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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# Table of Contents

## Contents

- Executive Summary ......................................................................................................................... 1
- Introduction .................................................................................................................................... 3
- Mission ............................................................................................................................................ 3
  - Montana LTAP Spotlight: Montana LTAP Roads Scholar Program ........................................ 6
  - Montana LTAP Professional Staff ............................................................................................. 6
- Program Development ................................................................................................................ 7
  - Customer Needs Assessments ................................................................................................. 7
  - Questionnaires and Surveys ..................................................................................................... 7
  - Key Contact Informational Interviews ..................................................................................... 8
  - Group Assessment Methods .................................................................................................... 8
  - Formal Needs Assessment Survey (conducted in 2018-19) ..................................................... 9
  - LTAP Workshop Needs ............................................................................................................ 9
- III. LTAP Advisory Committee ................................................................................................. 10
  - Leveraging Capabilities and Partnerships: LTAP Program Growth ........................................ 11
  - Partnerships ............................................................................................................................... 12
- LTAP Work Plan within the 4 LTAP Program Focus Areas ......................................................... 14
  - Focus Area: Safety .................................................................................................................. 14
  - Focus Area: Infrastructure Management Focus Area ............................................................ 16
  - Focus Area: Workforce Development Focus Area ................................................................. 17
  - Focus Area: Organizational Excellence .................................................................................. 18
  - Library Resources and Distance Learning ................................................................................ 18
  - Additional Services .................................................................................................................... 19
  - Future Initiatives ....................................................................................................................... 20
  - Budget ....................................................................................................................................... 21
Figures and Tables
Figure 1. Four Focus Areas .............................................................................................................. 3
Figure 2. Stakeholders Intersection of Interests ............................................................................. 5
Figure 3. Program Inputs ................................................................................................................ 9
Table 1. Breakdown of Budget by Focus Area .............................................................................. 22
Table 2. Breakdown of Budget by Source ..................................................................................... 23

Appendices
Appendix A: History .................................................................................................................... A.1
Appendix B: Program Assessment Report .................................................................................. A.2
Appendix C: New LTAP Staff ...................................................................................................... A.7
Appendix D: Distance Learning Lessons .................................................................................. A.8
Appendix E: 2020-2021 Montana LTAP Tentative Workshop Schedule ...................................... A.9
Appendix F: Needs Assessment Survey Topics ........................................................................ 14
Appendix G: Summary of Work Tasks ....................................................................................... A.14
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 18th 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.
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)

1. MDT Research Review Committee
   1. Urban Construction Zones
   2. Rural Road Safety Plans
   3. Pavement Management
   4. Work Zones
II. League of Cities and Towns: City Transportation Officials
   1. Asphalt Repair and Maintenance
   2. Work Zone Safety
   3. Personal Safety
   4. Personnel Issues
   5. Liabilities/Safety Audits
   6. AASHTO Design Criteria/MUTCD Signing

III. LTAP Advisory Committee (Listed from most votes to least)
   1. Worker Safety (PPE)
   2. Gravel Roads
   3. Work Zone Safety
   4. Personnel Issues
   5. MUTCD Signing
   6. Asset Management

IV. MACRS Officers and Representatives and MACRS Training Requests
   Spring Training Requests
   1. Dump Truck Safety
   2. Loader Operations
   3. Load Securement

   Fall Training Requests:
   1. County Road Standards
   2. Culverts & Trenching
   3. Winter Maintenance

   Annual Conference Requests:
   1. Loss Control
   2. Construction Math
   3. Culvert Sizing
   4. DES - Procurement
   5. Plan Reading
   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
- Back Safety
- First Aid
- Emergency Management and Signing
- Work Zone Technician
- Work Zone Traffic Control
- County Road Standards
- Gravel Road Maintenance & Design
- Culvert Placement & Trenching & Cattle Guards
- Winter Maintenance
- Dump Truck Safety
- Heavy Equipment Operations
- Load Securement
- Technical Leadership
- Summer Survival
- Dust Control
- MSHA Part 46
- HAZMAT
- Weed Mowing
- 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.


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 19th 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 PAvement Surface Evaluation and Rating 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
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
2. Back Safety
3. Right of Way Mowing Safety
4. Hearing Safety
5. Emergency Response Driving
6. Operating Guide: Motor Grader
7. Motor Grader Operation – Part III and PMA
8. Welding Safety
9. Loader Securement
10. Transport Trailer Safety
11. Right of Way Mowing Safety
12. It Always Happens to the Other Guy (Equipment Safety)
13. Distracted Driving
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

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Salary/ Benefits</th>
<th>Prof. Services</th>
<th>Travel</th>
<th>Supplies/ Comm.</th>
<th>Minor Equip</th>
<th>Subtotal</th>
<th>IDC's</th>
<th>Total</th>
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## Table 2. Breakdown of Budget by Source

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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.
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.
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<th>Total # Of Non-Agency Participants</th>
<th>Total # Of Total Participants</th>
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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
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
3rd 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
3rd Tuesday MT LTAP Webinar: TBD
July xx: TBD Motor Grader Operator training
July xx: IDIQ Trainings
July TBD NLTAPA +NTTD Annual Meeting

AUGUST

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

SEPTEMBER

NLTAPA: Conference Calls
3rd 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
3rd 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)
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<td>October x: Billings</td>
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<td>October x: Miles City</td>
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<td>October x: Wolf Point</td>
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<td>Feb/March: TBD</td>
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<td>MACRS 40th Annual Spring: Pre-conference LTAP Training</td>
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<td>March 30- April 1: Great Falls</td>
<td>MACRS 40th Annual Conference, Heritage Inn</td>
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Addendum: July-September SFY 2020-2021 (to end of FFY)

JULY

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

SEPTEMBER

NLTAPA: Conference Calls
3rd 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**: 18%
- **Workforce Development**: 22%
- **Organizational Excellence**: 12%
- **Safety**: 48%

### 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
    - MACRS Spring Conference: Workzone Safety
    - 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
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)

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