Slightly Different Name, Same Program and Recognition

What we have always referred to as the Missouri “Show-Me” Road Scholar Program will now be called the MO-LTAP Scholars Program. What is the reason for the change? After all, people love the name “road scholar”. We were contacted in November by a company called Elderhostel, who informed us that they have the name “Road Scholar” trademarked. They requested that we stop using the name immediately. You might wonder how we came up with the name. We actually followed the lead of Kansas LTAP, who started their RS program in 2000. They got the name from other LTAP centers. The name Road Scholar or Roads Scholar is used by many of the LTAP centers. When we deployed our program in 2008, we simply followed suit and used the name like so many others before us. Because this issue affects many of the centers, it is being reviewed by the National LTAP Association and the FHWA Technology Partnership Programs (TPP), who obligates the federal funding to each state LTAP. They are hoping to provide guidance on the issue. However, the University of Missouri has directed us to discontinue using the name to avoid trademark infringements. For this reason, we have been forced to discontinue using “road scholar”. One of the options being considered by NLTAPA and TPP is to come up with a name that they will trademark and allow all LTAP centers to use. This is likely to take several months. We did not want to put the promotion and upcoming recognitions on hold until that time, so we have decided to use MO-LTAP Scholars Program in the interim. We will keep you informed of any developments on the issue. We appreciate your understanding and promise it will be the same great training and awards that you have come to love.

Training Flyers Are More Interactive

You may have noticed a slightly different format on the training flyers that have been sent out since the beginning of the year. They have a more streamlined look and are completely interactive. You can now fill out the form electronically and send it back without ever needing to print. The flyers are also linked to the online training registration of the MO-LTAP website. We encourage you to register for classes by completing the forms electronically. It streamlines the process, reduces paper, and eliminates the need to fax.
Hello everyone!

2015 is certainly off to a quick start. It is hard to believe that we are already two months into it. During the first quarter newsletter, I always like to reflect back on the highlights of the previous year. For us, one thing that stands out is the overwhelming response to the new Level II classes that we started offering. Many of the classes focus on specific safety related topics at an advanced level and allow participants to continue increasing their knowledge learned in Level I classes. The new classes offered last year included Bucket Truck Operation & Safety, Confined Spaces, Introduction to Materials: Concrete, Asphalt & General Materials, Forklift Operation & Safety, and Trenching & Shoring. You will notice that most of these are advanced worker and equipment safety training, which is in line with the central focus of Level II training.

Hopefully you saw the announcement on the front page of this newsletter about the slight name change for the Scholar Program. Despite this challenge faced late last year, overall it was a very positive year for the program as it continued to grow. Several new Level I graduates as well as the first Level II graduate were recognized at awards ceremonies held throughout the state. The ceremonies included Clay County on May 12, Jasper County on August 12, and Webster County at the MACTO Conference on October 21. I recently had the opportunity to present Level I awards to the City of Kennett on February 3, where I presented five new graduates with their certificates and coats. This brings our total to 164 Level I graduates. We also have several new agencies that have recently registered employees in the program. For this reason, we will offer more Level I classes than we did in 2014 for these new agencies who recently enrolled. This will provide plenty of opportunities at the introduction level for agencies that have new employees or as refresher courses to keep veteran employees sharp with their skills. We will balance these with offering several Level II classes as well.

We are updating Basic Communication Skills, Preventive Pavement Maintenance, and Equipment Operation & Safety for 2015. We always try to ensure that our training is as up to date as possible. From time to time, it is necessary to reformat classes slightly to be sure that the most relevant and useful material is covered.

While 2014 was a year for new and expanded offerings in terms of training, our approach and presence in the local transportation sector throughout Missouri remained constant. As always, we promoted MO-LTAP at conferences and meetings throughout the state such as the MAC, MACTO, MML, TEAM, Traffic & Safety, and the Missouri Association of County Clerks & Election Authorities (MACCEA) conferences. We also held our two annual Advisory Committee meetings on April 3 in Rolla and October 21 during the MACTO conference as well as a MoDOT district ambassadors meeting on December 8.

All of us at Missouri LTAP look forward to another exciting year and will continue to work hard to meet the needs of local agencies by providing the best training and resources possible. Please let us know if there is a training you would like to see in your area. Always remember we are only an email or phone call away to provide training or resources to your agency.

Best wishes,

Heath Pickerill
Director, Missouri LTAP

"Community Begins Here"

May 17-23, 2015

There would be no community without the quality of life public works provides. There would be no community to police and protect, no public to lead or represent. This year’s theme “Community Begins Here” speaks to the essential nature of public works services in support of everyday quality of life.
Missouri LTAP Newsletter - Page 4

JEFFERSON CITY - The Missouri Department of Transporta-
tion today outlined its plan for taking care of roads and bridg-
es with a severely reduced construction budget.

“Missouri’s 325 System” calls for MoDOT to focus its limited
resources on approximately 8,000 miles of Missouri’s 34,000-
 mile state highway system. The 8,000 miles make up the state’s
primary roads and are the highways that connect cities across
the state.

The department will use its annual construction budget—which is expected to drop to $325 million in 2017—to keep
these primary roads in the good condition they are in today with
maintenance and rehabilitation work such as overlays and bridge replacements. Enhancements, though, such as inter-
change improvements or road widening, will not be possible.

The remaining miles of roads and bridges will make up the state’s supplementary system and will receive only limited rou-
tine maintenance. That means MoDOT crews will do the best they can to maintain roads and bridges on the supplemental
system with internal resources. Work will include filling pot-
holes, patching pavement and flushing and sealing bridge
decks. With only limited routine maintenance, however, these
roads will deteriorate.

“We need at least $485 million to maintain roads and bridg-
es in the condition they are today, so facing a $325 million
budget means making some tough choices,” MoDOT Direc-
tor Dave Nichols said. “In addition, Missouri won’t be able to
match federal funds in 2017, which provides a $4 to $1 invest-
ment. That revenue will be lost to other states.

“We won’t be able to provide the same level of service as we
have in the past. This is not a course of action we want to take,
but it’s one that insufficient funding forces us to take.”

Nichols presented the “Tough Choices Ahead” plan to the Missouri Highways and Transportation Commission on Janu-
ary 14th, at the monthly meeting in Jefferson City.

The emphasis on the primary and supplementary roads dif-
fers from MoDOT’s current focus on major and minor roads
because the major roads, which make up 20 percent of the
system and carry 80 percent of traffic, are confined to limited
areas of the state. By contrast, the Missouri 325 System ensures
that every county has at least one highway that would be in-
cluded as a primary route.

However, the supplementary roads include some significant
urban routes that MoDOT won’t be able to maintain in good
condition at a $325 million spending level. These urban roads
don’t connect the state’s system of roads and bridges, but rath-
er fill a more local transportation need. Still, they carry high
traffic volumes—anywhere from 30,000 to 50,000 vehicles per
day.

Examples include Lindbergh Boulevard in St. Louis; Blue
Parkway in Kansas City; Glenstone Avenue in Springfield;
Stadium Boulevard in Columbia; Route 179 in Jefferson City;
Rangeline Road in Joplin; Belt Highway in St. Joseph; and Wil-
liam Street in Cape Girardeau.

“State and federal fuel taxes provide the bulk of revenue for
transportation in Missouri, but that funding source is no lon-
ger adequate,” Nichols said. “That’s because cars have become
more fuel efficient; the fuel tax rate has not increased in almost
20 years, while the cost of doing business continues to rise;
and inflation has decreased today’s purchasing power by more
than 50 percent.”

Nichols said MoDOT has done all it can to put as much money
as possible toward roads and bridges.

“We’ve reduced staff, facilities and equipment and directed the
savings to roads and bridges,” Nichols said. “Without addi-
tional funding, though, we’re now faced with having to reduce
services as well.”

Missourians can find out more about MoDOT’s Tough Choic-
es Ahead plan, and also comment on the proposal, by visiting
www.modot.org/toughchoicesahead. For more information,
contact Holly Dentner at 573-522-3526 or MoDOT Customer
Relations at 573-751-2840.

April 9, 2015

EDC Exchange for Local and Tribal Agencies

Road Diets (Roadway Reconfiguration)

Four-lane undivided highways experience relatively high crash frequencies—especially between high-speed through traffic,
left-turning vehicles and other road users. One option for addressing this safety concern is a Road Diet, which typically in-
volves converting an existing four-lane undivided roadway segment to a three-lane segment consisting of two through lanes
and a center two-way left-turn lane. This reconfiguration has many benefits:

Safety. Road Diets can make the roadway environment safer for all users. Studies indicate a 19 to 47 percent reduction in
overall crashes when a Road Diet is installed. For pedestrians, Road Diets result in fewer lanes to cross and provide an op-
portunity to install refuge islands.

Low Cost. Road Diets make efficient use of limited roadway area. When planned in conjunction with reconstruction or
simple overlay projects, the safety and operational benefits of Road Diets are achieved essentially for the cost of restriping
pavement lanes.

Quality of Life. Road Diets can make shared spaces more livable and contribute to a community-focused, “Complete Streets”
environment. On-street parking and bike lanes can also bring increased foot traffic to business districts.

As part of the safety focus area of the Every Day Counts (EDC) initiative, the Federal Highway Administration (FHWA) is
promoting Road Diets. This EDC Exchange will highlight how local agencies are using this low cost safety countermeasure
to improve safety, operations, and livability in their communities. This Exchange will be of interest to Safety Engineers,
Transportation Planners, Pedestrian and Bicycle Coordinators, Safe Routes to School Coordinators, Local Public Agency
Coordinators, and Transportation Alternatives Program Managers.

Please join FHWA, the Missouri Local Technical Assistance Program Center and the Missouri Department of Transporta-
tion for a presentation on Road Diets via a live webinar on April 9, 2015 from 1:00 pm to 3:00 pm Central Time.

The following are locations for your participation:

• TMC of the Ozarks, 1107 W. Chestnut Expressway, Springfield, Training Room
• Kansas City District Office, 600 NE Colbern Road, Lee's Summit, Conference Room 136
• 830 MoDOT Drive, Jefferson City, Purple Conference Room
• St. Louis District Office, 1590 Woodlake Drive, Chesterfield, Conference Room 160

The Missouri LTAP Newsletter - Page 5
Sustainability: a Foundation, Not a Fad

By: Mary Pat Baldauf
Sustainability Facilitator, City of Columbia, South Carolina; President, South Carolina Chapter of APWA

Now more than ever, we’re being bombarded by environmental messages. Cable news networks declare Earth ‘a planet in peril,’ every major company and governmental agency is launching a sustainability plan; even his purple highness, Prince, is singing about going green. This information overload threatens to turn words like “green” and “sustainability” into meaningless clichés or green noise that people simply tune out. This is exactly why it is important for public works professionals to have a clear understanding of what sustainability means in the public works context, what it means to us, our customers and our community.

Sustainability in public works, in the broadest sense, means delivering our services in a manner that ensures an appropriate balance between the environment and the community and our ability to pay.

Many people think that sustainability is environmental action only, but the emphasis is on the balance between the environment, the community and the economy. Sustainability is accomplished by the efficient delivery of services and infrastructure in an environmentally and socially responsible way that ensures the best economic choice in the long term. For instance, if a new project is affordable and good for the environment, but displaces community members, it’s not a success.

Sustainability is about making great communities better and reducing the footprint of our efforts so that future generations are not burdened by our choices today. We only have one planet as a resource and our ability to continue to viably grow while reducing our impacts is critical to our long-term health and livable neighborhoods.

While sustainability is a relatively new term, public works leaders have been in the business of sustainability for as long as there has been a need to manage public infrastructure and services. Our profession keeps communities safe, powered by commerce and livable every day. Our successes are built on maximizing resources, creating lasting environments and shaping both the present and future of our communities.

Public works professionals frequently find themselves miired in reactive problem solving and crisis management, instead of taking a proactive, integrated approach to public works management. We often focus our efforts on short-term solutions that are inherently long-term in nature.

Sustainability considerations provide the industry a platform to assess and implement efforts that build better communities, preserve and enhance resources, and drive community engagement. The types of projects and infrastructure we build are designed to not just serve today’s users, but generations to come.

Sustainability is not afad that will fade next week or next month; it is the foundation upon which we build the communities that future generations will reside in. Adoption of sustainability principles and use of key tools and rating systems will help public works practitioners tackle community challenges, and ensure that key decision makers are aware of the consequences and rewards of a wide variety of possible solutions before they make a final decision. Sustainability requires innovation so that we can continue to efficiently deliver services and infrastructure while promoting less waste, less pollution and less consumption.

While there are best practices in sustainability, there is not one set of principles, criteria, or best management practices that will work for all communities all the time. Each department, agency or community needs to define what sustainability means to their community and work to implement it.

Public works leaders who embrace sustainability will be able to rethink and remake their communities by always being tuned in and adopting a Capital Program. However, it can be more difficult to engage the public during the design of specific projects. Meetings with the public about projects can quickly become unwieldy complaint sessions. Some agencies have shifted to an “open house” format to reduce this risk. However, open houses are really better suited to presenting a design rather than seeking input before design begins and can miss the mark for truly meaningful dialog.

In our community we have developed a recipe that works well and is a prerequisite for nearly every project—the Pre-design Meeting. It can be the most important two hours we spend on a project. If done properly it will serve to better define the design parameters and save countless hours of problems during the construction phase. The meetings are built around the following five objectives:

1. Get to Know One Another – This is an opportunity for the neighborhood to meet the design team and the design team to meet the neighborhood. It is important for everyone to have a name and face to go with a phone number if they have questions. If you know who will be inspecting the project, bring them along. It is a good idea to let the folks meet the person who will be dealing with their day-to-day problems during construction. It is also good for the inspector to hear first-hand the concerns of the neighborhood may have; he/she will be better prepared to address them during construction.

2. Share What You Know About the Project – Perhaps the most important thing to convey to the neighborhood is why the City is doing the project. Without understanding the worthiness of a project, people are less likely to tolerate hardships during construction. Since this is a pre-design meeting you will only be in a position to share the objectives of the project and perhaps a handful of details, but not much else. You will not be able answer some of the questions about the project. That is a scary thing for engineers who are trained to bring solutions, but that’s okay. It is perfectly fine to say, “We don’t know the answer to that yet, but it is something we will examine during design.” Then go on to probe to learn more about what aspects of that issue important to them so that it can be considered during design. Which leads to our next objective:

3. Get Input from the Public – The opportunity to be heard before design begins is paramount to effective engagement. It will also build trust and goodwill with the project team. Listen to concerns and ideas about the project. Perhaps you will learn about things that are unrelated to the original scope of the project such as a drainage problem or sanitary sewer surcharge that had not been reported to the City. In most cases it is most cost effective to fix these problems as part of the project rather than returning later with another project. It is important not to view this as scope creep; it is good design. Some very good ideas have come from neighborhood meetings. Sometimes the bulk of the questions will focus on the impact the project will have on their lives during construction. If the meeting begins to get bogged down here, move to the next section and discuss the issue head on. Then return to design-related issues later if necessary.

4. Provide a Preview of What to Expect During Construction – There is no better way to convey this information than with pictures. Develop a PowerPoint to show folks what their neighborhood will look like during the project. Try to select pictures from similar projects in similar neighborhoods.

As public works officials, we are entrusted with millions of dollars of the public’s money to build and maintain infrastructure systems. With that trust comes an expectation that we will plan and implement projects that are in the best long-term interest of our citizens. If we work to maintain this trust it is essential to involve the community in our decisions and be transparent in our actions. This begins with the development of the Capital Program and continues through the design and construction of each project. Most communities have become adept at seeking public input when developing and adopting a Capital Program. However, it can be more difficult to engage the public during the design of specific projects. Meetings with the public about projects can quickly become unwieldy complaint sessions. Some agencies have shifted to an “open house” format to reduce this risk. However, open houses are really better suited to presenting a design rather than seeking input before design begins and can miss the mark for truly meaningful dialog.

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(continued on page 13)
Asphalt pavements age and deteriorate, the need for corrective measures to restore safety and rideability increases. Funding for rehabilitation and overlay of these pavements is not likely to keep up with the demand, requiring more agencies to use the most cost-effective methods when patching distressed areas. The patches will also be expected to survive longer and carry more traffic.

Potholes occur on asphalt-surfaced pavements subjected to a broad spectrum of traffic levels, from two-lane rural routes to multi-lane interstate highways. Any agency responsible for asphalt-surfaced pavements (either full-depth or composite) eventually performs pothole patching. Pothole patching is generally performed either as an emergency repair under harsh conditions, or as routine maintenance scheduled for warmer and drier periods. Pothole patching can be performed during weather conditions ranging from clear spring days to harsh winter storms, with temperatures anywhere from 38°F to -18°C. Even though the moisture and traffic conditions may vary, the materials and methods for placing quality repairs are fairly similar. A complete manual for pothole repair is provided by FHWA. The manual describes patching techniques that have been used successfully under actual field conditions across the United States and Canada. The decision to patch potholes is influenced by many factors:

- The level of traffic.
- The time until scheduled rehabilitation or overlay.
- The availability of personnel, equipment, and materials.
- The tolerance of the traveling public.

In most cases, the public likes all potholes to be repaired promptly and forms a negative opinion of the highway agency when this fails to happen. Potholes are generally caused by moisture, freeze-thaw action, traffic, poor underlying support, or some combination of these factors. Pothole repair is necessary in those situations where potholes compromise safety and pavement rideability.

Pothole repair operations can usually be divided into two distinct periods. The first period is winter repairs, when temperatures are low and the base material is frozen, and additional moisture and freeze-thaw cycles are expected before the spring thaw. The second period is spring repairs, when base material is wet and soft, and few additional freeze-thaw cycles are expected.

Regardless of the climatic conditions, the potential safety and rideability problems that could result from the unrepaired distress must be considered when deciding whether a pothole should be patched.

A highway agency must repair potentially hazardous potholes as soon as it becomes aware of them. The two main elements of quality pothole patching are material selection and repair procedures. For every combination of these two factors, the cost-effectiveness of the overall patching operation will be affected by material, labor, and equipment costs. The combinations of materials and procedures that will produce optimum cost-effectiveness vary from agency to agency.

Most agencies have three types of cold mixes available to them. The first of these is cold mix produced by a local asphalt plant, using the available aggregate and binder, usually without an opportunity to consider compatibility or expected performance.

The second type is cold mix produced according to specifications set by the agency that will use the mix. The specifications normally include the acceptable types of aggregate and asphalt, as well as acceptance criteria for the agency to purchase the material. The aggregate and asphalt are usually tested for compatibility before specifying acceptable sources. The use of spray-injection devices by agency employees would fall into this category, since the agency must check the asphalt-aggregate compatibility before placing patches.

The third type is proprietary cold mix. A local asphalt plant generally produces this material using specially formulated binders. These binders are produced by companies that test the local aggregate, design the mixes, and monitor production to ensure the quality of the product. These materials (like other cold mixes) can be produced in bulk and stockpiled, or they can be packaged into buckets or bags to make the material easier to handle in the field. Spray-injection patching performed by a contractor would fall into this third category, since the aggregate and binder are supplied by and should be tested by a patching contractor.

For each of these materials, an agency must address different concerns when verifying the quality of materials used for patching. When using cold mixes produced according to agency specifications, the compatibility of the binder and aggregate must be checked.

Many maintenance agencies use the throw-and-go method for repairing potholes. Although not considered the best way to patch potholes, it is the most commonly used method because of its high rate of production. The procedure described in this manual is more accurately termed throw-and-roll, and it should be considered a superior alternative to the traditional throw-and-go method.

An installation technique used by many agencies is the semi-permanent repair procedure. This procedure represents an increased level of effort for patching potholes. This increased effort increases the performance of the patches by improving the underlying and surrounding support provided for the patches. It also raises the cost of the patching operation.

 Agencies also use spray-injection devices for repairing potholes. This technique has higher equipment costs than the other procedures, but it also has a high rate of productivity and lower material costs.

Another method used by some agencies is the edge seal method. This method requires a second pass through the repair area, but can improve patch performance in older pavements with a lot of cracking.

A supervisor or foreman familiar with the crew and the available equipment can provide most of the information required to complete the cost-effectiveness worksheet. The most difficult value to obtain accurately is the “expected patch survival.” The pavement condition, material quality, climatic influence, crew ability, and past repair performance will all factor into this value. The FHWA Materials and Procedures for Repair of Potholes in Asphalt-Surfaced Pavements, Manual of Practice can provide more details on procedures, cost, testing, expected patch survival and many more topic specific to pothole repair.

Preventative Pavement Maintenance:

presents ways to assist in the development and implementation of pavement preservation programs by identifying the benefits of using chip seal as part of a preventive maintenance program and the importance of maintaining existing roads before it is selected. The course also covers the calibration of distributors and chip spreaders and how to put together a pavement team. The asphalt 101 portion covers mix design.

Chip Seal / Asphalt 101:

presents ways to assist in the development and implementation of pavement preservation programs by identifying the benefits of using chip seal as part of a preventive maintenance program and the importance of maintaining existing roads before it is selected. The course also covers the calibration of distributors and chip spreaders and how to put together a pavement team. The asphalt 101 portion covers mix design.

Introduction to Materials - Concrete, Asphalt & General Materials:

discusses the importance of using the proper materials in road construction and maintenance and how best to obtain those materials. It covers some of the more popular tests used to guarantee the material being purchased meets the requirements set for them. Attendees will discuss acceptance methods, how to get testing done, and the importance of having a quality plan and specifying what is needed.
Communications Strategies

How to Reach Seniors With Your Agency’s Communications

By: Lisa Harris
Editor/Manager of Communications & Outreach, Kansas LTAP

Small communities across the country have waning newspaper circulations and many are losing their newspapers altogether. The City of De Soto in Kansas has faced this issue; five years ago, the local newspaper went out of business. This affects the city’s ability to reach citizens with notices about public meetings and other time-sensitive information — especially older citizens and others who don’t use the internet.

“Ever since the paper went out, it’s been a struggle for us to reach our older citizens who can’t or won’t use electronic communications,” said Mike Brungardt, De Soto city engineer. “Frustrated citizens tell our council members, and our council members tell us. These citizens really feel left in the dark with no reliable way to get good information.”

Brungardt said the city has tried to figure out ways to reach citizens who don’t use the internet, but, in his opinion, they are coming up short, compared with a newspaper. For example, the city has teamed up with the school district and the Lawrence Journal-World to produce a quarterly newsletter with city information. “It’s nice, but it’s not news,” he said. “The information is provided by the city, and it is not objectively reported.”

You will likely have to think of innovative ways to get the word out, perhaps partnering with organizations or services with frequent contact with seniors. It may be helpful to put together an advisory group of seniors to brainstorm ideas for better communication.

Internet users who are seniors

An article at govdelivery.com stated that senior citizens are fast adopting email as one of their primary methods of digital interaction and communication. The article cited a Pew Internet and American Life Project that said that 87 percent of senior citizens (age 66-74) and 82 percent of seniors age 75-plus use email and search engines. The Nielsen Company found that checking email was the primary online activity for 88.6 percent of seniors, including those who do not use the internet.

A publication titled Age Friendly Communication: Facts, Tips and Ideas., contains some excellent information on ways to design online sites to be more attractive and usable for seniors. Its website checklist (pg. 26 of the publication) contains tips for typeface, writing style, use of images and animation, and navigation that can be helpful for communicating with seniors. For example, the checklist recommends using a sans serif font in upper and lower case for the body text. For easier readability, it suggests presenting information in a clear, simple, and familiar way, and to use the active voice. It suggests supporting any icons with descriptive text, if possible.

All these tips help senior website users who may be confused navigating a more complicated site for the information they need.

Conclusion

Start a dialogue with your government’s communications manager, or with other departments, to see if you can improve communication and outreach to seniors, not only to report things that have happened, but to announce programs and meetings seniors might wish to participate in, or attend. Consider innovative ways to share information — or to partner in sharing information.

Some seniors are tech savvy, and more will be so in the next few decades. Keep in mind their information needs as you develop your web site and social media. Learn what makes website and social media site design more senior-friendly, and make some changes to your site designs, if needed. For more information, consult the sources below.

Resource: Kansas LTAP Newsletter, Winter 2014
There Is No Good Way to Manage People
(But We Have to Try Anyway)

By: Tron Jordheim; CMO of StorageMart (http://www.tronjordheim.com)

People are people” the old saying goes. That means everyone brings their own personal baggage with them to work. People make poor choices, act rashly and defend their own comfort zones. People have agendas all of their own that often have nothing to do with the work agenda that you, as the manager, are promoting.

Sometimes the selfish and petty things people do are no surprise. Some employees repeat a behavior over and over if you let them. Infighting, jealousy, jockeying for position and defending turf are pretty normal behaviors. But sometimes the selfish and petty behavior is quite a surprise.

In contrast, every workplace has people who perform well, take care of themselves, are supportive of others on the team when needed, and keep below the radar.

The best managers try hard to motivate and guide their people to meet agreed-upon goals. Procedures, protocols and guidelines are put in place to help keep things fair and organized. Feedback, motivation and direction are given. But at the end of the day, good managers realize that there is no good way to manage people.

But since managing people is the key to any business success, you have to try anyway.

What to do?

There are many books on people management, and you may have practiced all the different styles. If you boil down all the great people management advice as much as you can, there are really only two things to do:

- Make sure your staff is getting ongoing training, feedback, correction and motivation for all their work-related behaviors.
- Leave your people alone and let them work. The trick is to know when to do which with each person. Here are some ways you can try:

  **Share best practices.** Try to create models of best performance and best practices for employees to learn, to copy and to aspire to. You can create goals, requirements and performance thresholds to use as measurement tools. Be fair and consistent in enforcing performance requirements and work rules and be honest with them in your assessment of business conditions, in your communication of company policies and your feelings about their performance.

  **Know your people.** Try to get to know each of your employees so you can find the right way to approach them, motivate and correct each of them. Spend a little time with each of your direct reports and encourage them to spend time with each of their direct reports. Spending that time together helps solidify teamwork, helps clarify any issues, and helps to make sure you and your people are being accountable to each other.

  **Communicate face-to-face.** Stop relying on email and memos; have personal conversations with the people in your group. Allow your people to be honest with you. Spend at least a little personal time with each person every month if you can. Learn to be a good listener. You will learn a lot about how to deal with your people if you hear what they say.

  **Leave well enough alone.** Sometimes managers feel that people can perform better and can produce more, but if employees have found a comfortable and satisfactory balance, it is best not to disturb. Resist the temptation to overmanage them.

Some days you will work hard to mold people’s behavior and performance when what they really needed was to be left alone to do their jobs. Some days you will leave people alone when what they really needed was to be working with someone. Try to ask yourself each day: Who needs time from me today? Who needs to be left alone?

**Conclusion**

You can do your organization a lot of good by at trying to be a better manager every day. Work on best practices, get to know your employees, communicate personally, and above all, leave well enough alone. If you try too hard to manage people or if you go too far in attempting to manage behavior, you'll end up throwing your hands up in the air and declaring there is no good way to manage people!

**Resource:** Reprinted with permission from Government Executive newsletter, November 2013 and Kansas LTAP Newsletter, Winter 2014

Sustainability: a Foundation, Not a Fad (continued)

signed to provide information, and links to other resources, to help public works leaders learn and embrace sustainability. As the website evolves you will see case studies, testimonial, and other real-life examples of sustainable practices from APWA member communities or other sources. We invite you to visit the site often so that you do not miss any new developments.

Mary Pat Baldauf can be reached at (803) 545-2722 or mpbal-
dau@columbiasc.net.

Despite—or perhaps because of—the environmental information overload, sustainability is a concept that people have a hard time wrapping their minds around. There are many ways to define sustainability, but all include a respect for the future:

**Sustainable development** "meets the needs of the present generation without compromising the ability of future generations to meet their own needs." – United Nations Brandt- Land Commission, 1987

“What about the seventh generation? Where are you taking them? What will they have? We say that the faces of coming generations are looking up from the earth. So when you put your feet down, put them down very carefully—because there are generations coming one after the other. If you think in these terms, then you’ll walk a lot more carefully, be more respectful of this earth.” – Oron Lyons, Haudenoosanne (Iroquois) Chief

Sustainability is the ability to achieve continuing economic prosperity while protecting the natural systems of the planet and providing a high quality of life for its people. – U.S. Environmental Protection Agency

**Resource:** APWA Reporter, December 2014

Community Involvement/Transparency (continued)

(continued from page 7)

borhoods, but always choose pictures that will show at least as big of a mess—if not bigger—than you expect. Never underestimate the impact on their lives. Never underestimate the duration of the project. You will feel pressure to understand the impact the project will have on their lives. Don’t do it. If you do, it will haunt you during construction. However, you can reassure them that you have been through this on other projects and will work to anticipate their needs. For instance, let them know that you will keep them informed during construction so that they have time to stock up on stuff from the store before the pavement is removed and they have to park two blocks way. Let them know that you will keep police, fire and ambulance informed so that they can plan how they will provide emergency services should the need arise. Let them know whom they should contact if they have problems during construction. That’s where it is nice to have the inspector there. Since we know that things go wrong on every project, share with them some pictures of construction bloopers in a lighthearted way which we usually call Murphy’s Laws of Construction. Oddly, we find that the fact that we are willing to share our bloopers is part of the trust-building process.

5. **Share What’s Next** – They will all want to know what’s next and how the project will unfold. Explain the schedule and any unknowns that may affect that schedule such as budget decisions that are not final or pending permits. They will also want to know how you will keep them informed. Should they expect e-mails and/or is there a website for the project? Tell them that they can expect to see surveyors in the neighborhood while you are working on the plans and that underground utilities will probably be marked a few times (please don’t remove the flags, our surveyors will do that). If the project involves easements or property acquisition, you will be contacting them individually about it.

That’s it; five easy steps in less than two hours. Pick a location that is in the neighborhood such as a school or church and be sensitive to the date you choose. Don’t conflict with sports events or traditional travel times such as spring break.

This is the best way to get your projects off to a good start. Always remember that informed and engaged residents are more supportive of projects and tolerant of the hardships of construction.

Rick Fosse can be reached at (319) 356-5141 or Rick-Fosse@ iowa-city.org.

**Resource:** APWA Reporter, December 2014

**Community Involvement/Transparency** (continued)
About LTAP
LTAP is comprised of a national network of centers - one in every state, Puerto Rico and regions serving tribal governments. The LTAP 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
• 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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Online Training Resources
National Highway Institute
Web-Based Training
• Administrative Record #142062
• Web-Conference Training
• Implementation of LRFD Geotechnical Design for Bridge Foundations #132083
Instructor-Lead Training
• An Overview of the Railroad-Highway Grade Crossing Improvement Program #38199
• Introductions to Federal-Aid Right of Way (ROW) Requirements for Local Public Agencies (LPAs) #141050
Contact: www.nhi.fhwa.dot.gov

Missouri LTAP Fax Number: 573.341.7245

Today's Date: 
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To register for a training course, please fill out the information above, indicate which class you would like below and attach a list of all attendees. Fill out a separate form for each class you would like to attend and fax all pages to Missouri LTAP.

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Please visit our website for other training courses: www.moltap.org
Level I $40/person
8:00 AM - 12:00 PM
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10:00 AM - 3:00 PM

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Phone: Fax: Email:
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Course Date: 
Course Name: 
Course Location: 
Attendees: (Name & Title)

Please visit our website for other training courses: www.moltap.org
Level I $40/person
8:00 AM - 12:00 PM
Level II $55/person
10:00 AM - 3:00 PM

For non-government or for-profit organizations, call 1.866.MOROADS for rates

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 each 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. Call Us to Find Out More!
Use our Fax Back Form to check out any of these materials. The normal check out time is two (2) weeks. If you have further questions or would like to inquire about other library items, please contact Kristi Barr at 573.341.7200 or by email at kristib@mst.edu

MoDOT Cooperative Procurement Program

Become part of the joint purchasing program with MoDOT to purchase procurement items at MoDOT’s rates. Contact us to receive a Coop packet on how you can become a partner.

Call: 573.341.7200
Email: kristib@mst.edu
Website: www.moltap.org

Math Squares

- Try to fill in the missing numbers.
- Use the numbers 1 through 36 to complete the equations.
- Each number is only used once.
- Each row is a math equation. Each column is a math equation.
- Remember that multiplication and division are performed before addition and subtraction.

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