



## CHAPTER V

# Goals and Objectives

---

LSC Transportation Consultants, Inc., in coordination with the TAC members, has developed transit service goals and objectives for the Fort Belknap Reservation and surrounding area (study area). 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.

Many transit issues were identified through meetings with the TAC members, public open houses, and local agencies/programs. The public transportation issues were discussed at the July 2006 and August 2006 meetings. Based on these transit issues, draft goals and objectives were developed. The goals were finalized and used to develop and evaluate the transit alternatives, projects, and programs for the next five years (short term).

### TRANSIT VISION

In developing a transit plan, 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 the corresponding performance standards, provide the specific direction for implementation. The following section, which focuses on years 2007 to 2012, presents the goals and objectives.

The planning process for transit services within the study area consists of a mission statement, a set of four action goals, and the objectives for each goal. The goals and objectives are included in this report to support the future transit plans for the study area. The existing 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 Fort Belknap Reservation transit program is:

| <b>Mission Statement</b>  |
|---|
| The mission of the transit program is to provide quality transit service to the residents of the Fort Belknap Reservation by increasing the mobility and access for all tribal members of the Fort Belknap Reservation and by linking transportation throughout the region. |

**Goals and Objectives**

For planning purposes, a goal is defined as a purpose or need that should be attained to address a transportation 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 plan, as they set the overall direction. The goals and objectives must reflect the values and desires of the community.

Based on the issues and concerns discussed during the June 2006 meeting as well as the existing and future transportation needs, the following draft goals and objectives were developed. The goals and objectives are meant to pertain specifically to the operation of the Fort Belknap Reservation in its role as the primary transit provider within the study area.

Goals

The primary mission of the Fort Belknap Reservation transit program is to provide quality transit service to the Fort Belknap Reservation residents and surrounding areas. In order to fulfill this mission, a number of goals were identified to guide the future development of public transportation for the region.

**Goal #1: Develop a 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 transportation linkages by developing public transit service, thereby allowing individuals to access employment and services more easily within the region. The region includes: Havre, Malta, Harlem, Chinook, Fort Belknap Agency, Hays, Lodge Pole, and several other communities along US Highway 2 from Chinook to Malta.

**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 the general public to use the service and increase the mobility of the seniors. This will be done by developing a regional transit route service to and from Malta and Havre. The service should increase the ridership by five percent per year over the next five years.

**Objective 1.e:** Improve the local transit service in order to allow all of the region's residents to access shopping, medical, recreational, educational institutes, and special events.

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

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

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

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

## *Goals and Objectives*

**Objective 2.d:** Generate local funding for transit through the tribal businesses and the local communities' general funds.

### Goal #3: Coordinate and Integrate the Transit Service With the Existing Human Service Agencies/Programs

**Objective 3.a:** The transit service should be discussed with the existing human services transportation providers at a TAC meeting on a quarterly basis.

**Objective 3.b:** The human service agencies should train their clients to use the transit service and could provide funding to pay for the transit service provided to their clients.

**Objective 3.c:** The transit service should coordinate with the human service agencies/programs in order to improve the standard of living for the region's seniors. The transit service should increase the mobility and access of the seniors to the senior centers, employment, shopping, medical, and recreational events.

**Objective 3.d:** Increased marketing of the transit service should be implemented to inform the public of the service. This should be done by using all forms of media.

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

**Objective 4.a:** Regional service should achieve a target productivity level of three passengers per hour by the year 2010 and five passengers per hour by the year 2015.

**Objective 4.b:** Demand-response transit service on the Fort Belknap Reservation should achieve a productivity level of three passengers per hour by the year 2010.

**Objective 4.c:** The transit service should have costs per revenue-mile, revenue-hour, and passengers equal to the peer communities. The costs should be reviewed and updated annually by comparing the Fort Belknap Reservation transit service to other transit services provided by Tribal governments.