



## CHAPTER II

# Goals and Objectives

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The LSC team, in coordination with the Advisory Committee (AC), developed transit service goals and objectives for the Crow Nation. The goals and objectives are the guidelines for the present and future transit operations, as well as the expansion of transit services for the study area. The goals and objectives were used to develop and evaluate the transit alternatives, projects, and programs for the next five years.

### TRANSIT VISION

In developing the Technical Assistance, it is necessary to recognize the goals and objectives of public transportation as they determine the direction to be taken in the plan. The goals and objectives, along with corresponding performance standards, provide the specific direction for implementation.

The following section reviews the planning process for the transit service within the Crow Reservation, which is made up of a mission statement and a set of four action goals with objectives for each goal. The mission statement, goals, and objectives typically form a hierarchical structure with the mission statement being the most general. Goals support the achievement of the mission, and objectives support the goals.

### Mission Statement

The mission statement establishes the overall direction of an agency and enumerates the most generalized set of actions to be achieved by that agency. The mission statement for the Crow Nation is as follows:

**Mission Statement**

The mission of the Crow Nation transit program is to provide quality transit service to the residents of the Crow Reservation by increasing mobility and access for all Crow tribal members.

**Goals and Objectives**

This section documents the goals and objectives formulated for the transportation system serving the CN. For planning purposes, a goal is defined as a purpose or need that should be attained to address an issue. An objective is a specific method or activity that is designed to achieve an identified goal. The goals and objectives are very important parts of developing the transit implementation plan, as they set the overall direction. The goals and objectives must reflect the communities' values and desires.

Based on the issues and concerns discussed during the June and August 2007 meetings as well as the existing and future needs, the LSC team developed the following goals and objectives for the CN. The goals and objectives are meant to pertain specifically to the operation of the CN in its role as the primary transit provider within the study area. The goals and objectives were reviewed by the Advisory Committee and the Crow Nation staff. Changes were made where appropriate.

The primary mission of the CN transit program is to provide quality transit service to CN residents. In order to fulfill this mission, a number of goals were identified to guide the future development of public transportation within the CN.

**Goal #1: Develop Transit Service That Aids in the Community's Economic Development**

**Objective 1.a:** Increase opportunities through improved access to education, job training, and employment.

**Objective 1.b:** Improve transport linkages by developing public transit service, thereby allowing individuals to access employment and services more easily.

**Objective 1.c:** Develop a transit service that is easy and effective to use, and that allows for any individual to use the service.

**Objective 1.d:** Improve the transit service to allow more tourists to use the service and increase the mobility of tourists by developing a regional route service to and from Billings, Montana; Hardin, Montana; and Sheridan, Wyoming. The service should increase the tourist ridership by five percent per year over the next five years. After 2012, the tourist ridership should increase equal to the growth rate of tourists.

### Goal #2: Create Financial Sustainability of Transit Service

**Objective 2.a:** Seek out and apply for grants which may be available for capital or operating support for the transit services at the state and federal levels.

**Objective 2.b:** Establish a capital and vehicle replacement fund (savings account). Allocate the local contributions on an annual basis to the savings account. The funds should be sufficient to provide the local matching funds required in order to obtain the federal grants for replacement of vehicles and new capital facilities.

**Objective 2.c:** Work to maintain and/or develop standards of performance measures to determine the efficiencies and deficiencies of the transit service. Use a comparison of peer communities in determining efficient and effective service.

**Objective 2.d:** Generate local funding for transit service through tribal businesses.

### Goal #3: Coordinate and Integrate Public Transportation With Existing Human Services

#### Transportation Providers

**Objective 3a:** Any new public transit service should interconnect with all of the existing human service providers by having a AC meeting on a quarterly basis.

**Objective 3b:** Human services agencies/programs will train clients to use the public transportation service and provide funding to pay for the service provided to these passengers.

## *Goals and Objectives*

### Goal #4: Create Cost-Effective and Cost-Efficient Service

**Objective 4a:** Regional service should achieve a target productivity level within the first year of operation of five passengers per hour.

**Objective 4b:** Demand-response service should achieve a productivity level of three passengers per hour.

**Objective 4c:** The transit service should have costs per revenue-mile, revenue-hour, and passenger equal to the peer communities. The costs should be reviewed and updated annually by comparing the Crow Nation's transit service to other transit services provided by tribal governments.