

Montana
Local Technical Assistance Program

Work Plan and Budget

July 1, 2025 – June 30, 2026: State FY26 Work Plan

Includes

Federal FY Work Plan Addendum in Appendix D

July 1, 2025 to September 30, 2026

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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

FEDERAL HIGHWAY ADMINISTRATION

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Workforce Investment

Helping local transportation leaders grow

The activities and trainings of the Montana LTAP Program provides opportunities for our local agency employees to participate in a path of continuous learning and career development. These individuals invest in themselves and their careers as they engage in training in various topics provided through our program. As they pass along useful tips, share key learning info, develop skills, and share calls to action, they themselves become leaders within their organizations. LTAP's investment in these individuals becomes an investment in the community.

Montana LTAP is proud to be entrusted by the Montana Department of Transportation and the Federal Highway Administration to provide tailored technical outreach, learning experiences, and mentorship to local roadway staff and leadership. These services create a knowledgeable and dedicated workforce, laying the groundwork for both better service to our public and safer roads, ultimately saving lives in alignment with Vision Zero principles.

The feedback we regularly receive from our customers repeats common themes of gratitude for clarity, for relevant and timely content, and for our professionalism. We also receive gratitude for the empowering individuals with the tools to shape a brighter future for themselves, their employers, and the community at large. By partnering with LTAP, local agency leadership demonstrates a genuine concern for enhancing transportation performance and safety in their communities.

Together, we are the best.

With gratitude,

Matthew A Ulberg

Matt Ulberg, PE

LTAP Director

Executive Summary

The Local Technical Assistance Program (LTAP) stands as a testament to its effectiveness as 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

Montana LTAP's strength lies in its ability to create and maintain relationships with local agencies. Being 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 Montana's local agencies.

LTAP empowers local transportation workers to deepen their understanding of essential principles that encompass the areas of material science, design, safety, drainage, snow and ice management, work zones, OSHA regulations, gravel road maintenance, operations, work prioritization, infrastructure management, and more. By effectively conveying this information through in-person trainings, 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.

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

Introduction

This Work Plan outlines what Montana LTAP aims to accomplish in broad strokes. While specific examples are noted, the Work Plan is a flexible guide that adjusts to the changing needs and schedules of our stakeholders. Each year, we share this plan with the LTAP Advisory Board for review and use it to guide our program delivery. We strive to go beyond what is outlined here, adapting to changes in time, class locations, and our customers' makeup. Progress is reported quarterly to keep 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 working with State DOTs and FHWA to assist local government and transportation agencies in designing, operating, and maintaining roadways safely and effectively. We are fortunate to have MSU's support, which benefits our staff, customers, and stakeholders.

LTAP provides education and technical assistance to various entities, including departments focused on city and town streets, county roads, tribal roads, and state and federal land management agencies that own, operate, and maintain roadways. We refer to these entities as our "Locals." LTAP fills a unique role in local transportation education, addressing our Locals' needs while following FHWA's guidance. Every year, we put together a Work Plan to outline what we know will be successful, understanding that there may be minor changes in our program based on directives we receive from FHWA's Local Aid Support Team that administers the LTAP program.

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, Montana Association of Road Supervisors (MACRS), Montana League of Cities and Towns (MLCT), and others help us meet these needs effectively.

Our goal is to remain easily accessible, flexible, and responsive. We are the primary source for up-to-date maintenance and operations training and information for our Locals. We strive to be THE trusted source for safety trainings, technology transfer, quality course offerings, stakeholder coordination, and technical assistance to local road agencies.

Vision

Our vision is this: Montana LTAP will 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, 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 and educational conferences such as:

- Annual Asphalt Conference - late winter/spring
- Annual LTAP Safety Summit - late winter
- Support the planning, coordination, and delivery/production of the MACRS Annual Conference - end of March each year
- Organizing and delivering two snow rodeos each year - fall

LTAP fosters enduring relationships 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 Work Plan elements that support the educational delivery approach of Montana LTAP involve:

- 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, up to 10 different locations as requested by the MACRS Board
 - Tailored trainings for our customers as requested and as needed
 - Administer and deliver Work Zone trainings and recurring certifications and certification refreshers
 - Adding training topics as needed and upon request of our customers
- Centralizing training and technology transfer resources and services at LTAP.
 - Centralized record keeping for all training activities performed by LTAP and LTAP organized/coordinated events
 - LTAP Administers a comprehensive database of Flagger Certifications for the State of Montana
 - Road Scholar and Road Master program administration, to include all training records of our LTAP courses
- 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 Federal Highway Administration programs, initiatives, focus areas, and mandates
 - Sharing insights on new resources, techniques, and methods.

Mission

The mission of LTAP to serve local agencies is guided by the four focus areas as directed by FHWA. Continuous attention to each area is vital to the success of LTAP's mission of fostering a safe, efficient, and environmentally sound surface transportation system by improving the skills and increasing the knowledge of the local and tribal transportation workforce.

Focus Areas

As outlined by FHWA guidance documents, the four focus areas we perform our work under are **Safety, Workforce Development, Infrastructure Management, and Organizational Excellence**. Each year, expenditures vary based on demand for training and assistance in each area. Our programming is responsive to the needs of the Locals and meets their training needs, while providing a base calendar of regularly scheduled trainings, conferences, classes, webinars, and events. Figure 1 illustrates the LTAP program delivery in 2024-2025 (the most recent program year) within each of these focus areas.

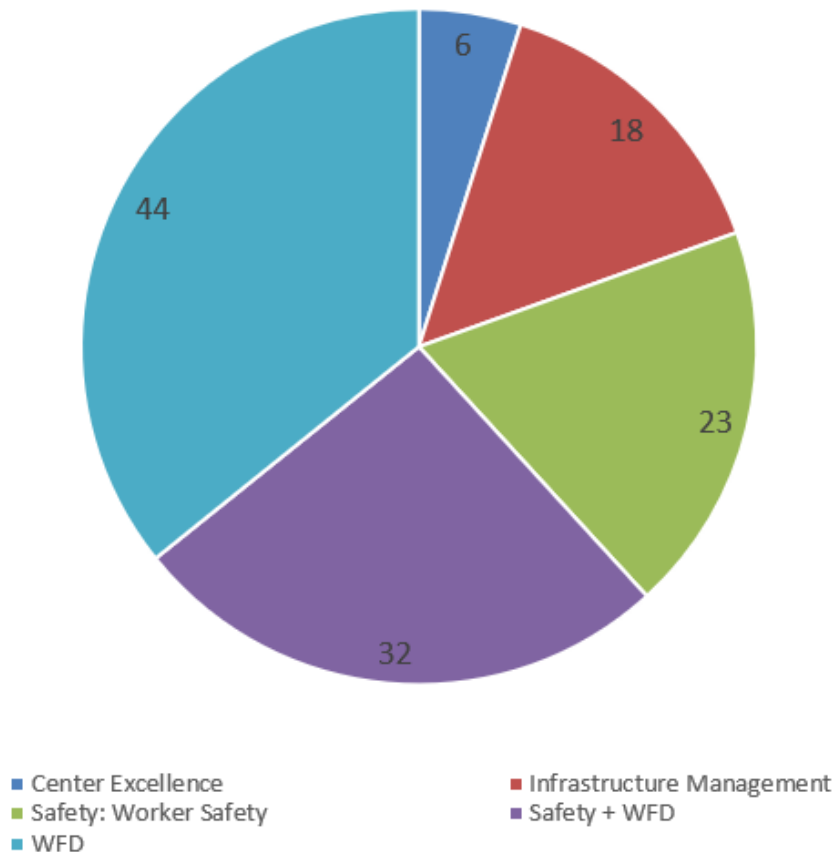


Figure 1: Classes taught by FHWA LTAP Program Focus Area 2024-2025

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 sectors. Significant effort is allocated to this area in our in-person trainings, our technical assistance, and our outreach efforts.

The Safety focus area includes highway safety, operator safety, individual worker/workplace safety, excavation safety, as well as other safety topics.

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 danger of distracted driving crashes are strongly reinforced. Seatbelts save lives, Slow down - move over, **Vision Zero** and **Click it or Ticket** are all part of the regular LTAP safety messaging. Other DOT-endorsed initiatives will also be supported as they are adopted by MDT and FHWA. One of the main contributors to rural highway crashes include hand-held cell phone use, distracted drivers, and drunk drivers, so these topics are regularly discussed. This closely relates to individual worker safety, as driving is a major part of both LTAP staff's workday, as well as that of our locals.

"Matt, Thanks for helping train up these new crew members. I hope our turnover issues are behind us. Please, keep bringing us the basics. Even the commissioners are wanting to come to your classes now!"

2024 fall class comments

Worker safety is a frequent topic and is covered through a variety of trainings that focus on safely operating equipment and being aware of the safety of other workers in the work zone, along with backing up safely, pilot car operations, trench and excavation safety, equipment loading and securement, and specific equipment safety training. The classification between safety and Workforce Development (another Focus Area for LTAP) is very blurred in many of these courses, as they are certification courses that focus on increasing the ability of the individual to qualify for and perform certain types of work, as well as safety topics.

Safety courses regularly offered by MT LTAP include:

- 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
- MSHA Refreshers

Inclusion of FHWA safety 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. This agreement allows a flagger certification to be valid in any of these states, if their training was completed in a live-instructor classroom. The certifications are for three-year periods. Montana currently does not recognize virtual or online trainings for these certifications. Due to our multiple state reciprocity for flagging certification, Montana LTAP Work Zone Flagger trainings are a very good value for our customers.

Each year Montana LTAP hosts the **Annual Safety Congress** held in Helena, MT. LTAP held the 23rd Annual Safety Congress, January 2025. The classes offered include these three comprehensive Work Zone trainings covering Work Zone Flagger, Work Zone Technician, Traffic Control Supervisor, and a Train-The-Trainer to become a Montana LTAP Certified Flagging Instructor. Train-the-Trainer helps share the workload of training flaggers around the state by having certified instructors who also teach Work Zone Flagger certification classes, administered through our program.

Focus Area: Infrastructure Management

The Infrastructure Management Focus Area covers a large variety of topics, including gravel road maintenance, gravel quality, asphalt, dust control, county road standards and design, culverts, bridges, and storm water management. The needs assessment survey results identify these course topics as a high priority. Education for road surface management and safety features are provided in the League of Cities and Towns meeting and MACRS Fall District meetings. LTAP can then assist city and county road departments **with methods for** conducting road audits and inventories of road systems. Adoption of evaluation of roads for prioritization is slow taking hold at the county level, and LTAP is continuing our encouragement of these processes and procedures to better allocate financial obligations and efforts at the local level.

Montana LTAP offers a variety of other classes/training and technical assistance in this focus area as well. The following is a list of courses that we can offer under the focus area of infrastructure management:

- Gravel Roads: Materials, equipment, re-construction, maintenance, drainage
- County Road Standards
- Asphalt Pavement Repair & Maint.
- Asphalt: In-Place Recycled Pavements
- Roadway Drainage
- Winter Maintenance
- Roadside Design and Management
- Preconstruction and Design
- Asphalt Management
- Signing
- Road Stabilization and Road Dust: Current Practices
- Culverts: Installation and Maintenance
- Bridge Maintenance and Management
- Right of Way management
- Chip Seal/Asphalt Maintenance
- Storm Water BMPs and Mgmt
- Cattleguard Installation and Maintenance

The key to bringing our roads to a higher level of service is often a combination of funding, education, and commitment of our local agencies. Montana LTAP provides the opportunity for training to our local agency workforce who maintain and construct these roads.

Continued strategic training on a variety of topics will improve road quality and assure economic stability for the state. Montana LTAP is able to focus on developing strategies to better educate our locals in ways that can increase the performance of local government infrastructure while minimizing any negative effects on financial and human resources.

This area of focus is closely related to the next focus area, Workforce Development.

Focus Area: Workforce Development

LTAP provides training to the transportation workforce at an affordable cost to local governments. 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 can leverage these relationships to further Montana LTAP's focus on Workforce Development. Each of these groups have a program to prepare participants to enter the construction industry. We work to ensure that these partnerships will assist and encourage the students we reach to consider entering the transportation workforce. We also focus on delivery of high-value workforce development trainings.

The needs assessment surveys indicate these topics as high priority selected course topics for this focus area:

- Leadership Behaviors
- 3-year Work Zone Flagger Certification
- Work Zone Technician, Work Zone Traffic Control Supervisor
- MSHA Part 46 Training and Refreshers
- Motor Grader Operator
- Dump Truck Operations and Safety
- Gravel Pit Safety (MSHA Part 46)
- Asphalt Conference Trainings
- Snow Rodeo Operations 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
- Cattleguards and fencing

There is a demand for equipment training, and we work to satisfy this by offering very entry-level hands-on-training for motor grader, wheel loader, backhoe, skid steer, forklift, dump truck, and other equipment as demand is communicated.

Focus Area: Organizational Excellence

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

- Training: Leadership Behavior, Leadership Styles and Leading when you are not in charge

- Activity: Participation in NLTAPA Work Groups
- Activity: Participation in Transportation Research Board (TRB) Committee on Low-Volume Roads (AKD30) and the Committee on Workforce Development (AJE15)
- Guest speaking engagements at various meetings and conferences
- Attending PWX, Tribal Roads Summits and Conferences, and other meetings as budget, relevance, and time allows.
- Training: Leading when you are not in charge/ Leadership Behaviors
- Activity: Employee Supervision and performance reviews (Internal LTAP)
- Activity: Needs Assessment Survey development, distribution, and evaluations
- 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 with other LTAP centers

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

(MACRS 2023, name withheld)

Other activities that promote Organizational Excellence are described below:

- The LTAP program is developed to meet the four focus areas and coordinated to meet the communicated priorities obtained through the "Annual LTAP Needs Assessment" and from national training requirements passed down to the LTAPs from FHWA. This program is presented to the Advisory Board annually for its review input. This process assures a team effort in fulfilling training needs and that LTAP is responsive to the National and local inputs it receives.
- The LTAP Director reaches out regularly to the League of Cities and Towns Public Works Conference Committee and offers training at their annual meeting, a review of the LTAP program, training needs assessment of the group, and discuss training requests.
- Montana LTAP coordinates with Rocky Mountain APWA Division members as appropriate for the Snow Rodeo event(s) to provide leadership and/or safety training for the first day. The hosting city street department or county road department organizes and coordinates the Snow Rodeo competition on the second day with direct LTAP involvement and support with scoring, awards, etc.
- The Director meets annually with 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 will use the STIC Grant application process to help fund small new initiatives as they come up and fit into the context of the STIC grant's focus and purpose. As an example, we would like to have a WORKZONE Signing program to grant a set of current work zone signs to some of our smaller customers who don't have adequate signs for their work zones

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 – We provide the opportunity for both technical training and equipment safety training for city and county road employees at our two snow rodeos in September of each year
2. Planning and operational efforts to conduct and support the Annual MACRS Conference in March
3. MACRS – We provide the opportunity for both technical training and equipment safety training (as requested or directed) for annual spring and fall district trainings at up to nine locations in six MACRS districts around the State.
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
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

“The MACRS Conference was another huge win for our local agencies! I heard it many times that the vendors were once again very pleased. They say it is the best conference for them that they attend – full stop. They all look forward to MACRS every spring. Everybody appreciated your (LTAP’s) hard work in making it all come together”

April 2025, Name withheld

“Your leadership class really hit home with us – The whole crew that was here. Your positive attitude examples of successes and failures in working toward the goals you have set were just what I needed. What a great class! Great job.”

April 2025, Name withheld

10. FHWA EDC (Every Day Counts) initiatives are included in training offerings and webinars

Continued Commitment to Service

We have made tremendous progress on our past “Future Initiatives..” In the last year, we have completed the following:

- Coordinated/planned and delivered trainings at the 23rd Annual Safety Congress, January, 2025
- 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 are working to leverage the partnership to better serve LTAP customers
- Improved training program content and delivery coordination and cooperation between LTAP, MDT, and FHWA
- Completed formal MT LTAP Needs Assessment for 2025-2026
- Encouraged many small urban areas to develop pavement management programs in preparation for applying for federal funding – currently working with Ravalli County
- Followed and completed the Annual Work Plan/LTAP workshop schedule for 2025, and have carried forward with the planning for the next year (2025-2026) in Appendix D
- 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 training courses, 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 need;;
 - 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 including;
 - 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 Montana
- 2) 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 resources to better serve LTAP customers
- 4) 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 federal funding applications
- 7) Prepare tentative workshop schedule for contract year (see Appendix D)
- 8) Continue to invest in LTAP's role with MDT and the Work Zone Safety Committee
- 9) Continue activity with National and Local TIMs initiatives
- 10) Continue partnering with MDT to assist in research initiatives
- 11) Participate and attend National and Regional meetings of NLTAPA and NACE
- 12) Provide new and relevant content in support of the Annual MACRS conference
- 13) Continue our commitment to assist MACRS and MLCT 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) with the added assistance from technical (graphics) specialists and finance/payroll staff from the Western Transportation (WTI) at MSU to assist as needed. 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 LTAP and directs the work of the 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 roads, 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 management, 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 Work Plan 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

Grant funding for LTAP is through FHWA (\$210,000), Montana Gas Tax (\$150,000), and MDT SPR (\$140,000) for an annual budget of \$500,000 from grants. The Work Plan budget, which includes annual fees for services provided, is included in the Budget section.

Our budget does restrict our ability to provide unlimited resources and trainings, as we have limited FTE available, and limited funds to bring in outside training subject matter experts. Currently, our grant funding does not cover all our annual operating expenses without added income from the classes that we provide. In order to fund LTAP operations fully with our current travel schedule and staffing, we charge a small fee per attendee in each class. Currently, most of our classes cost \$60, with spring MACRS trainings set at \$50 and our annual spring leadership training is \$25 per person. This supplemental funding allows us to complete our fiscal year Work Plan. **We are proposing an increase this year**, and this proposal is contained on page 27 in the Budget discussion.

Safety Circuit Rider:

We are hopeful that in the future, additional funding to LTAP may become available by accessing the Highway Safety funding program at MDT. This funding source would make this function and position a reality, if approved. Adding a Safety Circuit Rider would help us address a big challenge in assisting our locals in writing a Local Road Safety Plan (LRSP), a major area of focus that helps prepare our Locals to access federal funding for their roads. Creating relevant LRSPs 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 in 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 success. Our MT LTAP staff have played key roles in the development, coordination, analysis, enhancement, and day-to-day operations of transportation technology transfer. In the last year, we 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 live monthly webinars.

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

Montana LTAP Program Delivery (2023-2024)

In addition to providing scheduled trainings during the spring and fall, as well as on-demand, LTAP has a tradition of holding events during a generally consistent timeframe which helps us organize the LTAP Work Plan using these events as anchors to the annual program schedule.

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

Using the PAR, it is easy to review our program delivery. This past year (September 2023-September 2024 FHWA PAR reporting period) Montana LTAP completed 16 significant Technical Assists:

- | | |
|---|--|
| 1. MACRS Website development support | 9. Driveway Approaches – Yellowstone Co. |
| 2. Missoula County Signing | 10. Driveway Approaches – Powder River Co. |
| 3. Glacier Co. Snow Fence | 11. Culvert Capacity - Dawson Co. |
| 4. MACRS Executive Board Support | 12. State Lands Road Maintenance and Environmental Resiliency Field Review |
| 5. NLTAPA Request: County Road Maintenance Costs | 13. Teton Co. New Crew trainings – Gravel Roads |
| 6. NPS Equipment Certs/WFD | 14. Teton Co. Road Grader 1 class |
| 7. Gravel Quantity and Production: Blaine County 2024 | 15. FHWA: CLAS/TTAP Support |
| 8. State Lands Road Maintenance and Environmental Resiliency Field Trip | 16. FHWA: Course reviews for NHI Course development |

Montana LTAP staff hosted or attended 14 events or conferences:

- | | |
|--|---|
| 1. NLTAPA Winter Meeting, Virginia | 8. North Central NLTAPA Reg. Meeting (Hosted), Bozeman |
| 2. TRB 2024 Annual Meeting, Washington DC | 9. UTC Meeting, S Padre Island |
| 3. FHWA Annual Staff Presentation, Helena | 10. Bozeman meetings (WTI Staff), MT |
| 4. Purdue Road School, Indiana | 11. NLTAPA Annual Conference, Columbus, Ohio |
| 5. MACRS Board Meeting, Great Falls | 12. 13th TRB International Conference on Low Volume Roads, Cedar Rapids, IA |
| 6. Rocky Mtn Asphalt User-Prod. Group, Missoula | 13. FHWA Safety Peer Exchange on Speed Management, Denver, CO |
| 7. Northern TTAP Tribal Symposium, Box Elder, SD | 14. Montana League of Cities and Towns in West Yellowstone, MT |

Not counting our hosted events and conferences, LTAP provided 123 trainings, accounting for 713 hours of training, corresponding to more than 18,470 LTAP class contact hours attended by 2,964 local agency participants.

- In 20254, LTAP Provided 29 flagging certification classes, reaching 530 students. This is 174 instruction hours, and 2991 student contact hours.
- Delivered 6 webinars live. With the use of recorded webinars by our Locals, we delivered a total of 23 on-line educational webinar deliveries that produced more than 2,000 virtual customer contacts.
- Classes delivered are led by “Safety+Workforce Development” focus area, with Workforce Development, Infrastructure Management, Safety and Center Excellence following in order of courses delivered and attendance.

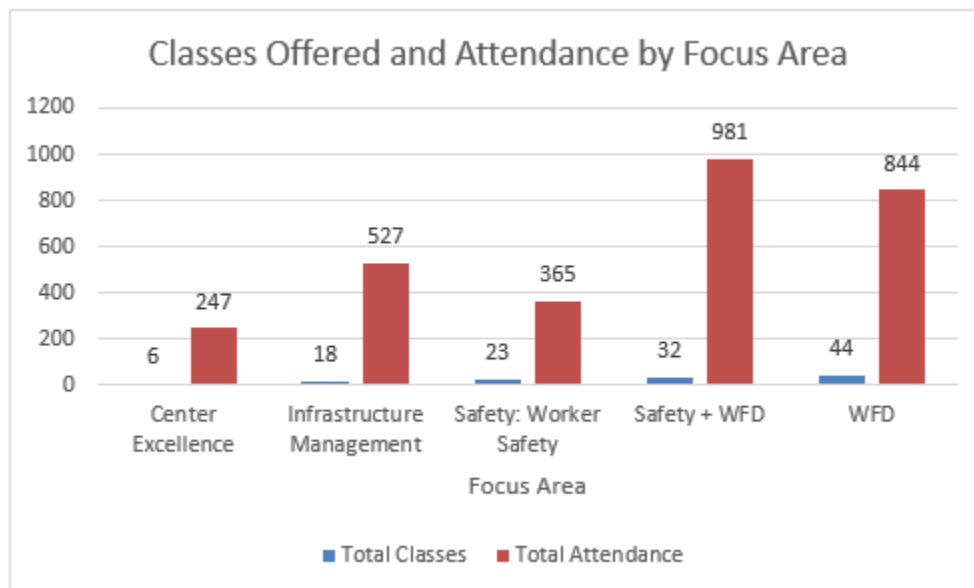


Figure 2: 2023-2024 Classes Offered and Attended

LTAP: MACRS Annual Conference

At the end of March each year, Montana LTAP hosts the annual Montana Association of County Road Supervisors conference (MACRS). LTAP provides all administrative support for the conference planning, operations, contracting and on-site operations and coordination. This event includes a half day of LTAP Leadership training on Monday, and two full days of topics relevant to operators, supervisors, commissioners, and county attorneys. We invite all our Locals to attend, but the attendance is dominated by Counties. This event is also supported by numerous crew volunteers from the host county, vendors, and consultants.

LTAP Program Snow Rodeos



In the fall, we host two LTAP/APWA Snow Rodeos – one in western or central Montana, and one in eastern Montana, currently being hosted at Richland County Fairgrounds in Sidney, MT. This event includes a day of operator training and a day of operator hands-on skills development in the form of a friendly competition that includes a written test,

diagnostics, and operating four large pieces of equipment. The format has been relatively constant, and we rely on our partners hosting the event to help provide workers and coordinate setup and tear down. These are very successful and well-attended events.



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. Montana LTAP developed this program to fit the needs of Montana's LTAP Partners and has been developed cooperatively with their regular input.

The idea of the Road Scholar program is not unique to Montana LTAP, but it is uncommon within the National LTAP community due to the added administrative and financial burden it puts on the LTAP program. Only a minority of LTAP Centers utilize their staff resources to maintain a Road Scholar program of any kind. Our County and City Road Scholar graduates have found value in the program and recognition it provides to our municipal and road department staff.

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

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. In 2019 (COVID) we took a close look at how to make this program more successful and realized that in the first 35+ years of the program, only 23 Road Masters had been achieved. We reviewed and revised some minor elements to make the program more equitable and have seen incredible success with this change! The new flexibility of the Road Scholar program was made in response to input from our Local, and in consultation with the Roads Scholar (or similar) programs at other state LTAPs, including North Dakota, South Dakota, Nebraska, Indiana, Connecticut, Colorado, and Ohio. This has been a great change to the program, and we have also received a lot of incredibly positive feedback.

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

LTAP Roads Scholar Program

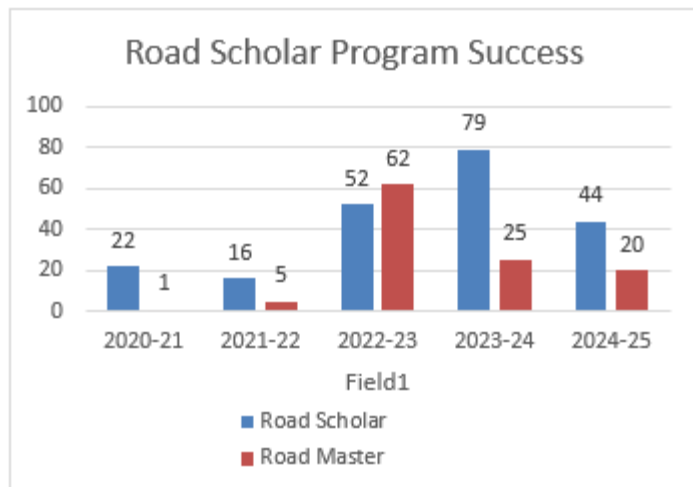
Total Participants: 3800+

1986-2020:

375 Road Scholars and 23 Road Masters

Total Road Scholar Awards to date: 584

Total Road Master Awards to date: 136



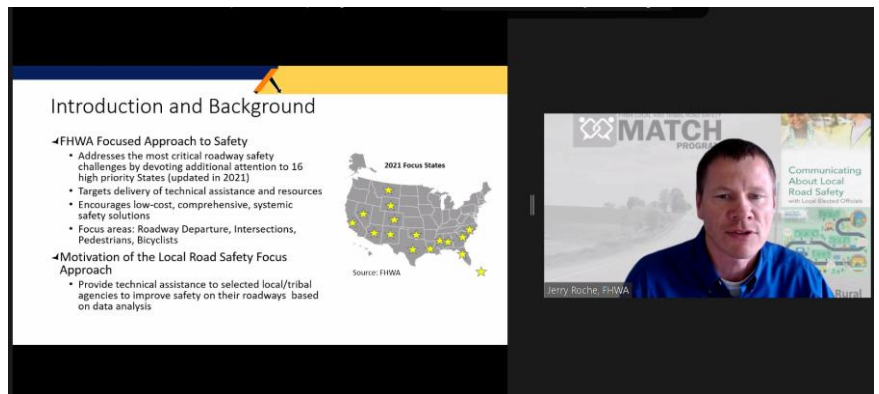
Montana LTAP Partners

Montana LTAP continues to work with a number of Partners. These consist of educational institutions, groups, and organizational partners 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. The non-exclusive list includes:

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



As part of our continuing efforts to leverage the capabilities, resources, and opportunities at MSU-Bozeman and within the Centers housed at the Western Transportation Institute (WTI), Montana LTAP has adopted a cooperative relationship with multiple training, technology transfer, and research entities. This allows 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 the organization of WTI. This center regularly provides a compilation of upcoming rural road safety trainings and conferences from multiple sources to our LTAP Listserv subscribers' inbox .

Program Development: Customer Needs Assessments

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

reflect the results obtained from the needs assessment, the specific requests made by our partners, and direct training and technical assistance requests from our 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 trainings
- Email and Newsletter requests for specific training needs

Key Contact Informational Interviews

- Personal Interviews with City Transportation Officials and County Road Constituents at MACRS and other trainings and conferences
- Interviews with LTAP Directors and staff from other states
- Contact and communication with Federal and State-level subject matter experts
- Contact and communication with National Centers of Excellence
- NLTAPA Workgroup activity

Groups

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

By analyzing the information gained through the assessments, LTAP can develop programs that best meet customers' needs. In addition to our data pulling strategies, we also have content that comes to us from outside influences. This includes FHWA EDC initiatives and other priorities that either FHWA or MDT would ask us to be involved with. On the following page, Figure 3 illustrates the variety of information and program inputs that are gathered and considered to create our training content.

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

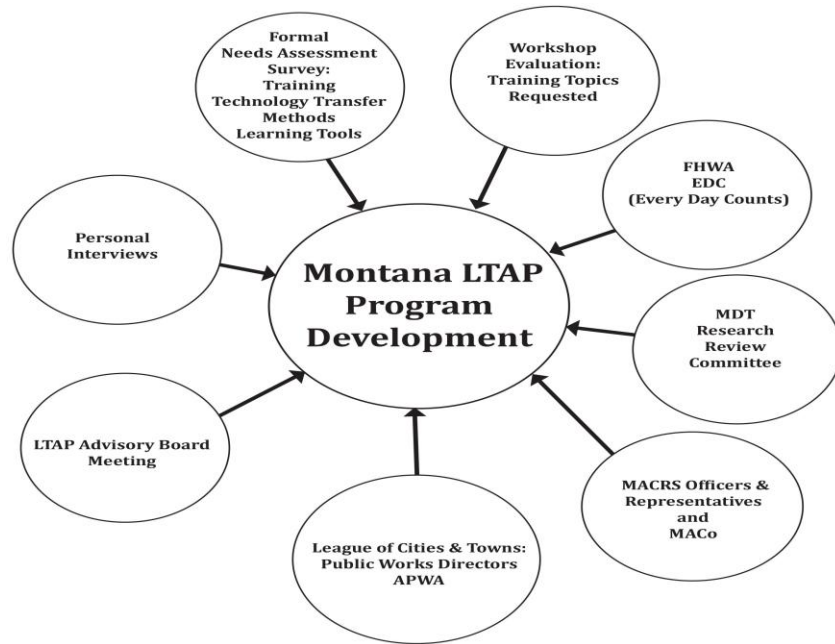


Figure 3: LTAP Program Inputs

MT LTAP's On-demand class offerings and on-demand Technical Assistance abilities were discussed previously in this LTAP Work Plan. We will continue to offer these services in the coming year.

Looking Ahead: MT LTAP 2025-26 Proposed Work Plan and Deliverables

The proposed deliverables in this work plan are an outline of events and efforts that can and often are interrupted by the needs, schedules, and workflows of our Locals; scheduled conferences that we participate in or host; FHWA Peer exchanges; and other unforeseen events. The basic schedule, coupled with the on-demand delivery model, is founded on the planning and production of at least five significant annual events that include the Annual Safety Congress, the 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 MACRS districts in the state with needed training, as agreed upon with the MACRS Board of Directors. Woven throughout these scheduled elements, we are engaged with requested trainings and technical assists, and we are responsive to immediate or urgent needs and move forward with regularly scheduled class that is an established need of our customers.

To achieve our Work Plan 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 6 MACRS Districts to cover subjects outlined in the annual needs assessment as well as current priorities within each MACRS District as identified by the MACRS District Reps and Board of Directors

- Coordinating conferences and meetings to deliver relevant trainings
- Cooperatively working with partners to host trainings
- Administering certification programs (Road Scholar, Road Master)
- Regular face-to-face interaction with stakeholders
- Digital sharing of technology and technical information
- Email correspondence and site visits with public works agencies
- Technical assistance and on-site expertise to help solve problems at the local level
- Distribution of regular digital newsletter content in coordination/cooperation with WTI's newsletter
- 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 following section discusses how Montana LTAP is meeting the mission of LTAP within the four focus areas (Safety, Infrastructure Management, Workforce Development, and Organizational Excellence). These focus areas are not exclusive nor comprehensive. The Work Plan is not prescriptive or rigid. We do our best to adjust to cancellations and added needs of our locals that are not in this Work Plan. 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 a highlighted 2024 in the title. In addition, as a new customer need surfaces, MT LTAP will deliver these events based on budget and relevant staff availability.

Federal initiatives such as Every Day Counts (EDC) and Vision Zero are made a part of everyday operations and trainings that are delivered to stakeholders through scheduled workshops around the State. LTAP's customers and stakeholders (Locals) 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 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.

2025-26 DRAFT LTAP Program Calendar

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

2025 Estimated Program

May

- Possible webinar as schedule allows
- WZ/ Flagger/Traffic Control Technician on Demand
- National Tribal Roads Maintenance Symposium (May 14-16, Rapid City, SD)
- MACRS Spring Classes
 - o Leadership
 - o Gravel Roads Fundamentals
 - o Signing
 - o Other classes as feasible or requested

June

- Sumer Webinar
- NLTAPA North Central Region Meeting hosted in Bozeman, MT
- MACRS Spring Classes
 - o Leadership
 - o Gravel Roads Fundamentals
 - o Signing
 - o 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

- Possible Monthly Webinar
- Quarterly Reporting
- 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

- Possible 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)
- Fall - Monthly Webinar
- Road Supervisor Handbook Development
- LTAP Advisory Meeting (TBD)
- MACRS Fall Trainings (Subjects TBD)
 - o County Road Standards
 - o Proper use of the Motor Grader
 - o other
- MT League of Cities and Towns? (TBD)
- Technical Assistance (TBD, On-Demand)
- Other Activities, trainings, outreach TBD

October

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

November

- Possible Monthly Webinar
- Federal Program Reporting
- 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

- Possible Monthly Webinar
- Federal Program Reporting
- On-Demand Trainings (Subjects TBD)
- Employee Safety Awareness
- On-Demand Trainings (Subjects TBD)
- Partner outreach and calls

- Road Supervisor Handbook Development
- Other Activities, trainings, outreach TBD

January 2026

- Quarterly Reporting
- 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
- Quarterly Reporting
- 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

- 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

The past - our future. To warrant continued investments, MT LTAP's efforts need to bear fruit. MT LTAP is proud of the improvements that have come to fruition in Montana's transportation personnel and roadways. Our results are clear; the investment is making our state stronger.

Transportation personnel are more engaged,

confident, knowledgeable, and committed to their teams. 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 following budget provides the basis for Federal, State and University funding of Montana LTAP from July 1, 2025, through June 30, 2026. Expenditures reflect an estimate of last year's expenses and projected goals for the program during the State fiscal year. The budget extension to meet the FFY guidelines will follow similar % allocation. The allocation percentages have been averaged over the past few years and are approximate.

MT LTAP Budget SFY 2025					
Funding Source	FHWA	MT GAS TAX	MDT SPR	LTAP Index	TOTALS
Funding Amount	\$ 210,000	\$ 150,000	\$ 140,000	variable	\$ 500,000
Montana LTAP Budget					
Salaries + Benefits 2025-26	\$ 125,500	\$ 100,000	\$ 90,000	\$ 22,454	\$ 337,954
WTI Salaries and Benefits	\$ 20,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 60,000
Travel	\$ 8,600	\$ 5,100	\$ 2,500	\$ 3,000	\$ 19,200
Supplies		\$ 1,000		\$ 1,000	\$ 2,000
Contracted Services/Software	\$ 3,000	\$ 3,000	\$ 3,000	\$ 2,000	\$ 11,000
Contracted Services - Welding Classes, etc	\$ 2,000	\$ 1,000	\$ 1,500	\$ 2,000	\$ 6,500
Conference Speakers, Workshop Trainers	\$ 3,000	\$ 2,000		\$ 5,000	\$ 10,000
Workshop and Training Supplies	\$ 2,000	\$ 1,000	\$ 1,000	\$ 2,000	\$ 6,000
Minor Equipment	\$ 1,287	\$ 500		\$ 200	\$ 1,987
Subtotal: Direct Costs	\$ 19,887	\$ 13,600	\$ 8,000	\$ 15,200	\$ 56,687
TOTAL (Salaries + Benefits + Direct Costs)	\$ 165,387	\$ 133,600	\$ 108,000	\$ 37,654	\$ 454,641
Indirect Costs (35.5% FHWA, 25% Gas Tax and MDT SPR)	\$ 58,713	\$ 33,400	\$ 27,000	\$ 2,259	\$ 121,372
Estimated Total	\$ 224,100	\$ 167,000	\$ 135,000	\$ 39,913	\$ 576,013
Grant Budget Totals	\$ 210,000	\$ 150,000	\$ 140,000	variable	
Gross Budget by Category					
	2025-26				
Salaries + Benefits	337,954				
WTI Salaries and Benefits	60,000				
Travel	19,200				
Supplies	2,000				
Contracted Services/Software	11,000				
Contracted Services - Welding Classes, etc	6,500				
Conference Speakers, Workshop Trainers	10,000				
Workshop and Training Supplies	6,000				
Minor Equipment	1,987				
Indirect Costs (35.5% FHWA, 25% Gas Tax and MDT SPR)	121,372				
	576,013				

LTAP Class Registration Fees

Regional and National LTAP best practices include charging a fee to reduce cancellations and increase engagement. We have experienced a significant increase in cancellations for our free trainings that are offered. LTAP Centers that are well- funded (above \$1.5M) 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 that falls between \$50 and \$75 is not only reasonable, but also at the low end of LTAP course fees. Our experience is consistent with that of other LTAPs, in that we have found that having attendees and Locals that have skin in the game through modest registration fees reduces cancellations significantly. This income accounts for a significant portion of our annual budget and cash flow. We have not raised our class costs for at least 8 years, except for a failed attempt 4 years ago, that was rescinded due to 2 complaints.

We are proposing a \$10 increase in July 2025, with a standard LTAP class rate of \$60 for classes that have a 6 hour or less duration, \$80 for Flagger Certifications to account for increased printing costs of materials, and \$90 per day for full-day classes including OSHA 10 (2 days, \$180) and MSHA Part 46. As always, we will take financial hardships into account as requested. **This proposal will need ratification by the advisory board.**

FHWA would like budgets and work plans to follow Federal Fiscal Year (Oct 1-Sept 30), and as such, prorating the budget moving ahead to September 30th, 2026 using the FFY 4th quarter estimates for 2024 is a reasonable estimate to project the budget to the end of the Federal Fiscal Year. LTAP funding is generally determined by these sources, and expenditures have a recurring quarterly pattern. Our income varies year-to-year, and these funds allow us to exceed our Federal and State funded budget by approximately \$30,000, averaged annually. This also allows us to be adaptable, and flexible in our expenditures for items like printing, office equipment, travel, and other activities.

Note: Salaries stated are estimates, and annual escalations for longevity, raises, etc. are assumed to be included into the budget as they are realized. The University reserves the right to provide cost of living increases based on provisions from the Montana Legislature.

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 (MSU)—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 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 that \$8 is saved by the local agencies. This savings is a composite, considering a multitude of factors such as reduced work-related incidents and injuries, lower exposure to Tort liability, lower insurance premiums, improved operational efficiencies, better work practices, improved maintenance focus and increased professionalism of local agency staff.

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

Montana LTAP has been involved with the National LTAP Association (NLTAPA) since 2017, and Current Director Matt Ulberg, PE has been on the Executive Committee since 2018. Matt is the current NLTAPA President (2021-2022) and has served as Vice President and President Elect as well as on numerous committees. Involvement with NLTAPA has increased Montana’s exposure to opportunities to expand and improve the Montana LTAP classes and offerings, as well as having 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, 2023 to September 31, 2024

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:

#	Dates	Date	Title	Location	Focus Area/Type	Total Attendance	City	County	State	Tribal	Local-Other
1	7/5/2023	7/5/2024	Forklift Class—Bozeman	Bozeman	Work Force Development	15	15	0	0	0	0
3	7/11/2023		TIMS Steering Committee meeting	online	CE ; DOT Support - Safety	0	0	0	0	0	0
2	7/11/2023	7/11/2024	Flagging Class—Bozeman	Bozeman	Work Force Development	24	0	24	0	0	0
4	7/12/2023		Flagging Class---Anaconda	Anaconda	Work Force Development	8	0	8	0	0	0
5	7/13/2023		Great Plains Region TTAP monthly planning meeting	online	CE: FHWA/DOT Support	0	0	0	0	0	0
6	7/15/2023	7/20/2023	NLTAPA Annual Conference	Columbus, Ohio	Center Excellence, prof. development	0	0	0	0	0	0

7	7/16/2023	7/20/2023	NLTAPA Annual Meeting	Columbus, OH	Center Excellence, prof. development	0	0	0	0	0	0
8	7/22/2023	7/27/2023	13th TRB International Conference on Low Volume Roads	Cedar Rapids, Iowa	Center Excellence, prof. development	0	0	0	0	0	0
9	7/22/2023	7/27/2023	TRB AKD 30 Low Volume Roads semi-annual meeting	Cedar Rapids, IA	Center Excellence, prof. development	0	0	0	0	0	0
11	8/2/2023		FHWA Safety Peer Exchange on Speed Management	Denver, Colorado	Center Excellence, prof. development	0	0	0	0	0	0
10	8/2/2023	8/3/2023	FHWA PEER Exchange on Speed management, Denver Colorado	Denver, CO	Safety: Worker Safety	0	0	0	0	0	0
12	8/3/2023		FHWA Safety Peer Exchange on Speed Management	Denver, Colorado	Center Excellence, prof. development	0	0	0	0	0	0
13	8/7/2023		Flagging Class—Belgrade	Belgrade	Work Force Development	14	0	0	0	0	0
14	8/8/2023		Bozeman meetings (WTI Staff)	Bozeman	Center Excellence, prof. development	0	0	0	0	0	0
15	8/9/2023		Grader Class in Chinook, MT - Day 1 for Blaine County	Chinook	Infrastructure Management	16	0	16	0	0	0
16	8/10/2023		Grader Class in Chinook, MT - Day 2, Field day for Blaine County	Chinook	WFD: Equipment Operations	16	0	16	0	0	0
17	8/14/2023		TCT class@MDT Helena	Helena	WFD: Workzone Safety	11	0	0	11	0	0
19	8/15/2023		Webinar - Mower Safety	Webinar	Safety: Worker Safety	0	0	0	0	0	0
18	8/15/2023		TCS class Day 1	Helena	WFD: Workzone Safety	11	0	0	11	0	0

20	8/16/2023	TCS class Day 2	Helena	WFD: Workzone Safety	11	0	0	11	0	0
21	8/17/2023	TTT class—MDT Helena	Helena	Work Force Development	13	0	0	13	0	0
22	8/22/2023	FHWA Tribal Peer Exchange, co-hosted in Great Falls, MT	Great Falls	CE: FHWA/DOT Support	69	0	0	5	38	14
23	8/22/2023	FHWA TTAP/Tribal Peer Exchange	Great Falls, MT	CE: FHWA/DOT Support	69	0	0	5	38	14
24	8/23/2023	FHWA Tribal Peer Exchange, co-hosted in Great Falls, MT	Great Falls	CE: FHWA/DOT Support	69	0	0	5	38	14
25	8/23/2023	FHWA TTAP/Tribal Peer Exchange	Great Falls, MT	CE: FHWA/DOT Support						
26	8/31/2023	Flagging Class—Bozeman PD/MSU Campus Police	Bozeman	Work Force Development	8	0	0	0	0	0
27	9/5/2023	Snow Rodeo, hosted by Missoula County Day 1	Missoula	Safety: Worker Safety	50	16	30	4	0	0
28	9/6/2023	Snow Rodeo, hosted by Missoula County	Missoula	WFD: Equipment Operations	50	16	30	4	0	0
29	9/12/2023	Snow Rodeo, hosted by Richland County Day 1	Sidney	Safety: Worker Safety	44	0	40	4	0	0
30	9/13/2023	Snow Rodeo, hosted by Richland County	Sidney	WFD: Equipment Operations	44	0	40	4	0	0
31	9/19/2023	Webinar: Unpaving rural roads - Laura Fay, WTI	Webinar	Infrastructure Management	0	0	0	0	0	0
32	10/3/2023	2023 MACRS District Training Fall: Bozeman	Bozeman	Safety: Worker Safety	2	0	2	0	0	0
33	10/3/2023	2023 MACRS District Trainings Fall: Bozeman	Bozeman	WFD: Leadership	2	0	2	0	0	0
34	10/4/2023	2023 MACRS District Training Fall: Boulder	Boulder	Safety: Worker Safety	11	1	10	0	0	0

35	10/4/2023	2023 MACRS District Trainings Fall: Boulder	Boulder	WFD: Leadership	11	1	10	0	0	0
36	10/5/2023	2023 MACRS District Training Fall: Kalispell	Kalispell	Safety: Worker Safety	25	0	25	0	0	0
37	10/5/2023	2023 MACRS District Training Fall: Kalispell	Kalispell	Work Force Development	35	0	35	0	0	0
39	10/11/2023	Skid Steer Training: Missoula	Missoula	WFD: Equipment Operations	12	12	0	0	0	0
38	10/11/2023	Flagging Certification	Missoula	Work Force Development	8	8	0	0	0	0
42	10/17/2023	Webinar (1/6 Credit Class): El Nino	Webinar	Infrastructure Management	30	0	0	0	0	30
40	10/17/2023	2023 MACRS District Training Fall: Billings (Equipment Safety)	Billings	Safety: Worker Safety	5	0	5	0	0	0
41	10/17/2023	2023 MACRS District Training Fall: Billings (Personal Safety)	Billings	Safety: Worker Safety	5	0	5	0	0	0
43	10/18/2023	2023 MACRS District Training Fall: Lewistown (Equipment Safety)	Lewistown	Safety: Worker Safety	21	0	21	0	0	0
44	10/18/2023	2023 MACRS District Training Fall: Lewistown (Personal Safety)	Lewistown	Safety: Worker Safety	21	0	21	0	0	0
45	10/23/2023	Forklift Training---Twin Bridges	Twin Bridges	WFD: Equipment Operations	2	2	0	0	0	0
46	10/31/2023	2023 MACRS District Trainings Fall: Sidney	Sidney	Infrastructure Management	24	0	24	0	0	0
47	10/31/2023	2023 MACRS District Trainings Fall: Sidney	Sidney	Safety: Worker Safety	24	0	24	0	0	0
48	11/1/2023	2023 MACRS District Training Fall: Miles City	Miles City	Safety: Worker Safety	30	0	30	0	0	0
49	11/1/2023	2023 MACRS District Trainings Fall: Miles City	Miles City	WFD: Leadership	30	0	30	0	0	0

50	11/2/2023	2023 MACRS District Training Fall: Chinook (Personal Safety)	Chinook	Safety: Worker Safety	22	0	22	0	0	0
51	11/2/2023	2023 MACRS District Training Fall: Chinook (Equipment Safety)	Chinook	Safety: Worker Safety	22	0	22	0	0	0
52	11/7/2023	Flagging Certification	Kalispell	Work Force Development	10	0	0	0	0	10
53	11/8/2023	Winter Survival/ Seasonal Safety	Hamilton	Safety: Worker Safety	31	13	18	0	0	0
54	11/14/2023	MSHA Refresher	Missoula County	Work Force Development	22	0	22	0	0	0
55	11/15/2023	Flagging Certification	Bozeman	Work Force Development	47	0	0	0	0	47
56	11/16/2023	Trenching Safety	City of Bozeman	Safety: Worker Safety	13	13	0	0	0	0
57	11/17/2023	Forklift Training	City of Bozeman	WFD: Equipment Operations	11	11	0	0	0	0
58	11/28/2023	TCT	CO LTAP	Safety + WFD	18	0	18	0	0	0
59	11/30/2023	TCT	CO LTAP	Safety + WFD	14	0	14	0	0	0
60	12/1/2023	CAR Draft	Office	Center Excellence						
61	12/1/2023	MACRS Planning for Spring Annual Meeting 2024	Office	Center Excellence						
62	12/1/2023	Newsletter Draft Materials	Office	Center Excellence						
63	12/1/2023	NLTAPA Virtual Meetings	Office	Center Excellence						
64	12/1/2023	PAR Data for FFY23 Reporting	Office	Center Excellence						

65	12/1/2023	Planning for Annual Asphalt Conference	Office	Center Excellence						
66	12/12/2023	WZ Safety Day 1	City of Bozeman	WFD: Workzone Safety	13	13	0	0	0	0
67	12/13/2023	WZ Safety Day 2	City of Bozeman	WFD: Workzone Safety	14	14	0	0	0	0
68	12/15/2023	TRB 2024 preparation	Office	Center Excellence						
69	12/15/2023	TRB Low Volume Roads Committee (AKD 30) activity	Office	Center Excellence						
70	1/7/2024	NLTAPA Winter Meeting	Virginia	Center Excellence						
71	1/8/2024	TRB 2024 Annual Meeting	Washington DC	Center Excellence						
72	1/9/2024	TRB 2024 Annual Meeting	Washington DC	Center Excellence						
73	1/10/2024	TRB 2024 Annual Meeting	Washington DC	Center Excellence						
74	1/16/2024	MSHA Refresher	Townsend	Safety + WFD	5	0	5	0	0	0
75	1/16/2024	Webinar: Winter Safety Hazards: Fire and Ice	Webinar	Safety: Worker Safety	0	0	0	0	0	0
76	1/17/2024	OSHA 10	N. Cheyenne	Safety + WFD	9	0	0	0	9	0
77	1/18/2024	First Aid/CPR	N. Cheyenne	Safety: Worker Safety	6	0	0	0	6	0
78	1/22/2024	Flagging - Safety Congress	Helena	Safety + WFD	3	0	0	2	0	1
79	1/23/2024	MT State Lands Roads Class	Missoula	Infrastructure Management	13	0	0	13	0	0

80	1/23/2024	TCT - Safety Congress	Helena	Safety + WFD	7	0	4	2	0	1
81	1/24/2024	TCS - Safety Congress	Helena	Safety + WFD	7	0	4	2	0	1
82	1/24/2024	TCS - Safety Congress	Helena	Safety + WFD	7	0	4	2	0	1
83	1/26/2024	TTT_Safety Congress	Helena	Safety + WFD	6	0	3	2	0	1
84	1/30/2024	MSHA New Miner	Missoula	Safety + WFD	9	0	9	0	0	0
85	1/31/2024	MSHA New Miner	Missoula	Safety + WFD	9	0	9	0	0	0
86	2/1/2024	MSHA New Miner	Missoula	Safety + WFD	9	0	9	0	0	0
87	2/6/2024	MSHA New Miner	Livingston	Safety + WFD	9	0	9	0	0	0
88	2/7/2024	MSHA New Miner	Livingston	Safety + WFD	9	0	9	0	0	0
89	2/8/2024	MSHA New Miner	Livingston	Safety + WFD	9	0	9	0	0	0
90	2/12/2024	FHWA Annual Staff meeting Presentation	Helena	Center Excellence	10	0	0	0	0	10
91	2/12/2024	Flagging	Columbus	Safety + WFD	17	0	17	0	0	0
93	2/13/2024	Webinar: Geosynthetics for local roadways/TENSAR	Webinar	Infrastructure Management	0	0	0	0	0	0
92	2/13/2024	Flagging	Billings	Safety + WFD	21	0	21	0	0	0
94	2/20/2024	Flagging	Butte	Safety + WFD	30	0	0	0	0	30
95	2/21/2024	Flagging	Missoula	Safety + WFD	5	2	3	0	0	0
96	2/21/2024	MSHA 4 hr make-up	Missoula	Safety + WFD	2	0	2	0	0	0

97	2/22/2024	Flagging	Kalispell	Safety + WFD	26	0	0	0	0	26
98	2/27/2024	Flagging	Glasgow	Safety + WFD	22	0	22	0	0	0
99	2/28/2024	Flagging	Sidney	Safety + WFD	25	0	25	0	0	0
100	2/29/2024	MSHA Refresher	Plentywood	Safety + WFD	12	0	12	0	0	0
101	3/1/2024	Flagging	Miles City	Safety + WFD	9	0	9	0	0	0
103	3/5/2024	OSHA 10	Boulder	Safety + WFD	34	0	34	0	0	0
102	3/5/2024	Forklift and Skid Steer Cert	Big Sky	WFD: Equipment Operations	8	0	0	0	0	8
104	3/6/2024	OSHA 10	Boulder	Safety + WFD	34	0	34	0	0	0
105	3/7/2024	Flagging	Boulder	Safety + WFD	9	0	9	0	0	0
107	3/12/2024	Purdue Road School	Indiana	Center Excellence	0	0	0	0	0	0
106	3/12/2024	Flagging	Lame Deer	Safety + WFD	42	0	0	0	42	0
108	3/13/2024	Purdue Road School	Indiana	Center Excellence	0	0	0	0	0	0
109	3/18/2024	RDO Paving Compaction Summit	Helena	Infrastructure Management	79	21	7	2	0	49
111	3/19/2024	RDO Paving Compaction Summit	Helena	Infrastructure Management	79	21	7	2	0	49
110	3/19/2024	No Webinar in March	Webinar	NONE	0	0	0	0	0	0
112	3/21/2024	Leadership	Missoula	WFD: Leadership	16	0	16	0	0	0
113	3/25/2024	Flagging - MSU College of GF	Great Falls	Safety + WFD	13	0	0	0	0	13

114	3/25/2024		Leadership	Great Falls	WFD: Leadership	121	0	121	0	0	0
115	3/26/2024		Annual MACRS Conference	Great Falls	Safety + WFD	275	0	275	0	0	0
116	3/27/2024		Annual MACRS Conference	Great Falls	Safety + WFD	275	0	275	0	0	0
117	3/28/2024		MACRS Board Meeting	Great Falls	Center Excellence	16	0	16	0	0	0
118	4/3/2024	4/4/2024	Asphalt Conference	Helena	Infrastructure Management	88	8	13	68	0	0
119	4/10/2024	4/11/2024	Flathead Co Grader (CAT)	Kalispell	WFD: Equipment Operations	26	0	26	0	0	0
120	4/11/2024		Forklift	Hamilton	WFD: Equipment Operations	20	5	15	0	0	0
121	4/12/2024		Flagging	Missoula	WFD	17	0	0	0	0	17
122	4/15/2024		Flagging	Bozeman	WFD	18	13	4	0	0	1
123	4/17/2024	4/16/2024	OSHA	Great Falls	WFD	4	0	0	4	0	0
124	4/22/2024		Flagging	Great Falls	WFD	31	7	24	0	0	0
125	4/23/2024		Webinar: Clearing The ROW & Chainsaw Safety	Webinar	Safety: Worker Safety	20	0	20	0	0	0
126	4/24/2024	4/25/2024	Rocky Mtn Asphalt User-Prod. Group	Missoula	Center Excellence	0	0	0	0	0	0
127	4/26/2024		Flagging	Whitefish	WFD	25	25	0	0	0	0
128	4/30/2024		MACRS: PASER and Gravel Roads	Sidney	Infrastructure Management	18	0	18	0	0	0
129	5/3/2024		Flagging	Butte	WFD	2	0	2	0	0	0
130	5/8/2024		MACRS Board MTG - Cancelled	Great Falls	Center Excellence	0	0	0	0	0	0

132	5/14/2024	5/16/2024	Northern TTAP Tribal Symposium	Box Elder, SD	Center Excellence	0	0	0	0	0	0
131	5/14/2024		Flagging	Fort Belknap	WFD	20	0	0	0	20	0
133	5/21/2024		MACRS: PASER and Gravel Roads	Kalispell	Infrastructure Management	35	2	32	0	0	0
134	5/21/2024		Webinar : Blood Borne Pathogens	Webinar	Safety: Worker Safety	3	0	3	0	0	0
135	5/22/2024		MACRS: PASER and Gravel Roads	Missoula	Infrastructure Management	16	2	14	0	0	0
136	5/29/2024		MACRS: PASER and Gravel Roads	Boulder	Infrastructure Management	33	4	29	0	0	0
137	5/30/2024		MSAE Leadership	Helena	WFD	9	0	0	0	0	9
138	6/4/2024	6/5/2024	North Central NLTAPA Reg. Meeting	Bozeman	Center Excellence	14	0	0	0	0	14
139	6/6/2024		Flagging	Browning	WFD	15	0	0	0	15	0
140	6/11/2024	6/13/2024	UTC Meeting	S Padre Island	Center Excellence	0	0	0	0	0	0
141	6/17/2024		Flagging	YNP	WFD	20	0	0	0	0	20
142	6/18/2024		MACRS: PASER and Gravel Roads	Miles City	Infrastructure Management	25	0	25	0	0	0
143	6/18/2024		Trenching	YNP	Safety: Worker Safety	10	0	0	0	0	10
145	6/19/2024		MACRS: PASER and Gravel Roads	Billings	Infrastructure Management	28	0	28	0	0	0
144	6/19/2024		Flagging	Billings	WFD	30	5	25	0	0	0
146	6/20/2024		MACRS: PASER and Gravel Roads	Lewistown	Infrastructure Management	13	0	13	0	0	0
147	6/25/2024		MACRS: PASER and Gravel Roads	Chinook	Infrastructure Management	26	0	26	0	0	0
148	6/25/2024		Webinar	Webinar	Safety: Worker Safety	0	0	0	0	0	0

149	6/26/2024	1st Aid	Townsend	Safety: Worker Safety	4	0	4	0	0	0
150	6/26/2024	Forklift	Townsend	WFD: Equipment Operations	4	0	4	0	0	0
153	6/27/2024	Timberline Creek HOA Roads	Gallatin Co.	Infrastructure Management	4	0	0	0	0	4
151	6/27/2024	Flagging	Hamilton	WFD	11	10	1	0	0	0
152	6/27/2024	Skidsteer	Hamilton	WFD: Equipment Operations	5	5	0	0	0	0
					2968	265	1869	176	206	394
						8.9%	63.0%	5.9%	6.9%	13.3%
						City	County	State	Tribal	Local/Other

Appendix C: LTAP Program Details

Below are some of the class and outreach elements that we are a big a part of our LTAP Program. These are discussed in detail to anticipate the needs of our Locals and for the benefit of the reviewers of this Work Plan.

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. ~ \$125 - \$150/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 on the right-of-way: Cattle Guards, bridges, culverts, guardrail, railroads, signs, lighting, encroachments are all elements in the right-of-way that need to be managed through regular evaluation, maintenance, permitting and replacement. This is an underutilized area of our training and outreach to our locals primarily due to the limitations of their time, staff, and budget.

FOCUS AREA: Workforce Development

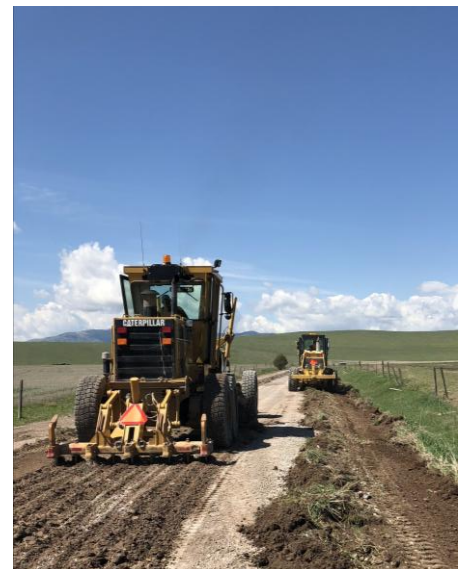
- **Flagger Certification** Montana LTAP will continue to administer and deliver the State of Montana Flagger Certification program, including multiple demand-based classes and the annual Safety Fest training in Helena where we include an annual train-the-trainer for recertifications of our DOT trainers 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 Work Plan. (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 2026.



- 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. The class fee is estimated to be \$60/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. The class fee is estimated to be \$60/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. The class fee is estimated to be \$60/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. (\$Fee TBD)



- **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 are hoping to offer this at a lower cost. The class fee is estimated to be \$60 participant/day with an 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 \$60/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 \$90/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. The class fee is estimated to be \$90/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: 2025-2026 Montana LTAP Draft Workshop Schedule

(rev. 04/11/2025)

April 2025

MDT	<i>Quarterly Reports and Work Plan to MDT and FHWA</i>
April 15-17	<i>2025 Tribal Transportation Symposium</i>
	<i>Rocky Mountain Region</i>
3 rd Tuesday	<i>MT LTAP Webinar: TBD</i>
April	<i>Montana Asphalt Conference</i>
<i>TBD: (multiple locations TBD)</i>	<i>MACRS Spring District Meetings/Trainings: TBD</i>
April	<i>Gravel Roads (varies by location)</i>

MAY 2025

NLTAPA:	<i>Conference Calls</i>
3 rd Tuesday	<i>MT LTAP Webinar: TBD</i>
<i>TBD, Helena</i>	<i>LTAP Advisory Board Meeting (as needed)</i>
<i>TBD: (multiple locations TBD)</i>	<i>MACRS Spring District Meetings/Trainings: TBD</i>
<i>May (TBD, Multiple)</i>	<i>Flagger (on demand)</i>
	<i>Work Zone (on demand)</i>
	<i>Traffic Control Supervisor (on demand)</i>
	<i>Traffic Control Technician (on demand)</i>
<i>TBD</i>	<i>IDIQ Trainings</i>
<i>Other:</i>	<i>MDT RRC/Research Committees</i>
	<i>Choteau County Technical Assistance</i>
	<i>Teton County Technical Assistance</i>
	<i>Liberty County Technical Assistance</i>
May	<i>Spring MACRS Trainings focusing on Leadership, Signing, and Gravel Roads (varies by location)</i>

JUNE 2025 (end of SFY 2024-25)

NLTAPA:	<i>Conference Calls for workgroups</i>
Regional NLTAPA:	<i>Conference Calls to plan meeting</i>
3 rd Tuesday	<i>MT LTAP Webinar: TBD</i>
<i>TBD</i>	<i>IDIQ Trainings</i>
<i>TBD: (multiple locations TBD)</i>	<i>MACRS Spring District Meetings/Trainings: TBD</i>
<i>June (TBD)</i>	<i>Work Zone Flagger (on demand)</i>
	<i>Traffic Control Supervisor (on demand)</i>
	<i>Traffic Control Technician (on demand)</i>

<i>Other:</i>	<i>MDT RRC/Research Committees - TBD</i>
June	Webinar
June	Spring MACRS Trainings focusing on Leadership, Signing, and Gravel Roads (varies by location)
June/July	TTAP University (NLTAPA) – Virtual

SFY Begins

JULY 2025

MDT	Quarterly Reports
NLTAPA:	Conference Calls
July (varies)	Class Development/Planning
July	MT LTAP Webinar: TBD
July	NLTAPA Annual Meeting Kansas City, MO
July	Technical Assistance/Field Visits
TBD	Flagger (on demand)
	Work Zone Supervisor
	MSHA Part 46 (by demand)
Other:	MDT RRC/Research Committees

AUGUST 2025

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

SEPTEMBER 2025

NLTAPA:	Conference Calls
3 rd Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
Sept xx-xx: Missoula	APWA Operator Excellence & Equipment Safety Training (snow rodeo)
Sept xx-xx: Sidney	APWA Operator Excellence & Equipment Safety Training (snow rodeo)
Sept xx: (TBD)	National Tribal Roads Conference
Sept.	Technical Assistance/Field Visits
TBD	Flagger (on demand)
	Work Zone Supervisor
	MSHA Part 46 (by demand)
Other:	MDT RRC/Research Committees

OCTOBER 2025

NLTAPA:	Conference Calls
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3 rd Tuesday	MT LTAP Webinar: TBD
October xx: Great Falls	<i>MACRS Executive Board and Conference</i>
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

NOVEMBER 2025

3 rd 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

DECEMBER 2025

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

Calendar Year 2026

JANUARY 2026

NLTAPA:	Conference Calls
3 rd Tuesday	MT LTAP Webinar: TBD
TBD	IDIQ Trainings
January XX: Washington, DC	TRB Annual Meeting , Walter E.
Washington Convention 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 2026

NLTAPA:	Conference Calls
3 rd Tuesday	MT LTAP Webinar: TBD
Feb XX-March X	Annual Work plan
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 2026

NLTAPA:	Conference Calls
3 rd 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, 2026 Great Falls	MACRS 44 th Annual Spring: Pre-conference LTAP
Training	
March xx: Great Falls	MACRS 44th Annual Conference, Heritage Inn
TBD	Flagger (on demand)
	MSHA Part 46 (by demand)

APRIL 2026

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

MAY 2026

NLTAPA:	Conference Calls
3 rd 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 2026

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

End of STATE Fiscal Year

Addendum to Appendix D: July-September SFY 2025-2026

(to end of FFY)

JULY 2026

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

AUGUST 2026

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

SEPTEMBER 2026

NLTAPA:	Conference Calls
3 rd 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

OTHER, Unknown Dates

TBD: (Location???)	National Tribal Roads Conference,
	National Transportation in Indian Country Conf.(NTICC)
	FHWA PEER Exchanges – As Invited
	NLTAPA member support

End of FEDERAL Fiscal Year

Appendix E: Summary of Work Tasks

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

1. **Seminars/Training Sessions:** Training sessions provided by Montana LTAP are guided by the needs requested from our constituents. For meetings, conferences and training sessions, the following summarizes allowable costs under this agreement: travel costs, facilities rental and necessary equipment, supplies, meals, and coffee breaks (when meals are an integral part of a conference or meeting).

We team with industry partners to produce specialized training such as the Asphalt Conference, Asphalt Repair and Maintenance class, Legal issues for County Road Supervisors, FHWA Safety Center offerings and NHI courses as available, requested, or relevant. Montana LTAP presented webinar safety meetings that have and will continue to be used for safety meetings for all constituents.

2. **Information and On-Site Technical Assistance:** The LTAP program will continue to contract individuals who can offer expertise in a variety of subject areas and on-site technical assistance. LTAP will continue to update and develop listservs to enhance communication and share timely, pertinent information with all other transportation entities. Present listservs include Montana Association of County Road Supervisors (all 56 counties), Montana Association of Counties (all county commissioners), League of Cities and Towns (public works directors, mayors, and local city officials), and Montana Department of Transportation (employees). Our toll-free line has proven a useful tool for clients as has our website, in providing training opportunities and links to other libraries, newsletters, and timely training communications through the list serv and partners websites.
3. **Digital Communications:** The LTAP emails and electronic newsletters provides 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, links, trainings, and publications available as appropriate are issued as they are scheduled. The training calendar announces regional and national training opportunities in addition to LTAP's local workshops and training available through LTAP's partners.
4. **Transfer of Technology Materials:** Funding will be directed to maintaining our recorded webinars, producing webinars, publications, and DVDs. Montana LTAP will continue to provide webinar links for further training opportunities. At training sessions,

printed handouts are provided so participants can update their colleagues on the information discussed at the workshops.

5. **External Communication:** Montana LTAP maintains an email and USPS mailing list composed of the county road workforce, city and street constituents, county commissioners, public works directors, MDT employees, U.S. Forest Service personnel, and various private transportation entities. Its development originated from the transportation workforce requesting training notifications, library information, quarterly newsletters, and technology research. Throughout the year the list is updated by phone and email requests, address change notices, and conference attendees. With technological advances, LTAP is finding electronic communication via email and our website is becoming more widely used by our audience.
6. **Evaluation:** Evaluations are collected at workshops to assess our training effectiveness. These evaluations indicate how training courses are valued as well as what is not effective. Over the past years our instructors and course content always scored favorably - in the 90th percentile. There is an area on the evaluation form where participants can express workshop needs. This information is tabulated weighed heavily when determining future training direction. Montana LTAP's quarterly report also summarizes the progress of work 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.