Quarterly Newsletter

MISSOURI-LTAP
Missouri Local Technical Assistance Program

Missouri S&T

2nd Quarter 2015

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EDC Innovation of the Month: e-Construction

T he Every Day Counts innovation of the month for June is e-Construction, the collection, review, approval and distribution of construction documents in a paperless environment.

e-Construction uses available technologies—including digital electronic signatures, electronic communication, secure file sharing, mobile devices and web-hosted data archival systems—to improve construction documentation management.

Through EDC-3, the Federal Highway Administration is partnering with the American Association of State Highway and Transportation Officials Innovation Initiative to encourage adoption of e-Construction to enhance productivity and accelerate project delivery.

FHWA's e-Construction Innovation Deployment Team is coordinating peer exchanges between transportation departments that have deployed e-Construction successfully and those that are exploring its use. At a May exchange in Portland, Maine, representatives from Iowa, Michigan and Utah shared their e-Construction experiences with the Maine Department of Transportation. The exchange included a discussion on next steps for e-Construction in Maine.

Want to know more about e-Construction?

- View the EDC-3 summit session on e-Construction to learn about best practices and highway agency success stories.
- See the AASHTO Innovation Initiative e-Construction page for additional resources.
- Contact Bryan Cawley, FHWA Construction Management Team leader and head of the e-Construction team, for peer exchange information

innovation ingenuity Every Day Counts imagination invention

Signing In – It Only Takes a Minute!

Signing the attendance sheet at all MO-LTAP trainings is VERY important. The sign-in sheets are used to track participation in classes for all MO-LTAP Scholars Program participants. We do not want anyone to miss receiving credit for attending a class because he/she failed to sign in. This happens from time to time and creates added work for the agency to prove the employee attended and the LTAP staff to correct the attendance records as well as with invoicing. The LTAP instructors try very hard to remind participants to sign in, but they should not be held accountable for ensuring that everyone has signed the roster. Please stress the importance of this to your employees and ask them to be responsible for signing in so they receive the training credit they deserve.

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Letter *from the Director*

Hello everyone!

Welcome to another edition of the Missouri LTAP quarterly newsletter. We often use part of the front page to alert the local agencies that we serve about new developments in our training and services or important reminders about our policies and procedures. Please alert your employees of the importance of signing in when attending a LTAP class. We realize that sometimes it gets overlooked, but we want to remind agencies of the importance of their employees signing the class roster. We certainly appreciate your assistance with this small but important task when attending training.

We held our spring Advisory Committee meeting on April 23 on the Missouri S&T campus in Rolla. We were pleased that several of our committee members could attend. The members included Patrick Bonnot, MIRMA; Bonnie Prigge, Meramec Regional Planning Commission; Stuart Haynes, Missouri Municipal League; Dan Hausman, Buchanan County; Dan Jessen, City of Springfield; Gary Scheipeter, City of Clayton; Bill Stone, MoDOT; Mark Thornsberry, Missouri Division FHWA; Kenny Voss, MoDOT; Randy White, Pioneer Trails Regional Planning Commission; and Missy Wilbers, MoDOT. The committee reviewed a report on the 2014 training, discussed ideas for training development such as advanced work zone safety, and heard an explanation of the name change to the MO-LTAP Scholars Program from the Road Scholar Program. An update of the program was also given. In the latest news, I recently presented Level I awards to the City of Springfield Public Works on May 21. I presented 15 new graduates with their certificates and coats. This brings the total to 181 Level I graduates. We are excited by the continued growth of the program and were pleased to share the recent updates as well as discuss other ideas with the Advisory Committee.

I recently attended the National LTAP North Central region meeting hosted by Iowa LTAP at Iowa State University in Ames on May 27-28. The North Central region includes Colorado, Iowa, Kansas, Missouri, Montana, Nebraska, North Dakota, South Dakota, and Wyoming. The region meeting gives the LTAP centers an opportunity to share information and ideas as well as challenges that they have faced in the past year. It also allows FHWA and the National LTAP/TTAP Clearinghouse to update the centers on recent developments in policies and initiatives that impact the training and resources provided in each state. For example, some initiatives discussed resulted from the MAP-21 transportation funding and include the development of a Safety Center of Excellence, Workforce Centers of Excellence, and performance management rulemakings. Other FHWA initiatives include the third round of Every Day Counts (EDC-3) and SHRP2 round 5 assistance program implementations as well as accelerating safety activities. Finally two joint programs between FHWA and the National LTAP Association were discussed. These include professional development and safety.

We have recently updated the Basic Communication Skills and Preventive Pavement Maintenance courses. Both have been offered since being updated and have received very good comments in the course evaluations. If you are interested in attending either one of these trainings or your agency is interested in hosting a class, please contact us at the Missouri LTAP office. We would be happy to schedule a class or let you know if one is planned in your area. We are also in the process of updating Equipment Operation & Safety. We always try to ensure that all of our training is as up to date as possible. It has been several years since this course has been updated, so we are examining the course content as well as videos and other graphic information used. We recognize that it can be distracting if the information presented looks out of date because of automobiles and equipment from several decades ago. One piece of exciting news shared at the region meeting related to this is that FHWA and the Clearinghouse are working with the Oklahoma DOT and LTAP center to make 20 plus videos available that are currently being developed. These are going to be made available to the other LTAP centers and will be a huge asset in updating training like our Equipment Operation & Safety course.

The entire Missouri LTAP appreciates working with all of the local agencies throughout the state. We wish to congratulate Derin Campell on his recent election as the National Association of County Engineers (NACE) South Central Vice President. Derin, along with other representatives from Missouri, attended the NACE Conference in Daytona Beach, Florida on April 19-23. See the photo for more information and the other attendees from Missouri. As always, please let us know if there is anything we can do to better serve you. Always remember we are only an email or phone call away to provide training or resources to your agency.

Best wishes,

Heath Pickerill

Heath Pickerill
Director, Missouri LTAP

Missouri was represented at the recent National Association of County Engineers (NACE) Conference held in Daytona Beach, Florida on April 19-23 by Cliff Lepper (Cole County), Derin Campbell (Boone County), Larry Benz (Cole County), and Dan Ratermann. Derin Campbell was sworn in during the conference by Dan Ratermann, past NACE president, as the newly elected South Central Vice President.

MoDOT CONNECTION

Rural Roads Connect Missouri's Agricultural Industries

JEFFERSON CITY, MO - During harvest season, a farmer near LaPlata, Mo. will make about 200 trips from his farm to the grain elevator about 25 miles away in Novelty, Mo. He's transporting corn and soybeans during those trips on Route 156, a rural, state-maintained highway in northeast Missouri.

Livestock operations use rural routes to haul animals to markets, milk to dairies, and hay to ranchers. Equipment used on these farms can range from 80,000-lb. tractor-trailers and 40-ft. wide combines to horse-drawn Amish buggies and bicycles. Agricultural industries aren't the only businesses that rely on these routes, either. They are heavily used by rock quarries and loggers as well.

For the farmers, business owners, students and other residents who rely on rural roads like Route 156 every day, a smooth, safe ride is just as important for them as it is for anyone else in the state.

That's the perspective Andrea "Andy" Jackson shared when she spoke at the April meeting of the Missouri Highways and Transportation Commission. Jackson appeared before the Commission to remind them that rural roads are important, too.

"Tractors, tillage machinery, grain buggies and agriculture equipment travel these roads, moving from farm to farm, as crop production is a vital part of our community," said Jackson. "They might not have thousands of people driving on them every day, but these rural roads play an important role in the state's agricultural industry and in the lives of the people who live here."

When the Missouri Department of Transportation's construction budget drops to $325 million in 2017, Route 156 becomes one of the state's 26,000 miles of "supplementary" routes. That means it won't see any roadwork other than routine maintenance. Over time, its condition will deteriorate.

At the same Commission meeting, Brian Reagan, MoDOT's transportation systems analysis engineer, explained that MoDOT has historically spent $160 million per year on contract work on the state's supplementary system of roads and bridges. That's the kind of road work that keeps Missouri's state highways in good condition.

"Currently 73 percent of those supplementary highways are in good condition," said Reagan. "Once Missouri's 325 System is in place, that percentage will flip. In 10 years, we estimate just 27 percent of the supplementary roads in good condition."

Unfortunately, that neglect comes at a cost. After 10 years of deterioration, restoring those routes to their current condition will cost $2.8 billion, or a billion dollars more than if steady maintenance as continued year by year. In the meantime, there's a cost to the people who use them, too.

"Consider what happens when a bridge gets so bad that it is load-posted or closed," said Reagan. "A 20- or 30-mile detour costs time and money for every farmer and rancher that has to make that trip, and that's an economic hit for Missouri."

Transportation - whether it's the rural roads across northern Missouri, or the busy highways and transit systems of urban Kansas City and St. Louis - is an essential part of daily life. As funding for transportation continues to decrease, all Missouri communities, large and small, will feel the impact of a transportation system that no longer meets their needs.

Missouri's 325 System is MoDOT's plan to focus its limited resources on approximately 8,000 miles of Missouri's 34,000-mile highway system. The department will use its annual construction budget to keep those 8,000 miles of "primary" routes in the good condition they are in today. The Missouri Highways and Transportation Commission approved Missouri's 325 System in February 2015. Learn more about transportation funding and Missouri's 325 System at www.modot.org/325report.

DOT Connection

USDOT Sees TIGER Funding Requests Hit $14.5 Billion with Only $500 Million Available

Written By: Chris Hill

The Transportation Investment Generating Economic Recovery (TIGER) program has seen $14.5 billion in requests since Transportation Secretary Anthony Foxx announced the opening for competitive grants back in April.

Problem is, only $500 million is available by the U.S. Department of Transportation (USDOT) for this round, which means requests were 29 times that amount. This clearly shows that the country is in desperate need for long-term transportation funding solutions, according to Foxx.

"The Department received more than 950 pre-applications to fund transformative and innovative capital projects," Foxx said in a recent blog post. "These come from every corner of the country representing large cities and small towns alike.

"In fact, TIGER grant pre-applications have been submitted from all 50 states, the District of Columbia, four U.S. territories, and more than 80 tribal governments. But every year, DOT has to turn away … high-quality projects because we lack the funds."

The FY 2015 Consolidated and Further Continuing Appropriations Act, signed last December, provides for the TIGER funding this year. Applications must be submitted for capital investments in surfaced infrastructure, demonstrating that the projects "will have a significant impact on the nation, a region or metropolitan area."

Today (June 5) is the final day for application submissions. Since its inception, the TIGER program has provided $4.1 billion for projects. Last year, $600 million was made available.

Resource: Better Roads, http://www.equipmentworld.com/usdot-sees-tiger-funding-requests-hit-14-5-billion-with-only-500-million-available/?utm_source=daily&utm_medium=email&utm_content=06-05-2015&utm_campaign=BR&ust_id=cf2d93e0f8

Worker Safety: Work Related Hearing Loss

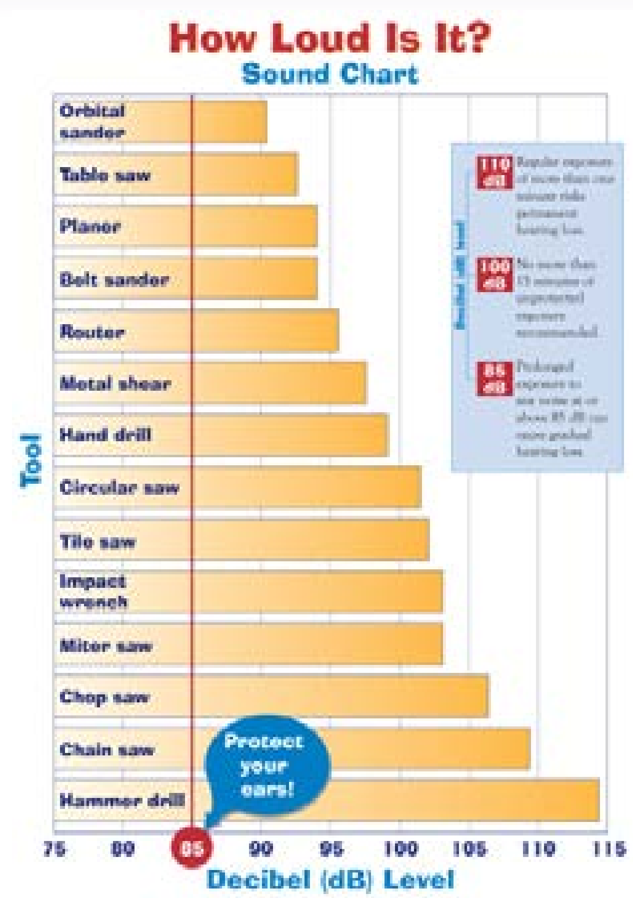
Amy I. Terry
Marketing, Outreach and Publications Manager, Kentucky Transportation Center

Work-related hearing loss continues to be a critical workplace safety and health issue. Noise-induced hearing loss is 100 percent preventable but once acquired, hearing loss is permanent and irreversible. Prevention measures must be taken by employers and workers to ensure the protection of workers' hearing.

How loud is too loud?
Are you in an area where you have to raise your voice to talk with someone who is an arm's length away? Are your ears ringing or do sounds seem dull or flat after leaving a noisy place? If so, then you are probably exposed to hazardous noise. The degree of a hearing hazard is related to both the level of the noise and the duration of exposure. Sound is measured in decibels (dB). Prolonged exposure to noise at or above 85 dB can cause hearing loss.

How can you protect your ears?
The safest way to protect your ears is to always wear hearing protectors anytime you are around loud noises. You can protect your ears by wearing sound reducing earplugs or earmuffs. Hearing protectors will lower the noise level of the equipment; they won't eliminate the sound. There are protectors that will lower the sound enough to be safe but allow you to hear speech at a comfortable level. It is important to find the right hearing protection for you. Make sure your hearing protection is the right size and fit for you. If you don't have a good fit, it will be like wearing shoes that don't fit – you will never like wearing them!

Source: The LINK Vol. 30, No. 2, National Institute on Deafness and Other Communication Disorders, www.nidcd.nih.gov ; and The National Institute for Occupational Safety and Health, www.cdc.gov/niosh/



In the Trenches

9 Tips to help ensure the safety of your employees:

While trenching and excavating can be some of the most dangerous work your agency's employee's face, many accidents can be prevented by the following proper safety practices.

To help ensure the safety of your employees:

1. Always use a protective system for trenches five feet deep or greater. Exposed trench faces that are more than five feet high must be stabilized by either shoring, sloping the face of the wall back to a stable slope, or some equivalent method.
2. In trenches less than five feet deep, a competent person (as defined by OSHA) may determine that a protective system is not required.
3. Per-job planning is vitally important to keeping your employees safe when trenching. The soil must be evaluated so you can select an appropriate protective system. Utilities must be contacted so they can identify their underground lines.
4. Safe access and egress to all excavations is a must. Ladders, steps, or other safe means of exit must be located within 25 feet of all workers in trench excavations having a depth of four feet or more.
5. Set spoil piles and equipment at least two feet back from the excavation. When using retaining devices such as a trench box, be sure they extend above the top of the trench to prevent equipment and spoils from falling back into the excavation.
6. Inspect trenches for possible hazards at the start of each workday. Also inspect after rainstorms, or other water intrusions, and after any occurrences that could have changed trench conditions.
7. Text for atmospheric hazards such as low oxygen, hazardous fumes and toxic gases when excavating trenches more than four feet deep.
8. Never work under suspended or raised loads and materials.
9. Keep excavations open the minimum amount of time needed to complete the job.

Visit safety.cat.com to learn more about keeping your agency's employees safe when trenching and excavating

How to Become a Better Manager By Focusing On 5 Basic Skills

Victor Lipman, Forbes Contributor

People say many things about management, but one thing they seldom say is that the job is easy. If it were, we wouldn't have chronically dismal employee engagement rates hovering nationally around the 30 percent mark. Accordingly, here are five basic skills to focus on – attributes, actually – five areas where it's easy to stumble, but where improvements can make the difference between failure and success.

Patience – Who doesn't need more patience in a managerial role? I know I did. There are about 600,000 things – from your own boss, to deadlines, to the grinding pressure "to do more with less," to those nettlesome customers and employees! – that can stress you out. Besides, patience has a long tail. Employees appreciate being treated with patience when things go a little off track. They'll often remember it and reward you with better effort.

Courage – Have the fortitude to hold your people accountable for the big stuff they need to get right. It's easy to default to pesky micromanagement on trivial details, but what most matters as a manager is keeping the important work on track: the complex projects, the big-ticket budget items, the key strategic initiatives. Numerous studies show managers have chronic problems with accountability. So focus your energy in the areas where it's most needed – with the courage to hold people responsible for the results your organization requires.

Continued on page 13

The Important Role of Personal Protective Equipment to a Safety Program

Written By: Kim Carr, WV LTAP

Public works employees are faced with hazardous situations every day, including working around or operating heavy equipment, dealing with motorists, working with dangerous products, and exposure to environmental issues (such as excessive heat or cold, poisonous plants, ticks, etc). The number of potential hazards that road crews and other public works employees face is extensive, which is why it is important to have an understanding of common safety practices, foster a culture of safety, and have procedures for safe operations in place. The most important thing to remember in terms of safety is to use common sense and have the right attitude. If these two things are present, the rest will fall into place much easier.

Personal Protective Equipment (PPE)

A basic foundation of any safety program is a focus on personal protective equipment (PPE). This includes items such as safety vests, gloves, hard hats, steel toed work boots, eye protection, ear protection, dust masks, chaps, and so forth. From a management standpoint, it is essential that each employee is provided with training on who is required to wear PPE, why they are required to wear it, and when they are required to wear it

Common PPEs and Barriers

Most workers appreciate the value of safety, but they often don't like the inconvenience of wearing PPE, or they don't think an accident will happen to them. Wearing hearing protection is an item that some employees balk at. As a supervisor or manager, you may hear statements such as, "If I wear it, I can't hear other workers." "I'm used to the noise." "Protectors are uncomfortable." "I've already lost some of my hearing." Explain that the reality of not wearing hearing protection can lead to hearing loss, even complete hearing loss. In some instances, workers may be required to wear hard hats. This is another PPE that workers sometimes balk about wearing. "It makes it hard to see." "It's not really going to help save my life if something falls on my head." As a manager, facts are important here. Educate your employees about how hard hats resist and deflect blows to the head, how they act as shock absorbers, and that they shield the employee's scalp, face, neck, and shoulders against splashes, spills, and drips. Also, remember that as a general rule, hard hats should be replaced every two years, if they are worn every day. Additionally, if the hard hat has had direct impact, such as by falling debris, it needs to be replaced immediately. Reflective vests and uniforms are another great PPE item, but again, some employees are resistant to wearing these items. "They're not comfortable." "The lime green color attracts bugs." "They're too hot." All of these statements may be true, but the benefits of wearing this PPE outweigh the potential risks and discomfort. Explain that by wearing this PPE, motorists and fellow workers have a better chance of seeing the employee, which helps decrease their risk of getting hit, run over, seriously injured, or even killed. Explain why there are different standards for vests for night work versus day work. Also, educate employees on why it is important to keep vests relatively clean and to replace them periodically. A vest that is dirty will often cover the reflective stripes, thus decreasing the visibility and effectiveness of the garment. Keep in mind that vests will need to be replaced after they have been washed the designated number of times, as indicated by the manufactuer on the garment's label.

Getting Buy-In from Employees

If you are on the management side, and you are looking at purchasing new PPE, for example hearing protection equipment, solicit feedback from your employees on what items they like and have found more comfortable. Find out what their experience has been with PPE that you are looking to reorder or replace. While you might not be able to provide everyone with their first choice, by incorporating your employees' feedback in the process, you'll often end up with better products and a better attitude toward your PPE and safety program.

Source: Spring 2015, Country Road and City Streets, WV LTAP Newsletter

Missouri LTAP Level I Classes

The following are Missouri LTAP Scholar Program Level I courses that will be offered this fall. Watch for these classes in your area on the training calendar at www.moltap.org or request a training today. Call 573.341.7200 for more information.

Work Zone Safety & Flagger Training:

covers the when, where, and how of work zones, as set forth in the MUTCD. It covers the proper hand signals, approved apparel to be worn and equipment to be used as well as the best locations for flaggers to be stationed. Attendees will learn how to direct and move traffic through different construction and maintenance sites and set up proper traffic control in various situations that may be encountered during the construction and maintenance of urban and rural streets and highways.

Defensive Driving:

covers situations that occur on the road every day and encourages everyone to watch out for the other vehicle. There will be discussions of situations encountered by the average driver that can lead to deadly consequences if the wrong choices are made. Attendees will learn to anticipate other drivers' actions, what to watch for and how to react. They will then be made aware of instinctive reactions that can save lives and avoid unnecessary property damage.

Equipment Operation & Safety:

provides participants with the knowledge and understanding of common safety factors and practices relating to the operation of power tools and equipment used in common road maintenance work. In addition, this course will provide the information needed to establish an effective work safety program. Attendees will learn about safely performing maintenance operations using power tools and equipment.

Snow & Ice Control:

covers plowing techniques, the types of equipment available, and what and when various chemicals should be used. It also stresses the need for advanced planning and keeping the public informed to ensure, above all else, the safety of the worker and the traveling public. There will be discussions on personnel assignments, equipment inventory, weather conditions, routes, sand and salt operations, government liability and good public relations. Attendees will have the opportunity to discuss good and bad experiences with fellow public works employees and be guided through some of the techniques and materials used by others.

The Three I's: How to Define Poor Employee Performance

Gregor G. Meyer
Public Works Director, City of Woodland, California

We've all had the experience of being dissatisfied with subordinates' actions, lack of action, or poor performance. It can be challenging to try to determine how to characterize that performance and determine whether to address it through specific improvements, training, and/or discipline. The method outlined below has been used for years and has helped many supervisors/managers focus on the type of problem they're dealing with. It starts with a question: Is the employee not trained or incapable of doing the task; have they been trained but just never seem to get the job done; or are they consciously deciding not to follow through on an assignment? The method is called the Three I's.

The Three I's are easy to use and helpful in differentiating training issues or coaching opportunities from potential disciplinary priorities. The Three I's cover the vast majority of poor behaviors that are found in the workplace. The Three I's (and the simple definitions that go with them) are:

1. Incompetence: They can't
2. Inefficient: They don't
3. Insubordinate: They won't

Incompetence: They Can't

While the employee may hold the position title, he or she either does not meet the minimum qualifications or is incapable of performing a specific function of the job. This problem is often characterized by efforts to compensate that consistently fail to meet the basic expectations for someone in their position. This often leads to "work arounds" where the employee finds someone else to perform the duty or continually finds an excuse for why they couldn't achieve the expected results. Some of the typical areas of incompetence commonly found in public works employees moving up through the ranks are the inability to communicate through the written word and/or more advanced mathematical equations and principles.

It must be remembered that while the employer can, and should, provide support and training for shortcomings, the ultimate responsibility for remediation rests with the employee. The employer has every right to expect employees to meet the basic requirements of their job descriptions, and their failure to meet them can lead to disciplinary action that could include demotion or even termination. Repeated and continued incompetence is no more acceptable than any other unsuitable behavior or disruptive misconduct.

Inefficient: They Don't

This problem is generally defined as an employee who has previously demonstrated the requisite skills and abilities and is not utilizing them in a manner that accomplishes the assigned tasks; which would normally be expected of someone in their position. Of course, the supervisor needs to make sure he or she has clearly stated the assigned goals. Once reasonable goals have been set and understood, and unexpected obstacles or complications are ruled out, failure to accomplish the assignment can usually be attributed to inefficient behavior. This inefficient performance is almost always accompanied by waste of time, energy, materials, staff, or equipment.

Inefficient behavior easily lends itself to coaching opportunities. While there is usually a clear delineation between incompetence and inefficiency, there is often a grey area between inefficiency and insubordination. It's when repeatedly addressing the same inefficient behaviors does not succeed in changing the employee's conduct, a supervisor has to make a determination whether the employee actually cannot do the task (incompetence) or they are continuing the inefficient behaviors by choice (insubordination). Either way, continued inappropriate responses to repeated attempts to modify their behavior could signal the need for further disciplinary action.

Insubordination: They Won't

This problem is often the hardest to deal with and can be the hardest to pin down if the supervisor does not pay attention to the Three I's. Insubordination basically means an employee has been given direction (directly one to one, through well-established standard operating procedures, or in a written directive) and has ignored the instructions and hasn't completed the task as assigned. He or she may have done something else and/or may give numerous other excuses for not following directions.

The first few times this happens, that grey area which exists between inefficiency and insubordination may become a factor. But after a supervisor has addressed the desired outcomes and expected behaviors with the employee, continued failures to comply with a reasonable (lawful) request should be construed—and identified—as insubordination. Failure of the supervisor to address the insubordinate employee only leads to additional insubordinate events and a potential breakdown of respect and proper functioning of the crew and/or the team structure.

The longer insubordinate behavior is allowed to continue, the more difficult it will be to discipline an employee because the past behaviors could have been perceived as "acceptable." In this case, using the Three I's, the supervisor can put the employee on notice that his/her actions are no longer being viewed as inefficient, but are now being viewed as being potentially insubordinate, and give him/her a defined period of time to change the behavior. Without change, further disciplinary action may be necessary.

Using the Three I's on a Regular Basis

The key to using this tool is for the supervisor to log his/her determination of which "I" is at work when counseling, coaching, or reprimanding an employee. As they log their discussion with the employee in their supervisor's log, they should mark each section of the discussion (if more than one behavior or incident is being discussed) with the appropriate "I" word: incompetent, inefficient, or insubordinate. Do this at the end of the paragraph that finishes the documentation of the conversation and give a short explanation of why this definition was selected. (For example, "Insubordinate – Andy has been asked repeatedly to turn in a completed time card at the end of the week, but has done so only three times in the past two months. Given multiple chances.") Each section (behavior) being discussed gets its own "I" classification.

By keeping notes, not only does the supervisor show a proper graduated response to the identified behavior(s), but they also have reminders of the discussions and their thinking at the time. In addition, they do not have to recreate (make up) the conversations at some future date (such as during a legal appeal of a disciplinary action before a Personnel Board).

If disciplinary actions seem imminent, or even if the supervisor just wants to strengthen the concepts presented to the employee, follow each counseling, coaching, and/or verbal reprimand with a brief memo to the employee that simply documents the discussion and the salient points made during the session. (For example, "Andy, during our meeting today, I gave you a verbal reprimand for your repeated failures to turn in a completed timecard. Because this has happened five times in the past two months, and because you have been reminded four times on [include specific dates], this behavior has moved from just being inefficient and disruptive for the front office into insubordinate conduct. Continued actions like these will result in further discipline… etc.") This memo only goes to the employee and into your supervisor's log.

If the supervisor uses the Three I's on a regular basis, it will become a useful method to gage his/her employee's actions and help them define a proper response.

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Resource: APWA Reporter, August 2014

Rural and Isolated Communities: Challenges in Emergency Response

Vince Slominski
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Texas A&M Engineering Extension Service, College Station, Texas
Presenter, 2014 APWA Congress

Twelve years of my career was spent in serving the public in a rural county and a rural city. One area that was of great concern during this period was emergency management. Many lessons were learned during these years. As I moved along in life and worked with larger cities and counties throughout the U.S. the challenges faced by rural communities were revisited.

There are several things that set rural and urban responders apart. The first and to me the foremost difference is attitude. While the urban communities are very proactive in emergency management the rural communities are reactive. There are factors that lead to this difference. The idea that "It will never happen here" or "We don't need training" is often the attitude in the rural community. This could not be further from the truth. Natural disasters as well as human-caused disasters occur in rural areas. Hurricanes, snow storms, wildfires and other natural disasters do not just affect urban areas. While the urban areas make the news more because of population density, rural communities can be devastated as well. Railroads run through rural communities as well as urban. A derailment of chlorine or sulfuric acid in a rural town could cause major issues depending on weather conditions, time of day and wind direction. The majority of rural communities lack equipment and training in responding to such events.

Human capital is an issue in rural communities. Studies show that younger adults migrate away from their rural homes to seek more opportunities in the urban areas. This is very true when it comes to first responders. Urban cities generally can hire firefighters where rural cities depend solely on volunteer firefighters who also have full-time employment. Many young adults in law enforcement and dispatch learn the trade in a small county sheriff's office or police department and then move to the urban cities where the pay is better. It is very difficult for the public works departments to hold on to young adults for their city utility departments for the same reason.

Financial capital is also more finite in rural communities. The tax base is smaller and city leaders have to make tough choices on where to allocate funding each year. Many times the first thing that community leaders cut is funds for training. Training budgets may only include funds for license renewals as required by state or federal mandates. Training for emergency response is a low priority and is often performed by that one person in a department who was able to attend training and then returns home to try and instruct the others on new policies, response procedures and equipment. Then the issue on equipment becomes an issue for the department. The question then becomes, how can we find a way to purchase this equipment that would help us respond better, faster and safer? Most departments resort to fundraising events like community BBQ plate dinners and raffles. Some departments have personnel give up their weekend time to stand in the busiest intersections and hold out a boot to cars and ask the public for donations.

Another challenge for the rural community is response time to disasters. Response time is longer. While police may be able to respond quickly, fire departments and EMS services being volunteer-based have a longer response time because the responder is commonly working at his or her full-time job. This affects the victims because they are susceptible to the Golden Hour rule (the one-hour period following a traumatic injury during which there is the highest likelihood that prompt medical treatment will prevent death). Rural communities also face the fact that they may or may not have an emergency care facility nearby.

Rural cities are also stretched thin on available resources to restore services. They may not have adequate equipment or components that aid in restoring power or water services. Inventories are maintained to do minor repairs or quick fixes. Major components such as transformers could take days or weeks depending on the size and service area utilizing the equipment.

Communications are also an issue. Rural communities may have limited radios and frequencies to communicate. Cross communications with other departments may or may not exist. Back-up communications may also be limited or not exist at all. During an emergency, communication is vital for first responders not only to protect the public but also to protect themselves. Warning systems for the city may not exist or may be inoperable due to neglect.

Finally, because rural cities and counties have low density populations, the amount of state and federal funding available for upgrades, training and new equipment is limited. The majority of these funding streams go towards the urban areas. Representation on the state and federal levels for rural needs are many times overlooked or not considered.

Overcoming these issues poses a great challenge to local leadership. It is sometimes easier to accept the reasoning that "it will never happen here" when grappling with issues. A more relaxed lifestyle exists in the rural areas and indeed there may be less stress. However, the possibility of disasters exists and has to be addressed.

The good news is that in the last few years rural communities are taking action and making adjustments. There is mention that FEMA will designate a Small State and Rural Advocate position to help address these challenges. FEMA and DHS also offer training courses that rural communities can take advantage of that comes at no cost to rural cities or counties. However, the rural requesting community must meet minimum student requirements. The main point is that rural communities are reaching out to address issues and are now working together to overcome these challenges. Working with other communities is the key to better preparation in overcoming a disaster.

The author will give a presentation on this topic at the 2014 APWA Congress in Toronto, Ontario. His session is entitled "The Challenge of Public Works in Aboriginal, Rural or Isolated Communities" and takes place on Monday, August 18, at 2:00. He can be reached at (979) 458-4609 or Vince.Slominski@teex.tamu.edu.

Resource: APWA Reporter, August 2014

How To Become A Better Manager By Focusing On 5 Basic Skill

Victor Lipman, Forbes Contributor

Continued from Page 7

Thoughtfulness – Have the thoughtfulness to take the modest amount of time required to praise your people when it's deserved. Avoid the all-too-common trap of being parsimonious with praise. To what end? Well-placed praise is one of the simplest and best management investments you can make. It costs nothing and motivates effectively. Why don't managers use it more? I never fully understood the reticence.

Fairness – Avoid the natural tendency to play favorites. Indeed, this is a perfectly natural human tendency. Some employees are just more likable, others more difficult. Good managers keep their personal emotions in check. Resist the understandable tendency toward favoritism. Fight it. Subdue it. Defeat it. You'll be respected for it.

Execution – Simply put, execution is everything. Business is no academic realm of abstract ideas. To the contrary. An excellent idea counts for nothing if not properly executed. As Ross Perot used to say, "The devil's in the details." Operations matter. Trains have to run on time. As a manager, you'll be judged on execution. On results. How effectively does your team get done what they need to? Were desired targets reached? Keep your eye always on the executional ball – it can make the difference between managerial success and failure.

One thing I always liked about management was that it was a fundamentally practical exercise. Tangible and results-oriented. It's by no means a simple job, but small improvements can yield big results.

Resource: http://www.forbes.com/sites/victorlipman/2014/07/08/how-to-become-a-better-manager-by-focusing-on-5-basic-skills/

About LTAP

LTAP is composed of a national network of centers - one in every state, Puerto Rico and regional centers 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-Led Training

- An Overview of the Railroad-Highway Grade Crossing Improvement Program #38097
- Introductions to Federal-Aid Right of Way (ROW) Requirements for Local Public Agencies (LPAs) #141050

Contact: ***www.nhi.fhwa.dot.org***

Institute of Transportation Engineers

ITE's Online Learning Gateway offers transportation professionals the opportunity to earn professional development hours and to gain current, relevant training. ITE's online courses are primarily geared toward transportation practitioners, designers and planners. Costs vary and are reduced for ITE members. Courses are available online at any time.

ITE's courses cover pedestrian facility design, capacity and safety analysis at signalized intersections, site impact analysis and traffic signal needs determinations.

Contact: ***www.ite.org/education/olg.asp***

Consortium for ITS Training & Education

CITE provides more than 30 online courses providing advanced transportation training for transportation technicians and professionals. CITE also offers online certificate programs in Intelligent Transportation Systems (ITS) Project Management, ITS Systems and Traffic Engineering & Operations.

Topics Include:

- Systems Engineering
- Corridor Management
- Deploying ITS
- Intermodalism
- Telecommunications Technology
- Road Safety Audits
- Traffic Signals Traffic Flow Theory

Contact: ***www.citeconsortium.org***

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REGISTRATION FOR CLASSES

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.

Course Date:

Course Name:

Course Location:

Attendees: (Name & Title)

PLEASE VISIT OUR WEBSITE FOR OTHER TRAINING COURSES:
www.moltap.org

Level I
$35/person
8:00 AM - 12:00 PM

Level II
$50/person
10:00 AM - 3:00 PM
lunch is included

Supervisory Tract (Level III)
$75/person
10:00 AM - 3:00 PM
lunch is included

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 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.
Call Us to Find Out More!

710 University Drive, Suite 121
Rolla, MO 65409

puzzlemaker.discoveryeducation.com

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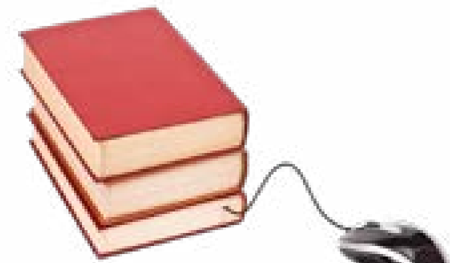

Use our Fax Back Form to check out any of these materials. The normal check out time is two (2) weeks. If you have further questions or would like to inquire about other library items, please contact Kristi Barr at 573.341.7200 or by email at kristib@mst.edu

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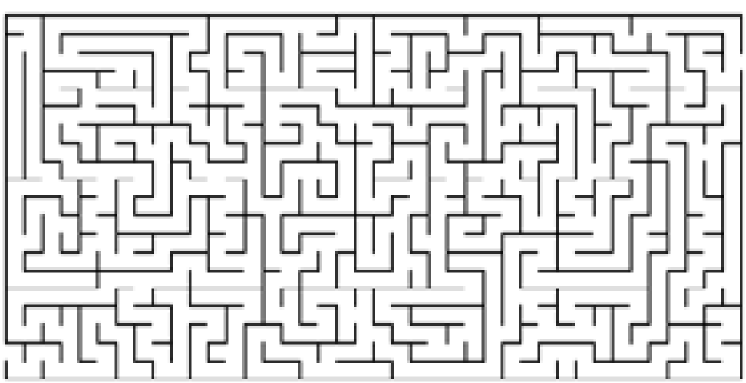

MoDOT Cooperative Procurement Program

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

on the Horizon

MML Annual Conference
Sheraton at Crown Center
Kansas City, MO • Sept. 20-23

MACTO Conference
KCI Expo Center
Kansas City, MO • Oct. 27-28

Missouri Association of Counties (MAC)
Tan-Tar-A Resort
Osage Beach, MO • Nov. 15-17

MINK Conference
Stoney Creek Inn
St. Joseph, MO • Sept. 23-24

Missouri Chapter
APWA Fall Conference
Holiday Inn Executive Center
Columbia, MO • Nov. 8-10