

# **Montana**

## **Local Technical Assistance Program**

Work Plan and Budget

July 1, 2024 – June 30, 2025: State FY24 Work Plan

Includes

July 1, 2025- September 30, 2025: Federal FY24 Work Plan Addendum in Appendix E

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**MONTANA**

**LOCAL TECHNICAL ASSISTANCE PROGRAM**

**(MT LTAP)**

**Montana State University**

**Bozeman, Montana**

MDT Project No. 02443

Prepared for the

STATE OF MONTANA  
DEPARTMENT OF TRANSPORTATION  
RESEARCH PROGRAM

in cooperation with the

U.S. DEPARTMENT OF TRANSPORTATION  
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## Table of Contents

|  |    |
|--|----|
| Introduction.....  | 1  |
| Montana LTAP Vision .....  | 1  |
| Mission.....   | 2  |
| Goal.....  | 2  |
| Focus Area: Safety .....   | 3  |
| Focus Area: Infrastructure Management .....                            | 5  |
| Focus Area: Workforce Development .....                                | 6  |
| Focus Area: Organizational Excellence .....                            | 7  |
| Additional Program Delivery and LTAP Resources.....                    | 9  |
| Future training efforts.....   | 11 |
| Montana LTAP Professional Staff.....                                   | 12 |
| Montana LTAP Funding.....  | 12 |
| Safety Circuit Rider.....  | 13 |
| Montana LTAP Program Reach .....                                       | 13 |
| Montana LTAP Program Delivery (looking back at 2022-2023).....         | 14 |
| LTAP Program Events .....  | 15 |
| Montana LTAP Program Spotlight: Montana LTAP Road Scholar Program..... | 16 |
| Montana LTAP Partners .....  | 18 |
| Program Development: Customer Needs Assessments.....                   | 19 |
| Assessment Tools.....  | 19 |
| Key Contact Information Interviews .....                               | 19 |
| Groups.....  | 19 |
| Looking Ahead: MT LTAP 2024-25 Proposed Deliverables.....              | 20 |
| 2024-25 DRAFT LTAP Program Calendar.....                               | 22 |
| May 2024 .....   | 22 |
| June .....   | 22 |
| July .....   | 23 |
| August .....   | 23 |
| September.....   | 23 |
| October .....  | 24 |
| November .....   | 24 |
| December.....  | 24 |
| January 2025.....  | 24 |
| February.....  | 25 |
| March.....   | 25 |
| April.....   | 25 |

---

|  |     |
|--|-----|
| May .....  | 26  |
| June (End of SFY).....   | 26  |
| July 2025 .....  | 26  |
| August .....   | 26  |
| September (end of FFY) .....   | 27  |
| Budget .....   | 27  |
| Appendix A: History .....  | A-1 |
| Appendix B: Program Assessment Report .....                                | B-1 |
| Appendix C: LTAP Program Details .....                                     | C-1 |
| Appendix D: FY25 Budget .....  | D-1 |
| Appendix E: 2024-2025 Montana LTAP Draft Workshop Schedule.....            | E-1 |
| Addendum to Appendix E: July-September SFY 2024-2025 (to end of FFY) ..... | E-6 |
| Appendix F: Summary of Work Tasks .....                                    | F-1 |

## Workforce Investment

### *Helping local transportation leaders grow*

Montana LTAP provides opportunities for our locals to participate in continuous learning. These individuals invest in themselves and their careers as they engage in training on various topics. As they pass along useful tips and information learned in training, and develop and share calls to action, they themselves become leaders within their organizations. Investment in an individual becomes an investment in their community.

Montana LTAP is proud to be trusted by Montana DOT and FHWA to provide tailored technical outreach, learning experiences, and mentorship for local roadway staff and leadership. These services cultivate a knowledgeable and dedicated workforce, laying the groundwork for both better service to our public and safer roads, which ultimately saves lives and aligns us with Vision Zero principles.

Our LTAP Trainings empower these individuals by providing them with the tools to shape a brighter future for themselves, their employers, and their communities. By partnering with LTAP, local agency leadership demonstrates a genuine concern for enhancing transportation performance and safety.

Montana LTAP also leverages the resources of a regional and national community of experts and training resources to provide synergy with Montana's Locals. We are at our best when we work together.

With gratitude,

*Matthew A Ulberg*

*Matt Ulberg, PE*

*LTAP Director*

## Executive Summary

The Local Technical Assistance Program (LTAP) stands as a testament to the effectiveness of a vital outreach program for the transportation workforce, earning the trust of local agencies (Locals) in need of training and technical assistance. Serving as a crucial link between the Federal Highway Administration (FHWA) and the Montana Department of Transportation (MDT), Montana LTAP offers comprehensive support. From engineering and technical guidance to safety training, workforce development, and leadership enhancement, Montana LTAP is dedicated to bolstering the capabilities of local agencies across the state.

*“Montana LTAP plays a vital role in addressing the critical need for transportation training and technical assistance at the local level, particularly in areas where resources are scarce and in areas of focus where direct support from FHWA and MDT is challenging or impractical to obtain. Through its hands-on, face-to-face training sessions, Montana LTAP equips members of the transportation workforce with invaluable skills and knowledge, fostering peer discussions and solution sharing. Grounded in the ethos of knowledge exchange, this program serves as a primary avenue for professional development among transportation staff in local governments, providing insights into industry trends, new technologies, and best practices.”*

*Matt Ulberg, Montana LTAP Director*

LTAP empowers local transportation workers to deepen their understanding of essential roadway principles, encompassing materials, design, safety, drainage, snow and ice management, work zones, OSHA regulations, gravel road maintenance, and more. By effectively conveying trainings on these topics, we inspire individuals to excel as skilled operators, collaborative team members, and proactive road supervisors or managers. Among the successful avenues for continuous skill enhancement are Montana LTAP's Road Scholar and Road Master Certifications, which continue to produce certifications/graduates and yield favorable outcomes for our local partners.

Montana LTAP's strength lies in its ability to foster comprehension of current practices, technologies, and methodologies through immersive, in-person training sessions. With clear and efficient communication, our program disseminates relevant information seamlessly, complemented by ongoing technical assistance and regular engagement with both rural and urban partners. Actively involved in regional and national initiatives, Montana LTAP consistently delivers high-quality outreach and support, leveraging our resources to provide cost-effective training and technical guidance to local agencies.

Maintaining a robust calendar of activities year-round, our outreach extends statewide with the ability to deliver numerous class offerings tailored to the diverse needs of our local agency partners. Through these efforts, Montana LTAP remains dedicated to empowering transportation professionals and enhancing the efficiency and safety of our roadways across the state.

## Introduction

This Work Plan broadly outlines what Montana LTAP aims to accomplish between summer of 2024 and summer of 2025. While specific examples are noted, the workplan is a flexible guide that adjusts to the changing needs and schedules of our stakeholders. Each year, we share this plan with our advisory board for review and use it to guide our program delivery. We always strive to go beyond what's outlined in the plan, adapting to changes in time, class locations, and our customers' makeup. We report on our progress quarterly to keep our funding partners informed. At the end of the year, we summarize our activities in reports delivered to the Federal Highway Administration's (FHWA) administering office for LTAP.

Montana LTAP, based at Montana State University (MSU) in Bozeman, is one of 52 centers nationwide that work with State Departments of Transportation (DOTs) and FHWA to assist local government and transportation agencies in designing, operating, and maintaining roadways safely and effectively. We're fortunate to have MSU's support, which benefits our staff, customers, and stakeholders.

LTAP provides education and technical assistance to various entities, including city and town street departments, county road departments, tribal road departments, and more. We refer to these entities as our "Locals." LTAP fills a unique role in local transportation education by addressing our Locals' needs while following FHWA's guidance.

We anticipate some minor changes in our programs based on a national needs assessment conducted by FHWA's Local Aid Support Team. The need for entry-level safety and basic equipment training is expected to increase due to retirement rates, turnover, and population growth. Our partnerships with organizations like the Montana Department of Transportation (MDT), FHWA, and others help us meet these needs effectively.

Our goal is to remain an easily accessible, central source for up-to-date transportation information, technology transfer, quality course offerings, stakeholder coordination, and technical assistance to local road agencies.

## Montana LTAP Vision

Our vision is to enhance the quality and safety of the local surface transportation system by engaging in training, technical assistance, mentoring, and information exchange with our local roadway agencies and owners.

We achieve this through various channels, including conducting live-instructor classes, offering technical assistance, and hosting live and recorded online webinars, and distributing educational materials from partners like FHWA, National Association of County Engineers (NACE), National Highway Institute (NHI), American Public Works Association (APWA), Institute of Transportation Engineers (ITE), and other LTAPs via email. Additionally, we organize leadership classes, educational conferences like the Annual Asphalt Conference and Annual LTAP Safety Summit, support the planning, coordination, and delivery/production of the Montana Association of County Road Supervisors (MACRS) Annual Conference, and organizing and delivering two snow rodeos each year. LTAP fosters enduring partnerships with these partners. By utilizing our resources, bringing in external expertise as necessary, and enhancing

the dissemination of transportation-related information, we aim to optimize the utilization of local transportation agencies' limited resources.

The recurring annual workplan elements that support the educational delivery approach of Montana LTAP involves:

- Coordinating with all stakeholders to address training and technology transfer needs.
  - Cooperatively organize and deliver Spring and Fall MACRS trainings through the 6 MACRS Districts
  - Tailor trainings for our customers as needed.
  - Administer and deliver Work Zone trainings and recurring certifications/refreshers
- Centralizing training and technology transfer resources and services at LTAP.
  - Centralized record keeping
  - Road Scholar and Road Master program administration
- Expediting the distribution of transportation technology by:
  - Timely sharing of critical information with constituents.
  - Offering training opportunities within the Montana LTAP program and promoting those provided by stakeholders and neighboring state programs.
  - Communicating updates on FHWA programs, initiatives, focus areas, and mandates.
  - Sharing insights on new resources, techniques, and methods.

### **Mission**

LTAP's mission to serve local agencies is guided by the four focus areas as directed by FHWA: 1) **Safety, 2) Workforce Development, 3) Infrastructure Management, and 4) Organizational Excellence.** 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. 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: Workshop by Focus Area illustrates the LTAP program delivery within each of these focus areas.

### **Goal**

The goal of the Montana LTAP is to be a trusted and valued source of training, information, and mentorship for our local agencies. To achieve this, we perform our work within the four LTAP focus areas in the National LTAP strategic plan.

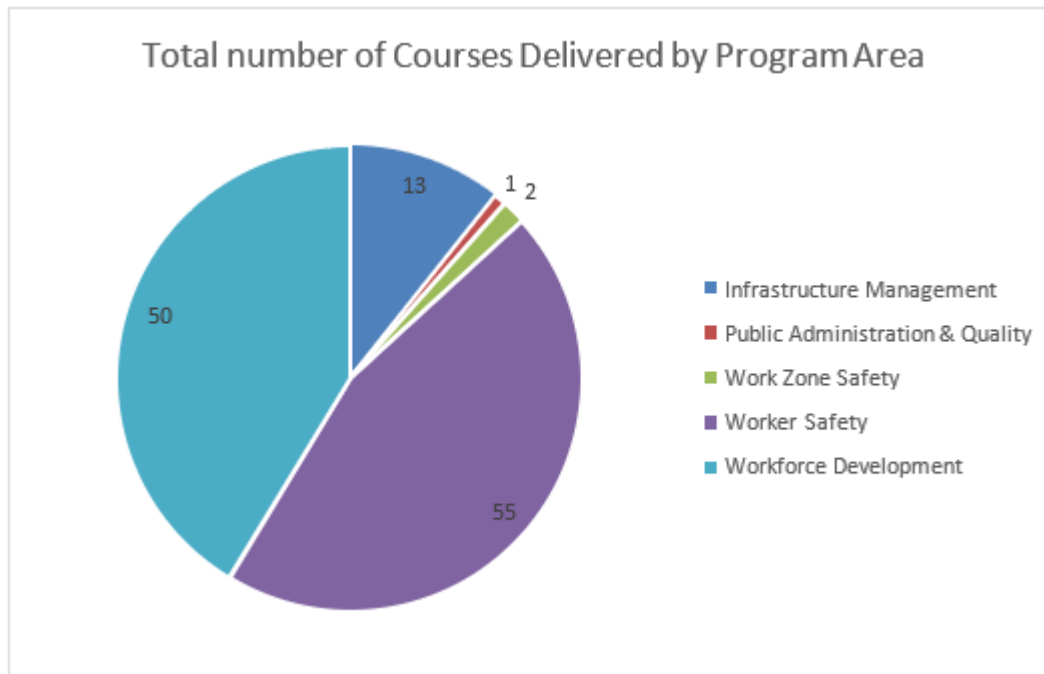


Figure 1: Workshop by Focus Area

### ***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. Significant effort 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 the dangers 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. Other MDT and FHWA initiatives will also be supported by Montana LTAP.

Main contributors to rural highway crashes include hand-held cell phone use, distracted drivers, and drunk drivers so these topics are regularly discussed at Montana LTAP. These contributors closely relate to individual worker safety because driving is a major part of our workday, and the workdays of our Locals. Worker safety is also a frequent topic and is covered through a variety of trainings focused 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 the Montana LTAP courses 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
- MSHA Refreshers

A recurring part of our program delivery in the area of safety is our **Annual Safety Congress** held in Helena, MT each winter. LTAP held the 22<sup>nd</sup> Annual Safety Congress in January 2024. The classes offered included 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. These classes are offered as an alternative to the American Traffic Safety Services Association (ATSSA) trainings that cover the same material. Montana LTAP has achieved ATSSA Trainer certification and offers these classes at a fraction of the cost of ATSSA training classes.

In partnership with MDT, a safety 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 the flagger's training was completed in a live-instructor classroom. The certifications last for three years. Montana does not currently recognize virtual or online trainings for these certifications.

**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 is provided in the League of Cities and Towns meeting and MACRS Fall District meetings. LTAP can then help city and county road departments identify the best methods of conducting road audits and inventories of road systems. One method of choice is the PASER method, or the Pavement Surface Evaluation and Rating system developed by the University of Wisconsin-Madison Transportation Information Center. The surface condition rating system is available for both paved and unpaved roadway surfaces and is also useful as the basis for creating a roadway inventory associated with a condition rating.

*"Matt, We really value what you do! Thanks for bringing the class up here to Sidney. We can't travel real far, but we really get a lot out of your courses. Both you and Shawna do a fantastic job for us! We have had a lot of turnover, so keep bringing us the basics. We can all learn something if we have a good mindset and attitude."*

*2023 fall classes*

Montana LTAP offers a variety of other classes/training 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
- Storm Water BMPs and Management
- Cattleguard Installation and Maintenance

The key to bringing our roads up to a higher level of service is often a combination of funding, education, and the commitment of our local agencies. Montana LTAP provides training opportunities for the local agency workforce that maintains and constructs these roads. Continued strategic training on a variety of topics will improve road quality and assure economic stability for Montana.

Montana LTAP is able to focus on developing improved education strategies for our Locals, which increase the performance of local government infrastructure while minimizing any negative effects on financial and human resources.

***Focus Area: Workforce Development***

LTAP provides transportation workforce training at a rate that is affordable for local governments. We have 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 has a program to prepare participants to enter the construction industry. We work to ensure that these partnerships support the students we reach and encourage them to consider entering the transportation workforce. We also focus on delivering high-value workforce development trainings.

The needs assessment surveys indicate the following topics are high-priority course topics for the Workforce Development focus area:

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

The Road Scholar and Road Master certificate programs are valuable assessment and progress monitoring tools that ensure recognition for those that regularly attend and participate in trainings. They also serve to communicate both the need and the value of continued education and training, which assures progressive and continual development of the workforce.

At a more hands-on level, Montana LTAP offers training for basic/entry-level Motor Grader classes to meet the demand of our customers. We also plan to continue offering 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 not only for our staff, but for our customers. Over and over again, we are asked to provide quality leadership and management training. The Leadership Training is one area where we are undoubtedly making an impact.



Professional development is also a key focus for our LTAP staff as we work to provide ever better 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.

A new program that particularly supports organizational excellence is the **Lost Sheep Initiative**, which was started in 2022 by **Autumn Gilleard**, Montana LTAP's Program Coordinator who leads our efforts to increase responsiveness and customer service. Looking back, she realized that some of the local transportation personnel were sitting near completion for Road Scholar 1 and/or Road Scholar 2 awards but had not moved ahead in years. As COVID disrupted our world, a number 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 and new customers joined, but some were still missing out on LTAP learning opportunities. We then considered how, once customers 'left the flock' so to speak, did we plan retrieve them?

The **Lost Sheep Initiative** is now not only an important step in ensuring our students progress in the Road Scholar program but also a holistic style of customer focus. The idea is supported by our new customer database management system and the continual evaluation and refinement of our customer needs survey. With a better understanding of local learning and workforce needs, as well as staff changes, Montana LTAP is improving our processes; we are becoming more customer centered, sincere, and focused on constant customer care and friendship. Montana LTAP's goal is to help *all* locals become engaged and a part of the MT LTAP flock.

To promote organizational excellence within the constituencies we serve, several leadership courses will be offered again this coming year, including the Montana LTAP Roads Scholar Program, which prepares local government personnel for better performance and leadership responsibility. The following organizational excellence activities, courses, and assessments are proposed for this focus area:

*"Thank you so much for the wonderful ...event! This was my first time attending, and it was just great. Several of us were using our cell phones to take photos of the screen during your leadership presentation, and I'm wondering if you would be willing to share the handouts with us. If not, that's okay; we soaked up the information."*

- Training: Leadership Behavior, Leadership Styles 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 (TRB Committee AKD30)
- Training: Leading when you are not in charge/ Leadership Behaviors
- Activity: Employee Supervision and performance reviews (Internal LTAP)
- Activity: Needs Assessment Surveys
- Activity: FHWA Program Assessment Report (PAR)
- Activity: Participation in the Annual Regional Local Roads Conference, hosted by South Dakota
- Activity: Present/Moderate at Purdue Road School (Invited Guest)
- Activity: Regular attendance of National Association of County Engineers (NACE), Regional NLTAPA, National NLTAPA and Regional LTAP Meetings in South Dakota
- Activity: Make Montana LTAP Resources available to NLTAPA Community and share our expertise

Other activities that promote Organizational Excellence are:

- The LTAP program is developed to meet the four focus areas and coordinated to meet the communicated priorities outlined in “Annual LTAP Needs Assessment” and the 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 ensures 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 the training needs of the group, and to discuss training requests.

- Montana LTAP coordinates with Rocky Mountain APWA Division members, as appropriate, to provide leadership and/or safety training for the first day of the Snow Rodeo. 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 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 State Transportation Innovation Council (STIC) grant and will be implementing a new Learning Management System this summer. This has been delayed due to COVID and staff turnover at LTAP. We are moving forward with a vendor ESX (software) to implement database management software that is used by many other LTAPs with great success. This is noted in our budget, as the State portion of the matching funds will be assigned to our State Gas Tax funding source.

### 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
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
5. Montana LTAP 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

*"The MACRS Conference was incredible!! The vendors feel it is the best conference for them that they attend. They all look forward to MACRS. Everybody appreciated your (LTAP's) hard work in making it all come together"*

*Name withheld*

*"Keep your positive attitude and working toward the goals you have set. I appreciate you. Your heart is in the right place and you are doing a great job."*

*Name withheld*

8. NEW: Montana LTAP Asphalt Pavement Repair and Maintenance Training (bi-annual or triannual as requested)
9. Support and advertise MDT-supported/funded TLN (Transportation Learning Network): long-distance learning content
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:

- Coordinated/planned and delivered trainings at the 22<sup>nd</sup> Annual Safety Congress, January, 2024
- Continued our cooperative training and information program with North Dakota and South Dakota LTAPs to better serve eastern Montana
- Solidified partnership with the National Rural Roads Safety Center and continued working to leverage the partnership to better serve LTAP customers
- Improve training program content and delivery coordination and cooperation between LTAP, MDT and FHWA
- Completed formal MT LTAP Needs Assessment for 2023-2024
- 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 2023-24, and have moved forward with planning for the next year (2024-2025) in Appendix E
- 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

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
- Reached 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
  - MSHA Part 46 new miner
  - MSHA refresher
  - OSHA 10/30
  - Flagger Certification
  - Work Zone Technician
  - Equipment and Excavation Safety
  - Winter Maintenance
  - Gravel Roads Maintenance
  - Leadership

**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 2025, 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 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 Rural Transportation Incident Management (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 (2.25 FTE up to 2.75 FTE) and added assistance from WTI technical (graphics) specialists and finance/payroll staff as need dictates. We are also supported by Fiscal Shared Services at MSU for accounting, payroll, and budgetary controls. 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 and staff. Matt develops on-site trainings, webinars, and is the primary contact for all technical assistance. Matt delivers technical topic trainings including gravel materials and stockpile management, road safety fundamentals, asphalt paving and maintenance, 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 training, inventory management topics, and leadership and management topics. Matt is also responsible for budget control, 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 leads program logistics, travel 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

Montana LTAP is funded by FHWA (\$210,000), the Montana Gas Tax (\$150,000), and MDT SPR (\$140,000) for an annual budget of \$500,000. The workplan budget is included in Appendix D.

Our budget does restrict our ability to provide unlimited resources and trainings because we have limited FTE available, and limited funds to bring in outside training subject-matter experts.

Currently, our grant funding does not cover all of our annual operating expenses without added income from classes that we provide. In order to fund LTAP operations fully, with our current travel schedule and staffing, we charge a small fee per class attendee. Currently, most of our classes cost \$60, with spring MACRS trainings set at \$50, and our annual spring leadership training at \$25 per person. This supplemental funding allows us to complete our fiscal year workplan.

### Safety Circuit Rider:

We are hopeful that in the future, additional funding to LTAP may become available through the safety programs at MDT. This would help us address a big challenge—helping our Locals write a Local Road Safety Plan, which prepares them to access federal funding on their roads. Creation of relevant Local Road Safety Plans, so that they can be competitive in grant funding applications through MDT and FHWA, is a critical step for our local agencies. The Safety Circuit Rider program has been used in many states throughout the US, including neighboring states like North Dakota, South Dakota, and Washington. The program has been extremely beneficial to their local agencies when obtaining local funding for their transportation programs.

### Montana LTAP Program Reach

Montana LTAP’s ability to reach our Locals through training, technology transfer, and information sharing is the primary measure of our success. 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 reached 55 of 56 Montana counties via their conference attendance and attendance at in-person trainings. 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 monthly live 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 on the use of good materials, techniques, and stabilization has resulted in significant environmental and operational cost savings.

### **Spotlight: Tribal Transportation Assistance Program (TTAP) – Program Shifts**

*In 2018, the Tribal Technical Assistance Program (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 to mirror 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 Upper Great Plains Transportation Institute (UGPTI)-lead five-state **new Northern TTAP Center**. This is an incredible opportunity to provide assistance to 28 Tribal Nations. Ron Hall leads 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.*

## Montana LTAP Program Delivery (looking back at 2022-2023)

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 by our funding partners.

Using the PAR, it is easy to review our program delivery. This past year (September 2022-September 2023 FHWA PAR reporting period) Montana LTAP completed 21 significant Technical Assists:

- |   |   |
|---|---|
| 1. MACRS Website development meeting                                    | 9. NLTAPA County Road Maintenance Costs                             |
| 2. Science Olympiad Event Admin - Road Scholar                          | 10. NPS Equipment Certs/WFD   |
| 3. MDT-BNSF Railroad Safety meeting in Helena                           | 11. Gravel Quality: Blaine County                                   |
| 4. 2-Day Grader Operator training, Blaine County                        | 12. Gravel Quantity and production: Blaine County 2023              |
| 5. Michael Houlton: Clancy Bridge damage review and eval                | 13. Driveway Approaches - Madison Co.                               |
| 6. Missoula County Stream crossing and floodplain issues on LaValle Cr. | 14. Driveway Approaches - Beaverhead Co.                            |
| 7. Glacier Co. Interview questions with Cascade Co. assist              | 15. Culvert Capacity - Dawson Co.                                   |
| 8. MACRS Excel operations inquiry for all counties                      | 16. State Lands Road Maintenance and Environmental Resiliency Class |
|   | 17. Teton Co. Crew Calls: County Road Dept. Leadership issues       |

18. Teton Co. Compaction and grading, in-field evaluation of roads

19. FHWA: CLAS/TTAP application reviews for TTAP Centers

20. FHWA: Course reviews for NHI Gravel Roads

21. State Lands Road Maintenance and Environmental Resiliency Field Trip

Montana LTAP staff attended 13 conferences:

1. Winter NLTAPA

2. 102nd TRB

3. MACRS Day 1

4. MACRS Day 2

5. MACRS Day 3 - Board Meeting

6. Asphalt Conference with MDT

7. FHWA FoRRRwD Safety Peer Exchange, NOLA

8. NLTAPA Annual Conference

9. 13th TRB International Conference on Low Volume Roads

10. TRB AKD 30 Low Volume Roads semi-annual meeting

11. FHWA PEER Exchange on Speed management, Denver Colorado

12. FHWA Tribal Peer Exchange, co-hosted in Great Falls, MT

13. League of Cities and Towns

Not counting our hosted events and conferences, LTAP provided 121 trainings, which equaled 442 hours of training and corresponded to more than 8,118 LTAP class contact hours attended by 2,203 local agency participants.

In 2023, LTAP Provided 55 flagging certification classes, which reached 887 students. This is equal to 275 instruction hours and 1375 student contact hours.

- LTAP delivered nine live webinars. With the use of recorded webinars by our Locals, we delivered a total of 22 on-line educational webinar deliveries that produced more than 2,000 virtual customer contacts.
- Our workshop/class type is predominantly fell into the “optional” category, with Work Zone, Leadership, and Gravel Roads taking up the next few primary workshop types.

In addition to the trainings provided during the spring and fall, as well as on-demand, LTAP has a tradition of holding events during a generally consistent timeframe. This helps us organize the LTAP workplan using these events as anchors for the monthly and weekly schedule.

## LTAP Program Events

In January of every year, we hold a four-day safety training in Helena, MT to cover all of the Work Zone Safety courses provided by LTAP with a Train-the-Trainer class on the last day. This is called the Montana LTAP Safety Congress (22<sup>nd</sup> Annual Safety Congress in 2024). At this training, Work Zone Technician, Traffic Control Supervisor, and the Work Zone 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 the spring, we host the Montana Asphalt Conference, which is generally scheduled to occur a day before or after MDT's Construction meeting, Contractors meeting, or a District DCE conference. We typically 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.

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.

In the fall, we host two LTAP/APWA Snow Rodeos, one in western or central Montana, and one in eastern Montana, which is currently held 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. This includes a written test, diagnostics, and operating four large pieces of equipment. The format of the competition 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 rodeos are very successful and well attended events.



Montana LTAP continues to maintain an online presence in cooperation with the National Center for Rural Road Safety, through TLN offerings, and by sharing virtual content from other State LTAP programs. The FHWA Office of Safety also continues to deliver relevant content in which we invite our Locals to virtually participate, including the Local Road Safety Plans, Systemic Safety approach, EDC initiatives, and other Safety focus areas.



### **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. The added administrative and financial burden associated with such a program means that 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 the 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, the course curriculum available for application to the Roads Scholar and Roads Master programs as expanded. In addition, the courses we offer at LTAP leverage the professional experience of LTAP Staff.*

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

*The completion of the program requirements are celebrated and recognized in two ways.*

*The award associated with the **Road Scholar** includes a certificate from MSU-Bozeman and Montana LTAP and an embroidered black work coat embroidered with ROAD SCHOLAR with outline of Montana. The **Road Master** also includes a certificate from MSU-Bozeman and Montana LTAP and an embroidered ROAD MASTER black vest. This achievement is also recognized in our newsletter, on the 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.*

*"...the (Road Scholar) 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*

|                        |   |
|------------------------|---|
| <b><u>2020-21:</u></b> | 22 Road Scholar Awards<br>1 Road Master Awards                |
| <b><u>2021-22:</u></b> | 16 Road Scholar Awards<br>5 Road Master Awards                |
| <b><u>2022-23:</u></b> | 52 Road Scholar Awards<br>62 Road Master Awards               |
| <b><u>2023-24:</u></b> | <u>79</u> Road Scholar Awards<br><u>25</u> Road Master Awards |

**Total Road Scholar Awards to date: 540**

**Total Road Master Awards to date: 116**

## Montana LTAP Partners

Montana LTAP continues to work with a number of partners. These consist of educational institutions and groups/organizations that 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
- ITE- Institute of Transportation Engineers

Looking forward, the need for relevant workforce development, safety training, technology transfer, and implementation of best practices throughout the transportation community will be considerable and partnerships with MDT, FHWA, WTI, The National Highway Institute, and other national transportation partners will allow Montana LTAP to better meet those needs. We also look to partner with high-quality content providers for low-cost and no-cost solutions that meet the needs of our customers.

We also realize Montana LTAP has 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 WTI, Montana LTAP has adopted a cooperative relationship with multiple training, technology transfer, and research entities. This will allow Montana LTAP access to an unprecedented amount of research and some unique practical training resources. One partnership that LTAP is currently enjoying is with the National Center for Rural Road Safety, which is one of the Centers of Excellence housed within WTI. This center regularly provides LTAP Listserv subscribers with a compilation of upcoming rural road safety trainings and conferences from multiple sources.

## **Program Development: Customer Needs Assessments**

The transportation workforce is constantly changing, and it is critical that 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 is conducted in the spring of each year. Montana LTAP monitors the needs of transportation providers through a variety of methods, including interviews and outreach conducted at the annual MACRS meeting in March. In order to fulfill our mission, information is gathered from the LTAP Advisory Board, our distributed LTAP Needs Assessment questionnaires, personal interviews, and injury insurance reports (if available through MMIA) to gain a broad scope of the education technology transfer needs of our workforce. The LTAP training and resources offered in the following year generally reflect the results obtained from the needs assessment and the requests made by our partners and customers. 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 request 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

By analyzing the information gained through 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 sources. This includes FHWA EDC initiatives and other priorities recommended by FHWA or MDT. On the following page, Figure 2: Program Inputs



illustrates the variety of information and program inputs gathered and considered while putting together our trainings content.

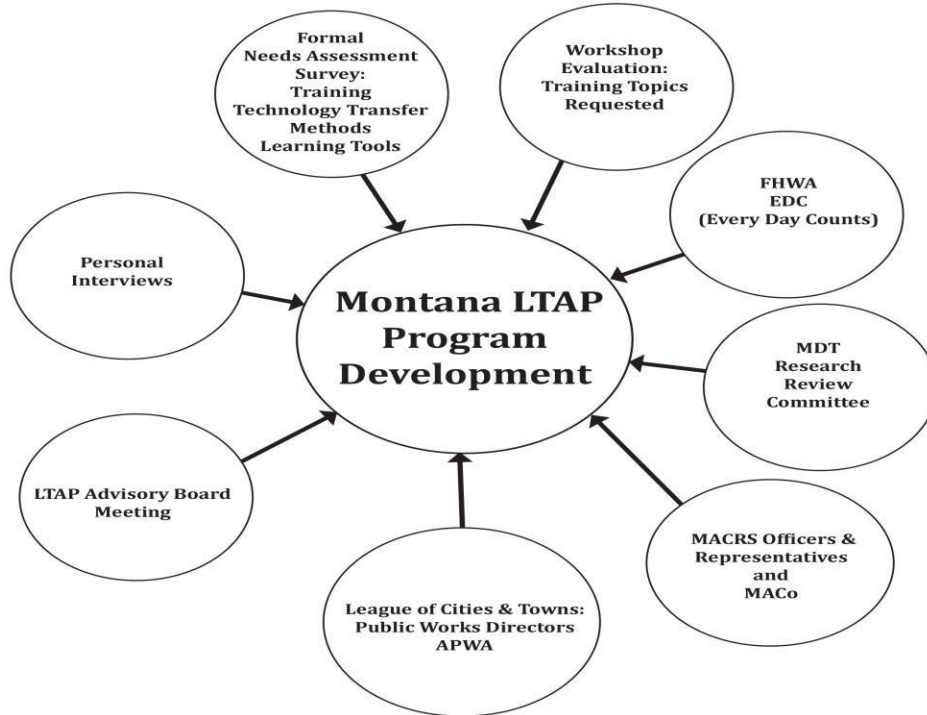


Figure 2: Program Inputs

Through our feedback from customers, more focus on a hands-on learning experience is desired. We have incorporated more hands-on learning in 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 become 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 2024-25 Proposed Deliverables

The proposed deliverables in this work plan are a general outline of events and efforts for the coming year. Based on past experience, they will often be interrupted by the needs, schedules, and workflows of our Locals, the scheduled conferences in which we participate or host, and FHWA Peer exchanges and other unforeseen events. The basic schedule, coupled with the on-demand delivery model, is built on the planning and execution of at least five significant annual events: the Annual Safety Congress, annual Montana Asphalt Conference, MACRS Annual Conference, and two Snow Rodeos. We also schedule Spring and Fall MACRS District Trainings that attempt to reach all six of the Montana MACRS districts with needed training, as agreed to

with the MACRS Board of Directors. Woven throughout these scheduled elements, Montana LTAP engages with requested trainings and technical assistance, and we are responsive to any immediate or urgent needs. We also conduct the regularly scheduled classes that meet the established needs 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 six MACRS Districts that 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 of the LTAP program 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 focus areas are neither exclusive nor comprehensive. The workplan is not prescriptive or rigid. We do our best to adjust to cancellations and added needs of our locals that are not in this workplan. 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 2024 novel deliverables are denoted as such with 2024 highlighted 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 the trainings that are delivered to stakeholders through scheduled workshops around Montana. 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 one-on-one 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.

### **2024-25 DRAFT LTAP Program Calendar**

These are the targeted events and trainings for 2024-25 (including SFY 25), and this list is not comprehensive nor complete. These are general guidelines. More program content will be added through the year, and some items may be moved or cancelled.

#### **May 2024**

- Monthly Webinar
- WZ/Flagger/Traffic Control Technician on Demand
- National Tribal Roads Maintenance Symposium (May 14-16, Rapid City, SD)
  - Workforce Development and Leadership presentation
- MACRS Spring Classes as scheduled
  - PASER
  - Gravel Roads Fundamentals
  - Other
- Other classes as feasible or requested

#### **June**

- Monthly webinar (Summer)
- NLTAPA North Central Region Meeting hosted by Montana LTAP in Bozeman, MT
- MACRS Spring Classes as scheduled
  - PASER and/or Gravel Roads Fundamentals
  - Other

- Other classes as feasible or requested
- County/City/Tribal Roads technical assistance outreach (1-5 locations throughout Summer)
- LTAP University (NLTAPA)
- Other Activities, trainings, outreach TBD

**July**

- Monthly Webinar
- Road Supervisor Handbook Development
- NLTAPA Annual National LTAP and TTAP Association meeting
- TRB AKD30, activity
- On-Demand Trainings (Subjects TBD)
- Other Activities, trainings, outreach TBD

**August**

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

**September**

- Equipment safety training and Snow Rodeo (Missoula County)
- Equipment safety training and Snow Rodeo (Richland County)
- Monthly Webinar
- Road Supervisor Handbook Development
- LTAP Advisory Meeting (TBD)
- MACRS Fall Trainings (Subjects TBD)
- County Road Standards
- Other
- MT League of Cities and Towns (TBD)
- 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 2025**

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

**February**

- Monthly Webinar
- Safety Talks – Monthly
- MT Asphalt Conference (February, March or April)
- 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
- National Work Truck Expo (invited)

**March**

- Purdue Road School (invited Speaker)
- Monthly Webinar
- MT Asphalt Conference (February, March or April)
- MACRS Annual Conference
- MT Asphalt Conference
- Other Activities, trainings, outreach TBD
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls
- Other Activities, trainings, outreach TBD

**April**

- Monthly Webinar
- MT Asphalt Conference (February, March or April)
- Welding Classes
- Post MACRS office work and records
- Other Activities, trainings, outreach TBD
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls

- Other Activities, trainings, outreach TBD

**May**

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

**June (End of SFY)**

- 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/TTAP University (online)
- Other Activities, trainings, outreach
  - TBD

**July 2025**

- Monthly Webinar
- Road Supervisor Handbook Development
- NLTAPA Annual National LTAP and TTAP Association meeting
- TRB AKD30, activity
- On-Demand Trainings (Subjects TBD)
- Other Activities, trainings, outreach TBD

**August**

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

**September (end of FFY)**

- Equipment safety training and Snow Rodeo (Missoula County)
- Equipment safety training and Snow Rodeo (Richland County)
- Monthly Webinar
- Road Supervisor Handbook Development
- LTAP Advisory Meeting (TBD)
- MACRS Fall Trainings (Subjects TBD)
- County Road Standards
- Other
- MT League of Cities and Towns (TBD)
- Technical Assistance (TBD, On-Demand)
- Other Activities, trainings, outreach TBD

**The past—our future.** To warrant continued investments, MT LTAP’s efforts must bear fruit. MT LTAP is proud of the improvements in Montana’s transportation personnel and roadways. Our results are clear; the investment is making Montana stronger. Transportation personnel are more engaged, confident, knowledgeable, and committed to their teams and roadways are better, more cost-effective, and safer. MT LTAP is making a positive difference.



As the learning program of choice for our local transportation system workforce, we are thankful for the past support and look forward to the outcomes from the 2024 program delivery. This 2024 Montana LTAP Work Plan is offered for Montana DOT and FHWA approval. Your favorable review and continued support is requested.

**Budget**

The SFY 2025 budget provided in Appendix D provides the basis for Federal, State, and University funding of Montana LTAP from July 1, 2024, through June 30, 2025. Expenditures reflect an estimate of last year’s expenses and projected goals for the program during the 2024-2025 State fiscal year. The budget extension to meet the FFY guidelines will follow a similar percentage allocation. The allocation percentages have been averaged over the past several years and are approximate.



In the past, we have received questions regarding our ability to offer free trainings. However, Regional and National LTAP best practices suggest charging a fee to reduce cancellations and increase engagement. It follows that we have experienced significantly more cancellations for our free trainings than for trainings where a fee was required. The well-funded (above \$1.5M) LTAP Centers in our region continue to charge for classes even with their larger budgets. We have polled many of our Locals, as well as other LTAPs, and our MT LTAP class rate (\$50–\$75) is not only reasonable but on the low end of LTAP course fees. Our experience is consistent with that of other LTAPs; we have found that when attendees and Locals have skin in the game through modest registration fees, there is a significant reduction in cancellations.

As our expenses and efforts progress through the year, it may be necessary to adjust 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 added 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 through September 30<sup>th</sup>, 2025 using the FFY 4<sup>th</sup> quarter (2024) estimates is a reasonable way 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 Federal and State funded budget by approximately \$30,000 annually. This also allows us to be adaptable and flexible in our expenditures for items like printing, office equipment, travel, and other activities.

## 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 its mission in a way that meets a need, fits within available resources and staff, and creates a successful program for its customers. It is estimated that for every \$1 spent on LTAP, more than \$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.

Appendix B: Program Assessment Report

2023-24 LTAP/TTAP Program Assessment Report

Center Name: Montana Local Technical Assistance Program

Reporting Period: October 1, 2022 to September 31, 2023

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 in PAR:

| Federal Fiscal Year | Program Area          | Course Title                       | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|-----------------------|------------------------------------|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Worker Safety         | Confined Space Training Livingston | 2            | 19                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Confined Space Training Livingston | 3            | 19                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | First Aid Hamilton                 | 5            | 17                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class Century Const.      | 3            | 13                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class Century Const.      | 2            | 13                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class- Hogan              | 3            | 10                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class- Hogan              | 2            | 10                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class, Butte              | 3            | 25                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class, Butte              | 2            | 25                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class, Kalispell          | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class, Kalispell          | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class, Lewistown          | 3            | 16                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class, Lewistown          | 2            | 16                             |             |                   |           |            | Local    |

| Federal Fiscal Year | Program Area          | Course Title                                | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|-----------------------|---|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Worker Safety         | Flagging Class, Shelby                      | 3            | 25                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class, Shelby                      | 2            | 25                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class---Anaconda                   | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class---Anaconda                   | 2            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class—Belgrade                     | 3            | 14                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class—Belgrade                     | 2            | 14                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Billings                     | 3            | 8                              | 5           |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Billings                     | 2            | 8                              | 5           |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Billings                     | 3            | 2                              | 2           |                   |           |            | Tribal   |
| 2022-2023           | Workforce Development | Flagging Class-Billings                     | 2            | 2                              | 2           |                   |           |            | Tribal   |
| 2022-2023           | Worker Safety         | Flagging Class-Box Elder                    | 3            | 11                             | 11          |                   |           |            | Tribal   |
| 2022-2023           | Workforce Development | Flagging Class-Box Elder                    | 2            | 11                             | 11          |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Bozeman                      | 3            | 9                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Bozeman                      | 2            | 9                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Bozeman                      | 3            | 12                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Bozeman                      | 2            | 12                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class—Bozeman                      | 3            | 24                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class—Bozeman                      | 2            | 24                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class—Bozeman PD/MSU Campus Police | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class—Bozeman PD/MSU Campus Police | 2            | 8                              |             |                   |           |            | Local    |

| Federal Fiscal Year | Program Area          | Course Title                       | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|-----------------------|------------------------------------|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Worker Safety         | Flagging Class-Browning            | 3            | 24                             | 24          |                   |           |            | Tribal   |
| 2022-2023           | Workforce Development | Flagging Class-Browning            | 2            | 24                             | 24          |                   |           |            | Tribal   |
| 2022-2023           | Worker Safety         | Flagging Class-Butte               | 3            | 39                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Butte               | 2            | 39                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-City of Manhattan   | 3            | 3                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-City of Manhattan   | 2            | 3                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-College Great Falls | 3            | 13                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-College Great Falls | 2            | 13                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Crow agency         | 3            | 30                             | 30          |                   |           |            | Tribal   |
| 2022-2023           | Workforce Development | Flagging Class-Crow agency         | 2            | 30                             | 30          |                   |           |            | Tribal   |
| 2022-2023           | Worker Safety         | Flagging class-Hamilton            | 3            | 29                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging class-Hamilton            | 2            | 29                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Helena              | 3            | 13                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Helena              | 2            | 13                             |             | 4                 |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Kalispell           | 3            | 5                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Kalispell           | 2            | 5                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Miles City          | 3            | 32                             | 7           |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Miles City          | 2            | 32                             | 7           |                   |           |            | Local    |
| 2022-2023           | Worker Safety         | Flagging Class-Missoula            | 3            | 14                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Flagging Class-Missoula            | 2            | 14                             |             |                   |           |            | Local    |

| Federal Fiscal Year | Program Area                    | Course Title   | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|---------------------------------|--|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Worker Safety                   | Flagging Class-MSLA city   | 3            | 26                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Flagging Class-MSLA city   | 2            | 26                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety                   | Flagging Class-YNP   | 3            | 18                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Flagging Class-YNP   | 2            | 18                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Flagging Train the Trainer-Helena                                | 5            | 9                              |             | 6                 |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift and Skid Steer YNP                                      | 3            | 7                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift Class—Bozeman   | 4            | 15                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift Training Bozeman  | 5            | 10                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift Training-Park County                                    | 5            | 11                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift/Skid steer-Fort Benton                                  | 2            | 7                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift/Skid steer-ND   | 3            | 15                             |             | 12                |           |            | Local    |
| 2022-2023           | Workforce Development           | Forklift-Rusty Nail  | 2            | 11                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management       | Grader Class in Chinook, MT - Day 1 for Blaine County            | 6            | 16                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development           | Grader Class in Chinook, MT - Day 2, Field day for Blaine County | 6            | 16                             |             |                   |           |            | Local    |
| 2022-2023           | Public Administration & Quality | LTAP Leadership (pre-MACRS)                                      | 4            | 94                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management       | MACRS SPRING: Billings   | 3            | 33                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety                   | MACRS SPRING: Billings   | 3            | 33                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management       | MACRS SPRING: Boulder  | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety                   | MACRS SPRING: Boulder  | 3            | 8                              |             |                   |           |            | Local    |

| Federal Fiscal Year | Program Area              | Course Title             | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|---------------------------|--------------------------|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Infrastructure Management | MACRS SPRING: Bozeman    | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS SPRING: Bozeman    | 3            | 8                              |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS SPRING: Cutbank    | 3            | 14                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS SPRING: Cutbank    | 3            | 14                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS SPRING: Kalispell  | 3            | 32                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS SPRING: Kalispell  | 3            | 32                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS SPRING: Lewistown  | 3            | 25                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS SPRING: Lewistown  | 3            | 25                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS SPRING: Miles City | 3            | 12                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS SPRING: Miles City | 3            | 12                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS SPRING: Sidney     | 3            | 37                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS SPRING: Sidney     | 3            | 37                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS Training Billings  | 3            | 28                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS Training Billings  | 3            | 28                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS Training Conrad    | 3            | 31                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS Training Conrad    | 3            | 31                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS Training Hamilton  | 3            | 0                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development     | MACRS Training Hamilton  | 3            | 0                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MACRS Training Kalispell | 3            | 30                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS Training Kalispell | 3            | 30                             |             |                   |           |            | Local    |

| Federal Fiscal Year | Program Area              | Course Title               | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|---------------------------|----------------------------|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Worker Safety             | MACRS Training Boulder     | 6            | 18                             |             |                   |           |            | Local    |
| 2022-2023           | Infrastructure Management | MACRS Training Boulder     | 6            | 18                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MSHA Missoula              | 8            | 32                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MSHA Refresher-Conrad      | 8            | 9                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MSHA Refresher-Gallatin Co | 8            | 9                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | MSHA Refresher-Townsend    | 4            | 5                              |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development     | MSHA Refresher-Townsend    | 4            | 5                              |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | OSHA 10 Dillon             | 5            | 17                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | OSHA 10 Dillon             | 5            | 17                             |             |                   |           |            | Local    |
| 2022-2023           | Worker Safety             | OSHA 10 at MDT             | 6            | 5                              |             | 5                 |           |            | Local    |
| 2022-2023           | Worker Safety             | OSHA 10 at MDT             | 6            | 5                              |             | 5                 |           |            | Local    |
| 2022-2023           | Worker Safety             | Snow Rodeo, Eastern MT     | 6            | 44                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development     | Snow Rodeo, Eastern MT     | 6            | 44                             |             | 4                 |           |            | Local    |
| 2022-2023           | Worker Safety             | Snow Rodeo, Western MT     | 6            | 50                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development     | Snow Rodeo, Western MT     | 6            | 50                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development     | TCS class Day 1            | 8            | 11                             |             | 11                |           |            | State    |
| 2022-2023           | Workforce Development     | TCS class Day 2            | 8            | 11                             |             | 11                |           |            | State    |
| 2022-2023           | Worker Safety             | TCT Missoula               | 4            | 24                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development     | TCT Missoula               | 4            | 24                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development     | TCT class @MDT Helena      | 8            | 11                             |             | 11                |           |            | State    |



| Federal Fiscal Year | Program Area          | Course Title                | Course hours | # of Local Agency Participants | # of Tribal | # of State Agency | # of FHWA | # of Other | Audience |
|---------------------|-----------------------|-----------------------------|--------------|--------------------------------|-------------|-------------------|-----------|------------|----------|
| 2022-2023           | Work Zone Safety      | TCT class-MSLA city         | 8            | 13                             |             |                   |           |            | Local    |
| 2022-2023           | Workforce Development | Traffic Control Sup-Helena  | 8            | 13                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development | Traffic Control Sup-Helena  | 8            | 13                             |             | 4                 |           |            | Local    |
| 2022-2023           | Worker Safety         | Traffic Control Tech-Helena | 2            | 13                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development | Traffic Control Tech-Helena | 2            | 13                             |             | 4                 |           |            | Local    |
| 2022-2023           | Workforce Development | TTT class—MDT Helena        | 6            | 13                             |             | 13                |           |            | State    |
| 2022-2023           | Workforce Development | Winter Maintenance Missoula | 6            | 30                             |             |                   |           |            | Local    |
| 2022-2023           | Work Zone Safety      | Work Zone Safety-DLI        | 8            | 7                              |             | 7                 |           |            | State    |
| 2022-2023           | Worker Safety         | Work Zone safety-ND         | 8            | 19                             |             |                   |           |            | Local    |

Technical Assistance reported in PAR:

| Federal Fiscal Year | Program Area                    | Name of agency receiving assistance | Describe the problem or challenge requiring technical assistance |
|---------------------|---------------------------------|-------------------------------------|--|
| 2022-2023           | Public Administration & Quality | MACRS                               | MACRS Website development meeting                                |
| 2022-2023           | Public Administration & Quality | MSU Outreach                        | Science Olympiad Event Day Admin - Road Scholar                  |
| 2022-2023           | Roadway Safety                  | MDT, Locals and DOT                 | BNSF Railroad Safety meeting in Helena                           |
| 2022-2023           | Construction & Maintenance      | Blaine County                       | 2-Day grader Operator training, Blaine County                    |
| 2022-2023           | Structures                      | Local Bridge owner                  | Michael Houlton: Clancy Bridge damage review and eval            |
| 2022-2023           | Environment                     | Missoula County/Private Landowner   | Msla County Stream crossing and floodplain issues on Lavalle Cr. |

| Federal Fiscal Year | Program Area                    | Name of agency receiving assistance | Describe the problem or challenge requiring technical assistance     |
|---------------------|---------------------------------|-------------------------------------|--|
| 2022-2023           | Public Administration & Quality | Glacier Co., Cascade Co.            | Glacier Co. Interview questions with Cascade Co. assist              |
| 2022-2023           | Communication                   | MACRS                               | MACRS Excel operations inquiry for all counties                      |
| 2022-2023           | Infrastructure Management       | NLTAPA                              | NLTAPA County Road Maintenance Costs                                 |
| 2022-2023           | Workforce Development           | NPS - Yellowstone NP                | NPS Equipment Certs/WFD  |
| 2022-2023           | Pavement & Materials            | Blaine Co.                          | Gravel Quality: Blaine County  |
| 2022-2023           | Pavement & Materials            | Blaine Co.                          | Gravel Quantity and production: Blaine County 2023                   |
| 2022-2023           | Public Administration & Quality | Madison Co.                         | Driveway Approaches - Madison Co.                                    |
| 2022-2023           | Public Administration & Quality | Beaverhead Co.                      | Driveway Approaches - Beaverhead Co.                                 |
| 2022-2023           | Environment                     | Dawson Co.                          | Culvert Capacity - Dawson Co.  |
| 2022-2023           | Construction & Maintenance      | MT State Lands                      | State Lands Road Maintenance and Environmental Resiliency Class      |
| 2022-2023           | Public Administration & Quality | Teton Co.                           | Teton Co. Crew Calls: County Road Dept. Leadership issues            |
| 2022-2023           | Construction & Maintenance      | Teton Co.                           | Teton Co. Compaction and grading, in-field evaluation of roads       |
| 2022-2023           | Public Administration & Quality | FHWA CLAS/TTAP                      | FHWA: CLAS/TTAP application reviews for TTAP Centers                 |
| 2022-2023           | Construction & Maintenance      | FHWA CLAS/NLTAPA/NHI                | FHWA: Course reviews for NHI Gravel Roads                            |
| 2022-2023           | Construction & Maintenance      | MT State Lands                      | State Lands Road Maintenance and Environmental Resiliency Field Trip |

## Appendix C: LTAP Program Details

Below are some of the class and outreach elements that we anticipate being a part of our 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*

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, 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 **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 2024, approximately 100 people attended. The attendees consisted of local agencies, state DOT, consultants, vendors, contractors and federal employees. The 2024 MT Asphalt Conference was held April 3-4 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, and are working to get these partners back together. This could include classroom discussion and presentations, 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 managed through regular evaluation, maintenance, possibly permitting and replacement. This is an underutilized area of our trainings 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 the annual Safety Fest training in Helena 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 75% 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 \$60/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: FY25 Budget

### MT LTAP Budget SFY 2025

| 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 2024-25                             | \$ 135,481.55        | \$ 105,500.00        | \$ 101,000.00        | \$ 7,000.00         | \$ 348,981.55        |
| Travel  | \$ 7,500.00          | \$ 4,500.00          | \$ 2,000.00          | \$ 2,000.00         | \$ 16,000.00         |
| Supplies  | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00         | \$ 4,000.00          |
| Contracted Services/Software                            | \$ 3,000.00          | \$ 3,000.00          | \$ 3,000.00          | \$ -                | \$ 9,000.00          |
| Contracted Services - Welding Classes, etc              | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ -                | \$ 3,000.00          |
| Conference Speakers, Workshop Trainers                  | \$ 2,000.00          | \$ 2,000.00          | \$ 1,000.00          | \$ -                | \$ 5,000.00          |
| Workshop and Training Supplies                          | \$ 2,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ -                | \$ 4,000.00          |
| Minor Equipment   | \$ 3,000.00          | \$ 2,000.00          | \$ 2,000.00          | \$ -                | \$ 7,000.00          |
| Subtotal: Direct Costs                                  | \$ 19,500.00         | \$ 14,500.00         | \$ 11,000.00         | \$ 3,000.00         | \$ 48,000.00         |
| <b>TOTAL (Salaries + Benefits + Direct Costs)</b>       | <b>\$ 154,981.55</b> | <b>\$ 120,000.00</b> | <b>\$ 112,000.00</b> | <b>\$ 10,000.00</b> | <b>\$ 396,981.55</b> |
| Indirect Costs<br>(35.5% FHWA, 25% Gas Tax and MDT SPR) | \$ 55,018.45         | \$ 30,000.00         | \$ 28,000.00         | \$ 3,564.00         | \$ 116,582.45        |
| Estimated Total   | \$ 210,000.00        | \$ 150,000.00        | \$ 140,000.00        | \$ 13,564.00        | \$ 513,564.00        |
| Major Equipment -Vehicle                                |                      |                      |                      | \$ 49,400.00        | \$ 49,400.00         |
| <b>TOTAL</b>  | <b>\$210,000.00</b>  | <b>\$150,000.00</b>  | <b>\$140,000.00</b>  | <b>\$ 62,964.00</b> | <b>\$562,964.00</b>  |
| <b>Grant Budget Totals</b>                              | <b>\$ 210,000.00</b> | <b>\$ 150,000.00</b> | <b>\$ 140,000.00</b> |                     |                      |

| Gross Budget by Category                                | 2024-25           |
|---|-------------------|
| Salaries + Benefits                                     | 348,981.55        |
| Travel  | 16,000.00         |
| Supplies  | 4,000.00          |
| Contracted Services/Software                            | 9,000.00          |
| Contracted Services - Welding Classes, etc              | 3,000.00          |
| Conference Speakers, Workshop Trainers                  | 5,000.00          |
| Workshop and Training Supplies                          | 4,000.00          |
|   |                   |
| <b>Minor Equipment</b>                                  | <b>7,000.00</b>   |
| Indirect Costs<br>(35.5% FHWA, 25% Gas Tax and MDT SPR) | 116,582.45        |
|   | <b>513,564.00</b> |
| Major Equipment -Vehicle                                | 49,400.00         |
|   | <b>562,964.00</b> |

## Appendix E: 2024-2025 Montana LTAP Draft Workshop Schedule

(rev. 04/20/2023)

### April 2024

|                                    |  |
|------------------------------------|--|
| MDT.....                           | Quarterly Reports and Work Plan to MDT and FHWA  |
| April 2, Helena .....              | LTAP Advisory Board Meeting (as needed)  |
| 3 <sup>rd</sup> Tuesday .....      | MT LTAP Webinar: TBD   |
| April .....                        | Montana Asphalt Conference   |
| TBD: (multiple locations TBD)..... | MACRS Spring District Meetings/Trainings: TBD  |
| April 3-4.....                     | Montana Asphalt Conference, to be held in Helena, MT<br>with coordination and partnership with MDT and the<br>Asphalt Institute. |
| April 10-11.....                   | Participation with Flathead County grader trainings in<br>partnership with CAT/Western States Equipment.                         |
| April 24-25 .....                  | Rocky Mountain User Producer Group meeting in<br>Missoula, MT  |
| April 29 .....                     | Spring MACRS Trainings focusing on Infrastructure<br>Management and Gravel Roads   |

### MAY 2024

|                                    |  |
|------------------------------------|--|
| NLTAPA:.....                       | Conference Calls   |
| 3 <sup>rd</sup> Tuesday .....      | MT LTAP Webinar: TBD   |
| TBD: (multiple locations TBD)..... | MACRS Spring District Meetings/Trainings: TBD  |
| May (TBD, Multiple) .....          | Flagger (on demand)<br>Work Zone (on demand)<br>Traffic Control Supervisor (on demand)<br>Traffic Control Technician (on demand) |
| TBD .....                          | IDIQ Trainings   |
| Other: .....                       | MDT RRC/Research Committees<br>Choteau County Technical Assistance   |
| May 6.....                         | LTAP Advisory Board Meeting #2   |
| May 13-16 .....                    | National Tribal Roads Maintenance Symposium, Rapid<br>City, SD   |
| May 14-16 .....                    | MT Safety Fest in Missoula   |
| May 20-24 .....                    | Spring MACRS Trainings focusing on Infrastructure<br>Management<br>(PASER Ratings Trainings or Gravel Roads)                     |
| May 27-29 .....                    | Spring MACRS Trainings focusing on Infrastructure<br>Management (PASER Ratings Trainings or Gravel Roads)                        |
| May 30 .....                       | Invited to speak at MSAE Lunch in Helena   |

**JUNE 2024 (end of SFY 2023-24)**

|                                    |  |
|------------------------------------|--|
| NLTAPA: Conference.....            | Calls for workgroups   |
| Regional NLTAPA.....               | Conference Calls to plan meeting   |
| 3 <sup>rd</sup> Tuesday.....       | MT LTAP Webinar: TBD   |
| TBD.....                           | IDIQ Trainings   |
| TBD: (multiple locations TBD)..... | MACRS Spring District Meetings/Trainings: TBD  |
| June x: Bozeman.....               | Work Zone Flagging   |
| June (TBD).....                    | Flagger (on demand)  |
| June (TBD).....                    | Work Zone (on demand)  |
|                                    | Traffic Control Supervisor (on demand)   |
|                                    | Traffic Control Technician (on demand)   |
| Other: .....                       | MDT RRC/Research Committees  |
| June 3-6.....                      | North Central Region Meeting (Montana is hosting in Bozeman, MT)                       |
| June 18.....                       | Webinar  |
| June 18-20.....                    | Spring MACRS Trainings focusing on Infrastructure Management (PASER Ratings Trainings) |
| June 26.....                       | TTAP University (NLTAPA) – Virtual   |

**SFY 2024****JULY 2024**

|                         |                                       |
|-------------------------|---------------------------------------|
| MDT.....                | Quarterly Reports                     |
| NLTAPA.....             | Conference Calls                      |
| July (varies).....      | Development/Planning                  |
| July 12: TBD.....       | MT LTAP Webinar: TBD                  |
| July (varies): TBD..... | Tech Assists – TBD                    |
| July 22-26.....         | NLTAPA Annual Meeting Albuquerque, NM |
| TBD.....                | Flagger (on demand)                   |
|                         | MSHA Part 46 (by demand)              |
| Other: .....            | MDT RRC/Research Committees           |

**AUGUST 2024**

|                              |                                   |
|------------------------------|-----------------------------------|
| 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       |

|                               |  |
|-------------------------------|--|
| NLTAPA.....                   | Conference Calls   |
| 3 <sup>rd</sup> Tuesday ..... | MT LTAP Webinar: TBD   |
| TBD .....                     | IDIQ Trainings   |
| Sept xx-xx: Missoula          | APWA Operator Excellence & Equipment Safety Training<br>(snow rodeo) |
| Sept xx-xx: Sidney            | APWA Operator Excellence & Equipment Safety Training<br>(snow rodeo) |
| 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  |

|   |  |
|---|--|
| NLTAPA.....                             | Conference Calls   |
| 3 <sup>rd</sup> Tuesday .....           | MT LTAP Webinar: TBD   |
| 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)  |
|   | <u>Likely locations: Kalispell, Shelby, Helena, Bozeman, Billings, Miles City, Sidney, Glasgow, Boulder, Fort Benton, Conrad, Lewistown, Havre</u> |
| 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  |

|                               |                                   |
|-------------------------------|-----------------------------------|
| 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                    |
| NLTAPA .....                  | Conference Calls                  |

## 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 2025

***JANUARY 2025***

|                                  |   |
|----------------------------------|---|
| 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.....         | 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 2025**

|                               |   |
|-------------------------------|---|
| 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 .....                     | National Work Truck Expo (Invited)          |
| TBD .....                     | Flagger (on demand)                         |
|                               | MSHA Part 46 (by demand)                    |

**MARCH 2025**

|                                    |  |
|------------------------------------|--|
| NLTAPA.....                        | Conference Calls   |
| 3 <sup>rd</sup> Tuesday .....      | MT LTAP Webinar: TBD   |
| TBD .....                          | Purdue Road School (Invited Guest Speaker)                         |
| 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, 2025 Great Falls .....   | MACRS 42 <sup>ND</sup> Annual Spring: Pre-conference LTAP Training |
| <b>March xx: Great Falls .....</b> | <b>MACRS 42<sup>ND</sup> Annual Conference, Heritage Inn</b>       |

TBD ..... Flagger (on demand)  
MSHA Part 46 (by demand)

**APRIL 2025**

|                               |  |
|-------------------------------|--|
| 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 TBD:.....               | NACE Annual Meeting                                      |
| Technical Assistance.....     | TBD  |

***MAY 2025***

|                               |   |
|-------------------------------|---|
| 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 2025***

|                               |  |
|-------------------------------|--|
| 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                                    |

### Addendum to Appendix E: July-September SFY 2024-2025 (to end of FFY)

|                              |   |
|------------------------------|---|
| 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   |

|                               |  |
|-------------------------------|--|
| 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                                    |

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

TBD: (Location) ..... National Tribal Roads Conference

## E-6

## Appendix F: Summary of Work Tasks

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

1. **Seminars/Training Sessions:** Training sessions provided by Montana LTAP are guided by the needs requested from our constituents. For meetings, conferences and training sessions, the following summarizes allowable costs under this agreement: 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 been 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, and timely training communications through the list serv and partner's websites.
3. **Digital Communications:** The LTAP emails to our locals regarding timely notification of funding and training opportunities, as well as electronic newsletters provide current articles regularly distributed to Montana LTAP's audience. Information and 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 are issued each quarter as appropriate. The emails, website and 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 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 90<sup>th</sup> percentile. There is an area on the evaluation form where participants may express workshop needs. This information is tabulated and 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.