

MISSOURI LTAP

MISSOURI LOCAL TECHNICAL ASSISTANCE PROGRAM
LOCATED AT MISSOURI S&T

SPRING 2024

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YOU SPEND LESS MONEY

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The Fine Print

Missouri LTAP Quarterly is published by the Missouri LTAP office located on the campus of Missouri University of Science and Technology. The opinions, findings and recommendations expressed in this newsletter are not necessarily those of Missouri S&T, MoDOT or the Federal Highway Administration.

FROM THE DIRECTOR



Hello everyone!

Spring is upon us! That means traveling to meetings along with planning conferences and various training events. I recently attended the National LTAP South Central region meeting in Albuquerque, NM at Isleta Resort and Casino, which is the site of the NLTAPA Conference in July. The meeting gave the hosting region an opportunity to finalize some logistical planning. As the national president-elect, I serve as the conference co-chair. I appreciate working with a dedicated group of LTAPers and look forward to a great conference this summer.

Here in Missouri, our LTAP team has been busy organizing the upcoming Missouri Concrete Conference on April 23-24 at Missouri S&T in Rolla. This year marks the third conference my staff and I have helped plan and host. Please look for more information in this newsletter on how to register as an attendee or an exhibitor/ sponsor. You can also visit concrete.mst.edu. In addition, our Missouri Safety Circuit Rider, Lauren Gehner, has led the coordination of MO LTAP's National Work Zone Awareness Week webinars this year. Unlike the past two years when we held four days of training throughout Awareness Week, we are spacing out the webinars over four weeks, like we did last summer for Rural Road Safety Summer Webinar Series. We saw increased attendance in these sessions. The theme for this year's National WZ Awareness Week, April 15-19, is "Work Zones are temporary. Actions behind the wheel can last forever." The National kickoff event will be on April 16 and hosted by Maryland Department of Transportation. Visit workzonesafety.org/public-awareness/work-zone-awareness-week/ for a complete list of events.

Our webinars will kickoff on Wednesday, March 27 with a session presented by Eric Kopinski, Improve I-70 Program Director, Ploisongsang Intaratip, Assistant Traffic Liaison Engineer, and Mike Schupp, Project Director/District Construction and Materials Engineer. They will discuss the work zone technology used on projects across the State, including I-70, 270, and the Rocheport Bridge projects. Technologies include Predictive Analytics, Smart Work Zone and iCone. The second webinar will be held April 3 and feature Henry Brown, MU Research Engineer, who will discuss the new Missouri Work Zone Safety Center of Excellence (MOWZES) as well as completed and ongoing research on technologies to improve work zone safety, including the use of virtual reality for training, Leader-Follower Truck Mounted Attenuator (TMA) Systems, and DOT practices for Smart Work Zone Technologies. During the third session on April 10, MoDOT and FHWA staff will be available to answer participants' questions related to work zones. Panelists will include John Miller, Transportation Specialist, FHWA Missouri Division, Ashley Buechter, Assistant State Design Engineer & Local Programs Administrator, MoDOT, Dan Smith, Traffic Management and Operations Engineer, MoDOT, and Tom Honich, Traffic Liaison Engineer, MoDOT. The final webinar will be April 17. Dan Smith, Traffic Management and Operations Engineer, will discuss the Lifecycle of a Work Zone Review and summarize the annual work zone review process along with areas of improvement from 2023 and new typical applications for MoDOT work zones. Tom Honich, Traffic Liaison Engineer, will provide a high-level overview of the changes to the MUTCD, especially those pertaining to work zones. All sessions will be held from 11:00 a.m. – 12:30 p.m. Please plan to participate in the webinars by visiting Upcoming Events at our website moltap.org. Help kickoff a safe construction and work zone season!

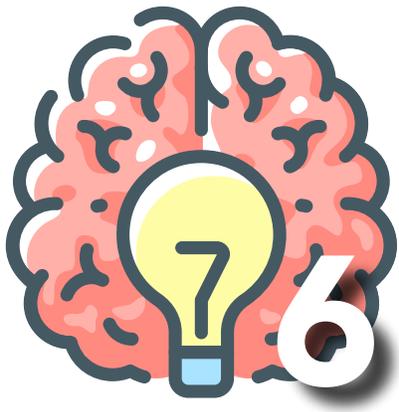
Best wishes!

Heath A. Pickerill, Ph.D.
Director, Missouri LTAP



THE SYSTEMIC APPROACH CAN HELP YOU SPEND LESS MONEY

Federal Highway Association recognized three approaches to severe roadway crashes: site-specific, systematic, and systemic. The site-specific approach chooses locations that are known to have had severe crashes.



ASSET MANAGEMENT COMMITTEE'S CONTINUED VISION FOR EXPANDING ASSET MANAGEMENT CONTENT AND IMPROVING THE ROADMAP



INTEGRATING GHG ASSESSMENT AND REDUCTION TARGETS IN TRANSPORTATION PLANNING

By incorporating greenhouse gas (GHG) analysis into transportation planning, agencies can act now to help decrease future emissions.



ESTABLISH AN ENVIRONMENT OF ACCOUNTABILITY

In continuing the Leadership and Management Committee's Cultivating Culture series, we're looking at how an individual can take steps to positively shape the culture within an organization.



ORGANIZATIONAL CULTURE AND THE IMPACT OF LEADING COURAGEOUSLY

Organizational culture is one of those "things" that is hard to define. Ask anyone what their organization's culture is, and you will hear a variety of statements about values, communication, behaviors, policies, and more.



USDOT ISSUES \$4.9B IN INFRASTRUCTURE PROJECT GRANTS

The U.S. Department of Transportation has issued \$4.9 billion in funding to 37 projects through two major discretionary grant programs: the National Infrastructure Project Assistance or "Mega" grant program and the Infrastructure for Rebuilding America or "INFRA" grant program.

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The Local Technical Assistance Program (LTAP) and Tribal Technical Assistance Program (TTAP) are composed of a network of 58 Centers — one in every state, Puerto Rico and regional Centers serving tribal governments. The LTAP/TTAP Centers enable local counties, parishes, townships, cities and towns to improve their roads and bridges by supplying them with a variety of training programs, an information clearinghouse, new and existing technology updates, personalized technical assistance and newsletters. Through these core services, Centers provide access to training and information that may not have otherwise been accessible. Centers are able to provide local road departments with workforce development services, resources to enhance safety and security; solutions to environmental, congestion, capacity and other issues; technical publications; and training videos and materials.



The Systemic Approach CAN HELP YOU SPEND LESS

FHWA JUST ANNOUNCED THE 3RD ROUND OF SAFE STREETS FOR ALL (SS4A) FUNDING. MISSOURI HAS ALREADY BEEN AWARDED 32 SS4A GRANTS. YOUR COMMUNITY CAN BE ONE OF THE NEXT ONES! CONTACT LAUREN GEHNER, THE MISSOURI SAFETY CIRCUIT RIDER, FOR ASSISTANCE GATHERING DATA OR WITH YOUR APPLICATION.

Federal Highway Association recognized three approaches to severe roadway crashes: site-specific, systematic, and systemic. The site-specific approach chooses locations that are known to have had severe crashes.

Although this approach helps fix a dangerous location, it is reactive and means crashes must happen before improvements can be made. The systematic approach makes changes across the network regardless of data. This method is commonly used for widespread deployment of countermeasures like Safety Edge on asphalt roadways or striping all agency owned, paved roads. The systematic approach can be expensive since changes are made throughout the network without accounting for crash risk or other data. The systemic approach uses various data and similar characteristics throughout the network to allocate funds in the most cost-effective manner.

Instead of widespread deployment of countermeasures throughout a system, this approach focuses on a crash risk type, then finds similar locations within the network. These locations have similar risk factors such as tight curves, limited signing and striping, or narrow shoulders. Once countermeasures are chosen, projects to improve the locations can be prioritized based on how well each location meets the criteria. For example, if the criterium is tight curves, those with the smaller radius curves would rank higher and likely receive improvements first.

Although somewhat intimidating, the systemic approach is beneficial in rural areas. Not only does it help target funds, but there also does not need to be several severe crashes to implement improvements.

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MONEY



SAFETY CIRCUIT RIDER PROGRAM
OPERATED UNDER MISSOURI LTAP



Photo by: MoDOT

In fact, a goal of this approach is to improve areas before crashes happen; therefore, not much data is needed. As a local public agency servant, you know your local roads, as do your first responders, tow truck drivers, school bus drivers, and others in your community. Collaborating with others in your community can help identify the problematic locations or inform you of near miss accidents that would not typically be reported. Further conversations and readily available information can help you determine and prioritize the specific risk factors in your area.

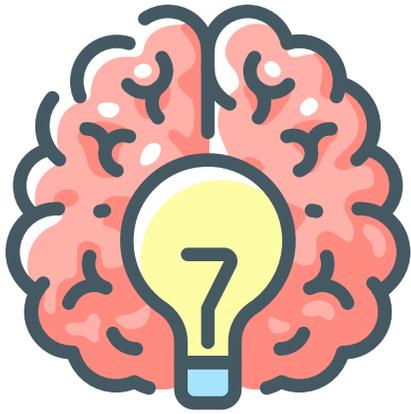
I look forward to helping you save roadway funds and apply the systemic approach in your community. Please contact me to get started. I'm also available to answer other local roadway safety related questions.

Lauren Gehner, PE (Missouri Safety Circuit Rider)
Email: Lauren@GehnerDandS.com
Phone: 314.624.0474

Sources: safety.fhwa.dot.gov/systemic/



Figure 1 Systemic Safety Project Selection Tool (FHWA)



Asset Management Committee's continued vision for expanding asset management content and improving the roadmap



The Asset Management Committee (AMC) recently gained a new Chair (Becky Bonebrake) and Vice Chair (Stephen Williams) and continues to include Kirstin Runberg Platt, Greg Chartier, and Christopher McGrath. Unfortunately, after eight years, the committee bid farewell to Daniel Sailor. Daniel is truly an inspiration, and we are grateful for the foundation he helped build that frames the work that continues today. That said, we enthusiastically welcome Harry Lorick, who brings a history of working in both asset management (AM) and on a committee level with APWA. The AMC, along with our liaisons Jim Neal (Board) and Matt Harper (staff), continues to focus on aligning offerings, including the expansion of the Asset Management Roadmap and APWA's AM approach.

This begins with ensuring that offerings reinforce the understanding that AM is more than a mere software or data solution. Rather, AM is a holistic approach, including policy and procedural alignment to effectively fiscally manage organizational assets, seeking the highest value from finite resources.

Stephen Williams, MS, PLS, GISP Geographic Information System & Asset Management Manager Interim Engineering & Capital Project Manager Georgetown County, South Carolina Member, APWA Asset Management Committee

A primary goal has been the alignment of the Roadmap with APWA's AM approach. Of significance is the ongoing development of a comprehensive AM framework. This guiding framework will serve as the foundation for educational sessions, featuring detailed content for each stage of AM, which the committee is targeting for completion in Q1 2024.

This proposed framework aims to establish the foundation for how APWA communicates AM—defining its essence, appearance, and underlying principles, thereby ensuring a uniform language in all AM-related endeavors. All APWA-developed AM programs and education will look at and align with this foundational framework, encouraging chapters to incorporate it into their AM education, too.

The Roadmap comprises 13 distinct stops, each detailing an aspect of the AM journey.

To coincide with this, the committee is in the process of enhancing the Roadmap into version 2.0, which is scheduled for completion in Q2 2024. The Roadmap is crucial to the committee's work, providing detailed AM guidance.

The Roadmap comprises 13 distinct stops, each detailing an aspect of the AM journey. The initial stop focuses on building a cohesive team, assigning responsibilities, and ensuring the successful implementation of AM policies and plans.

The subsequent stops expand into critical aspects of AM. Establishing a clear AM policy and strategy is pivotal to providing a high-level trajectory for successful outcomes. Setting Levels of Service (LOS) involves collaborative efforts with organizational leaders and stakeholders to establish mutual expectations for performance.

Understanding how to effectively “Collect Asset Information” emphasizes the importance of inventorying assets, including crucial details such as condition, location, and costs.

This forms the bedrock for informed decision-making. Assigning risk (criticality) is a quantifiable approach to assessing risk, providing organizations with valuable data for prioritizing options.

Another crucial stop focuses on establishing Operational, often called Technical LOS, which involves balancing

service provision against associated costs. It necessitates a nuanced understanding of customer requirements and organizational capabilities. For example, crafting detailed maintenance schedules based on collected inventory and condition data for developing O&M Strategies should consider Operational LOS.

Understanding and expanding these stops will improve the development of comprehensive strategies for capital improvement and financial management. These strategies ensure sustainable AM practices by addressing maintenance, repairs, and funding, thereby fortifying the organization's capacity to meet long-term objectives.

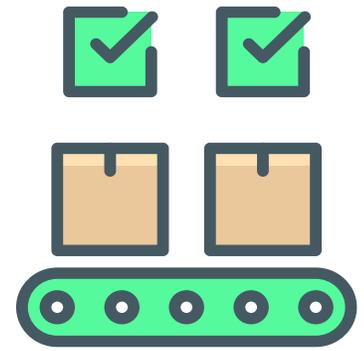
As the Roadmap progresses, each stop will be enriched with content, including executive summaries, objectives, videos, benefits, and ideally, tying into new and existing APWA resources.

The APWA AM Knowledge Team (KT) has been instrumental in enriching the resources available to our members. Through ongoing efforts, the committee is dedicated to further enhancing the knowledge base to benefit APWA members. Thus, as Co-Chair, I will be leading an effort to expand collaborative efforts here, including scheduling alternating monthly meetings to provide updates on committee activities and coordinate KT endeavors.

The AMC values member input, recognizing it as a vital element in refining and advancing AM practices within APWA. Members have actively engaged with the committee, offering specific insights and raising pertinent questions regarding AM. This direct line of communication ensures that the committee remains attuned to the evolving needs and concerns of APWA members in this critical domain.

We facilitate this in several ways. For example, at 2023 PWX, a LOS workshop provided participants with a focused learning experience. This workshop aimed to enhance understanding of all aspects of LOS. Attendees learned to connect LOS to various asset classes, daily operations, related systems, and mission statements. Additionally, participants gained the ability to define LOS tailored to their agency's specific requirements.

We also continue to host a free-form happy hour jam session at PWX. This year, it centered on the practical implementation of technology in AM. This open forum allowed members to share their experiences and approaches to meeting AM and LOS needs. Participants engaged in discussions about the technological solutions



being implemented by public works agencies to address AM and LOS objectives. They also identified key resources available through APWA, promoting a more informed and collaborative approach to AM practices.

The committee continues to collaborate in curating a shared “AM Space” on the PWX exhibit floor. This dynamic space featured hourly presentations and encouraged open dialogue. Sessions were facilitated by both the hosting vendor and dedicated committee and KT members, offering valuable insights and fostering meaningful exchanges on the best practices and solutions for effective AM.

These initiatives collectively demonstrate the committee’s proactive approach to addressing member inquiries and feedback, providing them with valuable resources and opportunities for skill-building in the realm of AM.

In the pursuit of delivering value, we’re evaluating potential strategic alliances with external AM organizations. This includes exploring opportunities for education and credentialing, with the aim of offering holistic credentialing specific to AM.

Our goal is to deliver outstanding educational opportunities for members and chapters.

The committee also embarked on a significant effort, focusing on the review of the Public Works Management Practices Manual (PWMPM), with a particular emphasis on AM. This undertaking sought to streamline existing practices and integrate the latest insights. The aim was to foster a more unified approach to accreditation, recognizing AM’s pivotal role within the broader spectrum of the public works profession.

Looking ahead to FY24, a key focus is identifying and expanding pertinent AM topics for educational content.

These topics will help guide the committee’s initiatives in the coming fiscal year, ensuring that the educational content remains targeted and practical for members.

Our goal is to deliver outstanding educational opportunities for members and chapters. This encompasses planning and development of programming related to AM, such as Click, Listen & Learn presentations and conference education sessions, among others.

To elevate memberships’ knowledge and skills, a primary goal has been to stay updated on industry trends, emerging technologies, and best practices. This has involved collaborating with the Trending Technologies Subcommittee, ensuring the latest technological advancements are integrated into solid AM practices.

Through strategic goals and collaborative efforts, the AMC is committed to equipping members with the expertise needed to navigate the complexities of AM. This dedication to education underscores the committee’s mission to promote excellence within public works.

This past year, the AMC has made progress in improving AM within APWA. Our collaborative and meticulous development of the AM Roadmap stands as a testament to the dedication of the committee to deliver tangible value to APWA members. These collective efforts underscore the AMC’s role in shaping the future of AM within the association, setting a solid foundation for continued growth, and in showcasing innovation.

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apwa.partica.online/reporter/january-2024/inside-apwa/asset-management-committees-continued-vision-for-expanding-asset-management-content-and-improving-the-roadmap

PUBLIC WORKS CONNECTION

INTEGRATING GHG ASSESSMENT AND REDUCTION TARGETS IN TRANSPORTATION PLANNING

By incorporating greenhouse gas (GHG) analysis into transportation planning, agencies can act now to help decrease future emissions. Transportation is the largest emitter of greenhouse gases (GHGs) in the United States—as well as one of the fastest-growing sources. National inventories suggest the transportation sector generates approximately 29 percent of the Nation's GHG emissions, and roadway vehicles account for about 83 percent of that amount. Integrating the consideration of GHG emissions into transportation planning and decision-making is a critical step that agencies can take toward meeting national reduction goals and reducing their climate impact.

Tools and Practices for Effective Decision-Making

State departments of transportation (DOTs) and metropolitan planning organizations (MPOs) play essential roles in implementing policies, programs, and projects that can reduce GHG emissions, not only directly from motor vehicles, but also life-cycle emissions from construction and embodied carbon of materials. Integrating the consideration of GHG emissions into agency procedures and decision-making can lead to better transportation program and project decisions.

DOTs and MPOs can address GHGs in the planning process based on vetted, state-of-the-practice examples. These approaches include specific analytic tools, methods, and frameworks to support target setting and GHG estimation that can be integrated with existing planning products, including statewide and metropolitan transportation plans and transportation improvement programs. They can also support planning for programs such as the newly established National Electric Vehicle Infrastructure Program and Carbon Reduction Program.

Benefits

Adaptable Strategies. Currently available tools and best practices related to GHG analysis and target setting will allow all agencies, regardless of technical capacity or size, to take steps toward integrating the consideration of GHG emissions into existing planning structures.

Practical Mitigation. Comprehensive methods of addressing GHG emissions, from both tailpipe and life-

cycle emissions, can be integrated into current planning products and programs to provide decision-makers with reliable information that can be used to mitigate GHG emissions throughout a project's life cycle.

Measurable Progress. By considering GHG emissions at every step in the transportation planning and decision-making process, agencies can align GHG reduction goals with strategies to meet targets and make progress.

State of Practice

DOTs and MPOs in several States are taking action to integrate best practices related to GHG policy and analysis into the transportation planning and project development process.

- The California DOT has a strategic management plan that calls for reducing GHG emissions to achieve a target 80-percent reduction below 1990 levels by 2050. The plan includes a performance measure for transportation-related GHG emissions.
- The Minnesota DOT (MnDOT) uses the Minnesota Infrastructure Carbon Estimator tool to evaluate GHG emissions from the agency's construction projects. MnDOT uses this information to monitor progress toward an agency goal for reducing construction GHG emissions.
- The Colorado DOT (CDOT) and MPOs in Colorado are planning to achieve GHG reduction levels for four time periods up to 2050 as established in State legislation and the Colorado GHG Pollution Reduction Roadmap. To determine compliance, CDOT and MPOs model existing transportation networks and all future regionally significant capacity projects in their long-range transportation plans (LRTP).
- The Virginia DOT has used the Infrastructure Carbon Estimator to evaluate construction-related GHG emissions from projects as part of its LRTP. This information is included in a Statewide Greenhouse Gas Planning Level Analysis.

[fhwa.dot.gov/innovation/everydaycounts/edc_7/integrating_ghg.cfm](https://www.fhwa.dot.gov/innovation/everydaycounts/edc_7/integrating_ghg.cfm)



A C C O U N T A B I L I T Y

ESTABLISH AN ENVIRONMENT OF ACCOUNTABILITY

INTRODUCTION

In continuing the Leadership and Management Committee's Cultivating Culture series, we're looking at how an individual can take steps to positively shape the culture within an organization. Regardless of our role, whether that be the city manager or a heavy equipment operator, our actions and attitudes have an impact on the culture within an organization, the level of satisfaction and engagement from the employees, and how our organization is perceived by its citizens or clients.

In this article, we're focusing on how establishing an environment of accountability benefits both the individual and the overall culture. Being accountable means accepting responsibility for our actions and answering for those results. We've outlined four main strategies to build upon that environment.

TAKE RESPONSIBILITY FOR YOUR ACTIONS

How often have you heard the phrase, "lead by example?" When it comes to leadership and building a strong team culture, taking responsibility for your own actions can play a crucial role in fostering a positive team culture within your public works department. Firstly, it can help to create an environment of trust where team members understand

that their colleagues will own up to their mistakes and take corrective actions as necessary when things don't go as planned. When your team sees you owning up to your mistake, it lends itself to an open and transparent workplace. Over time, this transparency can build camaraderie and respect among team members. Secondly, it sets a strong example for others, encouraging them to follow suit as well. When leaders and team members consistently demonstrate responsibility for their actions, owning it, good or bad, it becomes the culturally expected norm.

In addition, taking responsibility for your actions can help to streamline problem-solving. When individuals take responsibility for their actions, they are more likely to proactively address issues and seek solutions. An excellent side benefit is that it will also reduce the "blame-game" and related interpersonal conflicts, leading to a more harmonious, efficient, and productive work environment that people want to be a part of.

HOLD YOURSELF AND OTHERS ACCOUNTABLE FOR PERFORMANCE AND BEHAVIOR

Holding oneself and others accountable for performance and behavior is another important element in cultivating a

positive team culture within your public works department. Firstly, it establishes clear expectations and standards for the whole team, ensuring that everyone understands their roles and responsibilities. This clarity minimizes confusion and fosters a sense of purpose and direction within the team. Secondly, accountability promotes fairness and equity. When team members know that their colleagues are equally responsible for their actions and contributions, it encourages a sense of teamwork and discourages favoritism or unequal treatment. Additionally, when holding yourself and others accountable, you will find that this can also drive performance improvement on your team. Team members are motivated to excel when they recognize that their efforts will be evaluated and acknowledged. Lastly, accountability instills a culture of integrity and professionalism. When individuals are accountable for their actions, it shows. Your team is proud of their work, and accountability reduces the likelihood of cutting corners or putting in lackluster efforts.

FOLLOW THROUGH ON COMMITMENTS

Following through is as simple as telling people what you are going to do and then doing it. Doing so builds trust, fosters stronger relationships, garners respect and credibility, and ultimately lets others know they can rely on you in the future. Strong organizational cultures thrive when teams can come to consistently count on each individual to know and do their job.

As a manager, if there's an employee who routinely meets or exceeds their assignments and always shows up when and where they are supposed to be, we know they are dependable and that we can typically expect this from them going forward. We're likely to include them in key decisions because we've come to trust their judgment and rely on their skillset. We also recognize this person can so easily handle their current workload that they may be suited for increasing levels of responsibility or promotion into a higher role. As you can imagine, the same likely won't be said about a member of our team who frequently misses deadlines, no-shows for scheduled meetings, and otherwise continues to drop the ball.

DO THE THINGS OTHERS DON'T LIKE TO DO

Within the workplace, there's always going to be a task that someone on our team, including ourselves, doesn't like to do. It may be boring, mundane, or time-consuming, and that's why we don't want to get stuck with it. When someone says, "I hate to ask, but someone's got to do it," we may view it like, "That's not my job." It may also be something we're scared of taking on because we don't know how to do it, or we're afraid of the potential

consequences of failing.

In these cases, we can avoid eye contact and stand aside until someone else steps up, but if we're working towards building a culture where we and our coworkers are going to be able to truly rely on each other, then perhaps it's time to stand up (and stand out) to be the one that says, "I'll do it!"

Not only is this a relief to your team members who have appreciatively avoided this dreaded task, but now they know you're dependable and looking out for them or the organization's best interests. We can hope our teammates follow our lead when the next unsavory task comes along, but if not, rest assured you did your part when someone was depending on you to show up. Additionally, by volunteering for work that falls outside your everyday routine, whether it's joining a new committee, public speaking, or leading a project outside of your wheelhouse, you're developing opportunities to gain new experiences, build credibility, and ultimately broaden your own horizons.

CONCLUSION

In summary, this article only scratches the surface of how "Establishing an Environment of Accountability" can be a key factor in cultivating the culture of your public works department. Be sure to check out the deeper dive on these topics in the APWA Reporter in May and June of 2024. All of these 2024 articles from the LMC, as part of the Cultivating Culture framework for public works professionals, will continue to provide tips and suggestions on ways to build, enhance, and maintain the culture within your public works department.

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apwa.partica.online/reporter/december-2023/features/establish-an-environment-of-accountability

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Organiz

ORGANIZATIONAL CULTURE AND THE
OF LEADING *Courageously*



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THE IMPACT

ORGANIZATIONAL CULTURE IS ONE OF THOSE “THINGS” THAT IS HARD TO DEFINE. ASK ANYONE WHAT THEIR ORGANIZATION’S CULTURE IS, AND YOU WILL HEAR A VARIETY OF STATEMENTS ABOUT VALUES, COMMUNICATION, BEHAVIORS, POLICIES, AND MORE.

One item you will almost always hear about is leadership. And for good reason. If organizational culture is the shared identity that determines how employees interact, make decisions, and ultimately achieve the company’s mission and goals, the significance of leading courageously in shaping organizational culture is critical to meshing the people, processes, and technologies that combine to create culture.

Leading courageously is not about braving physical danger or confronting external threats. Instead, it’s about standing for what is right, even in the face of adversity, uncertainty, or opposition. It means embracing change, acknowledging vulnerability, and taking calculated risks to foster innovation and progress. Courageous leaders are those who lead by example, inspire trust, and empower their teams to be and do more. With this level of importance on courageous leadership, let’s look at some key areas where its impact on our organizations’ culture comes into play.

MODEL THE BEHAVIORS THAT SUPPORT THE CULTURE

During our exploration of Learning Leadership in 2021, one of the key tenets covered was the importance of “Modeling the Way.” Staff within any organization wants to know that their leaders mean what they say, and they get that affirmation when the leader walks their talk. When it comes to organizational culture, though, it goes even deeper, as leaders must do more than just lead by example, they must be the example. As musician, philosopher, and physician Albert Schweitzer said, “Example is not the main thing in influencing others, it is the only thing.”

Leaders must exemplify the organization’s values, create an atmosphere that others want to be part of and emulate, and be fully engaged in protecting those values and atmosphere. They exhibit purpose and respect, and they empower and motivate the team. Most of all, though, they are seen. A courageous leader doesn’t hide in their office or behind their managers—they are visible.

Leaders who demonstrate courageous leadership can serve as role models and mentors for new and emerging leaders. This includes showing such traits as humility, vulnerability, and empathy for your employees. A courageous leader is one who takes responsibility for showing others that you can be imperfect and still lead effectively.

Leaders must amplify the culture they aspire to have. The concept of amplifying your aspiration comes from the book *Culture Rules* by Mark Miller, the former VP for Strategic Leadership at Chick-fil-A. Miller says that to create a high-performing culture, you have to reinforce the

cultural aspiration continuously. For the leader, this means strategically repeating the stories, values, behaviors, and more so they rise above the noise of the everyday work and grind.

REMOVE CULTURAL TOXINS

Removing cultural toxins from an organization is a crucial duty of courageous leaders who want to create a healthier and more productive work environment. To do so, leaders must first acknowledge the existence of these negative elements within the culture. These toxins might show up as negative employees, supervisors who exhibit discrimination or favoritism, organizational complacency, or bad leadership.

Leaders must encourage and model open communication that promotes a culture of respect, and that encourages employees to speak up about their concerns without fear of reprisal. Too often, the fear of retribution or of being outed as the “tattletale” overshadows the need to resolve the toxic issue, resulting in the staff who suffers for it seeking greener pastures.

Ideally, the hiring process should act as a filter to prevent toxins from even entering the organization, but “hire for fit, train for skills” is not always achievable. Ultimately, removing cultural toxins is an ongoing process that requires commitment and vigilance at all levels of the organization, but the rewards, such as increased morale, better retention of top employees, and improved performance as an organization, are well worth the effort.

DEVELOP LEADERS CAPABLE OF REPLACING YOU

Developing leaders is perhaps the foremost responsibility of a leader. In fact, leadership expert John C. Maxwell says that less than 5% of leaders develop other leaders. In Maxwell’s book, *Developing the Leaders Around You*, he devotes an entire chapter to the topic of culture and leadership development, calling it the “leaders toughest challenge,” and that doing so is “the job of leaders.” Courageous leaders don’t fear being replaced, they develop their replacement.

One way to meet the challenge is to provide leadership development programs for future leaders. There are any number of options for this, including attendance at conferences and workshops, or providing training in programs offered by leader development organizations such as “Developing the Leader in You,” by Maxwell Leadership, “Courageous Leadership: A Program for Using Courage to Transform the Workplace,” by Giant Leap Consulting, and APWA’s own “Emerging Leaders Academy.”

Easier than formal development programs (mainly because opportunities don’t hit the budget like training and conferences do), providing growth opportunities leading to succession depth is invaluable. Special assignments, project teams, committees, and even promotional opportunities are all ways to develop key team members

for future succession into organizational leadership that maintains and enhances organizational culture.

IDENTIFY INFLUENCERS AND ENGAGE THEM IN INITIATIVES

I’m guessing we’ve all seen or encountered that person in our organization who has the eyes and ears of their peers. Maybe they aren’t in a leadership position, but they are a leader in the organization. Or, perhaps these individuals are not as visible—you know they are there, but don’t know who they are. In her book *Culture Secrets*, Chellie Phillips refers to all of these as your “hidden leaders.”

Courageous leaders are not afraid for others in the organization to have influence; they seek those individuals out. A courageous leader observes how staff interacts with one another, watching for leadership traits and modeling of the desired culture, and seeks feedback from managers and supervisors about who the informal leaders are.

Once you’ve identified the influencers among the team, a courageous leader gets them involved. Leadership opportunities like those discussed in the prior section, to lead a special project or an ad hoc committee, are a great way to cultivate their leadership chops while expanding their sphere of cultural influence within the organization. However you decide to engage them, provide plenty of encouragement and feedback to keep them engaged and positive about their experience.

CONCLUSION

As you can see, courageous leadership has a significant impact on forming, transforming, and strengthening organizational culture. By leading courageously, leaders can create a culture that fosters innovation, resilience, and success. This may not be easy, but organizations whose leaders recognize the importance of leading courageously can enjoy a future where a strong, positive culture is not a dream, but rather a fundamental part of their success.

Jeffrey A. Kramer helps public agencies develop stronger leaders, improve productivity, and achieve their goals in delivering programs and projects. He can be reached at 602.796.7846 or jeff@ascensionlg.com.

apwa.partica.online/reporter/december-2023/features/organizational-culture-and-the-impact-of-leading-courageously

Jeffrey A. Kramer, PE, PWLF Director of Program and Project Management Consultant Engineering, Inc. Founder and CEO Ascension Leadership Group, LLC Queen Creek, Arizona Member, APWA Leadership and Management Committee

SOUTHERN MISSOURI SET FOR PRIME VIEWING OF APRIL 8 SOLAR ECLIPSE

JEFFERSON CITY – On April 8, citizens across southern and southeast Missouri will have the chance to see a rare celestial event – a total solar eclipse.

The moon will block the sun's light and cause a total solar eclipse to be visible across nearly 115 miles of Missouri. Visitors will come to the Show-Me State to witness the event, and numerous community events and festivals are planned along the path of totality. Missourians should make plans early to determine where they will view the eclipse, where they will stay and how best to avoid the extra traffic congestion after the eclipse.

"We anticipate large crowds with possible heavy congestion on the interstates and major highways especially after the eclipse is over," said Missouri Department of Transportation Chief Safety and Operations Officer Becky Allmeroth. "If you are traveling for the event, leave early, stay put as long as possible and plan to stay after the end of the eclipse to avoid the peak traffic."

Missouri will be one of 13 states from Texas to Maine to experience the path of totality. There are 31 million people in the United States who live inside the path of totality. A partial eclipse will be visible throughout the remainder of the continental United States.

The path of the viewing in Missouri will cover more than 115 miles of the state. Totality enters Missouri as it crosses the Arkansas State Line southwest of West Plains at 1:54 p.m. CDT. It will follow a diagonal line crossing over Poplar Bluff and exit Missouri at Cape Girardeau as it crosses the Mississippi River at 2:04 p.m. CDT.

Please follow these tips to drive safely on the day of the solar eclipse:

- Don't stop along the interstate and no parking on the shoulder.
- Find a safe location to view the event and get there early.
- Watch out for increased pedestrian traffic along smaller roads. People may be randomly parking and walking alongside roads in the hour before the total eclipse to get the best viewing.
- Don't take photographs of the eclipse while driving.
- Turn your headlights on and do not rely on your automatic headlights during the eclipse.
- Avoid travel during the eclipse or in the area of the main path if you can.
- Prepare for extra congestion, especially on interstates and other major roadways for the hours immediately following the eclipse.
- Check traffic conditions on MoDOT's Traveler Information Map at traveler.modot.org/map/ also available as a free app at MoDOT Traveler Information.
- Have a full tank of gas and bring water with you in your vehicle.

For more information on Missouri's solar eclipse events, visit visitmo.com/in-the-spotlight/2024-eclipse. For driving tips, visit MoDOT's website at modot.org/2024-missouri-solar-eclipse. #Eclipse24 #MOEclipse24

More information on eye safety and scientific aspects of the event can be found on the NASA website at science.nasa.gov/eclipses/future-eclipses/eclipse-2024/

modot.org/node/42811

USDOT ISSUES \$4.9B IN INFRASTRUCTURE PROJECT GRANTS

The U.S. Department of Transportation has issued \$4.9 billion in funding to 37 projects through two major discretionary grant programs: the National Infrastructure Project Assistance or “Mega” grant program and the Infrastructure for Rebuilding America or “INFRA” grant program.

The Mega program – created by the Infrastructure Investment and Jobs Act or IIJA – provides \$5 billion in funding through 2026 to support projects that are “uniquely large, complex and difficult to fund” under traditional grant programs, according to USDOT.

For this round of Mega funding awards, the agency issued grants to 11 different projects that seek to generate national and regional economic, mobility, and safety benefits.

Concurrently, the INFRA program – which garnered a 50 percent increase in funding due to the IIJA – also funds large scale “transformational” infrastructure projects. For this funding round, USDOT issued grants to 28 projects that aim to improve the safety, efficiency, and reliability of the movement of freight and people in and across rural and urban areas.

“Our INFRA and Mega programs are helping build the cathedrals of American infrastructure,” noted USDOT Secretary Pete Buttigieg in a statement. “[These are] truly transformative projects that will change entire regions and our entire country for the better.”

Several state departments of transportation-sponsored projects received grants through this latest round of Mega and INFRA program funding awards:

- Indiana Department of Transportation received a Mega grant of over \$127 million to improve 19 miles of interstate from the I-65 interchange in Indiana to the I-294/I-80 and I-94 interchange in Illinois by implementing eight Transportation Systems Management and Operations or TSMO strategies.
- The Maryland Transportation Authority – a division of the Maryland Department of Transportation – received a Mega grant of \$80 million to demolish an existing toll plaza on Interstate 895 and incorporate overhead gantries to facilitate automatic electronic tolling; replace two aging bridge; realign and reconstruct interchange; rebuild a section of the I-895 mainline; and improve an at-grade rail crossing.
- The Massachusetts Department of Transportation received a Mega grant of over \$371 million to fund the design and construction of the Sagamore Bridge and approaches; improve local roadway connections; and relocate major utility systems. This award also includes fiscal year 2025 and 2026 Mega funding as well, USDOT noted.
- The Montana Department of Transportation received a Mega grant of over \$31 million along with a more than \$34 million INFRA grant to replace and rehabilitate aging infrastructure on Interstate 90 between the Idaho-Montana state border and the town of Alberton, Montana.
- The New York State Department of Transportation received a Mega grant of \$150 million to help construct a new Multimodal Community Connector Roadway in New York City that includes dedicated bus lanes and bicycle/pedestrian paths, providing multimodal connections between neighborhoods on both sides of the Bronx River.

- The Washington State Department of Transportation (WSDOT) and Oregon Department of Transportation jointly received a \$600 million Mega grant to help update Interstate 5 with a seismically resilient replacement of the I-5 Bridge over the Columbia River.
- The Arizona Department of Transportation received a \$95 million INFRA grant for the Gila River Indian Community Interstate 10 Project, which seeks to widen approximately 10 miles of I-10 in the Gila River Indian Community and Pinal County from two lanes to three lanes; improving interchanges, removing or replacing low-clearance bridges; and installing a fiber-optic cable conduit.
- The Colorado Department of Transportation is receiving a nearly \$60 million INFRA grant to widen approximately 4.1 miles of US 160 from two to four lanes; adding left turn lanes, wider roadway shoulders, wildlife exclusion fencing, and a wildlife underpass.
- The District of Columbia Department of Transportation received a more than \$34 million INFRA grant to construct the East Capitol Street Corridor from Burns Street to Southern Avenue and implement traffic calming measures, geometric upgrades, multimodal features, transit improvements, pedestrian refuges, storm water improvements, and signal improvements for approximately 2.1 miles.
- The Florida Department of Transportation received a more than \$180 million INFRA grant to add approximately 917 truck parking spaces across four sites along Interstate 4 in District Five in Central Florida, which includes locations in Volusia County, Seminole County, and Osceola County.
- The Hawaii Department of Transportation received a more than \$74 million INFRA grant to fund the rehabilitation of deteriorating substructures supporting the Nanue and Hakalau stream bridges, replacing underlying trestles, bracing, scouring, and also completing environmental remediation.
- The Minnesota Department of Transportation received a more than \$1 billion INFRA grant to replace the Blatnik Bridge, a major connection between the cities of Duluth, Minnesota, and Superior, Wisconsin. The replacement bridge will address geometric deficiencies, increase capacity, and create a new shared-use path for bicyclists and pedestrians. The Minnesota DOT noted it is working with the Wisconsin Department of Transportation on this bridge replacement project.

The Missouri Department of Transportation received a nearly \$93 million INFRA grant to help reconstruct 191 miles of Interstate 70 across Missouri.

- The Nebraska Department of Transportation received a more than \$21 million INFRA grant to reconstruct approximately 9 miles of Interstate 80, within its current lane configuration, in central Nebraska along with shoulders and replace a rural bridge over I-80.
- The Nevada Department of Transportation received a more than \$28 million INFRA grant to design and construct improvements on the Union Pacific Railroad Overland Route at the UP Elko Yard.
- The New Jersey Department of Transportation received an \$8 million INFRA grant to fund the reconstruction of Route 168.
- The Ohio Department of Transportation received a nearly \$9 million INFRA grant to construct access management and safety improvements over State Route 7 to the river port on the Ohio River, deploy innovative mobility solutions to track and manage real-time freight information, and expand multimodal technology components in a key freight and logistics corridor in Washington County.
- The Rhode Island Department of Transportation received an \$81 million INFRA grant to complete a two-stage project to fill in gaps between Interstate 95 and RI 4, creating a direct freeway connection and removing traffic from local roads, while also building three ramps to service RI Route 403 to expand access to the Quonset Business Park.
- The South Dakota Department of Transportation received a more than \$16 million INFRA grant to reconstruct approximately 8.7 miles of South Dakota Highway 73 while adding lighting improvements along nearly one mile of SD 248 in the City of Kadoka.
- WSDOT, in partnership with the California Department of Transportation and Oregon DOT, received a more than \$12 million INFRA grant to deploy a regional truck parking information management system at approximately 54 truck parking facilities along the Interstate 5 corridor in the three states.
- The Wisconsin DOT received an \$8 million INFRA grant to reconstruct a Safety Rest Area located near Sparta; expanding truck parking from 16 to approximately 70 spots, replacing deteriorated pavement, and constructing a more modernized facility.

aashtojournal.transportation.org/usdot-issues-4-9b-in-infrastructure-project-grants/



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The National Center for Rural Road Safety opened in December 2014. Funded by the Federal Highway Administration, this Center of Excellence is focused on enhancing safety on rural roads by supporting local, state and tribal road owners and their stakeholders. Resources include education, training, tools and technical assistance.

To learn more about the National Center for Rural Road Safety, visit their website ruralsafetycenter.org

MISSOURI CONCRETE CONFERENCE

APRIL 23-24, 2024

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Join us and our distinguished group of regionally and nationally known speakers at this year's conference.

REGISTRATION

Conference Registration Fee – \$225

Early bird Fee – \$200 through April 9, 2024.

Registration includes conference notes and refreshment breaks. Registration will also receive a certificate to document Professional Development Hours (PDHs). Approximately 10 PDH credits may be earned at this conference.

REGISTRATION



Missouri – Ozark Room
Tuesday, April 23, 2024
Noon – 1:30 pm

To attend the ACI Luncheon you must register at the link below. The cost to attend is \$30. For more information, you can contact Dr. Dimitri Feys at 573.341.7193. This luncheon is limited to the first 40 registrations.

Register

web.cvent.com/event/89dee42f-5716-4f83-8055-f20cacacbb20/regProcessStep1:e009100b-a2fd-4644-81bf-622a4018cd62

CONTACT US!

Dr. Dimitri Feys, Missouri S&T

Conference Director, Conference/Technical Contact
feysd@mst.edu, 573.341.7193

Dr. Heath Pickerill, Missouri LTAP

Conference Co-Director, Conference Registration Contact
Missouri LTAP Office, moltap@mst.edu, 866.MO.ROADS

Please visit our website for other training courses:

MOLTAP.ORG

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Attendance Policy

The Missouri LTAP staff would like to remind all agencies registering for classes that it is important to sign-up before the registration deadline to allow us time to plan for course materials, refreshments, etc. It is equally important that you let us know at least 48 hours before the class if some of your employees will not be attending. Please note that you will be charged for any no-shows; therefore, it is very important that you let us know at least 48 hours before. This policy was approved by our Missouri LTAP Advisory Board and ensures that we have an accurate count for class attendance. Thank you and we look forward to meeting your training needs.

Need training but don't have the budget to pay for travel expenses?

We can train your employees on location for a minimum of 20 people. You can invite other interested agencies in your area if necessary to meet the minimum. Call and discuss your training needs with our staff.

CONTACT US TO FIND OUT MORE!

**T: 866.MO ROADS
(667-6237)**

E: moltap@mst.edu

MO-LTAP SCHOLARS PROGRAM A Training & Recognition Program



About The Program

The primary purpose of the MO-LTAP Scholars Program is to recognize skilled transportation and public works personnel in local agencies throughout Missouri. The program is intended to enhance the skills of all those involved in the maintenance, delivery, and management of local transportation and infrastructure. Training is aimed at increasing each participant's technical, maintenance, administrative, and supervisory skills depending on the program level. Electives can be selected to meet the individual's area of responsibility. Special emphasis will be given to safety in the workplace as well as in the field and in the development of a local transportation system. The program will allow participants to attain three levels of achievements: Level I, Level II, and Level III Super Scholar. Participants must complete the requirements for Level I before completing Level II.

Getting Started

Registration is available on the Missouri LTAP website (www.moltap.org). There is no registration fee for the program, but there is a fee for each class, which varies for each level. Classes are offered on an ongoing basis at various locations throughout the state. Contact Missouri LTAP for classes in your area or view the online training calendar.

Recognition

Certificates will be awarded by the Missouri LTAP Director to those individuals who successfully complete the requirements of the program during award ceremonies held at various conferences throughout the state and/or at a ceremony held at the graduate's place of employment.

LTAP TRAINING RESOURCES

FHWA Essentials for Local Public Agencies

Federal-aid Essentials for Local Public Agencies is a transportation resource designed to help local agency professionals navigate the Federal-aid Highway Program. Federal-aid Essentials is structured for busy agency staff who want further understanding of Federal-aid policies, procedures, and practices.

fhwa.dot.gov/federal-aidessentials/indexofvideos.cfm

Missouri Local Public Agency Program

The Federal Highway Administration (FHWA) and MoDOT offers a free 4-hour training class designed to meet the recently implemented requirements for a Full Time Sponsor Employee to serve the role as the Person In Responsible Charge in order to receive Federal-aid funding for Locally Administered Projects. Local public agencies and consultants will be required to have taken this basic training course.

design.modot.mo.gov/lptraining/

APWA – Professional Development

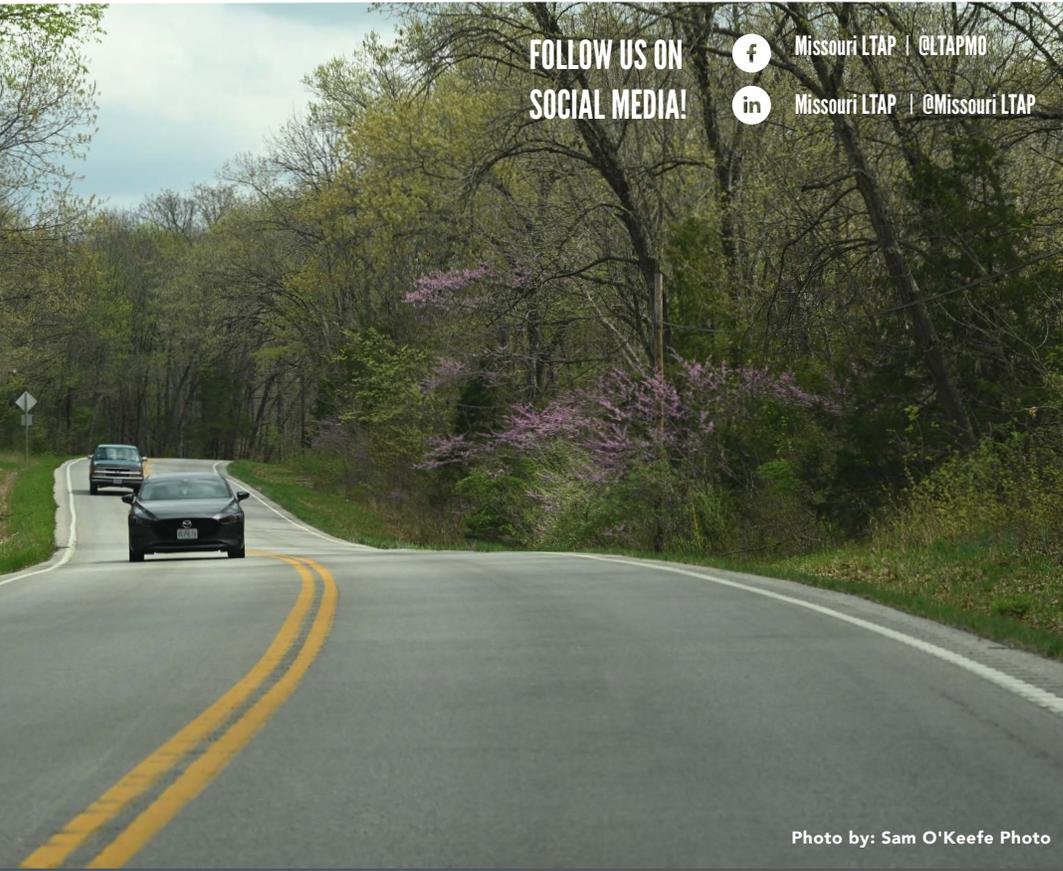
APWA offers online, face-to-face, and on-demand programs, with educational content that fits within your time and travel constraints. The Donald C. Stone Center provides professional development opportunities for the next generation of public works leadership.

apwa.net/learn

NHI – Training Resources

National Highway Institute, NHI, is the training and education arm of the Federal Highway Administration (FHWA) with its rich history of innovation and expertise in delivering transportation training.

nhi.fhwa.dot.gov/home.aspx



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Photo by: Sam O'Keefe Photo

UPCOMING EVENTS

**2024 NATIONAL WORK ZONE
AWARENESS WEEK**
April 15-19, 2024

MISSOURI CONCRETE CONFERENCE
April 23-24, 2024
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For information about the program,
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Eligibility requirements can be found under
"Read about the Program"

REALTY FOR SALE

The Missouri Department of Transportation is responsible for managing realty assets owned by the Missouri Highways and Transportation Commission. Realty assets are periodically reviewed to determine if they are essential to current operations, or are expected to be in the near future. When realty assets are no longer essential to operations, they may be made available for sale to the public.

VISIT:
[www6.modot.mo.gov/
PropertyForSale](http://www6.modot.mo.gov/PropertyForSale)



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AT THIS TIME**



U.S. Department
of Transportation
**Federal Highway
Administration**

