


**Paul S. Sarbanes  
Transit in Parks  
Technical Assistance Center**

Alternative Transportation Systems  
Business Model Selection Guidance



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**Presenters**



Justin Begley      Andrew Valdez      Ann Joslin

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**Agenda**

- Overview of Alternative Transportation System Business Models
- Tools Used to Facilitate Business Models
- Sabino Canyon Case Study
- Introduction to the ATS Business Models Decision Support Tool
- Demonstration of Procedure Tables and Decision Support Tool
- Summary

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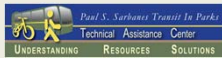
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## SECTION 1 – OVERVIEW OF ATS BUSINESS MODELS



Ann Joslin



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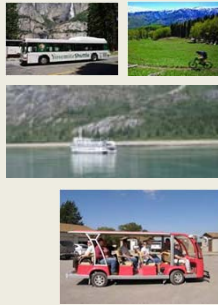
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### What is Alternative Transportation?

*The term “alternative transportation” means transportation by bus, rail, or any other publicly or privately owned conveyance that provides to the public general or special service on a regular basis (including the provision of facilities for pedestrians, bicycles and non-motorized watercraft).*

Source: SAFETEA-LU



Section 1 – Overview of ATS Business Models

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### What is an Alternative Transportation System (ATS) Business Model?

- A cohesive set of strategies Federal Land Management Agencies (FLMAs) utilize to deliver mobility services that mitigate the negative impacts of personal auto travel to and within Federal lands or allow for visitation to otherwise inaccessible areas

Section 1 – Overview of ATS Business Models

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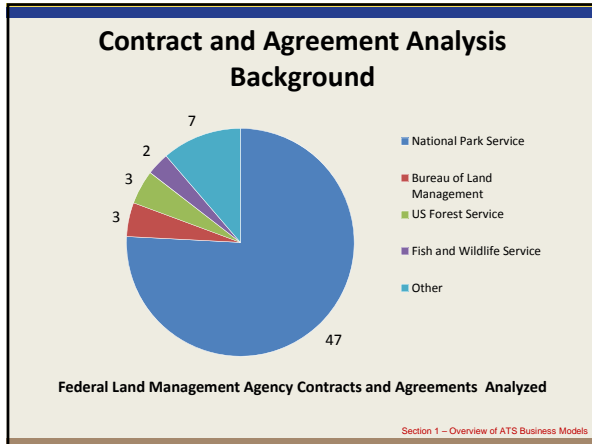
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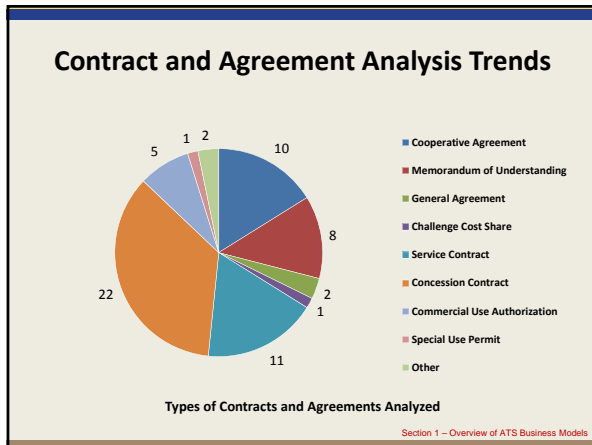
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### Contract and Agreement Analysis Details

Category	Contract/Agreement Type	Count	Percentage	Value	Value per Contract
Contract/Agreement	Cooperative Agreement	10	22.7%	\$1,100,000	\$110,000
	Memorandum of Understanding	8	18.2%	\$800,000	\$100,000
	General Agreement	2	4.5%	\$200,000	\$100,000
	Challenge Cost Share	1	2.3%	\$100,000	\$100,000
	Service Contract	11	24.7%	\$1,100,000	\$100,000
	Concession Contract	22	49.1%	\$2,200,000	\$100,000
	Commercial Use Authorization	5	11.1%	\$500,000	\$100,000
	Special Use Permit	1	2.3%	\$100,000	\$100,000
	Other	2	4.5%	\$200,000	\$100,000
	License	...	...	...	...
...		...	...	...	...
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Section 1 – Overview of ATS Business Models

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### Four Major Types of Business Models



Commercial Services



Partnerships



Service Contracts



Owned & Operated

Section 1 – Overview of ATS Business Models

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### Commercial Service Business Model

- FLMA provides a business opportunity to a third party through a contract, authorization, or permit
- Third party pays a flat fee or a percentage of revenue to the FLMA for the privilege of providing the service



Section 1 – Overview of ATS Business Models

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### Partnership Business Model

- FLMA enters into a mutually beneficial agreement with one or more stakeholders to provide shared resources for the provision of ATS



Section 1 – Overview of ATS Business Models

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### Service Contract Business Model

- FLMA contracts with a public or private service provider with the expertise and capacity to operate ATS



Section 1 – Overview of ATS Business Models

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### Owned & Operated Business Model

- FLMA owns the ATS vehicles and infrastructure and operates the ATS with unit staff.
- Sometimes supplemented with volunteer or private support



Section 1 – Overview of ATS Business Models

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## SECTION 2 - TOOLS USED TO FACILITATE ATS BUSINESS MODELS



Ann Joslin



UNDERSTANDING RESOURCES SOLUTIONS

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### Legal And Regulatory Framework

- Laws, regulations and policies influence Business Model selection
- Some laws applicable to all FLMA's
- Legal and regulatory framework dictates "tools" used to implement ATS



Section 2 - Tools Used to Facilitate ATS Business Models

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### Legal And Regulatory Framework (cont) Concession Contract Example

-  National Parks Omnibus Act of 1998
-  National Wildlife Refuge System Administration Act of 1966
-  Federal Lands Policy and Management Act of 1976
-  Grainger-Thye Act

Section 2 - Tools Used to Facilitate ATS Business Models

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### Legal And Regulatory Framework (cont) Concession Contract Example

-  10 years or less (unless Secretary determines a longer term is warranted)
-  5 year minimum – 20 year maximum
-  10-30 years (generally)
-  5 years with option of up to 5 more years

Section 2 - Tools Used to Facilitate ATS Business Models

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**Legal And Regulatory Framework (cont)**  
**MOU Example**

- Not all FLMAs have specific authority for partnership tools like Memorandum of Understanding (MOU)
- NPS provides policy direction to transition agreements away from MOU
- FS Handbook outlines what can and can't be done within MOU



Section 2 - Tools Used to Facilitate ATS Business Models

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**Commercial Services Tools**

1. Concession Contracts (CC)
2. Commercial Use Authorizations (CUA)
3. Special Use Permit (SUP)



Section 2 - Tools Used to Facilitate ATS Business Models

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**Characteristics of Concession Contracts**

- Competitively awarded
- Concessioner has an opportunity to generate a reasonable profit and return percentage of revenue to the FLMA
- Contract often bundles several types of services
- FLMA may allow concessioner to use FLMA facilities and/or make capital improvements
- Term is generally 10 years or less

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### Concession Contract Example Glacier National Park

- Lodging – 5 Locations
- Food & Beverage – 5 Locations
- Retail – 5 Locations
- Tour Bus
- Hikers Shuttle



Section 2 - Tools Used to Facilitate ATS Business Models

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### Other Concession Contract Examples

<p><b>Grand Canyon National Park Bicycle Rental</b></p> 	<p><b>Golden Gate National Park Alcatraz Ferry</b></p> 
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Section 2 - Tools Used to Facilitate ATS Business Models

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### Characteristics of Commercial Use Authorizations (CUAs)

- Commercial services instrument used only by NPS
  - Low level of unit involvement
  - ATS is not required but is authorized
  - Must begin and end outside of the unit
  - No NPS assets used by the provider

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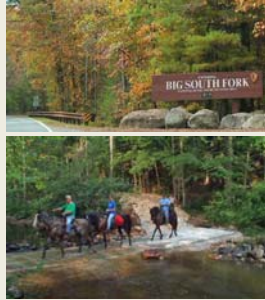
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### Commercial Use Authorization Example Big South Fork National River and Recreation Area

- Guided trail rides offered by lodge adjacent to Big South Fork
- Originates and terminates outside of unit
- \$550 fee



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### Characteristics of Special Use Permits

- Special Use Permits – NPS
  - Used by NPS
  - Short term activity
  - Benefits individual/group/organization vs. general public
- Special Use Permits – FWS, BLM, USFS
  - Other FLMAs issue SUPs for a wide range of uses

Section 2 - Tools Used to Facilitate ATS Business Models

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### Pros and Cons of Commercial Services

- | Pros  | Cons  |
|---|---|
| <ul style="list-style-type: none"><li>• Opportunities to enhance visitor experience</li><li>• Less dependent on FLMA funding</li><li>• Capital and infrastructure costs can be built into CCs</li></ul> | <ul style="list-style-type: none"><li>• May be difficult to replace (CC) if poor performance</li><li>• CC opportunities may not be readily available</li><li>• Low risk CUAs/SUPs may be limited in application</li></ul> |



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### Characteristics of Partnership Agreements

- Instrument to formalize agreement with others with mutual interest in ATS
- Draws on the strength of the partner's respective capabilities, expertise and access to funds

The instrument to be used is based upon:

1. Type of partners involved
2. Purpose of the agreement
3. The role of originating FLMA
4. FLMA level of involvement



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### Examples of Partnership Agreement Types

1. Cooperative Agreement (CA)
2. Inter-agency Agreement/Intra-agency Agreement (IA)
3. Memorandum of Understanding/Agreement (MOU/MOA)
4. General Agreement (GA)
5. Challenge Cost Share (CCS)

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### Characteristics of Cooperative Agreements

- Principle purpose is to transfer a thing of value to the state, local government or other recipient to carry out a public purpose by acquiring property or services for the direct benefit of, or use by, the U.S. Government
- Substantial involvement is expected between the FLMA and cooperator

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### Characteristics of Cooperative Agreements (cont.)

- Examples of substantial involvement:
  1. Reviews work at various stages
  2. Helps select/train staff
  3. Has power to halt activity
- Competitive procurement is not required but encouraged
- No punitive actions for failure to meet goals

Section 2 - Tools Used to Facilitate ATS Business Models

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### Cooperative Agreement Example Cuyahoga Valley Scenic Railroad

#### NPS Agrees To:

- Grant license to use RR tracks
- Maintain railroad infrastructure
- Grant use of structures
- Complete major renovations of structures



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### Cooperative Agreement Example Cuyahoga Valley Scenic Railroad

#### CVSR Agrees To:

- Acquire locomotives and equipment
- Maintain rolling stock
- Operate excursion service



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**Cooperative Agreement Example  
Acadia National Park/Downeast Transportation**

**NPS Will:**

- Plan, develop and implement Island Explorer seasonal shuttle service
- Promote shuttle service
- Coordinate federal, state and local efforts to enhance services
- Provide one-time funding in an amount not to exceed \$1,215,000



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**Cooperative Agreement Example  
Acadia National Park/Downeast Transportation**

**Downeast Transportation Will:**

- Operate Island Explorer
- Prepare and distribute maps and timetables
- Design and replace real-time bus departure signage at stops located within the park
- Operate propane fueled buses



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**Characteristics of Interagency Agreements**

- Authorizes one Federal agency to requisition work, services, supplies, materials, or other equipment from another Federal agency
- Enhance work accomplished between Federal agencies through shared facilities, services or employees

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**Characteristics of MOU/MOA**

- Document cooperative relationships between parties
- Eliminate duplication of efforts by parties
- Nothing of value can be exchanged (funds, property, services)

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**MOU Example**  
**BLM/Int'l. Mountain Bike Club/Bicycle, CO**

**Cooperators Will:**

- Organize trail building schools
- Develop and distribute educational materials
- Identify mutually beneficial projects
- Facilitate opportunities to improve trails
- Develop annual operating plan



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**MOU Example**  
**NPS/Corp. for Development of San Juan/  
Municipality of San Juan**

**NPS Will:**

- Purchase vehicles
- Repair park roadway
- Complete major vehicle repairs
- Provide interpretive training to drivers



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**MOU Example**  
**NPS/Corp. for Development of San Juan/  
Municipality of San Juan (cont)**

**Municipality Will:**

- Provide insurance
- Perform routine maintenance
- Not use vehicles for any other service without prior approval from NPS



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**MOU Example**  
**NPS/Corp. for Development of San Juan/  
Municipality of San Juan (cont)**

**CODEVISA Will:**

- Provide qualified drivers
- Store and protect vehicles
- Maintain maintenance, inspection, repair, use and accident records
- Provide quarterly records to NPS



Section 2 - Tools Used to Facilitate ATS Business Models

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**Characteristics of General Agreements**

- Used by NPS in place of MOU/MOA
- Generic instrument that establishes an administrative framework
- Does not commit NPS to any form of financial assistance

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### Characteristics of Challenge Cost Share Agreements

- Splits funding responsibility and risk among partners
- Maximize the use of federal dollars by leveraging funds from private or public non-federal partners

Section 2 - Tools Used to Facilitate ATS Business Models

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### Challenge Cost Share Example Bridger Teton Nat'l Forest/ Friends of Pathways

**Friends of Pathways Will:**

- Assist with the maintenance of recreational trails
- Meet with USFS each year to identify and prioritize projects



Section 2 - Tools Used to Facilitate ATS Business Models

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### Challenge Cost Share Example Bridger Teton Nat'l Forest/ Friends of Pathways

**USFS Will:**

- Reimburse Friends of Pathways (FOP) 19.33 percent of expenses incurred, not to exceed \$15,000.00
- Meet with FOP USFS each year to identify and prioritize projects



Section 2 - Tools Used to Facilitate ATS Business Models

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### Pros and Cons of Partnership Agreements

Pros	Cons
<ul style="list-style-type: none"><li>• Leverage support from partners with common interest</li><li>• Access to diverse resources</li><li>• Relative ease of termination for non-performance</li></ul>	<ul style="list-style-type: none"><li>• Partners may have more stringent administrative requirements</li><li>• Less direct control of service</li><li>• More potential points of failure</li><li>• Partners can easily withdraw</li></ul>



Section 2 - Tools Used to Facilitate ATS Business Models

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### Characteristics of Service Contracts

- Formalize relationship that carries obligations and monetary consequences for non-performance
- Used to reflect a relationship when:
  1. Primary purposes is to acquire property or services for the direct benefit of Federal Government
  2. FLMA decides a procurement contract is appropriate



Section 2 - Tools Used to Facilitate ATS Business Models

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### Characteristics of Service Contracts (cont)

- Typically result from a formal solicitation
- Turnkey operation or specific elements
- Five major contract types:
  1. Fixed Price
  2. Cost Reimbursable
  3. Incentive
  4. Indefinite Delivery-Indefinite Quantity
  5. Time and Materials

Section 2 - Tools Used to Facilitate ATS Business Models

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### Service Contract Example Rocky Mountain National Park

- Transitioned from CC to SC with a private provider
- Serves park, gateway community and park and ride lot
- Addressed parking constraints
- Contractor provides vehicles, maintenance, operations and facilities



Section 2 - Tools Used to Facilitate ATS Business Models

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### Service Contract Example Harpers Ferry Nat'l Historic Park

- Contract with Eastern Panhandle Transit Authority for bus drivers and automotive workers
- Serves the Harpers Ferry Visitor Center



Section 2 - Tools Used to Facilitate ATS Business Models

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### Pros and Cons of Service Contracts

Pros	Cons
<ul style="list-style-type: none"><li>• Utilizes external expertise and resources</li><li>• Opportunities to use multiple contracting options</li><li>• Can be structured to have a great deal of flexibility</li></ul>	<ul style="list-style-type: none"><li>• Risk of sacrificing service quality for cost efficiency</li><li>• Requires a reliable and recurring subsidy</li></ul>



Section 2 - Tools Used to Facilitate ATS Business Models

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### Characteristics of Owned and Operated

- FLMA may own or have access to vehicles and associated infrastructure
- May operate the system with unit staff
- May supplement with volunteers and/or private entity support



Section 2 - Tools Used to Facilitate ATS Business Models

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### Owned and Operated Example Scotts Bluff National Monument

- NPS owned vehicles
- Operated by rangers
- On-call versus regular schedule
- Serves hikers and visitors arriving in buses or large recreational vehicles



Section 2 - Tools Used to Facilitate ATS Business Models

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### Pros and Cons of Owned and Operated

- | Pros  | Cons   |
|---|--|
| <ul style="list-style-type: none"><li>• Builds staff awareness of visitor experience</li><li>• Potential opportunity to generate revenue that exceed costs</li><li>• Potential to better adapt schedules based on visitor demand and weather issues</li></ul> | <ul style="list-style-type: none"><li>• Intensive program mgmt.</li><li>• Vehicle maintenance/repairs</li><li>• Specialized training needed</li><li>• Staffing may interfere with other job duties</li></ul> |



Section 2 - Tools Used to Facilitate ATS Business Models

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### Business Model Risk Considerations

-  If the ATS is part of a larger concessions operation, does it inequitably burden the operation and concessioner?
-  Partnership arrangement may involve several agreements among multiple partners – multiple potential points of failure
-  Contract enforceability – what leverage exists to ensure the contractor performs to the expected quality of service?
-  Self supported systems offer the flexibility to adapt as unit management sees fit, however labor and recapitalization of assets can be a challenge

Section 2 - Tools Used to Facilitate ATS Business Models

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### Financial Sustainability of Business Models

- Most transportation systems require subsidy beyond fares & fees 
- Optimal to have a financially sustainable ATS, not dependent on one time, or otherwise time-limited funds for operating expenses   
  


Section 2 - Tools Used to Facilitate ATS Business Models

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### SECTION 3 – ATS IN SABINO CANYON CORONADO NATIONAL FOREST

Case Study – Commercial Services Business Model



Andrew Valdez



UNDERSTANDING RESOURCES SOLUTIONS

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**Data Collection to Answer Key Questions and Inform RFP**

- Should transportation service in the canyon be continued?
- Who was using the system? (Quantitative)
- How was the system being utilized?
- Perspective of system from other user groups? (Quantitative)
- Relationship between permit holder and FS (Qualitative)
- Perception of service from community at large (Qualitative)
- Quality of narrative/educational component (Qualitative)

Section 3 - Sabino Canyon Case Study

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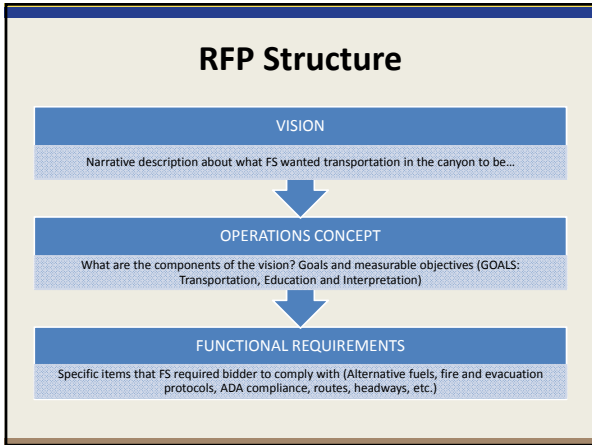
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**Why did FS Select the Commercial Services (Concession Contract) Business Model?**

- Familiarity with this type of arrangement
- Low maintenance from FS perspective
- High visitation can support a viable 'stand alone' transportation program (doesn't have to be subsidized)
- Political rationale

Section 3 - Sabino Canyon Case Study

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### Downside of Concession Contracts for Transit (cons)

- Long term contracts and permits reduce incentive to innovate
- Customer service can lack
- Confusion among public
- Potential for lapse in service
- Land unit doesn't see any direct financial benefit
- Can be very lucrative (not in the spirit of the Special Uses program)
- Difficult to change model in future

Section 3 - Sabino Canyon Case Study

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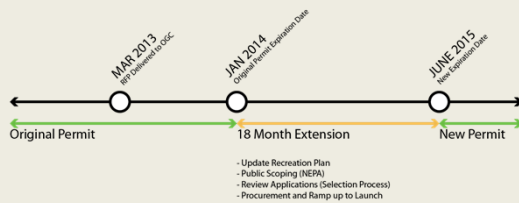
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### Project Timeline



Section 3 - Sabino Canyon Case Study

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### Lessons Learned

- Understand the forces at play (the 'why')
- Change takes time, be patient
- Careful when choosing alternative fuels and untested technologies
- Rolling stock is difficult to find for these kinds of applications
- Plenty of competitive interest
- Need good RFP and application/review process
- Set tone of relationship early
- Probably a minimum of 15 year permit
- No 'one size fits all'

Section 3 - Sabino Canyon Case Study

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**SECTION 4 – INTRODUCTION TO THE  
ATS BUSINESS MODELS DECISION  
SUPPORT TOOL**



Justin Begley



Paul S. Sarbanes Transit In Parks  
Technical Assistance Center  
UNDERSTANDING RESOURCES SOLUTIONS

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**Overview**

- Introduction
- What is the Decision Support Tool and who could benefit from it
- Organization of the Decision Support Tool
- How to use the Decision Support Tool

Section 4 – Introduction to the ATS Business Models Decision Support Tool

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**Introduction**

- A series of questions to assist navigation to a contract or agreement type that best suits ATS Business Model development or reevaluation
- Contracts and agreements that can be used standalone or in combination on a single ATS
- Decision support tool can be used by many, yet has the most to offer motorized transportation services

Section 4 – Introduction to the ATS Business Models Decision Support Tool

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## Considerations

- Seeking optimum model, prioritizing financial sustainability
- Most FLMAs primary mission, not to be in the business of operating or being directly involved in the provision of ATS
- Decision support only. Different FLMA, regional and unit level preferences are not accounted for

Section 4 – Introduction to the ATS Business Models Decision Support Tool

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## Organization of the Decision Support Tool

- Each section begins with procedures for a series of questions and answers presented in a table

PROCEDURE 2.2 SERVICE CONTRACT BUSINESS MODEL		
Procedure 2.2 - Service Contract Business Model	Procedure Step	Description & Action
2.2	Based on the business plan, has funding been identified that will allow for approval to expand or address customer, geographic, or product, customer or service, or other portion of market?	a. Yes Proceed to 2.3 b. No Consider an Initial and General 2% Proceed to 2.5
2.3	Will the funding be time limited or potentially be discontinued?	a. Yes Consider either an Initial-term Quantity Contract or a one year Fixed-Price Contract with extension option. Proceed to 2.6. b. No Proceed to 2.5.
2.4	Will there be a need for flexibility to increase or decrease service levels over the course of the contract?	a. Yes Include service scaling option clause in a Fixed Price Contract. Proceed to 2.6. b. No Proceed to 2.5.
2.5	What best describes the level of service being sought in a contract?	1. Operative Service: 24/7/365 service contract. Proceed to 2.8. 2. Other special or other 24/7 needs to be met. Select the 24/7 needed and review the language.
2.6	What best describes the 24/7 scale of operation?	a. Small (generally 1 or fewer vehicles) b. Medium to large (generally 5 or more vehicles) c. Limited, and/or special service to gauge interest or demand d. Special enable or un-demand

Section 4 – Introduction to the ATS Business Models Decision Support Tool

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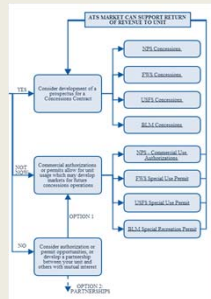
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## Organization of the Decision Tree (cont)

- Every table is complemented by the decision tree that follows it
- The tree is a graphical representation of the decision making that is used to determine which contract or agreement may be most useful



Section 4 – Introduction to the ATS Business Models Decision Support Tool

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### How to Use the Decision Support Tool

- Start each section from the top and work your way through the question, follow the recommended 'actions' based on how questions are answered

PROCEDURE 3.3 SERVICE CONTRACT BUSINESS MODEL		
Procedure Step	Procedure Step	Description & Actions
3.3.1	Based on the business plan, have leading been identified that will allow for growth or expansion (contractor, no purchase, purchase or purchase of a state portion of contract)?	Proceed to 3.3.2 If Yes: Consider an Fixed and Limited ATS, Requested to A/S If No: Consider an Fixed and Limited ATS, Requested to A/S
3.3.2	Will the leading be less limited or generally be unrestricted?	Consider an un Fixed Price Contract or a one year Fixed Price Contract with extension options. Proceed to 3.3.3 If Yes: Proceed to 3.3.3 If No: Proceed to 3.3.3
3.3.3	Will there be a need for flexibility to increase or decrease vehicle levels over the course of the contract?	Consider an Fixed Price Contract with less material extension requirements. If Yes: Proceed to 3.3.4 If No: Proceed to 3.3.4
3.3.4	What will describe the level of service being sought in a contract?	Consider an Fixed Price Contract with more intensive performance requirements. If Yes: Proceed to 3.3.5 If No: Proceed to 3.3.5
3.3.5	What will describe the level of service being sought in a contract?	Consider an Fixed Price Contract with options for termination. If Yes: Proceed to 3.3.6 If No: Proceed to 3.3.6
3.3.6	What will describe the level of service being sought in a contract?	Consider an Fixed Price Contract. If Yes: Proceed to 3.3.7 If No: Proceed to 3.3.7

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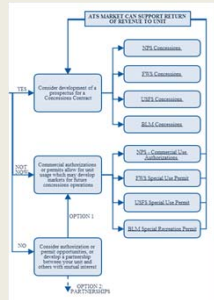
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### How to Use the Decision Support Tool (cont)

- The flow tree is the graphical equivalent of the tabular procedures
- Compare this side by side with the table



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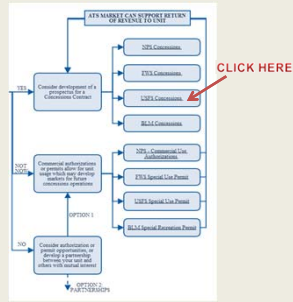
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### How to Use the Decision Support Tool (cont)

- Click through underlined text within the tree to be linked to background documentation, sample contract language and model agreements to follow for ATS



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## How to Use the Decision Support Tool (cont)

- After reading through the linked documentation, items that did not end with an agreement or contract suggestion will link back to the decision making table to allow the user to continue through the process
- Click the red text that says 'Return' to be brought back to the section that linked you

**OPTIONAL ADDITIONAL SERVICE**

The FWA is in the design phase for reconstruction of a roadway facility used by the shuttle service. Construction is anticipated to begin during the course of the contract. The contractor would be required to work with the FWA and the transportation contractor to coordinate and schedule the periodic service disruptions. It is anticipated that the results for the service could be met through another means (other than the proposed construction). The contractor will provide a detailed schedule from the line items to the pilot service and may also. The contract schedule would have to be approved by the FWA. Some of the proposed items have not been the reviewed that would have during construction are listed. Some the service to only an estimate of the time the contractor is used to provide a table for a 12-hour schedule from for a month that would have of 12:00 during the reconstruction of the roadway facility.

**OPTIONAL ADDITIONAL SERVICE**

The FWA wishes to investigate the feasibility of additional services for the purpose of increased mobility for use for the contractor providing service. It may be desirable to enter into an agreement through this contract with the assistance to be provided for the management of the vehicles. The contractor would be required to operate and maintain the vehicles. The table of the contract at the end of the report will provide more details for the project on the table.

**TABLE OF SERVICE TABLES**

The table of service tables is based on an estimate of the service table based on the results of the survey.

**Example 1: Showing service for an estimate table**

	Table 1	Table 2	Table 3	Table 4
Service for Shuttle Table	100%	100%	100%	100%
Service for Shuttle Table	100%	100%	100%	100%
Service for Shuttle Table	100%	100%	100%	100%

[CLICK HERE](#)

Section 4 – Introduction to the ATS Business Models Decision Support Tool

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## SECTION 5 – USING THE PROCEDURE TABLES AND DECISION TREE TOOLS



Justin Begley



### Topics Covered in this Section

- Commercial Services Contracting Scenario  
The document will be brought up to demonstrate how the tool functions
- Partnership Agreement Scenario
- Service Contracting Scenario
- Owned & Operated ATS Scenario

Section 5 – Using the Procedure Tables and Decision Tree Tools

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### Slide with Overview Tree

Section 5 – Using the Procedure Tables and Decision Tree Tools

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### Business Models, Planning and CS Overview

1. Decide level of assistance needed
2. Access documents that familiarize user with type of models
3. Business/Transportation Planning
4. Consider criteria for Concessions opportunity
5. Can CUAs or SUPs be issued to bring in additional services or develop markets?

Section 5 – Using the Procedure Tables and Decision Tree Tools

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### Live Demonstration of Decision Support Tool

Section 5 – Using the Procedure Tables and Decision Tree Tools

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### Summary

- Consider laws, regulations and policies
- Identify ATS unit needs and conditions
- Evaluate resource requirements, availability and opportunities
- Consider pros and cons
- Select the appropriate Business Model for further consideration and analysis

Section 5 – Using the Procedure Tables and Decision Tree Tools

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### Summary

Characteristic	Commercial Services	Partnerships	Service Contracting	Owned & Operated
Financial Sustainability	High	Varied	Low	Medium to Low
Risk to FLMA	Concessions-High/CUA-Low	Varied	Mitigated Through Contract Design	Medium to Low
Resource Requirements	FLMA Non-Monetary Assets	Can be Shared by Multiple Partners	High	Medium to High
Complexity of Institutional Arrangements	Medium to Low	High to Low	Medium to Low	Low
Legal & Regulatory Guidance	Significant Guidance	Significant Guidance	Significant Guidance	Limited Guidance
Use of Incentives	Potential Opportunities	Not Recommended	Recommended	Not Applicable

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### Additional Resources

TRIPTAC Website ([www.triptac.org](http://www.triptac.org))

- Recording of today’s webinar
- Resource Library:
  - “Alternative Transportation Systems Business Model Evaluation”
  - “Alternative Transportation Systems Business Model Selection Guidance”

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### TRIPTAC Resources to Review with Decision Support Tool

- Accessible at <http://triptac.org/TRIPTACResources/TRIPTACTrainings/Default.html>
  - The Role of Alternative Transportation Systems in National Park and Federal Lands
  - Framing the Need for Transportation Improvements
  - ATS and the Role of Partnerships, Stakeholder Participation, and Public Involvement
  - Cost Estimating and Financial Sustainability Analysis
  - Transit Vehicle Alternative Fuels Cost Benefit Analysis
  - Bus and Ferry Life Cycle Model for FLMA's
  - Exploring Bicycle Options for Federal Lands: Bike Sharing, Rentals and Employee Fleets
  - Introduction to Alternative Transportation Systems Planning for Federal Land Management Agencies
  - Good Practices to Encourage Bicycling & Pedestrians on Federal Lands
  - Regional Planning to Provide Underserved Communities Access to Public Lands
  - Partnering and Paying for Alternative Transportation within and to Public Lands

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### Contact the TRIPTAC!



Paul S. Sarbanes Transit in Parks Technical Assistance Center

[www.triptac.org](http://www.triptac.org)  
[helpdesk@triptac.org](mailto:helpdesk@triptac.org)  
(877) 704-5292

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