

# Montana

## Local Technical Assistance Program

Work Plan and Budget  
July 1, 2023 – June 30, 2024: State FY24 Work Plan

Includes  
July 1, 2024- September 30, 2024: Federal FY24 Work Plan Addendum in Appendix E

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RESEARCH PROGRAM

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## Letter from the Director: Workforce Investment and *Helping local transportation leaders grow.*

Montana LTAP brings the message home to each municipal employee in LTAP events or trainings that they are not only important to their organizations – they are a good investment. As Montana employers allow and encourage staff to participate in training opportunities, it shows that they understand that each employee is a good investment, that they are valued, and that their efforts make a difference. LTAP Trainings give these employees the tools to create a new and brighter future for themselves, the employer, and the community. Simply stated, partnering with LTAP shows that our agencies and our leaders care.

LTAP leads others down a path of continuous learning. These individuals are trained and we ask that they immediately share the knowledge. As they pass along useful tips, share key learning info, develop, and share calls to action, they themselves become leaders within their organizations. Investment in an individual becomes an investment in the community. Montana LTAP is honored that the Montana DOT, FHWA and our many other partners entrust and challenge us to provide quality technical outreach, conduct high-quality learning opportunities led by qualified instructors, advocate for innovation and cutting-edge efforts, and provide local roadway leader mentorship. This broad array of services facilitates creation of a more educated and engaged workforce that possesses the foundation and desire to improve and maintain- safer roads. Safer roads save lives. In concert with Vision Zero, our efforts build upon the core concept of ensuring roadway users get home safe every day.

Montana LTAP leverages its community to provide synergy to Montana's Locals.

**Together, we are the best.**

*With gratitude,*

*Matthew A Ulberg*

*Matthew A. Ulberg, PE*

*LTAP Director*

## 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 (Locals). Montana LTAP is a key connection between Federal Highway Administration (FHWA) and the Montana Department of Transportation (MDT) in reaching the local agencies. Montana LTAP provides guidance, operational and technical support regarding engineering and technical topics, employee safety, equipment operation safety, workforce development, trainings and skills development and professional/personal development that supports Montana's local agencies.

Montana LTAP is the solution to the pressing need for transportation training and technical assistance at the local level, where resources are limited and the ability of FHWA and MDT to effectively interface with local agencies in a similar way is very limited. FHWA's Center for Local Aid Support Website summarizes LTAP in this brief statement: "Through LTAP, these local public agencies have received mission-critical services that filled vital needs on a traditionally underserved portion of the national roadway system. Often, LTAP training events and personalized assistance were the only source for locally relevant and compatible resources. Over the years LTAP has carved a significant niche in providing these services. The program, with its low-cost model and practical accessibility, is a benefit to a local agency workforce challenged by limited access to training and technical assistance resources."

Montana LTAP's capacity to provide face-to-face, hands-on training enables members of the transportation workforce to learn valuable information from our qualified 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.

LTAP enables local transportation workers to study roadway fundamentals including materials, road safety, roadway drainage, snow and ice removal, work zone topics, OSHA 10 and OSHA 30, the basics of good gravel roads and other topics with the goal of becoming expert operators, team members and road supervisors or department managers. Two particularly successful means for promoting ongoing skills are the Montana LTAP programs Road Scholar (also called the Road Scholar 1) and Road Master Certifications (Road Scholar 2). These certificate programs continue to grow and deliver good results for our Locals.

Montana LTAP's ability to improve understanding of current practices, technologies and methods through in-person training is unparalleled. There are no other Local outreach programs that have a similar reach with our customer base. Without LTAP, our Locals would not have a second option at a similar quality or cost. LTAP communicates relevant information efficiently and effectively through training courses, technical assistance and regular contact with our rural and urban partners (Locals). Montana LTAP is active in regional and national initiatives and is effective in delivering quality outreach and technical assistance. Our program delivery is high, considering our resources, and we provide an excellent value to our Locals through low-cost and professionally delivered training and technical outreach.

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 in excess of 40 class titles (subjects) that we regularly deliver to our Locals.

## Introduction

This Work Plan for Montana LTAP is a general guideline of what we plan to deliver. It is flexible, and meant to accommodate the changing needs, schedules and priorities of our stakeholders.

Montana LTAP is one of 52 centers nationwide that operate under contract with state departments of transportation (DOTs) and FHWA in order to assist Local Government and Local Transportation agencies in the safe and effective design, operations and maintenance of the roadway system in their jurisdiction.

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, tribal road departments, federal agency road maintenance units (including National Parks Service, US Forest Service and State Lands), elected and appointed public officials, private contractors, individuals and other publicly owned transportation agencies. We refer to these customers as our “Locals”, a term coined by some at a National LTAP Association (NLTAPA) meeting with FHWA.

LTAP plays a unique part in transportation education at the local level, and Montana’s LTAP works to address the needs of our Local Customers while still following the National LTAP Program guidance from FHWA. Through the FHWA Local Aid Support Team (formerly the Center for Local Aid Support or CLAS), a national needs assessment was completed, and from this assessment, we (LTAP Centers) anticipate some minor programmatic changes that may affect our reporting and some program focus while still being flexible enough to address our local needs effectively.

The need for entry-level safety and basic equipment/operational trainings will continue to grow due to retirement rates, employee turnover and population growth. Our partnerships with Montana Department of Transportation, FHWA, National Highway Institute, American Public Works Association (APWA) and others will allow us to better meet those needs.

To provide transportation training to local road agencies, 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.

## Montana LTAP Vision

Our vision is to improve the quality and safety of the local surface transportation system through training, technical assistance, mentoring and information exchange with our local roadway agencies and owners. To do this, we deliver educational materials produced by our partners at FHWA, National Association of County Engineers (NACE), NHI, APWA, Institute of Transportation Engineers (ITE) and other LTAPs in the form of email distribution of materials, live-instructor classes, technical assistance, and live and recorded online webinars. We provide leadership classes, host conferences and assist in the production of the Montana Association of County Road Supervisors (MACRS) Annual Conference. MACRS is the Montana affiliate of NACE. LTAP builds on long-standing relationships among partners including the MACRS,

Montana Association of Counties (MACo), Montana League of Cities and Towns (MLCT), APWA, NACE and Montana Department of Transportation (MDT), Montana Contractors Association (MCA) and the Montana Trucking Association (MTA). Through using our resources to provide training, bringing in outside expertise as needed, and improving the distribution of transportation-related information, the program promotes efficient use of local transportation agencies' scarce resources.

The overarching methodology of Montana LTAP will be to:

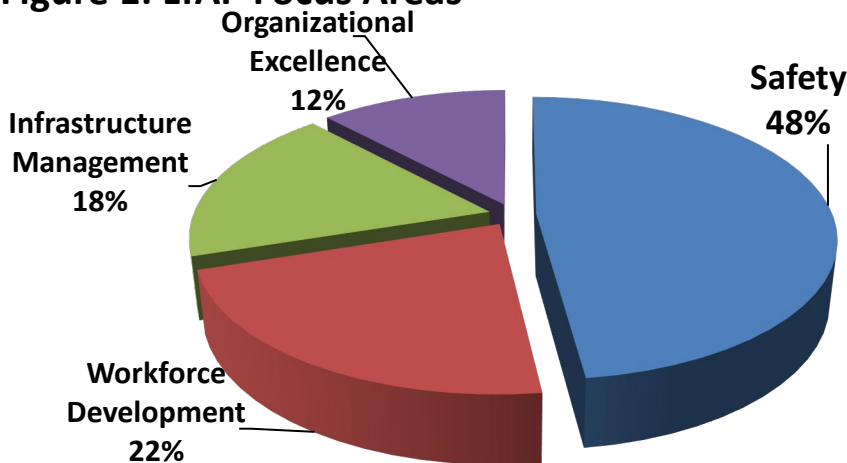
- **Coordinate** with all stakeholders to meet training and technology transfer needs.
- **Integrate** training and technology transfer resources and services into a centralized location at LTAP.
- **Accelerate** distribution of transportation technology by:
  - Distribute time sensitive information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

## Mission

The mission of LTAP to serve local agencies 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**. Each year, expenditures vary based on demand for training and assistance in each area. Our programming is responsive to the needs of the Locals and meets their training needs, while providing a base calendar of regularly scheduled trainings, conferences, classes, webinars and events. Figure 1 illustrates the relative historic LTAP program expenditures on each of these focus areas.



**Figure 1: LTAP 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.

As Montana LTAP conducts regular trainings throughout the State, we are a safety ambassador for both MDT and FHWA. In our statewide efforts and safety training workshops, the importance of seatbelts and danger of distracted driving crashes are strongly reinforced. Seatbelts save lives, Slow down move over, **Vision Zero** and **Click it or Ticket** are all part of the regular LTAP safety messaging. Main contributors to rural highway crashes include hand-held cell phone use, distracted drivers and drunk drivers, so these topics are commonly discussed. 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. The following courses are regularly offered/taught, and are some of what LTAP offers that fall within the safety focus area:

- Traffic Control: Permanent Signing
- Worker Safety: Hand and Back Safety
- Signing for rural roadways
- OSHA 10
- OSHA 30
- Shop Safety
- Seasonal/Winter Survival
- Roadside Design and Safety
- Equipment Safety – Wheeled Loaders, Heavy Trucks, Dump Trucks, Backhoes
- Work Zone: Flagging, Work Zone Technician, Work Zone Traffic Control Supervisor
- Mining Safety and Health Administration (MSHA) Part 46 and Refresher

A large part of our safety program is our **Annual Safety Congress** held in Helena, MT each winter. LTAP held the 21<sup>st</sup> Annual Safety Congress, January 2023, in Helena. These classes are offered as an alternative to the highly costly and seldom available American Traffic Safety Services Association (ATSSA) trainings that cover the same materials. Montana LTAP has achieved and maintained ATSSA-qualified Trainer certification and offers these classes at a fraction 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

This agreement allows a flagger certification to be valid in any of these states, as long as their training was completed in a live-instructor classroom. The certifications are for 3-year periods, and Montana does not recognize virtual or online trainings.

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

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 results identify these course topics 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: Cold In-Place Recycled Asphalt Pavements
- Roadway Drainage
- Winter Maintenance
- Roadside Design and Management
- Preconstruction and Design
- Asphalt Management

- Road Stabilization and Road Dust: Current Practices
- Culverts: Installation and Maintenance
- Bridge Maintenance and Management
- Right of Way management
- County Road Standards
- Chip Seal/Asphalt Maintenance
- PAsER (PAvement Surface Evaluation and Rating) Inventories
- Storm Water Management

The key solution in bringing the roads up to a higher level of service is Montana LTAP providing training for the workforce who maintain and construct these roads. Continued strategic training will improve road quality and assure economic stability for Montana. 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. This area of focus can be closely related to the next focus area, Workforce Development.

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

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

- Leadership behaviors
- MSHA Part 46 Training and Refreshers
- Motor Grader Operator
- Dump Truck Safety
- Gravel Pit Safety (MSHA Part 46)
- Asphalt Training
- Snow Rodeo Training
- Signing Installation, management and maintenance
- Cattleguard Installation and Maintenance
- Forklift and Skid-steer operation
- Wheeled Loader Safety and Operation
- Trenching and Excavation Safety
- Winter Maintenance
- Weed Mowing

*“...Thanks for coming up here. We really enjoyed the training topics and our crew said that they learned a lot, even though many said they had taken the class before. You did a good job...”*  
*Fergus Co., March 2022*

LTAP has a good relationship with our partners at Flathead Valley Community College, Montana Tech, College of Great Falls, Highlands College in Butte, Salish-Kootenai College, and Montana Safety Fest (Montana Department of Labor and Industry) and we are able to leverage these relationships to further Montana LTAP’s focus on Workforce Development. Each of these groups have a program to prepare participants to enter the construction industry. We work to ensure that these partnerships will assist and encourage the students we reach to consider entering 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 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 year, Organizational Excellence is an area of focus for LTAP that impacts not only the development of our staff, but leadership and skills development for our customers as well. We provide quality leadership and management training to our Locals. Leadership is a focus of our Road Scholar and Road Master certificate programs, and according to the emphatic and repeated positive feedback we receive, we are having an impact.

For our staff, professional development is a key focus for LTAP. As we become better equipped to provide effective technology transfer, instruction, training, and interaction with stakeholders. By providing training for LTAP staff and evaluating training successes, the organizational excellence focus will be met. This emphasis is on developing all of our staff, whether they be part time or full-time employees.

The **Lost Sheep Initiative** was a new initiative in 2022. **Autumn Gilleard**, Montana LTAP's Program Coordinator, leads our efforts to provide excellence in customer service.

Looking back, some of our Locals were sitting near completion for Road Scholar 1 (Scholar) and or Road Scholar 2 (Master) awards but had not moved ahead in years. As COVID disrupted our world, some of these folks had retired or moved on, while others may have been disheartened. As we resumed classes and events, most of our targeted community returned, new customers joined, but some are still missing out on NDLTAP learning opportunities. Once they 'left the flock' so to speak, how do we retrieve them? The **Lost Sheep Initiative** is not only an important step toward helping insure our students and and do progress in the Road Scholar program, but also a holistic style of customer focus. The idea started with our new customer database management system that is still being implemented, and a re-write of our customer needs survey. Beginning with a better understanding of local learning needs, workforce needs, and staff changes and working toward improving our own processes to be customer centered, sincere, and encouraging constant customer care and friendship, Montana LTAP's goal is to help ALL locals become engaged in the MTLTAP flock.



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:

- Training: Leadership Behavior and Leading when you are not in charge
- Activity: Participation in NLTAPA Executive Committee meetings as National President of NLTAPA
- Activity: Participation in NLTAPA Work Groups
- Activity: Participation in Transportation Research Board (TRB) Committee on Low-Volume Roads (AKD30)
- Guest speaking engagements at various meetings and conferences
- Attending PWX, NLTAPA Annual Conference, Regional Roads Conference, NACE, and other meetings as budget, relevance, and time allows
- Activity: Participation in TRB Committee on Low-Volume Roads (AFB30)
- Training: Leading when you are not in charge/ Leadership Behaviors
- Activity: Employee Supervision and performance reviews
- Activity: Needs Assessment
- Activity: Program Assessment Report (PAR)
- Activity: Participation in the Annual Regional Local Roads Conference, hosted by South Dakota
- Activity: Regular attendance of National Association of County Engineers (NACE), Regional NLTAPA, National NLTAPA and Regional LTAP Meetings in South Dakota

*“The MACRS Conference was a success! We had a great turnout, the speakers were great, and the meals were good. The vendors thought it was one of the best Conferences they had been to. Everybody appreciated your hard work in making it a success. Come the end of the Conference there is not much left of you. Thanks again for your work.”*

*“What a wonderful / uplifting email. The thanks needs to go to you (and your team) for all of your invaluable help (and) assistance. You are professional in every possible way.”*  
*Kraig Pester, T&E Equipment, MACRS Board*

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 LTAP Director reaches out regularly to the League of Cities and Towns Public Works Conference Committee and offers to provide training at their annual meeting, a review of the LTAP program, to assess training needs of the group, and discuss training requests.
- Montana LTAP coordinates with Rocky Mountain American Public Works Association (APWA) Division members as appropriate for the Snow Rodeo event to provide 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 with scoring, awards, etc.

- The Director meets annually with the Montana Association of County Road Supervisors (MACRS) 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.
- STIC Grant: Montana LTAP has successfully secured a STIC grant and will be implementing a new database program for our road scholar database. The software is used by many other LTAPs with great success, and we are getting close to full implementation.

### **Additional Program Delivery and LTAP Resources**

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/MACRS Annual Snow Rodeo and Equipment Training – technical training and equipment safety training for city and county road employees. This training and skills assessment event is to be offered in two locations this year, and is planned to be held in Missoula, MT and Sidney, MT in September of 2023. It is anticipated that attendance at each location will be limited to 50 attendees.
2. Planning and operational efforts to conduct and support the Annual MACRS Conference in March
3. MACRS – annual spring and fall district training meetings
4. Montana League of Cities and Towns Conference – fall public works meeting and training
5. Safety Congress – Each January in Helena (and now mid spring in Miles City, MT) traffic control work zone trainings
6. 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
7. Montana Asphalt Conference – partner with Asphalt Institute for annual Montana Asphalt Conference
8. NEW: Montana LTAP Asphalt Pavement Repair and Maintenance Training (bi-annual or triannual as requested)
9. MDT’s telecom sites and TLN (Transportation Learning Network) – long distance learning
10. FHWA EDC (Every Day Counts) initiatives are included in training offerings and webinars

### **Continued Commitment to Service**

We have made a lot of progress on our past “future Initiatives”. In the last year, we have completed the following:

- Successfully planned and conducted the first ever Snow Rodeo in eastern Montana, the second Snow Rodeo Event in our first year of holding 2 of these in a year. This event was a huge success due to our great partnership with several counties and our host, Richland County in Sidney, MT
- Coordinated/planned and delivered trainings at the 21<sup>st</sup> Annual Safety Congress, January, 2023



- Continued our cooperative training and information program with North Dakota and South Dakota LTAPs to better serve eastern Montana. This includes making our locals aware of the trainings closest to them, and in some cases supporting trainings efforts that serve counties on both sides of the State border with these States. ND and SD LTAPs have Montana county attendance at some events, and we have ND and SD attendance and support of some events near the border. We also share training materials and resources
- 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
- Completed formal MT LTAP Needs Assessment for 2022-2023
- Encouraged many small urban areas to develop pavement management programs in preparation for applying for federal funding – Currently working with Ravalli County
- Generally followed and completed the Annual Work Plan/LTAP workshop schedule for 2022, and have carried forward with the planning for the next year (2022-2023) in Appendix F
- Continued with LTAP’s leadership and coordinating role with MDT and the Work Zone Safety Committee
- Continued to serve MDT with activity on the Research Review Committee, serving on specific research panels and general coordination with MDT maintenance staff regarding Flagger Certification Training
  - Served as the National NLTAPA President 2021-22, including activity in all workgroups, regional meeting attendance, National Meeting attendance, representation of NLTAPA at other meetings and regular Executive Committee meetings and activity.

We also worked on **improving** many trainings, including:

- Leadership: Employee engagement, behaviors and methods for self-assessment of strengths: How strength-based decision making will help you in your career. This was improved by updating materials, focusing on personal engagement and the power of strengths-based decision making and assessments.
- We improved on our service to Montana’s cities through reaching out to more Cities to support their training needs;
  - Skid Steer/Forklift
  - Flagger Certification
  - Work Zone Technician
  - Equipment and Excavation Safety
  - Winter Maintenance
  - Gravel Roads Maintenance
- Continued to support counties in their annual training needs by offering high-quality trainings that are critical links in the employee safety programs of our local agencies including;
  - MSHA Part 46 new miner

- MSHA refresher (annual renewal period)
- OSHA 10/30
- Flagger Certification (3 year renewal period)
- Work Zone Technician
- Equipment and Excavation Safety
- Winter Maintenance
- Gravel Roads Maintenance

## Future training efforts

The following are some of the planned efforts that Montana LTAP will continue to pursue:

- 1) Coordinate and plan the Annual Safety Congress in 2024, including offerings in Eastern MT
- 2) Continue and expand upon the cooperative relationship with North and South 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, MDT and FHWA
- 5) Complete formal LTAP needs assessments
- 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 contract year (see Appendix E)
- 8) Continue to invest in LTAP's role with MDT and the Work Zone Safety Committee
- 9) Continue activity with National and Local TIMs initiatives
- 10) Continue partnering with MDT to assist in research initiatives
- 11) Participate and attend National and Regional meetings of NLTAPA and NACE
- 12) Provide new and relevant content in support of the Annual MACRS conference
- 13) Continue our commitment to assist MACRS and LCT as needed within our area of focus/expertise
- 14) Other efforts as requested by our partners

## Montana LTAP Professional Staff

Montana LTAP currently has three staff members (up to 2.75 FTE) with the potential to added assistance from WTI technical (graphics) specialists and finance/payroll staff to assist as need dictates. We are also supported by Fiscal Shared Services at MSU. This is a cost-effective structure and requires very little administrative burden beyond what is needed to administer the program.

**Matthew Ulberg, PE 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 technical expertise to the LTAP program. Matt directs the work of the LTAP program, including development of on-site training, webinars, and technical assistance. Matt delivers technical topic trainings including roadway fundamentals, asphalt paving and maintenance, roadway safety and design, roadside safety, signing, EDC initiatives, installation, and maintenance of county roadway



appurtenances, right of way, foundational principles of good gravel roads, road grader basics, equipment operations and safety, roadway condition surveys and PASER program training, inventory management topics, and leadership and management topics. Matt is also responsible for State and Federal LTAP reporting and annual workplan submittal.

**Autumn Gilleard, CGMP (0.5-1.0 FTE)** Autumn is a Certified Government Meeting Professional (CGMP), and oversees newsletter production, program logistics, coordination, Road Scholar program data management, and LTAP administrative support. She provides training coordination for workshops and meetings, provides program management for conference planning, and assists in the development of communications and outreach for Montana LTAP. Autumn grew up on the Flathead Indian Reservation in western Montana and has worked in professional meeting and conference planning for more than 10 years.

**Shawna Page, Field Training Professional (0.75 FTE)**

As our Field Training Professional, Shawna is our primary safety 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 and Workforce Development trainings, including Traffic Control Supervisor, Work Zone trainings, Flagger Certification (including Re-Certification), Pilot/Escort Operations, MSHA Part 46, OSHA classes and first aid/CPR Trainings.

## Montana LTAP Funding

Funding for LTAP is through FHWA (\$210,000), Montana Gas Tax, (\$150,000) MDT SPR (\$80,000) for an annual budget of \$440,000. Also included is another \$60,000 in matching funds for a total (base) funded budget of \$500,000. Our budget is included in Appendix D.

Our budget does restrict our ability to provide unlimited resources and training, as we have limited FTE available, and limited funds to bring in outside training subject matter experts. Currently, our grant funding does not cover all our annual operating expenses without added income from many of the classes that we provide. While we do offer some free training and participate in delivering no-cost services, to fund LTAP operations fully with our current travel schedule and staffing, we charge a small fee per attendee in each class. We currently charge \$60 per class attendee for many of our single-customer classes (for an individual local agency), \$50 per attendee for MACRS Spring and MACRS Fall classes held throughout the state with students from multiple local agencies attending each class. We offer scholarships to disadvantaged counties on an as-requested basis to keep our workforce trained. Depending on annual participation levels in our training, we take in between \$40,000 and \$60,000 in a fiscal year. This supplemental funding allows us to complete our fiscal year workplan and is included in our budget.

Montana LTAP is currently working through the remainder of a STIC grant for the replacement of the LTAP database management software. The expenditure of the match and STIC funds is nearly complete, and a final report will be completed prior to the July 2023 end date on the grant.

### **Safety Circuit Rider Program**

Additional funding to LTAP may become available through accessing additional funding sources through MDT. This additional funding would allow LTAP to provide direct technical assistance to our locals in specific safety initiatives, including writing specific Local Road Safety Plans, and Road Safety Assessments. This is an area of roadway safety that requires dedicated effort and focus to help our locals be prepared to access federal funding on their roads. Creation of relevant Local Road Safety Plans is needed so that they can be competitive in grant funding applications through MDT and FHWA, and this can be an insurmountable yet critical step for our local agencies. The Safety Circuit Rider program has been used in neighboring states very successfully. The program has been extremely beneficial to local agencies in obtaining funding for their local transportation programs.

The Safety Circuit Rider (SCR) program is intended and will be designed to provide safety-related information, training, and direct technical assistance to local agencies responsible for local roadway safety. The long-term goal of the program is to improve local road safety by reducing the number of fatal and injury crashes (including severity) occurring on local roads. While technical assistance and educational programs are available to all municipalities in Montana through Montana LTAP, the SCR program will increase the content, focus and intensity of assistance related to local road safety to Montana local roadway agencies.

The need for the SCR program is since a disproportionate number of Montana Fatal and Injury crashes occur on our rural and local road system. Montana DOT (MDT) has well-established processes and programs in place to evaluate, assess and prioritize safety improvements on the State and Federally funded highway system to address safety concerns. Similar familiarity, process and programming for the local road system is less developed, and there is a need for systemic safety analysis and funding for local roads safety improvements. To make noteworthy progress in reducing the number of crashes, serious injuries, and fatalities in Montana, the safety efforts on local roadways need to be supported. The SCR program is a fundamental step in that direction.

The Safety Circuit Rider (SCR) program will provide support to local agencies through regional outreach, individual agency technical assistance, training, strategic partnerships and presentations on various safety topics.

The Safety Circuit Rider would look to participate and present at meetings MACO, MACRS, Montana LCT, and the Local Government Center in an effort to increase the awareness and reach of the program. Other stakeholder groups that should receive information on the SCR program include elected officials, public works directors, city and town engineers and planners, local traffic authorities and Montana DOT partners.

Road Safety Training: Road Safety related training topics would be provided each year to both state and local agencies through LTAP and the SCR programs. Topics could include:

- Guardrail Installation Training
- STEP – Safe Transportation for Every Pedestrian
- Resolving ADA Design Challenges

- Combatting Rural Roadway Departure
- Modern Roundabouts: Intersections Designed for Safety
- Understanding and Using Data to Make Your Roads Safer
- Intersection Safety: A Performance Based Approach
- Low-Cost Safety Improvements
- Traffic Incident Management
- Sign Installation & Maintenance
- Thinking About Roundabouts in Connecticut: A Roundtable Discussion
- Complete Streets Strategies: Road Reconfiguration

The Importance of Partnerships to Advance Road Safety Efforts: The SCR Program partnered with MDT Traffic Engineering, MDT Highway Safety Office, and Montana ITE to promote roadway safety-related learning opportunities.

## Montana LTAP Program Reach

Montana LTAP's ability to reach our locals through training, technology transfer and information sharing is the primary measure of success. Our MT LTAP staff have played key roles in the development, coordination, analysis, enhancement, and day-to-day operations of transportation technology transfer. In the last year, we had contact with individual employees or commissioners from 55 of 56 Montana counties at some point. This may have been achieved through their conference attendance or attendance at in-person training courses. Webinar attendance is difficult to quantify, but adds significantly to our ability to reach our remote and rural areas during times that work for them, as they access our recorded webinars as well as attend our live monthly webinars.

We have engaged our Locals through technical assistance, trainings, conferences, and field visits to teach and mentor them on better methods for gravel road maintenance, material sourcing, maintenance practices and infrastructure management. Knowledge gained about the use of good materials, techniques and stabilization has resulted in significant environmental and operational cost savings.

## Montana LTAP Program Delivery (looking back)

To evaluate and measure our program delivery, we record attendance at each conference, event, and training we deliver. This past year was a full year of delivery for our locals. Our annual Program Assessment Report (PAR) as reported to FHWA each year is available for review to our funding partners.

Using the PAR, it is easy to review our program delivery. This past year (September 2021-September 2022 FHWA PAR reporting period) Montana LTAP completed the following:

- 25 significant Technical Assists were accomplished for the following LTAP Customers:
  - Meagher County
  - Wheatland County
  - Prairie County
  - Ravalli County
  - Missoula County
  - Lewis and Clark County

- Northwest TTPCC (Tribal Transportation Coordinating Committee)
  - NLTAPA
  - Gallatin County
  - Blaine County
  - City of Missoula
- LTAP staff travel to present on topics relevant to our locals within our region, as well as part of National LTAP responsibilities. Travel costs are either supported through our Federal LTAP Grant funding (this is approved expenditure and supported by FHWA LTAP program) and/or LTAP revolving funds. Montana LTAP staff delivered 3 conference presentations out of the State of Montana.
  - Shawna Page delivered OSHA Training and Flagger training at a Western ND Regional training as a guest presenter. This was a cooperative training with Montana counties in attendance.
  - Matt Ulberg delivered a presentation at APWA’s annual meeting (PWX) in St. Louis, MO on partnering with LTAP.
  - Shawna delivered a presentation in South Dakota at the Regional Local Roads Conference on Working Safely in Traffic. This conference is a multi-state effort lead by ND LTAP and SD LTAP, supported by Montana, Wyoming, Colorado, Nebraska, Kansas, Iowa and Missouri LTAP. The target audience is highway superintendents/county engineers, municipal street managers, equipment operators, consulting engineers and elected officials.
- Matt Ulberg delivered a presentation at the National Transportation in Indian Country (NTICC) conference on how LTAP can partner with tribal entities for training needs and the future role of TTAP.
- Not counting our hosted events and conferences, LTAP provided 367 hours of training, corresponding to more than 9,513 LTAP customer contact hours and 88 individual LTAP trainings (6+-hour days) attended by 2,307 local agency participants.
- In Calendar year 2022, LTAP Provided 28 flagging certification classes, reaching 499 students. This is 140 instruction hours, and 2485 student contact hours.
- Delivered 12 30-minute to 1-hour webinars live, all on a different topic. These are developed and held monthly. Accounting for access to our locals accessing our recorded webinars linked on our website, we delivered a total of 22 on-line educational webinars that produced more than 2,000 virtual customer contacts.
- Our core classes include Equipment (several options), Winter Maintenance, Work Zone, Leadership and Gravel Roads. These are the core classes required for all candidates to complete prior to receiving a Road Scholar or Road Master certificate.
- The most common workshop/class type that we offer is the “optional” category. Included in this category are our webinars. Optional or elective classes make up the majority of our course titles, as we offer over 40 classes and currently have six classes that count as core classes. The optional course classification allows flexibility to account for each area of interest or job type. These classes are counted toward the Road Scholar and Road Master program.



### Web-based Learning

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 often too costly to send crew to face-to-face trainings. These recorded webinars are available to be reviewed by our customers at their convenience, with recordings being available through the LTAP website.

#### Webinars and on-line educational topics FFY 2021-2022:

- Hearing Safety
- Importance of Gravel Quality and Key Elements Successful Chloride Stabilization
- Slips, Trips, Falls, Back Safety, Weather Considerations & Ergonomics
- Spring Safety
- Stormwater Runoff Concerns for Local Road Agencies
- Don't Crowd The Plow
- Dump Truck Safety
- Electrical Safety
- Fire Prevention & Preparation
- Firefighting For Your Neighbor
- Forklift Safety
- Hand & Eye Safety PPE
- Maintenance & Management of Gravel Roads Part 2
- Signing 101
- Slips, trips and falls, sack safety, weather considerations
- Spring Safety
- Traffic Incident Management
- Underground and Aboveground Storage Tank Operator Training. Class "C" Operator Training
- Winter Prep
- Work Zone Safety in the Winter (2)
- Working Remotely & Dealing with Stress

## ***LTAP Program Events***

Our schedule falls into a generally consistent and predictable annual pattern. We offer annual on-demand trainings throughout the year, attend TRB and NLTAPA Winter meetings, hold the annual Safety Congress, plan and host the Annual Montana Asphalt Conference each spring, conduct MACRS District-coordinated classes in the spring (4 weeks), attend summer National Conferences and provide technical assistance through the summer, plan and conduct fall MACRS District-coordinated classes in the fall (4 weeks), plan and host 2 snow rodeos in September, plan and participate in the Regional Local Roads Conference, and continue to conduct on-demand safety training and technical assistance through late fall and winter. Mixed into this are MACRS meetings, MACO, League of Cities and Towns, ITE and NACE, and other commitments shown in our workplan. Some of these events are detailed below.

In January of every year, we hold a four-day safety training course 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 (21<sup>st</sup> Annual Safety Congress in 2023). At this training, Work Zone Technician, Traffic Control Supervisor, and the Workzone Technician Train-the-Trainer courses are provided to individuals from MDT, local agencies, and private contractors. The Safety Congress brings together industry colleagues to convene in a central location. Participants typically have responsibilities for permanent signing, work zone signing, or managing overall roadway safety in work zones. In March of 2022, we expanded our offerings to also hold the Work Zone Technician, and Traffic Control Supervisor classes in consecutive days in Miles City due to demand on the eastern half of the State. We plan for this to be a regular addition to the program offering, assuming demand remains steady.



In February or March, we host the Montana Asphalt Conference in partnership with the Asphalt Institute and MDT. This is generally coordinated to occur a day before or after MDT's Construction or a District DCE conference. We generally pay to bring in outside expertise in the National asphalt industry to speak on relevant and current topics. We coordinate this with the Asphalt Institute and the

MDT Materials Bureau. Registration has been around \$100 per attendee, but varies by year based on recovering expenses of the invited speakers.

At the end of March each year, we host the annual Montana Association of County Road Supervisors conference (MACRS). This includes a half day of leadership training, and two full days of topics relevant to operators, supervisors, commissioners and county attorneys. We invite all Locals to attend, but the attendance is dominated by Counties. This event is also supported by vendors and consultants. Each attendee and vendor pays a





registration to MACRS directly. LTAP is only paid for those that register for the LTAP Leadership Class held the Monday afternoon before MACRS at a (recently) discounted rate of \$25 per attendee, but has been \$50 in the past.



In the fall, we host two LTAP/APWA Snow Rodeos – one in western or central Montana, and one in eastern Montana, currently being hosted at Richland County Fairgrounds in Sidney, MT. This event includes a day of operator training and a day of operator hands-on skills development in the form of a friendly competition that includes a written test, diagnostics and operating 4 large pieces of equipment. The format of this has been relatively constant, and we rely on our partners hosting the event to help provide

workers and coordination with setup and tear down. These are very successful and well attended events. Registration has been \$75 per attendee per day.

LTAP continues our online presence in cooperation with the National Center for Rural Road Safety, TLN offerings and through sharing the offerings of other virtual offerings from other State LTAP programs. FHWA Office of Safety also continues to deliver

**Introduction and Background**

- FHWA Focused Approach to Safety
  - Addresses the most critical roadway safety challenges by diverting additional attention to 16 high priority States (updated in 2021)
  - Targets delivery of technical assistance and resources
  - Encourages low-cost, comprehensive, systemic safety solutions
  - Focus areas: Roadway Departure, Intersections, Pedestrians, Bicyclists
- Motivation of the Local Road Safety Focus Approach
  - Provide technical assistance to selected local/tribal agencies to improve safety on their roadways, based on data analysis

2021 Focus States  
Source: FHWA

**MATCH PROGRAM**  
Communicating About Local Road Safety with Local Elected Officials  
Jerry Roche, FHWA

relevant content that we invite our Locals to participate in and attend virtually including the Local Road Safety Plans, Systemic Safety approach, EDC initiatives and other Safety focus areas. Our role in this is to disseminate information, encourage participation, and in some cases participate directly in the development and delivery of the content. Each situation is somewhat unique, and we always look to maximize our ability to provide access to and awareness of high quality and relevant content for our locals.

This year, we brought in an outside expert (Anthony Stampe) for 2 hands-on welding workshops. These were extremely well received by our attending Locals. We plan to continue to offer this annually as long as there is enough demand to make it feasible. The class instructor is an incredibly well-rounded welding instructor that tailors the class subjects to match what each class needs based on a survey sent out prior to each class.

**CONGRATULATIONS Richland County & Prairie County Public Works!**  
Hooray, Montana LTAP! THANK YOU for hosting welding training March 21-23, 2023

Arc gouging with stick electrodes is always a fun element to add to the curriculum.  
Watch the sparks fly!

## Montana LTAP Program Spotlight: Montana LTAP Road Scholar Program

One particularly successful means for promoting ongoing skills development at our local agencies is the Road Scholar and Road Master programs, which recognize Local Agency staff for reaching competency levels through training and development of transportation expertise. This program was developed by Montana LTAP to fit the needs of Montana Local Agencies. The idea of the Road Scholar program is not unique to Montana LTAP, but it is uncommon within the National LTAP community due to the added administrative and financial burden it puts on the LTAP program. Only a minority of LTAP Centers utilize their staff resources to maintain a Road Scholar program of any kind. Our County and City Road Scholar graduates have found value in the program and recognition it provides to our municipal and road department staff.

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.

Due to the increase in flexibility and availability of online training and coursework, some of these opportunities have expanded the course curriculum available for application to the Roads Scholar and Roads Master programs. In addition, the courses we offer at LTAP leverage the professional expertise and broad experience of LTAP Staff. Every Road Scholar program is unique, as is every LTAP.

The new flexibility of the Road Scholar program was made in response to input from our Locals, and in consultation with similar programs at other state LTAPs, including North Dakota, South Dakota, Nebraska, Indiana, Connecticut, Colorado and Ohio. Some of the courses outlines and materials are developed using materials obtained from outside sources. These are added to, revised, modified and tailored to meet the needs of Montana Local Agency stakeholders.

At the completion of the program requirements, there are two ways this is celebrated and recognized. The award associated with the Road Scholar includes a certificate from MSU-Bozeman and Montana LTAP, and an embroidered black coat (ROAD SCHOLAR with the outline of Montana). The Road Master also includes a certificate from MSU-Bozeman and Montana

*"...the Leadership class was something I really needed to hear. I didn't need the class, but when my crew told me to come in.... I followed them in. I am so glad that I did. You have had my crew, and you know that I really did need that class. It hit me hard, and I know now that I have a lot of work to do."  
(MACRS 2023, name withheld)*

### LTAP Roads Scholar Program:

Total Road Scholar Students – 3628

2020-21: 22 Road Scholars Awarded,  
1 Road Master Awards

2021-22: 16 Road Scholars  
5 Road Master Awards

2022-23: 52 Road Scholars  
62 Road Master Awards

Total Road Scholar Awards (to date): 469 (+52)

Total Road Master Awards (to date): 83 (+62)



LTAP, and an embroidered ROAD MASTER black vest. This achievement is also recognized in our newsletter, LTAP Facebook page and at the Annual MACRS Conference via an award ceremony in front of their peers. Several local agencies tie this award to a raise in pay as well. Historically, the MACRS organization has participated in covering half of the cost of the vests and coats in support of the program.

## **Montana LTAP Partners**

Montana LTAP continues to work with a number of what we call our Partners. These consist of educational institutions, groups and organizational partners to provide training content, workforce development opportunities and state of the practice peer opportunities for our Locals. We leverage materials made available through these Partners to better serve our Locals. These partners include:

- MSU-Bozeman
- FHWA Safety Resource Center
- FHWA Peer exchanges, EDC Initiatives, Safety Center resources
- MACRS - Montana Association of County Road Supervisors
- NACE -National Association of County Engineers
- Montana League of Cities and Towns
- North Central Region LTAP Centers
- National Center for Rural Road Safety
- MACo - Montana Association of Counties
- APWA - American Public Works Association
- Flathead Valley Community College
- Montana Tech, Butte
- Highlands College, Butte
- Northern Region TTAP
- Montana Trucking Association
- TLN Network
- Montana Safety Fest
- NHI - National Highway Institute
- TRB - Transportation Research Board, including activity on committees
- ITE- Institute of Transportation Engineers

Looking forward, the need for workforce development, safety 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. We also look to partner with high-quality content providers for low-cost and no-cost solutions to meet the needs of our customers.

We also realize that we have some great resources within the halls of WTI. 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 a cooperative relationship with multiple training, technology transfer and research

entities. This will allow Montana LTAP access to relevant research efforts and some unique practical training resources. One beneficial partnership is with the National Center for Rural Road Safety, which is one of the Centers of Excellence housed within the organization of WTI. This center regularly provides a compilation of upcoming rural road safety trainings and conferences from multiple sources to our LTAP Listserv subscriber's inbox.

### **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 at the annual MACRS meeting in March. Response to this is limited due to low participation from the attendees and MACRS Board. We traditionally see a 10% response rate on distributed surveys and 30%-50% response from the MACRS Board.

In order to bolster the value of the assessment, Montana LTAP gathers information from the LTAP Advisory Board, safety staff at MDT, verbally asking the questions from our LTAP Needs Assessment to our locals in person and on the phone, personal interviews, and injury insurance reports (if available through MMIA) to gain a broad scope of the education technology transfer needs of our workforce. We also stay active in NLTAPA to be aware of what other States are seeing and delivering. The LTAP training, webinar subjects, and focus on developing resources offered in the following year reflects the results from the needs assessment and the requests made by its partners and customers, except in the case of direct requests, in which case our customers drive our content provided. Methods of Needs Assessment Collection conducted over the past year include:

#### ***Assessment Tools:***

- Workshop Evaluations
- MACRS Spring Conference Needs Assessment
- **Needs Assessment Surveys** gathered at MACRS Annual Conference and trainings
- Email and Newsletter to requests for specific training needs

#### **Key Contact Informational Interviews**

Personal Interviews with City Transportation Officials and County Road Constituents at MACRS and other trainings and conferences

Interviews with LTAP Directors and staff from other states

Contact and communication with Federal and State-level subject matter experts

Contact and communication with National Centers of Excellence

NLTAPA Workgroup activity

#### **Groups**

Semi-Annual Meetings with MACRS Officers and District Representatives

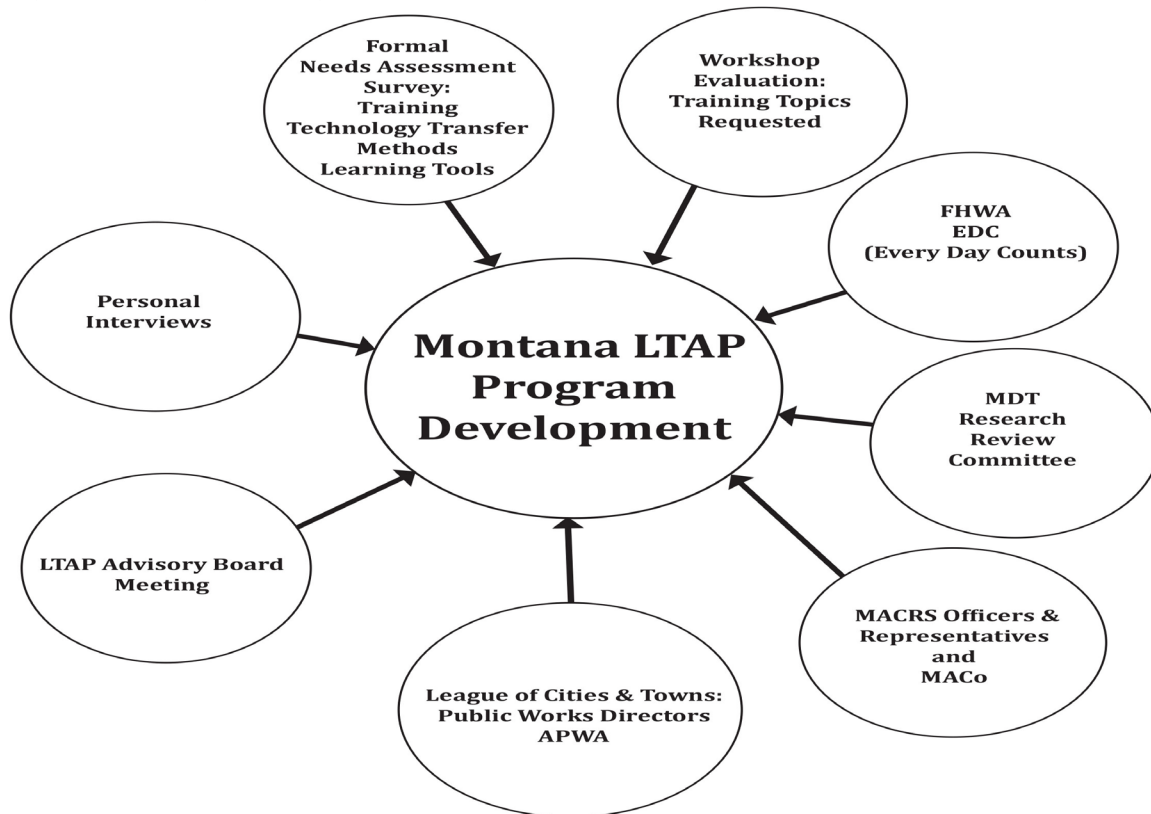
Annual MACRS Conference – attendees

Annual League of Cities & Towns Conference meeting 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. In addition to our data pulling strategies, we also have content that comes to us from outside influences. This includes FHWA EDC initiatives and other priorities that either FHWA or MDT would ask us to be involved with. On the following page, **Figure 2** illustrates the variety of information gathered and program inputs that are gathered and considered in putting together our trainings content.

**Figure 2: Program Inputs**



Through our feedback from customers, more focus on a hands-on learning experience is needed. We have been incorporating this with our asphalt trainings, and equipment trainings, and are pushing this approach into all of our classes as much as we can. This hands-on, in-the-field learning format is designed to help those that do the work. Participants will better understand the “whys” and “hows” of construction, as well as becoming more involved in the planning phases of asset management and asset preservation planning.

MT LTAP’s On-Demand (IDIQ) class offerings and on-demand Technical Assistance programs are discussed previously in this LTAP Work Plan. We will continue to offer these services in the coming year.

## Looking Ahead: MT LTAP 2023-24 Proposed Deliverables

The proposed deliverables in this work plan is a general outline of events and efforts that can and often are interrupted by the needs, schedules and workflows of our Locals. This on-demand delivery model is wrapped around planning and producing at least five significant annual events that include the Safety Congress, Asphalt Conference, MACRS Annual Conference and 2 Snow Rodeos. We can be responsive to an immediate or urgent need, or move forward with regularly scheduled class that is an established need of our customers.

To achieve our workplan objectives, LTAP efforts include the following:

- Conducting regular on-site trainings and seminars and online webinars and trainings
- Working with MACRS to deliver Spring and Fall trainings in all 5 MACRS Districts to cover subjects outlined in the annual needs assessment as well as current priorities within each MACRS District as identified by the MACRS District Reps and Board of Directors
- Coordinating conferences and meetings to deliver relevant trainings
- Cooperatively working with partners to host trainings
- Administering certification programs (Road Scholar, Road Master)
- Regular face-to-face interaction with stakeholders
- Digital sharing of technology and technical information
- Email correspondence and site visits with public works agencies
- Technical assistance and on-site expertise to help solve problems at the local level
- Distribution of regular digital newsletters
- Technology Transfer: Passing along and training on new methods, technologies, and knowledge (through educational materials developed outside Montana LTAP) to the local agencies that the information can benefit
- External communication through emails to a network of stakeholders
- Evaluation of program needs and content
- Activity with local, regional, and national organizations (NLTAPA, NACE, APWA, ITE, NHI, etc.) and boards that advance and support the mission of LTAP

The four primary focus areas as dictated by FHWA are;

1. **Safety**
2. **Infrastructure Management**
3. **Workforce Development**
4. **Organizational Excellence**

**The following section discusses** how Montana LTAP is meeting the mission of LTAP **in these four focus areas**. These areas are not comprehensive, nor is the workplan prescriptive. These are general guidelines and activities that are completed to ensure that our focus is correct, and that we are satisfying the LTAP funding mandates.

Core Deliverables, identified below, provide the framework for the Montana LTAP Program. In the spirit of program expansion, anticipated 2023 novel deliverables are denoted as such with a

highlighted 2023 in the title. In addition, as a new customer need surfaces, MT LTAP will deliver these events based on budget and relevant staff availability.

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 helps LTAP draw out needs that are specific to the 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.

### **2023 DRAFT LTAP Program Calendar**

These are targeted events and trainings for the next year, not comprehensive or complete. These are general guidelines. More program content will be added through the year, and some items may be moved or cancelled.

#### **May**

- Monthly Webinar
- Fall Protection Webinar/ Employee Safety Awareness
- WZ/ Flagger/Traffic Control Technician on Demand
- North Central Region Meeting
- MACRS Spring Classes
  - Leadership
  - Gravel Roads
  - Gravel Pit Operations and Safety
  - Equipment Operations and Safety
  - Signing

#### **June**

- Monthly webinar (Summer)
- MACRS Spring Classes
  - Leadership
  - Gravel Roads
  - Gravel Pit Operations and Safety
  - Equipment Operations and Safety
  - Signing
- County/City/Tribal Roads technical assistance outreach (3-5 locations throughout Summer)
- Safety Training subjects as requested
- The Customer's Shepherd – Pilot
- Other Activities, trainings, outreach TBD

### **July**

- Monthly Webinar
- FHWA Peer Exchange preparations
- TRB AKD30, Low Volume Roads Conference
- National LTAP and TTAP Association meeting
- LTAP University
- Rural Road Safety Conference
- Heavy Equipment Safety/Maintenance
- Roadway Safety for Local Agencies
- On-Demand Trainings (Subjects TBD)
- Other Activities, trainings, outreach TBD

### **August**

- Monthly Webinar
- FHWA Safety Peer Exchange
- FHWA Tribal Roads PEER Exchange
- On-Demand Trainings (Subjects TBD)
- Road Supervisor Handbook Development
- Technical Assistance (TBD, On-Demand)
- Other Activities, trainings, outreach TBD

### **September**

- Monthly Webinar
- LTAP Advisory Meeting (TBD)
- MACRS Fall Trainings (Subjects TBD)
- MT League of Cities and Towns (TBD)
- Road Supervisor Handbook Development
- Technical Assistance (TBD, On-Demand)
- Other Activities, trainings, outreach TBD

### **October**

- Monthly Webinar
- MACRS Fall Trainings (Subjects TBD)
- MACO Annual Conference? (TBD)
- Road Scholar database review and emails
- @South Dakota – Local Roads Conference
- Other Activities, trainings, outreach TBD

### **November**

- Monthly Webinar
- MACRS Fall Trainings (Subjects TBD)
- On-Demand Trainings (Subjects TBD)
- Road Supervisor Handbook Development
- Partner outreach and calls

- Winter Maintenance for Local Agencies
- Other Activities, trainings, outreach TBD

#### **December**

- Monthly Webinar
- On-Demand Trainings (Subjects TBD)
- Employee Safety Awareness
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls
- Other Activities, trainings, outreach TBD

#### **January 2024**

- Monthly Webinar
- TRB in Washington DC
- Other Activities, trainings, outreach TBD
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls
- Other Activities, trainings, outreach TBD

#### **February 2024**

- Monthly Webinar
- Safety Talks – Monthly
- MT Asphalt Conference?
- On-Demand Trainings (Subjects TBD)
- Other Activities, trainings, outreach TBD
- MACRS Coordination and preparation
- Other Activities, trainings, outreach TBD
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls
- Other Activities, trainings, outreach TBD

#### **March 2024**

- Monthly Webinar
- MACRS Conference
- MT Asphalt Conference
- Other Activities, trainings, outreach TBD
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls
- Other Activities, trainings, outreach TBD

#### **April 2024**

- Monthly Webinar
- Welding Classes
- Post MACRS office work
- Welding?

- Other Activities, trainings, outreach TBD
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls
- Other Activities, trainings, outreach TBD

**May 2024**

- Monthly Webinar
- WZ/ Flagger/Traffic Control Technician on Demand
- North Central Region Meeting
- MACRS Spring Classes TBD

**June 2024**

- Monthly webinar (Summer)
- MACRS Spring Classes TBD
- County/City/Tribal Roads technical assistance outreach (3-5 locations throughout Summer)
- National LTAP and TTAP Association meeting
- LTAP University
- Other Activities, trainings, outreach TBD

**Federal Fiscal Year addendum to DRAFT LTAP Program Calendar**

**July 2024**

- Monthly Webinar
- National LTAP and TTAP Association meeting + LTAP University
- On-Demand Trainings (Subjects TBD)
- Other Activities, trainings, outreach TBD

**August 2024**

- Monthly Webinar
- On-Demand Trainings (Subjects TBD)
- Technical Assistance (TBD, On-Demand)
- Other Activities, trainings, outreach TBD

**September 2024**

- Monthly Webinar
- LTAP Advisory Meeting (TBD)
- MACRS Fall Trainings (Subjects TBD)
- Technical Assistance (TBD, On-Demand)
- Other Activities, trainings, outreach TBD



## Budget

The budget included in Appendix D provides the basis for Federal, State and University funding of Montana LTAP from July 1, 2023, through June 30, 2024. Expenditures are based on an estimate of need looking back at last year's expenses as well as projected goals for the program during the 2023-2024 State fiscal year. The budget extension to meet the FFY (October-Sept fiscal year) guidelines will follow similar % allocation. The allocation percentages are approximate.

There have been a few questions in the past regarding our ability to offer free trainings. Centers that are well-funded (above \$1.5M) in our region continue to charge for classes even with their larger budgets. Regional and National LTAP best practices include charging a fee to reduce cancellations and increase engagement. In fact, Montana LTAP has experienced a significant increase in cancellations when offering free trainings. We have polled many LTAPs and our class rate of \$50 for MACRS classes, \$60 standard class cost, and \$75-\$150 for specialty classes is not only reasonable, but also is on the low end of class costs. Our experience is consistent with that of other LTAPs, in that we have found that having attendees and Locals that have "skin in the game" through modest registration fees reduces cancellations significantly. In addition, the income from these classes is necessary to keep our program operational due to our ever-increasing costs. If inflation continues to rise, it may be necessary to increase our class costs to keep up with this inflationary pressure.

LTAP is currently the recipient of a STIC Grant that is nearly completely expended. This will be completed this summer and have no impact on our budget.

As the work progresses, it may be necessary to move monies among the tasks and expense categories however, the total program amount will not be exceeded, except when within the carry-over amount in the LTAP Account due to travel and other unforeseen expenses. 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.

FHWA would like budgets and workplans to follow Federal Fiscal Year (Oct 1-Sept 30), and as such, prorating the budget moving ahead to September 30<sup>th</sup>, 2024 using the FFY 4<sup>th</sup> quarter estimates for 2023 is a reasonable estimate to project the budget to the end of the Federal Fiscal Year. LTAP funding is generally determined by these sources, and expenditures have a recurring quarterly pattern.

Our income varies year-to-year, and these funds allow us to exceed our funded budget by a small amount, possibly \$30,000 to \$60,000 or so, averaged annually. This also allows us to be adaptable, and flexible in our expenditures for items like printing, office equipment, travel and other activities. This income is variable due to the nature of our program. What we offer is not required or compulsory, and as COVID illustrated, the income from our classes can be a highly variable element of our budget. Attempting to use this as a federal match would be difficult based on a projection of income that may or may not be realized.

## 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).

**Nationally, LTAPs have proven to be the most effective way to reach local agencies and update, train, educate and assist these local agencies.** LTAPs bring FHWA and State DOT knowledge, as well as current state of the practice and state of the science practices and technology to the local level. LTAP Training and focus varies significantly by State, allowing each LTAP program to fulfil it’s mission in a way that meets a need, fits within available resources and staff, and creates a successful program for it’s customers. It is estimate that for every \$1 spent on LTAP, more that \$8 is saved by the local agencies. This savings is a composite, considering a multitude of factors such as reduced work-related incidents and injuries, lower exposure to Tort liability, lower insurance premiums, improved operational efficiencies, better work practices, improved maintenance focus and increased professionalism of local agency staff.

Both worker safety and workforce development are key focus areas as we move into a large generational shift in the highway and roadway workforce. LTAP is uniquely positioned to assist in training and assisting in this transition.

Montana LTAP has been involved with the National LTAP Association (NLTAPA) since 2017, and Current Director Matt Ulberg, PE has been on the Executive Committee since 2018. Matt is the current NLTAPA President (2021-2022) and has served as Vice President and President Elect as well as on numerous committees. Involvement with NLTAPA has increased Montana’s exposure to opportunities to expand and improve the Montana LTAP classes and offerings, as well as had a dramatic positive effect on the professional development of Montana LTAP leadership and staff.

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## Appendix B: Program Assessment Report

### 2022 LTAP/TTAP Program Assessment Report

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

Reporting Period: **October 1, 2021 to September 31, 2022**

The information below 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.

### Training Summary Data by Date:

date	Program Area	Course Title	Course Length (hours)	# of Local Agency Participants
04-Oct-21	Worker Safety	Webinar (1/6 Credit Class): Fork Lift Safety	0.5	30
12-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Stormwater & Loader Operations)	3	13
12-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Winter Maintenance)	3	13
13-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Stormwater & Loader Operations)	3	48
13-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Winter Maintenance)	3	48
26-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Storm Water & Loader Operations)	3	21
26-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Winter Maintenance)	3	21
27-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Storm Water & Loader Operations)	3	24
27-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Winter Maintenance)	3	30
28-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Storm Water & Loader Operations)	3	28
28-Oct-21	Workforce Development	MACRS District Training Fall 2021 (Winter Maintenance)	3	28
01-Nov-21	Work Zone Safety	Webinar (1/6 Credit Class): Work Zone Safety in the Winter	0.5	30
09-Nov-21	Worker Safety	MSHA Refresher	8	27
10-Nov-21	Worker Safety	Hazardous Communication	4	18
16-Nov-21	Workforce Development	Webinar (1/6 Credit Class): Stormwater Runoff Concerns for Local Road Agencies	0.5	5
17-Nov-21	Workforce Development	State of MT LTAP Flagger Certification	5	11
18-Nov-21	Work Zone Safety	Traffic Control Technician	4	16
06-Dec-21	Work Zone Safety	Webinar (1/6 Credit Class): Work Zone Safety in the Winter	0.5	30
08-Dec-21	Workforce Development	State of MT LTAP Flagger Certification	5	23

09-Dec-21	Worker Safety	Winter Safety and Maintenance And Snowplow Operations	4	14
03-Jan-22	Public Administration & Quality	Webinar (1/6 Credit Class): Winter Prep	0.5	30
19-Jan-22	Workforce Development	Webinar (1/6 Credit Class): Maintenance & Management of Gravel Roads Part 2	0.5	30
20-Jan-22	Workforce Development	State of MT LTAP Flagger Certification	5	24
20-Jan-22	Public Administration & Quality	Webinar (1/6 Credit Class): Traffic Incident Management	0.5	30
24-Jan-22	Workforce Development	State of MT LTAP Flagger Certification	5	12
25-Jan-22	Worker Safety	Webinar (1/6 Credit Class): Slips, Trips, Falls, Back Safety, Weather Considerations & Ergonomics	0.5	30
25-Jan-22	Work Zone Safety	Work Zone Technician	4	13
26-Jan-22	Work Zone Safety	Traffic Control Supervisor	4	7
28-Jan-22	Workforce Development	Train the Trainer	4	7
31-Jan-22	Worker Safety	MSHA Refresher	8	5
01-Feb-22	Worker Safety	Webinar (1/6 Credit Class): Dump Truck Safety	0.5	30
01-Feb-22	Worker Safety	Webinar (1/6 Credit Class): Hand & Eye Safety PPE	0.5	30
15-Feb-22	Workforce Development	MACRS District Training Spring 2022: Personal/Shop, Excacatioin, & Equipment Safety, Load Securement	6	30
16-Feb-22	Workforce Development	MACRS District Training Spring 2022: Excavation Safety, Personal/Shop Safety, Equipment Safety and, Load Securement	6	38
17-Feb-22	Workforce Development	MACRS District Training Spring 2022: Gravel Roads and Excavation and Equipment Safety	6	51
22-Feb-22	Workforce Development	MACRS District Training Spring 2022: Gravel Roads and Personal/Shop Safety Working in Traffic, Load Securement	6	21
23-Feb-22	Workforce Development	MACRS District Training Spring 2022: Gravel Roads and Excavation Safety and Working in Traffic Safety, Load Securement	6	14
24-Feb-22	Worker Safety	MSHA Refresher	8	16
01-Mar-22	Workforce Development	MACRS District Training Spring 2022: Personal/Shop, Excavation, & Equipment Safety, Load Securement	6	2
02-Mar-22	Workforce Development	MACRS District Training Spring 2022: Gravel Roads and Loader Operations/Safety	6	30
03-Mar-22	Workforce Development	MACRS District Training Spring 2022: Gravel Roads and Excavation and Equipment Safety, Load Securement	6	17
03-Mar-22	Worker Safety	Webinar (1/6 Credit Class): Firefighting For Your Neighbor	0.5	30
03-Mar-22	Worker Safety	Webinar (1/6 Credit Class): Slips, trips and falls, Back Safety, weather Considerations	0.5	30

08-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	2
09-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	12
14-Mar-22	Design and Traffic Operation	Webinar (1/6 Credit Class): Signing 101	0.5	30
14-Mar-22	Worker Safety	Webinar (1/6 Credit Class): Working Remotely & Dealing With Stress	0.5	30
15-Mar-22	Worker Safety	Fire Training	4	13
15-Mar-22	Worker Safety	MSHA Refresher	8	16
15-Mar-22	Worker Safety	Webinar (1/6 Credit Class): Hearing Safety	0.5	30
16-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	15
16-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	5
17-Mar-22	Worker Safety	First Aid/CPR	6	2
17-Mar-22	Worker Safety	MSHA Refresher	8	4
18-Mar-22	Workforce Development	MSHA New Miner 24 Hour	8	4
19-Mar-22	Workforce Development	MSHA New Miner 24 Hour	8	4
22-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	34
23-Mar-22	Workforce Development	Montana Asphalt Conference	8	81
24-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	35
28-Mar-22	Public Administration & Quality	MACRS Conference: Leadership	4	100
29-Mar-22	Workforce Development	MACRS Annual Conference	8	198
30-Mar-22	Workforce Development	MACRS Annual Conference	8	198
31-Mar-22	Workforce Development	State of MT LTAP Flagger Certification	5	2
05-Apr-22	Workforce Development	State of MT LTAP Flagger Certification	5	3
06-Apr-22	Workforce Development	LTAP Forklift Certification	5	2
12-Apr-22	Workforce Development	Remote Cooperative Training - Wheeled Loader	4	2
19-Apr-22	Public Administration & Quality	Webinar (1/6 Credit Class): Importance of Gravel Quality and Key Elements Successful Chloride Stabilization	0.5	30
25-Apr-22	Worker Safety	MSHA Refresher	8	20
26-Apr-22	Work Zone Safety	Work Zone Technician	4	5
27-Apr-22	Work Zone Safety	Traffic Control Supervisor	4	4
11-May-22	Workforce Development	State of MT LTAP Flagger Certification	5	17
12-May-22	Work Zone Safety	Work Zone Technician	4	11
17-May-22	Workforce Development	State of MT LTAP Flagger Certification	5	7

17-May-22	Worker Safety	Webinar (1/6 Credit Class): Spring Safety	0.5	30
19-May-22	Workforce Development	LTAP Forklift Certification	5	7
19-May-22	Roadway Safety	Webinar (1/6 Credit Class): Don't Crowd the Plow	0.5	30
02-Jun-22	Workforce Development	State of MT LTAP Flagger Certification	5	16
07-Jun-22	Worker Safety	Webinar (1/6 Credit Class): Electrical Safety	0.5	30
20-Jul-22	Worker Safety	Webinar (1/6 Credit Class): Spring Safety	0.5	5
20-Jul-22	Worker Safety	Webinar (1/6 Credit Class): Underground and Aboveground Storage Tank Operator Training. Class "C" Operator Training	0.5	30
01-Aug-22	Worker Safety	Webinar (1/6 Credit Class): Fire Prevention & Preparation	0.5	30
02-Aug-22	Workforce Development	State of MT LTAP Flagger Certification	5	14
07-Sep-22	Workforce Development	2022 Snow Rodeo Helena: Load Securement, Operations Safety, Walk-Around	8	45
08-Sep-22	Workforce Development	2022 Snow Rodeo Helena: Load Securement, Operations Safety, Walk-Around	8	45
14-Sep-22	Work Zone Safety	Traffic Control Supervisor	8	7
22-Sep-22	Workforce Development	MACRS District Training Fall 2022: Miles City (Gravel Road Fundamentals, Risk Management/Work Zone, Culverts & Drainage)	6	50
28-Sep-22	Workforce Development	2022 Snow Rodeo Sidney: Load Securement, Operations Safety, Walk-Around	8	30
29-Sep-22	Workforce Development	2022 Snow Rodeo Sidney: Load Securement, Operations Safety, Walk-Around	8	17

- 89 LTAP Hosted/Delivered Trainings reaching 2307 local Road Agency personnel, 48 Tribal Participants and 351 State or other participants, involving over 10,000 participant contact hours.
- 12 Technical Assists of Significance, consuming an average of 4 days of effort per technical assist.
- Graduated 52 Road Scholars in 2023 and 62 Road Master through our Road Scholar program. This was after the FY 22 training season.
- Matt Ulberg participated as the elected Association President of NLATPA 2021-2022.





## Appendix C: LTAP Program Details

Below are some of the class and outreach elements that we anticipate being a part of our FY23 LTAP Program. These are discussed in detail in an effort to anticipate the needs of our Locals and for the benefit of the reviewers of this workplan.

### FOCUS AREA: Infrastructure Management

#### Roads: Gravel and (some) Asphalt Pavement (2023)

Our neighbor to the east, North Dakota LTAP refers to their Gravel Roads program as their “Gravel Road Warrior” program. We like the content and approach of this program, and will be making quality gravel *preservation* a bundled focus area of our Good Gravels/gravel roads classes. By combining technical information from the University of Davis gravel programs, the NDLTAP Glue for Gravel classes, motor-grader operator classes, and Road Ready Research (R3) publications we hope to make ‘*gravel preservation*’ the new county approach to gravel roads. A system that mirrors the mainstream ‘*bridge preservation*’ and ‘*pavement preservation*’ methodologies. We will do this through renewal and delivery of revised classes and the annual Asphalt Conference.

- Deliver a quality **Gravel Roads, Aggregate Surfacing** class that shares techniques to locate, produce, supply, place and maintain quality gravel with gradation and PI criteria as the keys to success. Montana LTAP will bring the **Gravel Quality 3 P’s: Production, Performance and Preservation** class to the local transportation network in conjunction with other roadway and equipment classes. (2+ sessions)
- Host the **Montana Annual Asphalt Conference**, with a continued focus on the utilization of research findings and innovation. In 2023, approximately 100 people attended. The attendees consisted of local agencies, state DOT, consultants, vendors, contractors and federal employees. The 2023 MT Asphalt Conference was held March 14-15, in Helena, MT. The Asphalt Institute and MDT are key partners in the planning and delivery of this highly technical conference. \$75/participant. (1 conference)
- We are currently offering technical assistance within the area of **Infrastructure Management** using PASER ratings for roadways for any of our Locals. Over the past few years, we have been able to train summer help for Ravalli County to do just this.



- In 2019 we expanded our municipality outreach with a team of asphalt experts. Now, after covid, we are putting that team back together. We hope to be offering an annual asphalt maintenance and management event somewhere in the state every year. This would include on-site pavement assessments, review of pavement preservation process, equipment safety check and demos, hands-on patching, crack sealing and similar.



- Installations in the right-of-way: Cattle Guards, bridges, culverts, guardrail, railroads, signs, lighting, encroachments are all elements in the right-of-way that need to be managed through regular evaluation, maintenance, possibly permitting and replacement. This is an underutilized area of our training and outreach to our locals primarily due to the limitations of their time, staff and budget.

### **FOCUS AREA: Workforce Development**

- **Flagger Certification**

Montana LTAP will continue to administer and deliver the State of Montana Flagger Certification program, including multiple demand-based classes and participation in the annual Safety Fest (if invited) trainings where we include an annual train-the-trainer for recertifications of our DOT trainers and private training providers.



- Forklift and Skid Steer Certification Program (as requested)
- OSHA 10 and OSHA 30 (as requested)
- MSHA Part 46 New Miner and Refresher training (as requested)

- Manage and promote the **Road Scholar Program** with a focus on continuous learning and exposure to new technologies. Promote the *Road Scholar and Road Master programs*. This program is celebrated each year at the MACRS Conference with a graduation ceremony. A focus segment on this program is included in this workplan. (ongoing)
- **Support TLN** video, webinar and recorded offerings to NDLTAP Customers through communication of opportunities to attend and participate virtually. (ongoing)
- Continue development of Supervisor’s Handbook and deliver a **Supervisor’s Handbook** class. Review the main ‘go-to’ resources for all local leaders: the MUTCD, MACO Resources, Gravel Manual, Sign Handbook, and more. This is anticipated to be a part of the MACRS Conference Spring of 2024.



- Deliver the **MT LTAP Leadership Class**. This course was delivered for the 2023 MACRS pre-conference training. This is the foundation for the Road Scholar Certificate and Road Master certificate programs. Deliver a class that focuses on Leadership Behaviors that is relevant to everyone: Include new operators and supervisors, discuss team building, focus on personal responsibility and attitudes, strengths and opportunities. Class fee is estimated to be \$50-\$75/participant.



- **Annual BABM Innovation** program. This outreach effort features an annual submittal and evaluation process culminating in a State-wide award. This promotes the “Innovation is Local” theme. Award posters will be presented for all submittals at the Annual MACRS meeting. NDLTAP assists the local agencies with the preparation of their submissions as needed. Program success stories are shared. No fee. (ongoing)
- **Construction & Maintenance:** Deliver a **Culvert Basics Class**. The class and field training portions will focus on state water law, pipe sizing basics, hydraulics of pipes, pipe selection/ installation requirements, and field safety measures. Class information may include expanding on the opportunities for slip-lining. MT LTAP is looking to partner with a local supplier for this class. Class fee is estimated to be \$50-\$75/participant. (1 class)
- Deliver **Winter Maintenance and Winter Safety** classes. Material from multiple subject matter experts will review winter maintenance best practices, plowing tips for paved and gravel roads, discuss driver safety, winter survival and will also cover the basic science behind chemical treatments. Class fee is estimated to be \$50/participant. (2-3 classes)



- Deliver **Level 1 Motor Grader Operator Training**. This training was launched in 2018 as part of LTAP's efforts to bring Motor grader Operator trainings to our locals at a lower cost than contracted classes.

**Since ¾ of Montana's roadway network is gravel, this could be and should be one of our key class deliveries.**

The training footprint includes classroom delivery and taps into county experts to teach the hands-on portion. This is a **back-to-basics class**, with a focus on proper crown and cross-slope for drainage, how to maintain shoulders, equipment tips, gravel basics and safety. We continue to expand the motor grader resource material to include a section on attachments and best practices. Shoulder pulling, walk-arounds and other topics and videos will help users better maintain their roadways. Tips and tricks from around the region will be shared. Neighboring State North Dakota charges \$500/day for the full class, and we're hoping to offer this at a cost of \$100/day with a 8 person minimum and a 12-person limit. (2 classes)



### FOCUS AREA: SAFETY

- Expand the distribution frequency of **Tailgate Safety Talks**. These resources integrate info that is available nationally. Share recommended safety talks with the local transportation network. These 15-to-30-minute talks teach local leaders how to engage their crew in personal and team safety. (6+ email notices)
- Participate in and promote **FHWA Initiatives: STIC and EDC**. (Ongoing, email notices as appropriate)
- Deliver **Signing Basics**, a class that includes the basics of signing, installation guidance, MUTCD review and design problem resolution. Class fee is estimated to be \$50/participant. (1 class)
- Hopeful/in planning: Deliver **Safety 365, Rural Road Safety for Local Agencies**. Montana LTAP staff will be joined by FHWA and MDT Local Government experts. The focus will be on gravel roads. (1+ class)
- **Deliver OSHA10 trainings**. Shawna page teaches this class on an as-requested basis. Class fee is estimated to be \$70/participant. (1+ class)
- Deliver **Work Zone Safety classes**. MTLTAP staff Shawna Page delivers this class at least two times each year. MT LTAP's Work Zone Handbook will be used to cover local requirements with copies provided to each participant. Class fee will be \$70/ participant. (2+ classes)
- Participate/Host FHWA Peer exchanges as the opportunity presents itself.

**FOCUS AREA: ORGANIZATIONAL EXCELLENCE**

- Prepare **articles** that can be used by the MDT newsletter, MT LTAP, and others. (2 articles)
- Hold Montana **LTAP Advisory Board** meetings. (1-2 meetings)
- Provide ongoing assistance with **National LTTAPA efforts**. MTLTAP staff participate on various NLTAPA committees. Matt serves on the National Association in leadership roles. Association benefits are numerous, most notably, development of staff, sharing of instructor materials and resources, awareness of relevant issues and instructor sharing between state centers. (ongoing)
- As has been tradition, we look forward to our continued relationship with MACRS. We will support MACRS as an organization in planning support, content support and delivery/administration of the Annual MACRS Conference at the end of March 2024. This includes handling vendor registration, attendee registration, financial coordination with MACRS treasurer, support the President in all duties at the conference and coordination with the venue. (3-day conference and vendor support)
- Expand **MT LTAP's website**, creating a transportation information resource center for local transportation leaders. (ongoing)

**Appendix D: Budget**

**MT LTAP Budget SFY 2024**

Funding Source	FHWA	MT GAS TAX	MDT SPR	LTAP Index	TOTALS
Funding Amount	\$ 210,000.00	\$ 150,000.00	\$ 140,000.00	variable	\$ 500,000.00
<b>Montana LTAP Budget (draft)</b>					
Salaries + Benefits 2023-24	\$ 111,212.92	\$ 100,000.00	\$ 84,000.00	\$ 22,446.19	\$ 317,659.11
Travel	\$ 12,000.00	\$ 1,000.00	\$ 4,000.00	\$ 3,000.00	\$ 20,000.00
Supplies	\$ 4,700.63	\$ 1,000.00		\$ 1,000.00	\$ 6,700.63
Contracted Services/Software	\$ 6,000.00	\$ 5,000.00	\$ 5,000.00	\$ 100.00	\$ 16,100.00
Conference Speakers, Workshop Trainers	\$ 5,000.00	\$ 2,000.00		\$ 100.00	\$ 7,100.00
Workshop and Training Supplies	\$ 4,000.00	\$ 1,000.00		\$ 100.00	\$ 5,100.00
Minor Equipment	\$ 2,068.00	\$ 5,000.00		\$ 200.00	\$ 7,268.00
Major Equipment -Vehicle	\$ 13,550.00	\$ 5,000.00	\$ 19,000.00	\$ 25,000.00	\$ 62,550.00
Subtotal: Direct Costs	\$ 47,318.63	\$ 20,000.00	\$ 28,000.00	\$ 29,500.00	\$ 62,268.63
<b>TOTAL (Salaries + Benefits + Direct Costs)</b>	<b>\$ 158,531.55</b>	<b>\$ 120,000.00</b>	<b>\$ 112,000.00</b>	<b>\$ 51,946.19</b>	<b>\$ 442,477.74</b>
Indirect Costs (35.5% FHWA, 25% Gas Tax and MDT SPR)	\$ 51,468.45	\$ 30,000.00	\$ 28,000.00	\$ 3,116.77	\$ 112,585.22
Estimated Total	\$ 210,000.00	\$ 150,000.00	\$ 140,000.00	\$ 55,062.96	\$ 555,062.96
<b>Budgeted TOTAL</b>	<b>\$ 210,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 140,000.00</b>	<b>\$ 55,062.96</b>	<b>\$ 555,062.96</b>

\$ 500,000.00 base

Gross Budget by Category	2023-24
Salaries + Benefits	317,659.11
Travel	20,000.00
Supplies	6,700.63
Contracted Services/Software	16,100.00
Conference Speakers, Workshop Trainers	7,100.00
Workshop and Training Supplies	5,100.00
<b>Minor Equipment</b>	<b>7,268.00</b>
Major Equipment -Vehicle	62,550.00
Indirect Costs (35.5% FHWA, 25% Gas Tax and MDT SPR)	112,585.22
	<b>555,062.96</b> Check

## Appendix E: 2023-2024 Montana LTAP Draft Workshop Schedule

(rev. 04/20/2023)

### April 2023

MDT

*Quarterly Reports and Work Plan to MDT and FHWA*

### MAY 2023

NLTAPA:

*3<sup>rd</sup> Tuesday*

*May x: (6 locations TBD)*

*May 2022 (Virtual)*

*May (TBD, Multiple)*

*Conference Calls*

*MT LTAP Webinar: TBD*

*MACRS Spring District Meetings/Trainings: TBD*

*Regional Meeting: LTAP North Central Region*

*Flagger (on demand)*

*Work Zone (on demand)*

*Traffic Control Supervisor (on demand)*

*Traffic Control Technician (on demand)*

*IDIQ Trainings*

TBD

*Other:*

*MDT RRC/Research Committees*

*Choteau County Technical Assistance*

### JUNE 2023 (end of SFY 2023)

NLTAPA:

*Regional NLTAPA:*

*3<sup>rd</sup> Tuesday*

*TBD*

*June x: (6 locations TBD)*

*June x: Bozeman*

*June xx: Bozeman*

*June xx: Bozeman*

*June (TBD)*

*June (TBD)*

*Conference Calls for workgroups*

*Conference Calls to plan meeting*

*MT LTAP Webinar: TBD*

*IDIQ Trainings*

*MACRS Spring District Meeting: TBD*

*Work Zone Flagging*

*MACRS Executive Board Meeting*

*LTAP Advisory Board Meeting*

*Flagger (on demand)*

*Work Zone (on demand)*

*Traffic Control Supervisor (on demand)*

*Traffic Control Technician (on demand)*

*NLTAPA Conference Committee Planning*

*MDT RRC/Research Committees*

*June*

*Other:*

## SFY 2024

### JULY 2023

MDT

NLTAPA:

*July (varies)*

*July 12: TBD*

*July (varies): TBD*

*July 17-23*

*July 24-29:*

*Quarterly Reports*

*Conference Calls*

*Class Development/Planning*

*MT LTAP Webinar: TBD*

*Tech Assists – TBD*

*NLTAPA Annual Meeting in Seattle*

*TRB Low Volume Roads meeting in OH*

TBD  
 Other: Flagger (on demand)  
 MSHA Part 46 (by demand)  
 MDT RRC/Research Committees

### AUGUST 2023

NLTAPA: Conference Calls  
 3<sup>rd</sup> Tuesday MT LTAP Webinar: TBD  
 TBD IDIQ Trainings  
 August (TBD): Motor Grader Operator trainings  
 August Flagger Certifications (multiple)  
 Technical Assistance/Field Visits  
 TBD Flagger (on demand)  
 MSHA Part 46 (by demand)  
 Other: MDT RRC/Research Committees

### SEPTEMBER 2023

NLTAPA: Conference Calls  
 3<sup>rd</sup> Tuesday MT LTAP Webinar: TBD  
 TBD IDIQ Trainings  
 Sept 7-8: Helena APWA Operator Excellence & Equipment Safety Training  
 (snow rodeo)  
 Sept. xx: Helena Winter Maintenance and Safety/ Load Securement  
 Sept xx: (TBD) National Tribal Roads Conference  
 TBD Flagger (on demand)  
 MSHA Part 46 (by demand)  
 TBD Technical Assistance/Field Visits  
 Other: MDT RRC/Research Committees

### OCTOBER 2023

NLTAPA: Conference Calls  
 3<sup>rd</sup> Tuesday MT LTAP Webinar: TBD  
 October x: Great Falls Training (Leadership)  
*October xx: Great Falls* *MACRS Executive Board and* Conference Planning call mtg  
 October (TBD) League of Cities and Towns, Public Works Directors Meeting  
 October x: (up to 10 locations TBD) MACRS Fall District Meeting: (Subjects TBD)  
Likely locations: Kalispell, Shelby, Helena, Bozeman, Billings,  
Miles City, Sidney, Glasgow, Boulder, Fort Benton, Conrad,  
Lewistown, Havre  
 TBD On-Demand Subjects  
 OCT 16-20 Regional Roads Conf – Rapid City, SD  
 TBD Flagger (on demand)  
 MSHA Part 46 (by demand)  
 TBD Technical Assistance/Field Visits  
 Other: MDT RRC/Research Committees



**NOVEMBER 2023**

Nov. 8-11?	NLTAPA Exec Com. Retreat Columbus, OH.
NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)
TBD	Technical Assistance/Field Visits
TBD	Flagger Certifications (multiple)
TBD	IDIQ Trainings

**DECEMBER 2023**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)
TBD	IDIQ Trainings

**Calendar Year 2024****JANUARY 2024**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
January XX: Washington, DC	TRB <b>Annual Meeting</b> , Walter E. Washington <b>Convention</b> Center
January X-X: Helena	20 <sup>TH</sup> Annual Safety Congress
Jan. X – Work Zone Technician	
Jan. X – Traffic Control Supervisor	
Jan. X – Traffic Control Supervisor	
Jan. X – Train the Trainer, Flagger only	
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)

**FEBRUARY 2024**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
Feb XX-March X	Annual Workplan
March X	Montana Asphalt Conference
Feb: TBD	MDT Construction Meeting with MCA (Virtual)
Technical Assistance	TBD
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)

**MARCH 2024**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings

March xx: TBD/Billings	Work Zone Flagging
March xx: Great Falls	Work Zone Flagging
March xx: Bozeman	Work Zone Flagging
Feb/March/April: TBD	Montana Asphalt Conference
Feb/March: TBD	MDT Construction Meeting with Contractors
March XX, 2022: Great Falls	MACRS 42 <sup>ND</sup> Annual Spring: Pre-conference LTAP Training
<b>March 30- April 1: Great Falls</b>	<b>MACRS 42<sup>ND</sup> Annual Conference, Heritage Inn</b>
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)

## APRIL 2024

MDT	Quarterly Reports
NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
April 1x: Dillon	Western MT College Outreach Trainings (Partner location)
April xx : TBD	Flagger (on demand)
April 24-27, 2022:	NACE Annual Meeting (NLTAPA)
Technical Assistance	TBD

## MAY 2024

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
May x: (locations TBD)	MACRS Spring District Meeting: TBD
May 2022 (Virtual)	Regional Meeting: LTAP North Central Region
May (TBD)	Flagger (on demand)
	Work Zone (on demand)
	Traffic Control Supervisor (on demand)
	Traffic Control Technician (on demand)
Technical Assistance	TBD

## JUNE 2024

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
June x: Bozeman	Work Zone Flagging
June xx: Bozeman	MACRS Executive Board Meeting
June xx: Bozeman	LTAP Advisory Board Meeting
June (TBD)	Work Zone (on demand)
	Traffic Control Supervisor (on demand)
	Traffic Control Technician (on demand)
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)
Technical Assistance	TBD

**End of STATE Fiscal Year**  
**Addendum to Appendix E: July-September SFY 2023-2024**  
**(to end of FFY)**

**JULY 2024**

MDT	Quarterly Reports
NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
July (TBD)	Equipment training
July (TBD)	IDIQ Trainings
July	NLTAPA Annual Meeting
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)
	Work Zone, Traffic Control Supervisor (on demand)
	Traffic Control Technician (on demand)
Technical Assistance	TBD

**AUGUST 2024**

NLTAPA:	Conference Calls
3 <sup>rd</sup> Tuesday	MT LTAP Webinar: TBD
August (TBD):	Equipment Safety Trainings
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)
	Traffic Control Technician (on demand)
Technical Assistance	TBD

**SEPTEMBER 2024**

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
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)
Technical Assistance	TBD

**End of FEDERAL Fiscal Year**

**Appendix F: Needs Assessment Survey Analysis (See Excel File)**

## 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: travel costs, facilities rental and necessary equipment, supplies, meals, and coffee breaks (when meals are an integral part of a conference or meeting).

We team with industry partners to produce specialized training such as the Asphalt Conference, Asphalt Repair and Maintenance class, Legal issues for County Road Supervisors, FHWA Safety Center offerings and NHI courses as relevant. Montana LTAP presented webinar safety meetings that have and will continue 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, timely training communications through the list serv and partners websites.
3. **Digital Newsletter:** The LTAP electronic newsletter provides current articles regularly distributed to Montana LTAP's audience. Articles are gathered from a variety of sources including various transportation partnerships Montana LTAP has developed. Generally, a lead article demonstrates local expertise in one of the four focus areas each quarter. Announcements of the latest Webinars, DVDs and publications available as appropriate are issued each quarter. The training calendar announces regional and national training opportunities in addition to LTAP's local workshops and training available through LTAP's partners.
4. **Transfer of Technology Materials:** Funding will be directed to maintaining our recorded webinars, producing webinars, publications and DVDs. Montana LTAP will continue to provide webinar links for further training opportunities. At training sessions, printed handouts are provided so participants can update their colleagues on the information discussed at the workshops.

5. **External Communication:** Montana LTAP maintains an email and USPS 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 workshops 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 weighed heavily 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
Asbestos Awareness	LTAP	
Asphalt Recycling and Pavement Preservation	LTAP	MDT
Asphalt Maintenance and Repair (2022)	LTAP	Industry, MDT, Asphalt Inst.
PASER Pavements evaluation and management	LTAP	
Signing Installations and MUTCD Basics	LTAP	MACRS
Tort Liability and Risk Management	LTAP	MDT MMIA/MACo
Traffic Signs & Pavement Markings	LTAP	MDT
Bridge Inspection Refresher Training	MDT	FHWA NHI?
Designing for Pedestrian Safety	WTI	

## Appendix H: Spotlight: Tribal Transportation Assistance Program (TTAP)

In 2018, the TTAP footprint was replaced with a nationally focused 2-year pilot Program. That model was completed at the end of 2019. Using what they learned, FHWA retooled the TTAP format in 2022 that mirrored the regional footprint that had existed prior to 2018.

In October of 2022, Montana LTAP and WTI joined forces with university and LTAP partners in NE, SD, WY, and ND to be a part of a UGPTI-lead five-state new **Northern TTAP Center**.

**TTAP Center Overview**

TTAP Center	BIA Region(s)
1. Eastern	Eastern Midwest
2. Southern	Eastern Oklahoma Southern Plains
3. Southwestern	Navajo Southwest
4. Northern	Rocky Mountain Great Plains
5. Western	Pacific Western
6. Northwestern	Northwest
7. Alaskan	Alaska

**“One TTAP - Seven Centers”**

**Program Vision:** Through mutual respect and understanding, enhance the quality of life in Tribal communities by building capacity for Tribes to administer and manage their transportation programs and systems.

**Center Mission:** Serve as a go-to local resource for Tribal transportation training, technical assistance, and technology transfer needs and opportunities to effectively carry out the TTAP Vision.

This is an incredible opportunity to provide assistance to 28 Tribal Nations. Dale Heglund and Ron Hall co-lead the new Center, in partnership with teammates: David Kack and Matt Ulberg, MT, Khaled Ksaibati, WY, Greg Vavra and Andrew Peterson, SD and Mitch Doht, NE. **LTAP and TTAP – stronger together!**

Montana LTAP technical assistance, events, classes, webinars and training efforts are offered to tribal members. As one of our Locals, we are committed to Tribal outreach, and this is a natural partnership.

**NDSU UPPER GREAT PLAINS TRANSPORTATION INSTITUTE**

*New home of the*  
**Northern Tribal Technical Assistance Program**

Through mutual respect and understanding, helping Tribes build transportation capacity to:

- Administer and manage transportation programs and systems
- Grow transportation workforces
- Build partnerships at the federal, state, and local level
- Enhance transportation access, resilience, and safety
- Implement transportation innovations

In cooperation with Montana State University, South Dakota State University, University of Wyoming, the Federal Highway Administration and the Bureau of Indian Affairs.

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