



MISSOURI
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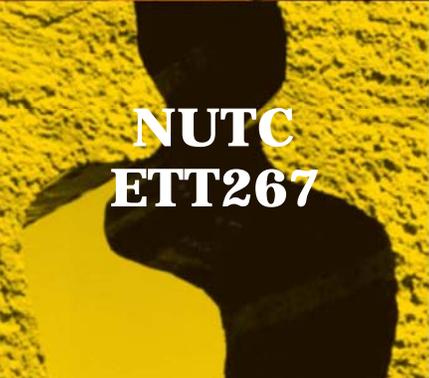


**Missouri Local Technical Assistance Program
at Missouri University of Science and Technology**

Annual Progress Report

by

Heath Pickerill



**NUTC
ETT267**

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

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Technical Report Documentation Page

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2011 Annual Report - Executive Summary

This annual report is a summary of the activities during 2011 for the Missouri Local Technical Assistance Program (Missouri LTAP), which is located at Missouri University of Science and Technology (Missouri S&T). It is submitted to the Missouri Department of Transportation (MoDOT), Missouri Division of Federal Highway Administration (FHWA) and Missouri S&T National University Transportation Center (NUTC). 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 2012 Work Plan. Further, this report contains information on the training provided, training summaries for 2011; summaries of Missouri LTAP's advisory and ambassadors' meetings; the 2012 Work Plan and the 2012 budget.

Missouri S&T was awarded a new five year contract with the option of (5) one year extensions at the completion of 2010 based on a competitive bid process. 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 200 with 6,728 attendees in 2011. A breakdown of all training classes held in 2011 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 have been 44 Level I graduates from 352 participants representing 52 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 Municipal League (MML), Missouri Association of County Transportation Officials (MACTO), Missouri Chapter of American Public Works Association (APWA), 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 was also developed to offer equipment, such as a retroreflectometer, a speed radar sign and material testing equipment, to local agencies.

Missouri LTAP now has a database that allows the staff to generate reports, monitor trends in attendance, track the classes being offered in various training locations, monitor the progress of road scholar participants and better respond to the needs of the agencies served. An example of the information generated with the database is contained in the report.

A major section of the Annual Report is the 2012 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 e-newsletter, 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 2012 budget, which includes a 1:1 match from Missouri S&T NUTC and outlines how funding will be spent in the coming year.

2011 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, 2011 – December 31, 2011

Missouri S&T Contact:
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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 addresses included in our mailing list by a minimum of 15% each year.

Progress to date:

MISSOURI LTAP MAILING LIST COMPARSION			
	2009	2010	2011
	Per quarter	Per quarter	Per quarter
Mailing list total	4,881	4,870	4,870
Clean up from prior year	-Clean up quarterly	-Clean up quarterly	-Clean up quarterly

- Mailing list is still continually being updated to purge outdated addresses, while adding new contacts to our database. We have recently added contacts gained through managing the LPA Basics training, which include many consultants and contractors. We have also been focused on increasing our email listserv.

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 contact list;
- Develop an e-newsletter to be distributed electronically to save on printing and mailing costs.

Progress to date:

MISSOURI LTAP NEWSLETTER COMPARSION			
	2009	2010	2011
	Annual	Annual	Annual
Circulation Total	17,400	19,480	19,800
Return %*	2%	2%	2%

*Approximate % based on returns per quarter

- The circulation total decrease for 2009 is due to the mailing list clean-up, as well as the decrease in production order amounts;
- Throughout 2011 we maintained the newsletter at 16 pages;
- Circulation is reflected in our mailing list total due to the continuous clean-up process.

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 a Media Center Coordinator to coordinate 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			
	2009	2010	2011
	Annual	Annual	Annual
Materials Distributed	6,527	7,013	6,682
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.

- Distribution of materials per quarter:
 - 1st – 1,730 publications at no charge
 - 2nd – 1,718 publications at no charge
 - 3rd – 1,114 publications at no charge
 - 4th – 2,120 publications at no charge
- An Advisory Committee meeting was held with Advisory Committee members on April 15, 2011 and December 14, 2011. Guidance was provided at both meetings and is being implemented (see attached notes for more details).
- An Ambassadors' meeting was not held in 2011 because of the changes in staffing within MoDOT. We were advised by MoDOT to wait until the new ambassadors were assigned in early 2012.

Task D - Provide Information Services

Goals for task D:

- Revamp the Missouri LTAP Web Page to include dynamic capabilities;
- Provide improved response time through increased staffing;
- Increase advertisement of the cooperative and surplus equipment purchasing program.

Progress to date:

- In mid-2011, online registration was added to the webpage. We continued to update and add new items to the webpage throughout 2011 but decided to completely revamp the webpage. This will be accomplished in 2012.
- We decided to move forward with the online registration with the option to mail a check, fax their credit card information or request invoicing. We will continue to work diligently



- within the UM system to finalize the online payment option.
- We continue to hire part-time students to aid in various projects.
- 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.

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

Goals for Task E:

- Establish a Core Curriculum of at least eight topics for the following professional levels:
 - Field/Entry level
 - Technical/Professional
 - Mid and Senior Management
- Establish 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 until the portfolio is fully developed. Work with national and in-state partners to promote partnered training whenever possible. APWA's Click, Listen and Learn web based training is one example of available training resources.
- Increase delivered workshops and training sessions by 50% over FY 2006 levels.

Progress to date:

- We create a 12-month look-ahead calendar each year to better allow agencies plan their training (see attached schedule).
- The Missouri "Show-Me" Road Scholar Program was deployed in the summer of 2008. The core curriculum courses were an integral part of the courses outlined for the Road Scholar Program. The Road Scholar Program allows 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 44 Road Scholar graduates from across the state. They are recognized in ceremonies, two in 2011. One was held at the Platte County Commissioner's Administrative Session on February 14, the second at the City of Gladstone on April 20, the third at the MACTO conference on October 25 and the fourth at the City of Nixa on December 21.
- Our instructor portfolio has increased dramatically since 2006. We continue to add instructors to our portfolio (see attached list).
- We have continued to partner with the MoDOT.
- Conferences we attended for 2011:
 - Transportation Research Board (TRB), Washington D.C., January
 - CCAM Training Conference, Jefferson City, MO, February
 - TEAM Conference, Branson, MO, March
 - Traffic & Safety Conference, Columbia, MO, May
 - Region 7/8 Conference, Lincoln, NE, June
 - Councils to Campus, Columbia, MO, June
 - NLTAPA Conference, Boston, MA, July
 - MML Annual Conference, Kansas City, MO, September
 - MINK 11, St. Joseph, MO, September
 - MAC Conference, Lake of the Ozarks, MO, October
 - MACTO, Platte County, October
 - Missouri APWA Conference, Lake of the Ozarks, MO, November
 -

- Meetings we attended regularly in 2011:
 - Missouri Coalition for Safety Infrastructure Subcommittee meetings, bi-monthly
 - Transportation Engineering Association of Missouri board meetings, monthly
 - Missouri Association of Transportation Officials Conference planning meetings, monthly
 - Center for Education Safety, Transportation Committee meetings, bi-monthly

MISSOURI LTAP TRAINING COMPARISONS			
	2009	2010	2011
	01/01-12/31/09	01/01-12/31/10	01/01-12/31/11
Number of Trainings	110	162*	200**
Number of Attendees	2,594	4,692*	6,728**

*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;
- Finalize hiring actions to bring center staffing up to an acceptable level to provide the best-possible customer support within available funding.

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.
- We will hold an Ambassadors' meeting in 2012 now that the new ambassadors have been named by MoDOT.
- At our last Advisory Committee meeting, we discussed our involvement in the LPA basic training with MoDOT, the development and progress of our new webpage, Road Scholar Level II training development, increasing our training fees in 2012, future funding opportunities and finalizing strategic planning goals. We also had representatives from the Missouri Municipal League and Missouri Association of Councils of Government join the committee.
- The staff includes a full-time director, program coordinator, administrative assistant, contract course and program development consultant, two undergraduate student workers and one graduate research assistant.

**MISSOURI LTAP
2011 Training Summary**

DATE OF TRAINING	TITLE OF TRAINING	LOCATION	NUMBER ATTENDED	INSTRUCTOR
September 28, 2001	Supervisory Communication Skills	Maryland Heights Government Center	22	Matt Cowell
February 9, 2010	Signing and Pavement Markings	MoDOT District 3	12	Jay Jordan
January 6, 2011	Chemical Suicide		79	MERC
January 7, 2011	Chemical Suicide		32	MERC
January 13, 2011	Chemical Suicide	Stanberry	49	MERC
January 14, 2011	Chemical Suicide		36	MERC
January 15, 2011	Chemical Suicide	Wheatland	44	MERC
January 15, 2011	HAZMAT-Awareness		27	MERC
January 17, 2011	Chemical Suicide		53	MERC
January 19, 2011	Chemical Suicide		67	MERC
January 21, 2011	Chemical Suicide	Republic	24	MERC
January 22, 2011	Chemical Suicide		13	MERC
January 24, 2011	Chemical Suicide	Caruthersville	54	MERC
January 25, 2011	HAZMAT-Awareness		44	MERC
January 26, 2011	Chemical Suicide		15	MERC
January 27, 2011	Chemical Suicide	Various Locations	143	MERC
February 7, 2011	Chemical Suicide	Fruitland	53	MERC
February 8, 2011	Chemical Suicide		14	MERC
February 9, 2011	Chemical Suicide		13	MERC
February 9, 2011	HAZMAT-Awareness		16	MERC
February 10, 2011	Chemical Suicide	Cape Girardeau	16	MERC
February 11, 2011	Chemical Suicide		2	MERC
February 15, 2011	HAZMAT-Awareness		43	MERC
February 16, 2011	Chemical Suicide	Various Locations	37	MERC
February 16, 2011	HAZMAT-Awareness		16	MERC
February 17, 2011	Chemical Suicide		36	MERC
February 19, 2011	HAZMAT-Awareness		14	MERC
February 22, 2011	Work Zone Safety and Flagger Training	Joplin City Hall	17	Matt Cowell
February 23, 2011	Defensive Driving (Morning)	Republic Community Center	19	Robin Shepard
February 23, 2011	Workplace and Job Site Safety (Afternoon)	Republic Community Center	18	Robin Shepard
February 23, 2011	Chemical Suicide	Various Locations	121	MERC
February 24, 2011	Equipment Operation and Safety	Platte County Resource Center (Auditorium)	9	Lennie Collins
February 26, 2011	HAZMAT-Awareness		14	MERC
March 1, 2011	Chemical Suicide		12	MERC
March 2, 2011	ADA Training with Construction Examples	Havener Center, Carver/Turner Room	39	Richard Pilcher
March 3, 2011	Work Zone Safety and Flagger Training	Midwest Public Risk, Independence	24	Lennie Collins
March 4, 2011	HAZMAT-Awareness		7	MERC
March 7, 2011	Chemical Suicide		16	MERC
March 7, 2011	HAZMAT-Awareness		12	MERC
March 8, 2011	HAZMAT-Awareness		41	MERC
March 9, 2011	Defensive Driving (Afternoon)	Cape Girardeau County (Specialized)	13	Robin Shepard
March 9, 2011	Defensive Driving (Morning)	Cape Girardeau County (Specialized)	31	Robin Shepard
March 10, 2011	Communication Skills	City of Nixa Community Center	25	John Graham
March 10, 2011	Work Zone Safety and Flagger Training	Midwest Public Risk, Independence	26	Lennie Collins
March 11, 2011	Work Zone Safety and Flagger Training	Midwest Public Risk, Independence	25	Lennie Collins
March 11, 2011	Transportation Research Forum	Havener Center	63	MoDOT
March 15, 2011	Chemical Suicide	Salisbury	47	MERC
March 16, 2011	Grant Writing	TEAM Conference	3	Becky Covington
March 17, 2011	Chemical Suicide	LaPlata	19	MERC
March 18, 2011	Chemical Suicide		36	MERC
March 21, 2011	LPA Audit Process	Havener Center	22	Donna Ruder/Rick Pilcher
March 22, 2011	Workplace and Job Site Safety	Rolla City Hall	31	Matt Cowell
March 24, 2011	Chemical Suicide	Hannibal	63	MERC
March 24, 2011	HAZMAT-Awareness	Savannah	30	MERC
March 28, 2011	Chemical Suicide	Sullivan	33	MERC
March 29, 2011	ADA Training with Construction Examples	Stray Dog BBQ, Van Buren	26	Ron Efland
March 30, 2011	Signing and Pavement Markings	Lake St. Louis Civic Center	30	Matt Cowell
March 30, 2011	Workplace and Job Site Safety	Havener Center, St. Pat's Ballroom A	16	Robin Shepard
March 30, 2011	Chemical Suicide	Desloge	17	MERC
March 31, 2011	Chemical Suicide		20	MERC
April 1, 2011	Chemical Suicide	Chillicothe	18	MERC
April 2, 2011	Chemical Suicide	Chillicothe	9	MERC
April 4, 2011	Work Zone Safety and Flagger Training	City of Belton, City Hall Annex	16	Matt Cowell
April 5, 2011	Chemical Suicide	Branson West & Springfield	93	MERC

**MISSOURI LTAP
2011 Training Summary**

April 6, 2011	Equipment Operation and Safety	City of Nixa Community Center	15	Lennie Collins
April 6, 2011	Work Zone Safety and Flagger Training	City of Nixa Community Center	22	Lennie Collins
April 7, 2011	Motor Grader Training	Havener Center, Missouri/Ozark Room	7	Lennie Collins
April 7, 2011	Chemical Suicide	Houston	42	MERC
April 9, 2011	HAZMAT-Awareness	Wheatland	27	MERC
April 12, 2011	Motor Grader Training	Macon	18	Nick Bergmann
April 12, 2011	Chemical Suicide	Branson West	21	MERC
April 14, 2011	EPA for LPA Projects	St. Charles	53	MoDOT
April 15, 2011	Chemical Suicide	Southwest City	13	MERC
April 18, 2011	Work Zone Safety and Flagger Training	City of Belton, City Hall Annex	30	Matt Cowell
April 18, 2011	Chemical Suicide	Neosho	27	MERC
April 19, 2011	Tractor Mower Safety	Joplin City Hall	27	Lennie Collins
April 19, 2011	EPA for LPA Projects	Independence	32	MoDOT
April 19, 2011	Chemical Suicide	Branson West	94	MERC
April 20, 2011	EPA for LPA Projects	Sikeston	15	MoDOT
April 20, 2011	Chemical Suicide		24	MERC
April 22, 2011	HAZMAT-Awareness		20	MERC
April 23, 2011	Chemical Suicide	Gainsville	50	MERC
April 23, 2011	HAZMAT-Awareness	Edgar Springs	12	MERC
April 26, 2011	EPA for LPA Projects	Greene County	29	MoDOT
April 26, 2011	Chemical Suicide	Branson West	26	MERC
April 27, 2011	Equipment Operation and Safety	Lake St. Louis Civic Center	38	Lennie Collins
April 27, 2011	Bridge Incident Inspection	Cape Girardeau Extension Center	6	Rick Pilcher
April 27, 2011	Chemical Suicide		9	MERC
April 28, 2011	EPA for LPA Projects	Rolla, Havener Center	21	MoDOT
April 28, 2011	HAZMAT-Awareness		18	MERC
April 30, 2011	HAZMAT-Awareness		16	MERC
May 3, 2011	HAZMAT-Awareness		10	MERC
May 5, 2011	Signing and Pavement Markings	Columbia Regional Airport	12	Matt Cowell
May 10, 2011	Work Zone Safety and Flagger Training, 11:30 am - 3:30 pm	Jefferson County, Herculaneum	31	Matt Cowell
May 10, 2011	Work Zone Safety and Flagger Training, 7:00 am - 11:00 am	Jefferson County, Herculaneum	33	Matt Cowell
May 10, 2011	Bridge Management and Maintenance	MoDOT District 3 Office, Hannibal	18	Paul Kelly
May 10, 2011	Chemical Suicide	Florissant	54	MERC
May 11, 2011	Human Resource Management (Morning)	Greene County	3	Lois Fairchild
May 11, 2011	Legal Aspects of Supervision (Afternoon)	Greene County	5	Lois Fairchild
May 11, 2011	Work Zone Safety and Flagger Training, 7:00 am - 11:00 am	Jefferson County, Herculaneum	33	Matt Cowell
May 11, 2011	Chemical Suicide	Florissant	63	MERC
May 12, 2011	Communication Skills	St. Charles Administrative Building	19	John Graham
May 13, 2011	Chemical Suicide	Florissant	43	MERC
May 18, 2011	HAZMAT-Awareness		17	MERC
May 19, 2011	Defensive Driving	MoDOT District 1 Office, St. Joseph	5	Matt Cowell
May 20, 2011	Communication Skills (Morning)	St. Charles City Hall	12	John Graham
May 20, 2011	Communication Skills (Afternoon)	St. Charles City Hall	11	John Graham
May 20, 2011	Chemical Suicide		18	MERC
May 23, 2011	Culvert Installation/Maintenance (Afternoon)	Platte County Resource Center	11	Lennie Collins
May 23, 2011	Gravel Road Maintenance (Morning)	Platte County Resource Center	11	Lennie Collins
May 23, 2011	Chemical Suicide		26	MERC
May 24, 2011	HAZMAT-Awareness		21	MERC
May 25, 2011	Chemical Suicide	Marthasville	18	MERC
June 6, 2011	Chemical Suicide		20	MERC
June 6, 2011	HAZMAT-Awareness		10	MERC
June 8, 2011	Chemical Suicide	Johnson County	32	MERC
June 8, 2011	HAZMAT-Awareness	Johnson County	36	MERC
June 13, 2011	HAZMAT-Awareness		15	MERC
June 16, 2011	Supervisory Communication Skills	Mid West Public Risk	9	Matt Cowell
June 22, 2011	Preventive Pavement Maintenance	MoDOT District 2 Office, Macon	15	Linda Webb
June 23, 2011	Preventive Pavement Maintenance	Local 916 Laborers Hall, Farmington	10	Lennie Collins
June 28, 2011	Signing & Pavement Markings	Cape Girardeau Extension Center	16	Matt Cowell
June 30, 2011	Chemical Suicide		35	MERC
July 5, 2011	Chemical Suicide		9	MERC
July 16, 2011	HAZMAT-Awareness	Forysth Fire Department	23	MERC
July 19, 2011	Bridge Management & Maintenance	St. Charles Admin Building	19	Paul Kelly
July 25, 2011	Gravel Road Maintenance	Audrain County	13	Lennie Collins
July 25, 2011	Motor Grader Training	Audrain County	13	Lennie Collins
August 9, 2011	HAZMAT-Awareness		30	MERC
August 17, 2011	Supervisory Communication Skills	Greene County	10	Matt Cowell

**MISSOURI LTAP
2011 Training Summary**

August 19, 2011	HAZMAT-Awareness		19	MERC
August 23, 2011	Chemical Suicide		27	MERC
August 25, 2011	Chemical Suicide		12	MERC
August 30, 2011	Motor Grader Training	Osage Beach	22	Lennie Collins
August 30, 2011	Workplace and Job Site Safety	St. Charles Admin Building	34	Robin Shepard
August 31, 2011	Workplace and Job Site Safety	St. Charles Admin Building	37	Robin Shepard
September 1, 2011	Workplace and Job Site Safety	St. Charles Admin Building	16	Robin Shepard
September 7, 2011	HAZMAT-Awareness	St. Louis Fire Academy	16	MERC
September 8, 2011	Snow and Ice Control	Nixa Community Center	22	Linda Webb
September 9, 2011	Chemical Suicide		11	MERC
September 15, 2011	Signing and Pavement Markings	Havener Center, Meramec Room	10	Matt Cowell
September 20, 2011	Chemical Suicide	Greene County	16	MERC
September 21, 2011	Community and Media Relations	Greene County Hwy Dept	9	Becky Covington
September 21, 2011	Advantages of Warm Mix Asphalt	MINK - St. Joseph	67	Hal Wakefield
September 21, 2011	De-paving Criteria and Public Reaction	MINK - St. Joseph	67	Ken Skorseth, Jan Weismantel
September 21, 2011	Status of Highway Funding	MINK - St. Joseph	67	Kenyon Gleason
September 21, 2011	Texting Hazards While Driving	MINK - St. Joseph	67	Paul Atchley
September 21, 2011	Federal Aid Buy-Out Option for States	MINK - St. Joseph	67	Ron Seitz
September 22, 2011	Workplace and Job Site Safety	Platte County Resource Center	11	Becky Covington
September 22, 2011	Construction Inspection Checklist and Emergency Relief Program for Locals	MINK - St. Joseph	67	Frank Rich & Kirk Fredrichs
September 22, 2011	Highway Safety Manual for Local Agencies	MINK - St. Joseph	67	Gene Amparano
September 22, 2011	Dust Control for Low Volume, Unpaved Roads	MINK - St. Joseph	67	Mark Nabra
September 22, 2011	Flood Control on the Missouri River Basin	MINK - St. Joseph	67	Various Speakers
September 26, 2011	HAZMAT-Awareness		3	MERC
September 27, 2011	Supervisory Communication Skills	Maryland Heights Community Center	15	Matt Cowell
October 5, 2011	Defensive Driving	Maryland Heights Community Center	22	Robin Shepard
October 6, 2011	Snow and Ice Control	MO LTAP Conference Room	6	Lennie Collins
October 17, 2011	Chemical Suicide		56	MERC
October 18, 2011	Workplace and Job Site Safety	Cape Girardeau Extension Center	18	Robin Shepard
October 19, 2011	Snow and Ice Control	Nodaway County Admin Center	9	Linda Webb
October 20, 2011	Defensive Driving	Mildred Litton Community Building, Chillicothe	4	Becky Covington
October 25, 2011	Culvert & Drainage Maintenance	MACTO - Kansas City, MO	132	Greg Brauner
October 25, 2011	Collective Bargaining	MACTO - Kansas City, MO	132	Ivan Schraeder
October 25, 2011	Bridges	MACTO - Kansas City, MO	132	Larry Dougan
October 25, 2011	Storm Water Management	MACTO - Kansas City, MO	132	Nate Baldwin
October 25, 2011	Vegetation Management; Mowing & Trees	MACTO - Kansas City, MO	132	Randy Swanigan, Brad Wyss
October 25, 2011	Effective Supervision	MACTO - Kansas City, MO	132	Todd Foster
October 25, 2011	Retroreflectivity & Sign Management Programs	MACTO - Kansas City, MO	132	Tom Honich
October 25, 2011	Culvert & Drainage Design	MACTO - Kansas City, MO	132	Wayne Turner
October 26, 2011	Project Management	MACTO - Kansas City, MO	132	Greg Sager
October 26, 2011	Cooperative Purchasing	MACTO - Kansas City, MO	132	Rob Pitkin, Rebecca Jackson
October 26, 2011	Low Volume Roads	MACTO - Kansas City, MO	132	Steve Bloser
October 26, 2011	Winter Material	MACTO - Kansas City, MO	132	Wess Murray
October 27, 2011	Bridge Incident Inspection	Willow Springs MoDOT Office	19	Rick Pilcher
October 27, 2011	Defensive Driving	Midwest Public Risk	7	Robin Shepard
October 27, 2011	HAZMAT-Awareness		14	MERC
November 3, 2011	Chemical Suicide	Butler - 2 sessions	38	MERC
November 7, 2011	Chemical Suicide	Maryville	27	MERC
November 9, 2011	Snow and Ice Control	Macon	11	Linda Webb
November 10, 2011	Defensive Driving	Pettis County - Sedalia (Specialized)	42	Robin Shepard
November 15, 2011	Defensive Driving	Farmington (Specialized)	12	Robin Shepard
November 17, 2011	Snow and Ice Control	Boone County (Specialized)	39	Lennie Collins
November 17, 2011	Supervisor Communication Skills	City of Creve Coeur (Specialized)	10	Matt Cowell
November 29, 2011	Equipment Operation and Safety	Farmington	5	Lennie Collins
November 30, 2011	Equipment Operation and Safety	New Madrid	44	Lennie Collins
November 30, 2011	Snow and Ice Control	Warrensburg	13	Linda Webb
November 30, 2011	Bridge Incident Inspection	Rolla/MO LTAP Conference Room	2	Rick Pilcher
December 5, 2011	ADA Guidelines & Regulations	St. Joseph	38	Ron Effland
December 6, 2011	Snow and Ice Control	Columbia	7	Linda Webb
December 6, 2011	ADA Guidelines & Regulations	St. Joseph	47	Ron Effland
December 7, 2011	Signing and Pavement Markings	Clinton	9	Matt Cowell
December 7, 2011	ADA Guidelines & Regulations	St. Joseph	33	Ron Effland

**MISSOURI LTAP
2011 Training Summary**

December 8, 2011	Snow and Ice Control	Maryland Heights	27	Lennie Collins
December 13, 2011	Signing & Pavement Markings	Independence	13	Matt Cowell
December 13, 2011	Work Zone Safety & Flagger (Morning)	St. Charles (Specialized)	35	Lennie Collins
December 13, 2011	Work Zone Safety & Flagger (Afternoon)	St. Charles (Specialized)	35	Lennie Collins
December 14, 2011	Work Zone Safety & Flagger (Morning)	St. Charles (Specialized)	35	Lennie Collins
December 19, 2011	Chemical Suicide	Cottleville - 2 sessions	26	MERC
December 21, 2011	Chemical Suicide	Cottleville - 2 sessions	9	MERC
December 22, 2011	Chemical Suicide	Cottleville - 2 sessions	13	MERC
		TOTAL TRAINED	6728	
		TOTAL CLASSES	200	
		LTAP Trained	3836	
		LTAP Classes	111	
		MERC Trained	2714	
		MERC Classes	89	



University of
Science & Technology

Work Plan

Missouri Local Technical Assistance Program (LTAP)

Prepared for

The Missouri Department of Transportation

Construction and Materials

1617 Missouri Boulevard, P.O. Box 270

Jefferson City, MO 65102

Prepared by

Missouri University of Science and Technology

Local Technical Assistance Program

710 University Drive, Suite 121

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January 1 - December 31, 2012

Principal Investigator

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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 2012. Many of the activities contained within this Work Plan are a continuation of programs that have been initiated since 2007, while others represent new projects. These activities reflect Missouri S&T's initiatives to both fulfill and exceed the requirements of the contract as well as a commitment to help Missouri S&T National University Transportation Center (NUTC) achieve their goals through technology transfer and outreach. 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

SEMA – State Emergency Management Agency

TRB – Transportation Research Board

TEAM – Transportation Engineering Association of Missouri

TTAP – Tribal Technical Assistance Program

Operations

Personnel/Staffing

Adequate staffing is essential if the LTAP program is to perform at a high level and provide the services required. The current Missouri LTAP Center has had a stable staff for the past five years that includes a full-time Director, Program Development Specialist, Administrative Assistant, one graduate assistant, two undergraduate students, 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 Center:

Director – 1.0 FTE: Provides program development, develops client relations, directs center administration and program assessment.

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, develops newsletter, maintains center web page, serves as the central contact for incoming requests for client support, coordinates training and assists with workshop registration.

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. Also responsible for the accounting, customer service and client requests

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

Graduate Assistant – 0.25 FTE: Develops technical support, such the database, center web site, assists in the development of marketing materials for the program.

Student Assistant – 0.25 FTE: Provides as-needed administrative and technical support to the center.

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 feel that one way to ensure growth in the program and increase the opportunities available for local agencies is to create another full-time position. This would allow much of the course development and review to be done in-house, saving money that is currently spent through contracts. It would also expedite the process of deploying many of the Road Scholar Level II courses as they are developed. Many of these courses could be included in the development of a leadership academy to build on the Road Scholar program. Additional funding will need to be secured in order to do this.

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 September/October and once in March/April. The last meeting was held on December 14, 2011. The following performance indicators will be used to ensure effective Advisory Committee meetings:

1. Assure that all four focus areas 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
Broyles, Phil – Assistant Director, City of Springfield Public Works & APWA representative
DeLong, Tony – County Council Coordinator, University of Missouri Extension
Frevort, Larry – Vice President, HDR, Inc.; Past President, American Public Works Association
Geisel, Mike – Director, City of Chesterfield Public Works
Holthaus, Bob – Loss Prevention Coordinator, Missouri Association of Counties
McCord, Bonnie – Presiding Commissioner, Vernon County
Miller, John P. – Traffic Safety Engineer, MoDOT
Morris, David – Local Projects Administrator, FHWA Missouri Division
Prigge, Bonnie – Executive Director, Meramec Regional Planning Commission & MACOG representative
Ross, Dan – Executive Director, Missouri Municipal League
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
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 to us on the customers’ needs. For example, they can find out what types of programs are necessary, 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 held every December. The last meeting was held on December 8, 2010. A meeting was not held in 2011. New ambassadors were assigned because of the changes in MoDOT staffing and the reorganization of MoDOT districts. New ambassadors were assigned in early 2012. The next meeting will be held in 2012 now that the new ambassadors have been named.

MoDOT District Ambassadors:

Northwest – Darby Logan
Northeast – Ron Watts
Kansas City – Jackie White
St. Louis – Greg Wilhelm
Central – Dion Knipp
Southwest – Chad Zickefoose
Southeast – Elquin Auala

Objectives

Four Focus Areas

The objectives of this Work Plan centers 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 current 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, and 136 in 2011. 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 sees safety as a cornerstone to the training that is offered under Level I.

Safety-specific training

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

- Work Zone Safety & Flagger Training
- Workplace and Job Site Safety (Worker Safety)
- Defensive Driving
- Equipment Operation and Safety
- Roadway Safety Fundamentals
- Chain Saw Safety
- Tractor Mower Safety

The following is a list of safety-specific training 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 respond to our

customers' needs. The following is a list of safety-related projects that the current Missouri LTAP Center has implemented in order to further advance safety and related training:

- **Missouri “Show-Me” Road Scholar Program – Level I**
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 in safety. Many of the classes promote and advance safety in the workplace.
- **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. Heath Pickerill, Director, is part of the Missouri EDC team and attended the regional summit in 2010. Missouri LTAP has been running articles on EDC topics in newsletter articles. In addition, Missouri LTAP will be assisting MoDOT and Missouri Division FHWA in reaching out to local agencies throughout 2012 by assisting with the EDC-Exchange, which is a regularly scheduled series of webinars. The first exchange was held in December 2011. The next four exchanges will describe effective project development and delivery practices, tools and “market ready” technologies that local transportation agencies can readily implement into their programs. The exchanges are scheduled from February through August 2012.

II. Workforce Development

Missouri LTAP at Missouri S&T under the new contract 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 II classes will be offered. The intent of the Road Scholar Level II 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 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:

- 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 activities that enable Missouri LTAP to provide workforce development 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 – Level II**
The focus of Level II 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**
Implement a certification program for workforce development in partnership with the Missouri Career Centers and Missouri Department of Higher Education. Workforce Investment Act (WIA) funding is available.

III. Infrastructure Management

Pickerill is an active member of the Missouri Coalition for Roadway Safety Infrastructure Subcommittee. The subcommittee worked to make crash data more easily accessible to local agencies. The focus now is helping local agencies make good engineering decisions as they relate to their infrastructure maintenance and improvement. Missouri LTAP also worked with the State Emergency Management Agency (SEMA) to develop the Emergency Management course. We plan to strengthen this partnership and explore more options for developing training and providing resources.

Infrastructure-specific training

The following is a list of training 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
- Signing and Pavement Marking

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 growing group of customers. 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
- **Every Day Counts (EDC)**

EDC is about taking effective, proven and market-ready technologies and getting them into widespread use. Missouri LTAP will focus on assisting MoDOT and Missouri Division FHWA to promote EDC to local agencies in order to advance infrastructure improvement and development through the use of the EDC innovations. These innovations aimed at accelerating technology and innovation deployment and shortening project delivery, which at the same time will improve infrastructure-related projects include: Warm Mix Asphalt, Prefabricated Bridge Elements & Systems, Geosynthetic Reinforced Soil, The Safety Edge and Adaptive Signal Control Technology. Missouri LTAP will assist in providing information on all of these innovations to local agencies in the state.

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 whenever possible 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. In early 2010 in cooperation with MoDOT, we sent a client satisfaction survey to a sampling of the local agencies that we serve. Our goal is to tailor our products and services to meet the local needs in building and maintaining an effective transportation system, so their answers will help guide our planning and program delivery decisions for the coming year.

Pickerill is a member of the 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 4,870 customer addresses. The focus of the mailing list is the distribution of newsletters, promotion of upcoming training courses and conferences, technical updates, and general notices of interest to our client base. We currently mail and fax 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.

The mailing list has been updated to remove all duplicate or outdated mailing addresses, while adding a substantial number of new addresses. We are in the process of expanding our customer mailing list to include additional counties and county commissioners, municipalities, consulting engineers, as well as national and international LTAP/TTAP 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. We have also recently added all of the Emergency Management Directors (EMDs) throughout the state, which amounts to almost 700 individuals.

We have recently developed an email list serve of all of the contacts that we have with email addresses. This has allowed us to start alerting many of the agencies of upcoming trainings through email. This has especially been effective for the Emergency Management for Public Works Officials course. Many of the EMDs have email addresses as part of their contact information. We are also discussing the advantages of developing an electronic newsletter for those readers who have email

addresses. Many LTAP centers are finding this to be a successful way to reach many of their readers and save money on postage. We will continue to explore this as an option in the future.

Goals for Activity 1:

- Maintain the current data base to insure a realistic customer base is being reached
- Increase the number of 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 Missouri LTAP newsletter is published quarterly in the months of April, July, October, and January. It is printed in full color and serves as the primary method of advertising 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, our NUTC partners, NLTAPA, FHWA, MACTO, NACE, and APWA.

Our current circulation is approximately 19,480 newsletters annually.

Goals for Activity 2:

- Maintain the size of the newsletter at a minimum of the current 16 pages
- Expand the size of the newsletter as needed 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
- Include a training calendar in each issue
- Incorporate suggestions from the Client Satisfaction Survey

3. Provide Technology Transfer Material

Technology transfer represents an important service that Missouri LTAP provides to local agencies as well as Missouri S&T NUTC. 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 2011, we held 200 classes and trained 6,728 attendees, which includes 89 MERC classes and 2,714 MERC attendees. This was important in helping the Missouri S&T NUTC meet their requirements of holding 50 transportation seminars, symposia or distance learning classes and serving at least 402 transportation professionals who participated in such events.

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 (2008).

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.

We were approached by the Missouri Coalition of Roadway Safety (MCRS) Infrastructure Subcommittee to manage the rewrite of the "Introduction to Traffic Practices, a Guidebook for Local Agencies" manual. It will be integrated into MoDOT's Engineering Policy Guide (EPG). A printable, publishable version will need to be produced. \$30,000 was awarded by the MCRS Executive Committee for this project. We subcontracted a large portion of the work while managing the project, which will be completed in 2012.

MISSOURI LTAP TECHNOLOGY TRANSFER MATERIALS COMPARISON				
	2008	2009	2010	2011
	Annual	Annual	Annual	Annual
Materials Distributed	5,467	6,527	7,013	6,936
Technical Assists*	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
- Work closely with Missouri S&T National University Transportation Center (NUTC) to provide technology transfer by sharing information and resources
- Manage the rewrite of the “Introduction to Traffic Practices, a Guidebook for Local Agencies” manual for the Missouri Coalition of Roadway Safety Infrastructure Subcommittee
- Provide support for Every Day Counts (EDC), an initiative aimed at shortening project delivery, enhancing the safety of our roadways, and protecting the environment. LTAP centers are uniquely positioned to leverage their local agency network to bring more focus and commitment to technology transfer and to the rapid deployment of proven solutions and technologies.

4. Provide Information Service

Missouri LTAP provides technical information services as requested by our client base, incorporating MoDOT, Missouri S&T, NUTC, 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:

- 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
- 2012 Work Plan
- Advisory Committee information

Soon to include the following features:
 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)
 - Law Enforcement Traffic Safety Advisory Council (LETSAC)
 - Missouri Association of Councils of Government (MACOG)
 - Safe Schools and Colleges Conference
 - State Emergency Management Agency (SEMA)
 - 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 LTAP recognized by customers**

In order to increase our customer base, it is important that we continue to develop name recognition for 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 for Safer Roadways" safety campaign. We attend all regional and state meetings and help spread the word to our local agencies.

We have developed lasting 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 will attend 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 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

- 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 Web page to include dynamic capabilities
- Provide improved response time through increased staffing
- 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 NUTC 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 offers training for a cost of \$30/person starting in 2012, which is an increase from \$25, for all government entities and \$60/person for all non-government entities. 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, 200 classes serving 6,728 attendees were held in 2011, which included 89 MERC classes and 2,714 MERC attendees. The chart below illustrates the increase in training classes held each year during the current contract.

MISSOURI LTAP TRAINING COMPARISON				
	2008	2009	2010	2011
	01/01-12/31/08	01/01-12/31/09	01/01-12/31/10	01/01-12/31/11
Number of Trainings	61	110	162*	200**
Number of Attendees	1,883	2,594	4,692*	6,728**

*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 everyone 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 2011, Missouri LTAP developed and offered educational training programs that included training courses, workshops and conferences in support of both MoDOT and Missouri S&T NUTC. We also co-hosted two large training conferences in 2010: the 11th Annual Local Roads Conference with the Iowa, Nebraska, and Kansas LTAP centers (MINK11), and the Sixth 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 2011 include:

- Grant Writing – Becky Covington
- Human Resource Management (Road Scholar Level II course) – Becky Covington & Lois Fairchild
- Legal Aspects of Supervision (Road Scholar Level II course) – Becky Covington & Lois Fairchild
- Managing Employee Performance (Road Scholar Level II course)
- Project Planning & Management (Road Scholar Level II course) – Becky Covington
- Supervisory Communication Skills (Road Scholar Level II course) – Matt Cowell

Goals for Activity 5:

- Develop the following courses in 2012:
 - Materials Inspection (Road Scholar Level I course) – MO LTAP and MoDOT
- Continue to develop an in-state instructor portfolio. Also utilize the LTAP Clearinghouse National Instructor Base until the portfolio is fully developed.
- Work with national and in-state partners to promote partnered training whenever possible. APWA's "Click, Listen & Learn" web-based training is one example of available training resources.
- Develop a course review panel – panel of city/county officials to evaluate course content and value to better assess LTAP courses before establishing them in the program. This was done successfully for 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 2012 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.

MISSOURI LTAP

LTAP 2012 Budget Request:	Total Costs	FHWA & MoDOT Funds	MST UTC Match
Salaries:			
Director	71,000	35,500	35,500
Program Development Specialist	34,388	17,194	17,194
Admin Assistant	30,870	15,435	15,435
Student Assistant/Aide	15,000	7,500	7,500
Total Salaries	151,258	75,629	75,629
Total Eligible Fringe	136,258		
Fringe (24.25%):	33,043	16,521	16,521
Total Salaries + Fringe	184,301	92,150	92,150
Operating Expenses:			
Training/Conferences	111,726	82,584	29,142
**Business mtg expense	8,070	7,370	700
*Bus travel-domestic-in state	12,820	12,820	0
Dues/memberships	580	380	200
Faculty & staff training & dev	920	800	120
Instructors Fees	79,386	55,264	24,122
Postage	5,800	2,600	3,200
Training Supplies	4,150	3,350	800
Estimate of Training Fees Collected	-45,000	-45,000	0
Newsletter	20,000	10,000	10,000
Library	4,000	2,000	2,000
Office Supplies	8,500	3,250	5,250
Travel	13,000	6,500	6,500
Bus travel-domestic-in state	7,711	3,855	3,856
Bus travel-domestic-out state	2,109	1,055	1,054
Insurance	628	314	314
Gasoline	2,382	1,191	1,191
Vehicle Maintenance	170	85	85
Total Operating Expenses	112,226	104,334	52,892
Total Direct Costs:	296,527	196,484	145,042
Indirect Costs:			
MoDOT Overhead = 34%		66,805	
UTC Overhead = 50.5%			73,246
Total Overhead	140,051		
Total Indirect Costs:	140,051	21,805	73,246
GRAND TOTAL COSTS:	\$ 436,578	\$ 218,289	\$ 218,289

* Instructors Travel Only

** Includes morning catering for each training and committee meeting (Advisory, Road Scholar, Ambassador, etc.)