Indian Reservation
Roads - National Road
Inventory Update Project

Source: Bureau of Indian Affairs

Background
The National Road Inventory Update Project (NRIUP) was implemented to ensure that an updated, uniform and accurate road inventory database built from tribal input would result as a foundation from which to distribute IRR program funding as required by Title 23 U.S.C. 202(e). Since 1993, it has been the BIA’s policy to use the “Relative Need” formula to distribute IRR program funds.

The NRIUP is an ongoing Bureau-wide effort supported by the Bureau of Indian Affairs’ (BIA) Division of Transportation and the Federal Highway Administration’s Federal Lands Highway Office (FLHO). The BIA Division of Transportation is responsible for managing and administering the project. The scope and magnitude of the project is so large it was divided into three phases. Phase I and Phase II of the NRIUP have been completed. This article is a brief update on the status of Phase III of the NRIUP. A brief description of each phase is as follows:

Phase I:
BIA IRR Inventory Identification. The BIA worked with Indian consultants to meet with Tribal representatives to identify the Indian Reservation Roads to be inventoried.

Phase II:
Work Plan Development and Testing. The BIA worked with Indian Consultants to perform a test project and to develop simplified inventory procedures to be implemented in Phase III.

Phase III:
Road Inventory Data Collection. Phase III consists of mapping and collecting inventory data on Indian Reservation Roads identified during Phase I using the methods developed in Phase II.

Recent Developments
BIA Area Road Engineers, Indian LIAP Center representatives, Intertribal Transportation Association (ITA) representatives, FLHO officials and BIA Division of Transportation staff met in Albuquerque, New Mexico during February, 1996 to review the draft Phase III scopes of work and Work Plan, and to discuss other issues concerning this major Tribal/BIA undertaking.

The following were the major issues discussed:
- The estimated project budget was discussed. The BIA Area Road Engineers recommended that the entire project be undertaken but that Division of Transportation investigate the possibility of lower-

Continued on page 6

Project Management

Source: H, S, Cooke, PMP

The planning process is simply a means to bring your tribe’s vision of the future into practical reality, one step or project at a time. Much like a jigsaw puzzle, each piece or project does not show the whole picture. But the whole picture, or vision of the future, is what people feel is worth working for. A vision should inspire people, and motivate them to move forward together. However, people cannot accomplish a vision without the steps between the present (how things are now) and the future (how things will be when this project, and others still to come, are completed).

Projects Can Be Steps to Your Group’s Vision of the Future
The “steps” that link the present and the future common vision are often individual projects. A typical project has a start and a finish, and a limited amount of resources (time, money, energy). It produces a visible, measurable outcome that suits the
TTAP Regional Tribes

- Aroostook Band of Micmac Indians
- Bad River Band of Lake Superior Chippewa Indians
- Bay Mills Indian Community
- Bois Forte (Net Lake) Reservation Tribal Council
- Cataraqua Indian Tribe
- Ceyuga Nation of Indians
- Chitimacha Indian Tribe
- Couchiching Indian Tribe
- Eastern Band of Cherokee Indians
- Fond du Lac Reservation Tribal Council
- Forest County Potawatomi Community
- Grand Portage Reservation Tribal Council
- Grand Traverse Band
- Haudenosaunee Indian Community
- Ho-Chunk Nation
- Houlton Band of Maliseet Indians
- Jena Band of Chocow Indians
- Keweenaw Bay Band of Lake Superior Chippewa
- Lac Courte Oreilles Band
- Lac du Flambeau Band
- Lac Vieux Desert Band of Lake Superior Chippewa
- Leech Lake Reservation Tribal Council
- Little River Band of Ottawa Indians
- Little Traverse Band of Odawa Indians
- Lower Sioux Indian Community
- Moshokochek Pequot Indian Tribe
- Menominee Indian Tribe
- Micoosukee Indian Tribe
- Mille Lacs Reservation Tribal Council
- Minnesota Chippewa Tribe
- Mississippian Band of Chocow Indians
- Mowhawk Tribe of Indians
- Narragansett Indian Nation
- Nottawasag Band of Huron Potawatomi
- Oneida Nation of Indians
- Oneida Tribe of Indians
- Onondaga Nation of Indians
- Passamaquoddy Tribe Indian Township Reservation
- Passamaquoddy Tribe Pleasant Point Reservation
- Penobscot Nation of Indians
- Porch Band of Creek Indians
- Potawatomi Indian Nation
- Prairie Island Indian Community
- Red Cliff Band of Lake Superior Chippewa Indians
- Red Lake Band Chippewa Indians
- Sac and Fox Nation
- Saginaw Chippewa Tribe
- Sault Ste. Marie Tribe
- Santee Sioux Tribe
- Seneca Nation of Indians
- Shakopee Mdewakanton Sioux
- Sokaogon Chippewa Mole Lake Indian Community
- Stockbridge/Munsee Community
- St. Croix Chippewa Indians
- St. Regis Mohawk Tribe
- Tonawanda Band of Seneca Indians
- Tunica-Biloxi Indians of Louisiana
- Tuscarora Nation of Indians
- Upper Sioux Community
- Wampanoag Tribe of Gay Head Aquinnah
- White Earth Reservation Tribal Council

Just a Note...

**TTAP Launches New Internet Home Page**

The Tribal Technical Assistance Program has a new Home Page on the internet, thanks to Michigan Technological University students Linda Kinnunen, Chris Elmenbaum and Laura Tarvainen. The pages were constructed as a class assignment, using HTML (HyperText Markup Language) procedures.

As we become more familiar with HTML manipulation (or acquire Netscape's promised user-friendly software, Navigator Gold 2.0), we plan to periodically update our web page. You will then be able to choose videotapes or publications, or request customized training after consulting our web site.

We would also like to keep an up-to-date list of our readers' web site addresses, so if you also have a Home Page on the internet, please let us know. We would be happy to announce it through Pathways. For information on creating your own web pages, check the Internet Resources List (page 8) for Dave Taylor's book, "Creating Cool Web Pages with HTML."

Please visit our web site, and send us your comments or suggestions. We look forward to hearing from you. The URL address for TTAP's Home Page is:

www.civil.mtu.edu/organizations/ttap/TTAPIndex.html

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**Pathways**

Vol. 4, No. 1

Pathways is published quarterly by the Tribal Technical Assistance Program in Michigan's Transportation Technology Transfer Center at Michigan Technological University. The Tribal Technical Assistance Program is part of a nationwide effort financed by the Federal Highway Administration and supported by the Bureau of Indian Affairs. It intends to relate the latest technology and information on tribal roads and bridges, tourism and recreation, and related economic development to tribal transportation and planning personnel. TTAP's regional tribes are in the BIA agency's Minneapolis and Eastern Areas. Contact the TTAP office for a free Pathways subscription or to obtain permission to reprint any articles. Articles and suggestions may be submitted to the TTAP staff at the following address:

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**TTAP logo/concept by Sally R. Brunk, Lac du Flambeau Band of Lake Superior Chippewa**

Sponsored by the Federal Highway Administration

Published in cooperation with the Bureau of Indian Affairs

**Transportation Technology Transfer Center**

The Transportation Technology Transfer Center includes the Tribal Technical Assistance Program and the Local Technical Assistance Program, both under the direction of Dr. Bernard Alkire. The TTAP and the LTAP provide basic transportation technology transfer, and maintain videotapes and publications libraries to augment that purpose. The primary emphasis of the TTTC is to provide a two-way exchange of information on transportation-related topics.

Michigan Technological University is an equal opportunity educational institution with affirmative action employer.

Pathways is printed on recycled paper (15% post-consumer waste, 50% total) with soy-based ink.
First Nations Development Institute Offers Grants, Technical Assistance, and Training

Development From Within

First Nations Development Institute is a national Native American economic development organization which has worked since 1980 to change the economic environment of Native people to one that builds on local resources, recognizes Native knowledge and culture, and supports ‘development from within’ Native communities. Integrated programs bring needed resources, both technical and financial, to Native communities to promote and foster change. FNDI documents and shares the lessons learned at the local level with a wider audience to promote systemic change.

Eagle Staff Fund: A Collaborative for Native American Development

The Eagle Staff Fund is a joint effort of Native people and organizations, First Nations Development Institute and a consortium of private and corporate foundations and donors interested in Native American Development.

The Eagle Staff Fund is a first: the first time resources and support are dedicated for Native Americans to create, design and launch their own sustainable economic development strategies, programs and projects according to traditional values and indigenous knowledge.

The Eagle Staff Fund is designed to increase Native people’s capacity by developing it from within, thereby controlling their economic future. Toward this vision, the Eagle Staff Fund seeks to support individuals, grassroots and Native organizations that are working to create Native-controlled economies.

The Eagle Staff Fund provides grants and technical assistance to culturally appropriate and sustainable development projects on reservations and in Native communities, initiated and implemented by Native people and tribes.

First Nations Development Institute believes there is no single “economic answer” to the problems confronting Native people and tribes. The answers lie with Native people themselves. Given the opportunity and resources to explore and develop their own answers, Native people will create unique, culturally relevant and sustainable economic development strategies and programs. The Eagle Staff Fund is designed to provide the technical assistance and financial resources to encourage development of those answers.

Technical Assistance

Within the scope of the Eagle Staff Fund, First Nations will provide technical assistance in proposal writing, program and organization development, budgeting, evaluation, and fundraising through regional workshops. Workshops will be open to all prospective applicants who meet the funding and eligibility requirements and others who feel they may benefit from the training (attendance does not guarantee funding.)

Other technical assistance services and workshops will be available to grantees throughout their grant period. These may be available on a special request basis for individual grantees, or may be developed to meet the needs of a group of grantees. Grantees are encouraged to identify specific technical assistance needs, and to work with their program officer to have these needs met. First Nations may also provide opportunity to convene and facilitate experience-sharing groups in specific issue areas, such as environmental, land, housing or community development financing programs.

Grant Types and Amounts

The Eagle Staff Fund offers four different levels of economic development grants designed to meet funding needs for a variety of different projects, and projects in varying stages of development. Applicants should consider the most appropriate level of grant for their particular project; they may consider seeking one level of grant and moving to the next level upon successful completion of one grant.

1) Seed Grants

Seed grants are to identify and develop ideas and concepts about economic development. They will also provide funds for training, convening meetings and community organizing. They encourage experimentation and may be the first step in developing a project for further funding. Examples include: training, experimentation, exploration, convening, trouble shooting, conflict resolution, analytical assessment, and community organizing. This is the only grant type for which individuals are eligible. Seed grants range from $1,500 to $5,000, with an average grant amount of $4,800. The applicant’s proposed budget must accurately reflect the project scope.

2) Start-Up Grants

Start-up grants are awarded to start new projects or programs, or to expand current services of existing programs. They may be used for marketing or feasibility studies to determine the need for new programs or services. Program staff or organizations will need to demonstrate that they have successfully managed projects in the past. Examples include: market analysis, feasibility studies, cooperatives, entrepreneurial enterprises, organizational development, and community projects. Start-up grants range from $5,000 to $30,000, with an average grant amount of $23,000. The applicant’s proposed budget must accurately reflect the project scope.

3) Working Capital Grants

Working Capital grants are to provide a financial stimulus to an existing project or organization with a solid track record. Projects should have an immediate impact, lead to income generation, and/or contribute to self-sufficiency in the long-term. These grants can range from 1 - 3 years. Examples include: funding for development enterprises, strategies for financing economic development, income generating activities, or businesses within Native non-profit organizations. Projects or organizations seeking Working Capital grants must show evidence of implementation of a business plan. These grants are for project or business enhancement or

Continued on page 11
TTAP's Recent Efforts in Coordinated Transportation Planning

By Evan Fulton, TTAP Program Manager

I originally became involved in Tribal Transportation with the University of Minnesota, doing needs assessments which examined the transportation services that tribes were accessing at that time. The tribal road system was being well assessed by the BIA. However there was a broad range of other transportation issues - planning, coordination of work, transit issues, funding, and other related program issues - that the BIA did not address because they were not considered trust responsibilities. Awareness of these issues grew during the early years working with tribes in the west and midwest, as did awareness that tribal leaders saw a definite need to address these issues in addition to coordinating with the BIA division of transportation. Therefore, I took the TTAP job with the view that the transportation issues of interest to tribes were somewhat at odds with the TTAP's format, which was based on the model of the LTAPs (providing training and technical assistance around transportation-related issues focusing on construction, maintenance, engineering, technical design, legal issues and standards, etc.) Although these issues are important to tribes, many tribes do not currently have the administrative or technical infrastructures to make use of these kinds of training and materials. The tribes are more interested in finding out how they can develop their administrative and technical infrastructures to address the broader range of transportation issues.

Broad Range Efforts

My early efforts, therefore, were to attempt some kind of needs assessment surveys with Indian tribes. The beginning point focused on tribes in North Dakota because of prior work under ISTEA and transportation improvement plans mandated by that legislation. The opportunity has since arisen to follow up on this work. Recent participation with the Montana LTAP program brought state, tribal and federal transportation representatives together - to discuss ways in which these groups could better coordinate and cooperate across a broader range of transportation issues beyond roads and bridges. This conference proved to be successful. At that same time, a request came from the Eastern Cherokee for technical assistance on transportation planning along the same lines at Cherokee, North Carolina, the site of the Eastern Cherokee tribe. Our program focused primarily on the lack of road access around Cherokee, N.C. relative to the high volume of tourism traffic and the potentially higher traffic anticipated due to the planned addition of a casino. This appeared to be a good opportunity to bring together representatives from state, tribal and federal organizations. The outcome of this meeting was an agreement that the tribe and state would continue working together. In addition, many of the jurisdictional and legal understandings concerning the tribe and state were laid on the table as issues for discussion. At this point, we are discussing follow-up work on their transportation planning process.

The Need for Coordination

Many of the tribes we work with in the eastern area are relatively small and have relatively low mileage road systems. As a result, transportation planning has not been considered a significant priority issue among these tribes, but has been left to the BIA and their coordination with tribal leaders. Consequently, efforts by the TTAP to engage in technical workshops with these tribes have resulted in low interest and attendance due to the low priority position transportation issues have at these tribes. However, this does not mean that these tribes do not have an interest in transportation. It simply means that among all the issues the tribes must contend with on a daily basis, transportation ranks a low priority, due in part to its position as a bureau function and in part to the tribal members' ability to "make do" with whatever transportation resources are available. Additionally, transportation planning has not been a significant issue in part because the various strategies that tribal members and tribal programs use to address transportation problems do not lend themselves to broad scale coordinated planning. That is, individual tribal members needing rides to and from school, jobs, health care, shopping and other activities and services have typically been coordinated on an individual basis for this service. Many tribal programs, such as social services, health care, education, and planning have through their own various granting programs been able to acquire transportation services that are restricted to those individual programs, the result being that each program and each individual tends to be left on their own to manage transportation needs. This situation lends itself to the possibility of considerably greater transportation planning and coordination within tribal communities.

The Creation of a Tribal Planning Infrastructure

A significant factor in tribal transportation planning, both in previous work and at present, is a tribal organization known as the Intertribal Transportation Association. This group, as most of you probably already know, has a mandate from its membership to coordinate tribal transportation issues at the federal and state levels, and has the support of both the FHWA and BIA to fulfill its mandate. It is the mission of the ITA to, in part, facilitate this kind of planning and coordination. I have envisioned the role of the TTAP program to follow the lead of tribal initiatives to coordinate transportation planning. That is to say, in many cases transportation planning among or within the American Indian tribal governments is a relatively new activity, when compared to state and county transportation planning, which appear to have well-established infrastructures and planning strategies. The individual tribal governments, in part due to the ISTEA legislation, have become more aware of the importance of transportation planning and the impor-

Continued, next page
Coordinated Transportation Planning, continued:

importance of coordinating transportation planning in order to access the limited funds available to both states and tribes. So, while the TTAP attempts to provide tailored training to individual tribes on an as-needed basis and always welcomes suggestions for training programs for particular tribes, in a larger sense, the creation of a tribal transportation planning infrastructure tends to be the focus of this program. We therefore direct a certain portion of our resources to working with tribal organizations such as the ITA, other tribal LTAPS, state LTAPS, FHWA, BIA, state DOTs, and other organizations whose mission is to work towards the development of a tribal transportation planning infrastructure. The purpose of this approach, or the rationale behind it, is to create a broad-based planning infrastructure that will benefit all tribes as needed, rather than attempting only to coordinate the specific needs of specific tribes on limited issues in regional areas.

Coordination in Other Regions

An example of this work is now underway in the state of Nevada, where the state DOT is working with the 22 tribal governments in Nevada to establish a tribal transportation authority — an organization that will coordinate transportation planning needs, infrastructure development, transit needs, and other related issues between the tribes and the state and federal transportation programs. Currently, this effort is just getting underway. A meeting of tribal leaders and transportation officials is being scheduled for later this spring. We hope the result of this meeting, with assistance from and through the participation of the TTAP, will be a memorandum of agreement established to mandate the creation of this transportation authority possessing a mission statement that will satisfy the transportation needs of the tribal governments throughout the state of Nevada. In addition to this, the ITA is conducting a series of regional transportation planning conferences, in which the TTAP will also participate, to discuss the possibility of other such coordinated planning efforts resulting in cooperative and equitable transportation planning between the tribal and the state governments, as well as between tribal and local or county governments. The Federal Highway Administration which oversees the TTAP, and the BIA which supports the TTAP, have encouraged this approach to coordinated planning. With the limited dollars available for planning, construction and maintenance today, the more efficient transportation planning can become, the farther these individual dollars can be stretched.

Committee Work

While the TTAP has been working with individual tribes and organizations to improve transportation infrastructure and planning, we have at the same time been participating with federal programs to contribute to the kinds of policies and procedures that will favorably influence the future of tribal transportation programs. One such effort has been our participation with the FHWA Committee on Indian Reservation Road Planning, Policy and Procedures Guidelines Task Force. This task force consists of representatives from the FHWA, BIA, the ITA and the TTAP, and is working to create a set of guidelines that will most effectively increase tribal participation in federal transportation programs while increasing the possibility for coordination between tribes and other transportation planning organizations. The TTAP has also contributed to the strategic plan for the larger federal highways program, the LTAP. Our participation in this effort ensures that the mission of the tribal LTAPs, of which there are now 6, can be fine-tuned to more specifically address the needs of individual tribes and the needs of tribal governments overall.

It is my hope that through these kinds of broad program efforts, in cooperation with various organizations (particularly the ITA,) the larger scope of federal transportation policies affecting the Indian Tribal Governments can be better made to serve efforts relating to tribal self-governance, self-determination, and tribal sovereignty. I hope to do this by influencing transportation policies in such a way as to provide the tribes greater access to the benefits and opportunities afforded by federal transportation programs. In the future, I hope to continue coordinating with and serving the specific needs of the tribal governments around transportation planning issues and, to this end, I encourage tribal planners, administrators and leaders to contact our office to learn more about the opportunities and resources available to them. At the same time, I hope to have the opportunity to continue working with transportation organizations that influence policy decision-making in order to better serve tribal governments. In this respect also, the more we have contact with individual tribal leaders to obtain their views and ideas about transportation planning, the better we can serve their needs.
IRR Road Inventory Update, continued from Page 1:

ing the cost by eliminating or scaling down some of the inventory operations without impacting inventory items used in the Relative Need Formula. Some of the items discussed for possible scaling down or elimination were: Global Positioning System (GPS) mapping, Digital Photo Logging, and Pavement Management System (PMS) data collection. The Division of Transportation performed a project-wide, macro-analysis of costs based on the Phase II results to differentiate between the cost for performing or not performing the GPS, PMS and photologging. The results of this investigation showed very insignificant cost savings if any scaling down were done. The BIA Division of Transportation then recommended to the BIA Area Road Engineers that the full inventory be conducted and this recommendation was accepted by the majority of the Area Road Engineers. The FLHO also accepted the recommendation to perform the full inventory.

- Another issue discussed was the method by which Phase III would be contracted. It is the intent of the BIA Division of Transportation to afford all interested and capable Tribes the opportunity to perform Phase III under P.L. 93-638, as amended. Once it is determined which Tribes will or will not be contracting Phase III, BIA Area Road Engineers will be hired to perform work not contracted to Tribal P.L. 93-638 contractors.

- The Phase III project schedule was discussed. It was recommended by Area Road Engineers that the project be accomplished Bureau-wide over a two year period since current funding levels will not allow all work to be completed within one fiscal year. Therefore, it is anticipated that some Tribes/Areas will begin Phase III during the spring of 1996. It has not yet been determined which Tribes/Areas will be first in this process.

- Phase III training and equipment requirements were discussed. Because data collection methods and deliverables must be uniform for all reservations, all contractors participating in Phase III will be required to attend training provided by the BIA before data collection work begins. This training will explain the requirements of the scope of work and the work plan including reporting procedures required for uniformity. This training is not intended to train individual personnel how to perform individual tasks such as GPS data collection, surveying, traffic data analysis, or computer aided drafting needed to accomplish the work. The contractors will be required to have these skills and equipment needed. The BIA anticipates that the Indian LTAP Centers may assist in coordinating and scheduling this training.

- Data collection quality assurance was another issue of discussion. The BIA Division of Transportation will perform random checking of inventory data collection methods and data accuracy as the project progresses. Ensuring accuracy and uniformity of all the work performed will be the paramount requirement of the BIA Division of Transportation throughout the project.

Upcoming Events

The BIA Division of Transportation is working with the NRJUP Inventory Committee members/Area Road Engineers to resolve a number of issues such as funding, budgeting, scope of work, economy of scale, and maintenance of the inventory after completion, and many other issues that must be decided before the BIA can offer the work to interested Tribes. There are many contracting issues that must also be carefully considered in a project of this scope and magnitude.

Tribes are encouraged to carefully review the Phase III scope of work and work plan when it is provided by the BIA to Area Offices to determine if they are in a position to perform the work under P.L. 93-638, as amended. The BIA will hire qualified Indian Contractors to perform Phase III work on those reservations where Tribes choose not to contract the Phase III work. All contractors will be required to meet with individually designated Tribal staff (Tribal Liaisons) to explain the purpose of the project and how and when the Phase III work will be done.

The BIA Division of Transportation anticipates the Phase III training to begin during the spring of 1996 for tribes and Tribal contractors awarded Phase III contracts. Information on training schedules and locations will be made available to the Indian LTAP Centers and ITA for dissemination as soon as it is available.

This project is a very large and complex undertaking which is continuously evolving and the results will affect all aspects of the Indian Reservation Roads Program. Maximum cooperation and coordination is therefore needed by all involved. The BIA Division of Transportation looks forward to the challenge of successfully accomplishing this project with maximum Tribal participation.

We expect to publish subsequent articles detailing the ongoing progress and status of the NRJUP.

If there are questions concerning this article, please feel free to call your Area Road Engineer or Mr. Keith Natewa, NRJUP Inventory Committee Chairman of the Division of Transportation at (505)248-7963.
performance requirements of those who have a stake in the outcome. The “stakeholders” may be people of the tribe, government representatives who have programs to complete, or the users of the outcome (travelers over roads, or visitors to a cultural museum).

Documenting a project for funding involves collecting - and presenting on paper - the opinions, usage data, resources (existing materials, money, time and commitment), methods to accomplish the outcome, standards for evaluating whether it meets the needs of stakeholders, and practical ways the tribe plans to support the project outcome after it is complete and people move on to other things.

Planning
Planning usually consists of talking. People talk to determine what they can agree is worth doing together. It may be preserving the natural environment, the ways of the culture, or ancient sites with historical importance. It may be strengthening the governing structure. Whatever the focus, key people who have a strong interest in the outcome need to be involved in planning discussions. Writing the results of these discussions on paper preserves the agreement in ways people can refer back to; it reflects the compromises that were made to develop a common plan. The same written plan can be used over and over in grant applications to external funding sources or internal activities of the community. Agreeing on the terms people will use to describe what they agree to work toward helps communicate, over and over, how separate activities link to the common vision everyone can support. In a recent project to redesign the transportation for the national park system, for instance, parking helped save the natural environment: without planned parking spaces from which tourists could view wildlife, cars were parking off-road in natural habitats - causing rutting, creating traffic jams, and interfering with game movement. However, it is a big conceptual leap from wildlife preservation as a “vision” - to parking (a sub-project) - without a plan that reveals how they relate.

The Funding Application
A funding application form seldom shows, on paper, the priorities that went into the planning discussions. It simply cuts the information into pieces useful primarily for those people who evaluate the application. Application forms put more emphasis on the how and when (methods and approach) than on the why (the real discussions that led to the plan). But, once a real vision and plan have been worked through by the people involved, applying for funding becomes a simple matter of taking parts and placing them into a form useful for quick evaluation by a funding source. The documentation can be tedious and repetitive, but the outcome of an application can result in added resources to move the real plan - the agreement of the people - forward.

Effective Projects
Projects, each with a beginning, a middle and an end point, require a lot of skill and initiative to complete within the limits imposed by available time and money. Each project has a life cycle, with - concept development at the beginning (people talking, cooperation, ideas), - implementation in the middle (doing the work, moving the resources to the right place at the right time, controlling funds, time, human energy and methods so they produce results), - and close down at the end (disposing of excess resources, solving unpredictable problems, and getting acceptance for compromises necessary due to changes, deadlines or standards).

A tribe’s larger plan is accomplished by a combination of both externally-funded projects and internal projects that involve no outsiders or outside funds. It usually has no starting or ending point; it goes on indefinitely. Projects, on the other hand, are defined when joint efforts are required for a short period to develop a product or service. When the product or service is developed, the project ends, and the outcome is put into continued use. Just concept development, alone, can be a whole project - resulting in documentation of a new idea or new direction. Developing an overall plan can be a whole project in itself. More commonly, building a bridge or improving a road, which is only a small step toward the larger plan, can constitute a whole project. An activity becomes a project when it requires cooperative activity, resources, and completion.

Projects at the “early stages” of concept development rely more on knowledge or skill in communication, cooperation, and negotiation. The farther downstream the project falls in the overall implementation, the more controls become important, and access to the right data and methods become critical to completion. Large projects may require computer assistance or special expertise. Some may even require a different project manager for the idea stages than for the completion stages. There are people in the profession of project management who specialize in projects in each stage of the life cycle. They can be found in industries as broadly dissimilar as research and development (planning emphasis), construction (implementation emphasis), or environmental remediation of a polluted or damaged site (close down emphasis). They can each have different strengths or skills. However, individuals who are certified “Project Management Professionals” (PMP) have demonstrated experience and knowledge in all phases of project management.

Sources of Project Management Development
Regardless of the type of project, or its size or outcome, each project relies upon the knowledge of the project manager or team in a number of key areas. These knowledge areas include communication, human resources, project integration, contracting and procurement, and management of scope, risk, time, quality and cost. When a number of people work together to accomplish a project with limits - based on financial, time or performance requirements - all of these knowledge areas come into play at some point. This knowledge (like the knowledge in other professions such as medicine or law) is primarily contained in the minds of the people who practice project management. Fortunately, written sum-

Continued next page
Project Management, continued from Page 7:

A summary of project management's body of knowledge is available through documents, reference books, experience, or training programs. Individuals who accept responsibility for leading a project to conclusion need to know how to make all these pieces work together, and be able to document and explain it to the people working with them or to those they will report results to at some future date.

Few project managers have all the knowledge required to make any given project work smoothly at all phases. Because projects, by their very nature, create something that did not previously exist, there is little history to rely upon in making important project decisions. But sound methods do exist, most of which were developed by people who managed similar projects in the past. For this reason, project managers get together yearly to share experience, tools, methods, and "lessons learned." Conferences of project managers from all industries worldwide share information that can be used or transferred from one project to another. At a global forum in New Orleans last October, thirty-two countries sent project management professionals to contribute toward common knowledge and standards in the profession.

Individuals experienced in project management in different settings can often provide assistance to those who are moving into projects unlike those they have done before. Whether training, advice or planning assistance is needed, professionals in project management are accustomed to helping others move into unfamiliar types of projects with confidence, using methods and ideas that have proven effective in similar situations in the past. The right person can save a lot of lost effort and avoid problems, as teams of people work together to accomplish a common vision of the future.

H. S. Cooke, PMP
Consultant and
Vice President, PMI

Helen S. Cooke has spent 17 years in projects across industries, and is currently an independent consultant based out of Chicago, IL. As a former federal grants manager, she worked with the White Earth reservation in implementing training for financial management and governance. She has taught on-site courses in most common areas of executive development and management, including university graduate programs. She works with groups to develop projects in line with their vision of the future. She currently serves on the Board of Directors for the Project Management Institute and is a trustee for the PMI Educational Foundation. She can be contacted at Cooke & Cooke, 5109 Lawn Avenue, Western Springs, Illinois 60558.

New Project Management Guide Available

A recently issued document, entitled the "Guide to the Project Management Body of Knowledge," was issued this month by the Project Management Institute (PMI), a professional body of 17,000 project management professionals. The document is currently in paper form, but is also available free on the internet at: http://www.pmi.org/pmi/public/tr/pub.htm (adobe acrobat required).

Persons interested in receiving briefings, training or copies of the document are encouraged to contact members of PMI or write to PMI at 130 South State Road in Upper Darby, Pennsylvania 19082.

You might also want to check out the Project Management Forum located at http://www.synapse.net/today/PMForum/

A copy of the newly issued document can also be ordered from the TTAP by Phone 906/487-3475, Fax 906/487-3409, or email aaskarsam@mtu.edu.

General Interest Items
Available through the National Conference of State Legislatures
1560 Broadway, Suite 700
Denver, CO 80202

1995-1996 National Conference of State Legislatures Publications Catalog

States and Tribes: Building New Traditions - Provides a broad examination of the condition of state/tribal relations and opportunities for mutually beneficial cooperation as the 21st century approaches, from a state legislative perspective.

State-Tribal Relations into the 21st Century - Assesses the condition of state/tribal relations and the search for common ground on issues of mutual concern. Provides an analysis of government-to-government relations, describes the issues that arise as a result of the sovereign powers, Native American tribes possess, and discusses usefulness of intergovernmental agreements. Chapters on taxation, gambling, environmental management, waste disposal and transportation illuminate public policy questions and successful approaches to solving problems.


State-Tribal Legislation: 1992 and 1993 Summaries

Eight Ways to Finance Transit: A Policymaker's Guide

Internet Resources
Available through National Press Publications

- Computer Resources - Rockhurst College
- Continuing Education Center
6501 W 63rd St, PO Box 2949
Shawnee Mission, KS 66201-1329
Phone 816/275-7248; Fax 816/342-0624

- How to Grow Your Business on the Internet, by Vince Emery
- Access the Internet, 2nd Edition, by David Pauil
- Creating Cool Web Pages with HTML, 2nd Edition, by Dave Taylor
To order, mark the box next to the title; cut out this page, fold and mail. Videos and publications are available through the TTAP at no cost to Native American individuals & organizations. Others will be assessed a $5 fee.

**Videos**
- Available on a 3 week loan basis. For descriptive catalogues call the TTAP at 906/487-3475, or select from the Publications List below.

- Looking at Change Before It Occurs
- Voices of the Valley: A Skagit Valley Dialogue
- Weather & Roads: The Effect They Have on Roads
- Internet Introductions
- Build Your Path to the Future
- Rural Development: Tourism Case Studies
- SI Metric For The Workplace
- Work Zone Safety for Roadway Maintenance Operations

**Publications**
- TTAP Videotape Catalogue
- TTAP Library Publications List
- 1996 Publications Catalogue from the Transportation Research Board
- 1996 LTAP Resources Directory
- Best Management Practices for Erosion and Sediment Control
- Contracting with Tribe and Tribal Corporations: Sovereign Immunity and Jurisdiction, by Rob Greene
- Maintenance Practices for Local Roads (Volumes 1, 2, 3, 4)
  - Vol 1 - Maintenance Techniques
  - Vol 2 - Personnel Supervision
  - Vol 3 - Program Administration
  - Vol 4 - An Overview for Elected Officials
- Managing Festivals and Tourism Events
- Metrics in Transportation, A Basic Handbook
- Off Reservation Indian Organizations and Business Development, by John Clinton Geil
- Overview of Tax Exempt Financing by Tribal Governments, by Townsend Hyatt
- People Skills - How to Assert Yourself, Listen to Others, and Resolve Conflicts
- Protecting Archeological Sites on Private Lands
- Telecommunications Technology and Native Americans
- Transportation Planning for Your Community - A Guide for the Decisionmaker
- Transportation Planning for Your Community - The Manager's Guide for Developing a Planning Program
The TTAP has been going through a database conversion process. If you have requested changes since November 1st, we have noted, and will make those changes as soon as possible. We appreciate your help in bringing our mailing list up-to-date.

___ Does your Tribe or Council have new officers?
___ Would you like to receive the newsletter and brochures directly?
___ Would fellow workers like to be on our mailing list?
___ Do you want to correct your address or title?

___ ADD or ___ REMOVE THIS PERSON FROM YOUR MAILING LIST
___ CORRECT TITLE OR ADDRESS OF THIS PERSON
___ PLEASE SEND THE PUBLICATIONS AND/OR VIDEOS CHECKED ON THE REVERSE

NAME ______________________ TITLE ______________________

TRIBE OR AGENCY ______________________

ADDRESS ______________________ ZIP ______

PHONE ______________________ FAX ______________________ EMAIL ______________________

FOLD ON THIS LINE; STAPLE AND MAIL

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Tribal Technical Assistance Program
Transportation Technology Transfer Center
Michigan Technological University
1400 Townsend Drive
Houghton, MI 49931-1295
Grants, continued from Page 3:
implementation, and not for planning activities. Previous grants range from $50,000 over one year, to $185,000 over three years. The applicant's proposed budget must accurately reflect the project scope.

4) Development Capital Grants

Development Capital grants are awarded to provide multi-year funding to comprehensive, holistic development projects. Applicants will need to demonstrate their experience with comprehensive development projects and organizational stability that will allow for long term management of the project. Development Capital grants are typically awarded to projects which have national policy implications and can serve as models for application elsewhere in Native communities, projects which address systemic problems with a comprehensive approach such as integrated resource management, sustainable land management programs, and programs addressing housing and other social needs combined with economic development strategies. These grants can range from $30,000 to $150,000 per year for up to three years. The applicant's proposed budget must accurately reflect the project scope.

Deadlines and Funding

Decision Schedule

Applications for all four funding levels may be submitted at any time. Seed and Start-up applications are approved internally by staff; a process which generally takes from two to four months.

Working Capital and Development Capital grants are approved by First Nations' Board of Directors, with assistance and recommendations by the Grants Review Committee. The board meets three times a year in March, July and December. Applications should be submitted at least six months before one of these meetings.

For more information, or to obtain grant applications and guidelines, contact the TTAP or

First Nations Development Institute
The Store Building, 11917 Main Street
Fredericksburg, VA 22408
Ph 540/371-5615, Fax 540/371-3505.

First Nations' Annual Oweesta Conference
May 13 - 16, 1996 - Green Bay, Wisconsin

First Nations Development Institute will hold its annual Oweesta Conference in Green Bay, WI on May 13 - 16, 1996. It will be a hands-on conference for participants to learn how to effectively control and leverage their tribal assets. Participants will learn from people in the field, including each other, how to: manage capital; strengthen community self-sufficiency; implement effective business practices; and develop economic choices that reinforce, rather than diminish, Native culture and tradition. Agenda Topics are:
1) Look Before You Leap: Understanding Reservation Economics
2) Housing: Laying the Foundation for a Strong Economy
3) Money: Make it, Store it, Invest it
4) Mind Your Own Business: Implementing Sound Business Principles

The full conference registration fee is $250.00.

Oweesta '96 Pre-Conference Workshops
May 12, 1996 - Green Bay, Wisconsin

Keep ahead of the herd with Oweesta '96 Pre-Conference Workshops. Two all-day workshops on Sunday, May 12 will provide many important basics that complement the Oweesta '96 Conference Workshops. Get there early and join First Nations, Native American Asset Advisors and fundraising experts for advance training on the following topics:
- Investing as if Tomorrow Mattered
- Finding Funders in the 21st Century

Registration is $50 if attending the full Oweesta Conference, and $75 otherwise.

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TRANSENVIRONMENT
internet discussion list
a moderated electronic discussion group for environmental issues in transportation

The Center for Transportation and the Environment (CTE) has announced the introduction of a moderated electronic discussion group dedicated to environmental concerns in transportation. The discussion list entitled TRANSENVIRONMENT is intended for government officials, public interest groups, and private sector personnel in the transportation and environmental fields to share information and ideas.

To subscribe to TRANSENVIRONMENT, send an email message to: majordomo@itc.ncsu.edu. Leave the subject line of the message blank. In the body, type: subscribe transenviro. Do not include a signature with the message.

To unsubscribe, follow the same procedure, only type unsubscribe transenviro for the body message.

For more information contact Lois Widmer, Director, TLRIS by phone at 919/878-8080, by Fax at 919/878-8129, or by mail at the Institute for Transportation Research and Education (ITRE), North Carolina State University, Campus Box 8601, Raleigh, NC 27695-8601.
Available TTAP Workshops

The Tribal Technical Assistance Program brings training to Tribal Communities on topics as requested. The following topics reflect recent training requests and, therefore, currently available workshops. For more information on scheduled locations, or to host a workshop in your area, call the TTAP. Each host is asked to provide a conference room, breaks, and a light lunch. The TTAP will provide speakers and all necessary training materials.

**Transportation Infrastructure and Planning**
- The Structure of a Transportation Committee
- Individual Functions of Committee Members
- Coordinated Transportation Planning

**Metrics Workshops**
- Metric measurements are mandated for use on all Federal Contracts by October 1, 1996
- Get ready with a Metrics Workshop in your area

**Heavy Equipment Operation**
- Equipment Operator Training Tips
- Walk Around Safety Inspections
- Enhanced Training Opportunities

**Pavement Management Systems**
- Planning & Prioritization Methods and Procedures
- Pavement Evaluation Procedures
- Global Positioning System/GIS Technology

Contact the TTAP to request free videotapes, publications or individualized training workshops:

Phone: 906/487-3475  
Fax: 906/487-3409  
email: aakarsam@mtu.edu  
refulton@mtu.edu

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(906) 487-3164