

Pathways to Tomorrow

Transportation
Education for Tribal
Professionals



Federal Highway Administration
U.S. Department of Transportation



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16. Abstract The purpose of this series is to educate the community, the leadership, and specifically the individual(s) put in charge of moving tribal citizens and goods in a safe and efficient manner. This series is additionally intended for the educator who is promoting safety for our children and other community members. Within this booklet you will find a DVD containing short films on various topics along with a brief description of each short film. Use this to educate yourself and others in transportation and its effects on our lives. You will also find websites and supplemental information that can further your understanding and outreach efforts.					
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Transportation Education for Tribal Professionals

Technology Deployment Program
Western Federal Lands Highway Division
Federal Highway Administration
610 East 5th St.
Vancouver, WA 98661



SI* (MODERN METRIC) CONVERSION FACTORS

APPROXIMATE CONVERSIONS TO SI UNITS

Symbol	When You Know	Multiply By	To Find	Symbol
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
AREA				
in ²	square inches	645.2	square millimeters	mm ²
ft ²	square feet	0.093	square meters	m ²
yd ²	square yard	0.836	square meters	m ²
ac	acres	0.405	hectares	ha
mi ²	square miles	2.59	square kilometers	km ²
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft ³	cubic feet	0.028	cubic meters	m ³
yd ³	cubic yards	0.765	cubic meters	m ³
NOTE: volumes greater than 1000 L shall be shown in m ³				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
°F	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	°C
ILLUMINATION				
fc	foot-candles	10.76	lux	lx
fl	foot-Lamberts	3.426	candela/m ²	cd/m ²
FORCE and PRESSURE or STRESS				
lbf	poundforce	4.45	newtons	N
lbf/in ²	poundforce per square inch	6.89	kilopascals	kPa


APPROXIMATE CONVERSIONS FROM SI UNITS

Symbol	When You Know	Multiply By	To Find	Symbol
LENGTH				
mm	millimeters	0.039	inches	in
m	meters	3.28	feet	ft
m	meters	1.09	yards	yd
km	kilometers	0.621	miles	mi
AREA				
mm ²	square millimeters	0.0016	square inches	in ²
m ²	square meters	10.764	square feet	ft ²
m ²	square meters	1.195	square yards	yd ²
ha	hectares	2.47	acres	ac
km ²	square kilometers	0.386	square miles	mi ²
VOLUME				
mL	milliliters	0.034	fluid ounces	fl oz
L	liters	0.264	gallons	gal
m ³	cubic meters	35.314	cubic feet	ft ³
m ³	cubic meters	1.307	cubic yards	yd ³
MASS				
g	grams	0.035	ounces	oz
kg	kilograms	2.202	pounds	lb
Mg (or "t")	megagrams (or "metric ton")	1.103	short tons (2000 lb)	T
TEMPERATURE (exact degrees)				
°C	Celsius	1.8C+32	Fahrenheit	°F
ILLUMINATION				
lx	lux	0.0929	foot-candles	fc
cd/m ²	candela/m ²	0.2919	foot-Lamberts	fl
FORCE and PRESSURE or STRESS				
N	newtons	0.225	poundforce	lbf
kPa	kilopascals	0.145	poundforce per square inch	lbf/in ²

*SI is the symbol for the International System of Units. Appropriate rounding should be made to comply with Section 4 of ASTM E380.

(Revised March 2003)

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Foreword

Today thousands of motor vehicles traverse Indian country and together with numerous pedestrians and cyclists move about freely within and about the borders of Tribal Governments. The necessity for this mobility to occur in an organized and safe manner is one of the top priorities for transportation professionals and educators. Since the era of self-determination, Tribal governments have assumed many government program responsibilities including transportation even though transportation is relatively young in this arena of Tribal governance.

The purpose of this series is to educate the community, the leadership, and especially the individual(s) put in charge of moving tribal citizens and goods in a safe and efficient manner. This series is additionally intended for the educator who is promoting safety for our children and other community members.

Within this booklet you will find a DVD containing short films on various topics along with a brief description of each short film. Use this to educate yourself and others in transportation and its effects on our lives. You will also find valuable websites and supplemental information that can further your understanding and outreach efforts.



Pathways to Tomorrow (37:33 minutes)

Audience: Elected officials, individuals new to transportation, and the general public.

Overview: Hosted by Native American actor Michel Horse. This video provides a broad perspective of transportation while emphasizing the message that transportation affects all aspects of a community's life. Focus areas are transportation in conjunction with schools, health, economic development, and safety.

Video Summary: Transportation is an integral element in our everyday lives and impacts the economy, education, employment, health, and welfare of our tribal communities. Transportation planning and development is an important process in serving the transportation needs of these communities. When it comes to transportation, it is important to remember the three Cs of planning: Coordinate, Cooperate, and Collaborate.

Building and maintaining today's transportation systems is complex and costly. It requires dealing with many overlapping governmental jurisdictions, but it is a system that must be navigated in order to best serve our people. Serving our tribal communities' transportation needs requires a balance between maintaining our way of life and maintaining necessary services such as emergency, health, educational, and utility services as well as others.

Transportation systems involve not only roads, but include multi-modal transportation facilities. These additional travel amenities include: pedestrian paths, bike paths, trail systems, waterways, ferries, trans-city rail routes, airports, and air travel services. Multi-modal transportation systems can also serve as a solution to the varying needs for transportation within a tribal community, such as trails to reach destinations in environmentally fragile areas, roads that provide access to natural resources that may be used for economic activity, and bike paths for children to use to safely travel to school.

Careful planning includes full community-wide discussion and documentation of the needs and a scoring or prioritizing so that the order for addressing each need can be established. In addition to establishing the community's desires, the potential funding sources must be identified for each project before a transportation improvement plan can be developed so that a Transportation Improvement Program can then be adopted by the Tribal Governing Body. Too often transportation planning is an afterthought to other infrastructure such as new buildings, new sites, and new homes when it should be in the forefront because the overall utility of other infrastructure is dependent upon the quality of access to it.

Typically reservation roads are connected to city, county, state, or federal roads, therefore requiring tribal governments to coordinate funding, planning, and maintenance efforts with other neighboring government agencies. When it comes to transportation issues, it is in a tribe's best interests to work well with others across jurisdictional boundaries. Because we share a common transportation infrastructure with these entities, it is in the common interests of all parties to make the most efficient use of available funds for our shared road systems.

An effective safety program is a vital element in any tribal transportation program. Transportation safety is lacking in Indian country with the fatality rate six times greater than the national average. Transportation safety measures include simple things such as a sign, the fog line paint strip on roads, and the removal of washboards on gravel roads. A lot of good can be done with a small amount of funds in regards to safety projects.

Although transportation may be taken for granted at times, it is the backbone of a community and an essential service. Transportation decisions made today not only effect this generation but many future ones and that is a consideration and a responsibility that warrants careful deliberation when choosing transportation solutions. To put your community on its pathway to tomorrow, remember to think transportation.

Pathways to Safety (19:39 minutes)

Audience: Elected officials, transportation committees, safety advocates, and educators.

Overview: Hosted by talk show host Harlan McKosato, this video is a clarion call to Tribal governments on the epidemic of motor vehicle crashes and fatalities in Indian country.

Video Summary: If you are an elected tribal official or other decision maker, it is important that you understand the emergency that faces us in providing transportation safety for motorists, bicyclists, and pedestrians so that together we can begin to take action to save our children and preserve the future of our tribal communities. Our people, and in particular the young ones, are being killed and injured at an alarming rate due to automobile crashes.

The first step to improve safety is to identify the problem. Begin by breaking down the big problem into smaller pieces and examining what the exact causes are of crashes, injuries, and deaths on your reservation and where they are taking place. One of the most important things a tribal government official could do is to organize observation teams that actually go out and record what the transportation system looks like. That could be done by going out and examining the roads and doing an inventory by recording what signs are up; observe and record the presence and condition of your delineators, which include the reflectors off the shoulders and on the road as well as your striping; and the presence or absence of lighting and guard rails.

The next step in the process is to identify possible solutions and break these down into similar manageable segments. The four Es of safety are education, engineering, enforcement, and emergency medical services (EMS). The educational aspect of safety involves reminding tribal members to buckle up and drive safely as well as educating children about transportation safety and alcohol related issues with driving. Faulty engineering can lead to crashes due to an improper design of the road. It can also result in unnecessarily serious injuries or death by the absence of a guardrail in a crucial area on the road. Enforcement of traffic laws by the police and the court system act as a deterrent to breaking these laws and hopefully will result in a safer traffic environment. The EMS is the final safety net. The components of the EMS involve a team of personnel, including the medical director, paramedics who are certified, EMT (emergency medical technicians) who are certified, the fire department who also has certified paramedics and EMT on staff, emergency medical responders, fire department dispatchers, and 9-1-1 dispatchers.

The third step is to implement the most workable solutions. There are multiple approaches to safety and elements from several of these approaches may be best for your community. One way of organizing your safety program is to have a Safety Management System (SMS). To address safety concerns, one must know these concerns and this is where the collection and quality of the data from the first step becomes important. According to the National Highway Traffic Safety Administration (NHTSA), there are six types of records involved in a SMS and they are: driver licensing, vehicle licensing, emergency medical services, road inventory, law enforcement crash reports, and court citations. Tribes across the country are in varying stages of developing tribal safety programs.

Many of the traffic injuries and deaths in Indian country could have been prevented by people wearing seat belts. From 1975 to 2002 there was a 57.5% *increase* in traffic fatalities on Indian reservations compared to a 2.5% *decrease* nationwide. A simple and effective way to help address this big problem is to find ways to get tribal members to wear seatbelts.

Finding what will improve traffic safety on your reservation will take time, energy, and community involvement, but if you do nothing, nothing will improve. We owe it to our children and our future generations to pursue the worthwhile goal of improving traffic safety on our reservations. Make safety a priority in your tribal administration. Each of our dearly loved tribal traditions began somewhere with someone. Now it is your turn. Together, let's make transportation safety a new tribal tradition.

Pathways to Playing it Safe (7:40 minutes)

Audience: School children ages six years and older and transportation committees.

Overview: Hosted by the popular Native American actor/songwriter/singer Lightfoot, this video promotes transportation safety to children. Emphasis areas are:

- Pedestrian
- Cycling
- Skateboarding
- Vehicular

Video Summary: Just because you do not have a car does not mean that safety is not an issue for you. Indian kids are being seriously hurt or killed in tribal communities every day. Do not be fooled into thinking it cannot happen to you. Whether you are walking, biking, skateboarding, or riding as a passenger in a car, there is danger.

Safety Tips for Walkers:

1. Always walk on the sidewalk. If there is no sidewalk and you have to walk in the road, always walk *facing* traffic so you can see any car that might go out of control.
2. Dress to be seen. Brightly colored clothing makes it easier for drivers to see you during the daytime. At night, you need to wear special reflective material on your shoes, cap, or jacket to reflect the headlights of cars coming towards you.
3. Tips for crossing the street: 1) Cross only at corners or marked crosswalks. 2) Stop at the curb, or the edge of the road. 3) Stop and look left, then right, then left again, before you step into the street. 4) If you see a car, wait until it goes by. Then look left, right, and left again until no cars are coming. 5) If a car is parked where you are crossing, make sure there is no driver in the car. Then go to the edge of the car and look left-right-left until no cars are coming. Keep looking for cars while you are crossing, and remember to walk—do not run.

Bike Safety Tips:

1. Make sure your bike is the proper size for you and that the seat is adjusted to the right height. A bike that is too big or too small is hard to control.
2. Check to see if the bike is in good working order. The brakes should work, and there should be ample amount of air in the tires. There should also be reflectors mounted on the front and back of the bike.
3. Always stop and look both ways for traffic when entering a road, especially from an alley, driveway, or curb.
4. Always go with the flow of automobile traffic. Ride on the right, the same as a car.
5. Do not ride at night unless you have to.
6. *Be predictable* so drivers know what to expect of you. Ride in a straight line. Use hand signals for turning, and always check behind you before changing lanes or turning.
7. Obey *all* traffic signs and signals. When you are on your bike, these signs apply to you. Walk your bike across busy intersections.
8. Wear things that make it easy for others to see you. Bright colors are best. Fluorescent green, yellow, or orange are all great choices. If you are wearing these colors, other bikers, motorists, and pedestrians can

see you better.

9. Last but not least is a helmet. Many kids think helmets are not cool, but they really are. Being safe and staying alive are definitely cool!

Skate Boarding Safety:

Skateboarders and in-line skaters must share sidewalks, driveways, and parking lots with pedestrians; therefore, it is very important to be courteous to those on foot, while also taking care of yourself. Many of the safety tips already given also apply here. Helmets and other protective gear are highly recommended, and staying out of automobile traffic is a must. Wear visible clothing, obey traffic signs, and above all: Pay attention!

Remember that just because you are a kid without a car, it does not mean that you get to ignore the safety rules. Whether you are walking, biking, or skateboarding remember to be smart, be seen, and always remember the rules. Play it smart!



Pathways to Careers in Transportation (15:13 minutes)

Audience: School councilors, transportation committees, and educators.

Overview: Hosted by talk show host Harlan McKosato, this video encourages Tribal members to pursue the field of civil engineering and planning.

Video Summary: You have a lot of choices to make in life. One of the most important choices that you will make is what career to pursue. A possibility that you may want to consider is a career in transportation planning and engineering. As a transportation professional, you will plan, design, operate, and manage transportation facilities working as a consultant, researcher, or government employee.

Transportation affects all aspects of a community's quality of life: the education, employment, health, and safety of its people. Transportation professionals are responsible for planning, designing, and operating the streets, highways, transit systems, airports, railroads, ports, and harbors to provide safe, rapid, comfortable, convenient, economical, and environmentally compatible movement of people and goods.

Transportation planners work with other transportation professionals, people in other technical vocations, neighborhood groups, and tribal officials. Planning can be a perfect venue for someone who likes meeting, working with, and helping people. Transportation planning jobs also can include duties out in the field such as recording data, or in the office applying technical skills such as Geographic Information Systems (GIS) software.

Transportation designers are often challenged to build a road or bridge that is compatible to the community's cultural needs and fits the surrounding landscape or to redesign an existing busy interchange to make it safer. Duties of a designer's job include, drafting plans using AutoCAD software, preparing standard sheets that go to the regional office for review, dealing with various construction contractors that show up on a daily basis, and monitoring the construction to make sure that it is being built according to the plans.

Transportation operations is another important field of the transportation profession. This work involves maintaining the roads that have already been designed and built. This includes road inspection, maintenance, ice removal, and maintenance of traffic control signs and pavement markings.

Math is a building block in engineering and proficiency in that discipline will serve you well in engineering school. Engineering jobs often require a four-year degree. However, not all transportation careers require four-year college degrees. Some of these occupations include: draftspersons, surveyors, computer programmers, sign makers, sign installers, traffic signal technicians, work zone traffic control flaggers, construction inspectors, maintenance crews, utility crews, or working in the planning, selection, application, and operation of short-term work zones.

Many universities have job-placement programs to help their graduating students find employment. There are a lot of opportunities in this field and there is good pay, career longevity, and good portability. Contributing to the opportunities in this field is the fact that 80% of senior transportation personnel will be retired within 5 years. Working in transportation definitely offers the opportunity for you to shape your community's future and better the quality of life for all. The field is wide open. The possibilities are almost endless. The goal is achievable.

Pathways to Project Management (15:08 minutes)

Audience: Tribal Council, transportation committees, and Tribal transportation professionals.

Overview: This video, hosted by Harlan McKosato, provides an overview for individuals responsible for managing a transportation construction project or those interested in the details of implementing a construction project.

Video Summary: The three primary goals of managing a transportation project are 1) to get the project completed on time and within budget, 2) to meet quality standards, and 3) to achieve the agreed upon scope of the work. The project manager's job is to ensure that these goals are met in all three project phases—project planning, design, and construction.

Transportation project planning is the process of identifying transportation needs and looking for solutions to those needs. The transportation design phase involves creating more specific plan sheets and more detailed specifications including thorough time and cost estimates. These documents are known as Plans, Specifications, & Estimates (PS&E) documents.

There are two distinct project design phases: preliminary design and final design. Before a tribe can decide to build a road facility, the project must be included in their long range transportation plans, must be listed on the Tribe's updated priority list, and the Tribal Council must approve and pass a tribal resolution that establishes the Tribe as having done all the planning they can on this facility and would like to move the proposed project into the design phase. Then the tribe has to decide if they want to do the design, have the BIA to do it, or contract the work out to an Architectural & Engineering (A&E) firm.

Bridging the design and construction phases of a project is the contract procurement phase which is often handled by a BIA or tribal contracting officer (CO). The CO will advertise the call for bids from subcontractors for the project, supervise the negotiations of contracts, and award construction contracts. Before construction can begin, the PS&E must be red-lined and approved by the regional office. This entails being signed off by the area road engineer, lead design engineer, and agency engineer. The Tribe then must decide if they want to do a 638 contract, which makes the tribe the general contractor and the BIA the steward for project completion, or if the Tribe would like the BIA to handle the project construction, in which case the BIA will hire the general contractor and monitor the work.

Once contracts are awarded, the construction phase can begin with a notice to proceed that is most often sent to the project manager or engineer along with the proposed construction start date. A pre-construction conference is then held between all interested parties, which may include the contractor, the Tribe, the BIA representatives, the designer, the construction engineer, the utility providers, and other jurisdictions that may be involved or affected by the project. During construction, the project manager must monitor and coordinate all elements of the construction process such as: permits, equipment, personnel, schedules, delivery and quality of construction materials, along with all on-going documentation. A couple of aspects of project management that are commonly troublesome for a first-time project manager is the amount of paperwork required to complete a project and the efficient coordination and management of subcontractors.

Integral to the execution of a successful project and contract is documentation and communication. To improve the chances for success, open communication during the entire life of the project is essential between all of the involved parties such as the BIA's transportation staff, the Tribe and their planning staff, and the planners and their finance and contracting staff. When a project is ready to close out, an "As Built" drawing must be provided by the contractor. This drawing is a record that should be kept during the life of the project discussing what was actually built, noting any anomalies that came up during the project that may have led to a change from the original design, and logging observations that will be helpful in future operations on the project.

Pathways to Planning (18:50 minutes)

Audience: Tribal Council, transportation committees, and Tribal transportation professionals.

Overview: This video provides an overview of transportation planning and is hosted by Harlan McKosato. Emphasis areas are:

- Importance of planning
- Coordinating with other transportation entities
- How to get started
- Data gathering

Video Summary: Tribal based transportation faces challenges serving their communities partly due to a shortage of resources, information, and Indian community input. The tools and techniques of transportation planning are useful in addressing those challenges and improving the quality of life for Indian community residents.

Transportation systems are complex, costly, and they involve an intricate collaboration of various overlapping governmental jurisdictions each with its own set of priorities and procedures. Due to the complexity and the uniqueness of situations facing different reservations, individual solutions are often needed from one Indian road project to another. In addition, increased emphasis on project considerations such as safety, environment, economic development, fiscal responsibility, and future needs of growing and aging populations have contributed to the increased complexity of project planning.

The Long Range Transportation Plan (LRTP) is an important tool for a Tribe to preserve its sovereignty, self-governance, and self-determination. These plans forecast 20 years or more into the future and provide a positive shared vision of what your transportation system could be like in the future. A successful plan serves as an instrument to gain control of your tribe's future direction.

To best serve your community's transportation needs, stakeholders should be identified and their input solicited to find how to best serve members of your community and improve safety, access, and mobility issues. Stakeholders include formal agencies such as permitting agencies, land owners, adjacent land owners, land managers (tribal, federal or state), as well as tribal members and representatives. Having a respected member, tribal leader, or elder of the community to act as a conduit between the public and the planners can be an effective way to set up communication between these entities.

Important documents produced during the project planning phase include project alternatives and project scoping reports. These documents provide the foundation on which a successful Transportation Improvement Program (TIP) can be based. In a LRTP, you must evaluate what your needs are going to be, incorporate them into your plan, get surface routes into the Indian Reservations Roads System Inventory, develop a TIP that includes projects for as far out as you can see, and try to acquire funding for these plans. Identifying potential funding sources to implement your projects is a very critical part of a LRTP.

Information is a foundational element to transportation planning, but many reservations lack basic transportation data. Therefore, data collection about your community and existing transportation conditions must be conducted early in the process. Existing housing and employment information should also be summarized and mapped for the entire planning area. Demographic information most critical for planning includes the number and location of family dwelling units, including the number of people that live in each domicile, and the number and location of employees at employment locations. This information is used to determine the amount of trips generated on a given road. Traffic counts and the types of vehicles that use the roadways are also valuable information. The planner also has to geo-spatially identify where future developments will be located. Tribal transportation projects usually take into account the cultural and social needs of the population more than road projects in the non-tribal population. The quality of this information is the building block and a critical determinant as to how effective a LRTP will be.

Transportation planning looks for ways to solve current transportation problems and prevent future ones. Setting goals and priorities is an important step in planning that should be taken in order to prioritize the issues that need to be addressed. Public input is needed to set these goals and priorities so as to best serve the community.

A needs analysis should be done early in the planning process. This step gives you a clear idea of existing conditions and helps direct the Tribe to accomplish the mission and goals as per the transportation plan schedule. Considerations that may affect transportation needs include health and welfare of the population, educational needs, and access to usual and accustomed hunting and gathering sites. Resolving conflicting concerns requires balancing the needs of different groups and producing multiple solutions that give the community alternatives from which they can make informed decisions.


Identifying sources of funding is crucial for implementing projects since without funding transportation plans would never leave the paper they were printed on. Sources will be all public funds including: state, federal, or local. In addition, funds are available and should be pursued from private sources which include tribes, foundations, and non-profit organizations. Often there will be multiple sources of funding per project and to successfully tap these sources of funding requires communication and coordination with these funding entities.

Environmental studies and archeological surveys are essential to transportation planning to identify all possible impacts of the project. When the transportation plan is complete, it is essential that the planner gets “buy-in” from the stakeholders that will be affected by the plan. Even more important is to obtain approval from the Tribal council or governing power that is needed to go forward with the plan. Approval can be accomplished by tribal resolution or other legal instrument. Effective communication with these decision makers in providing technical expertise, data, and other information is a very important aspect of a planner’s job.

Transportation planning tools and techniques assist planners to serve their people and future generations effectively. Traditional Indian values of thinking many generations ahead and of working for the greater good of their people can provide transportation planners guidance in their goals and motivation to attain those goals.



Conclusion



Transportation planning provides a framework for the community to make decisions about its transportation system. The LRTP is a tool for tribal members as well as the tribal decision makers. As you set out to develop the LRTP for your tribe, remember that the process does not need to be complex to be successful. There is no set length of pages. Through a focused set of tribal meetings, your tribe can develop a transportation plan that is suited to meet the unique needs of your tribe and can be developed with a minimal budget.

For More Information Contact:

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Helpful Websites

Education

- The American Indian Science and Engineering Society - <http://www.aises.org/index.cfm>
- Native American K-12 Schools on the internet - <http://www.hanksville.org/NAresources/indices/NAk12.html>
- Tribal Technical Assistance Programs - <http://www.ltapt2.org/about/>

Planning

- American Association of State Highway and Transportation Officials (AASHTO) - <http://www.transportation.org/>
- American Planning Association - <http://www.planning.org/>
- FHWA Tribal Transportation Planning - <http://www.fhwa.dot.gov/hep/tribaltrans/index.htm>
- Indian Reservation Roads Program - <http://www.fhwa.dot.gov/flh/indresrd.htm>
- Metropolitan Planning Organization Directory - <http://www.ampo.org/directory/index.php>
- National Association of County Engineers (NACE) - <http://www.countyengineers.org/>
- Transportation Planning Capacity Building - <http://www.planning.dot.gov/tribal.asp>
- The Tribal Court Clearinghouse—Tribal Legal Code Project: Land Use and Planning - http://www.tribal-institute.org/codes/part_four.htm

Safety

- AAA Foundation for Traffic Safety - <http://www.aaafoundation.org/home/>
- American Indian/Alaska Native Outreach Material - <http://www.nhtsa.dot.gov/multicultural/nativeamerican/indian-alaska-index.html>
- The Governors Highway Safety Association - <http://www.naghsr.org/index.html>
- International Associations of Chiefs of Police - <http://www.iacptechnology.org/index.html>
- Mothers Against Drunk Drivers - <http://www.madd.org/>
- National Highway Traffic Safety Administration - <http://www.nhtsa.dot.gov/> and BIA Indian Highway Safety Program - <http://www.nhtsa.gov/nhtsa/whatis/regions/Region06/index.html>
- Traffic Safety Marketing - <http://www.trafficsafetymarketing.gov/>
- Transportation Safety Institute - <http://www.tsi.dot.gov/>

Steps Toward Success

Step 1: Establish Policy, Goals, and Objectives

- Set the overall goals for how the transportation system should be designed, built, operated, and maintained over the next 20 years.
- Make goals that are specific enough to guide the development of the plan but at the same time flexible enough to respond to changing conditions and implementation priorities.
- Create policy statements as a result of goals.

Step 2: Analyze Transportation System Conditions and Objectives

- Evaluate the existing conditions.
- Define the geographic limits of the transportation system.
- Assess which conditions are most important for the area's economic and social well-being.
- Maximize existing tools and data.

Step 3: Perform Needs Analysis

- Compare the goals and objectives for the transportation system with the existing baseline system conditions.
- Address the gap between current conditions and the future plan.
- Provide technical information for goal setting.
- Define the costs of meeting plan goals and objectives.
- Compare transportation plan needs with available funds.
- Provide information to evaluate trade-offs between different needs.

Step 4: Set Priorities

- Establish a formal set of prioritization criteria.
- Apply the same criteria to all programs and projects.
- Attempt to use the same criteria used in the development of the statewide plan.
- Consider as many factors as possible in determining program priorities.

Step 5: Establish a Funding Plan

- Avoid creating a "wish list" of recommended solutions; instead link transportation projects to reliable funding sources.
- Make sure that the funding plan covers multiple years of financing based on identified needs and estimated costs.
- Include an analysis of the participating tribe's capabilities for financing the needs.
- Examine funding alternatives and address how additional funding could be raised or how assumptions would be reassessed to ensure that level of service standards can be met or adjusted.

Step 6: Develop the Plan

- Have clearly established roles and responsibilities for who will develop the plan, how and when it will be adopted, and how and when the plan can be amended.
- Use the planning team and the public consultation process to help develop the outline for the plan.
- Ensure that the plan is a strategic and visionary document and not a "wish list."
- Make a recommendation to the Tribal Council after all the evaluation, analysis, and public involvement have been taken into account.

Step 7: Develop the Program

- Assess the gathered data.
- Appraise identified planning needs.
- Consider available or anticipated fiscal resources to result in the development, scheduling, and planning of a list of identified transportation improvements.
- Identify funding mechanisms to support implementation of the transportation plan.

Step 8: Implement and Monitor the Plan

- Develop an ongoing process for monitoring progress toward plan objectives.
- Establish a decision making process.
- Establish a process for tracking conditions.
- Establish a well-defined process for how priorities will be set.
- Review annually and update every five years.

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