

INTERTRIBAL TRANSPORTATION ASSOCIATION

Strategic Plan: 2021-2025



**“Working to enhance Transportation Infrastructure
Throughout Tribal Lands”**

**Date Approved by Executive Committee
TBD**

Prepared by:

**Barak N. Myers
ITA Executive Director**

Preamble

Improving the quality of life throughout Indian Country and evolving the transportation systems and programs while protecting the sovereignty of Tribal Nations have been the central goals for the Intertribal Transportation Association (ITA). Since its incorporation, ITA's membership has focused on continually growing the organization. ITA currently has membership from 25 Tribal Nations and Non-Voting Associate Members. It has assisted member Tribal Nations in building capacity, influenced policy and legislation that has made a positive impact on Transportation Issues in Indian Country, and provided a platform for Tribal Nations to unify to uphold, protect, and advance sovereignty.

This document outlines the 5-year strategic direction for ITA an organization dedicated to advocating on behalf of member Tribal Nations on transportation issues related to Indian Country. An overarching purpose and strategic goal are presented to anchor the 5-year strategic plan and an evaluation process that defines key performance indicators is outlined. This document provides the organization history, Vision Statement, Mission Statement, and Organizational Goals that are the foundation of the organization and serve as the guiding principles for the strategic planning process.

The ITA 2021-2025 long-term strategic plan (LTSP) represents the 5-year strategic planning process for the organization. The joint planning effort between the ITA Executive Committee and the ITA General Membership recognizes the affiliate relationship ITA has to its member Tribal Nations. Given this relationship, it is critical that strategic planning be coordinated to ensure impact is achieved.

“Without Strategy, execution is aimless. Without Execution, strategy is useless.”

Morris Chang – CEO TSMC

Acknowledgement

The ITA long-term strategic plan engaged Executive Committee Members, the ITA Executive Director, ITA General Membership, and other key stakeholders to ensure the planning process was comprehensive, inclusive, and aligned with the interests of member Tribal Nations. Without the support and guidance of the following this plan would not be possible.

Mary Beth Frank Clark, ITA President

Gerry Hope, Chairman – ITA Governance Committee

Kim Stube, Chairwoman – ITA Operations Committee

ITA Executive Committee

ITA General Membership

Barak N. Myers – ITA Executive Director

*Friends of ITA (Cross Timbers Consulting, Bubal & Hall Consulting
and Red Plains Professionals, Inc.)*

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Organizational Structure

The Intertribal Transportation Association (ITA), is a non-profit organization incorporated as a 501C (3) in the state of Montana. ITA was formed as a Tribally based organization whose goals are to assist Tribal Nations by strengthening their capacity for comprehensive transportation planning and intergovernmental collaboration. The original purpose of ITA was to act as a “clearinghouse” of information for the Tribal Nations throughout Indian Country. One of ITA’s goals was to become informed in all aspects of transportation, permitting the Tribes to communicate their problems, knowledge, and innovations. The clearinghouse concept was an excellent way to share knowledge, experience and encourage communication among the Tribes.

ITA is a national Inter-Tribal organization that has further developed a respected national voice to guide and influence transportation policy, legislation, and litigation that make a positive impact on Indian Country. ITA is the only national transportation organization established to assist Tribes in the transportation area. Founded on the purpose of creating a unified voice for Tribal Nations on transportation issues, today ITA’s role as a convener, facilitator, educator, and advocate is increasingly vital to upholding, protecting and advancing the inherent sovereign authorities and rights of its member Tribal Nations. The opportunities to build and shape economies, to strengthen social and cultural bonds, create greater access to healthcare, and to protect natural resources, coupled with the complexity of issues, uncertain political climate, and the social and economic distress experienced across Indian Country requires not only unity, but also a sound strategic approach.

ITA has accomplished important goals and objectives over the course of the last 4 Reauthorizations, that has resulted in an established national organization in Indian Country that can address and build consensus around important transportation issues impacting Tribal governments, communities, and people. ITA has provided Tribes with a “seat” at the federal, state, and local government transportation tables where decision making takes place on critical issues impacting Tribes— Tribes are involved in planning activities, they have a voice in how resources are distributed, that can better impact how Tribal communities are served.

History of the Organization

The concept of the Intertribal Transportation Association (ITA), originated in Polson, MT on May 4-8, 1993 at the Transportation Research Board (TRB) Standing Committee on Native American Transportation Issues. The theme of the conference was “Exploring Solutions to Native American Transportation and Economic Development Problems.” Native American Tribal leaders in attendance expressed the need to create an organization that would permit them to communicate with all Tribes on transportation issues, to exchange transportation information with each other, and that would represent Tribal Transportation concerns at the State, Regional, and National Levels.

As a result of the expressed need for such an organization the Intertribal Transportation Ad Hoc Committee was formed. The *ad hoc committee* was formed to assist in the communication of all Tribes on Transportation Issues, and to exchange ideas on problems and innovations.

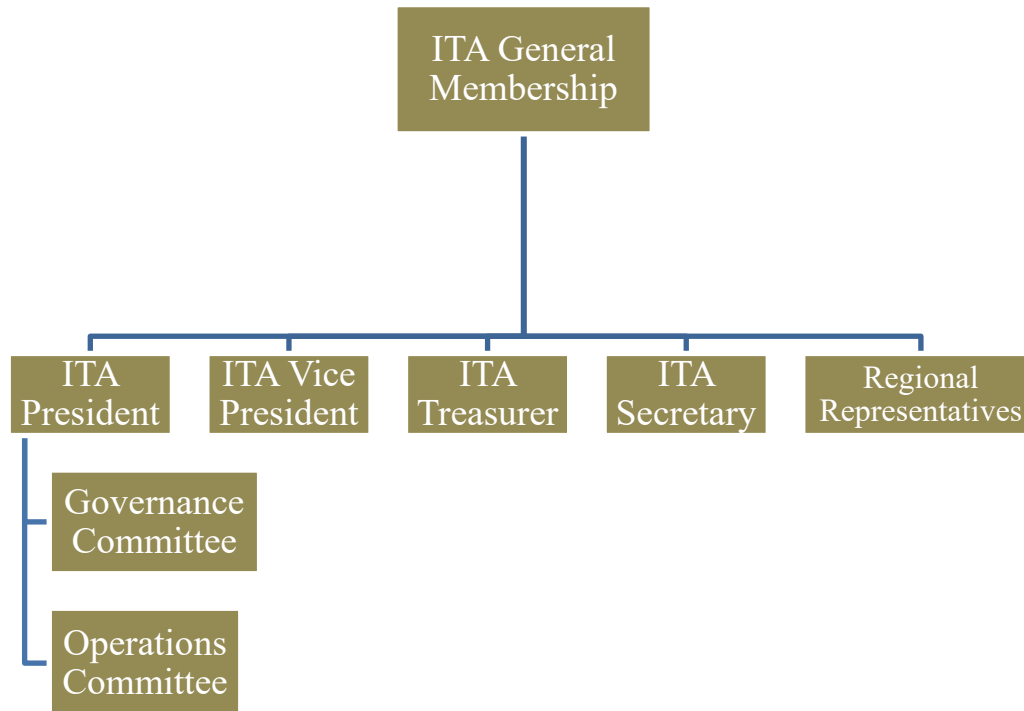
On July of 1993 the *ITA ad hoc committee* met in Cheney, WA at the Eastern Washington University campus as to its direction. This session was coincidentally facilitated by Dr. Dick Winchell.

On August 23, 1993 at the CERT Offices, Denver, CO the *ITA Ad Hoc Committee* formally became the **Intertribal Transportation Association (ITA)**. ITA’s first officers became Mr. Wendell George, Colville Confederated Tribes and Malcolm “Skip” Curley, Navajo Nation.

On August 24, 1993 in Denver, CO at the National BIA and Tribal Leaders Transportation Meeting, Ada Deer, the newly appointed Assistant Secretary of the Bureau of Indian Affairs (BIA), released a formal written statement in support of the new formed ITA organization. In this statement, the BIA welcomed the creation of the association and its potential to help improve Tribal Transportation Programs.

On Wednesday August 25, 1993, ITA President, Mr. Wendell George conducted a formal vote for official support of the concept and creation of ITA. The vote of support was 38 in favor with 1 opposed, and ITA was officially created.

Organizational Chart



***The ITA Executive Director is appointed or hired by the Executive Director to serve as Chief Executive Officer (CEO) of the organization.*

Executive Committee:

President

The President shall call and preside at all regular and special meetings of the General Membership and Executive Committee, and shall appoint all committees, except as otherwise provided. In the absence of the President, the Vice President will preside. In the absence of the President and Vice President, the Executive Committee shall select a president pro tempore.

Vice President

In the event of a vacancy in the office of the President, the Vice President shall succeed to the Presidency for the remainder of the term. As directed by the President, the Vice President shall preside at specific sessions of the Annual Meeting of the ITA, and in the event of the incapacity or absence of the Secretary or Treasurer, will have the authority to discharge all duties and authorities of the Secretary or Treasurer.

Secretary

The Secretary or his or her designee shall keep a fair and true record of all proceedings of the meetings of the General Membership and the Executive Committee. The duties of recording and documenting all proceedings of the General Membership and Executive Committee meetings may be delegated to a person or persons, though all recording, and documentation shall be signed and approved by the Secretary.

Treasurer

The Treasurer shall perform all duties for oversight of the financial condition and affairs of the organization. The Treasurer shall oversee and keep the ITA informed of the financial condition of the organization and of any audit or financial review results. In conjunction with other officers, the Treasurer shall oversee budget preparation and shall ensure that appropriate financial reports, including an account of major transactions and the financial condition of the organization, are made available to the ITA on a timely basis or as may be required by the ITA. The Treasurer shall perform all duties properly required by the ITA or the Executive Committee. In the event the Treasurer cannot attend, the Treasurer may appoint, with approval of the Executive Committee a member to assist in performance of all or part of the duties of the Treasurer.

Regional Representatives

There are twelve (12) regions eligible to elect one (1) representative and one (1) alternate representative, respectively to the Executive Committee of the ITA.

Region One – Tribes whose lands are within the states of Iowa, Nebraska, North Dakota, and/or South Dakota and are served by the BIA Great Plains Regional Office.

Region Two – Tribes whose lands are within the states of Colorado, New Mexico, and/or Texas and are served by the BIA Southwest Regional Office.

Region Three – Tribes whose lands are within the states of Kansas, Nebraska, Oklahoma, and/or Texas and are served by the BIA Southern Plains Regional Office.

Region Four – Tribes whose lands are within the states of Montana and/or Wyoming and are served by the BIA Rocky Mountain Regional Office.

Region Five – Tribes whose lands are within the States of Alabama, Connecticut, Florida, Louisiana, Maine, Massachusetts, Mississippi, New York, North Carolina, Rhode Island, South Carolina, and/or Virginia and are served by the BIA Eastern Regional Office.

Region Six – Tribes whose lands are within the State of Alaska and are served by the BIA Alaska Regional Office.

Region Seven – Tribes whose lands are within the States of Iowa, Michigan, Minnesota, and/or Wisconsin and are served by the BIA Midwest Regional Office.

Region Eight – Tribes whose lands are within the State of Oklahoma and are served by the BIA Eastern Oklahoma Regional Office.

Region Nine – Tribes whose lands are within the States of Arizona, Colorado, New Mexico, and/or Utah and are served by the BIA Navajo Regional Office.

Region Ten – Tribes whose lands are within the States of Arizona, California, Nevada, and/or Utah and are served by the BIA Western Regional Office.

Region Eleven – Tribes whose lands are within the States of Alaska, Idaho, Montana, Oregon and/or Washington and are served by the BIA Northwest Regional Office.

Region Twelve – Tribes whose lands are within the States of California and Nevada and are served by the BIA Pacific Regional Office.

Executive Director

The Executive Committee may hire or appoint the Chief Executive Officer (Executive Director) of the Corporation who will serve at the will of the Executive Committee. The Executive Director shall be responsible for carrying out the policies, procedures, and programs of the General Membership and the Executive Committee. The Executive Director will keep a record of all transactions of the Corporation, the General Membership, and the Executive Committee, issue all notices of the meeting and perform such additional duties as the Executive Committee may direct. The Executive Director shall be responsible for maintaining all corporate bank accounts and directing the disbursements necessary for the operation of the Corporation. He or she shall be an ex officio non-voting member of all corporate committees. In the event of the incapacity of the Executive Director, the President shall appoint an Acting Executive Director to direct all disbursements necessary for the operation of the corporation. The President and a majority vote of the Executive Committee shall determine the incapacity of the Executive Director.

Vision Elements

“Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.”

– Joel A. Barker

In order for a Tribal Organization to move forward in a true strategic fashion, it is imperative to identify specific vision elements to guide the organization’s progress. The Vision Statement, Mission Statement, and strategic priorities laid out below will be utilized in guiding the Intertribal Transportation Association (ITA)’s strategic intent for the next 5 years.

Vision

A vision statement represents the direction where an organization wants to be in the future, but more importantly, it states where the organization can be if it fully commits to its vision. A Vision Statement focuses attention on strategic choices that will assist the Tribal Organization in achieving a desired future state and helps measure progress along the way. The Vision Statement truly allows for the organization to make informed decisions and strategic choices.

The Vision for the Intertribal Transportation Association is as follows:

The Intertribal Transportation Association, Inc. is dedicated to enhancing the development of Tribal Transportation in Indian Country, to improving the capabilities of Tribal Transportation and Tribal Transit Programs, and assisting the member Tribes and their governments in dealing effectively with Tribal Transportation policy issues and in serving the broad needs of Tribal Nation Citizens.

Mission Statement

A mission statement simply identifies an organization’s primary reason to exist, and its distinctive purpose. A mission statement broadly describes how the organization will achieve its vision.

The Mission Statement for the Intertribal Transportation is as follows:

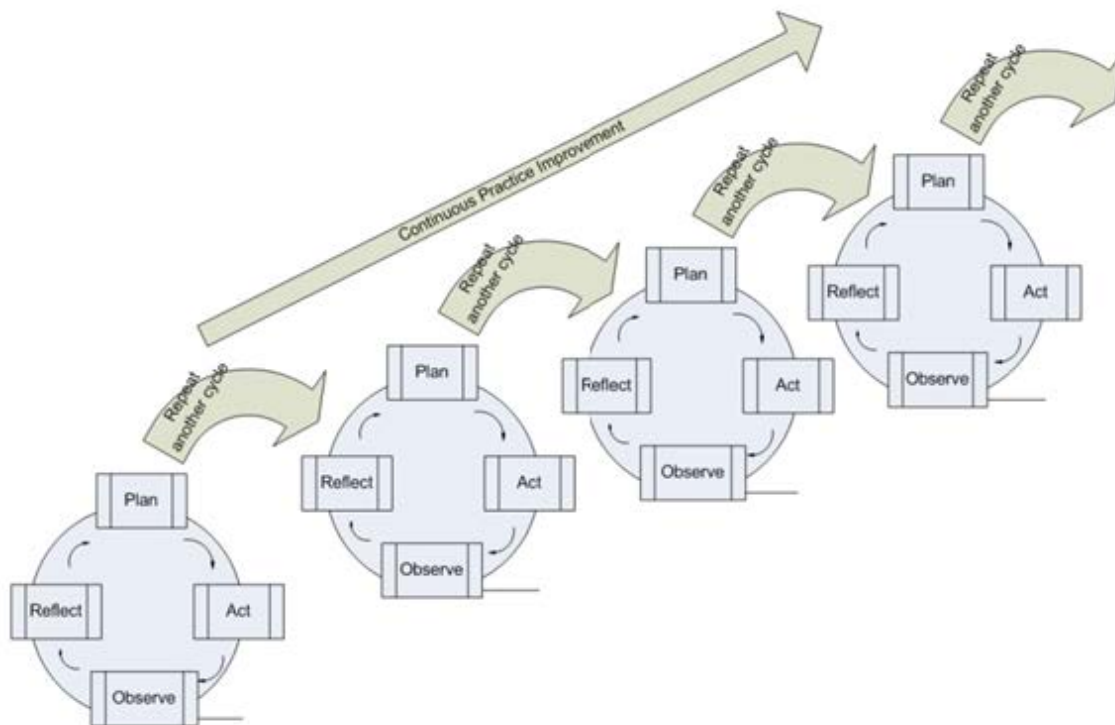
To foster excellence, effectiveness, and unity in Tribal Transportation by providing Tribal Leadership the tools and resources necessary to address the concerns, issues, and needs of its members so that new programs and policies may be developed and implemented which allow them to continue to evolve their transportation systems and programs.

USET Overarching Metrics

“Execution is the ability to mesh strategy with reality, align people with goals, and achieve the promised results”

– Lawrence Bossidy

Evaluating the effectiveness of the strategic planning process, assessing its execution, and measuring its impact are critical to ITA realizing its goal to foster excellence, effectiveness, and unity in Tribal Transportation. To foster an organizational culture that embraces continuous improvement, a formal process based on a traditional action research cycle outlined below will be designed and applied to all aspects of the strategic plan. Specific metrics and key performance indicators will be defined, and a process of measuring impact established.



In evaluating the strategic plan’s effectiveness and measure impact on desired goals and objectives five distinct areas are defined – A Unified Voice, Organizational Excellence, Training & Technical Assistance, Building Effective Partnerships, and Policy Advocacy.

Overarching Strategic Priorities

“Strategy is not the consequence of planning, but the opposite: its starting point”

– Henry Mintzberg

Throughout the member input sessions and surveys, several theme areas emerged. It became clear that the ITA membership place priority around these specific areas. These strategic priorities will serve as overarching themes, which will allow for the organization to align its goals and objectives with the needs identified by the membership.

The Strategic Priorities identified by ITA membership are as follows:

A Unified Voice

To operate as the only true nationwide organization established for furthering Tribal Transportation and Tribal Transit needs in Indian Country, the ITA must provide an assurance that the organization is the national forum where representatives of all Tribal Nations have a voice. The organization must fulfill this priority by presenting an unbiased and Tribal centric approach to their commitment and dedication to the Vision and Mission. This association was established to benefit and advance the agenda and needs for all of Indian Country. When our members band together, great things can be and are accomplished.

Organizational Excellence

Addressing the needs of an organization requires a reliable system of delivery. ITA members deserve efficiency and effectiveness. Developing the proper conduit responsible for accomplishing the strategic goals and objectives for maximization is essential to the organization. Establishing and advancing protocols, anticipating financial needs, policy advocacy, an integration of new systems, and seeking outcomes, along with deploying a vigorous support system for organizational growth to accomplish the vision are key components to achieving the level of success for the organization anticipated by its members.

Training and Technical Assistance

To provide all Tribal Nations with a national resource that offers comprehensive training and technical assistance in the areas of Tribal Transportation, Tribal Transit, and Tribal Transportation Safety. This will be a key strategic priority for ITA as it aims to enhance our Tribal communities by building skills and expertise within our Tribal Transportation workforces, that ensures the prosperity, safety, and maintenance of our Tribal Roads, Tribal Bridges, and Tribal Transit networks.

Building Effective Partnerships

Opportunities to grow the knowledge and expertise within the organization are key strategies to further enhance the effectiveness of the ITA organization. By building strong strategic and effective partnerships with Federal, Tribal and State agencies, ITA can broaden the spectrum of services offered to its members. Some key partnerships to continue to cultivate include the Federal Highway Administration (FHWA), Bureau of Indian Affairs (BIA-DOT), National Congress of American Indians (NCAI), Tribal Technical Assistance Programs (TTAP), Local & State Technical Assistance Programs, as well as partnering with other Regional Tribal Transportation Organizations (e.g. USET, ATNI, etc.).

Policy Advocacy

To facilitate policy research and advocacy that has direct impact on Tribal nations and their Tribal Transportation Programs. ITA believes that Tribal nations with a Tribal centric voice should drive the agenda through a platform provided by our organization that opens discussion to all Tribes and works in collaboration with existing policy research organizations. We believe that our policy advocacy should honor our Native values of sharing and respect, as well as including a cultural understanding in moving policy issues forward. Policy research should also respect the differences between and within Tribal communities. We believe that policy should ultimately improve the quality of life and safety of Tribal communities, as well as build capacity at the Tribal level within our Tribal Governments, Tribal Organizations, and our Native people as a whole.

SWOT Analysis

"Sometimes the biggest strength can be found in how you understand and confront your greatest weaknesses."

– Michael Springer

SWOT analysis is a planning tool used to evaluate the strengths, weaknesses, opportunities, and threats that face a Tribal organization. The analysis is valuable identifying ways to leverage strengths, mitigate weaknesses, capture opportunities, and defend against threats.

SWOT

The chart below displays the strengths, weaknesses, opportunities, and threats identified for the organization.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Only National Organization Dedicated to Tribal Transportation/Tribal Transit • Policy Advocate Resource • Passionate Membership • Engaged Tribal Members Making a Difference in Indian Country • Strong National Voice in regard to Tribal Transportation & Tribal Transit Needs • Overarching Desire to Improve • Solid Foundation • Unified Membership • Clear Goals & Objectives 	<ul style="list-style-type: none"> • Lack of Accountability • Lack of Follow Through & Follow Up • Inconsistent Membership • Lack of Membership Participation • Narrowed Focus, Not Focused on the Big Picture • Internal Conflicts • Lack of Dedicated Tribal Talent • Lack of Substance/Lack of National Meetings • Lack of Consistent & Strong Leadership • Lack of Communication • Lack of Clear Sense of Direction & Unification • Lack of Promoting the Organization
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Strategic Partnerships with Local, Regional, and National Tribal Organizations • Bolster Relationships with Federal Agencies • Additional Funding Resources • Increase Membership • Continue to Improve Innovation • Adapt to Meet the Needs of All Tribes 	<ul style="list-style-type: none"> • Lack of Membership Participation • Financial Hardship/Constraints/Lack of Funding • Unforeseen Circumstances (i.e. COVID-19) • Political Uncertainty • Division within the Organization • Remaining Status Quo

Analysis

Levering Strengths

It is clear that the Organization is built on a solid foundation and has been able to attract a high-quality membership throughout its years of operation, which has afforded the organization with financial stability. ITA has been and continues to be the only national organization dedicated to Tribal Transportation and Tribal Transit, and it has engaged Tribal members that are making a difference in Indian Country. The ITA membership is very passionate, and they have an overarching desire to improve. One way to ensure that the Tribal membership stays focused and energized is to provide them with positive feedback and keep an open line of communication throughout the organization.

The Organization has enjoyed financial stability in the past, and a big part of this was due to stability of the Tribal membership and strong policy advocacy. In order to return to this stability, it is important to continue to engage the Tribal membership with effective communication, and also ITA needs to continue with its strengths in Policy Advocacy and continue to further unify its Tribal membership. This communication should be as transparent as possible for the benefit of the Tribal membership. The Policy Advocacy should communicate ITA's message broadly and comprehensively in order to present a clear message and to present a message that represents all the Tribal members.

With regards to stability in Tribal membership, it is vital that the organization continue advocate a message of unification of its Tribal members. It is also vital that the organization continues to present clear goals & objectives. By leveraging a stable Tribal membership, the organization will once again enjoy financial stability.

Mitigating Weaknesses

The organization has seen a considerable decline in growth of its Tribal membership in recent years. This decline can be linked to several of the organization's weaknesses identified. Some of these include lack of follow through, no accountability, lack of communication, lack of strong leadership, and a clear sense of direction.

The first step to mitigate these weaknesses is to open a clear line of communication throughout the organization. By doing this, it will reestablish a sense of trust in the organization, and it will present Tribal membership with a clear sense of direction in which the organization is heading. This will also help the organization in recruiting new membership and bringing back past Tribal members who chose to leave the organization. Lastly, it will begin to re-unify the Tribal membership and the message of ITA.

It is also paramount that the organization become more strategically involved on a national level. ITA needs to reestablish their presence by providing its annual and mid-year conferences. These provided its Tribal members to gain extensive knowledge through training and technical assistance. It also allows for its Tribal membership to create a clear "National Voice" on policy

issues in regard to Tribal Transportation and Tribal Transit.

Capturing Opportunities

Bolstering relationships with government agencies is a key opportunity for the organization. The stronger the relationship, the more likely there will be support if and when the organization needs it in the future. This is consistent with the possibility of creating avenues for additional funding resources for ITA in the future in the areas of providing training and technical assistance to its Tribal members.

Cultivating and strengthening partnerships with other Tribal organizations can lead to additional capabilities throughout the organization, as well as increased business opportunities. Partnering with these non-governmental organizations can also lead to additional funding sources.

Defending Against Threats

Most of the threats identified revolve around lack of consistent Tribal membership and lack of financial stability. It is critical to long-term stability of the organization that there be significant attention dedicated to stabilizing Tribal membership and growing Tribal membership. By this growth, it will lead to financial stability in the future. It will also lead to ITA becoming a powerful Tribal Voice in the areas of Tribal Transportation and Tribal Transit once again.

Evaluation and Reporting

"Strategic Planning does not Deal with Future Decisions, It Deals with the Futurity of Present Decisions"

- Peter Drucker

As a living document, this Strategic Plan will be evaluated annually to determine its relevancy with the current priorities of the organization. If new modified priorities are determined during this annual evaluation, and they are determined to be critical to the overall strategic direction of ITA, then appropriate revisions will be identified and amended into the plan as approved by the ITA Executive Committee.

Furthermore, the Executive Committee is committed to a formal 5-year strategic planning process to identify and guide the initiatives of the ITA organization with significant input from its Tribal membership. Therefore, in 2025, ITA will undergo a planning process in which a new 5-year strategic plan will be developed for the period of 2026-2030.

Evaluation will occur on an annual basis and will transpire during the ITA Annual Conference. Review of the progress of the strategic plan and any modifications during the annual conference will allow for more input from the Tribal membership in order to align the strategic plan to ultimately provide the best possible service for the organization's Tribal membership.

Annual Strategic Plan Reports will be provided to the ITA Executive Committee reporting on each strategic priority area, goal & objective within the plan, and shall be communicated to the Tribal Membership to achieve the goal of transparency.

Strategic Goals and Objectives

"I Think Goals Should Never Be Easy, They Should Force You to Work, Even if They are Uncomfortable at the Time."

- Michael Phelps



A Unified Voice

"I believe that with unity there is strength. I believe when people come together opportunities and dreams start to unfold. When there are a great number of people who are on one accord then there would be a great control of power in force."

-Martin Luther King, Jr.

Objective 1:**A Unified Voice**

Support Tribal Transportation that recognizes all Tribal Nations' needs and concerns which leads to a strong overarching Tribal Transportation Program for all of Indian Country that allows for safe, functional, and sustainable Tribal transportation systems. This will allow for Tribal Nations to be able to create healthy societies, with rich cultural practices, preservation of natural resources, and provide economic sustainability and resiliency.

Actions:

1. Re-establish a National Forum which will allow for ITA Tribal Membership to have a platform to discuss all areas of concern in regard to the Tribal Transportation and Tribal Transit Programs.
2. Consistently scheduling/holding the Annual and Mid-Year ITA conferences for official business, exchange of information, and Tribal Transportation program updates.
3. Create and maintain a communication network & services that keep our Tribal Membership updated on ITA, as well as Tribal Transportation Issues.
4. By June of 2021, increase membership within the organization by 50%, continuing to increase Tribal Membership by 50% each year in the following years of 2022-2025.
5. Continue to hold monthly meetings with the Executive Committee and keep an open line of communication with the general membership which ensures that all pertinent information is disseminated to all of the Tribal membership.
6. Release Committee Reports, Executive Committee/President's Reports, and an ITA Quarterly Newsletter upon the first of each quarter.
7. Create a system that allows for continual open feedback from Tribal Membership, Strategic Partners, and Federal/Other agencies. This will allow for improved information sharing.

A Unified Voice Metrics – To achieve A Unified Voice, ITA should consider the following areas for strategic investment:

1. Collaboration, Partnership, and Network Development
2. Organizational Development and Administrative Services
3. Infrastructure – Technological and Organizational
4. Capacity Building
5. Internal Controls
6. Advocacy on behalf of Tribal Membership



Organizational Excellence

“Excellence is the result of caring more than others think is wise; risking more than others think is safe. Dreaming more than others think is practical and expecting more than others think is possible.”

- Ronnie Oldham

Objective 2:**Organizational Excellence**

Establish a high functioning, efficient, and nimble organization that has the necessary resources and capability to carry out its mission and achieve the vision of its organizational strategy, which addresses the emerging needs of its member Tribal Nations and strategic alliance partnerships.

Actions:

1. Develop a stable organization with solid funding sources which are needed to build a strong organization.
2. Establish financial stability through fundraising, programs, services, and grant opportunities.
3. Complete regular program and organizational evaluation & monitoring.
4. Establish systems and databases to create efficiency and effectiveness.
5. Create checks & balances that ensures transparency, open feedback, trust, and confidence that ITA leadership is carrying out the intent and implementing the strategic goals of the organization in regard to the Vision and Mission.
6. Maintain and cultivate high levels of Tribal Support and participation from our Tribal Membership.
7. Establish a communications strategy that conveys to member Tribal Nations, Tribal citizens, funders, and other key stakeholders the work and accomplishment of the organization.
8. Strengthen Tribal Nation engagement across all of ITA's committees through recruitment, orientation, leadership development, and relevant offerings.
9. Establish a strategic fund development strategy that incorporates the breadth of fundraising tactics and cultivates support from private foundations, corporations, and individuals.

Organizational Excellence Metrics – The following are factors that influence organization excellence:

1. Financial Diversity
2. Board Development and Capacity Building
3. Strategic Alliance and Partner Development
4. Leadership Development and Succession Planning
5. Committee Development and Engagement
6. Staff Capacity and Expertise
7. Infrastructure and Support
8. Communications and Outreach
9. Research, Development, and Special Initiatives



Training & Technical Assistance

A new approach to providing comprehensive transportation training and technical assistance to Tribal Communities, building skills, and expertise to ensure the safety, construction, maintenance, and operation of Tribal Transportation Systems.

Objective 3:**Training and Technical Assistance**

Develop strong, competent, and passionate Tribal professionals and leaders, especially generational professionals, who represent Tribal Nations' interests in Tribal Transportation Programs, Regional Tribal Organizations, and Tribal Transportation driven committees, as well as leaders in organizations and communities, to deliver a strong voice and ensures the health, safety, wellbeing, and self-determination of future generations.

Actions:

1. Promote training programs for Tribal staff, Tribal management, and Tribal leaders to enhance their knowledge of the administration and operation of Tribal Transportation/Tribal Transit Programs. Areas of concentration will be in Transportation Planning, Transportation Safety, Tribal Transit, and Operations & Maintenance.
2. Establish a multi-tiered leadership development initiative that builds capacity at the Tribal level. The initiative increases engagement, strengthens Tribal Transportation operations, and supports sound evolution of Tribal Transportation Programs.
3. Foster operational development at the Tribal level, and amongst youth within our Tribal membership and provide technical assistance, mentorship opportunities, and support to bring innovative concepts to reality.
4. Raise awareness of mobility, safety, and transportation system opportunities for our Tribal Membership by engaging Tribal Leadership regarding the Tribal Transportation Program.
5. Provide a national forum to present training and technical assistance for our Tribal Membership through ongoing ITA conferences and training sessions.

Training and Technical Assistance Metrics – Training and Technical Assistance includes the following areas:

1. Training Session Planning
2. Operational Development at the Tribal Level
3. Leadership Development
4. Youth Development
5. Awareness and Engagement



Building Effective Partnerships

“Coming together is a beginning; Keeping together is progress; Working together is Success.”

– Henry Ford

Objective 4:**Building Effective Partnerships**

Develop the most effective and impactful Inter-Tribal organization committed to Tribal Transportation/Tribal Transit throughout Indian Country by establishing organization systems to support program growth and efficiency and building networks of partners with resources to achieve ITA's strategic goals and objectives.

Actions:

1. Continue to nurture the partnership forged with the ITA-NCAI Joint Task Force on Tribal Transportation.
2. Develop working relationships with key regional Tribal Organizations and ensure that ITA is fully participating and/or attending meetings of Tribal Transportation Committees & Subcommittees within these organizations.
3. Continue to develop our relationships with key Tribal Transportation stakeholders including the Federal Highway Administration – Tribal Transportation Program, Bureau of Indian Affairs – Division of Transportation, Federal Transit Administration, National Highway Traffic Safety Administration, and other federal agencies.
4. Establish a communications strategy that conveys to member Tribal Nations, Tribal citizens, funders, and other key stakeholders the work and accomplishment of the organization.
5. Provide and Encourage Regional Representatives the means to promote and disseminate information provided through ITA Meetings. Encourage Regional Representatives to promote ITA throughout their regions and encourage continued membership participation in ITA.

Building Effective Partnerships Metrics – The following are factors that influence Building Effective Partnerships:

1. Strategic Alliance and Partner Development
2. Tribal Membership Development and Capacity Building
3. Communications and Outreach
4. Infrastructure and Support
5. Leverage Tribal and Non-Tribal strategic alliances for shared policy and legislative affairs impact
6. Broaden support beyond Indian Country for ITA policy and legislative affairs agenda



Comprehensive Policy & Legislative Advocacy

"Support and Advocacy from a leader confirms the vision is not just talk, not just aspiration, and is something that can really be done, something that is within reach."

Objective 5:

Comprehensive Policy and Legislative Advocacy

Develop a comprehensive policy and legislative advocacy agenda reflective of ITA member Tribal Nation interests and needs, and responsive to new developments that impact Transportation Programs in Indian Country at the federal level.

Actions:

1. Advocate Tribal interests in key transportation policy processes.
2. Design a method of vetting and prioritizing legislation and policy initiatives that make an impact transportation programs in Indian Country.
3. Formalize a rapid response procedure for unanticipated legislation and policy developments that mobilizes Tribal Nations.
4. Identify opportunities to assert and amplify Tribal Nations' transportation priorities.
5. Leverage Tribal and Non-Tribal strategic alliances for shared policy and legislative affairs impact.
6. Provide forums for Tribal Leaders to identify critical issues for Tribal responses/actions in regard to Tribal Transportation.

Comprehensive Policy and Legislative Advocacy Metrics – The following are factors that influence Comprehensive Policy and Legislative Advocacy:

1. Briefs Submitted
2. Testimony Provided
3. Resolutions
4. Legislative Platform
5. Proactive Legislative Language Development
6. Alerts and Notifications