 1,999	--	--	--	--
1,500 - 1,749	--	1	1	2
1,250 - 1,499	--	4	--	4
1,000 - 1,249	--	1	--	1
750 - 999	--	1	--	1
500 - 749	1	--	--	1
250 - 499	--	1	--	1
100 - 249	--	2	--	2
Less than 100	1	3	2	6
Not applicable	--	--	49	49
Not reported	--	6	--	6
Total	3	23	53	79

## Social Services/Education

A wide variety of social service and educational programs provide transportation for their clients on the reservation. The transportation provided by each of these programs/departments is summarized below.

- Johnson O'Malley Program. This program utilizes one sixteen-passenger van to provide daily transportation for school-age children (K-12) in Towaoc. According to the survey response, the van is currently overcrowded. There is also interest in an additional vehicle to pick up students who miss the bus.
- Vocational Rehab Program. This program has one auto which provides daily transportation for rehabilitation patients in Ignacio and Towaoc.
- UMU Substance Abuse Program. This program has one van to provide seven-days-a-week transportation for alcohol abuse treatment in Towaoc. The van is loaned on a part-time basis to the General Education Development Program.
- Sunrise Youth Shelter. This organization is a twenty-four-hour youth shelter with twelve beds and two overflow beds. Sunrise Youth Shelter has one fifteen-passenger van to provide seven-days-a-week transportation to residents and children in Towaoc. The van "runs all the time," making daily trips to Cortez for shopping, medical appointments, and recreation. The program is also asked to transport families to funeral homes in Farmington, New Mexico (over sixty miles away).
- Community Health Representatives. The CHR program has four vehicles and an ambulance that it uses in Towaoc for administrative functions, local home visits, and to transport patients to clinics. The department makes Tuesday, Thursday, and Saturday trips to Farmington, New Mexico and sometimes travels to Gallup, New Mexico and Salt Lake City, Utah.
- Social Services. This department has one auto that it uses in Towaoc for office use and to transport social service clients within Towaoc and to Cortez. Once a month the vehicle is used for group home transportation in Durango, Colorado.
- Head Start/Day Care. Head Start/day care has one van and one car that it uses daily to transport high school students, day care clients, and parents in Towaoc. The vehicles are used to perform family outreach in homes and to bring children to the Towaoc center. However, the funding agency will not allow vehicle sharing.
- Indian Health Service. The IHS has three vehicles that it uses in Towaoc; these vehicles are used to transport special medical patients and doctors. The vehicles are used every day, and travel to White Mesa every Wednesday.
- Alcoholism Program. This program has one van that it uses to transport clients between Shiprock and Acama, and Ignacio, Espanol, and Santa Fe

- Fire Department. This department has two trucks and a suburban that it uses in Towaoc.
- Farm/Ranch. This department has four pickups, a suburban, and a four-wheel-drive vehicle that it uses for maintenance and construction in Towaoc.

Most vehicles owned by these programs/departments are trucks or pickups needed for daily use. Some of these vehicles, however, could potentially be used in a vehicle pooling program.

### Operational Assessment

In summary, there are a large number of vehicles being operated on the Ute Mountain Ute Reservation. Three vehicles provide service to the general public, but two of these are used for tourist visits to the Tribal Park. Only one vehicle is available for public transportation service for residents of the reservation. The public transit vehicle has recently been replaced with a used 1982 16-passenger van purchased through the General Services Administration Program.

A large number of vehicles (28) are used for social service and educational programs for specific client groups. Many of these vehicles are old and need to be replaced. There is an opportunity for coordination of vehicle use among these programs.

Fifty-one vehicles are used for administration or work purposes. In addition, twenty-two pieces of heavy duty equipment are owned by the Tribe and used on the reservation.

A major issue on the reservation is effective maintenance of tribal equipment. A common complaint among individuals surveyed is the unavailability of cost-effective maintenance which can be easily accessed. Most vehicles are taken to private service stations in Cortez, fifteen miles away. In the past, an effective maintenance facility was operated on the reservation but the current maintenance program cannot be relied upon. Some programs have not yet implemented an adequate preventive maintenance program for their vehicles. Breakdowns are common among the public transit and social service agency programs.

Another significant issue is the lack of uniform structured driver training programs among public and social service transportation providers.

### Conceptual Alternatives for Development

Based on the operational evaluation presented above and the assessment of transportation needs presented in Chapter II and Appendix A, the following alternatives were identified for evaluation.

- Development of a motor pool to improve the quality and cost effectiveness of maintaining tribal vehicles, ideally using Native American labor.

#### IV. ALTERNATIVES EVALUATION

This chapter presents alternatives to improve transportation on the Ute Mountain Ute Reservation. Three alternatives are examined. The first is the creation of a motor pool to improve vehicle maintenance and to initiate sharing of vehicles among departments. The second alternative examines options for improved public transit on the reservation. The third examines coordination of transportation provided by social service and education programs on the reservation. Each of these alternatives is discussed below.

##### ALTERNATIVE 1: MOTOR POOL

This section examines the functional and management options for implementing a motor pool for the Ute Mountain Ute Reservation. Four functional options are evaluated: 1) vehicle maintenance, 2) vehicle maintenance and preventive maintenance scheduling, 3) vehicle maintenance, preventive maintenance scheduling and a shared vehicle pool, 4) all of the previous functions plus public transit operations and management.

Each of these options is discussed in the following paragraphs. The most detailed description is provided for the first option, the creation of a motor pool to perform maintenance for tribal vehicles. This was identified as the most important initial function of a motor pool. The other options are discussed as add-ons to this initial, primary function.

For each motor pool option, the following are considered: facility and equipment needs, staffing, management responsibility, and cost. Much of the information presented was obtained through personal and telephone interviews with managers of existing motor pools operated by private contractors on the Ute Mountain Ute Reservation or on other reservations. Contacts included Bob Goffinet, director of the Weeminuche Motor Pool Program; Simon Martinez with Farm and Ranch; Ben Barry, Motor Pool Supervisor for the Southern Ute Reservation in Ignacio Colorado; Woody Cesspooch, Director for the Motor Pool and Transportation Department on the Fort Duchesne Reservation in Utah. Each of the four motor pool options is discussed below.

##### Option #1 - Vehicle Maintenance

This option would provide for a motor pool on the Ute Mountain Ute Reservation for vehicle maintenance only. Facility and equipment needs, staffing, management responsibility, and cost for this option are discussed below.

##### ● Facility and Equipment Needs

The Ute Mountain Ute Tribe has approximately eighty vehicles identified by the various departments on the reservation. In addition, more than twenty pieces of heavy equipment are being used. Interviews with motor pool managers servicing one hundred or more vehicles indicate that the Ute Mountain Ute Tribe would require a minimum of four bays, a pit, a fueling facility, an



may need to be referred to vendors in town. Furthermore, the maintenance facility may not be able to compete with the price or quality of some services in town, such as a lube shop that provides fast service at a cut-rate price for tribal vehicles. Time and travel costs for going from Towaoc into Cortez should be considered, however, in determining the cost effectiveness of using services in town.

The maintenance facility should also develop and maintain a good working relationship with tool manufacturers and providers in the area. For example, the Fort Duchesne motor pool has open accounts with vendors for Snap-on, Cornwell, and Mack tools who visit the reservation weekly to sell and loan tools. These vendors are extremely important in providing opportunities for apprentice mechanics to build their own set of tools. The Fort Duchesne Tribe receives a cut-rate price for tools, and mechanics can use the tools immediately and make weekly payments.

A tow truck would be beneficial in bringing stranded vehicles to the facility, but this would be a secondary need.

A fenced-in lot should also be provided to store pooled vehicles or vehicles being worked on. A non-fenced lot is subject to vandalism and theft. Added security for tools and equipment should be provided if the fenced-in lot doesn't surround the maintenance building. The current fenced in lot near the automotive shop is not adequate to provide the necessary security.

- Management and Staffing

Even a fully-equipped facility does not guarantee the successful implementation of a motor pool. Without good, consistent personnel and organization, better service may be found at a lower cost by referring tribal vehicles to outside vendors, possibly with a contractor discount and priority on tribal vehicles.

For success, the Ute Mountain Ute Tribe's motor pool should employ a minimum of four people on a full-time basis, according to the information obtained from other motor pool operators. The four staff would include: two certified mechanics (one of which acts as a supervisor/manager) and two apprentice mechanic positions. The Tribe would most likely hire the two certified mechanics from off the reservation with the apprenticeship positions filled by Ute Mountain Utes. The apprenticeship positions would provide training opportunities for personal advancement to mechanic positions on or off the reservation at a later date. The apprentice employees would be encouraged to acquire their own set of tools over time.

The certified mechanics would include one supervisor and one shop foreman. The salary for each individual would be negotiated depending on experience and whether they provided their own tools, but must be competitive with nearby towns to attract quality individuals. The supervisor's salary requirements would be in the \$30,000-\$40,000 range, according to the private contractors contacted. The Southern Utes and the Fort Duchesne representatives, however, believed that the salary could be negotiated in the \$20,000-\$30,000 range. The shop foreman's salary should be in the 18,000 to \$25,000 range. The Ute Mountain Ute Tribe will probably need to hire the supervisor

Other motor pool programs maintaining approximately one hundred vehicles, such as the Southern Ute Reservation and the Fort Duchesne Reservation, have almost complete participation in the motor pool among tribal departments. Most departments are good at complying with requirements and priorities placed on vehicles. However, some departments have independent funding and have maintenance performed in places other than the tribal motor pool (the police and the BIA on the Fort Duchesne Reservation sometimes maintain their vehicles off the reservation.)

Depending on the type and extent of maintenance problems, between ten and twelve vehicles could be serviced each week. However, vehicle turnover depends heavily on the size and experience of the staff, the space for work, and the tools available. Vehicle prioritization must take place for truly fast turn-around time, such as looking at a vehicle one day and ordering parts, and receiving the parts the following day and repairing the vehicle. Vehicles in for simple preventive maintenance may be in and out the same day, while vehicles with extensive needs may require several days.

- Management Responsibility

Two basic options exist for motor pool operations and management. One option would be to operate the motor pool within a new or existing tribal department. The other option is to contract with an independent entity to operate the motor pool. Each of these options is discussed below.

- Internal. The Ute Mountain Ute Reservation has almost one hundred vehicles that could participate in a motor pool. According to interviews with other reservations, the service required for this number of vehicles is enough to justify a separate department and budget. An advantage of creating a new department would be its independence from other departments and an opportunity to begin with a "clean slate" in terms of relationships with other departments. Also, because of the volume of the maintenance performed, record keeping may be easier. It may also be the best organizational mechanism to take on added functions such as establishing and monitoring a preventive maintenance program for tribal vehicles, operating a vehicle sharing pool and, potentially, taking over responsibilities for public transit service operation and social service transportation coordination. A disadvantage would be that the Tribe would have to fully develop all personnel and management elements for a new department, including allocating an annual budget and overseeing department operation.

Another option for internal operation of a motor pool is to place the motor pool within an existing tribal department. The two departments most frequently mentioned have been Resources and Public Works. Under this scenario the existing department would be given an appropriate increase in operating budget and staff. An advantage would be that administrative procedures may be somewhat less cumbersome than creating a new department. Disadvantages would be the added responsibilities for current managers and potential issues regarding complaints of favoritism among departments.

To supplement the expanded public transit service, a carpool program could be developed for residents of the reservation. This program could be operated by the department operating public transit service. The carpool program would serve as a central contact point for individuals willing to share rides in private automobiles to various locations on and off the reservation.

### ALTERNATIVE 3: SOCIAL SERVICE TRANSPORTATION COORDINATION

This alternative addresses the need to coordinate the use of vehicles used for social service and education purposes. With the twenty-five vehicles currently based in Towaoc, a goal should be established of reducing the number of vehicles to fifteen to twenty over the next few years. This could be accomplished through creation of a tribal shared vehicle pool (Option #1) and through use of expanded public transit service by social service department clients.

The motor pool concept could be initiated by either assigning all social service (and potentially administrative) vehicles to the pool, or simply establishing a vehicle loan program to be used when department vehicles were in for preventive maintenance or scheduled repair. As the pool concept became accepted, it could be expanded. As an incentive, new vehicles could be assigned to the pool rather than to specific departments to encourage use of the pool.

The coordination effort should begin with program vehicles only used on an infrequent basis and for vehicles used for long distance trips.

### RECOMMENDED ALTERNATIVE

After reviewing the analysis of alternatives presented above, the Transportation Advisory Committee selected a recommended alternative. The recommended alternative calls for the creation of a Transportation Department for the Tribe. The purpose of the Transportation Department would be to:

- Perform maintenance and repair for official tribal vehicles (not including privately-owned autos).
- Expand public transit service on the reservation.
- Coordinate the use of existing program vehicles.

The creation of a separate Transportation Department was identified as a long term goal, with the potential interim step of establishing a maintenance/motor pool within an existing department of the Tribe.

The recommended alternative is described in detail in Chapter V.

Initially, the maintenance/motor pool will be operated out of the current Automotive Shop in Towaoc. This facility will need to be upgraded and additional tools and equipment will be required. The most pressing needs appear to be for additional security for the area and for upgrading maintenance equipment. Security could be improved by upgrading the fence and providing lighting for the vehicle storage area near the Automotive Shop. Upgraded security for the Automotive Shop itself will also be needed. The estimated cost of security improvements, tools and equipment for the first year of operation is \$12,500 at a minimum.

Added staffing includes a maintenance foreman and two apprentice mechanics. Training programs for the apprentice mechanics are available at the Vo-Tech Center east of Cortez.

As the program develops, computerized recordkeeping should be developed.

- Request the Planning Department to evaluate long-term facility options (including upgrading the current Automotive Shop or the Farm and Ranch Enterprise facility, scheduled to be vacated in the next two years).

An evaluation is needed of the best long-term option for location of a tribal maintenance facility. Two primary sites should be considered. One site is the current Automotive Shop site in Towaoc. This site offers the advantage of being in close proximity to many of the programs and vehicles operated by the Tribe. A disadvantage is the amount of facility improvements which would be required to provide a quality maintenance facility. The other site is the facility currently utilized by the Farm and Ranch Enterprise. Currently, plans are for Farm and Ranch to relocate in the next few years. The maintenance/motor pool could be relocated to this facility once Farm and Ranch moves. This facility could be used as is, or expanded to provide another bay with a pit. Ideally the Planning Department would complete its analysis by January 1993.

- Apply for start-up funding and major facility improvements through the Economic Development Administration and apply for public transit service funding through the Federal Transit Administration.

## OPERATIONS PLAN

The Operations Plan to implement the recommended alternative is presented in this section. The timing and procedures required to implement the maintenance/motor pool are discussed below.

### Vehicle Maintenance

A goal should be established to hire staff, purchase tools and equipment, upgrade security, and implement the tribal maintenance operation as early as possible in calendar 1993. As previously mentioned, first steps would be to hire a Transportation Manager, purchase additional tools, and upgrade security in calendar 1992.

education/recreation transportation services currently being provided. Application should be made to the Utah Department of Transportation for a vehicle to be used for these mixed purposes.

### Vehicle Sharing

A soon as practicable, the new Transportation Manager should initiate a vehicle sharing pool for tribal departments. Initially, the vehicle sharing could provide a backup vehicle pool for departments to use either when their normal vehicle was in for repair or when needed for a specific departmental purpose. Based on the successful functioning of this pool, the number of vehicles on the reservation used for transportation purposes could be reduced. To begin, the pool could be made up of back-up vehicles and, potentially, the vehicles belonging to the Tribal Park, Sunrise Youth Center, the Alcohol Program and other vehicles not used every day of the week or during all hours of the day.

## FINANCIAL PLAN

The Financial Plan presents the estimated costs for implementing the recommended program over a five-year period. Also included is the proposed funding to support the program.

### Estimated Costs

Estimated costs for implementing the recommended alternative are presented in Table 8. Costs are identified for management, operations, and capital for the five-year period, 1993 through 1997.

Management costs are estimated to total \$25,000 in 1993. This includes an estimated 50 percent of the Transportation Manager's time plus clerical assistance. The total cost is segregated into estimated management cost for the maintenance/motor pool and for the transit program. Management costs are projected to increase 4 percent per year over the five-year period.

Operating costs are shown for both the maintenance/motor pool and for the public transit operation in Towaoc. Operating costs for the maintenance/motor pool are estimated at \$114,000 in 1993. This includes \$64,000 in salaries (50 percent of Transportation Manager, \$25,000 for a maintenance foreman, and \$24,000 for two apprentice mechanics) plus \$50,000 for parts, tires and supplies. The costs are projected to increase 4 percent per year due to inflation.

Public transit operating costs are estimated to be \$21,800 in 1993, based on 1991 cost data. These costs are projected to increase 4 percent per year with inflation. In addition, the projected budget includes a potential service increase of twenty hours per week in 1994 and again in 1996. These cost estimates assume that the initiation of public transit service in White Mesa, through a coordinated service with existing social service programs, can be accommodated using existing operating revenue.

Based on these estimates, total operating costs are projected to increase from \$135,800 in 1993 to \$190,746 in 1997.

Capital costs include improvements to the existing Automotive Shop in Towaoc and costs for a major facility upgrade or reconstruction in 1995. In 1993, a minimum of \$12,500 is estimated for the purchase of tools and upgrading security at the Automotive Shop. The purchase of additional tools and equipment are included annually through 1997. Funding for major reconstruction of a maintenance facility in 1995 should be pursued through the Economic Development Administration.

Cost estimates are also included for the purchase of vehicles to be used in a tribal vehicle pool. Ideally, one-to-two vehicles could be purchased annually to develop the tribal vehicle pool. These vehicles would be assigned to the pool and available to social service and educational programs on the reservation, rather than having each program have its own separate vehicle. Funding from a variety of sources will be required.

Capital costs for public transit service are also shown. In 1993 and 1994 wheelchair accessible vans are shown for both White Mesa and Towaoc. A non-accessible van for Towaoc is shown for 1996 when transit service in Towaoc is projected to expand.

Total costs typically range between \$228,300 and \$263,000 over the five-year period, with the exception of the high cost of \$570,000 in 1995 when major facility reconstruction is projected.

#### Program Funding

The proposed funding program for the five year plan is presented in Tables 9-12. Table 9 shows the proposed funding for the management portion of the plan. Initial start-up funding in 1993 is proposed to be funded through the Economic Development Administration and the tribal general fund. In future years funding for management costs would be through the tribal general fund.

Operations funding is shown in Table 10. For the maintenance/motor pool, funding in 1993 is shown for an EDA start-up grant. In future years funding will be provided through individual department billings for maintenance services received.

Public transit funding is shown through rider fares and tribal general funds in 1993. In subsequent years net operating costs (after farebox revenue is subtracted) are proposed to be split between the Tribe and a Section 18 grant through the Colorado Department of Transportation.

Capital funding is shown in Table 11. For the maintenance/motor pool, capital funding is shown from the EDA in 1993 (start-up) and for major facility improvements in 1995. Otherwise capital funding is proposed through the tribal general fund. Totals for the Five Year Funding Program is shown in Table 12.

Pool vehicles will be funded through existing departments and grants from the Federal Transit Administration, through the Colorado Department of Transportation. Three pool vehicles for the elderly and disabled are shown in 1994 through 1996. Other pool vehicles should be funded through tribal departments.

TABLE 10. FIVE-YEAR FUNDING PROGRAM--OPERATIONS

Line Items	1993	1994	1995	1996	1997
Maint/motor pool(1)	\$114,000	\$118,560	\$123,302	\$128,234	\$133,364
EDA grant(2)	114,000	--	--	--	--
Dept. billings(3)	--	118,560	123,302	128,234	133,364
Tribal general fund(4)	--	--	--	--	--
Public transit(1)	21,800	34,008	35,368	55,175	57,382
Fares(5)	2,000	3,120	3,245	5,062	5,264
FTA(6)	--	15,444	16,062	25,056	26,059
Tribal general fund(7)	19,800	15,444	16,062	25,056	26,059
Subtotal	135,800	152,568	158,670	183,409	190,746
EDA grant	114,000	--	--	--	--
Dept. billings	--	118,560	123,302	128,234	133,364
Fares	2,000	3,120	3,245	5,062	5,264
FTA grant	--	15,444	16,062	25,056	26,059
Tribal general fund	19,800	15,444	16,062	25,056	26,059

- 1) See Table 8.
- 2) EDA grant for motor pool start-up costs in 1993.
- 3) Revenue from individual department billings for maintenance services provided.
- 4) No tribal general funds anticipated for operations.
- 5) Fare box revenue estimated for public transit services.
- 6) Federal Transit Administration funds (through Colorado Department of Transportation).
- 7) Tribal general fund pays for balance of operating costs.

TABLE 12. FIVE-YEAR FUNDING PROGRAM--TOTAL

Line Items	1993	1994	1995	1996	1997
Total costs	\$228,300	\$263,568	\$570,710	\$261,531	\$249,992
EDA grant	144,000	--	365,000	--	--
FTA grant(CDOT)	--	71,444	32,062	57,056	26,059
FTA grant(UDOT)	35,000	--	--	--	--
Fares	2,000	3,120	3,245	5,062	5,264
Dept. billings	--	118,560	123,302	128,234	133,364
Tribal general fnd	27,000	70,444	47,102	71,178	65,305
Other	20,000	--	--	--	20,000

TABLE 13. OFFSET CHARGES--CURRENT FUEL AND MAINTENANCE CHARGES

Line Item	10/01/90 to 09/30/91	10/01/91 to 05/30/92
Gas and oil(1)	\$12,053.37	\$8,137.14
Tires and accessories	15,627.69	8,949.78
Repairs and maintenance	140,644.15	72,627.42
subtotal	\$168,325.21	\$89,714.34
Mileage	--	12,958.99
Total(2)	\$168,325.21	\$102,673.33

1) Non-fueling center charges

[Fueling center charges (10/01/90 to 09/30/91) = \$106,467.00]

[Fueling center charges (10/01/91 to 05/30/92) = \$49,131.43]

2) Total revenues paid out by the Tribe which can be reallocated to a tribal motor pool enterprise.



## APPENDIX A. UTE MOUNTAIN UTE TRANSPORTATION SURVEY

The following is a summary of the data collected during the 1991 transportation survey at the Ute Mountain Ute Reservation, Towaoc and White Mesa, Colorado. The discussion is organized under several topics and is intended to serve as a guide for interpreting the data. The Ute Mountain survey consists of twenty-eight multiple-choice questions, plus two additional open-ended questions. A total of 337 forms were completed; 285 of these at the community of Towaoc and 52 at the Utah portion of the reservation, White Mesa.

### GENERAL TRANSPORTATION

A number of questions in the survey asked for information on the availability of transportation and the types of transportation used by reservation residents. The purpose of these questions was to learn what options are present for transportation on the reservation, what choices are made, and whether transportation availability has changed over time.

Overall, most community residents have access to some kind of vehicular transportation; the type most used is the automobile. Of the 285 Towaoc respondents, 84 percent say the kind of transportation most used is either a car, truck, van or motorcycle. At White Mesa the figure is slightly lower, with 67 percent of the 52 respondents indicating car, truck, van or motorcycle. Another 33 percent of the White Mesa respondents reported that walking is the most frequently used type of transportation. At Towaoc, only 6 percent of the people indicated walking as a transportation method. Options for alternatives methods of transportation appear limited on the reservation. When asked if such options exist and are available, 67 percent of those questioned at Towaoc and 94 percent at White Mesa say there are no other ways to get around other than those indicated. The response for White Mesa indicates an even heavier reliance on these particular kinds of transportation.

To determine what transportation options are most available, question 14 asked how often respondents get around by a particular means. The largest single response indicated that the household vehicle is the most frequently used source of transportation. Sixty-five percent of the Towaoc people reported that they regularly use a household vehicle to get around in. Only 46 percent of the White Mesa residents use household vehicles on a regular basis. Another 30 percent at Towaoc and 48 percent at White Mesa responded that they sometimes use vehicles owned by someone outside the household. The other options listed, taxis and public transportation, account for only about 8 percent of the transportation used at both Towaoc and White Mesa. At both locations, school buses account for between 12 percent and 14 percent of the regularly used means of transportation, and the category "other" shows 15 percent at White Mesa, and 6 percent at Towaoc.

According to the respondents, the availability of transportation has remained fairly constant during the time they have lived on the reservation. Sixty percent of respondents at Towaoc and 48 percent at White Mesa say that availability has remained about the same, 24 percent and 35 percent respec-

respondent or any member of the household had ever faced a threat to safety, skipped meals, or gone without shelter, survey results at Towaoc showed that about 21 percent of the respondents report that transportation was a factor in facing a threat to safety, 16 percent had skipped meals and believed that transportation was a factor, and 10 percent had gone without shelter because of a transportation problem. At White Mesa between 20 percent and 50 percent of the respondents said the same; 50 percent of the respondents said that transportation was a factor in facing a threat to safety, 33 percent skipped meals, and 21 percent went without shelter. Typically, the transportation problems cited are either with cars or with distance; road quality tended to represent a very small proportion of transportation problems.

#### QUALITY OF LIFE

The purpose of this section is to discuss perceptions people have about access to needs and wants, the extent to which quality of life is dependent on transportation, and whether or not transportation problems limit people's access to goods and services.

Although the survey does not directly ask what constitutes quality of life, the following responses may provide some indicators of people's perceptions towards access and availability of needs and wants. When asked if the services they need can be found on the reservation, 60 percent of the Towaoc respondents said yes. At White Mesa, 54 percent of the respondents also said yes. Another 95 percent of the Towaoc people surveyed think that life would improve at least a little with better transportation; at White Mesa this opinion was given by 100 percent of the interviewees. Specifically, at Towaoc 49 percent said life would improve a great deal, 67 percent at White Mesa said the same; 33 percent of the Towaoc respondents think life would improve somewhat with better transportation, at White Mesa 19 percent said the same; and at Towaoc 13 percent stated that better transportation would improve life a little, 10 percent at White Mesa. There is also a perception reported by 46 percent of the Towaoc and 31 percent of the White Mesa respondents that tourists, hunters, and other visitors to the reservation are discouraged from coming or complain about transportation problems on the reservation.

With regards to activities such as school education, voting, and employment, there is a fairly strong indication that these are affected by transportation. About half the respondents at both communities said that transportation problems had been a factor in turning down a job--with car problems being the leading factor. Another 27 percent at Towaoc said that they or someone in their household had lost a job because of a transportation problem, again, car problems are cited as the primary reason; half the White Mesa respondents indicated the same. About 16 percent of those surveyed at Towaoc and 33 percent at White Mesa stated that they or someone in their household had been unable to vote due to transportation problems. Over 34 percent responded at Towaoc, and 61 percent at White Mesa, that they had lost an opportunity for school education due to car problems or distance.

about whom they share the bus with. Sixty-nine percent of the respondents at Towaoc said they would ride the bus even though they had no choice regarding fellow riders. Respondents at White Mesa indicated an even greater willingness to do this, 88 percent responded favorably to this option. Most people seem to be willing to sacrifice the flexibility of using their own car or getting a ride with someone else in order to ride the bus. At Towaoc, 61 percent said the flexibility issue would not keep them from riding the bus; 75 percent of White Mesa's respondents agreed. In order to participate in a ride share/van pool program or to obtain on-demand service, 43 percent at Towaoc and 55 percent at White Mesa indicated their willingness to have their names, addresses and phone numbers included on a list for this purpose. About half of the respondents either did not want to participate in this, or were not sure about participating. Similar figures resulted when respondents were asked if they would be willing to use private cars to provide rides to people who do not have cars. Forty-nine percent and 41 percent, Towaoc and White Mesa respectively, said they would be willing to do this, but the remainder were closely split between not wanting to participate or being unsure about participating.

#### DEMOGRAPHICS

The final section on the survey form provides demographic information; these are self explanatory, but a few of the highlights are as follows: At Towaoc and White Mesa 63 percent and 71 percent of the respondents are female. About half the respondents at Towaoc were born before 1959; at White Mesa the median birth year is 1942. The remainder of the two populations were born before 1976 and 1972 at Towaoc and White Mesa, respectively. Less than half of the households report two adults over 18 years of age, 37 percent and 23 percent Towaoc and White Mesa; another 19 percent at Towaoc and 35 percent at White Mesa report only one adult over age 18. About 80 percent of the respondents report at least one child under the age of 18 at Towaoc, 69 percent at White Mesa report the same. Less than half of the respondents at Towaoc, 40 percent, and only 15 percent at White Mesa report working full time for pay, though 11 percent at Towaoc consider themselves homemakers, and 19 percent of the White Mesa respondents say the same. Years lived on the reservation range from 1 to 79 at Towaoc and 12 to 85 at White Mesa. Fifty-nine percent and 79 percent of the households at Towaoc and White Mesa respectively, report gross incomes of less than \$10,000 and less than 4 percent of the households gross over \$20,000 at Towaoc. None at White Mesa report grossing over \$20,000.

APPENDIX B.

**APPENDIX  
Vehicle Inventory**

**Ute Mountain Ute Tribe  
1992 Summary Of Existing Services  
Agencies With Vehicles Used For the General Public**

Agency/Program	Location	Client Type	Type	Vehicles		Hours of Operation	Annual Mileage	Annual Passengers	Annual Operating Cost	Unmet Needs	Share Vehicle	Other
				Year	Mileage							
Tribal Park	Towac	Tourists	Van	1991	11,897	Excellent	20,000	500	\$500	15 pass van	Yes	Have enough vehicles, need one replaced.
		Tourists	4 wh dr.	1985	90,000	Fair	20,000	500	\$1,000			
		Maintenance	Pickup	1985	114,000	Fair	20,000	50	\$1,500			
		Maintenance	Pickup	1983	125,000	Fair	20,000	50	\$1,500			
		Maintenance	Pickup	N/A	N/A	N/A	20,000	50				
Transit Van/Planning Office	Towac	General public	Van	1989	N/A	Poor	30,000	2,700	\$21,000	N/A	N/A	Need reliable vehicle.

Mon-Fri, 7:30, 9:30, 3:30 runs to Cortez

Agency/Program	Location	Client Type	Vehicles			Hours of Operation	Annual Mileage	Annual Passengers	Annual Operating Cost	Unmet Needs	Share Vehicle	Other	
			Type	Year	Mileage								Condition
UMU Health Center	Towaoc	Patients	Auto	1990	15,000	Good	6,000	30	N/A	Transit for	No	N/A	
			Auto	1990	8,000	Good	6,000	30	N/A	N/A	overnight		
			Suburban	1987	60,000	Good	6,000	15	N/A	N/A	N/A	stays	
Head Start/Daycare	Towaoc	HS kids	Bus	1990	N/A	Good	4,600	6,000	\$4,065	Pave Freddy's road,	Yes, except Federal	Good to see roads paved, except for speeders (speed bumps). Backup vehicles needed.	
			Van	1985	76,400	Poor	5,000	150	\$1,315	maintenance			
			Auto	1987	21,132	N/A	5,550	300	\$295	schedule			
Indian Health Service	Towaoc	Special Medical	Auto	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Auto	1990	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Blazer	1984	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Auto	1990	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Auto	1990	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Alcoholism Program	Towaoc	Clients	Van	1990	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			8 pass van	1985	95,000	Adequate	15,000	780	\$3,400	N/A	N/A	Rather	N/A
Senior Program	Towaoc	N/A	Suburban	1991	N/A	N/A	N/A	N/A	N/A	N/A	Not	N/A	
			Van	1985	N/A	Fair	N/A	8-10 per trip	N/A	N/A	N/A	N/A	N/A
Rural Utah Child Development Center	White Mesa	Students	School Bus	1990	N/A	Excellent	6 miles per day	14 daily	N/A	None	No	It's under RUDC and cannot be used by community.	
			Van	1983	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Agency/Program	Location	Client Type	Vehicles		Hours of Operation	Annual Mileage	Annual Passengers	Annual Operating Cost	Unmet Needs	Share Vehicle	Other		
			Type	Year									
Community Service	Towaoc	N/A	Truck	1981	N/A	N/A	N/A	N/A	N/A	No	N/A		
			Truck	1978	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Truck	1982	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Truck	1975	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Pickup	1972	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Brunot Wildlife	Towaoc	Ranger	Pickup	1987	68,920	Fair	7 days/wk, 24 hrs/day	17,000	N/A	\$3,500	Hard to say	No	N/A
			Pickup	1987	95,506	Fair	24 hrs/day	18,000	N/A	\$3,500			
Tribal Energy and Tax Administration	Towaoc	N/A	4 wh dr.	1985	75,000	Good	7 days/wk, 24 hrs/day,	15,000	N/A	\$1,900	Upgrade	No	N/A
			4 wh dr.	1984	100,000	Good	8am-4:30pm	7,500	N/A	\$1,900			
Police Department	Towaoc	N/A	4 wh dr.	1988	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			4 wh dr.	1988	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			4 wh dr.	1988	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			4 wh dr.	1988	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			4 wh dr.	1988	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Suburban	1984	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Suburban	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Truck	1982	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Truck	1976	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Energy Department	Towaoc	N/A	Suburban	1984	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			4 wh dr.	1984	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Energy Department	Towaoc	N/A	4 wh dr.	1989	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			4 wh dr.	1989	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Farm/Ranch*	Towaoc	N/A	Pickup	1989	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Pickup	1986	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Pickup	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Pickup	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Suburban	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			4 wh dr.	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A		

\* Agency has additional heavy equipment.