

# **Montana**

## **Local Technical Assistance Program**

Work Plan and Budget

July 1, 2020 – June 30, 2021: State FY Work Plan

Includes July 1- September 30, 2021: FFY Work Plan Addendum in Appendix E

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## Executive Summary

The Local Technical Assistance Program (LTAP) has proven value as an effective outreach program for the transportation workforce and has become a trusted resource for local agencies seeking training and technical assistance. Montana LTAP is active in regional and national initiatives and is effective in delivering quality outreach 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 the primary measure of success. We strive to maintain a full calendar of training, outreach, communication and technical assistance throughout the year. Our reach is geographically broad, covering the entire State of Montana, and deep with well in excess of 40 class titles (subjects) that we regularly deliver to our customers.

This past year Montana LTAP covered 85 training sessions in 52 weeks, attended by 1,907 participants. Montana LTAP provided 394 hours of training, corresponding to a record 33,490 participant hours of training.

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

We have continued to offer a very successful training effort through our half-hour long monthly webinars. This method saves on travel time and costs by providing requested training in a wide-reaching format. This is especially true for those in the Northeast corner of the state and Eastern Montana where it is too costly to send crew to face-to-face trainings. These recorded webinars are available to be reviewed by our customers at their convenience.

Annually, a four-day safety training is held in Helena, MT to cover all Work Zone Safety courses LTAP provides, and a Train-the-Trainer class the last day. This is called the Montana LTAP Safety Congress. January 21-24, 2020, Montana LTAP held its 18<sup>th</sup> Annual Safety Congress in Helena. At this training, Work Zone Technician, Traffic Control Supervisor, Train-the-Trainer courses were provided to individuals from the State of Montana, local agencies and private

### 2019-2020 Montana LTAP Training

- 1,907 Participants, including training delivered out-of-state
- 85 Training Sessions (1,461 attendees)
- 394 Training Hours
- 33,490 Participant Hours

### LTAP Roads Scholar Program:

- 2,751 Participants
- 2020: 7 Road Scholars Awarded, with 14 Road Scholar Participants with 1 class remaining  
Total Scholars to Date: 389
- 2020: 1 Road Master Awarded
- Total Road Masters Awarded to date: 16

### Webinar Topics Calendar Year 2019:

- PPE
- Cutting Torch and Welding Part 1
- Cutting Torch and Welding Part 2
- Hand and Power Tool Safety
- Low Volume Roads
- Skid-Steer Safety
- Trenching and Excavation Safety
- Summer Safety and Hot Weather
- Truck Driving Safety
- Defensive Driving
- Ergonomics Associated with Driving
- Winter and Holiday Safety

contractors. The Safety Congress brought together industry colleagues to convene in a central location. Participants typically have responsibilities for permanent signing, work zone signing, or manage overall roadway safety in work zones.

Future growth in program delivery in the coming year includes expansion of LTAP's online penetration in cooperation with the National Center for Rural Road Safety. Through the LTAP/National Rural Road Safety Center cooperative efforts, recorded webinars and new monthly webinars will add significantly to the breadth of topics available to our stakeholders.

## Introduction

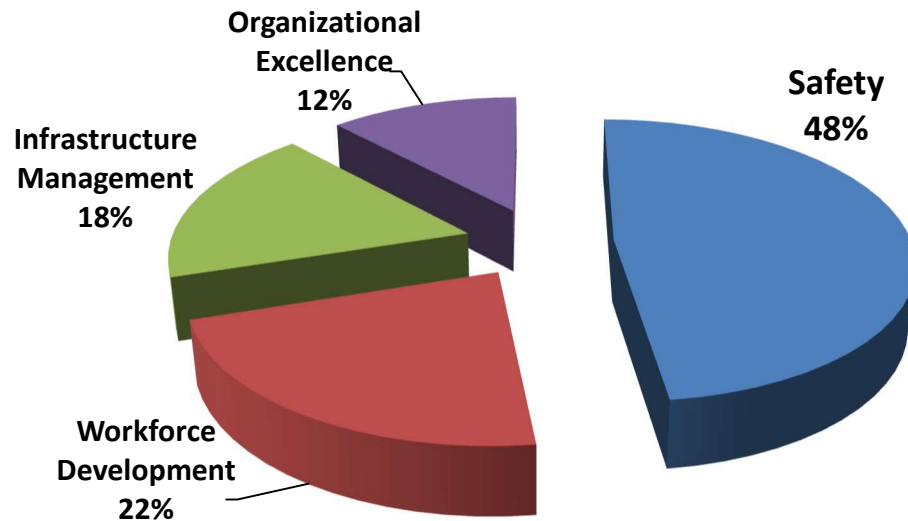
LTAP provides education and technical assistance on transportation matters to a wide variety of entities, including city and town street departments, county road departments, public works departments, elected and appointed public officials, private contractors, individuals and government transportation agencies. Through sharing and improving the distribution of 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 (MACRS), Montana Association of Counties (MACo), Montana League of Cities and Towns, American Public Works Association (APWA), National Association of County Engineers (NACE) and Montana Department of Transportation (MDT).

The overarching methodology of Montana LTAP will be to:

- **Coordinate** with all stakeholders to meet training and technology transfer needs.
- **Integrate** training and technology transfer resources and services into a centralized location at LTAP.
- **Accelerate** distribution of transportation technology by:
  - Disseminate training opportunities within the LTAP program, and training provided by stakeholders and neighboring state programs
  - Communicate current information on Federal Highway Administration mandates
  - Share information on new resources, techniques, and methods
  - Distribute time sensitive information to constituents.

## Mission

The mission of LTAP is guided by the four focus areas as directed by FHWA. Continuous attention to each area is 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. The four focus areas are Safety, Workforce Development, Infrastructure Management and Organizational Excellence. **Figure 1** shows the approximate percentage of Montana LTAP's budget allocated to each of these focus areas.

**Figure 1: LTAP Focus Areas**

To achieve these objectives, LTAP is engaged in the following:

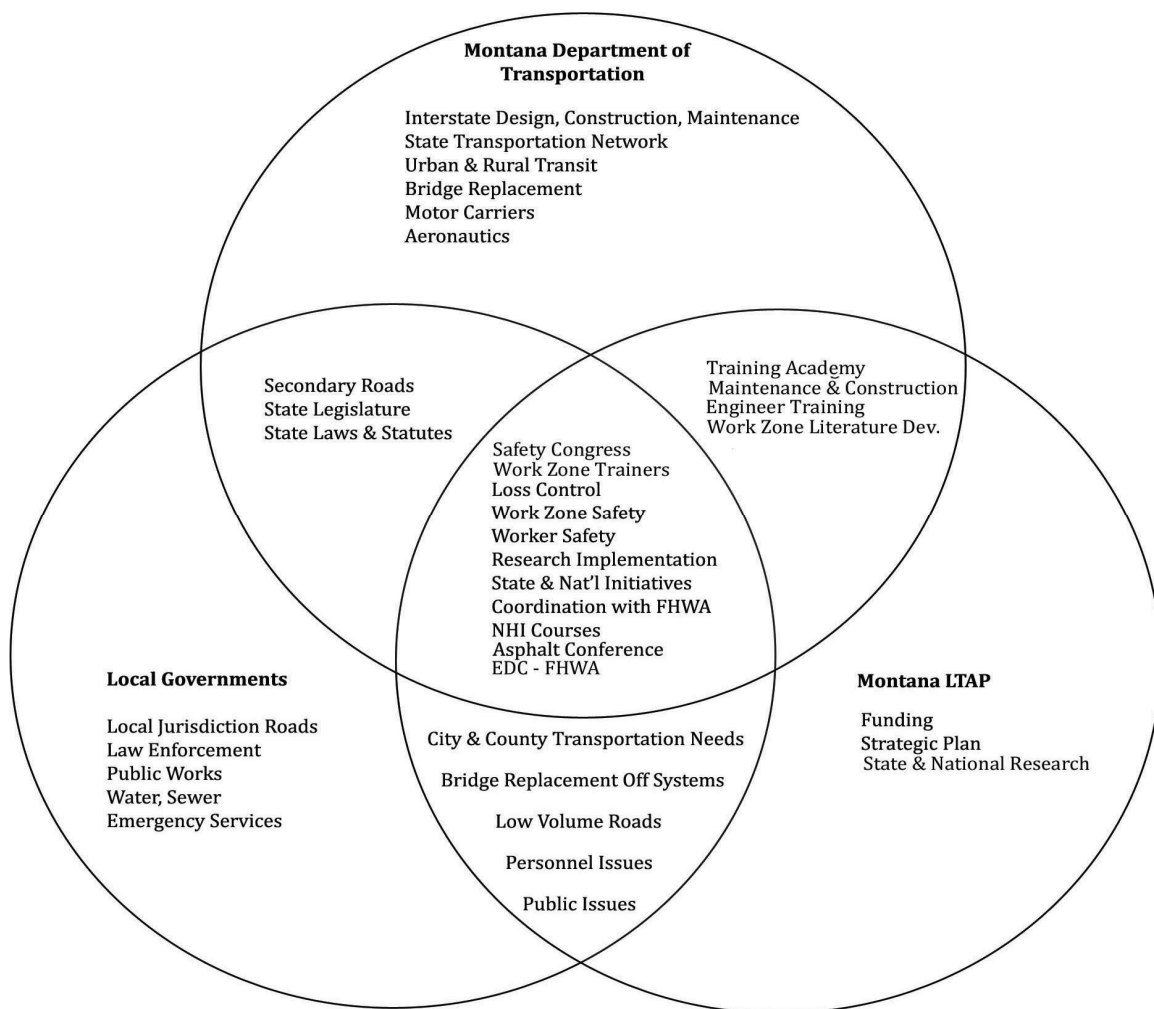
- Conducting on-site trainings and seminars
- Coordinating conferences and meetings to deliver relevant trainings
- Regular face-to-face interaction with stakeholders
- Administering certification programs (Road Scholar, Road Master)
- Hosting and producing online webinars
- Digital sharing of technology and technical information
- Email correspondence and site visits with public works agencies
- Technical assistance and on-site expertise
- Distribution of a quarterly newsletter (digital)
- Transfer of technology and educational materials developed outside LTAP
- External communication through emails to a network of stakeholders
- Evaluation of program needs and content

LTAP plays a unique part in transportation education. The National LTAP program has undergone some recent changes. Through FHWA Center for Local Aid Support (CLAS), the National LTAP program direction is being re-shaped. A national needs assessment was completed, and from this assessment, we anticipate some programmatic changes. Montana LTAP has answered a pressing need for transportation training and technical assistance at the local level, where resources are limited and the ability of FHWA and MDT to interface with local agencies and provide services is limited. Montana 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 soundly grounded in the practice of sharing knowledge on current or recent trends in the industry, new technology and best practices. In many instances, LTAP is the primary source of professional development for the transportation staff of local governments.

To provide technical transportation training to local road agencies, local public works agencies, public officials, city, county and other municipal employees and engineers and the Montana Department of Transportation, LTAP will continue to be an easily accessible, central source for current state of the practice transportation information, technology transfer, relevant, high-quality course information, stakeholder coordination and technical outreach assistance. The Montana LTAP Program is flexible and meant to accommodate the local needs of our stakeholders. LTAP works in conjunction with outside entities to provide the resources and training topics that are identified as needs through observation, discussion and statistical evaluation of available data and constituent requests.

**Figure 2** illustrates the various topics of interest that intersect with Montana LTAP training topics and those training topics requested by local government agencies and MDT. The overlapping areas show interests in common and help focus the areas where LTAP can be most effective.

**Figure 2: Stakeholder Intersection of Interests**





Montana LTAP's role in responding to training requests, technology transfer needs and implementation of best practices throughout the Montana transportation community has been considerable and will continue to grow based on its strategic approach to increase its impact in Montana for the benefit of our stakeholders. The need will continue to grow due to retirement rates and the number of new employees in Montana. Our partnerships with Montana Department of Transportation, FHWA, National Highway Institute and others previously mentioned will allow us to better meet those needs.

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

Montana LTAP staff have played key roles in the development, coordination, analysis, enhancement and day-to-day operations of transportation technology transfer. Many Montana counties have engaged with LTAP through technical training and field visits to learn better methods of gravel road maintenance. Knowledge gained about the use of good materials, techniques and stabilization has resulted in significant environmental and material operational cost savings.

### **Montana LTAP Spotlight: Montana LTAP Roads Scholar Program**

One particularly successful means for promoting ongoing skills development at the local and tribal levels is the Road 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.

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

- MACRS
- MACo
- MSU-Bozeman
- Iowa, North Dakota, South Dakota and Colorado LTAPs
- Flathead Valley Community College
- Montana Tech, Butte
- Tribal Transportation Agencies
- Montana Safety Fest

### **Montana LTAP Professional Staff**

Montana LTAP currently has three staff members (2.75 FTE) with the potential to involve WTI technical (graphics) specialists and/or a Montana State University work-study student to assist on various projects as need dictates. This is a cost-effective structure and requires very little administrative burden beyond what is needed to administer the program.

**Matthew Ulberg, P.E. Director (1.0 FTE)**

Matt provides organizational leadership and technical expertise in a variety of engineering-based and technical areas. He brings a broad range of educational training and field-delivered programs to the LTAP program. He works well with local city, county, and state entities throughout the state of Montana, and directs the work of the LTAP program, including all on-site trainings and technical assistance.

**Melissa Schaak (1.0 FTE)** recently joined LTAP as a Program Coordinator II. Melissa manages the LTAP main office, provides training coordination for statewide workshops and meetings, provides program management in conference planning and develops communications and outreach for Montana LTAP.

Melissa grew up on a farm and ranch in Eastern Montana and graduated from Montana State University in 2007 with Bachelor of Science Degrees in Business Marketing and Agricultural Business. She has worked at MSU for almost 10 years, previously in the Counseling & Psychological Services Office as the Medical Records Administrator, in Professional Development and Training as the Training Program Manager, and most recently in the Office of the President and Office of Legal Counsel.

**Shawna Page, Professional Trainer, Training Program Coordinator (0.75 FTE)**

Training Program Coordinator and Professional Trainer at Montana LTAP, Shawna has over 30 years of experience in private and public-sector construction, safety training and program coordination. Shawna delivers a large portion of our LTAP-sponsored Safety training, including Traffic Control Supervisor, Work Zone Technician, Flagger Certification (including Re-Certification), Pilot/Escort Operations, Asbestos Awareness and Lead Contractor Supervisor, Hazardous Waste trainings, MSHA Part 46, OSHA and first aid/CPR Trainings.

## **Program Development**

### **Customer Needs Assessments**

The transportation workforce is constantly changing, and it is critical Montana LTAP monitors the current and future needs of transportation providers. Road supervisors are retiring, and new operators need technical and safety training for equipment operation. To keep up with these changes, a formal Needs Assessment will be conducted in the spring of each year. 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. The LTAP training and resources offered in the following year generally reflects the results from the needs assessment and the requests made by its partners and customers.

Methods of Needs Assessments conducted over the past year include:

**Questionnaires and Surveys**

Workshop Evaluations

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

### Key Contact Informational Interviews

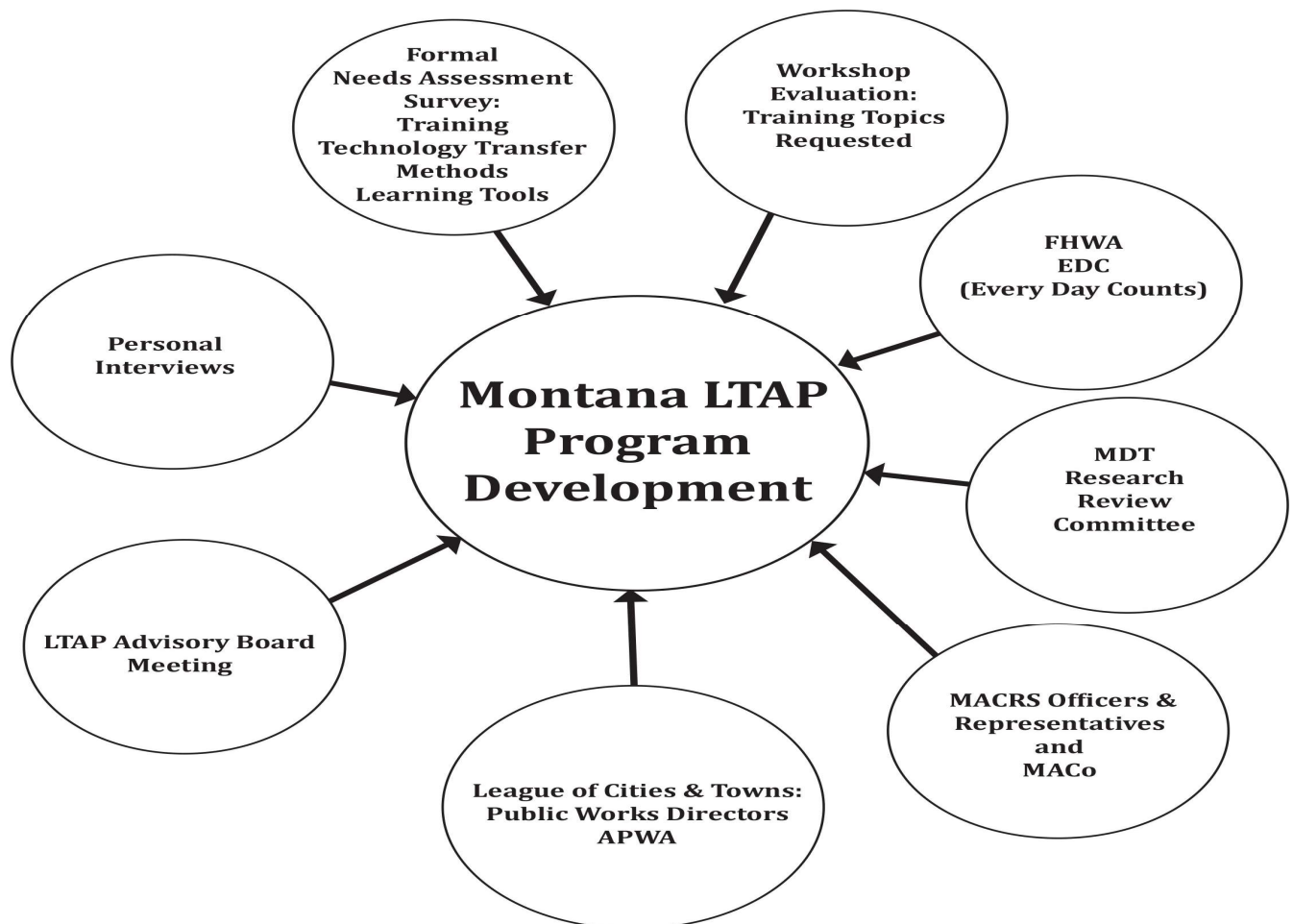
Personal Interviews with City Transportation Officials and County Road  
Constituents at MACRS and other trainings and conferences  
Interviews with Vendors at regional and national meetings  
Interviews with LTAP Directors and staff from other states  
Contact and communication with Federal and State-level subject experts  
Contact and communication with National Centers of Excellence at WTI

### 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

Through analyzing the information gained through conducting these assessments, LTAP can develop programs that best meet customers' needs. On the following page, **Figure 3** illustrates the variety of information gathered and put into action.

**Figure 3: Program Inputs**



### **Formal Needs Assessment Survey (conducted in 2018-19)**

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

### ***LTAP Workshop Needs***

#### **Focus Area: Worker Safety**

##### **Top 3 Responses**

- Winter Survival
- Back Safety, Shop Safety
- Slips/trips/falls, First Aid

#### **Focus Area: Work Zone/Highway Safety**

##### **Top 3 Responses**

- Flagger/Emergency Management and Signing
- Work Zone Technician
- Work Zone Traffic Control

#### **Focus Area: Infrastructure Management**

##### **Top 4 Responses**

- County Road Standards
- Gravel Road Maintenance & Design
- Culvert Placement & Trenching/Cattle Guards (tied)
- Winter Maintenance Operations and Safety

#### **Focus Area: Workforce Development**

##### **Top 3 Responses**

- Dump Truck Safety
- Loader Operations
- Load Securement

#### **Focus Area: Organizational Excellence**

##### **Top 3 Responses**

- MACRS Conference
- Personal Assessments/ Personnel Management (tied)
- Leadership/ Legal aspects of Public Rights of Way (tied)

### **Needs Assessment Results and Interviews (2019)**

#### **I. MDT Research Review Committee**

- |                             |                        |
|-----------------------------|------------------------|
| 1. Urban Construction Zones | 3. Pavement Management |
| 2. Rural Road Safety Plans  | 4. Work Zones          |

II. League of Cities and Towns: City Transportation Officials

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| 1. Asphalt Repair and Maintenance | 5. Liabilities/Safety Audits    |
| 2. Work Zone Safety               | 6. AASHTO Design Criteria/MUTCD |
| 3. Personal Safety                | Signing                         |
| 4. Personnel Issues               |                                 |

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

- |                        |                     |
|------------------------|---------------------|
| 1. Worker Safety (PPE) | 4. Personnel Issues |
| 2. Gravel Roads        | 5. MUTCD Signing    |
| 3. Work Zone Safety    | 6. Asset Management |

IV. MACRS Officers and Representatives and MACRS Training Requests

Spring Training Requests

- |                      |                    |
|----------------------|--------------------|
| 1. Dump Truck Safety | 3. Load Securement |
| 2. Loader Operations |                    |

Fall Training Requests:

- |                          |                       |
|--------------------------|-----------------------|
| 1. County Road Standards | 3. Winter Maintenance |
| 2. Culverts & Trenching  |                       |

Annual Conference Requests:

- |                      |                                  |
|----------------------|----------------------------------|
| 1. Loss Control      | 4. DES - Procurement             |
| 2. Construction Math | 5. Plan Reading                  |
| 3. Culvert Sizing    | 6. Virtual Gravel Pit Permitting |

V. Federal Highway Administration

- |                                       |                             |
|---------------------------------------|-----------------------------|
| 1. Every Day Counts (EDC) initiatives | 2. Vision Zero              |
|                                       | 3. Build a Better Mousetrap |

**Other Inputs: Training Topics Requested**

The LTAP survey is designed for participants to select more than one topic. These topics are rated from most frequently selected to least:

- |   |                              |
|---|------------------------------|
| • Winter Survival                               | • Dump Truck Safety          |
| • Back Safety                                   | • Heavy Equipment Operations |
| • First Aid                                     | • Load Securement            |
| • Emergency Management and Signing              | • Technical Leadership       |
| • Work Zone Technician                          | • Summer Survival            |
| • Work Zone Traffic Control                     | • Dust Control               |
| • County Road Standards                         | • MSHA Part 46               |
| • Gravel Road Maintenance & Design              | • HAZMAT                     |
| • Culvert Placement & Trenching & Cattle Guards | • Weed Mowing                |
| • Winter Maintenance                            | • Surveying/Math             |
|   | • Safety Audits              |
|   | • OSHA 10/OSHA 30            |

## **Leveraging Capabilities and Partnerships: LTAP Program Growth**

Due to the increase in flexibility and availability of online trainings and coursework, it is anticipated that some of these opportunities will expand the course curriculum for the Roads Scholar and Roads Master programs. In addition, many new courses are currently under development at LTAP that leverage the professional experience of its Program Coordinator, Shawna Page, and that of its Director, Matt Ulberg. The new courses shadow courses developed and used in the Roads Scholar and Roads Master programs at other state LTAPs, including North Dakota, South Dakota, Nebraska, Indiana, Connecticut and Ohio. The courses will be tailored to meet the needs of Montana stakeholders before being fully integrated into the Montana program.

### **NEW (2018-current): Standard Operating Procedures (SOP) Manual**

LTAP will offer Technical Assistance that covers a brief 1-on-1 training on this Model SOP Manual to meet the demand of our customers. The development of this manual was spurred through conversations with many Road Supervisors at MACRS and with the MACRS Board. Many counties do not have good written SOPs, and this was a need LTAP was able to fill. Although, Road Supervisor's operating policies and procedures are unique to each county, a Model Manual assists a county in assembling these items for each Road Supervisor.

### **NEW: Road Supervisor Manual**

LTAP continues to work on a draft of a model Road Supervisor's Manual. This effort was spurred through conversations with many Road Supervisors at MACRS and other trainings. Many counties do not have good written work descriptions for their employees. While, Road Supervisor's role, responsibilities, policies and procedures are unique to each county, a Model Manual that assists a county in assembling these items for each Road Supervisor became an item that we have spent time assembling while working on the SOP manual training as part of the 2018 MACRS conference. We anticipate being able to have this available to counties by the fall of 2020, with a training to follow.

### **NEW: OSHA 10 and OSHA 30**

LTAP Professional Field Trainer, Shawna Page has completed necessary training and experience to become an OSHA 10 and OSHA 30 trainer. She has over 20 years of experience training OSHA Safety classes. Shawna is working on a draft of a model Road Supervisor's Manual. Leveraging this expertise and experience, LTAP now offers these topics to municipalities throughout Montana. These are solid basic worker safety trainings are relevant to every labor classification, and are an added training that Montana LTAP now provides. Shawna has been invited to teach the OSHA 10 class in North Dakota on an annual basis to share her knowledge with another LTAP.

## NEW: Road Grader Field Training

Montana LTAP has committed the time and resources necessary to become a qualified field trainer for the operation and daily walk-around inspection of road graders. We have offered 1 full season of hands-on training and plan to continue to offer this in the future to meet demand.

## Partnerships

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

The LTAP work plan includes partnering with other content providers for low-cost and no-cost solutions to meet the needs of our customers.

## Western Transportation Institute

As part of its continuing efforts to leverage the capabilities, resources and opportunities at MSU-Bozeman and within the Centers housed at the Western Transportation Institute (WTI), Montana LTAP has adopted cooperative attitudes with multiple training, technology transfer and research entities. This will allow Montana LTAP access to an unprecedented amount of research and practical training resources.

One partnership that LTAP is currently beginning, is the partnership with the National Center for Rural Road Safety (Safety Center), which is one of the Centers of Excellence housed within the organization of WTI.

The Safety Center training program is a multi-disciplinary, collaborative effort to accelerate knowledge transfer from training to implementation. The Safety Center has designed their work plan to include a variety of training methods (e.g., videos, webinars, in-person trainings, summits), topics and audiences that include:

### Safety 365 – A Safety Workshop for Local Governments

Length: 8-hour course

Audience: Local/rural maintenance supervisors

Instructors: Keith Knapp and Nicole Oneyear, InTrans

This one-day workshop focuses on processes for incorporating safety into all aspects of local and rural road projects, and on making safety a priority through inclusion in the traditional decision-making process—365 days a year. The course stresses the importance of road safety and illustrates how it can be integrated into rural/local transportation project development at all stages: planning, design, construction, implementation, operations, and maintenance.

### Roadside Safety Basics for Local Agencies

Length: 6-hour course

Audience: Local agency maintenance/engineering staff

Instructors: Frank Julian, FHWA and Keith Knapp, InTrans

This course provides the basics of roadside safety. The roadside safety problem in the United States is defined and countermeasures to keep vehicles on the road are discussed. The provision of a recovery area is also described, including discussions of clear zone and objects within it. The course also covers the basics of drainage features and sign supports and is concluded with a short discussion of barrier basics.

### Maintaining a Safer Roadway

Length: 4-hour course

Audience: Maintenance staff and supervisors

Instructors: Keith Knapp (Iowa LTAP, InTrans and Renae Kuehl

Maintaining a Safer Roadway – Local agency maintenance forces are in the best position to be the “eyes and ears” of the road when it comes to identifying safety issues. This session will focus on maintenance safety solutions that local maintenance forces can implement on a daily basis to address safety issues related to elements such as shoulder drop-offs, right-of-way obstructions, striping and signing, guardrails, mowing, sweeping, patching, drainage, winter maintenance, etc.

The **Rural Road Safety Center at WTI** provides a compilation of upcoming rural road safety trainings and conferences from multiple sources to your inbox bi-weekly, referred to as Training E-Blasts.

The Rural Road Safety Center has developed and conducts trainings on many topics related to rural safety. The page provides an archive (in both pdf and streaming format) of the trainings created by the Safety Center. Below are some of the archived webinars available for its LTAP Stakeholders.

- January 2018 - [Pedestrian Treatments for Uncontrolled Locations](#)
- February 2018 - [Primer on the Joint Use of the HSM and the HFG for Road Systems](#)
- March 2018 – [Don't Crowd the Plow Webinar](#)
- April 2018 – [Dump Truck Safety Webinar](#)
- May 2018 – [Weed Mowing Safety Webinar](#)
- June 2018 – [Chain Saw Safety Webinar](#)
- July 2018 - [Fire Proofing Your Shop Webinar](#)
- August 2018 - [Work Zone Safety Webinar](#)
- September 2018 - [Slips, Trips, Falls, and Back Safety](#)
- October 2018 - [Winter Preparation Webinar](#)
- November 2018 - [Electrical Safety Webinar](#)
- December 2018 - [Holiday Safety Webinar](#)
- January 2019 – [PPE Safety Webinar](#)
- February 2019 - [Welding Safety Part 1 Webinar](#)
- March 2019 - [Welding Safety Part 2 Webinar](#)



## LTAP Work Plan within the 4 LTAP Program Focus Areas

The Montana LTAP work plan and program are derived with consideration of local training needs, as well as, the input provided by stakeholders, customers and funding organizations. Federal initiatives such as Every Day Counts (EDC) and Vision Zero are made a part of everyday operations and trainings that are delivered to stakeholders through scheduled workshops around the State. LTAP's stakeholders provide input through the annual training needs assessment, MACRS District representatives, LTAP Advisory Board and other direct communications with its trainers, staff and Director. Incorporating 1-on-1 interviews and the needs assessments help LTAP draw out needs that are specific to current state of the practice. The resulting proposed training program described in the next section is 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.

The four primary focus areas as dictated by FHWA are Safety, Infrastructure Management, Workforce Development and Organizational Excellence. The following section discusses how Montana LTAP is meeting the mission of LTAP in these four focus areas.

### Focus Area: Safety

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 of the LTAP budget** is allocated to this area. The focus area of Safety includes highway safety and worker/workplace safety. The following proposed course topics will be taught to cover the safety focus area:

- OSHA 10
- OSHA 30
- 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
- Winter Survival
- Roadside Design
- Loss Control
- Rural Safety Review

A large part of our safety program is our **Annual Safety Congress** held in Helena, MT each winter. LTAP will hold the 19<sup>th</sup> Annual Safety Congress, January 2021, in Helena. These classes are offered as an alternative to the highly costly and seldom available ATSSA trainings that cover the same material. Montana LTAP has achieved ATSSA Trainer certification and offers these classes at 10% of the cost of ATSSA training classes. The classes offered include, comprehensive Work Zone trainings covering Work Zone Technician and Traffic Control Supervisor, as well as a Train-The-Trainer to become a Montana LTAP Certified Flagging

Instructor. Discussion of FHWA initiatives such as Every Day Counts (EDC), Vision Zero, and the Rural Road Safety Plans and Road Safety Audits are also a part of each LTAP Roadway Safety training.

In partnership with MDT, a certification program focused on work zone safety has been established. LTAP administers the Montana Work Zone Safety Certification program, and has established a reciprocity agreement with 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. Traffic Control Supervisor

Montana LTAP plans regular trainings throughout the State to fulfill this need for flagger certifications. In the Statewide Safety training workshops, the importance of seatbelts and danger of distractive driving crashes are strongly reinforced. Main contributors to rural highway crashes include hand-held cell phone use, distracted drivers and drunk drivers. Individual worker safety is a frequent topic and is covered through a variety of trainings that focus on safely operating equipment and being aware of the safety of other workers in the work zone, along with backing up safely, pilot car operations, trench and excavation safety, equipment loading and securement and specific equipment safety training.

### **Focus Area: 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. The needs assessment survey lists 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. One method of choice is the use of the **PASER** method. PASER is the **PA**vement **S**urface **E**valuation and **R**ating system developed by the University of Wisconsin-Madison Transportation Information Center. The system is also available for unpaved roadway surfaces and is useful for creating a roadway inventory that is associated with a condition rating.

Montana LTAP offers a variety of other trainings and technical assistance in this focus area as well. Following is a list of proposed courses to be covered under infrastructure management:

- Gravel Roads: Materials, Equipment, Design, Construction, DCP, Maintenance, Drainage
- Asphalt Pavement Repair and Maintenance
- Asphalt Patching: Best Practices
- Asphalt: Warm Mix Asphalt
- Asphalt: Cold In-Place Recycled Asphalt Pavements
- GIS/GPS
- Roadway Drainage for Construction and Maintenance Personnel
- Construction Techniques
- Winter Maintenance
- Roadside Design and Management
- Preconstruction and Design
- Asphalt Management
- Road Dust: Dust Abatement BMPs
- Culvert: Installation and Maintenance
- 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

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

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.

### **Focus Area: Workforce Development Focus Area**

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

- Motor Grader Operator
  - Dump Truck Safety
  - Gravel Pit Safety
  - MSHA Part 46 Training and Refreshers
  - Liability
  - Materials Training
  - Asphalt Training
  - Snow Rodeo Training
  - Signing
- Cattleguard Installation and Maintenance
  - Forklift and Skid-steer
  - Loader Safety
  - Trenching
  - Winter Maintenance
  - Community Preparedness
  - Surveying
  - Weed Mowing

LTAP has a good relationship with Flathead Valley Community College, Montana Tech, Salish-Kootenai College, and Montana Safety Fest (Montana Department of Labor and Industry) to further workforce development. Each of these agencies has a program to prepare participants to enter the construction industry. It is hoped these partnerships will assist and encourage those students intending to enter the transportation workforce.

The Roads Scholars and Road Masters are valuable assessment and progress monitoring tools that ensures recognition for those that regularly attend and participate in trainings. This also serves as a way to communicate both the need and the value of the training for continued education. This continuity assures progressive and continual development of the workforce.

Montana LTAP participated in the Motor Grader Operator (MGO) Train-the-Trainer in Nebraska in May 2019. Montana LTAP now offers hands-on-training for Motor Grader classes to meet the demand of our customers. We also plan to continue to offer certifications for wheel loader, backhoe, skid steer, forklift, dump truck and other equipment as demand is communicated.

## **Focus Area: 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 stakeholders. By providing training for staff and evaluating training successes, the organizational excellence focus will be met.

To promote organizational excellence within the constituencies we serve, several leadership courses will be offered again this coming year. The Montana LTAP Roads Scholar Program prepares local government personnel for better performance and leadership responsibility.

The following organizational excellence activities, courses and assessments are proposed for this focus area:

- Guest speaking engagements at ND LTAP, ND NACE, and MSU-Bozeman
- Activity: Participation in TRB Committee on Low-Volume Roads (AFB30)
- Training: Leading when you are not in charge
- Training: Leadership Behaviors
- Training: Employee Supervision and performance reviews
- Activity: Employee Supervision and performance reviews
- Activity: Needs Assessment
- Activity: Program Assessment Report (PAR)
- Activity: Regular attendance of NLTAPA and Regional LTAP Meetings
- Training: Creating a Road Supervisor SOP Manual

Other activities that promote Organizational Excellence are described below:

- The LTAP program is developed to meet the four focus areas and coordinated to meet the communicated priorities obtained through the “Annual LTAP Needs Assessment” and from national training requirements passed down to the LTAPs from FHWA. This program is presented to the Advisory Board annually for its review input. This process assures a team effort in fulfilling training needs and that LTAP is responsive to the National and local inputs it receives.
- The Director meets annually with the League of Cities and Towns Public Works Conference Committee to review the LTAP program, assess training needs, and discuss training requests.
- Montana LTAP coordinates with Rocky Mountain APWA Division members for the Snow Rodeo event to provides leadership and/or safety training for the first day. The hosting city street department or county road department organizes and coordinates the Snow Rodeo competition on the second day with direct LTAP involvement and support.
- The Director meets annually with the Montana Association of County Road Supervisors to review training requests. LTAP participates and assists with developing an agenda for the MACRS annual conference, along with collecting annual dues, invoicing, and conference coordination for this organization.

## **Library Resources and Distance Learning**

Over the past several years, audiovisual materials have provided other training opportunities identified by the needs assessments. Montana county road departments generally 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 its library database deal with Roadway Safety and Worker Safety.

The following is a list of the videos most frequently checked out in the last 5 years:

- |   |  |
|---|--|
| 1. Hand Safety                                  | 8. Welding Safety  |
| 2. Back Safety                                  | 9. Loader Securement   |
| 3. Right of Way Mowing Safety                   | 10. Transport Trailer Safety                                 |
| 4. Hearing Safety                               | 11. Right of Way Mowing Safety                               |
| 5. Emergency Response Driving                   | 12. It Always Happens to the Other Guy<br>(Equipment Safety) |
| 6. Operating Guide: Motor Grader                | 13. Distracted Driving                                       |
| 7. Motor Grader Operation – Part III<br>and PMA | 14. Personal Protective Equipment                            |

The Montana LTAP plans to review these videos for age and content, and update and/or convert many of these videos to an internet-based resource, while maintaining the hard-copy library for rural constituents that don't have easy access to the web. Other distance learning methods include Montana LTAP monthly safety webinars (web-based) and other long-distance learning programs.

LTAP provides monthly morning safety webinars based on requests from its constituents and through the regular LTAP Needs Assessments. These monthly webinars will continue to be provided due to constituents' shrinking travel budgets. This method of training is becoming more popular to LTAP constituents for their monthly safety meetings. LTAP records the webinars and can be accessed anytime on the LTAP website at:

<http://www.montana.edu/ltap/resources/webinars/index.html>.

Larger counties such as Missoula County, Sheridan County, and Richland County have all expressed approval of this method of training. Many counties use the recorded webinars, and Missoula County specifically appreciated the recorded webinars for on demand viewing during their scheduled monthly safety meetings. Being in the farthest northeast corner of Montana, Sheridan County usually has sixteen crew members watching monthly webinars. This provides a time for all participants to gather and discuss issues and possible solutions. Another eastern county is Richland County who had twenty-seven crew members view recent webinars. This has proven to be an affordable method for learning due to vast distances to get to face-to-face training.

We are considering enhanced online learning delivery, but we understand that many of our customers are unable to participate due to internet bandwidth and technology adoption issues. Data security and policy issues also are barriers for some customers.

## **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 – technical training and equipment safety training for city and county road employees.
2. MACRS – annual spring conference and fall district training meetings
3. Montana League of Cities and Towns Conference – fall public works meeting and training
4. Safety Congress –January traffic control work zone training
5. MDT Work Zone Safety Committee Meetings – Discuss work zone manuals, instructors, test format, training methods and needs, as well as new FHWA programs and mandates
6. Asphalt Conference – partner with Asphalt Institute for annual Montana Asphalt Conference
7. NEW: Montana LTAP Asphalt Pavement Repair and Maintenance Training
8. MDT’s telecom sites and TLN (Transportation Learning Network) – long distance learning
9. FHWA EDC (Every Day Counts) initiatives are included in training offerings and webinars

## **Future Initiatives**

We have made a lot of progress or completed last year’s initiatives including:

- Coordinated/planned and delivered trainings at the 19th Annual Safety Congress, January, 2021
- Continued our cooperative training and information program with North Dakota LTAP to better serve eastern Montana
- Solidified partnership with the National Rural Roads Safety Center and are working to leverage the partnership to better serve LTAP customers
- Worked to improve training program content and delivery coordination and cooperation between LTAP, MDT and FHWA
- Complete formal Needs Assessment for 2020/21
- Encouraged many small urban areas to develop pavement management programs in preparation for applying for federal funding – Currently working with Ravalli County
- Annual planned/tentative workshop schedule for 2020-2021 (Appendix F)
- Continued with LTAP’s leadership and coordinating role with MDT and the Work Zone Safety Committee
- Continue development of the MT LTAP Model Road Supervisors Manual

We also developed and delivered NEW content for training

- Leadership and self-assessment of strengths: How strength-based decision making will help you in your career
- Continued to support counties in their annual training needs including
  - MSHA Part 46 new miner
  - MSHA refresher
  - OSHA 10

The following are some of the initiatives Montana LTAP proposes to pursue this year:

- 1) Coordinate and plan January 2021 Nineteenth Annual Safety Congress.
- 2) Continue and expand upon the cooperative program with North Dakota to better serve Eastern Montana

- 3) Continue to Solidify partnership with the National Rural Roads Safety Center and leverage the partnership to better serve LTAP customers
- 4) Work to improve training program content and delivery coordination and cooperation between LTAP and MDT and FHWA
- 5) Complete formal Needs Assessment for 2020/2021
- 6) Continue to encourage all small urban areas to develop pavement management programs in preparation for applying for federal funding
- 7) Prepare tentative workshop schedule for 2020/2021 (Appendix E)
- 8) Continue to invest in LTAP's role with MDT and the Work Zone Safety Committee
- 9) Provide new and relevant content at the annual MACRS conference

## Budget

The following budget provides the basis for Federal, State and University funding of Montana LTAP from July 1, 2020 through June 30, 2021. Expenditures reflect an estimate of last year's expenses and projected goals for the program during the 2020–2021 State fiscal year. The budget extension to meet the FFY guidelines will follow similar % allocation. The allocation percentages have been averaged over the past 10 years and are approximate.

As the work progresses, it may be necessary to move monies among the tasks and expense categories however, the total program amount will be not be exceeded. Salaries stated are estimates, and annual escalations for longevity, raises, etc. are assumed to be included into the budget as they are realized. The University reserves the right to provide cost of living increases based on provisions from the Montana Legislature. **Table 1** shows a breakdown of total costs according to the four focus areas. **Table 2** breaks down the budget by funding source.

**Table 1. Breakdown of Budget by Focus Area**

<b>Focus Areas</b>	<b>Salary/ Benefits</b>	<b>Prof. Services</b>	<b>Travel</b>	<b>Supplies/ Comm.</b>	<b>Minor Equip</b>	<b>Subtotal</b>	<b>IDC's</b>	<b>Total</b>
Safety – 48%	\$ 132,397.20	\$ 3,773.59	\$ 2,400.00	\$ 2,304.00	\$ 976.81	\$ 141,851.60	\$ 40,548.40	\$ 182,400.00
Infrastructure Management – 18%	\$ 49,648.95	\$ 1,415.10	\$ 900.00	\$ 864.00	\$ 366.30	\$ 53,194.35	\$ 15,205.65	\$ 68,400.00
Workforce Development – 22%	\$ 60,682.05	\$ 1,729.56	\$ 1,100.00	\$ 1,056.00	\$ 447.70	\$ 65,015.32	\$ 18,584.68	\$ 83,600.00
Organizational Excellence – 12%	\$ 33,099.30	\$ 943.40	\$ 600.00	\$ 576.00	\$ 244.20	\$ 35,462.90	\$ 10,137.10	\$ 45,600.00
<b>TOTAL COSTS</b>	<b>\$ 275,827.50</b>	<b>\$ 7,861.65</b>	<b>\$ 5,000.00</b>	<b>\$ 4,800.00</b>	<b>\$ 2,035.01</b>	<b>\$ 295,524.17</b>	<b>\$ 84,475.83</b>	<b>\$ 380,000.00</b>



Table 2. Breakdown of Budget by Source

2020-2021 Budget	FHWA	GAS TAX REVENUE	MDT SPR	TOTALS
<b>SALARIES</b>				
Matthew Ulberg, Director	\$ 103,334.16	\$ 39,744.39	\$ 15,897.60	\$ 158,976.15
Melissa Schaak, Program Coordinator	\$5,295.29	\$47,657.50		\$52,952.79
Shawna Page, Field Training Coordinator	\$ 2,170.00	\$ 2,255.00	\$49,350.07	\$54,230.85
WTI Communications and Graphics Staff		\$ 2,500.00		
WTI – David Kack		\$ 2,000.00		
WTI – Admin Staff		\$ 2,500.00		
<b>Subtotal: Salaries/Benefits</b>	<b>\$ 111,524.16</b>	<b>\$ 101,164.98</b>	<b>\$ 63,138.35</b>	<b>\$ 275,827.49</b>
<b>PROFESSIONAL SERVICES</b>				
Conference Speakers, Workshop Trainers		\$ 5,000.00	\$ 861.65	\$ 5,861.65
Printing Expenses		\$ 2,000.00		\$ 2,000.00
<b>TRAVEL</b>		\$ 5,000.00		\$ 5,000.00
<b>WORKSHOP SUPPLIES</b>		\$ 4,800.00		\$ 4,800.00
<b>MINOR EQUIPMENT</b>		\$ 2,035.02		\$ 2,035.02
<b>Subtotal: Direct Costs</b>	<b>\$ -</b>	<b>\$ 18,835.02</b>	<b>\$ 861.65</b>	<b>\$ 19,696.67</b>
<b>TOTAL (Salaries/Benefits, Direct Costs)</b>	<b>\$ 111,524.16</b>	<b>\$ 120,000.00</b>	<b>\$ 64,000.00</b>	<b>\$ 295,524.16</b>
Indirect Costs (34.5% FHWA, 25% Gas Tax, 25% MDT SPR)	\$ 38,475.84	\$ 30,000.00	\$ 16,000.00	\$ 84,475.84
<b>GRAND TOTAL</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 80,000.00</b>	<b>\$ 380,000.00</b>

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## Appendix A: History

### Montana LTAP History

Since its beginning 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 helped 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.

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## Appendix B: Program Assessment Report

### 2019-2020 LTAP/TTAP Program Assessment Report

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

Reporting Period: **January 1 to December 31, 2020**

Due to the new formatting requirements from FHWA for the Program Assessment Report, this information is a summary of the main sections of interest to this work plan. Digital copies of the full PAR Excel spreadsheets are available upon request.

State	Calendar Year (2019)	Session Title	Program Area	Session Length	Total # of Sessions	Total # of Agencies Attended	# of Local Agency Participants	# of Tribal Participants	# of State Agency Participants	# of FLMA Participants	# of Consultant Participants	# of Contractor Participants	# of FHWA Participants	# of Other Participants	Training Type	Trainer's Name	Trainer's Organization
Great Falls, MT	4/1/2019	CDL Regulations, Drug Testing and Reasonable Suspicion	Work Force Development	4	1	29	14		1					3	Instructor led, classroom	Corey Schafer, Chemnet Corp and Matt Ulberg	MDT Motor Carrier Services, Chemnet, MT LTAP
Great Falls, MT	4/2/2019	Making Gravel Roads Great Again	Infrastructure Management	2	1	180	50				16				Instructor led, classroom	Greg Vavra	SD LTAP
Great Falls, MT	4/2/2019	Safety Improvements on Low Volume Roads	Safety	2	1	180	50				16				Instructor led, classroom	Dr. Al-Kaisy	MSU Bozeman
Great Falls, MT	4/2/2019	Shop Management and Safety	Safety	2	1	180	50				16				Instructor led, classroom	David Evans and Ethan Anderson	MT Dept of Labor
Great Falls, MT	4/2/2019	Geographic Roadway Inventory Tool (GRIT)	Infrastructure Management	2	1	90	25				8				Instructor led, classroom	Bradley Wents	UGPTI, North Dakota LTAP
Great Falls, MT	4/2/2019	Personnel Issues, Hiring Processes and Procedures	Workforce Development	2	1	90	25				8				Instructor led, classroom	Michelle Puiggari	Attorney
Great Falls, MT	4/3/2019	Road Law: Part 1	Workforce Development	2	1	180	50				16				Instructor led, classroom	Susan Swimley, Attorney at Law	Susan Swimley, Attorney at Law
Great Falls, MT	4/3/2019	Road Law: Part 2	Workforce Development	2	1	180	50				16				Instructor led, classroom	Susan Swimley, Attorney at Law	Susan Swimley, Attorney at Law
Great Falls, MT	4/3/2019	Signing 101	Workforce Development	2	1	90	25				8				Instructor led, classroom	Ivan Ulberg	Montana Department of Transportation
Great Falls, MT	4/3/2019	Culvert Basics, Materials and Safety	Workforce Development	2	1	90	25				8				Instructor led, classroom	Dean Wood, Jeff Cowan, Mike Meredith, Sarah Mogan, Paul Lamarche	Bulldogger, Forterra, and True North Steel
Great Falls, MT	4/3/2019	Gravel Roads Roundtable	Workforce Development, Infrastructure Management	2	1	180	50				16			8	Moderator led panel of experts	Matt Ulberg, PE plus guests (Commissioners, Supervisors, Staff)	Multiple Montana Counties, Montana LTAP
Sidney, MT	4/24/2019	Asphalt Maintenance, Management and Repair	Work Force Development, Infrastructure Management	8	1	8	29	1							Instructor led, classroom, hands-on field demonstration with individualized activities	Will Livingston, Dave Johnson, Mo Henman, Troy Kelsey, Curt Bass, Matt Ulberg, Rod Ness, Gerard Feist, Chris Stebbing, Mike Busscher,	Harddrives construction, Asphalt Institute, Western Emulsions, Century Construction, Crafcro, Brock White
Sidney, MT	4/25/2019	Asphalt Maintenance, Management and Repair	Work Force Development, Infrastructure Management	4	1	8	29	1							Instructor led, classroom, hands-on field demonstration with individualized activities	Will Livingston, Dave Johnson, Mo Henman, Troy Kelsey, Curt Bass, Matt Ulberg, Rod Ness, Gerard Feist, Chris Stebbing, Mike Busscher,	Harddrives construction, Asphalt Institute, Western Emulsions, Century Construction, Crafcro, Brock White

Location	Calendar Year 2019	Session Title	Program Area	Session Length	Total # of Sessions	Total # of Agencies Attended	# of Local Agency Participants	# of Tribal Participants	# of State Agency Participants	# of FLMA Participants	# of Consultant Participants	# of Contractor Participants	# of FHWA Participants	# of Other Participants	Training Type
Statewide Webinar	15-Jan	Webinar: PPE	Safety	1	1	5	25	1	1						Instructor-led via distance learning
Butte, MT	24-Jan	Flagger: Highlands College Uneman -Flagger	Safety, Workforce Development	6	1	1	22	1				0		22	Instructor-led in classroom
Helena, MT	28-Jan	Safety Congress: TCT	Safety, Workforce Development	8	1	5	5	1	4		3	10			Instructor-led in classroom
Helena, MT	29-Jan	Safety Congress: W2 Supervisor	Workforce Development	8	1	5	5	1	4		3	10			Instructor-led in classroom
Helena, MT	30-Jan	Safety Congress: W2 Supervisor	Workforce Development	8	1	4	4	1	4		1	2			Instructor-led in classroom
Helena, MT	31-Jan	Safety Congress: TTT	Workforce Development	8	1	3	1		2		2	3			Instructor-led in classroom
Shelby, MT	6-Feb	MSHA Refresher	Workforce Development	8	1	3	27	2	1	2					Instructor-led in classroom
Bozeman, MT	19-Feb	Montana Asphalt Conference (Asph. Institute)	Workforce Development	8	1	6	4	4	43	4	4	40	2	12	Instructor-led in classroom
Webinar	26-Feb	Webinar: Cutting Torch and Welding Part 1	Safety	1	1	5	39	1	2		1				Instructor-led in classroom
Great Falls	18-Mar	Flagger Class	Safety	6	1	5	35	4				3		8	Instructor-led in classroom
Statewide Webinar	19-Mar	Webinar: Cutting Torch and Welding Part 2	Safety	1	1	5	39	1	2		1			2	Instructor-led via distance learning
Missoula	19-Mar	Flagger Class	Workforce Development	6	1	4	11	12	3		2	2			Instructor-led in classroom
Bozeman	21-Mar	Flagger Class	Workforce Development	6	1	2	30	8							Instructor-led in classroom
Missoula	25-Mar	Flagger Class - Safety Fest	Workforce Development	6	1	5	5	2	2	1	2	1		2	Instructor-led in classroom
Hamilton, MT	26-Mar	MSHA Refresher	Workforce Development	8	1	1	22								Instructor-led in classroom
Lewistown, MT	28-Mar	MSHA Refresher/Haz Waste refresher	Workforce Development	8	1	4	35								Instructor-led in classroom
Great Falls	1-Apr	MACRS Preconference: CDE Regulations, Drug Testing/Reasonable	Workforce Development	8	1	7	36		1		6	4	0	1	Instructor-led in classroom
Great Falls	2-Apr	MACRS Conference	Safety, Workforce Development	8	1	60	188	4	4	3	21	19	0	65	Instructor-led in classroom
Lewistown	4-Apr	Flagging Class in Lewistown	Safety, Workforce Development	6	1	3	12								Instructor-led in classroom
Bellevue	5-Apr	Flagging Class in Bellevue Simms Cont.	Safety, Workforce Development	6	1	2	30								Instructor-led in classroom
Billings	15-Apr	Flagging Class in Billings	Safety, Workforce Development	6	1	5	26	4							Instructor-led in classroom
Statewide Webinar	16-Apr	Webinar: Hand and power tool safety	Safety	1	1	5	25								Instructor-led via distance learning
Miles City	16-Apr	Flagging Class in Miles City	Safety, Workforce Development	6	1	6	36	3							Instructor-led in classroom
Glendive	17-Apr	Flagging Class in Glendive	Safety, Workforce Development	6	1	7	29								Instructor-led in classroom
Missoula	23-Apr	Flagging Class in Missoula	Safety, Workforce Development	6	1	4	34								Instructor-led in classroom
Missoula	24-Apr	Trenching Class in Missoula	Safety	6	1	1	34								Instructor-led in classroom
Sidney	24-Apr	Asphalt Maintenance, Management and Repair	Work Force Development, Infrastructure Manage	8	1	8	29	1							Instructor-led in classroom
Sidney	30-Apr	Flagging Class in Sidney	Safety	6	1	6	21	2							Instructor-led in classroom
Williston	7-May	OSHA 10 in Williston ND	Work Force Development, Infrastructure Manage	10	1	2	5			1	1				Instructor-led in classroom
Williston	8-May	OSHA 10 in Williston ND	Work Force Development, Infrastructure Manage	10	1	2	9								Instructor-led in classroom
Dickinson	9-May	Work Zone Safety in Dickinson ND	Safety, Workforce Development	8	1	3	15								Instructor-led in classroom
Billings	14-May	Billings MACRS Training: Signing, MUTCD, Gravel Roads	Infrastructure Management, Workforce Develop	6	1	5	12	2							Instructor-led in classroom
Miles City	15-May	Miles City MACRS Training: Signing, MUTCD, Gravel Roads	Safety, Workforce Development, Infrastructure M	6	1	5	37	3							Instructor-led in classroom
Statewide Webinar	21-May	Webinar: Low Volume Roads	Infrastructure Management	1	1	5	25								Instructor-led via distance learning
Glacier NP	29-May	Confined Space - NPS Glacier Park	Safety, Workforce Development	5	1	1	0			12					Instructor-led in classroom
Glacier NP	30-May	Flagging Class Glacier Park	Safety, Workforce Development	6	1	1	0			9					Instructor-led in classroom
Missoula	11-Jun	Flagging Class Missoula	Safety, Workforce Development	6	1	1	20								Instructor-led in classroom
Missoula	11-Jun	Trenching Class Missoula	Safety	4	1	1	8								Instructor-led in classroom
Statewide Webinar	12-Jun	Webinar: Skid-Steer Safety	Safety, Workforce Development	1	1	6	25								Instructor-led via distance learning
Yellowstone NP	13-Jun	Flagging Class in Yellowstone Park	Safety, Workforce Development	6	1	1	0			10					Instructor-led in classroom
Yellowstone NP	14-Jun	Flagging Class in Yellowstone Park	Safety, Workforce Development	6	1	1	0			25					Instructor-led in classroom
Butte	19-Jun	Flagging Class in Butte	Safety, Workforce Development	6	1	4	16					6			Instructor-led in classroom
Missoula	20-Jun	Work Zone Train in Missoula	Safety, Workforce Development	8	1	2	9					2			Instructor-led in classroom
Montana	26-Jun	MSHA new Miner	Safety, Workforce Development	8	1	1	3								Instructor-led in classroom
Montana	27-Jun	MSHA new Miner	Safety, Workforce Development	8	1	1	3								Instructor-led in classroom
West Glacier - NPS	8-Jul	Flagging Class West Glacier	Safety, Workforce Development	6	1	2	0			15					Instructor-led in classroom
City of Havre	10-Jul	Trenching and Excavation	Safety	6	1	2	38	2							Instructor-led in classroom
City of Havre	11-Jul	Confined Space Training	Safety	6	1	2	38	2							Instructor-led in classroom
Statewide Webinar	23-Jul	Webinar: Trenching and Excavation Safety	Safety	1	1	5	25								Instructor-led in classroom
Butte, MT	26-Aug	Flagging Class: MT Towing Assoc.	Safety	6	1	1	0					20			Instructor-led in classroom
Statewide Webinar	27-Aug	Webinar: Summer Safety and Hot Weather	Safety	1	1	5	25								Instructor-led via distance learning
Billings, MT	4-Sep	Snow Rodeo: Winter Maintenance	Infrastructure Management	4	1	12	81	4							Instructor-led in classroom
Billings, MT	4-Sep	Snow Rodeo: Haz Comm	Safety, Workforce Development	4	1	12	81	4							Instructor-led in classroom
Statewide Webinar	17-Sep	Webinar: Truck Driving Safety	Safety	1	1	6	25								Instructor-led via distance learning
Helena	3-Oct	First Aid and CPR/Ceats and Clark County	Safety, Workforce Development	6	1	2	25								Instructor-led in classroom
Whitehall	6-Oct	Flagging/Whitehall tow and ambulance	Safety, Workforce Development	6	1	2	15								Instructor-led in classroom
Missoula	7-Oct	MACRS District: Hazardous Communications	Safety, Workforce Development	3	1	3	7								Instructor-led in classroom
Missoula	7-Oct	MACRS District: Winter Maintenance and Safety	Infrastructure Management	3	1	3	7								Instructor-led in classroom
Fort Benton	8-Oct	MACRS District: Hazardous Communications	Safety, Workforce Development	3	1	2	12								Instructor-led in classroom
Fort Benton	8-Oct	MACRS District: Winter Maintenance and Safety	Infrastructure Management	3	1	2	12								Instructor-led in classroom
Bozeman - Cancelled	9-Oct	MACRS District: Hazardous Communications	Safety, Workforce Development	3	1										Instructor-led in classroom
Bozeman - Cancelled	9-Oct	MACRS District: Winter Maintenance and Safety	Infrastructure Management	3	1										Instructor-led in classroom
Butte	10-Oct	Flagging Uneman program/Butte	Safety	5	1	1	11							11	Instructor-led in classroom
Statewide Webinar	15-Oct	Webinar: Defensive Driving	Safety	1	1	5	25								Instructor-led via distance learning
Billings	22-Oct	MACRS District: Hazardous Communications	Infrastructure Management	3	1	1	5								Instructor-led in classroom
Billings	22-Oct	MACRS District: Winter Maintenance and Safety	Safety, Workforce Development	3	1	1	5								Instructor-led in classroom
Miles City	23-Oct	MACRS District: Hazardous Communications	Infrastructure Management	3	1	9	17	6							Instructor-led in classroom
Miles City	23-Oct	MACRS District: Winter Maintenance and Safety	Safety, Workforce Development	3	1	1	37	6							Instructor-led in classroom
Wolf Point	24-Oct	MACRS District: Hazardous Communications	Infrastructure Management	3	1	5	12								Instructor-led in classroom
Wolf Point	24-Oct	MACRS District: Winter Maintenance and Safety	Safety, Workforce Development	3	1	5	12								Instructor-led in classroom
Missoula	29-Oct	MSHA Refresher/ Missoula County	Workforce Development	8	1	1	7								Instructor-led in classroom
Missoula	30-Oct	MSHA Refresher/ Missoula County	Workforce Development	8	1	1	15								Instructor-led in classroom
Missoula	6-Nov	First Aid and CPR/ Missoula County	Safety, Workforce Development	4	1	1	8								Instructor-led in classroom
Missoula	6-Nov	Hazardous Communications	Safety, Workforce Development	6	1	1	12								Instructor-led in classroom
Statewide Webinar	19-Nov	Webinar: Ergonomics associated with driving	Safety	1	1	5	25								Instructor-led via distance learning
Missoula County	3-Dec	Winter Maintenance	Infrastructure Management	4	1	1	26								Instructor-led in classroom
Missoula County	12-Dec	Flagging	Safety, Workforce Development	6	1	4	38					4			Instructor-led in classroom
Statewide Webinar	17-Dec	Webinar: Winter and Holiday Safety	Safety	1	1	5	25								Instructor-led via distance learning
				1999	394	85	1461	82	73	82	48	126	2	125	
							73%	4%	4%	4%	2%	6%	0%	6%	
				Session Length (hours)	Total # of Sessions	# of Local Agencies (distinct)	% of Local Agency Participants	% of Tribal Participants	% of State Agency Participants	% of FLMA Participants	% of Consultant Participants	% of Contractor Participants	% of FHWA Participants	% of Other Participants	



Calendar Year 2019	Are you seeing any change in the number of requests you are receiving for the LTAP/TTAP Center assistance?	Technical Assistance Provided	Program Area	Tribe or Local Agency Name	Total Number of Individuals Receiving TA	TA provided in what form?	Outcome	State
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	JJ Nelson - Safety MGR at Knife River, Flagging: Provided resource for flagger training assistance (to be completed in 2020)	Safety, Work Force Development	Contractor	12-20 (to be completed in 2020)	In-person classroom instruction/training Written email correspondence, sharing technical materials, in-person presentation, calls to County engineer, discussing program needs, hands-on training and field visit for evaluation and installation training.	increase ability of contractor to provide save workers, certified to work on MT projects. Video content collected in MT at multiple sites in support of FHWA EDC initiative covering proper installation of Chevron Signs.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	L&C County Hart Lane curve (EDC Rural Roadway Departures): Provided hands-on training and in-field instruction on proper chevron installation.	Safety, Work Force Development	Lewis and Clark County	5	Written email correspondence, sharing technical materials, in-person presentation, calls to County engineer, discussing program needs.		MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Carbon Co. Guardrail (EDC Rural Roadway Departures): Providing ongoing training and resource for guardrail installation basics and assessment of length-of-need for guardrails in the County hands-on training and in-field instruction on proper chevron installation.	Safety, Work Force Development	Carbon County	3	Written email correspondence, sharing technical materials, in-person classroom presentation, calls to County, discussion of program needs.	Revision of Guardrail installation for this location. I need to follow up on this one! Revision of practices to conform with MUTCD, Roadside design guide and State of MT (MDT) installation guidance.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Prairie Co. Signing - Drill Stem Pipe: Fielded a concern and had a long discussion on signing installation is the county. Provided hands-on training and in-field instruction on proper sign installation.	Safety	Prairie County	5	Written email correspondence, sharing technical materials and guidance, in-person presentations, calls to County engineers, discussing program needs, and field visit for evaluation of sites.	Ravalli county is now conducting their own in-house review of SSD and ISD critical conditions in the county.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Provided hands-on in-person review of signing and safety concerns of the County on several roads that have limited sight distance issues.	Safety	Ravalli County	2	Written email correspondence, sharing technical materials, calls to County engineer, discussing program needs, recommendations and follow-up on with Engineer.	Revision of Guardrail installation for this location. I need to follow up on this one!	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	LTAP is providing ongoing training and resource for guardrail installation basics and assessment of length-of-need for guardrails in the County hands-on training and in-field instruction on proper chevron installation.	Safety	Ravalli County	3		Improved knowledge of paving methods, techniques, pavement repairs, maintenance options, preservation options, mastic application, crack sealing capabilities, etc.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	LTAP coordinated and co-hosted a hands-on 2-day training for local agencies on asphalt pavement maintenance, management and repairs utilizing local resources, agency and industry partners and LTAP Staff	Workforce Development, Infrastructure Management	City of Sidney, Richland County, McCone Co, Roosevelt, Dawson, City of Glendive	30	In-person training, hands-on demonstrations Sharing technical materials, calls to County engineer, discussing program needs.	County purchase of paver, compaction and other paving equipment, training of crews for paving.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Pavement and Roadway Condition - Missoula County: LTAP attended and participated in a 1-day training for local agencies on asphalt paving technologies and methods. We discussed use of PASER and PROS/CONS and limitations of the program.	Workforce Development, Infrastructure Management	Missoula County	23	Written email correspondence, sharing technical materials, in-person presentations, calls to County engineer, discussing program needs, hands-on training and field visit for evaluation methodology training, ride-along with employee to ensure proper methodology, and follow-up on PASER ratings.	Successful roadway inventory ratings through entire county on all paved roads.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Pavement and Roadway Condition - Ravalli County2/11/2020 LTAP provided 3 separate partial day trainings in-person for a temporary summer hire in Ravalli County, reviewing PASER and pavement conditions throughout the county. An additional outreach to commissioners discussed use of PASER and PROS/CONS and limitations of the program.	Workforce Development, Infrastructure Management	Ravalli County	3			MT

2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Unpaved Road assessment - Southside Road, CFCC, Missoula County: LTAP provided assistance to a private land owner that lives at the end of a long county road with minimal maintenance, and USFS jurisdiction/Paper Company ownership. Also took photos to provide to USFS Region 1 for remote evaluation of section loss/slides. An additional outreach to commissioners discussed use of PASER and PROS/CONS and limitations of the program.	Safety, Center Excellence	USFS, CFCC, Missoula County	5	Written Correspondence, sharing technical materials, in-person discussion with USFS Engineers, calls to County engineer, discussing repair needs, field visit for evaluation of deficiencies, minor education/ training component.	Major repairs completed by USFS Contractor	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Pavement and Roadway Condition - Park County	Infrastructure Management, Workforce Development	Park County	6	Written Correspondence, sharing technical materials, in-person presentations, calls to County engineer, discussing program needs, hands-on training and field visit for evaluation methodology training.	Park county is now conducting their own in-house review of roadway surface conditions in the county. This will be utilized in their CIP.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Park County ISD/SSD evaluation/assistance	Safety, Infrastructure Management, Workforce Development	Park County	7	Written Correspondence, sharing technical materials, in-person presentations, calls to City/County engineers, discussing program needs, hands-on training and field visit for evaluation methodology training.	Park county is now conducting their own in-house review of SSD and ISD critical conditions in the county.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	City of Livingston - ISD/SSD evaluation/assistance	Safety, Infrastructure Management, Workforce Development	City of Livingston	7	Written Correspondence, sharing technical materials, in-person presentations, calls to elected officials and City engineer, discussing program needs, hands-on training and field visit for evaluation methodology training.	The City of Livingston is now conducting their own in-house review of SSD and ISD critical conditions in the city.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Chevron Sign Installation - FHWA Video Support	Safety, Infrastructure Management, Center Excellence	FHWA Resource Center	3	On-site Visits, assisted in film work/narration/video, outlining content and script, selecting locations and logistics for field work, 4 days of field work.	Successful filming of Chevron Installation guidance around the State of MT.	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Front Range CC/NACE Safety Certification Program Development	Workforce Development, Infrastructure Management	Front Range CC	5	Written Correspondence, Website efforts, sharing technical materials, presentations, discussing program outline and needs.	Front Range CC is offering a new degree program in highway maintenance and Management utilizing the co-developed curriculum and some of the materials we provided.	MT, CO
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Musselshell Div. of Helena/L&C Nat'l Forest: Reviewed two roadway projects in the Little belt Mountains - Roberts Rd and Jelson Place Road (4 and 6 miles each) 2 culvert replacements, roadway work, etc. We have been asked to perform a field review for USFS/County roads. This is on hold for better weather.	Safety, Infrastructure Management	Musselshell County, USFS	5	Written Correspondence, sharing of technical materials and guidance documents, discussing assistance needs.	TBD	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	MDT Technical Review Panel Activity	Center Excellence	Montana Department of Transportation	unknown	Reviews, emails, phone calls and in-person meetings to review technical merits of MDT research	Ongoing	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	MDT Research Review Committee Activity	Center Excellence	Montana Department of Transportation	unknown	Attend regular in-person meetings to review funding requests for MDT research and keep funding partner/contract holder up to date on LTAP activities.	Ongoing	MT
2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Broadcast 33rd Annual North Central Regional Local Road conference in South Dakota	Workforce Development	SD LTAP	unknown	Written Correspondence to increase Montana attendance at Local Roads conference	Successful MT participation in r	MT
2019 2019	Increase for more relevant, more involved technical assistance versus sharing information or shipping out videos.	Promoted all webinars, TLN training, and onsite trainings for North Dakota LTAP/UGPTI	Workforce Development	TLN, MDT, UGPTI, ND LTAP	unknown	Written Correspondence to assist in providing another avenue for training	ongoing	MT

State	Calendar Year 2019	Session Title	Program Area	Session Length	Total # of Sessions	Total # of Agencies Attended	# of Local Agency Participants	# of Tribal Participants	# of State Agency Participants	# of Other Participants	Training Type
<i>Grand Forks, ND</i>	30-Jan	ND NACE - Leadership Behaviors and Impacts of Technology	Center Excellence	2	1	200	200				Instructor-led in classroom
<i>Bozeman, MT</i>	13-Feb	ASCE Chapter - Career Presentation	Center Excellence	4	1	40	1	2		37	Instructor-led in classroom
<i>Helena, MT</i>	25-Feb	MDT Technical Review Panel	Center Excellence	5	1	6	1		5		Instructor-led in classroom
<i>Boise, ID</i>	4-Mar	OSHA 510 Certification for Shawna Page (3/4-3/7)	Center Excellence	16	1		0				Instructor-led in classroom
<i>Great Falls</i>	3-Apr	Needs Assessment	Center Excellence		1	60	60				Instructor-led in classroom
<i>Lincoln, NE</i>	22-May	Nebraska LTAP TTT for Motor Grader Operator	Center Excellence	8	2	1	1				Instructor-led in classroom
<i>Stowe, VT</i>	11-Aug	NLTAPA Annual Meeting: Stowe, Vermont TRB Committee on Low Volume Roads: International Conference	Center Excellence	8	3	1	1				Instructor-led in classroom
<i>Kalispell, MT</i>	16-Sep		Center Excellence	8	2		240				Instructor-led in classroom
<i>Rapid City, SD</i>	15-Oct	Regional Local Roads Conference 10/15-17	Center Excellence	3	1	1	1				Instructor-led in classroom
<i>Rapid City, SD</i>	15-Oct	Regional Local Roads OSHA 10 - Why me?	Center Excellence, Safety	2	1	1	1				Instructor-led in classroom
							506				



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**Appendix C: NEW LTAP Staff****Melissa Schaak, Program Coordinator****EDUCATION**

2002-2007 Bachelor of Science Agricultural Business and Bachelor of Science Business-Marketing,  
May 2007, Montana State University-Bozeman

**PROFESSIONAL WORK EXPERIENCE**

Melissa has worked at MSU for almost 10 years, previously in the Counseling & Psychological Services Office as the Medical Records Administrator, in Professional Development and Training as the Training Program Manager, and most recently in the Office of the President and Office of Legal Counsel.

**TRAINING**

Management Development Certificate Program, Financial Development Certificate Program,  
Crucial Conversations Certificate.

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## Appendix D: Distance Learning Lessons

Twelve online webinars were held via Adobe Connect through the WTI assistance:

- PPE
- Cutting Torch and Welding Safety Part 1
- Cutting Torch and Welding Safety Part 2
- Hand and Power Tool Safety
- Low Volume Roads
- Skid Steer Safety
- Trenching and Excavation Hazards
- Summer Safety
- Truck Driving Safety
- Defensive Driving
- Ergonomics
- Holiday Safety

Other distance learning programs used and available for use:

- National Center for Rural Roads Safety online resources
- MDT's GoToMeetings
- MDT's connection with TLN (Transportation Learning Network) live training sessions
- NHI's training sessions to MDT's telecom sites in Montana
- National LTAP Clearinghouse's Adobe Pro Connect
- 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 E: 2020-2021 Montana LTAP Draft Workshop Schedule

(rev. 3/24/2020)

### JUNE (end of SFY 2020)

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
June xx: Missoula	Flagger Certification Class
June xx: Butte	Flagger Certification Class
June xx: Missoula	Flagger Certification Class
June xx: TBD	Motor Grader Operator training
June xx: TBD	Motor Grader Operator training

## SFY 2020-2021

### JULY

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
July xx: TBD	Motor Grader Operator training
July xx: TBD	IDIQ Trainings
July	NLTAPA +NTTD Annual Meeting

### AUGUST

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
August (TBD):	Motor Grader Operator training

### SEPTEMBER

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
Sept xx : Helena	APWA Snow Rodeo & Equipment Safety Training
Sept. xx: Helena	Winter Maintenance and Safety/ Load Securement
Sept 15-18: (TBD)	National Tribal Roads Conference

### OCTOBER

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
October x: Great Falls	MACRS Training (Leadership)
October x: Great Falls	MACRS Planning Meeting
October 2-4, Billings, MT	League of Cities and Towns, Public Works Directors Meeting
October x: Missoula	MACRS Fall District Meeting: (Subjects TBD)
October x: Great Falls	MACRS Fall District Meeting: (Subjects TBD)

October x: Bozeman  
 October x: Billings  
 October x: Miles City  
 October x: Wolf Point

MACRS Fall District Meeting: (Subjects TBD)  
 MACRS Fall District Meeting: (Subjects TBD)  
 MACRS Fall District Meeting: (Subjects TBD)  
 MACRS Fall District Meeting: (Subjects TBD)

## NOVEMBER

Nov. x-x  
 NLTAPA:  
 3<sup>rd</sup> Tuesday  
 TBD

NLTAPA Exec Com. Retreat Columbus, OH.  
 Conference Calls  
 MT LTAP Webinar: TBD  
 IDIQ Trainings

## DECEMBER

NLTAPA:  
 3<sup>rd</sup> Tuesday  
 TBD

Conference Calls  
 MT LTAP Webinar: TBD  
 IDIQ Trainings

## JANUARY

NLTAPA:  
 3<sup>rd</sup> Tuesday  
 TBD  
 January x-x: Washington, DC  
 January xx-xx: Helena

Conference Calls  
 MT LTAP Webinar: TBD  
 IDIQ Trainings  
 TRB **Annual Meeting**, Walter E. Washington **Convention** Center  
 19<sup>th</sup> Annual Safety Congress:  
 Jan. 27 – Work Zone Technician  
 Jan. 28 – Traffic Control Supervisor  
 Jan. 39 – Traffic Control Supervisor  
 Jan. 30 – Train the Trainer

## FEBRUARY

NLTAPA:  
 3<sup>rd</sup> Tuesday  
 TBD  
 Feb/March: TBD  
 Feb/March: TBD

Conference Calls  
 MT LTAP Webinar: TBD  
 IDIQ Trainings  
 Asphalt Conference  
 MDT Construction Meeting with Contractors

## MARCH

NLTAPA:  
 3<sup>rd</sup> Tuesday  
 TBD  
 March xx: Kalispell  
 March xx: Great Falls  
 March xx: Bozeman

Conference Calls  
 MT LTAP Webinar: TBD  
 IDIQ Trainings  
 Work Zone Flagging  
 Work Zone Flagging  
 Work Zone Flagging

March 29, 2020: Great Falls  
**March 30- April 1: Great Falls**

MACRS 40<sup>th</sup> Annual Spring: Pre-conference LTAP Training  
**MACRS 40<sup>th</sup> Annual Conference, Heritage Inn**

**APRIL****NLTAPA:**3<sup>rd</sup> Tuesday

TBD

April 13: Billings

April 14: Miles City

April 15: Glendive

April 16: Glasgow

April 19-23, 2020: Orange Beach, AL

**Conference Calls**

MT LTAP Webinar: TBD

IDIQ Trainings

Work Zone Flagging

Work Zone Flagging

Work Zone Flagging

Work Zone Flagging

NACE Annual Meeting (NLTAPA)

**MAY****NLTAPA:**3<sup>rd</sup> Tuesday

TBD

May 4: Missoula

May 5: Great Falls

May 6: Lewistown

May 7: Bozeman

May 21: Billings

May ??: Miles City

May ??: Glasgow

May 2021 (location TBD)

**Conference Calls**

MT LTAP Webinar: TBD

IDIQ Trainings

MACRS Spring District Meeting: TBD

MACRS Spring District Meeting: TBD

MACRS Spring District Meeting: TBD

MACRS Spring District Meeting: TBD

MACRS Spring District Meeting: TBD

MACRS Spring District Meeting: TBD

MACRS Spring District Meeting: TBD

Regional Meeting: LTAP North Central Region

**JUNE****NLTAPA:**3<sup>rd</sup> Tuesday

TBD

June x: Bozeman

June xx: Bozeman

June xx: Bozeman

**Conference Calls**

MT LTAP Webinar: TBD

IDIQ Trainings

Work Zone Flagging

MACRS Executive Board Meeting

LTAP Advisory Board Meeting

**Addendum: July-September SFY 2020-2021 (to end of FFY)****JULY**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
July 16-18:	Motor Grader Operator training
July (TBD)	IDIQ Trainings
July	NLTAPA +NTTD Annual Meeting

**AUGUST**

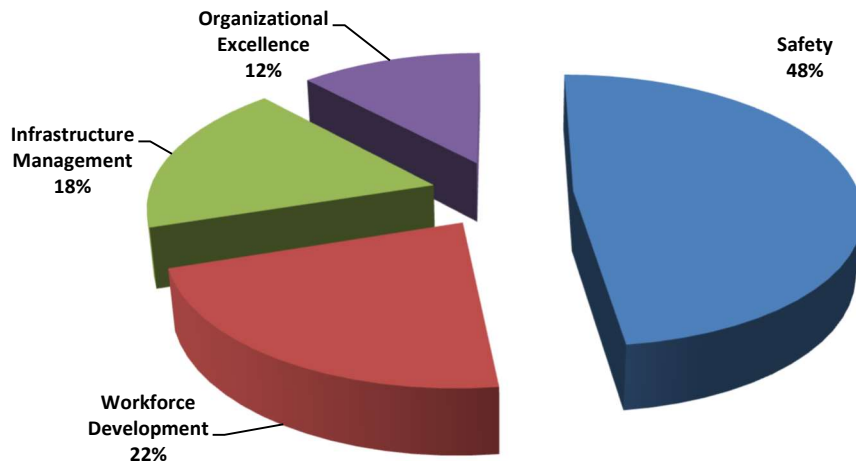
NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
August (TBD):	Motor Grader Operator training

**SEPTEMBER**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
Sept xx : Helena	APWA Snow Rodeo & Equipment Safety Training
Sept. xx: Helena	Winter Maintenance and Safety/ Load Securement
Sept 15-18: (Location???)	National Tribal Roads Conference

## Appendix F: Needs Assessment Survey Topics

### Four Focus Areas



#### Infrastructure Management

Sept. 9 – 10, 2019  
Snow Rodeo: Equipment Safety

Sept 23, 2019  
League of Cities and Towns: Road Management

Feb. 21, 2020  
Asphalt Conference:

May 5 - 21, 2020  
MACRS: Gravel Road Maintenance and Design

#### Workforce Development

Sept. 9 – 10, 2019  
Snow Rodeo: Equipment Safety

Jan. 27 - 30, 2020  
Safety Congress: Workzone Safety

March 30 – April 3, 2020  
MACRS Spring Conference: Motivational Speaker, Leadership, Ethics

#### Organizational Excellence

Sept 23, 2018  
League of Cities and Towns  
Public Works Directors Meeting

Nov. 6, 2020: LTAP Leadership Course

November 6 - 7, 2020  
MACRS Planning Meeting

May 26 – 28, 2020 LTAP Regional Meeting

June 10, 2020: MACRS Executive Meeting

June 11, 2020: LTAP Advisory Board Meeting

#### Safety

**Worker Safety**  
October 8 - 23, 2019  
MACRS Fall District Meetings

Jan. 27 - 30, 2020  
Safety Congress: Work Zone Technician, Work Zone Traffic Control Supervisor, & Train the Trainer

March 10, 11 12, 2020  
April 14, 15, 16, 17, 2020  
Work Zone Flagging, Work Zone Tech

June 9, 2020  
Work Zone Flagging, Work Zone Tech

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## Appendix G: Summary of Work Tasks

The following seven 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 continued to be used for safety meetings for all constituents.

**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 electronic 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 Webinars, 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 webinars, 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, 930 publications, 135 sets of software, and 98 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 email requests, address change notices, and conference attendees. With technological advances, LTAP is finding electronic communication via email 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) in 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.

## 7. Future Classes (Potential)

Potential Training Class	Sponsor	Partners
Acquisition Plan Reading - Real Estate Academy	LTAP	MDT
Asbestos Awareness	LTAP	
Geotechnical Software Training	LTAP	WTI
Asphalt Recycling and Pavement Preservation	LTAP	MDT
Asphalt maintenance and repair (2019-2020)	LTAP	MDT Asphalt Inst.
Highway Plan Reading	LTAP	MDT
Inspector Testing for Flexible Pavements, Advanced Structures, Compaction Testing and Traffic Work Zones	LTAP	MDT
PASER (2018, 2019)	LTAP	
Local Road Safety Plans (FHWA EDC)	LTAP	FHWA, MDT
Signing & Markings (2018, 2019)	LTAP	MDT
Tort Liability and Risk Management	LTAP	MDT MACo
Traffic Signs & Pavement Markings (2018, 2019)	LTAP	MDT
Bridge Inspection Refresher Training	MDT	FHWA NHI?
Highway Safety Manual (HSM) Focused Training Class	MDT	FHWA
Road Diets Workshop	MDT	
Designing for Pedestrian Safety	WTI	
Designing Pedestrian Facilities for Accessibility	WTI	