

Montana

Local Technical Assistance Program

Work Plan and Budget

July 1, 2013 – June 30, 2014

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Executive Summary

The Local Technical Assistance Program (LTAP) has a 29-year proven track record as an outreach program for the transportation workforce and has become a trusted resource for local agencies seeking training and technical assistance.

Montana LTAP's ability to efficiently and effectively transfer technology and information through courses and relationships to our rural and urban partners and customers is its primary measure of success.

This past year Montana LTAP covered 62 training sessions in presentations attended by 2,470 participants. Sixty-two training sessions were held, providing 11,456 hours of training.

2012 Montana LTAP Training Opportunities

- **2,470 Participants Attended**
- **62 Training Sessions**
- **11,456 Training Hours**

LTAP enables local transportation workers to study road fundamentals, safety, drainage, snow and ice removal, and other topics with the goal of becoming expert road managers. Two particularly successful means for promoting ongoing skills are certification as a Roads Scholar (10 classes required) followed by Road Master (30 classes required). These Road Masters are our champions who assist with instruction during workshops.

Roads Scholar Program: 2,253 Participants
2013: 25 Road Scholars Awarded
Total Scholars To Date: 209
Total Road Masters: 9

The mission of Montana LTAP Safety Congress is to provide learning on all aspects of transportation safety. In January 2013, Montana LTAP held its 11th Annual Safety Congress in Great Falls. At this week-long training event, most safety topics covered were relevant to State and Local transportation providers. The Safety Congress brought together like-minded people to convene in a central location. Participants came from cities, counties and state departments who have responsibilities for permanent signing, work zone signing, or are in charge of overall roadway safety. Also included were transportation industry professionals such as traffic control and utility companies involved with temporary traffic control issues for signing. We will include national parks and Indian reservations in our Safety Congress planning for next year. By bringing together transportation stakeholders with similar responsibilities, this event will offer a forum where all can gather to share ideas and knowledge to provide a seamless transportation network, thereby reducing crashes on Montana's roadways.

Another very successful training effort is through our half hour, monthly webinars. This method saves on travel time and costs by providing requested training in an electronic format. These recorded webinars are available to be reviewed by our customers at their discretion. Possible upcoming webinars include: Snake Bites & Ticks; Working in the Heat/Wildland Fires; Working With Other Agencies; Public Relations; Winter Maintenance; Winter Survival; PASER; Personal Safety (Hands/Back); Work Zone; County Specs; Gravel Materials; Millings.

LTAP provides education and technical assistance on transportation matters to a wide variety of entities, including city and town street departments, county road departments, public works departments, elected and appointed public officials, private individuals, and

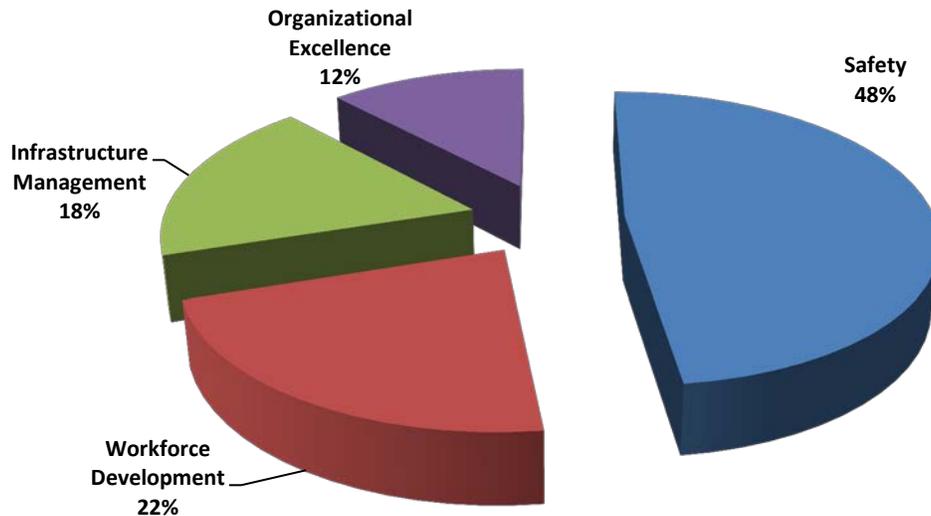
other stakeholders. By sharing and improving the distribution of this transportation-related information, the program promotes efficient use of local transportation agencies' scarce resources. Our vision is to improve the quality and safety of the surface transportation system through interactive relationships and information exchange. LTAP builds on long-standing relationships among partners including the Montana Association of County Road Supervisors, Montana Association of Counties, Montana League of Cities and Towns, American Public Works Association, National Association of County Engineers, and Montana Department of Transportation. The overarching methodology of Montana LTAP will be to:

- **integrate** services and resources into a centralized location;
- **coordinate** among all stakeholders; and
- **accelerate** distribution of transportation technology by moving Federal Highway Administration mandates, new transportation resources, and information into the hands of constituents.

Four focus areas are vital to the success of LTAP's mission of fostering a safe, efficient, and environmentally sound surface transportation system by improving the skills and increasing the knowledge of the local and tribal transportation workforce:

- **Safety**
- **Workforce Development**
- **Infrastructure Management**
- **Organizational Excellence**

Four Focus Areas



The tasks engaged in by LTAP to achieve its objectives are seminars and training sessions, information sharing and on-site technical assistance, quarterly newsletters, transfer of technology materials, external communication, and evaluation. The above figure shows the percentage of its budget Montana LTAP allocated to each of these focus areas.

Introduction

Current economic challenges and the need for skilled employees in the oil producing areas have caused shifts in employment. The need for training, technology transfer, and implementation of best practices throughout the transportation community will be considerable. Our partnerships with the Montana Department of Transportation, FHWA, the National Highway Institute, and others previously mentioned will allow us to better meet those needs.

LTAP plays a unique part in transportation education. This national program's development has answered a pressing need for transportation training and technical assistance at the local level where resources are limited. LTAP's capacity to provide face-to-face, hands-on training enables members of the transportation workforce to learn valuable information from our instructors, and provides them with opportunities to discuss issues and share solutions with their peers. This technology transfer program is all about sharing knowledge and best practices. In many instances LTAP is the primary source of professional development for the transportation staffs of local governments.

In order to provide technical transportation training to local road agencies, public works agencies, public officials, county and municipal engineers, and the Montana Department of Transportation, LTAP will continue to be an easily accessible, central source for:

- Transportation Information**

- Technical Assistance**

- Coordination and Outreach Assistance**

Montana LTAP's ability to efficiently and effectively transfer technology and information through courses and relationships to our rural and urban partners and customers is its primary measure of success. Montana LTAP staff has played key roles in the development, coordination, analysis, enhancement and day-to-day operations of transportation technology transfer.

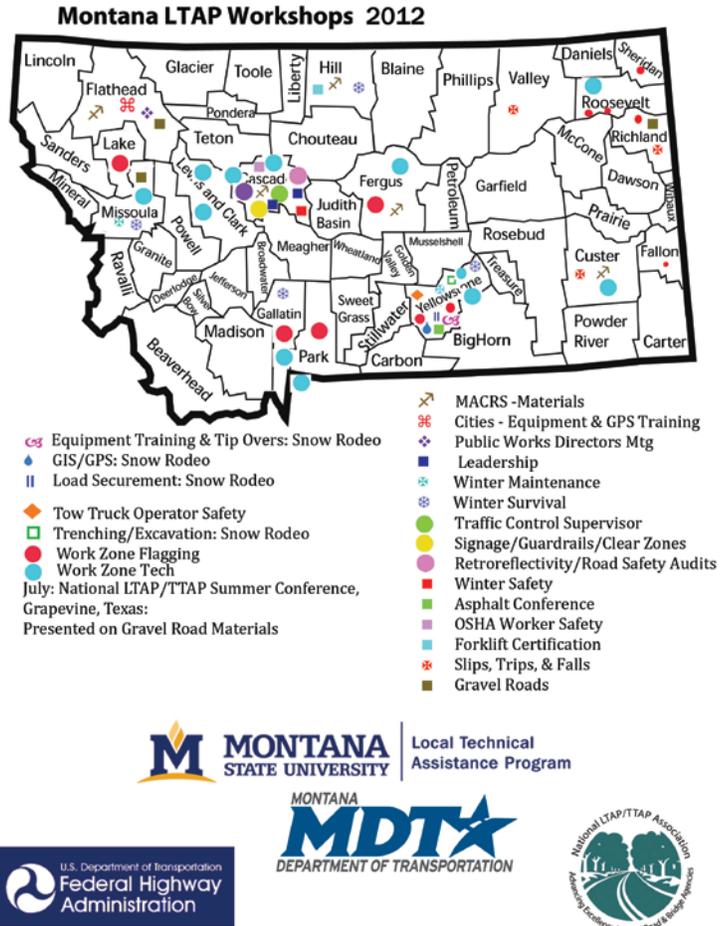


Figure1. Montana LTAP 2012 Workshop Map

Many Montana counties have learned better methods of gravel road maintenance. Through use of good materials, techniques and stabilization many counties grade roads once or twice a year rather than the six to eight times in the past as indicated below in Table 1.

Cost Savings				Materials Lost			
Reshaping	Per/Year	Cost to Treat	SubTotal	Tons	Cost/Ton	SubTotal	Total Cost
\$375/mile	8 Times	\$0	\$3,000	1,000	\$11.50	\$11,500	\$14,500
\$375/mile	1 Time	\$4,000	\$4,375	300	\$11.50	\$3,450	\$ 7,825
						Possible Savings Treating Road	\$6,675

Table 1. Cost Savings/Materials Lost Chart

Based on Resources from: Richland County Road Dept. Montana, Larimer County, Colorado Study Steven V. Jenkins Gravel Roads Study

One particularly successful means for promoting ongoing skills development at the local and tribal levels is the Roads Scholar and Road Master programs, which recognize staff for reaching competency levels through training and development of transportation expertise.

The underlying approach is to provide curricula that enable local transportation workers to study road fundamentals, safety, temporary traffic control, drainage, snow and ice removal, and other topics with the goal of becoming expert road managers. The courses help participants develop professionalism and advance their careers.

There are currently nine Road Masters who successfully participated in thirty classes, including certification in Forklift, Motorgrader, Work Zone Technician, Traffic Control Supervisor course; holding a MACRS position as officer or committee representative; and teaching with instructor during a course of their expertise.

Figure 2 illustrates the various topics of interest for Montana LTAP, local government agencies and MDT. The overlapping areas show interests in common.

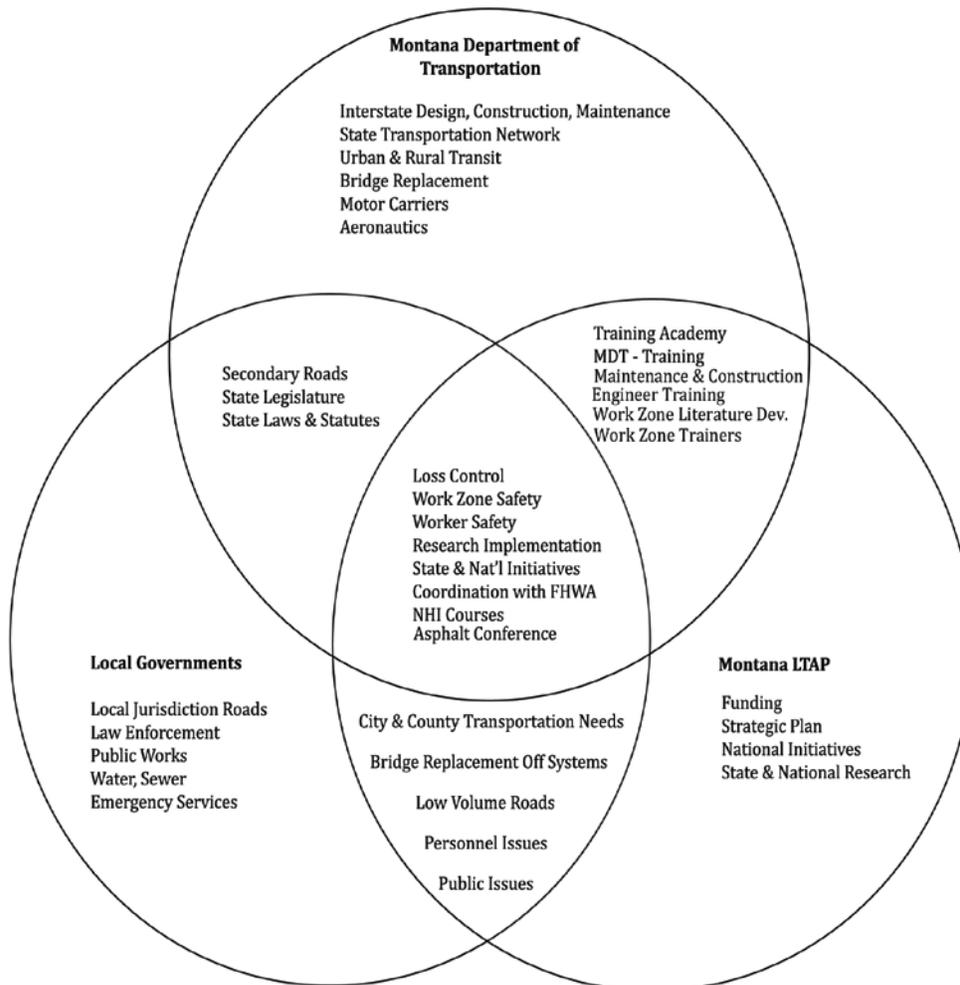


Figure 2. Stakeholders Intersection

Partnerships

Montana LTAP conducted the following team projects:

- Eli Cuelho, P.E., Western Transportation Institute Research Engineer, presented on geosynthetic reinforced subgrades and bases at MACRS Spring Conference upon Montana LTAP request.
- Partnered with North American Salt on Gravel Roads Courses for Montana and western states.

Montana LTAP continues to coordinate agreements with the following workforce-development-focused learning institutions:

- Flathead Valley Community College
- Salish-Kootenai College
- Miles City Community College
- MSU – Northern at Havre
- Opportunity Link and Fort Belknap Community College (covering an 11-county region in north central Montana that includes three Indian reservations and the Little Shell Chippewa Tribe).

Qualifications and Experience

Professional Staff

Currently there are three full-time staff members at Montana LTAP with one or two Montana State University work-study students assisting on various projects as need dictates.

- ***Steven V. Jenkins, P.E.***

Director of Montana LTAP, Steve has 30 years of experience in working with local and tribal governments in roadway design, transportation planning, materials, research, and hydraulics. **He provides a broad range of educational programs to bring training and technical assistance** to local city, county, and state entities throughout the state of Montana (Appendix C).

- ***Genevieve Albert, B.A.***

Administrative Associate and Conference Coordinator, Montana LTAP, Genevieve has 17 years of experience in private and public sector accounting along with eight years of travel planning and conference coordination experience. **She provides the LTAP office with expertise in accounting and budget planning, and coordinates over 75 workshops per year for the program.**

- ***Michele Beck, B. A.***

As Montana LTAP's Graphic Designer, Michele brings to the table over 29 years of creative visual experience. In addition to her graphic design experience, she taught adult education for three years and understands the needs of adult students. **Michele's eleven years of experience at Montana LTAP developing and designing safety training programs for the transportation workforce provides her with an in-depth knowledge of this broad field.** She served on the National LTAP Communications Committee for two years and presents at the National LTAP Conference and LTAP Region 7 meetings. She has served two years on National LTAP Association's Safety Workforce Group as Communications Liaison.

Program Overview

Customer Needs Assessments and Program Development

Our transportation workforce is constantly changing, and it is critical Montana LTAP monitor the current and future needs of transportation providers. Skilled employees are migrating to eastern Montana to oil impacted counties. To keep up with these changes, a formal Needs Assessment will be conducted again in 2013. Montana LTAP monitors the needs of transportation providers through a variety of methods. In order to fulfill our mission, information is gathered from the LTAP Advisory Board, Needs Assessment Survey (Appendix D), various survey questionnaires, personal interviews, and injury insurance reports to gain a broad scope of the education technology transfer needs of our workforce. Offered training and resources reflect requests made by our partners and customers.

Methods of Needs Assessments conducted over the past year:

•Questionnaires and Surveys:

Workshop Evaluations
Electronic Version of Needs Assessment Survey on Our Website
Hard Copies of Needs Assessment Surveys Gathered at District Meetings

•Key Informant Interviews:

Personal Interviews with City Transportation Officials and County Road Constituents

•Group Assessment Methods:

Semi-Annual Meetings with MACRS Officers and District Representatives
League of Cities & Towns Conference with Public Works Directors
LTAP Advisory Board Meeting

•Mapping

Roads Scholar Map
Annual Training Workshop Map

By analyzing these assessments, LTAP is able to develop programs that best meet customers' needs. Figure 3 illustrates the variety of information gathered and put into action.

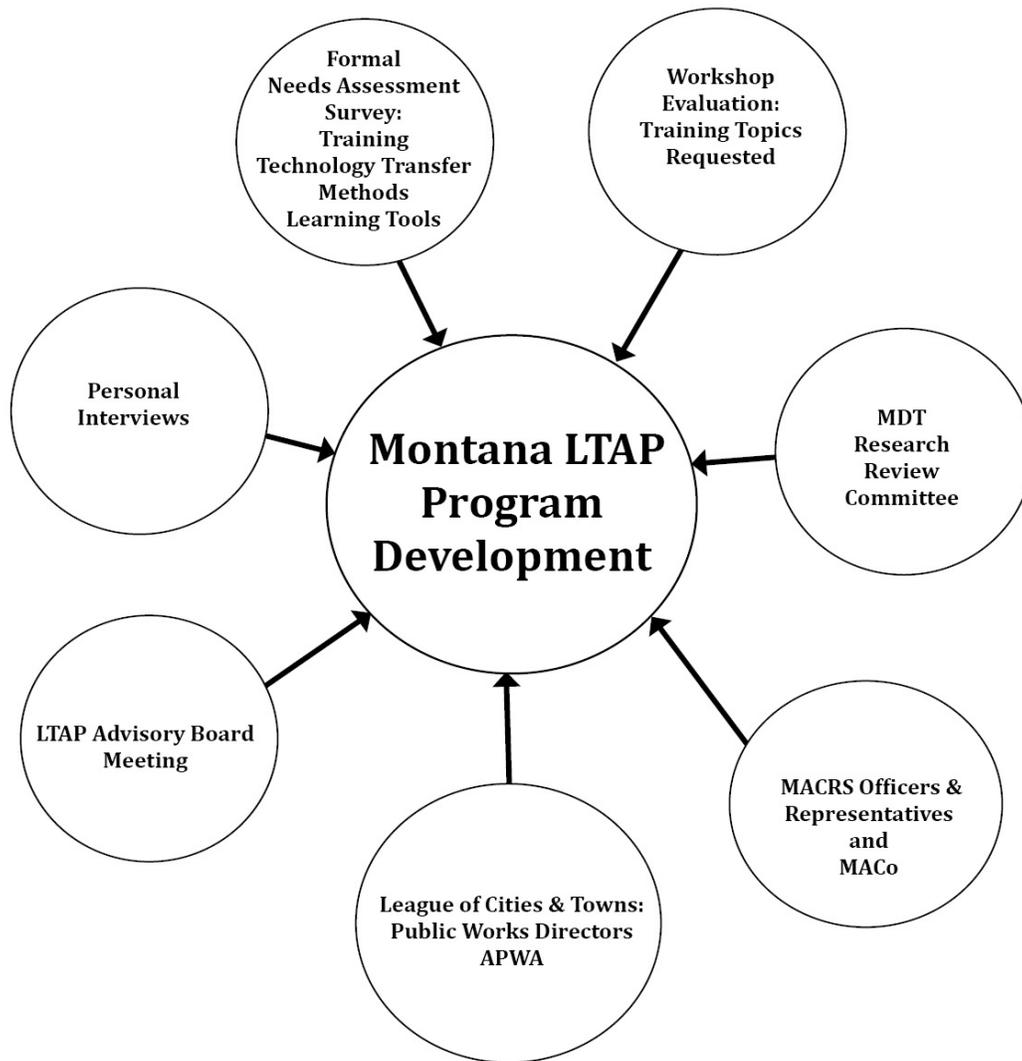


Figure 3. Program Development

Summary of Program Development Input

I. Formal Needs Assessment Survey

This survey was sent out electronically, delivered in hard copy at conferences and workshops, and mailed to city and county employees. Following is a summary of the survey results. Subjects were rated 1-5 by attendees, and given weighted averages accordingly.

Focus Area: Worker Safety

Top 3 Responses

- Winter Survival
- Back Safety
- Slips, Trips, & Falls

Focus Area: Work Zone/Highway Safety

Top 3 Responses

- Work Zone Certifications (Flagging & Work Zone Tech)
- Sign Retroreflectivity
- Emergency Management Signing

Focus Area: Infrastructure Management

Top 4 Responses

- Gravel Road Maintenance & Design (Materials Focus/Gravel Pits)
- Culvert Placement & Trenching
- Winter Maintenance
- Asphalt Conference

Focus Area: Workforce Development

Top 3 Responses

- Driving Safety/Dump Truck Safety
- Excavation & Loader Safety
- Load Securement
(Requesting Expert Equipment Operators, innovations, and new products)

Focus Area: Organizational Excellence

Top 3 Responses

- Technical Leadership
- Crew Supervision
- Motivation

II. MDT Research Review Committee

- Urban Issues
- Pavement Management (Small Urban Areas)
- Work Zones

III. League of Cities and Towns: City Transportation Officials

- Asphalt
- Work Zone Safety
- Personal Safety/Personnel Issues
- Liabilities/Safety Audits
- AASHTO Design
- Stormwater Drainage Issues

IV. LTAP Advisory Committee (Listed from most votes to least)

- 1) Worker Safety (PPE)

- 2) Gravel Roads
- 3) Asset Management
- 4) Work Zone Safety
- 5) General Safety in Work Areas
- 6) Personnel Issues

V. MACRS Officers and Representatives and MACo

Spring Training Requests:

- 1) Gravel Roads Design and Maintenance
- 2) Summer Survival
- 3) Work Zone Technician

Conference Requests:

- 1) Motivational Speaker/Leadership
- 2) Employee Issues/Ethics
- 3) Personal Liabilities for Road Personnel
- 4) Gravel Pits & Reclamation
- 5) Roadway Management
- 6) Gravel Road Stabilization

Fall Training Requests:

- 1) Large Truck and Loader Safety
- 2) Gravel/Materials and Gravel Pit Safety
- 3) Winter Maintenance and Anti-Icing

VI. Workshop Evaluation: Training Topics Requested

Survey is designed for participant to select more than one topic. These topics are rated from most frequently selected to least:

Chip Seal/Asphalt

Technical Leadership

Winter Maintenance

Gravel Roads

Signing

Cattle Guards

Summer Survival

Dust Control

Loader Safety

Dump Truck Safety

Surveying

County Road Standards

Winter Survival
Weed Mowing
Surveying
Work Zone
Trenching
Forklift
Community Preparedness
Emergency Management/Incident Management -MUTCD 2N & 6I

Over the next decade, the need for training, technology transfer, and implementation of best practices throughout the transportation community will be considerable. Our partnerships with MDT, FHWA, National Highway Institute, and other national transportation partners will allow us to better meet those needs.

The LTAP work plan is derived with consideration of all input provided by customers and funding organizations. Federal initiatives such as Work Zone safety, Sign Retroreflectivity and Asset Management are presented at workshops. Stakeholders provide input through the Advisory Board and other direct requests. Customers and all others provide input through the needs assessments. Interviews and the needs assessments are prioritized according to the topics requested. The resulting proposed training program is described in the next section of this document in the context of FHWA's prescribed program areas. The topics mentioned in each of the four focus areas are listed in order according to requests—most requested topics are first, least requested topics appear last.

Four Focus Areas

Safety Focus Area

In previous meetings with MDT upper management, work zone safety was requested. Montana LTAP's planned training fulfills this request and also meets the needs assessment surveys' priority requests as indicated on previous pages 10 - 12. With the 11th Annual Safety Congress held in January 2013, Pierre Jomini, Safety Management Engineer, provided in-depth Safety training. LTAP has partnered with MDT and the transportation departments of Washington, Oregon, and Idaho to provide three levels of work zone training:

1. Work Zone Flagger
2. Work Zone Technician
3. Work Zone Traffic Control Supervisor

In these and other workshops, the importance of seatbelts and danger distractive driving crashes are strongly reinforced. Main contributors to those crashes include hand-held cell phone use and drunk drivers.

Safety is a primary concern in every part of the surface transportation system, including local, tribal, state and Federal government partners as well as the private and commercial sector. Consequently nearly **half the LTAP budget** is allocated to this area. All needs

assessment surveys in this plan outline this area as a priority and course selection aims at providing appropriate course material. The safety area focus includes worker and workplace safety and highway safety. Examples include roadside design, rural safety reviews, work zone technician safety, flagging certification, traffic control supervisor certification, training the flagger trainer, sign training and sign vandalism, and permanent signing traffic control.

Training in this specific area will focus on safety, which includes highway safety and worker/workplace safety. The following proposed course topics will be taught to cover the safety focus area:

- Winter Survival
- Traffic Control: Permanent Signing
- Worker Safety: Hand and Back Safety
- Sign Training and Sign Vandalism
- Shop Safety
- Equipment Safety – Loaders, Heavy Trucks, Dump Trucks, Backhoes
- Work Zone Flagging
- Work Zone Technician
- Work Zone Traffic Control Supervisor
- Roadside Design
- Loss Control
- Rural Safety Review

LTAP will initiate the 12th Annual Safety Congress, a week-long event, January 2014, in Great Falls. Topics have been selected from needs assessment survey and include:

- Work Zone Technician
- Traffic Control Supervisor Certification
- Signing and Clear Zones
- Safety Audits
- Guardrail
- Sign Retroreflectivity
- Driving Behavior
- Worker and Personal Safety Topics:
Hand Safety, Back Safety and Winter Survival
- IMSA certification

Federal initiatives such as Every Day Counts, Toward Zero Deaths, and the Safety Edge will be covered during this week's courses.

Infrastructure Management Focus Area

The Infrastructure Management Focus Area includes gravel road design and maintenance, asphalt, dust control, county road standards, culverts, bridges, and storm water management. On pages 10 and 11, the needs assessment surveys list these course topics from this area as a high priority. Education for road surface management and safety features are provided in the League of Cities and Towns meeting and MACRS Fall District meetings. LTAP can then assist city and county road departments on methods of conducting road audits and inventories of road systems, in particular using the PASER method, PAVement Surface Evaluation and Rating. Following is a list of proposed courses to be covered under infrastructure management:

- Gravel Roads: Materials, Equipment, Design, Construction, DCP, Maintenance, Drainage

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- Asphalt: Cold In-Place Recycled Asphalt
 - GIS/GPS
 - Construction Technique
 - Winter Maintenance
 - Preconstruction and Design
 - Asphalt Management
 - Dust Control
 - Culverts
 - Bridges
 - Right of Way
 - County Road Standards
 - Chip Seal/Asphalt
 - League of Cities and Towns: Public Works Directors Agenda
 - PASER (PAvement Surface Evaluation and Rating)
 - Storm Water Management
 - Warm Mix Asphalt

Montana LTAP will focus on developing strategies to maximize the performance of local governments' infrastructure while minimizing any negative effects on financial and human resources.

It is important to note unpaved roads, which are the most underfunded infrastructure in Montana (76 percent of roadways in Montana are unpaved), affect industries like agriculture, timber, mining, and tourism, and the expansion of communities. County commissioners report they receive more constituent calls regarding roads than on any other topic. The PASER (**PA**vement **S**urface **E**valuation **R**ating) system was used for collection of county road condition reports. Roads were evaluated on a scale from 1 to 10, with 10 being a new road. The PASER study indicated the average condition of Montana's unpaved roads was 4.5. This coming year efforts will be made to update PASER numbers to determine how roads have changed, particularly in oil producing counties.

The key solution in bringing the roads up to a higher level of service is Montana LTAP providing training for the workforce who maintains and constructs these roads. Continued strategic training will improve road quality and assure economic stability for Montana.

Workforce Development Focus Area

LTAP provides training to the transportation workforce at an affordable cost to local governments. The needs assessment surveys on pages 10 through 12 indicated these as high priority selected course topics for this focus area:

- Motor Grader Certification
- Dump Truck Safety
- Gravel Pit Safety
- Liability
- Materials Training
- Asphalt Training
- Snow Rodeo Training
- Signing
- Cattleguards
- Forklift
- Loader Safety
- Trenching
- Winter Maintenance
- Community Preparedness
- Surveying
- Weed Mowing

LTAP has partnered with Flathead Valley Community College, Miles City Community College, MSU Northern, Salish-Kootenai College, and Opportunity Link to further workforce development. Each of these agencies has a program to prepare participants to enter the construction industry, and it is hoped these partnerships will assist and encourage those students intending to enter the transportation workforce.

The Roads Scholars and Road Masters are a method of providing training for continued education also. This continuity assures progressive development of our workforce.

Organizational Excellence

Throughout the fiscal year, professional development is a key focus for LTAP personnel as they become better equipped to efficiently transfer technology and information to our stakeholders. By providing training for staff and evaluating training successes, our organizational excellence focus will be met.

Promoting organizational excellence within the constituencies we serve, several leadership courses will be offered again this coming year based on class evaluations of our November 2012 Leadership course that was very well received. Roads Scholar Programs prepare local government personnel for better performance and leadership responsibility. The following organizational excellence courses and assessments are proposed for this focus area:

- Work Ethics
- Leadership Courses
- Crew Supervision
- Needs Assessments
- Center Assessment Report

Other activities that promote Organizational Excellence are described below:

- The Director meets annually with the League of Cities and Towns Public Works Conference Committee to review topic requests and to prepare an agenda for its yearly conference.
- Montana LTAP coordinates with Rocky Mountain APWA Division members the Snow Rodeo event to provide safety training for the first day. The city street departments and county road departments organize and coordinate the Snow Rodeo competition on the second day.
- The four focus areas are developed from all needs assessments presented to our Advisory Board, and from national training requirements passed down to the LTAPs from FHWA. This process assures a team effort in fulfilling training needs.

Library Resources and Distance Learning

Audiovisual materials provide other training opportunities identified by the needs assessments. The majority of counties have at least one if not two safety meetings per month for crew members and use these videos and DVDs for meeting topics. The majority of videos checked out from our library database deal with Roadway Safety and Worker Safety.

The following is a list of the videos most frequently checked out:

1. Slips, Trips, and Falls
2. Beware the Bite (Electrical Safety)
3. Heat Stress
4. Your Responsibilities as a Dump Truck Driver
5. Defending Your Safety Zone (Back Protection)
6. Operating Guide: Motor Grader
7. Motor Grader Operation – Part III and PMA
8. Blading Unpaved Roads
9. Loader Operation – Part I
10. Transport Trailer Safety
11. Right of Way Mowing Safety
12. It Always Happens to the Other Guy (Equipment Safety)

Distance learning methods include webinars and other long-distance learning programs (See Appendix E). This past year LTAP provided monthly morning safety webinars based on requests from constituents and through the needs assessments. These monthly webinars will continue to be provided due to constituents' shrinking travel budgets. In April 2013, we provided a national gravel roads webinar with nearly 500 participants in attendance. This method of training is becoming more familiar to our constituents and therefore providing a greater service with our webinars recorded and available at any time for their review.

Additional Services

Montana LTAP responds to specific requests and special needs of various organizations. Most of these activities fulfill a local need that is met through training, distribution of resources, and applied research.

1. APWA Annual Snow Rodeo and Equipment Training – an event that is hosted by a city or a county providing technical training and equipment safety training for city and county road employees.
2. MACRS – the annual spring conference hosted by the MACRS organization and coordinated through the Montana LTAP office providing topics for county road supervisors, county road employees, county commissioners, and transportation-related vendors.
3. Montana League of Cities and Towns Conference – this fall event occurs annually and Montana LTAP coordinates the agenda for the public works officials. LTAP also presents a safety topic or several topics in conjunction with MTLCT's specific agenda at this conference.

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4. Safety Congress – generally held in January is an opportunity for city street, county road, and state employees to participate in work zone training, traffic control supervisor certification and various worker safety training during the four-day event. In 2013, topics scheduled include Work Zone Technician certification, TCS certification, Signing, Safety Road Reviews, Clear Zones, Sign Retroreflectivity, Traffic Laws, Guardrails, Safety Funds.
 5. MDT Work Zone Meeting – Montana LTAP along with the Montana FHWA representative meet with MDT personnel in developing various work zone manuals as well as determining how to transfer FHWA mandates.
 6. Asphalt Conference – Montana LTAP partners with the Asphalt Institute to coordinate and plan an asphalt conference covering topics of RAP, crack sealing, patching, chip sealing, warm mix technologies, cold and warm in-place recycling, and double-shot chip seals. The audience includes county road departments, city street departments, MDT employees, and private sector workers.
 7. Montana LTAP provides statewide work zone training coordination.

Future Initiatives

Following are five initiatives Montana LTAP proposes to pursue this year:

1. Coordinate and plan January 2014 Eleventh Annual Safety Congress.
2. Evaluate our cooperative agreement with MDT and the Work Zone Program.
3. Formal Needs Assessment will be accomplished for 2014.
4. Encourage all small urban areas to develop pavement management programs in preparation for applying for federal funding.
5. Prepare tentative workshop schedule for 2013-2014 (Appendix F).

Budget

The following budget provides the basis for Federal, State and University funding of Montana LTAP from July 1, 2013, through June 30, 2014. Expenditures reflect an estimate of last year's expenses and projected goals for the program during the 2013-2014 state fiscal year. As the work progresses, it may be necessary to move monies among the tasks and expense categories; however, the total amount will be adhered to. Salaries stated are estimates. The University reserves the right to provide cost of living increases based on provisions from the Montana Legislature. Table 2 shows a breakdown of total costs according to the four focus areas. Table 3 breaks down the budget by funding source.

Focus Areas	Salary/ Benefits	Prof. Services	Travel	Supplies/Com	Minor Equip	Subtotal	IDC's	Total
Safety – 48%	109,821.75	5,520.00	4,102.31	2,727.54	480.00	122,651.60	35,748.40	158,400.00
Infrastructure Management – 18%	41,183.16	2,070.00	1,538.36	1,022.83	180.00	45,994.35	13,405.65	59,400.00
Workforce Development – 22%	50,334.97	2,530.00	1,880.22	1,250.12	220.00	56,215.32	16,384.68	72,600.00
Organizational Excellence – 12%	27,455.44	1,380.00	1,025.58	681.88	120.00	30,662.90	8,937.10	39,600.00
TOTAL COSTS	228,795.32	11,500.00	8,546.47	5,682.37	1,000.00	255,524.16	74,475.84	330,000.00

Table 2. Breakdown of Budget by Focus Area

	FEDERAL HIGHWAY ADMINISTRATION	GAS TAX REVENUE Sec. 15- 70-101 (1(b.)) MCA	MDT SPR	TOTALS
Salaries				
Steven V. Jenkins, Director	84,829.34		16,863.92	101,693.26
Genevieve Albert, Accounting Tech/Conference Coordinator		27,990.23	6,277.08	34,267.31
Michele Beck, Graphics/Librarian		27,990.23	6,277.08	34,267.31
Student Labor			2,000.00	2,000.00
Benefits	23,148.35	24,019.54	9,399.55	56,567.44
Subtotal: Salaries/Benefits	107,977.69	80,000.00	40,817.63	228,795.32
Professional Services				
Conference Speakers, Workshop Trainers			4,000.00	4,000.00
Printing Expenses			7,500.00	7,500.00
Travel	3,546.47		5,000.00	8,546.47
Supplies/Communications			5,682.37	5,682.37
Minor Equipment			1,000.00	1,000.00
Subtotal: Direct Costs	3,546.47	0.00	23,182.37	26,728.84
TOTAL (Salaries/Benefits, Direct Costs)	111,524.16	80,000.00	64,000.00	255,524.16
Indirect Costs (34.5% FHWA, 25% Gas Tax, 25% MDT SPR)	38,475.84	20,000.00	16,000.00	74,475.84
GRAND TOTAL	150,000.00	100,000.00	80,000.00	330,000.00

Table 3. Breakdown of Budget by Source

Appendix A: History

Montana LTAP History

Begun in 1982, the Local Technical Assistance Program was first called “RTAP” for Rural Technical Assistance Program. We became “LTAP,” Local Technical Assistance Program, in 1991 as the Intermodal Surface Transportation Efficiency Act (ISTEA) widened the program’s scope to include urban areas with populations over 50,000. At this time, the Tribal Technical Assistance Program (TTAP) was also created. Together, these programs help local agencies build, maintain, and operate America’s transportation system by delivering targeted training and technical assistance to local and tribal governments.

Montana LTAP officially began in January 1983 at Montana State University—one of the first ten university sites selected to house this program. Funding support for the program is provided by the Federal Highway Administration (FHWA), the Montana State Legislature (gas taxes from cities and counties), the Montana Department of Transportation (MDT), and Montana State University (MSU).

Over the past 10 years alone, the LTAP and TTAP centers have achieved the following results:

- They conducted more than 60,000 training events.
- More than 1.5 million local transportation professionals attended LTAP and TTAP training.
- Participants logged more than 9 million hours of training.
- Nearly half of all LTAP and TTAP training included content related to highway and worker safety.
- Centers distributed more than 2 million technical publications and resources in response to requests from local and tribal agencies.
- Local transportation agencies saved an estimated \$8 for every \$1 LTAP spent on information and training.

Appendix B: Center Assessment Report

2012 LTAP/TTAP Center Assessment Report

Center Name: **Montana Local Technical Assistance Program**

Reporting Period: **January 1 to December 31, 2012**

Section One: Roadway Safety

Based on your work in 2012, how would you assess the current state of efforts to impact roadway safety in your state or tribal area? Are your efforts having an impact? What is working, and what is not? Are you aware of any pressing local needs in this area?

With our efforts in work zone training remaining consistent with the Montana Department of Transportation, locals, and tribes, we believe this consistency helped those navigate through temporary traffic control work zones throughout the state in rural areas. Because it is very important to have consistency in each work zone, the drivers, especially those from out of state, expect to enter similar work zones. We believe this helped protect not only the driver but also the flagger and those in the construction zone. We include in our work zone training the new mandate that all those working in the construction zone be wearing an ANSI II vest. Visible workers are better prepared to protect themselves and fellow workers stay safe. Recent Montana work zone statistics indicate these efforts are working with a more than 50% drop in motor vehicle crashes.

Unfortunately, fatal crash statistics on tribal reservations are still very high. As a training facility, we provided work zone flagger certification at the Salish Kootenai College, Flathead Valley Community College, and Miles City Community College. We also provided flagger certification training in the northeastern corner of the state and held several flagger certification trainings in the Billings region to assist the Crow and Cheyenne tribes. It is our hope through these trainings more tribal communities become aware of the dangers in work zones.

Through our newsletter articles on distractive driving, we sent the message of the seriousness of texting while driving. Although we cannot statistically track who heard the message, at various trainings we discussed response time for a vehicle to stop. These kinds of examples provided our constituents a message to be taken back to all their workers.

The other effort we believe that impacted roadway safety was through our MUTCD Signing training. This presentation helped those who are responsible for roadway signage and clear zone awareness. Pressing needs for locals in this area would be some type of financial assistance for purchasing new signage and more training.

What training or service topics are your locals requesting that you are challenged to provide due to lack available of resources?

Training topics would include work zone, safety reviews, signing, roadway geometrics, and driver behavior. The resources we are lacking is time to identify defects and then the financial resources to improve those items that have been identified. As an LTAP center, we are stretched to the limits at this point and need more money to help with training and assistance to identify defects and placement of geometrics on the roadways.

Absent additional funding, what is the most important product, service or supporting effort you need from FHWA to increase your impact on local roads in your state or tribal area?

The products we would like to receive would include more emphasis on roadway geometry, meaning signing not only reflectivity. The other area of concern is understanding the driver, or driver behavior. This would include training modules for the public.

Section Two: National Program Management

During 2012, FHWA launched the EDC Exchange series to further disseminate information on the Every Day Counts [EDC] initiative to the local and tribal transportation audience. FHWA asked LTAP/TTAP to coordinate with FHWA Division Offices to conduct these exchanges. Describe your relative level of effort in the coordination of the EDC Exchanges.

FHWA led effort; LTAP/TTAP provided support

Did your Center have a hands-on role during the Exchange event e.g. facilitating the local discussion? If yes, describe below

Yes-We had LTAP representatives at the Helena and Bozeman sites to assist in answering questions. We also had Montana LTAP informational flyers at these events for those who needed contact information. Prior to each event, Montana LTAP coordinated email notices to city and county listservs for MDT site addresses, dates, and times.

How did working with your FHWA Division on the Exchanges affect your relationship?

With the additional correspondence between the FHWA EDC contact and the LTAP office, there was a more open line of communication of how each entity could support each other. We already had a fairly strong line of communication with FHWA when Lloyd Rue was our contact in previous years. With the EDC exchanges we were able to build a more open dialogue with Mark Zitska and Marcee Allen. We previously had met and discussed concerns with the Montana FHWA Division Administrator Kevin McLaury.

Section Three: Overall Program and Center Assessment

Provide a qualitative assessment of your overall efforts to improve and expand the work of your Center over the past year. Address the overall "state of the Program" from the perspective of your Center, and include your perception of how your Center

performed during the year and what impact your work may have had on our customers and the Program. Include as much specific information as possible, and share both challenges as well as successes. Limit your response to approximately three 8.5 X 11 pages.

The word “successful” sums up our “state of the Program” for 2012. With less than one million people in the fourth largest state, our constituents ranged from one lone county road supervisor to up to forty street department employees. There were fifty-six counties and over one hundred and thirty city and town governments we provided training over the past year. In addition, we offered work zone training for the Montana Department of Transportation’s work force. The diversity ranged from severe flooding on roadways, to record snowfalls, to serious fires, and demands for leadership courses. We were able to deliver.

The work zone statistics indicated our work zone training program was having success. With the consistency in our work zone training modules across the state, flaggers and work zone technicians were certified with the same safety message coming from Montana LTAP.

Our successful Roads Scholar program had twenty more added to it in 2012. Having started the program in 2001, we are now at 185 Roads Scholars Level I. These men and women assisted in classroom discussions and were an integral part of carrying the safety message throughout Montana.

Because of being in the safety business for over twenty years, Montana LTAP is known to provide technical assistance. We were successful in helping answer questions from a Granite county commissioner of why “Children at Play” signs were not a good idea. A Lewis and Clark County Road operator was sent four venues to find training for an “OSHA Competent Person Training.” A new Sanders County Road Supervisor was sent PASER evaluation road rating information from a past MT LTAP study and how to continue rating his roads. Non-lethal Beaver Management training was distributed to city and county road supervisors for the Montana Department of Environmental Quality. A poster describing the importance of maintaining the 3-point contact of getting on and off equipment was sent to the Missoula County Road Safety Officer. These are just a few of the technical assists Montana LTAP was involved with over the past year.

The local governments involving MACRS, MACo, and the League of Cities and Towns Public Works Directors depended on our involvement in assisting and helping them shape their safety programs. Through these organizations and from our Needs Assessment surveys, we increased topics presented and taught modules requested. We were successful through our webinars, Safety Congress, and work zone training over the past year to assist local governments like Fergus County Road Department who wanted a more extensive safety program. Our monthly safety webinars for 2012 included requests from constituents for leadership, gravel roads materials, back safety, work zone safety, culvert placement and trenching safety, summer survival, electric in the shop safety, millings, winter survival, and winter maintenance.

At our annual Safety Congress we spent an entire day covering signage and what the MUTCD outlines for cities and counties to meet compliance dates and retroreflectivity requirements. We promoted the logic behind newer, larger signs and how to recognize liability issues. Ball bank indicators were discussed and how they can assist on curve signage. Distance for signage was provided through handouts of MUTCD tables and charts. These sign distances were also discussed in our work zone courses for temporary traffic control. We received calls from various entities such as power companies or city sewer workers on where and when to use what signs for temporary traffic control.

At the annual Snow Rodeo, we brought in several expert trainers on GPS/GIS to assist in our hands-on exercise of geo-caching in the field. This type of training was highly successful and participants gained knowledge of how to apply it to asset management for overlays for signs, culverts, and bridges when completing inventories.

With the oil fields in eastern Montana drawing experienced county and city road workers, we saw new participants at our workshops filling these vacancies. Due to this influx of new trainees, our Roads Scholar program saw more growth in 2012, with now over 2,000 total working toward Roads Scholar Level I and II.

Final success in rural safety can be found in our continued cooperation with our partners at Montana Department of Transportation, Montana FHWA, Montana Association of Counties, Montana League of Cities and Towns, Western Transportation Institute, and Montana Association of County Road Supervisors. Because of our daily and weekly contact with local governments, we were able to bring to the table issues regarding local government concerns.

Hill County Road Supervisor Jerry Otto stated: “Montana LTAP’s February workshops were some of the best training we have had in recent years. The Forklift certification was essential for our crew and the winter survival provided necessary worker safety information. All comments coming back from our employees were positive and appreciative. This information will be used on the job.”

In summary, although there was an underlying tone of economic fear in 2012, our constituents continued attending our training workshops and contacting us for assistance. This spoke volumes when dealing with financially strapped agencies.

Appendix C: Staff

Steven V. Jenkins, P.E.

Education

B.S. Civil and Environmental Engineering, Utah State University, 1983

M.E. Geotechnical Engineering, Utah State University, 1985

Work Experience

May 1994 – present

Director, Montana Local Technical Assistance Program and Native American Technology Transfer Center

- Directing all training activities including course preparation, teaching, new technologies, webinars, assisting all levels of government
- Directing Montana Flagger Training Program and MDT Maintenance Traffic Control Training

October 1990 – April 1994

Director, Utah Technology Transfer Center

- Managing all aspects of technology transfer in Utah: proposals, work plan, budget, newsletters, training, library assistance, corresponding with all local governments and professional organizations, UDOT and FHWA.

July 1989 – October 1990

Roadway Design, Project Design Engineer, Utah Department of Transportation

- Assisted as project design engineer on various crucial projects including Panguitch Main Street, Manti Main Street, 2100 South 300 West Salt Lake City, Black Smith Fork River Bridge, Jordanelle, Railroad Projects, etc. Assigned to coordinate design activities with local governments.

July 1987 – July 1989

Transportation Planning, Local Government Aid, Utah Department of Transportation

- Assisted the local government engineer in administering the Federal Aid Secondary program. All bridge replacement projects off system for local governments. B and C fund administrator.

January 1986 – July 1987

Research, Materials and Research, Utah Department of Transportation

- Principal investigator on “Pipe Culvert Durability” and “Seasonal Load Restriction” research duties.

June 1983 – September 1984

Hydraulics, Roadway Design, Utah Department of Transportation

- Reviewed hydraulic design for replacement bridge structures after the floods of 1983 – 1984.

June 1983 – September 1983

Thistle, Utah, Utah Department of Transportation

- Inspector of drainage pipe placement and backfill. General Surveying.

Prospects / Reports / Publication

Author – Flagger’s Handbook, Montana 2004

Author – Guidelines for Temporary Traffic Control, Montana 2005

Author – Guidelines for Temporary Traffic Control, Montana 2010

Preparing and Teaching “Winter Maintenance” courses: These courses include all aspects of preparation for winter, equipment preparation, anti-icing, deicing with the use of chemicals, sanding, salting, and effective plowing. This course has been taught in many of the Western states.

Winter Survival Training: This course has been taught for over ten years in many areas of the country. It describes how to travel and survive in extreme cold and hazardous environments.

Snow Rodeo: This training and competition have been hosted by LTAP for fifteen years. Participants learn effective winter maintenance and equipment operations.

Assemble and teach course “Risk Management for Montana.”

Prepare and teach “Safety Management for Local Governments.”

Prepare and administer Work Zone Flagging course for Montana; certified thousands of students over a fifteen-year period on Work Zone Safety Signing and Flagging.

National Association of County Engineers: update and rewrite manuals for Procurement, Public Awareness and Support, and Drainage and Storm Water Design.

“School Zone Safety” training video for Montana in conjunction with the Department of Justice Highway Traffic Safety Division.

“School Zone Safety” training video in conjunction with Utah Department of Transportation. Assisted local officials in learning the new laws for safe school zones and training crossing guards.

FHWA technical panel to establish training for “Pavement Management for Local Governments.”

FHWA technical panel to establish training for “Culvert Management,” “Bridge Management,” “Hydraulic Design” and “Storm Water Design.”

Currently teach workshops on: Sign Management System, Road Surface Management System, Gravel Road Maintenance and Safety Features for Local Roads and Streets.

Prepared and taught WZTC Level I for Technicians.

Prepared and taught WZTC Level II for Supervisors.

Assisted Forest Service in design, signing and bridge aspects of training.
Assisted Forest Service in court cases regarding signing; implemented a sign inventory program throughout Utah, Idaho, and Montana.

Assisted FHWA and MDT; implemented a sign management program.

Assisted MACo (Montana Association of Counties), Montana League of Cities & Towns, MACRS (Montana Association of County Road Supervisors), APWA, ATSSA, NACE; developing and conducting annual meetings.

Assisted MACRS to become Affiliate Members of NACE.

Developed MACRS organization from just several counties as members to include all 56 counties and implemented bringing county commissioners to annual conference and present on panels.

Currently developing webinar system for weekly safety meetings in Montana.

Extensive use of distance learning on EdNet System at MSU, reaching 14 locations with over 1,000 participants.

Developed PASER (Pavement Surface Evaluation and Rating) presentation for MACRS and established data base collection of all counties road ratings.

Initiated Roads Scholar Program criteria, Level I and II, for Montana, developing Access database tracking system.

Developed Road Safety Reviews reporting system for county road departments.

Wrote and directed safety movie, *The Will to Survive*, focusing on winter survival techniques and documentary comments from Rulon Gardner, Olympic Gold Medalist, and Dr. Ken Kamler, mostly known for his Mt. Everest publications and author of *Surviving the Extremes*.

Professional Licenses / Societies

Professional Engineering Licenses for Utah and Montana

International Municipal Safety Association

- Certification for WZTC and Signing

American Traffic Safety Services Association

- Work Zone Technician Certification
- Work Zone Supervisor Certification

Member of following organizations:

- American Public Works Association
- National Association of County Engineers
- ATSSA
- IMSA

Certified Work Zone Instructor for Flagging
for Work Zone Technician & Traffic Control Supervisor

- Montana
- Washington
- Oregon
- Idaho

Appendix D: Needs Assessment

2012-2013 Formal Needs Assessment for Montana LTAP

LTAP Workshop Needs

Subjects were rated 1-5 by attendees and given weighted averages accordingly.

Focus Area: Worker Safety

Top 3 Responses

- Winter Survival
- Back Safety
- Slips, Trips, & Falls

Focus Area: Work Zone/Highway Safety

Top 3 Responses

- Work Zone Certifications (Flagging & Work Zone Tech)
- Emergency Management Signing
- Sign Retroreflectivity

Focus Area: Infrastructure Management

Top 4 Responses

- Gravel Road Maintenance & Design (Various Topics)
- Winter Maintenance
- Culvert Placement & Trenching
- Asphalt Conference

Focus Area: Workforce Development

Top 3 Responses

- Driving Safety/Dump Truck Safety
- Excavation & Loader Safety
- Load Securement

Focus Area: Organizational Excellence

Top 3 Responses

- Motivation
- Crew Supervision
- Technical Leadership

LTAP Workshop Information

Are Montana LTAP Workshops cost affordable?

- Yes: 97%
- No: 3%

LTAP Website Information

Is the Montana LTAP Website easy to navigate?

- Yes: 59%
- NA: 38%
- No: 3%

LTAP Library Information

Have you or your agency received material from the Montana LTAP Library?

- Yes: 59%
- Unsure: 29%
- No: 12%

LTAP Newsletter Information

Do you read Montana LTAP's newsletter "LTAP Matters"?

- No: 43%
- Yes: 57%

What type of articles would you like in "LTAP Matters"?

- Worker Safety: 41%
- Workforce Development: 21%
- Infrastructure Management: 26%
- Organizational Excellence: 9%
- Highway Safety: 3%

What types of local topics would you like to see?

- Local Road/Highway Projects: 55%
- Laws/Regulations: 39%
- Budget/Costs: 38%
- Technical Articles: 35%
- NA: 9%

LTAP Listserv Information

Are you a subscriber to the Montana LTAP Listserv?

- No: 69%
- Yes: 31%

LTAP Demographic Information

What is your job description?

- Road Crew: 75%
- Road Superintendent/Foreman/Supervisor: 15%
- Public Works Director: 1%
- Commissioner: 3%
- City/Town/County Engineer: 3%
- Other: 3%

How many years of work experience do you have?

- 20 + years: 31%
- 4-6 years: 20%
- 0-3 years: 13%
- 15-19 years: 15%
- 10-14 years: 15%
- 7-9 years: 6%

What is the population of your city?

- Under 4,000: 33%
- 4,000-10,000: 41%
- 10,000-15,000: 6%
- 15,000-30,000: 1%
- 30,000-45,000: 5%
- 45,000 and above: 14%

How many miles of road does your city/county maintain?

- Under 250: 6%
- 250-500: 19%
- 500-750: 10%
- 750-900: 21%
- 900-1,150: 12%
- 1,150-2,000: 29%
- 2,000 and above: 3%

LTAP Methods for Providing Technology Transfer

Subjects were rated 1-5 by attendees, and given weighted averages accordingly.

Top 4 Responses

- Face-to-Face: Workshops/Conferences/Hands-On Demonstrations/ Technical Visits
- Newsletters
- Videos/DVDs
- Distance Learning (Webinars)

Appendix E: Distance Learning Lessons

Eleven safety meeting webinars were held via Adobe Connect through the National LTAP Clearinghouse at Montana LTAP:

- Electric Safety
- Gravel Road Materials
- Winter Survival
- Winter Maintenance
- Funding Road Projects
- Spread Sheets for Road Management
- Back Safety for Heavy Equipment Operators
- Work Zone Safety
- Road Side Management: Mowing and Weeds
- Sign Reflectivity and New MUTCD Regulations

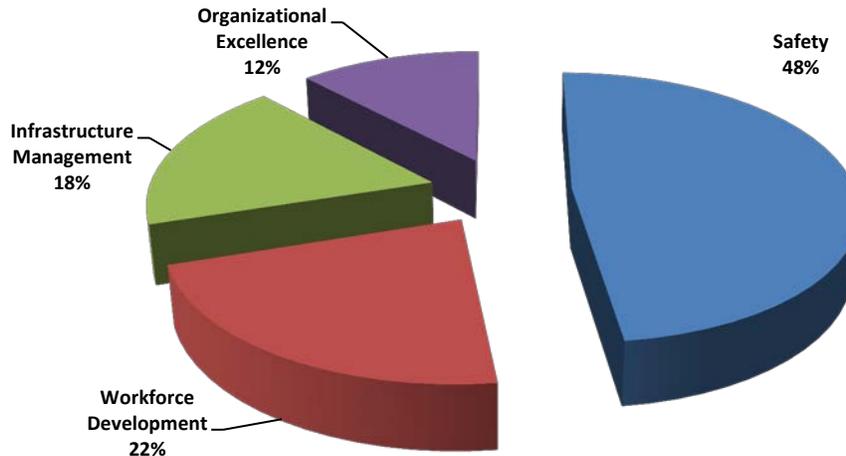
Other distance learning programs used and available for use include MDT's GoToMeetings, National LTAP Clearinghouse's Adobe Pro Connect, and a variety of webinars from NHI, FHWA, and other LTAPs. Montana LTAP provided Montana FHWA dissemination of Every Day Counts Dynamic Webinar information for their events and will continue to work with them for future EDC webinars.

Appendix F: 2013-2014 Montana LTAP Tentative Workshop Schedule

Sept 4-Sept. 5, 2013: Billings	Snow Rodeo & Equipment Safety: Culvert Installation & Drainage Basics; Motorgrader
October 1, 2013: Conrad	MACRS Fall District Meeting: Winter Safety
October 7, 2013: Butte	MACRS Fall District Meeting: Winter Safety
October 8, 2013: Missoula	MACRS Fall District Meeting: Winter Safety
October 9, 2013: Helena	League of Cities and Towns (Oct. 9, 10, 11) – Public Works Directors – Red Lion Colonial Hotel; Leadership and Various PWD Concerns
October 16, 2013: Billings	MACRS Fall District Meeting: Winter Safety
October 17, 2013: Glendive	MACRS Fall District Meeting: Winter Safety
November 13, 2013: Great Falls	MACRS Leadership (8:00am – 12:30pm)
November 13 -14, 2013: Great Falls	MACRS Planning Meeting
December 3, 2013: Missoula	Leadership
December 4, 2013: Missoula	Winter Safety
January 27- 30, 2014: Great Falls	12 th Annual Safety Congress: Jan. 27 – am: Work Zone Technician Jan. 27 – pm: Traffic Control Supervisor Jan. 28 – Traffic Control Supervisor Jan. 29 – Roadway Safety Jan. 30 – Roadway Safety
Feb. 4, 2014: Helena	Asphalt Institute Conference: Warm & Cold Asphalt Methodologies
March 17, 2014: Butte	Work Zone Technician
March 18, 2014: Great Falls	Work Zone Technician
March 19, 2014: Havre	Work Zone Technician
March 20, 2014: Billings	Work Zone Technician
March 21, 2014: Billings	Work Zone Flagging
March 24, 2014: Great Falls	MACRS 34 th Annual Spring: Pre-conference
March 25-27, 2014: Great Falls	MACRS 34 th Annual Conference, Heritage Inn
April 21-22, 2014: Bozeman	Gravel Roads Maintenance & Design
April 23-24, 2014: Ft. Benton	Gravel Roads Maintenance & Design
May 13, 2014: Miles City	Work Zone Flagging
May 14, 2014: Glendive	Work Zone Flagging
May 15, 2014: Wolf Point	Work Zone Flagging
June 3, 2014: Bozeman	Work Zone Flagging
June 4, 2014: Bozeman	MACRS Executive Meeting
June 5, 2014: Bozeman	LTAP Advisory Board Meeting
June, 2014	National LTAP Region 7

Appendix G: Needs Assessment Survey Topics in 2013-2014 Workshop Schedule

Four Focus Areas



Infrastructure Management

Sept. 4 & 5, 2013
Snow Rodeo: Culvert Installation & Drainage Basics/Motorgrader Safety

Oct.1, 7, 8, 16, 17, 2013
MACRS Fall Meetings: Gravel Roads Materials and Winter Safety/PASER

Oct. 9, 2013
League of Cities and Towns: Stormwater Issues

Jan. 29-30, 2014
Safety Congress: Clear Zones, Signage Construction

Feb. 4, 2014
Asphalt Conference: Millings, Recycled Asphalt, Construction Techniques, Asphalt Management, Chip Seal

March 24-27, 2014
MACRS: Gravel Pits & Bridge Replacement, DES, Heavy Loads

April 21-22, 23-24, 2014
Design & Maintenance of Unpaved Roads: Construction Technique, Dust Control, Culverts, Bridges, Materials

Workforce Development

Sept. 4 & 5, 2013
Snow Rodeo: Dump Truck Safety

Jan. 29-30, 2014
Safety Congress: IMSA Certification

March 24-27, 2014
MACRS Spring Conference: Motivational Speaker, Leadership, Ethics

April 21-22, 23-24, 2014
Design & Maintenance of Unpaved Roads:

Organizational Excellence

Oct. 9, 2013
League of Cities and Towns: Leadership

Nov. 13, 2013: LTAP Leadership Course

November 13-14, 2013:
MACRS Planning Meeting

December 3, 2013: LTAP Leadership

June 4, 2014: MACRS Executive Meeting

June 5, 2014: LTAP Advisory Board Meeting

June, 2014:
National LTAP Region 7 Meeting

Safety

Highway Safety:
Oct.1, 7, 8, 16, 17, 2013
MACRS Fall Meetings: Road Reviews

Jan. 27-28, 2014
Safety Congress: Work Zone Technician, Work Zone Traffic Control Supervisor, MUTCD Signing, Safety Audits, Sign Retroreflectivity/Driving Behavior, Roadside Design, Loss Control

March 17,18, 19, 20, 21, 2014
Work Zone Flagging, Work Zone Tech

Worker Safety:
Oct.1, 7, 8, 16, 17, 2013
MACRS Fall Meetings: Back Safety

Oct.1, 7, 8, 16, 17, 2013
MACRS Fall Meetings: Winter Survival

Dec. 4, 2013: Winter Safety

Jan. 29-30, 2014
Safety Congress: Hand & Back Safety, Summer Survival

Appendix H: Summary of Work Tasks

The following six technical assistance work tasks were assigned by FHWA when LTAP was first created. Although each LTAP operates to meet its specific customers' needs, all were given these specific directives to fulfill each quarter. As electronic methods of communication and training are developed, Montana LTAP has progressively evolved to stay abreast with the most effective means of transportation technology distribution.

1. Seminars/Training Sessions: Training sessions provided by Montana LTAP are guided by the needs requested from our constituents. For meetings, conferences and training sessions, the following summarizes allowable costs under this agreement: facilities rental and necessary equipment, supplies, and meals and coffee breaks (when meals are an integral part of a conference or meeting). Montana LTAP presented webinar safety meetings that have and will continue to be used for safety meetings for all constituents. Topics in 2013/2014 will include leadership, gravel roads materials, culvert placement, work zones, back safety, and slip, trips and falls.

2. Information and On-Site Technical Assistance: The LTAP program will continue to contract individuals who can offer expertise in a variety of subject areas and on-site technical assistance. LTAP will continue to update and develop listservs to enhance communication and share timely, pertinent information with all other transportation entities. Present listservs include Montana Association of County Road Supervisors (all 56 counties), Montana Association of Counties (all county commissioners), League of Cities and Towns (public works directors, mayors, and local city officials), and Montana Department of Transportation (employees). Our toll free line has proven a useful tool for clients as has our website providing training opportunities and links to other libraries, newsletters and transportation sites.

3. Quarterly Newsletter: The LTAP newsletter provides current articles each quarter to Montana LTAP's audience. Articles are gathered from a variety of sources including various transportation partnerships Montana LTAP has developed. A lead article demonstrates local expertise in one of the four focus areas each quarter. Announcements of the latest DVDs and publications available are issued each quarter. The training calendar announces regional and national training opportunities in addition to LTAP's local workshops and all of LTAP's partners.

4. Transfer of Technology Materials: Funding will be directed to producing publications and DVDs, and on transferring to DVDs from our VHS collection, which contains material that supports in-house training opportunities. The library presently contains over 550 videotapes, 920 publications, 135 sets of software, and 95 DVDs. Links are provided under the Library heading on our website to additional resources for researching transportation topics. Montana LTAP will continue to provide webinar links for further training opportunities. At training sessions, handouts are provided so participants can update their colleagues on the information discussed at the workshops.

5. External Communication: Montana LTAP maintains a mailing list composed of the county road workforce, city and street constituents, county commissioners, public works directors, MDT employees, U.S. Forest Service personnel, and various private transportation entities. Its development originated from the transportation workforce requesting training notifications, library information, quarterly newsletters, and technology research. Throughout the year the list is updated by phone and e-mail requests, address change notices, and conference attendees. With technological advances, LTAP is finding electronic communication via e-mail and our website is becoming more widely used by our audience. It also provides immediate notification.

6. Evaluation: Evaluations will continue to be collected at each workshop following the Kirkpatrick level I format to assess our training effectiveness. These evaluations indicate how training courses are valued as well as what is not effective. Over the past years our instructors and course content always scored favorably, in the 90th percentile. There is an area on the evaluation form where participants can express workshop needs. This information is tabulated and presented to the MACRS Executive Committee and the League of Cities and Towns when determining future training direction. Montana LTAP's quarterly report also summarizes the work progress within each of the four focus areas and is sent to the Montana LTAP Advisory Board members and WTI. The annual Advisory Board meeting allows direct input into LTAP's future planning. The FHWA reports of PAR (Performance Assessment Report) and CAR (Center Assessment Report, Appendix B) provide overall accomplishments and activities, highlights and challenges faced by Montana LTAP over the contract period. These reports are also discussed at the Advisory Board meeting.