2014 National LTAP/TTAP Conference Held in St. Louis

The 2014 National LTAP/TTAP Conference was held in St. Louis at the Hilton at the Ballpark. The conference kicked off with two simultaneous pre-conference workshops on Monday, July 20. One session, LTAP U, featured over 20 veterans of the LTAP/TTAP program giving presentations on the birth and growth of LTAP/TTAP and explaining the difference between the LTAP/TTAP Program and the National LTAP Association. They also revealed where to get information and help if you are new to LTAP/TTAP, shared popular courses and activities of various LTAP Centers and much more. This session lasted throughout the morning. In the afternoon, a highly participatory session was held on how to create an effective needs assessment. It covered asking the right questions, knowing your audience(s), conducting a needs assessment survey, and most importantly creating an action plan to address high priority needs. The other session, a safety discussion on FHWA’s Roadway Data Improvement Program (RDIP) and other programs available to local governments, highlighted roadway data programs in several states. In the afternoon, the session provided information on programs and technical assistance available through FHWA’s Roadway Safety Data Programs. On Monday evening, attendees were treated to a welcome reception at Joe Buck’s BBQ, where everyone got their fill of delicious barbecue and other St. Louis favorites.

Tuesday morning was the official kick-off. The Missouri State Highway Patrol Troop C presented the colors, and Police Officer John Leggette with the St. Louis Metropolitan Police Department sang the National Anthem. Mr. Kevin Ward, FHWA Division Administrator, gave the opening remarks and welcomed everyone to Missouri. Mr. Randy Hitt, MoDOT Construction & Materials Liaison Engineer, then treated everyone to a presentation on the new Mississippi River Bridge project and Stan Musial Veterans Memorial Bridge. Randy served as Project Director of the project. As the opening session drew to a close and everyone looked forward to the first break to visit with a variety of vendors and sponsors, a special guest made an appearance. In anticipation of the baseball game that night and to be sure everyone caught the red bird spirit, we arranged to have St. Louis’ favorite mascot stop by. With his usual antics and pranks, Fred Bird crashed the party and whipped the group into laughter. The hysterical photo ops ran right into the break.

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Greetings from the campus of Missouri S&T. Where has the summer gone? It has certainly been busy. You might remember me saying in our last newsletter that the National LTAP/TTAP Conference was coming to our great state. The conference was held July 20-24 in St. Louis at the Hilton at the Ballpark. It is scheduled each July in various locations throughout the country. Based on a rotation, it was hosted this year by Region 7, which also includes Colorado, Iowa, Kansas, Montana, Nebraska, North Dakota, South Dakota, and Wyoming.

The conference seemed to be the major event of our summer in the MO-LTAP office. I cannot say thanks enough to everyone who helped make it go so well. The entire MO-LTAP staff was involved. Nicole did a terrific job creating and coordinating the binders and all of the print materials. Kristi and Doreen ensured that everything during registration ran without a single hiccup. MoDOT lent the support of two IT specialists, Keith Bailey and Harry Gilmore, who were a big help in making sure all of the AV equipment was set up and ready. The Federal Highway Administration, Missouri Division showed its support with a warm welcome to the entire delegation from Kevin Ward, Division Administrator. Two of our advisory committee members, Mike Geisel and Gary Shepeter, participated in a breakout session on how to have an effective advisory board. Even one of our consultant sponsors got involved. Jason Sivils with Great Rivers Engineering came all the way from Springfield to present tips on writing grants and proposals in a breakout session. Everyone’s participation and support is greatly appreciated. I will admit that I was a bit stressed leading up to and throughout the event, but I am pleased to say that the entire conference went smoothly and was a huge success thanks to everyone involved. Please read the article on the front page for a complete recap of the conference.

Earlier in the summer, we held a Road Scholar committee meeting on June 10. Several topics were discussed. First, the committee considered whether it would be beneficial to start Level I classes from 10:00 a.m. – 3:00 p.m. with lunch included to be in line with Level II and III classes. It was decided to schedule a few Level I classes at this time and evaluate the responses. Second, the committee examined the importance of keeping Level II graduates engaged in the program. The consensus was to focus on growing the program and attracting new participants. Third, the committee debated giving Level II credit for classes that now fall under Level III in the new structure. It was decided to give credit as either new Level II or III based on individual requests. After the discussion of new topics, a program update was given. There are now 158 Level I graduates and one Level II graduate representing 49 agencies with a total of 443 participants. The top five agencies with their number of Level I graduates in parentheses are Boone County Public Works (40), Jasper County Highway Department (17), Joplin Special Road District (15), Platte County Public Works (11) and City of Nixa Public Works (10).

In other Road Scholar news, I recently traveled to Carthage where I presented 14 recent Road Scholar Level I graduates with their coats and certificates. The Jasper County Highway Department ensured that the graduates got the recognition they deserve by having me present the awards at a county commission meeting held August 12. The graduates got even more recognition when a short clip of the ceremony was featured on the evening news. Click the following link to view the clip: http://www.foursstateshomepage.com/story/d/story/show-me-road-scholar-program/28939/6KcM53Ih3MmMmWwW7w126Q.

Also this summer, we held an Asphalt Zipper demonstration on July 9 at Cole County Public Works. The demonstration gave surrounding agencies an opportunity to listen to a short in-class presentation about the importance of a good base to ensure a quality road. Lunch was provided during the presentation. The participants then watched the equipment being used in an onsite demonstration. See page 4 for more details of the event.

Most recently, we assisted with the coordination and registration of the MoDOT and Boone County Showcase spotlighting the Route B Bridge over Business Loop Interstate 70 in Columbia. The event was held on August 28 and allowed participants to learn about SHRP2 Innovative Bridge Design for Rapid Renewal design tool kit using Geo-lighting the Route B Bridge over Business Loop Interstate 70 in Columbia. The event was held on August 28 and allowed participants to learn about SHRP2 Innovative Bridge Design for Rapid Renewal design tool kit using Geo-lighting the Route B Bridge over Business Loop Interstate 70 in Columbia. The event was held on August 28 and allowed participants to learn about SHRP2 Innovative Bridge Design for Rapid Renewal design tool kit using Geo-lighting the Route B Bridge over Business Loop Interstate 70 in Columbia. 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It has certainly been a busy summer at the MO-LTAP office. As it draws to a close and fall closes in on us, it is time to look ahead to our busy fall training calendar. We will be offering a variety of classes around the state. One new class that is getting a great response is Comprehensive Winter Planning & Organization. Two other new classes include Bucket Truck Operation & Safety and Forklift Operation & Safety. Check the training calendar online for these Level II classes in your area. Finally, fall is when we attend several conferences around the state to promote our training, services and partnerships. Some of these include the Missouri Municipal League (MML) Conference, the MINK Conference and the Blueprint to Save More Lives Conference, all in September, the MACTO Conference in October, the Fall Missouri Chapter APWA Conference in early November, and the Missouri Association of Counties (MAC) Conference in late November. See the advertisements throughout the newsletter for exact dates and locations for all upcoming conferences across the state. We hope to see many of you at some of these conferences. They are an excellent opportunity to gain new knowledge, share ideas and network with other agencies. Please contact the MO-LTAP office if you need more information on any of the conferences. As always, we appreciate the support of all of the local agencies around the state and welcome answering your questions. Please send us your comments and suggestions on ways we can better serve you. I hope it is a productive and enjoyable fall for everyone.

Best wishes,
Heath Pickerill
Director, Missouri LTAP
where he made the rounds in the vendor area and maybe shook a can or two (dozen) of soda when not too many were watching. He defi-

nantly broke the ice.

Needless to say everyone had a great time with him and throughout the rest of the conference. As mentioned, a host of companies displayed their products and services in the vendor area. It was an opportunity for companies to inform technology transfer agents (LTAP centers) nationwide of technologies and how they can benefit local government agencies. We appreciated the support of all of our sponsors. Tuesday closed out with the Cardinals game. Just steps away from the Busch Stadium, several delegates enjoyed the night cheering on the home team against the Braves. We like to think none were routing against them regardless of what state they live.

Wednesday was full of technical presentations and partnership updates in the morning and breakout sessions in the afternoon. The annual banquet was held Wednesday night at the newly opened Ballpark Village. In fact, we were the first group to book an event in the Budweiser Brew House. Located on the second floor facing the stadium, the venue gave those wanting to catch another game a ringside seat. The second floor balcony looks onto the stadium. In addition to the game, people were able to enjoy a live blues/swing band. The banquet was a great opportunity for everyone to unwind and relax after a busy day of presentations, updates and break-out sessions.

The conference drew to a close on Thursday morning. The final general session kicked off with a hot topics discussion held every year on the last day. The floor was opened for questions and comments about pressing issues, best practices and Center operations. It gave new LTAP staff an opportunity to ask questions and veterans the chance to give advice or share lessons-learned. The second part of the NLTAPA business was then held followed by the invitation to the 2015 conference to be hosted in Savannah, GA. As everyone said their goodbyes, they shared their praise for a great conference in a fun and energetic city.

Cole County Hosts Demonstration

Cole County Public Works hosted a demonstration by Asphalt Zipper on July 9. Asphalt Zipper manufactures a compact grinding machine that can be used for full-depth reclamation, stabilization, asphalt grinding and milling. The manufacturer states that it can be used to turn existing asphalt into re-useable material for help with base problems. The program started with lunch and a short in-class discussion about good road basics and how to ensure that a good base is established, even by using locally available materials. Dave Stiller, a product rep for the company who gave the demonstration, stated that it is important to fix the thing that is broken in your roads and often that is the base. After establishing the basics, an onsite demonstration of the equipment was given. This gave the participants an opportunity to see the equipment in action and ask questions about its applicability to various types of projects. Seven different agencies attended. Missouri LTAP welcomes all vendors to share useful information to agencies in the state but does not endorse or recommend any certain type or brand. See the photos for more insight into the demonstration.

2014 National LTAP/TTAP Conference Held in St. Louis

Missouri LTAP Newsletter - Page 4
The consumer-based modern American society demands more, better, faster, cheaper everything from products to service. They want plastic bags and containers and a toxic-free environment, fresh fruit and safe pesticides, a car for every driver and clean air, material wealth and spiritual fulfillment to the point that they will sacrifice traditional values while pursuing economic wealth. In other words, society demands the highest quality of life with minimal cost and government interference. A free market alone will not produce the quality of life which Americans desire; nor can government alone accomplish this daunting task. The capitalistic free market is not involved in protecting traditional values, and government in and by itself is not adept at producing satisfactory levels of material wealth. A balanced, collaborative and open-minded public-private partnership is required.

Although contemporary political dialogue attempts to obfuscate and even demand less government involvement is our lives, there is a broad consensus that an activist government is necessary to protect the physical environment and promote a healthy business environment. Put another way, whenever society faces a significant crisis, it looks to government for solutions. Society may not want government to dominate a particular business, but they frequently want it to be involved. So the questions of where and how should government interact with local businesses by participating in such or-

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The public works department plays a primary role in providing for quality of life in every community. The word “community” is derived from the melding of two words: common and unity. As early hunters and gatherers came together to form the earliest communities, their needs were simple: satisfy needs of hunger, thirst and safety. As society evolved, human needs expanded to include affiliation and esteem. In modern society these needs required growth of transportation, recreation and the expansion of utilities as we now know them. Thus the public works department of every community rests at the nexus of all current and future growth. As a leader of this department, the director must focus on both the internal and external environment to ensure that the department understands and functions to meet the ever-growing needs of the community and those businesses that support it.

One must always begin by looking within the organization to ensure that the most modern, effective and efficient policies and procedures are utilized to accomplish strategic alignment. The best process to accomplish this task is to begin a self-assessment process based on best practices as supported by such professional agencies as the American Public Works Association. Having successfully led a self-assessment program in the City of South Jordan, there were numerous benefits gained from the exercise.

First, many policies and procedures that were being practiced were not documented or formalized. Second, other policies and procedures were upgraded if others were found to be better, more effective and less costly than those being practiced by the city previously. This process was followed by completing the accreditation process with APWA becoming the first and only city in Utah to become accredited. This resulted in several immediate and long-lasting positive outcomes to include: increased esteem with our stakeholders, organizational growth and increased pride and motivation and in our members. Several of our policies and procedures were adopted as the new national standards. An additional and significant benefit was the breakdown of silos not only within the department but also across departmental boundaries as the organization as a whole learned to function better together.

Another benefit of this new culture was the increased interest in innovation. It began with the simple idea from our street sign maintenance operator. He researched the cost of bringing the street sign making capability in-house. By implementing his suggestion the city saved nearly 25 percent of its annual sign budget the first year including startup costs. Signs are now replaced in a matter of hours rather than weeks. Another one of our operators researched and suggested calibrating our salt spreaders. This resulted in the cost reduction of 95 cents per lane mile per snow event for our salt budget. Many other examples of innovation effectiveness and efficiency followed. Many more innovative changes followed.

Still another internal investment that has paid significant dividend was enhancing the safety program of the organization. By implementing a comprehensive safety program based on training received at the Naval Post-Graduate School, the City of South Jordan reduced lost man-days due to injury by the equivalent of two FTE positions the first year. Additional cost savings of over twenty thousand dollars was realized through reduction of damaged, lost or stolen equipment. This program twice won the Safety Program of the Year for APWA’s Utah Chapter. Again, morale and productivity were significantly enhanced.

The next benefit derived from the new culture of collaboration and innovation was the building of new bridges with external organizations. A Congressional Research Service report in September 2011 on the effects of public works projects on stimulating the local economies reported that while these projects were vital to maintaining the local economy, increased activity was not only fiscally impractical from the local budgeting perspective, there could also be a negative impact if local resources were used as a stimulus for growth. That was a direct result incurred by the need to raise taxes, borrow money or reduce rainy day funds. The findings suggested that businesses were not attracted to cities that were fiscally unstable.

So what does attract new growth and business to a city? Studies show that attraction by business is in relationships. Public works must interact with local businesses by participating in such organizations as the Chamber of Commerce, the local builders association, and NGO’s such as the Lions, and the Exchange Club. Building relationships reduces fear and distrust from both sides. It builds bridges that promotes understanding and paves the way for private-public partnerships.

An example of this was the creation of a “Through-the-Fence” development at the Ogden Regional Airport. A business organization approached the Airport Board of Directors on which I sat, with the concept of building aviation-related businesses on property outside of and adjacent to the airport boundary. This concept would require a through-the-fence connection to the airport. The Board was initially skeptical of the idea but decided the concept was worthy of further study. After studying a similar concept at the Scottsdale Airport in Arizona, the project was approved and immediately resulted in several new businesses moving into the complex as well as increased activity and revenues gained at the Ogden Airport. The most recent gain was the announcement that Northrup-Grumman Corporation was moving 250 new highly paid engineering jobs to the facility.

A second successful initiative was the public-private cooperation in developing new standards and specifications for developers. The initiative required an open-minded and innovative approach to building infrastructure that was cost effective, sustainable and environmentally friendly. In a collaborative team, the developer and city staff implemented a new design concept for controlling stormwater runoff. Rather than constructing reinforced concrete piping to divert runoff to retention/detention ponds, roadside swells were constructed to retain local runoff and absorb rainwater into the aquifer. Where excess runoff was found, it was diverted into smaller local retention ponds that filtered sediment and debris then injected the water into the local water table. Businesses that construct onsidered retention/detention facilities were given a discount on the municipal stormwater fee. The businesses were responsible for maintenance of their facility and could contract with the city for such maintenance. The result was a win-win for both developers and the city.

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Developing a Talent Pool

Dan J. Hartman, PWLF
Director of Public Works, City of Golden, Colorado and Member, APWA Leadership and Management Committee

The 2005 movie Glory Road is about how Texas Western College (now The University of Texas El Paso) basketball coach, Don Haskins, begins recruiting from many unusual places. He sends his scouts to inner-city playgrounds looking for talent, a move that was not done by traditional programs at that time. This was unusual firstly because traditionally programs were looking for the best high school players, but also because it was prior to the civil rights movement and recruiting black players was not common, especially in the south. The result of Haskins’ courage to look beyond the bigotry and convention of the time was tiny Texas Western College winning the NCAA Basketball championship in 1966 against traditional powerhouse Kentucky. To this day, this is the only men’s national basketball championship won by a Texas university.

I love that story, because it embodies innovation and especially courage, two important attributes of leadership. What can we take from this today to help us develop our public works department talent pool? Well, Don figured that there was plenty of available talent, enough to win a national championship; you just needed to look in the right place. So let’s review places that we can look for talent.

We will start with the traditional places to look for talent, which would be through posting job openings on our web pages, in professional publications, and local outlets—even Craig’s List. These have been the bedrock places that organizations have gone to look for talent when openings occur. While they have merit, they also have limitations. The biggest limitation is that the pool of candidates is limited to the folks that are currently looking either for a job, or to change careers. We need ideas on how to expand the possible talent pool.

The traditional way that communities try to enlarge the talent pool is to hire a head hunting recruiting consultant. This is usually expensive, and typically done for top executive positions. What do we need to do to more economically increase the pool for all positions?

Well, let’s start with the internet and social media. Facebook, LinkedIn and Twitter are some of the places you can start looking for talent. You can also find specialized websites, along with local sites where people post their qualifications. These are good for finding people who may not necessarily be looking, but are keeping their current credentials up-to-date.

Professional networking is perhaps one of the best places to find and recognize talent. Networking provides you with the opportunity to meet talented people that you may want to contact at a later point. A number of years ago we had a very high-level opening in our department and put the position opening out through traditional means. We reviewed the responses that we received, conducted interviews, and found that there was not a candidate that showed us. Instead of accepting the “pool of the available candidate” that we are presented a list of the very talented people that we met over 45 years. Two of these people we contacted indicated that they may be interested, so we sat down to discuss the opening, and hired one. Now, nearly 10 years later that individual is perhaps the best and smartest person I have worked with. The important thing is that we did not settle for what we had at first.

When you attend meetings, training sessions or are even on construction sites, take note of sharp individuals because you never know when they can benefit your organization. Years ago we were working on a project with a contractor that had a young employee who was a star at weekly project meetings. Everything he did was always done very well, on time and very thoroughly completed. A few years later we had an inspector position open, and we asked him to apply. We were able to hire a very competent person that we had prior knowledge of, so there was little downside risk simply because we paid attention to talent.

There are plenty of other places where you can find talent: interns, summer or part-time employees or even by volunteering to teach an occasional class at your local college. My favorite place to look for talent, however, is within your organization. I have talked about this in another article in this issue, so what could be easier than working to advance talented people you see in your own organization? It is important that you do not limit yourself; don’t just look, identify talent anywhere in your city, county or district.

The point is you need to keep looking and thinking just like Don Haskins did. I know that many of you have found talent in many other areas, so you should consider sharing your stories. APWA has a couple of easy places where you can do this. First, the Leadership and Management Committee has a Facebook group. You can sign up by subscribing to APWA’s Facebook page and request inclusion to the L&M group. We would love to hear your successes. We also sponsor a “Recognize Your Leaders” article each month. What better thing to share than someone who found a brilliant way to find exceptional talent for your organization, while also recognizing them for their effort.

So get after developing a great talent pool and then just like Texas Western College, you can become champions in public works.

Resources: APWA Reporter, December 2013

Missouri LTAP Leadership Classes

The following are workforce development courses recently developed and now being offered by Missouri LTAP. All four are Road Scholar Level III classes and cover specific leadership topics. Watch for these classes in your area on the training calendar at www.moltap.org or call 1.866.MOROADS to schedule a special training.

Grant Writing:
- covers the coordination of several activities in writing a successful proposal. These include planning, searching for data and resources, writing and packaging a proposal, submitting a proposal to a funder, and following up with the funder. Attendees will learn some helpful tips in getting their proposals read and hopefully funded.

Emergency Management for Public Works Officials
- covers the relationship between County, State, and Federal initiatives during and following a disaster. It also discusses the roles of the County Presiding Commissioner and the County Emergency Management Director in a disaster situation and who to contact and how to request additional resources. Attendees will gain a basic understanding of the emergency management process, a general knowledge of what materials/activities are eligible for reimbursement, and what information/documentation to keep during and following an event.

Legal Aspects of Supervision
- covers the legal responsibilities of supervising others. Attendees will become aware of the pitfalls of not giving adequate direction. Everything a supervisor does has a consequence, whether it’s telling someone to dig a ditch or grade a road. Supervisors must be aware of those consequences before they give out the daily work schedule. The class focuses on being a supervisor a pleasant experience and not a courtroom appearance.

Project Planning and Management
- shows some of the best ways to develop an efficient plan for carrying out a project as well as estimating labor and material costs. Further, it will exhibit the merits of proper management during a project. Attendees will learn why and how to plan what will happen from one day to the next on a project. They will learn why thinking ahead is more important than just waiting to see what happens tomorrow and beyond.

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Missouri LTAP Newsletter - Page 9
**Community Improvements**

**Neighborhood Traffic Safety**

Michael Park, PTOE

City Traffic Engineer of City of Lee’s Summit, Missouri

Imagine avoiding the inefficiencies of addressing every residential traffic complaint individually, but also engaging residents to take ownership of the issue at the same time. Try a systematic approach with solutions that can consistently address residential traffic concerns so that everyone has a voice and feels special without giving special treatment or escalating emotions. This doesn’t mean you have to implement traffic calming, but you should know when and what types of traffic calming are practiced in your community and maintain a toolbox of education and enforcement alternatives. A programmatic offering of options that address (not necessarily fix) residential traffic concerns is essential to citizen satisfaction.

Lee’s Summit’s Neighborhood Traffic Safety Program (NTSP) targets residential streets where the intersection of livability and traffic most often conflict. It is a neighborhood-driven approach to address residential traffic issues. The delivery gives residents ownership to solutions yet maintains critical management by staff with the sanctity of onset political approval of the program. The structure is defined and publicly accessible on the City’s website (www.cityofls.net). The process is generally described below:

**Step 1** – A resident or association submits a formal application to participate in the program.

**Step 2** – Staff prepares a petition for necessary show of resident interest in the issue worth study and further consideration. The petition boundaries include all adjacent properties to the subject street(s). The program must include clear guidance for establishing inclusionary petition boundaries for consistency.

**Step 3** – The applicant circulates the petition for at least 50% support and returns it to staff. If not, there is no project and the remaining steps do not apply.

**Step 4** – Staff coordinates a neighborhood meeting through the applicant to discuss and clarify the project, remaining process, and resident concerns.

**Step 5** – A traffic study is conducted and incorporates resident feedback from the neighborhood meeting.

A neighborhood traffic safety study will give attention to the issue(s) and provide recommendations for improvement (if warranted). Recommendations may be education, enforcement, and/or engineered treatments (traffic calming). The study and its content are mostly standardized.

Traffic calming consideration should be based on objective criteria (e.g., crashes, speed, volume, environment, road conditions, etc.) that translate into a simple rating or scoring system. The score is an indication of severity and can validate recommendations.

The scoring criteria should be based on the community’s tolerances for traffic calming. There are a variety of industry best practices and community examples to reference. The acceptable thresholds of severity must be determined before the program is established. For example, an 18-month pilot was used in Lee’s Summit. The criteria can then be adjusted as needed by amending the program if the community forbearance changes. The established criterion provides a consistent evaluation as well as priority for each project.

**Step 6** – After the study has been completed, a meeting between City staff, residents and public officials will be arranged to discuss the study, its recommendations, and implications.

For implementation of any engineering action/traffic calming recommendation there must be two satisfied conditions:

C1 – A staff recommendation in the traffic study for traffic calming that is based on a traffic problem having a qualified score; and

C2 – The recommendation and subsequently developed traffic calming plan must be supported by the residents through a petition having received at least 75% support, including 100% support from any property owner immediately adjacent to any material construction.

It is important to enable residents to refuse traffic calming installation. If the petition fails, the project reverts to education and enforcement options.

Following any traffic calming implementation a review is completed within the next 12 months to determine its effectiveness. Any installed traffic calming desired to be removed by the residents may be removed at the expense of the residents on the approving petition, but such removal requires a similar petition with at least 75% support.

This process typically takes about six to nine months from initiation through Step 6. The schedule is mostly dependent on citizen participation and seasonal opportunities to collect valid data.

In the past seven years there have been countless citizen inquiries to address neighborhood traffic concerns. Rather than chase each inquiry independently (an inefficient and often inconsistent approach), staff redirects and only gives its attention to NTSP project applications for these matters. A graphical summary of applicable applications received from 2006 through 2013 and relative advancements are shown in Figure 1.

In contrast to prior experiences there has been no residential speed or cut-through traffic complaints handled through independent engineering or political persuasion. All residential traffic complaints and inquiries have been addressed within the scope of the program.

The majority of inquiries do not result in an application being submitted due to the resident concerns required—clearly a self-vetted situation and promotion of accountability. Residential traffic issues are thereby addressed by residents through managed choices. Staff offers choices that are acceptable, appropriate, and proven. There is always a choice to do nothing though, evident by the percentage of projects that fail to garner the necessary resident support to forward the issue.

The volume of neighborhood traffic complaints and traffic enforcement requests, public surveys, and traffic calming impact studies are used to further evaluate program performance. All have been positive thus far.

The Lee’s Summit Police Department reports a declining trend in calls for service related to residential speeding. They also note that nearly all residential areas with a significant history of traffic complaints no longer require routine speed enforcement. The Public Works Department and elected officials have also received fewer residential speeding complaints compared to years prior. The Fire Department continues to report no change in response time.

A before-and-after traffic calming sample of travel speed results is summarized on Figure 2. The noted speed data represents a compilation of corridor statistics. All speed limits on the referenced streets are 25 mph except as noted with an asterisk (30 mph). No speed humps or raised crosswalks have been removed in Lee’s Summit.

Traffic calming projects can generate public opposition, mostly from false fears or forced changes in detrimental driver behavior. The opposition is often emotional, but fades quickly in almost all circumstances. The opposition has no

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![Figure 1. Project History (2006 - 2013)](image)

![Figure 2. Traffic Calming Impact](image)
Employees Workzone

Responsibilities of a Flagger

By: Andrew Morgan, West Virginia LTAP

As roadway employees are working on maintenance and construction issues throughout the year, they are subjected to the hazards that come with working in the roads. These hazards are varied, but a primary one is drivers.

Flagger Responsibilities

While flagging is often a boring and exhausting task, it is important to recognize and remember that the flagger is the most important person on a crew, with regards to crew and driver safety, and keeping traffic flowing. Flaggers serve as an early warning system of potential traffic hazards; without flaggers, there may be no warning before a vehicle inadvertently enters the work area.

Anytime you close a lane on a two-lane road you should have flaggers in place to direct drivers. Without flaggers, you are dependent on drivers trying to find the proper safe path, and you are expecting them to determine who yields to whom. These are two tasks that drivers are not always good at accomplishing on their own. You are putting the crew members and the drivers’ safety in the hands of drivers that may be distracted, in a hurry, or simply confused.

The best way to control two-way traffic in a work area with only one lane open is to use two flaggers. With two flaggers, each one can focus their attention on a single approach. When only one lane open is to use two flaggers. With two flaggers, you can be distracted, in a hurry, or simply confused.

Drivers can only respond to flaggers if they can see them, which is why it is so important that flaggers wear high visibility clothing, typically a vest. The high visibility clothing must meet American National Standards Institute (ANSI) Class II requirements, which include orange or yellow green materials covering the flagger’s front, back and sides. Class II vests also contain a designated amount of retro-reflective stripes. A simple way to ensure a vest meets ANSI Class II requirements is to check the tag.

Training

Training is critical. Flagging is more than simply turning a stop/slow paddle back and forth, and expecting flaggers to learn solely from experience can be very dangerous for them, the crew, and drivers they are responsible for protecting. The Missouri LTAP Center offers a Workzone Safety and Flagger course, which can be helpful in training your flaggers. Having your flaggers attend a structured course can provide them with the knowledge to properly protect those in a work zone and share experiences with other. Missouri LTAP can also provide you with flagger pocket guides for your crews.

Resource: The original version of this article was featured in the Country Roads & City Streets, Spring 2014 Newsletter

How can the public works department play a role in economic development?

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Yet another example of how an innovative and collaborative public works department played a major role in economic development was when eBay wanted to build their largest computer facility in the United States in our industrial park. One of their major concerns was, “Could the City supply the large quantity of water required to cool the facility and equipment at a reasonable price?” After conducting some research and identifying several options, the City found a partner just across the street from the eBay site. It was a food plant that produced a large quantity of wastewater that was being treated then dumped into the sewer system at a high cost to the food plant. The City brokered a deal where a new pipeline was built diverting the wastewater through a filtration process and into eBay’s cooling system. Once used the water was then reused to irrigate the large plant site. There was little cost to eBay who actually saved money, but not needing to use City water for cooling or irrigation, the food plant saved money in sewer fees and the wastewater treatment plant recouped a significant amount of capacity that was used to treat new development.

The ideological debate over the size of government has drowned out the much more relevant debate over the goals of government. It is time to reach those goals effectively and efficiently. We accept as an axiom that modern society, our economic growth and our environmental health are inseparable components that an activist government must be involved in. Equally inseparable are new, mutually supportive public-private partnerships. A new style of management is required if we are to enhance government’s effectiveness.

The need for effective and innovative public management requires a collaborative and innovative approach to deal with the complex and interrelated issues that will enable our society to not only survive but thrive. The principal causes of this complexity are societal, economic and environmental. When the economy is strong and the environment does not present a clear and present danger to our health, society desires a laissez-faire governmental approach; however, when the economy or the environment is wanting, government must intervene with collaborative and innovative leadership to find solutions to our problems. Government is involved in every aspect of commu

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nial life from filling potholes to protecting the environment and planning for the future availability of community needs. In the current global economic reality, government is an essential partner in all future economic and environmental planning and operations if we are to remain a strong, healthy and viable society. Our public works departments are at the fulcrum of lifting our societal well-being into the future.

Resource: APWA Reporter, June 2014
About LTAP
LTAP is comprised of a national network of centers - one in every state, Puerto Rico and regional centers serving tribal governments. The LTAP centers enable local, parish, counties, 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
- newsletters

Through the core services, LTAP centers provide access to training and information that may not have otherwise been accessible. Centers are able to provide local road departments with:

- work force development services
- resources to enhance safety and security
- solutions to environmental, congestion, capacity and other issues
- technical publications
- training videos and materials

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On the Horizon

MML 80th Annual Conference
Sept. 14-17, 2014 • St. Charles, MO

MINK Conference
Sept. 24-25, 2014 • St. Joseph, MO

2014 Blueprint Conference
Sept. 29 - Oct. 1, 2014 • St. Louis, MO

Transportation Infrastructure Conference
Oct. 3, 2014 • Rolla, MO

9th Annual MACTO Conference
Oct. 21-22, 2014 • Lake Ozark, MO

MAC 43rd Annual Conference & Expo
Nov. 23-25, 2014 • Osage Beach, MO

57th Annual Asphalt Conference
Dec. 9-10, 2014 • Rolla, MO