



MISSOURI
S&T

CENTER FOR TRANSPORTATION INFRASTRUCTURE AND SAFETY



2013 Missouri Local Technical Assistance Program (LTAP) at Missouri S&T

by

Heath A. Pickerill



**NUTC
ETT324**

**A National University Transportation Center
at Missouri University of Science and Technology**

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2013 Annual Report - Executive Summary

This annual report is a summary of the activities during 2013 for the Missouri Local Technical Assistance Program (Missouri LTAP), which is located at Missouri University of Science and Technology (Missouri S&T). Missouri S&T was awarded a five year contract with the option of (5) one year extensions at the completion of 2010 based on a competitive bid process. This report is submitted to the Missouri Department of Transportation (MoDOT), Missouri Division of Federal Highway Administration (FHWA), Missouri S&T National University Transportation Center (NUTC) and the Office of Sponsored Programs. The report highlights Missouri LTAP's performance and activities over the past year. It gives detailed information on how the four focus areas of the National LTAP Strategic Plan were met through training and various activities and projects. It also includes information on how Missouri LTAP accomplished the six tasks that support the four focus areas. Performance indicators for each of the tasks are included. The four focus areas and six tasks are covered in detail under the 2014 Work Plan. In addition, this report contains information on the training provided, training summaries for 2013, the 2014 Work Plan, and the 2014 budget.

The performance during the past year is in line with the steady growth of the program over the past years. Missouri LTAP increased the number of training classes from 40 with 897 attendees in 2006 to 162 with 5,789 attendees in 2013. A breakdown of all training classes held in 2013 along with the number of attendees, locations and instructors as well as a summary of evaluations is contained within this report.

Missouri LTAP has continued to develop various programs to support its mission of providing quality training and resources to local agencies. One of these programs is the Missouri "Show-Me" Road Scholar Program, which was deployed in the summer of 2008. To date, there are 154 Level I graduates from 444 participants representing 49 agencies. During the development of the Road Scholar Program, Missouri LTAP developed strong partnerships with various organizations, which include MoDOT, Missouri Division of FHWA, Missouri Association of Counties (MAC), Missouri Emergency Response Commission (MERC), Missouri Intergovernmental Missouri Municipal League (MML), Missouri Association of County Transportation Officials (MACTO), Missouri Chapter American Public Works Association (APWA), Missouri Intergovernmental Risk Management Association (MIRMA), Missouri Public Entity Risk Management Fund (MOPERM), Linn State Technical College and University of Missouri Extension. These partnerships continue to allow Missouri LTAP to increase the effectiveness of the program by sharing ideas and resources in order to make the funding go further. An Equipment Loan Program also provides equipment, such as a retroreflectometer, a speed radar sign and material testing equipment, for loan to local agencies.

A major section of the Annual Report is the 2014 Work Plan. The work plan contains several proposed activities that are intended to expand the program. Some of these activities include promoting computer based training and developing computer based training modules. Other opportunities identified to increase training for MoDOT in technical areas include classes on chip seal techniques, ADA training, and advanced LPA training. These include expanding the newsletter circulation and content while looking at the most cost effective ways of circulation, developing an eNewsletter, better utilizing the MoDOT district ambassadors and expanding website services and promoting the use of the website. The final component of the Work Plan is the 2013 budget, which includes a 1:1 match from Missouri S&T NUTC and outlines how funding will be spent in the coming year.

2013 represented another year in which Missouri S&T was able to further the success of the Missouri LTAP program. Missouri LTAP is now recognized throughout the state for its training, resources and programs that it provides to local agencies. Missouri LTAP has developed partnerships and processes that allow the center to continue to deliver the highest-quality training and technology transfer to local agencies. The intention of this annual report is to be used by all agencies involved as a way to share the successes of and further promote the program with interested parties.



Missouri Local Technical Assistance Program
at Missouri University of Science and Technology

ANNUAL PROGRESS REPORT

January 1, 2013 – December 31, 2013

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Deliverables:

The deliverables required of the LTAP contract consist of 6 tasks, which are outlined in detail below.

Task A - Compile and Maintain a Mailing List

Goals for Task A:

- Maintain the current data base to insure a realistic customer base is being reached
- Increase the number of contacts in our list by a minimum of 15% each year
- Increase the number of email addresses in order to reduce mailing costs

Progress to date:

MISSOURI LTAP MAILING LIST COMPARSION			
	2011	2012	2013
Physical Address	4,870	2,952	2,662
Email Address	Not Tracked	1,213	5,218

- Throughout 2013, a focused effort was made to continue to increase the number of email addresses we have for existing contacts and new contacts in our database. Our mailing list is continually updated to purge outdated addresses. We added contacts gained through managing the LPA Basics training, which include many consultants and contractors. We also added hundreds of city contacts from the Missouri Municipal League (MML).
- All training notification flyers are now emailed. This has contributed to significant savings on postage. In addition, we can send the same notifications multiple times if necessary. We have noticed a significant improvement in the response time and rate for classes.

Task B - Publish a Quarterly Newsletter

Goals for Task B:

- Maintain the size of the newsletter at a minimum of 12 pages
- Expand the size of the newsletter as needed to provide relevant and timely information to our customer base
- Gather email contacts for 75% of our newsletter recipients to increase the number of eNewsletter readers to reduce the number of printed and mailed copies

Progress to date:

MISSOURI LTAP NEWSLETTER COMPARSION			
	2011	2012	2013
	Annual	Annual	Annual
Hardcopy Circulation	19,800	12,000	10,648
eNewsletter Circulation	NA	1,213	5,218

- Maintained the newsletter at 12 pages throughout 2013
- Offered an eNewsletter to be distributed electronically to save on printing and mailing costs
- In order to reduce the number of multiple copies being sent to an agency location yet ensure that everyone still receives the newsletter, we focused our effort on building our email contact list. This allows us to send electronic copies to multiple personnel within the same agency.

Task C - Provide Technology Transfer Materials

Goals for Task C:

- Distribute timely and relevant publications to our customer base at conferences, meetings, and through our partners
- Provide increased online library services, maintain relevant technical information, and improve response time to client requests
- Continue a cooperative relationship with our MoDOT ambassadors in order to improve the promotion of Missouri LTAP services and the distribution of technical information

Progress to date:

MISSOURI LTAP TECHNOLOGY TRANSFER MATERIALS COMPARISON			
	2011	2012	2013
	Annual	Annual	Annual
Materials Distributed	6,682	7,413	7,835
Technical Assists*	20%**	20%**	20%**

*Includes letters, phone calls, emails and face-to-face meetings

**Measured by percentage of quarterly time spent on technical assists

- Distributed the following number of materials per quarter:
 - 1st – 1,327 publications at no charge
 - 2nd – 1,183 publications at no charge
 - 3rd – 2,042 publications at no charge
 - 4th – 3,283 publications at no charge
- Developed the following new MO-LTAP manuals for distribution in 2013:
 - Trenching and Shoring Safety
 - Bucket Truck Safety
 - Forklift Safety
 - Confined Spaces Safety

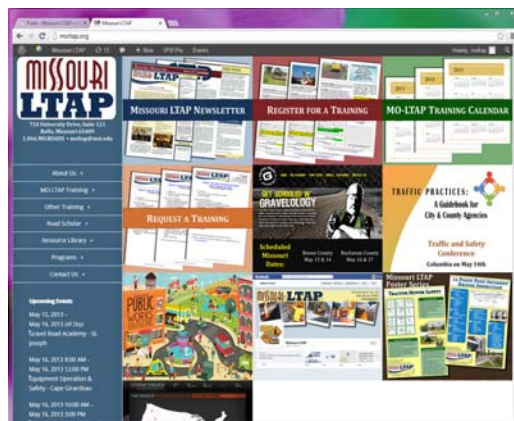
Task D - Provide Information Services

Goals for task D:

- Continue to add content and dynamic capabilities to the Missouri LTAP webpage
- Provide improved response time through increased technological capabilities
- Increase advertisement of the cooperative and surplus equipment purchasing program

Progress to date:

- The revamped website continued to be developed with more content and relevant training information. It has improved user interface, easier navigation, and is optimized for iPad and iPhone formats. Some of the new features and updates include:
 - Upcoming trainings & events calendar
 - Road Scholar Program information
 - eNewsletters with subscription
 - Resource Library and request form
 - Equipment Loan Program information and request form
 - Calendar view with Google maps and directions to trainings and events
 - Feedback option

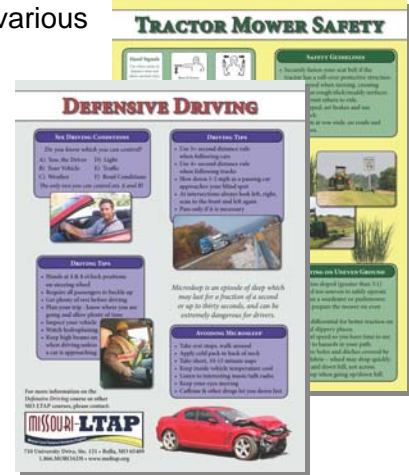


- Advertisement of the cooperative and surplus equipment purchasing program has increased through the newsletter. There are currently 291 local agencies enrolled in the cooperative purchasing program.
- We developed a series of eight posters covering various MO-LTAP training topics that were sent to every county.

Task E - Conduct and/or Arrange Seminars and Workshop Training Sessions

Goals for Task E:

- Establish a complete course curriculum for the following professional levels:
 - Maintenance skills
 - Advanced maintenance skills
 - Supervisory/management skills
- Maintain an instructor base to support the core curriculum topics at each level
- Build an in-state instructor portfolio. Utilize the LTAP Clearinghouse National Instructor Base as needed. Work with national and in-state partners to promote partnered training whenever possible. MoDOT's ADA in-class training and APWA's Click, Listen and Learn web based training is one example of available training resources.
- Maintain at least 110 delivered workshops and training sessions per the contract



Progress to date:

- New classes offered in 2013 included *Communicating Effectively in the Workplace (Advanced Communication Skills)*, *Comprehensive Winter Planning*, *Construction Documents 101*, and *Fall Protection & Personal Protective Equipment*.
- *Utility Road Zone Training* was offered in partnership with MoDOT in the northwest district.
- A chip seal showcase was offered in three locations, which included Lebanon, Jefferson City and Chillicothe. The partnering program with MoDOT included a one to two hour classroom discussion led by Mike DeGraff with Vance Brothers Asphalt and a one to two hour on-site demonstration. The showcases were free to local agencies.
- Ten free trainings on the local traffic practices manual was completed in 2013. Manuals are now available to share with local agencies in each district or can be downloaded from the MoDOT website.
- We create a 6-month look-ahead calendar twice each year to better allow agencies to plan their training. We continually update the training calendar on the Missouri LTAP webpage.
- We send bi-monthly updates that include the upcoming training calendar for the next two months as well as other upcoming conferences and related events.
- The Missouri "Show-Me" Road Scholar Program was deployed in the summer of 2008. The core MO-LTAP courses were an integral part of the courses outlined for the Road Scholar Program. The Road Scholar Program has allowed us to broaden the types of trainings we offer and recognize those individuals who attend and therefore take an interest in their future personal and professional development. There was and continues to be constant interaction with the partners who participated in the development of the program. This has allowed us to have all of the interested organizations involved throughout the process of developing and finalizing the structure of the program. The partnering organizations signed a partnership agreement in effort to pledge their support to Missouri LTAP for the Road Scholar Program. More information on the Road Scholar Program is available in the section labeled *Road Scholar Program*. We have had 102 Road Scholar graduates from across the state. They are recognized in ceremonies, ten in 2013. The following were held: Platte County, January 29, City of Houston, February 4, Boone County, February 8, May 1 and August 23, City of Concordia, May 20, City of

Mexico, July 9, City of Fulton, July 9, Joplin Special Road District, September 17 and City of Jackson, November 18.

- Our instructor portfolio has increased since 2006. We have maintained a consistent portfolio of highly qualified instructors for the past five years (see attached list).
- We have continued to partner with the MoDOT on training opportunities. These include LPA Basics course and ADA Training Skills classes held across the state in 2013.
- Conferences/meetings we attended in 2013:
 - Annual NLTAPA Winter Meeting, Washington D.C., January
 - CCAM Training Conference, Jefferson City, MO, February
 - TEAM Conference, St. Louis, MO, March
 - Traffic & Safety Conference, Columbia, MO, May
 - Region 7/8 Conference, Rapid City, SD, May
 - MIRMA Conference, Lake of the Ozarks, July
 - NLTAPA Annual Conference, Boise, ID, July
 - MML Annual Conference, Branson, MO, September
 - MINK 13, St. Joseph, MO, September
 - MACTO Conference, Springfield, October
 - MAC Conference, Lake of the Ozarks, MO, November
- Meetings we attended regularly in 2013:
 - Missouri Coalition for Safety Infrastructure Subcommittee meetings, quarterly
 - Transportation Engineering Association of Missouri board meetings, monthly
 - Missouri Association of Transportation Officials (MACTO) Conference planning meetings, monthly

MISSOURI LTAP TRAINING COMPARISONS			
	2011	2012	2013
	01/01-12/31/11	01/01-12/31/12	01/01-12/31/12
Number of Trainings	200**	187**	197**
Number of Attendees	6,728**	6,785**	6,469**

*Includes the ATSSA Incident Traffic Control for Responders

**Includes MERC Hazmat Awareness and Chemical Suicide Training

Task F - Evaluate Effectiveness of Program

Goals for task F:

- Continue to evaluate the effectiveness of the program through course evaluations and other customer feedback;
- Seek guidance on center operations from the Advisory Committee and the MoDOT Ambassadors;
- Review membership on the Advisory Committee to ensure that it reflects our customer base;

Progress to date:

- Evaluation forms are distributed to all course attendees (see attached evaluation summary). Input from the evaluation forms is used to improve future training.
- An Ambassadors' meeting was held on December 4, 2013. We gave an update on the activities of the past year, which included a summary of the training held, upcoming classes scheduled, and other projects that were completed. Several sets of the posters that were developed will be provided to each ambassador for them to pass along to the local agencies with which they communicate. Each ambassador then had an opportunity to give an update on their district. The focus for many has been the coordination of Local Programs Administration (LPA) projects. The group also discussed giving packets of MO-LTAP information to the MoDOT area engineers. Finally ideas for new classes were discussed and included right-of-way training, CPR training, and blood borne pathogens.
- An Advisory Committee meeting was held on April 18, 2013 and November 22, 2013. Guidance was provided at both meetings and is being implemented. At our last Advisory

Committee meeting, we provided an update on current or recently completed projects and a summary of 2013 center activities. A few of the discussion highlights from the meeting included training plans for 2014, the National LTAP/TTAP Conference being held in St. Louis July 21-24, 2014 and some new training ideas. Some of the new classes planned for 2014 include *Bucket Truck Operation & Safety*, *Confined Spaces*, *Introduction to Materials: Concrete, Asphalt & General Materials*, *Forklift Operation & Safety* and *Trenching & Shoring*. MO-LTAP will also partner with MoDOT to offer a right-of-way training. A few of the suggested topics for future training included blood borne pathogens, lockout/tag out, and low cost improvements for rural roads. The meeting concluded with closing comments from each committee member. Several members commented on the increase in training numbers for 2013. It was also suggested to increase the number of consulting firms, city and county clerks, other administrators and private agencies that are contacted as a way of promoting the upper levels of the Road Scholar Program.

- The staff includes a full-time director, program coordinator, administrative assistant, contract course and program development consultant, one undergraduate student worker and one graduate research assistants shared with the Rural Transit Assistance Program (RTAP).
- We continue to hire part-time students to aid in various projects.



University of
Science & Technology

Work Plan

Missouri Local Technical Assistance Program (LTAP)

Prepared for

The Missouri Department of Transportation

Construction and Materials

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Introduction

The Missouri Department of Transportation (MoDOT) awarded the rights to operate the Missouri Local Technical Assistance Program (Missouri LTAP) for calendar years 2011 through 2015 with the option of up to five years extension for calendar years 2016 through 2020. The following Work Plan provides information on activities and projects proposed by the Missouri LTAP Center located at Missouri University of Science and Technology (Missouri S&T) for 2014. Many of the activities contained within this Work Plan are a continuation of programs that have been initiated since 2011, while others represent new projects. These activities reflect Missouri S&T's initiatives to both fulfill and exceed the requirements of the contract. It should be recognized that this Work Plan is our best estimate of our activities and at the same time is flexible enough to accommodate the changing requests and priorities of the local government transportation officials that we serve. It should also be noted that from time to time, specific resources become available that alter either the content or the timing of items in the Work Plan.

This Work Plan represents a strategic approach centered on the four program focus areas as referenced in the LTAP Strategic Plan. The four focus areas include: safety, infrastructure management, workforce development and organizational excellence. The Strategic Plan calls for the collection of performance data on program operations under these focus areas to ensure the best impact and effectiveness. It is our intent that this work plan centers on these focus areas while also focusing on local agency priorities.

Association acronyms:

APWA – American Public Works Association

ATSSA – American Traffic Safety Services Association

CCAM – County Commissioners Association of Missouri

FHWA – Federal Highway Administration

ITE – Institute of Transportation Engineers

LTAP – Local Technical Assistance Program

LTSAC – Law Enforcement Traffic Safety Advisory Council

MAC – Missouri Association of Counties

MACOG – Missouri Association of Councils of Government

MACTO – Missouri Association of County Transportation Officials

MERC – Missouri Emergency Response Commission

MIRMA – Missouri Intergovernmental Risk Management Association

MOPERM – Missouri Association of Public Entity Risk Management Fund

MML – Missouri Municipal League

MoDOT – Missouri Department of Transportation

NACE – National Association of County Engineers

NACO – National Association of Counties

NHI – National Highway Institute

NLTAPA – National Local Technical Assistance Program Association

NUTC – National University Transportation Center

OCITE – The Ozarks Chapter of the Institute of Transportation Engineers

SEMA – State Emergency Management Agency

TRB – Transportation Research Board

TEAM – Transportation Engineering Association of Missouri

TTAP – Tribal Technical Assistance Program

Operations

Personnel/Staffing

The basis of operations centers on the efficiency of operating the LTAP and RTAP programs together. Both programs focus on technology transfer, transportation research deployment, training and other related support services. We use the similarities between the two programs to share joint administration. This allows us to manage databases of customers identified for the appropriate program, utilize a single registration process, share efforts for producing newsletters and other marketing materials and consolidate other day-to-day tasks.

Adequate staffing is essential if the joint LTAP/RTAP programs are to perform at a high level and provide the services required. The Missouri LTAP Center has had a stable staff for the past seven years that includes a Director, Program Development Specialist, Administrative Assistant, a graduate assistant, one undergraduate student, and a training development consultant. This level of staffing ensures that there is always someone in the office to handle support services and client requests if other staff members are in the field providing outreach and developing client relationships.

Recommended staffing for the Missouri LTAP/RTAP Center:

Director – 1.0 FTE: Provides program development, develops client relations, develops newsletter content, and directs center administration and program assessment of both the LTAP and RTAP programs at a level of 65% and 35% respectively.

Program (Coordinator) Development Specialist – 1.0 FTE: Assists in development of marketing and general communication materials for the program, coordinates center's involvement in various activities as well as plans and organizes conferences, assists in developing newsletter content, serves as the central contact for incoming requests for client support, coordinates training and assists with workshop registration. Is also responsible for the accounting of both LTAP and RTAP; supports the two programs at a level of 90% and 10% respectively.

Administrative Assistant – 1.0 FTE: Provides administrative support to the center, processes payroll and invoicing, assists in coordinating training, coordinates workshop registration, maintains technical library, processes client media requests and handles other operational tasks in support of the center., customer service and client requests. LTAP and RTAP responsibilities are a 50/50 split of total time.

Training Development Consultant – hourly: Provides training, development of training services and development of professional relationships by serving in an outreach capacity as well.

LTAP/RTAP Graduate Assistant – 0.25 FTE: Develops technical support, such as the database, develops newsletter layout, maintains LTAP web page and Facebook account, and assists in the development of marketing materials for the program.

LTAP/RTAP Student Assistant – 0.25 FTE: Provides as-needed administrative and technical support of the database as well as maintains the RTAP website.

We will continue to assess our staffing requirements to ensure that we provide the most personal and immediate response to requests for technical information possible. Our staff will be available during each business day to give advice, answer questions and provide liaison between state, county and municipal personnel. Matching resources with local transportation agencies' needs will remain our goal. We will share new product data and procedures with local agencies to provide efficient implementation. We will need to fill the vacancy of the graduate assistant who will graduate in May 2014. The duties specifically include the newsletter layout and development of all marketing materials. The position could be filled by another graduate assistant with those skills or a contract employee with a communications/graphic arts background.

Advisory Committee

The current Missouri LTAP Advisory Committee is made up of selected county commissioners, MoDOT representatives, FHWA representatives, and representatives from various public agencies. The Advisory Committee meets twice per year: once in fall and once in spring. The most recent meeting was held on November 22, 2013. The following performance indicators will be used to ensure effective Advisory Committee meetings:

1. Assure that all four focus areas, which include safety, workforce development, infrastructure management and organizational excellence (see page 5) are discussed and evaluated for response to client needs, potential areas for participant improvement, and overall cost-benefit;
2. Circulate minutes of the meeting to Advisory Committee members and reference them throughout the year to assist the center management team in planning;
3. Increase the role of and the working relationship with the Advisory Committee to make sure the members are a good fit;
4. Analyze the role of the Advisory Committee in order to develop a realistic set of goals and expectations;
5. Determine how the Advisory Committee can best help the Missouri LTAP program.

Current Advisory Committee members:

Benz, Larry – *Director*, Cole County Public Works & MACTO representative
 Bonnot, Patrick – *Loss Control & Member Services Director*, MIRMA
 DeLong, Tony – *County Council Coordinator*, University of Missouri Extension
 Dodge, Batina – *County Clerk*, Scotland County
 Foster, Ken – *Bridge Engineer*, FHWA Missouri Division
 Gano, Johnathan – *Assistant Director of Public Works*, City of Springfield
 Geisel, Mike – *Director*, City of Chesterfield Public Works
 McGonigle, Sean – *Risk Manager*, Missouri Association of Counties
 McCord, Bonnie – *Presiding Commissioner*, Vernon County
 Miller, John P. – *Traffic Safety Engineer*, MoDOT
 Prigge, Bonnie – *Executive Director*, Meramec Regional Planning Commission & MACOG representative
 Ross, Dan – *Executive Director*, Missouri Municipal League – alternate – Stuart Haynes
 Sager, Greg – *Director*, Platte County Public Works
 Scheipeter, Gary – *Superintendent of Public Works*, City of Clayton & APWA representative
 Stone, Bill – *Research Administrator*, Construction and Materials, MoDOT
 Thornsberry, Marc – *Safety & Mobility Engineer*, FHWA Missouri Division
 Voss, Kenny – *Local Programs Administrator*, MoDOT – alternate – Jeff Cremer
 White, Randy – *Executive Director*, Pioneer Trails Regional Planning Commission & MACOG representative
 Wilson, James “Skip” – *District Bridge Inspector*, District 3, MoDOT

MoDOT Ambassadors

Missouri LTAP also relies on a team of MoDOT ambassadors that represent each of the seven MoDOT districts. The MoDOT ambassadors are a direct link to the local agencies within their districts and can therefore provide a very necessary connection to LTAP’s customers in those areas. They can help communicate information as well as provide feedback on the customers’ needs. For example, they can find out what types of programs are needed, how well existing programs are received, and help make introductions between the LTAP staff and county commissioners and other pertinent local government officials. An ambassador’s meeting is typically held every December; however, no meeting was held in 2012. The last meeting was held February 6, 2013. New ambassadors were assigned in 2012 because of the changes in MoDOT staffing and the reorganization of MoDOT districts; therefore, the meeting was postponed until early in 2013. The next meeting will be held in December 2013 in effort to return to the previous schedule.

MoDOT District Ambassadors:

Northwest – Darby Logan
 Northeast – Ron Watts

Kansas City – Marsela Ward
St. Louis – Greg Wilhelm
Central – Dion Knipp
Southwest – Chad Zickefoose & Julie Zibert
Southeast – Elquin Auala

Objectives

Four Focus Areas

The objectives of this Work Plan center on the four focus areas of all LTAP centers as defined by FHWA. Additional details for each of the four areas are found under this section, with budget information provided at the end of the Work Plan. The four focus areas are:

- I. Safety
- II. Workforce Development
- III. Infrastructure Management
- IV. Organizational Excellence

I. Safety

It is the intent of the Missouri LTAP Center to promote and improve safety throughout the state at the local level. Missouri LTAP offered 59 safety related training sessions in 2009, 89 in 2010, 136 in 2011, 109 in 2012, and 86 in 2013. Missouri LTAP currently offers many safety related classes as part of our Missouri “Show-Me” Road Scholar Program, which promotes Missouri LTAP training to local agencies throughout the state. The Road Scholar Partnering Committee views safety as a cornerstone to the training that is offered under Level I and Level II.

Safety-specific training

The following is a list of safety-specific training currently offered:

- Bucket Truck Operation & Safety
- Chain Saw Safety
- Confined Spaces
- Defensive Driving
- Equipment Operation and Safety
- Forklift Operation & Safety
- Fall Protection & Personal Protective Equipment
- Roadway Safety Fundamentals
- Tractor Mower Safety
- Trenching & Shoring
- Work Zone for Traffic Responders
- Work Zone Safety & Flagger Training
- Workplace and Job Site Safety (Worker Safety)

The following is a list of safety-specific training that is also available:

- Rural Roads Safety Assessments
- OSHA 10-hour training

Safety-related training

MO LTAP also currently offers several classes that incorporate safety as part of the material covered. The following is a list of training that incorporate safety into the course material:

- Bridge Incident Inspection
- Motor Grader Training
- Preventive Pavement Maintenance
- Signing and Pavement Marking

- Snow and Ice Control
- Materials Inspection – in partnership with MoDOT

Safety-related activities

Most of the activities carried out by Missouri LTAP incorporate safety in some manner. The following is a list of some of these activities:

- Newsletter articles (see Activity 2 for more detail);
- Library materials – safety DVDs available for loan to local agencies; titles include “Defensive Driving”, “Motorcycle Safety” and “Seat Belts & Airbags”;
- Being involved with Road Safety Assessments;
- Working with safety organizations.

Special safety-related projects

In order for Missouri LTAP to continue to grow, it is imperative that we continue to develop new projects that respond to our growing group of customers. These projects need to focus directly on our customers’ needs. The following is a list of safety-related projects that the Missouri LTAP Center has implemented in order to further advance safety and related training:

- **Missouri “Show-Me” Road Scholar Program – Level I & Level II**
The focus of Level I is the enhancement of skills in local transportation. All participants will be required to learn the basis of good and sound transportation practices with an emphasis on safety. Many of the classes promote and advance safety in the workplace. The focus of Level II is to provide a more advance level of training in maintenance topics with a focus on safety.
- **Every Day Counts (EDC)**
One of the goals of EDC is to enhance the safety of our roadways along with identifying and deploying innovation aimed at shortening project delivery and protecting the environment. These goals directly correspond to the mission of LTAP as stated in the Strategic Plan to foster a safe, efficient, and environmentally sound surface transportation system. The Missouri LTAP Director is part of the Missouri EDC team and attended the regional summit in 2010. Missouri LTAP has published a number of articles on EDC2 topics in the newsletter. In addition, Missouri LTAP assisted MoDOT and Missouri Division FHWA in reaching out to local agencies throughout 2013 by assisting with the EDC 2 Exchanges, which is a regularly scheduled series of webinars. The Missouri LTAP Director is on the Statewide Transportation Innovation Committee (STIC) that is working to guide the EDC initiatives in Missouri.

II. Workforce Development

Missouri LTAP at Missouri S&T plans to work with the Missouri Chapter APWA to promote programs they offer and also assist in providing information and training to their members. More Road Scholar Level III classes will be offered. The intent of the Road Scholar Level III is to provide a higher level of training for those wanting to gain additional knowledge to perform at a higher level in their current position or needed to advance to a supervisory or administrative position.

Workforce development-specific training

The following is a list of training that incorporate workforce development into the course material, which is currently being offered:

- Basic Communication Skills & Advanced Communication Skills
- Community and Media Relations
- Human Resource Management
- Legal Aspects of Supervision
- Math Skills
- Project Planning and Management
- Supervisory Communication Skills

The following is a list of training that directly relates to workforce development, which will be offered in the future as part of Road Scholar Level II:

- Asset Management and Cost Accounting
- Enhancing Cooperative Work Relationships
- Innovative Financing
- Intergovernmental Financing
- Managing Employee Performance

Workforce development-related activities

Missouri LTAP plays an important role as a technical assistance provider to local agencies throughout the state. The following are resources that assist Missouri LTAP in providing workforce development opportunities to local agencies:

- Library materials – Workforce development-related DVDs available for loan to local agencies; titles include “Responsibilities of a Supervisor”

Workforce development-related projects

In order for Missouri LTAP to continue to grow, it is imperative that we continue to develop new projects that respond to our growing group of customers. These projects need to respond to our customers’ needs. The following is a list of workforce development-related projects that Missouri LTAP has implemented in order to further increase local agencies’ knowledge in workforce development:

- **Missouri “Show-Me” Road Scholar Program – Supervisory Skills (Level III)**
The focus of the Supervisory Skills Tract (Level III) is to provide a higher level of training for those wanting the additional knowledge necessary to become more qualified for their position or to advance to a supervisory or management position. It offers courses at an advanced level for participants who want to excel in the public works or local transportation industry. Many of the classes promote and advance workforce development.
- **Missouri Career Center**
Develop a stronger partnership with the Missouri Career Center and Missouri Department of Higher Education and explore a possible certification program for workforce development. Workforce Investment Act (WIA) funding may be available. The Missouri Career Center offers education, training and other resources to unemployed people throughout the state in finding jobs and developing their career tools. The training offered by Missouri LTAP could become a part of the education and training offered through the program.

III. Infrastructure Management

The Missouri LTAP Director is an active member of the Missouri Coalition for Roadway Safety Infrastructure Subcommittee. The subcommittee is currently partnering with local transportation agencies on the development of County Strategic Highway Safety Plans (SHSPs) for Missouri’s top 14 counties (based on the number of fatal and serious injury crashes). The focus now is helping local agencies make sound engineering decisions as they relate to their infrastructure investments. Missouri LTAP also worked with the State Emergency Management Agency (SEMA) to develop the Emergency Management course.

Infrastructure-specific training

The following is a list of 2014 trainings that incorporate infrastructure management into the course material:

- Bridge Management and Maintenance
- Culvert Installation and Maintenance
- Emergency Management for Public Works Officials
- Gravel Road Maintenance
- Motor Grader Training
- Preventive Pavement Maintenance
- Retroreflectivity Guidelines Training and Inspection Workshop

Infrastructure-related activities

Missouri LTAP plays an important role as a technical assistance provider to local agencies throughout the state. The following are activities that enable Missouri LTAP to provide technical assistance to local agencies:

- Newsletter (see Activity 2 for more detail)
- Library materials – Infrastructure related DVDs available for loan to local agencies; titles include “Emergency Preparedness: Knowing What to Do” and “Disaster Preparedness: Hurricanes, Tornadoes and Floods”
- Website
- Site visits
- Referring locals to various resources and experts
- Providing technical materials
- Developing technical materials

Infrastructure-related projects

In order for Missouri LTAP to continue to grow, it is imperative that we continue to develop new projects that respond to our expanding customer base. These projects need to respond to our customers’ needs. The following is a list of infrastructure-related projects that Missouri LTAP has implemented in order to increase technology transfer to local agencies:

- **Equipment Loan Program**
 - Equipment, includes a retroreflectometer, a portable traffic device and material inspection equipment
 - Available to local agencies
 - Modeled after successful programs in other states, such as Indiana and Colorado
- **Training Resource Center and Clearinghouse**
 - Develop in cooperation with MoDOT
 - Meet training needs of MoDOT agencies
 - Serve as a clearinghouse for training resources and courses, such as ATSSA, NHI & APWA
- **Second Round of Every Day Counts (EDC 2)**

Every Day Counts (EDC) initiatives made substantial progress toward delivering highway transportation projects in a safer, smarter and faster way. FHWA moved forward with implementing the second round of EDC (EDC 2) to shorten project delivery and related provisions as described in the newly signed transportation authorization bill: Moving Ahead for Progress in the 21st Century (MAP-21). The EDC 2 initiatives held in 2013 included the following, which Missouri LTAP assisted in providing information on all of these innovations to local agencies in the state:

 - SHRP2 Traffic Incident Management Responder Training - June 19, 2013
 - Locally Administered Federal-Aid Projects - September 24, 2013
 - Intersection and Interchange Geometrics - December 4, 2013

IV. Organizational Excellence

Organizations, efforts, and other positions of center employees

In order to ensure that Missouri LTAP is meeting its goals and ultimately reaching our target audience, we will continue to hold two Advisory Committee meetings a year. One will be held in the spring and the other in late fall. In addition, we will rely on feedback from our MoDOT district ambassadors. A list of Advisory Committee members and district ambassadors is listed under the Operations section of this Work Plan. We will make every effort to visit the ambassadors in their districts at least once each year to maintain a close working relationship and gather information on the needs of the local agencies in their district. We will also hold an ambassadors’ meeting each year. This is normally held the first week of December. This meeting allows the ambassadors to provide input and feedback and discuss issues and ideas as a group.

We will continue to rely on feedback from our Advisory Committee and our MoDOT district ambassadors as a means of evaluating our effectiveness and the relevance of what we are providing to local agencies. The Advisory Committee is made up of a broad range of individuals representing the counties, cities, regional planning committees, MoDOT, FHWA and various organizations from across the state. They will be able to

provide feedback based on a wide variety of viewpoints. In addition, our MoDOT district ambassadors will provide information that is relevant to each of their respective districts which ensures that we are covering the entire state with our information and resources.

We collect evaluation surveys from participants at all of our training sessions. As we issue new contracts for training services, we include the requirement that our trainers engage in Kirkpatrick Level I and II questioning to ensure that their audience has learned the intended course material. This gives us a tool to assess the information being presented, as well as a means to evaluate the effectiveness of the instructors.

We will also rely on input from our customers, their attendance at our training sessions and responses on our surveys, and their willingness to contact us when they have technical questions and concerns. We will continue to be very adaptable to any and all needs of our customers.

The Missouri LTAP Director is a member of the National Local Technical Assistance Program Association (NLTAPA) Advisory Committee on Partnership and serves as co-chair of the committee. He also serves on the Education Committee for APWA. We will continue to take every opportunity to provide presentations about the program at various events across the state. Our partnerships with a variety of organizations in the state give us an excellent means of access to our customer base. We have been able to help plan and host conferences and then use the conferences as an opportunity to hold training sessions. The following is a list of conferences that we have served on the planning committee:

- Missouri Association of County Transportation Officials (MACTO) Conference
- Traffic and Safety Conference
- Traffic Engineers Association of Missouri (TEAM) Conference
- Local Roads Conference – Missouri, Iowa, Nebraska & Kansas (MINK)

We have implemented a new center database. This tool tracks the Road Scholar participants and the classes they have completed. It allows us to generate reports based on a variety of categories, such as location, class, agency or participant. More information on Center evaluation information can be found under Activity 6, Evaluate Effectiveness of Program.

Activities

The activities of this Work Plan are centered on the six tasks of all LTAP Centers as previously defined by the FHWA. These task-level activities are meant to advance the four focus areas in order to align the Work Plan with both the national program and program performance reporting. Additional details for each of the planned activities are found on the following pages. The six activities are:

1. Compile and Maintain a Mailing List
2. Publish a Quarterly Newsletter and Quarterly Status Report
3. Provide Technology Transfer Material
4. Provide Information Service
5. Conduct and/or Arrange Seminars and Workshop Training Sessions
6. Evaluate Effectiveness of the Program Center Administration

1. Compile and Maintain a Mailing List

The MO-LTAP mailing list includes approximately 2,665 printed customer addresses and 1,293 email addresses. The mailing list has been updated to remove all duplicate or outdated mailing addresses, while adding a substantial number of new addresses. We expanded our customer mailing list to include additional counties and county commissioners, municipalities, consulting engineers, as well as national and international LTAP centers. We are working with our partners to reach additional customers. Mailing list additions will be made each quarter along with deletions and changes. We have a fax-back page in our quarterly newsletter to encourage notification of address changes. Our mailing list also includes all Emergency Management Directors (EMDs) throughout the state, which amounts to almost 700 individuals. The focus of the mailing list is the distribution of newsletters for those customers who prefer to continue receiving a printed copy.

We started focusing on increasing our email listserv throughout 2013. The email listserv is used to distribute the eNewsletter as well as for the promotion of upcoming training courses and conferences, technical updates, and general notices of interest to our client base. This has allowed us to start alerting many of the agencies of upcoming trainings through email. We currently email flyers on upcoming trainings to all agencies that are within one to two hours of the training location. Our contact list is divided into regions, which allows us to email only those agencies in the area of the training.

In an effort to best serve our customers, we developed and mailed a response card titled “We’ve Got New Ways to Stay Connected” to all of our contacts. This allowed everyone to choose how they prefer to stay connected with MO-LTAP, either by receiving the printed newsletter in the mail, the eNewsletter or both.



Goals for Activity 1:

- Maintain the current data base to insure a realistic customer base is being reached
- Increase the number of email addresses included in our mailing list by a minimum of 15% each year, which is tracked in our database

2. Publish a Quarterly Newsletter and Quarterly Status Report

A quarterly status report is issued to MoDOT and Missouri Division of FHWA to report budget updates, training and technical transfer activities and other center updates. The Quarterly Missouri LTAP Newsletter is published in the months of April, July, October, and January. It is designed in full color and serves as a primary method of outreach and sharing of relevant information for local government agencies. It is also used to advertise workshop schedules, upcoming conferences and training classes, new library items (free and lending publications, training videos, software, etc.), along with cooperative and surplus purchasing opportunities. “Surplus Savings” is a regular feature that highlights surplus equipment available through MoDOT and the Missouri State Agency. This feature details the items currently available to local constituents, and references the MoDOT web resources regarding surplus property. Our newsletter also serves as Missouri’s public forum to advertise the availability of historically significant bridges.



Our newsletters feature articles on safety, best practices, new technology, upcoming conferences of interest to our readership, successful events sponsored by Missouri LTAP, and upcoming seasonal activities. Articles are chosen and tracked to ensure that content meets Program Assessment Requirements for FHWA.

Our newsletter also includes current practices at the local level in Missouri. The “County Connections” page highlights at least one article from a county road agency each quarter. The goal is to highlight accomplishments in all 7 MoDOT Districts over a two year period. The “Public Works Connection” focuses on cities, and the “MoDOT Connection” covers current practices at the state level.

We have expanded our article resource pool by utilizing the expertise that resides within our support structures and partnerships: our Advisory Committee and district ambassadors, NLTAPA, FHWA, MACTO, NACE, and APWA.

Our 2013 circulation was approximately 11,000 printed newsletters annually. The anticipated circulation for 2014 is 10,500. The decrease continues a trend of reduced printing the past two years and is due to the new eNewsletter format. The continued reduction in printed copies has significantly reduced our printing and mailing costs. We anticipate an ever increasing number of agencies requesting the eNewsletter format versus a printed copy.

Goals for Activity 2:

- The size of the newsletter will be maintained at a minimum of 12 pages unless the size needs to be expanded to provide relevant and timely information to our customer base
- Continue to increase newsletter circulation to ensure that we are reaching the widest possible audience
- Increase the number of eNewsletter recipients to decrease printing costs and be more environmentally responsible

3. Provide Technology Transfer Material

Technology transfer represents an important service that Missouri LTAP provides to local agencies. Missouri LTAP will continue to help Missouri S&T NUTC meet its requirements for technology transfer through materials distributed, courses conducted and attending relevant regional and national conferences. In 2013, we held 197 classes and trained 6,469 attendees, which includes 35 MERC classes and 680 MERC attendees.

Technical information services are available through Missouri LTAP's Technical Reference Library, the quarterly newsletter, by personal correspondence with our client base and in response to client requests. Agencies were surveyed on the usefulness of information and materials being provided in a client satisfaction survey completed in cooperation with MoDOT. All DVDs, publications and reference materials are made available to local agencies free of charge. We also distribute training packages at every training course, which contains course specific material, LTAP information and promotional items.

Missouri LTAP distributes the Winter Maintenance Manual, which was last published in May 2008. It is in our library and available free of charge to our customers. We distribute copies of the manual at conferences and meetings and will provide copies to each of our MoDOT District Ambassadors for their distribution and use. In addition to this manual, we will also continue to distribute the Workzone Safety Booklet (2009 Edition distributed January 2011).

Missouri LTAP will continue to build our Technical Reference Library in order to provide the most up-to-date information to our client base. Emphasis will be placed on DVD's and resources that can be used in training courses. We will continue to review and analyze DVDs, publications, research reports and other documents for inclusion in the library. Only relevant information will be added so that the integrity of the library is maintained. We will continue to market the library publications through newsletters and our website.

We will continue to supply our MoDOT district ambassadors with publications to distribute during their routine work with cities and counties. Guide booklet/sheet publications (such as those provided by the LTAP Clearinghouse) will continue to be produced and distributed throughout the year.

The "Traffic Practices: A Guidebook for City & County Agencies" was rewritten in 2012. It was sponsored by the Missouri Coalition of Roadway Safety (MCRS), MoDOT and Missouri LTAP. A printable, publishable version was produced and integrated into MoDOT's Engineering Policy Guide (EPG). \$30,000 was awarded by the MCRS Executive Committee for this project. In addition, \$9,000 in Accelerating Safety Activities Program (ASAP) funding was awarded to develop and host 10 training classes throughout the state: one at each MoDOT district office and three at various conferences. Classes were held in the Northwest, Kansas City, Southwest, Northeast and Southeast districts in the fall of 2012 as well as at the OCITE Conference at Springfield in May and the Missouri Chapter APWA Fall Conference/MACTO Conference at Lake Ozark in October. The remaining classes were held in spring 2013 in the St. Louis district as well as at the APWA Spring Conference in Springfield and the Traffic and Safety Conference in Columbia.

MISSOURI LTAP TECHNOLOGY TRANSFER MATERIALS COMPARISON					
	2009	2010	2011	2012	2013
	Annual	Annual	Annual	Annual	Annual
Materials Distributed	6,527	7,013	6,936	12,309	12,110
Technical Assists*	20%**	20%**	20%**	20%**	20%**

**Measured by percentage of quarterly time spent on technical assists

Missouri LTAP Regular Publications	
Publication	Frequency, every
Workzone Safety Booklet	1 year
Winter Maintenance Manual	1 year
Highway Maintenance Manuals	2 years
Guidelines for Temporary Traffic Control	2 years

Goals for Activity 3:

- Distribute timely and relevant publications to our customer base at conferences, meetings, and through our partners
- Continue a cooperative relationship with our MoDOT Ambassadors in order to improve promotion of Missouri LTAP services and distribution of technical information

4. Provide Information Service

Missouri LTAP provides technical information services as requested by our client base, incorporating MoDOT, Missouri S&T, and FHWA resource staff when needed.

The Missouri LTAP website provides one forum for information services. We have updated our website to reflect the new logo and to provide a more professional appearance. The website now includes online registration for workshops.

Missouri LTAP web site: www.moltap.org

Features of the website include:

- Updated training calendar
- Headlines
- Vision and Mission Statement
- Profiles of all staff members
- Links to major transportation libraries
- Calendar of events
- Links to other transportation related sites
- Information on the TEAP & BEAP Program
- Information on the Coop & Surplus Programs
- Library list of DVD's
- 2014 Work Plan
- Advisory Committee information



Soon to include the following feature(s):

- Online e-learning courses

Cooperative and surplus procurement of equipment has become a heavily requested service by county, city and port authorities. The Missouri LTAP will continue to publicize cooperative procurement agreements that are available to local agencies. Information on these agreements and surplus equipment are published regularly in the newsletter and on the website. The website will also provide referrals to the official cooperative procurement program web pages maintained by the state. The Missouri LTAP library contains printed materials on the program for visitors. We also provide referrals to appropriate contacts in the state administration for customers calling about the program.

Missouri LTAP will continue to work closely with MoDOT to investigate other funding sources available within MoDOT. The intent is to develop a well established training partnership in order to share resources for both MoDOT employees and local agencies. The details will be developed in order to make training more accessible and establish Missouri LTAP into a training clearinghouse for MoDOT agencies. This is listed under Focus Area II, Infrastructure Management.

Missouri LTAP provides an on-call response service during business hours to local agencies to provide information and answers to questions on a variety of topics. We also work to provide services that are useful and relevant to a wide variety of customers. In order to do this, we have to know our customers and provide useful services. Following is a list of activities on which we currently focus, as well as ones that we propose for the future:

- **Providing an information display booth at affiliate conferences and workshops**
Working closely with other professional associations has always been a priority at Missouri LTAP. As in past years, we plan to attend as many meetings of these associations as possible. Certainly, we will attend and set up the display booth and distribute promotional items at the following meetings and conferences:
 - Missouri Municipal League (MML)
 - Missouri Association of County Transportation Officials (MACTO)
 - Missouri Association of Counties (MAC)
 - American Public Works Association (APWA)
 - Missouri Association of Councils of Government (MACOG)
 - Transportation Engineers Associate of Missouri (TEAM)

LTAP staff members will contribute to the program at each of the conferences as requested. Staff members will also attend the LTAP Regional meeting, the National Conference and the NLTAPA Winter Meeting held during TRB. Every effort will be made to attend NACE, ITE, and APWA meetings either locally or nationally by at least one member of the staff.

- **Getting to know our customers**
In order to be a successful LTAP center, it is critical that we know who best will benefit from our services and has a need for the information that we can provide. To do this, we will analyze our current customers to ensure that we are serving them adequately and efficiently and have a close working relationship with them. The client satisfaction survey was an excellence means of collecting information on the needs of our customers and gives us a reference for developing new programs that will best benefit agencies. We will also use programs such as meet & greets, office visits, working with district ambassadors, and presentations to RPC's to increase our customer base to reach those entities that don't yet know about LTAP.
- **Getting MO-LTAP recognized by customers**
In order to increase our customer base, it is important that we continue to develop name recognition for MO-LTAP. In order to do this, we continue to take advantage of every opportunity to attend conferences and meetings to speak about Missouri LTAP and the programs that we manage, are developing and have recently implemented. We will distribute promotional items at such events in order to continue to develop name recognition. We continue to attend events such as the County

Commissioners Association of Missouri conference where we presented a breakout session on Clearing up the Confusion of the Retroreflectivity Guidelines in February. In addition, we attended the MACTO conference to recognize the most recent Road Scholar graduates. We also attended numerous Transportation Advisory Committee meetings in order to reach regional planning commissions and their membership to make them aware of the services that Missouri LTAP provides to the local agencies that they represent.

- **Partnering & networking**

In order to be a more effective center and increase our resources, it is beneficial to form partnerships with other organizations and entities associated with the transportation field, which will in turn allow for useful networking opportunities. These partnerships will allow us to utilize existing resources more effectively, as well as, develop new resources more cost effectively. In addition, partnerships are at the center of Missouri LTAP's vision.

In an effort to expand our involvement in MoDOT's Safety Programs, Missouri LTAP has become partners with MoDOT's "Blueprint to Save More Lives" safety campaign. We attend regional and state meetings and help spread the word to our local agencies. We have developed longstanding partnerships with the Missouri Association of County Transportation Officials (MACTO), the Missouri Association of Councils of Government (MACOG), Missouri Chapter of the American Public Works Association (APWA), the Missouri Association of Counties (MAC), the Missouri Municipal League (MML), the Missouri Public Entity Risk Management (MOPERM), and Linn State Technical College. Examples of networking opportunities which we plan on attending include the, MINK Conference, MACTO Conference, Missouri Chapter APWA Fall Conference and the Mid-America APWA Conference.

Partnering/networking opportunities include:

- American Public Works Association (APWA) – attend state and national conference; serve on national committee

- Linn State Technical College –partner in the development and delivering of courses

- Missouri Association of Counties (MAC) – attend the County Commissioners Association of Missouri (CCAM) annual meeting; present training during break-out sessions

- Missouri Association of Councils of Government (MACOG) – continue a joint effort in training & awareness; present at RPC meetings

- Missouri Association of County Transportation Officials (MACTO) – attend annual conference; serve on conference committee

- Missouri Intergovernmental (MIRMA) – offer safety related training to their insured agencies and reach a broader range of customers

- Missouri Municipal League (MML) – utilize their mailing list; MO LTAP is a current member

- MoDOT – partner to share resources and develop training

- MOPERM - partner to reach a broader range of customers based on their list of insured agencies and provide training for their reimbursement program

- University of Missouri Extension – partner in the delivery of computer skills training

- **Demonstrations**

Working closely with other entities, such as vendors, local agencies and MoDOT, to provide demonstration workshops/projects will be a good way to provide useful information to local agencies. We would also like to explore opportunities to hold motor grader and backhoe demonstrations for local agencies.

Goals for Activity 4:

- Maintain Missouri LTAP website to include dynamic capabilities
- Provide improved response time with a relevant and up-to-date website
- Increase advertisement of the cooperative and surplus equipment purchasing program
- Examine the possibility of adding a part-time Safety Circuit Rider

- Strengthen partnership with Missouri S&T by sharing information and deploying programs that will increase the scope of workshops and provide increased outreach

5. Conduct and/or Arrange Seminars and Workshop Training Sessions

Missouri LTAP will offer training for a cost of \$35/person in 2014 for Level I classes for all government entities and \$70/person for all non-government entities. Level II classes will be \$50/person including lunch and Supervisory Skills (Level III) will be \$75/person including lunch. Training is offered on a number of topics that aim to focus on the needs and concerns of local agencies. Some of these topics include Gravel Road Maintenance, Roadway Safety Fundamentals, Work Zone Safety & Flagger Training, Motor Grader Training and Equipment Operation & Safety. We have expanded the number of training classes offered to our client base. See the Road Scholar brochure in Appendix G for a complete listing of classes. Much of the training has been targeted toward agencies with specific needs in the area of safety and local roads maintenance. The scope of our training will continue to be increased in the future and be tailored to participant demographics. As stated previously, 197 classes serving 6,469 attendees were held in 2013, which included 35 MERC classes and 680 MERC attendees. The chart below illustrates the increase in training classes held each year during the current contract.

MISSOURI LTAP TRAINING COMPARISON					
	2009	2010	2011	2012	2013
	01/01-12/31/09	01/01-12/31/10	01/01-12/31/11	01/01-12/31/12	01/01-12/31/13
Number of Trainings	110	162*	200**	187**	197**
Number of Attendees	2,594	4,692*	6,728**	6,785**	6,469**

*Includes ATSSA Incident Traffic Control for Responders training

**Includes MERC (Missouri Emergency Response Commission) training

In 2009, we developed a participant training database that allows us to track participants who has taken a Missouri LTAP class. It includes all participants who have attended a class since 2006. The database allows us to generate reports, monitor trends in attendance, track the classes being offered in various training locations, and monitor the progress of Road Scholar participants. It has been a very valuable planning tool in scheduling training classes to ensure that we are reaching as large of audience as possible with each class.

We have been examining the best methods for course delivery for our training. Currently the majority of our trainings are held in the traditional classroom setting. We have been exploring using videoconferencing to reach a wider audience with our training using MoDOT's Polycom videoconferencing system, which allows us to reach a larger audience in multiple locations while saving resources. We will continue to utilize this system. We are also discussing the advantage of developing on-line training which has been developed in other LTAP states with much success. This will allow us to offer and promote traditional educational opportunities through distance education.

Throughout 2013, Missouri LTAP developed and offered educational training programs that included training courses, workshops and conferences in support MoDOT. We also co-hosted two large training conferences in 2013: the 13th Annual Local Roads Conference with the Iowa, Nebraska, and Kansas LTAP centers (MINK13), and the Seventh Annual Missouri Association of County Transportation Officials (MACTO) Conference. Both of these are annual events in which we will have regular participation. Missouri LTAP will seek other opportunities to further our involvement in planning and managing conferences in the future as well.

Our in-state instructor portfolio supporting these activities has grown in the last year, and contracts have been developed with new instructors. In addition, there is an extensive list of instructors available through NLTAPA.

Additional resources for potential instructors include the following:

- Retired DOT personnel
- Retired County Engineers
- Retired Public Works Directors
- Consultants who will provide training services for free
- The academic community
- Instructors at Linn State Technical College

Courses developed in 2013 include:

- Trenching & Shoring
- Confined Spaces
- Bucket Truck Safety Operations
- Forklift Safety Operations

Goals for Activity 5:

- Develop the following courses in 2014:
 - Lockout-Tagout Training
 - Low Cost Safety Improvements for Rural Roads
- National Incident Management (TIM) Responder Training Program is conducting a train-the-trainer course on December 10 & 11, 2013 in Springfield, MO. It is intended to provide participants (i.e., trainers) the knowledge and materials necessary to conduct TIM training for TIM responders. Trainers who have completed the course will have the flexibility to train others as appropriate using either the full version of the training or through use of a condensed 4-hour version. Missouri LTAP is sending one of their trainers in hopes that we can offer the training in 2014.
- Utilize the LTAP Clearinghouse National Instructor Base until the portfolio is fully developed.
- Work with national and in-state partners to promote partnered training opportunities whenever possible. APWA's "Click, Listen & Learn" web-based training is one example of available training resources.
- Use course review panels – panel of city/county officials to evaluate course content and value to better assess LTAP courses before establishing them in the program as necessary. This has been done successfully in the past on such classes as the Motor Grader Training and Emergency Management for Public Works Officials courses. The objectives of this panel are to:
 - Provide feedback
 - Offer suggestions on additional courses
 - Evaluate effectiveness of instructors
- Develop a training schedule at least 6 months in advance

6. Evaluate Effectiveness of the Program Center Administration

There are several indicators that are useful in measuring the success and effectiveness of a LTAP program. These include, but are not limited to: the experience of the staff, the ability to secure matching funding, understanding the client base, building trust with clients, as well as the ability to leverage and build a trusting relationship with in-state partners, developing a productive Advisory Committee and being able to assess the program progress to ensure continued success. The Missouri LTAP program at Missouri S&T has demonstrated success in all of these areas.

Missouri S&T is able to bring matching funding to Missouri LTAP to expand the program. The breakdown of the matching funding as well as the overhead rate is shown in the 2013 annual budget. The ability to leverage in-state partners is also very important in making the funding and resources available go further. The Missouri LTAP program has demonstrated its ability to do just that. See Activity 4, Provide Information Service, for

more detail. The experience of the staff is also critical in determining the success of a program. The trust we have built with our client base indicates our success and effectiveness as a center as well as the other means we use for evaluation as outlined below.

Recommendations from the Advisory Committee, course evaluation ratings and comments from workshop attendees as well as feedback from the Missouri LTAP Ambassadors are currently used to determine the program's effectiveness. See the Operations section of this Work Plan for a list of the current Advisory Committee.

We must continually evaluate progress to ensure that staff time and resources are invested in training products that are a client priority. Continual evaluation will allow the center to immediately sense fluctuations and adapt quickly. Below are techniques which will be used to assure that evaluation is a continual process:

- Post Event Immediate Assessment
- Kirkpatrick 1st Level
- Kirkpatrick 2nd Level
- Instructor Evaluations
- Advisory Committee recommendations/input
- MoDOT Ambassador recommendations/input
- FHWA Division Office recommendations/input

All participants in Missouri LTAP-sponsored training classes are asked to complete a class evaluation form. Each evaluation form is reviewed to assist in the evaluation of instructors, class materials and the training program in general. The evaluation form will be updated to capture Kirkpatrick Level II evaluations.

Quarterly reports are prepared to summarize center activities. The quarterly reports follow the format of the Program Assessment Report (PAR) required by FHWA.

Goals for Activity 6:

- Continue to evaluate effectiveness of the program through course evaluations and other customer feedback
- Seek guidance on center operations from the Advisory Committee and the MoDOT Ambassadors
- Review membership on the Advisory Committee to ensure that it reflects our customer base
- Fully utilize MoDOT Ambassadors

Conclusion and Summary

The process of preparing this Work Plan has served to help the current Missouri LTAP Center plan the activities for the coming year. This Work Plan clearly outlines and demonstrates our vision as well as how we will continue to successfully manage the LTAP program. In addition, it will serve our efforts in reporting our activities in the annual reports to MoDOT and FHWA, as well as in the Performance Assessment Report (PAR) and Center Assessment Report (CAR). It is also the hope of Missouri LTAP that it will serve in strategic planning opportunities, program planning and activity prioritization, resource and budget justification, documentation of operational activities to meet customer needs, confirmation of administrative and reporting requirements and marketing and promotion of Missouri LTAP to funding and/or oversight agencies.