



U.S. Department  
of Transportation

**Federal Highway  
Administration**

# LTAP/TTAP Strategic Plan

Federal Highway Administration  
Technology Partnership Programs,  
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# LTAP/TTAP STRATEGIC PLAN

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## LTAP/TTAP STRATEGIC PLAN

### EXECUTIVE SUMMARY

The Strategic Plan governs the Local and Tribal Technical Assistance Program (LTAP/TTAP) of the Federal Highway Administration (FHWA). The national LTAP/TTAP delivers training and technical assistance through 58 local Centers across the United States and Puerto Rico.

The Program was established in 1982 to provide local agencies with training programs and information to address the maintenance of rural roadways and bridges. This Strategic Plan was implemented in 2004 to provide structure and accountability to the Federal program as well as address current and future challenges regarding program focus and alignment.

LTAP/TTAP services allow local, rural and tribal communities to maximize the performance of their transportation workforce and create and manage a safe, efficient, and environmentally sound transportation infrastructure. All Centers are funded by FHWA, with LTAPs requiring a 50/50 match requirement from states and/or other sources.

This Strategic Plan is a suite of documents that cover operations and activities across the national program. The main section includes the vision, mission, and focus areas for activities that guide the 58 Centers at the national program level. Those focus areas – Safety, Infrastructure Management, Workforce Development, and Organizational Excellence – are broadly aligned with the goals of the FHWA Strategic Plan and the local roads community.

Other elements of the Plan include program performance measures and reporting tools necessary to analyze and manage national efforts, and a list of roles and responsibilities for national program stakeholders that ensures alignment and accountability among all parties.

The current goal of the Plan is to manage the growth and direction of the national LTAP/TTAP in a manner that adds value to the activities of the local agencies that use our services. To that end, the data collected within the Plan is used to scope the need for new products and services for Centers. Qualitative data is also collected on current program conditions across the national program. From analysis of that data, FHWA is better equipped to both set the general strategic and management direction of LTAP/TTAP as well as identify opportunities to assist the 58 Centers directly.

	2010	2011	2012	2013	2012-2013 % Change
<b>Participants</b>	148,760	151,075	159,355	<b>174,765</b>	<b>9.7%</b>
<b>Participant Hours</b>	911,630	889,756	950,528	<b>1,047,963</b>	<b>10.3%</b>
<b>Sessions</b>	5,238	5,355	5,543	<b>6,177</b>	<b>11.4%</b>
<b>Total Hours of Training</b>	37,008	37,935	37,740	<b>40,897</b>	<b>8.4%</b>
<b>Average Technical Assistance Time</b>	28.1%	30.8%	34.3%	<b>32.4%</b>	<b>-5.4%</b>
<b>Total FTEs</b>	194.6	187.1	187.8	<b>185.5</b>	<b>-1.2%</b>
<b>Average FTEs</b>	3.37	3.24	3.24	<b>3.2</b>	<b>-1.2%</b>

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### THE LTAP/TTAP VISION AND MISSION STATEMENTS

***Vision:***

***Improve the quality and safety of the surface transportation system through collaborative partnerships, training and information exchange***

***Mission:***

***To foster a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision makers***

### LTAP/TTAP OVERVIEW

The LTAP/TTAP plays a critical role in advancing the national intermodal transportation system and is a partner of choice for training and technical assistance throughout the transportation community. FHWA first implemented the forerunner of the Local and Tribal Technical Assistance Program (LTAP/TTAP) in 1982 to provide local agencies with training programs and information to address the maintenance of rural roadways and bridges. Expanded to include more urban areas and tribal lands in 1991, the national program delivers technology transfer, training and technical assistance through 58 local Centers – one in each state, one in Puerto Rico, and seven covering the tribal areas throughout the continental United States and Alaska.

The training, technical assistance, information exchange and partnership activities provided by LTAP/TTAP allows local and rural communities to both maximize the performance of their transportation workforce and manage a safe, efficient, and environmentally sound transportation infrastructure. LTAP/TTAP fills a mission-critical role in sharing best and emerging practices that help establish and maintain minimum standards and capabilities. Their services fill a vital need among rural and tribal agencies challenged by limited autonomous infrastructure development and limited access to statewide or federal resources.

Roughly three-quarters of LTAP Centers are located in state colleges and universities, with one-quarter in state departments of transportation. TTAP Centers are located within designated service areas at educational institutions or other agencies. All are funded by FHWA, with LTAPs requiring a 50/50 match requirement from the states or other sources. The 51 LTAP Centers all represent a single state or Puerto Rico, while the seven TTAP Centers serve multiple sovereign governments and, except for Alaska, multi-state service areas.

Both types of Centers must work with a multitude of agencies across multiple jurisdictions. LTAP Centers in particular often work closely with the DOT in their state to provide or partner in the provision of materials, products and services, while TTAPs have unique Federal partners in

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the Federal Lands Highways section of FHWA and the Bureau of Indian Affairs (BIA) for the same activities. The organization of the tribal governments that TTAPs serve varies greatly, and is affected by diverse questions of history, culture and economics not found among primary LTAP clients and customers.

### **PLANNING AND ORGANIZATION**

The LTAP/TTAP Strategic Plan articulates the vision and mission for LTAP/TTAP, as well as the focus areas where the program will concentrate its efforts to better manage and guide the program at the national level. The focus areas are broadly aligned with both the FHWA Strategic Plan and the wider local roads community and represent the basic program functions for every LTAP/TTAP Center. The Plan is focused on measurable goals in the short term and sustainable outputs over the long-term. To facilitate this, FHWA maintains a strong partnership with the National LTAP Association (NLTAPA) to deliver mission-specific national products, services and information across LTAP/TTAP. This includes collaborative joint efforts in safety and professional development.

This Plan was implemented in 2004 to clarify program direction and performance reporting analysis tools. A 2008-09 update integrated additional focus and performance information for the TTAP part of the Program. It also added information regarding roles and responsibilities for program stakeholders across LTAP/TTAP operations. In 2013, the Plan was refined to address the changing requirements of local and tribal governments and their communities, to capture the continued development and growth of national LTAP/TTAP activities, and to provide guidance to LTAP/TTAP Centers to ensure that activities are inclusive of their client and stakeholder needs. This 2014 update refreshes the general text and updates the performance measure and roles and responsibilities appendices.

### **THE LTAP/TTAP FOCUS AREAS**

This Plan defines the work of the national program and every LTAP/TTAP Center through four key areas. The first three focus on the critical needs of the local agency customers of Centers and the work LTAP/TTAP Centers; the last measures the efficiency and effectiveness of LTAP/TTAP in delivering products and services in these areas. The three topical focus areas are all relevant to the LTAP/TTAP strategic vision and mission, but they do not alter the flexibility of Centers to provide the services required by their local agency customers.

These categories of work are not exclusive. Individual Centers are involved in many efforts to improve surface transportation. Any single activity an LTAP/TTAP Center conducts may fall into any, some or all of these categories. The focus areas are not a rigid set of silos into which every LTAP/TTAP task must be shunted; instead, these categories provide valuable internal information about how value-driven services are provided to program customers, and what those customers are asking for. They also help define the value and importance of the LTAP/TTAP role in the surface transportation community.

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The program focus areas are:

External Focus Area	Internal Focus Area
Safety	Organizational Excellence
Infrastructure Management	
Workforce Development	

***Safety – We will improve awareness and increase the implementation of best practices in roadway and worker safety.***

**Safety** is a primary concern of every part of the surface transportation system. LTAP/TTAP efforts are focused on delivering training and technical assistance in the core areas of roadway, worker and work zone safety. This is a particular priority for LTAP/TTAP, as rural roads account for approximately 33 percent of the vehicle miles traveled in the US, but they account for 55 percent of fatalities, and the fatality rate for rural crashes is more than twice the fatality rate in urban crashes.

***Infrastructure Management – We will hasten the implementation of best practices in planning, design, construction, maintenance, management and operations of the surface transportation system.***

**Infrastructure Management** is a core activity of local and tribal transportation agencies. This requires solutions that maximize infrastructure performance while minimizing negative financial, human, and environmental effects. Local and rural road agencies are increasingly focused on the bottom-line financial management of transportation systems, a trend codified in the MAP-21 legislation. They are responsible for a multitude of upgrade, maintenance and repair activities, and must make decisions and carry out activities to support their local road system with very limited resources.

***Workforce Development – We help our stakeholders attract, retain and retrain a knowledgeable and skilled transportation workforce.***

The LTAP/TTAP Centers are located in academic institutions as well as State DOTs, linking us to both the pipeline into the transportation workforce as well as the front-line, managerial, administrative and elected workforce already in that pipeline. As educators and information sharers, the program is an important element in the **Workforce Development** cycle as the transportation sector works to attract, retain and retrain present and future workers.

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***Organizational Excellence – We endeavor to deliver efficient services to our stakeholders through the effective management of our organizational resources, and we will strive for continuous improvement.***

The concept of **Organizational Excellence** is central to our program. The ability to provide value-added services to our customers through training, technical assistance and knowledge sharing – whether they are local or tribal governments, state DOTs, or private concerns – is the success factor for the program. To do so effectively, Centers seek to continuously improve through both the gathering and sharing of notable practices and resources as well as ongoing peer-to-peer sharing of knowledge and experience through local and national conferences and professional meetings. Measurement and analysis of program performance data helps FHWA assess the current state of these efforts, share those useful practices among the Center community, and guide current and future initiatives and work efforts.

### **WORKING TOGETHER TO MAXIMIZE PROGRAM IMPACT**

LTAP/TTAP is a small program with a large footprint across local, rural and tribal road communities. To deliver results within limited resources, the national program works diligently to find and implement efficient and effective methods of getting training, resources, materials and information to the customers of the 58 Centers. The collaborative relationship between FHWA and NLTAPA is the most demonstrative example of sharing resources and information to maximize Center access and awareness. FHWA program staff participate in NLTAPA executive efforts and working groups, and NLTAPA staff represent the association on FHWA-led LTAP/TTAP planning and coordinating committees.

To maximize the efficient use of their individual resources, FHWA and NLTAPA have created two joint efforts across LTAP/TTAP, one in safety and one for professional development. Here, the partners have combined their individual efforts to provide Centers with resources, knowledge and materials to meet mission-critical needs:

- The Joint Safety Program leverages FHWA agency-wide efforts to the communications, outreach and local expertise offered by the NLTAPA Safety Work Group. The partners work together to provide increased awareness of training, materials and technical assistance to Centers to help increase their level of activity in local, rural and tribal road safety. To track these efforts, additional safety-specific data is collected through the performance measures in this Plan.
- The Joint Professional Development Program provides leadership and staff level orientation, outreach and assistance from both the FHWA Technology Partnership Programs (TPP) program management team and the NLTAPA Professional Development Work Group. The partners work together to both increase awareness of and participation in national roles and responsibilities as well as improve the overall skill level of Center staff. These efforts fall under the Organizational Excellence focus area and are closely monitored and evaluated as they work to fulfill the LTAP/TTAP strategic vision.

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### **PERFORMANCE MEASUREMENT AND ANALYSIS**

Each calendar year, FHWA collects Center-specific information to assess performance in each of the four focus areas. This data is reported to FHWA through two separate reporting tools; the Program Assessment Report (PAR) and the Center Assessment Report (CAR). The PAR represents the overall output of Center efforts across their training, technical assistance, technology transfer and knowledge sharing roles, and consists of quantitative, output-based data such as training frequency and participation numbers.

FHWA relies on an additional, qualitative assessment from LTAP/TTAP Center directors to place the PAR information into perspective. The CAR captures the qualitative judgment of Center leaders as to how their Center performed in the previous year, and adds context regarding the issues, opportunities and challenges that shaped those activities. The CAR also provides valuable evidence of the health of the program to both assess the impact of the LTAP/TTAP and gather success stories to share throughout our community.

The data from both reports is analyzed each year by FHWA. From that analysis, and in conjunction with information gathered from the ongoing management and communications activities within LTAP/TTAP, topics for additional discussion are addressed and new initiatives are conceived and targeted. This process considers the various differences within the data across the program, and does not draw rigid conclusions regarding any single Center or group of Centers. Measured outputs differ, for example, between measured LTAPs and TTAPs; the lack of a closely affiliated state DOT, vastly different geographic areas compared to most state-based LTAPs, and the unique political and administrative environment associated with sovereign tribal governments can change the scope and nature of TTAP efforts.

The performance measurements required from LTAP/TTAP Centers are located in Appendix A on page 9.

### **A CONTINUOUS CYCLE OF IMPROVEMENT**

While Centers deliver LTAP/TTAP services to their communities from the perspective of the local transportation information network in their state or tribal area, FHWA continuously evaluates the national LTAP/TTAP to better understand national program operations, capabilities and outcomes. New performance measurement concepts may be devised, and present ones discarded. The goal for FHWA is to extract high-quality information for use by program leaders to understand the value of the program, assess the services delivered to its customers, and determine how to best deploy program resources.

### **THE WAY FORWARD**

Under MAP-21, modern federal transportation programs are to be managed and assessed to the greatest extent possible through performance-based tools. As an early adopter of data-driven management and analysis, LTAP/TTAP has been able to show outputs across a range of activities since 2004. Over that time the process of collecting and mining the data has matured,



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and program leaders now have ample trend data to both model the impacts of shifts in program priorities and emphasis as well as identify areas for continued effort and attention.

This means that a shift in how the data is used at the national program level is underway. Previously, LTAP/TTAP used program performance data to describe where the program had been; it now uses the data to chart the path forward and inform decisions on changes in national program efforts and initiatives. The training data tables will be used, for example, to test the impact of an increase in training in one focus area or another, or the targeting of different audiences for that training. Similarly, short-answer questions will be used to provide more timely feedback on both current operations and emerging needs.

Recent program initiatives – the strategic focus on safety, the creation of joint safety and professional development programs between FHWA and NLTAPA, and the expansion of orientation services for new LTAP/TTAP leaders and staff – were all in some way driven by the analysis of the quantitative and qualitative data Centers submit to FHWA each year. Quantitative data indicated, for example, that safety represented the largest share of our program output and thus a significant portion of the value our customers expect of the program. Joining forces with NLTAPA allowed stakeholders to better manage and grow our safety activities for the benefit of all Centers, the effects of which are clear in the data collected; since these efforts were initiated, participants and participant hours in safety training has increased significantly. Future efforts to augment program operations will benefit from that process.

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### **APPENDIX A: NATIONAL LTAP/TTAP PERFORMANCE MEASUREMENT**

LTAP/TTAP is a federal program, and FHWA is its primary funding source. To fulfill its oversight function, FHWA is responsible for; a) meeting its national goals for the transportation community; b) insuring proper stewardship and oversight of all federal expenditures; and, c) producing results that impact our intended customers and clients. The Strategic Plan links program strategy to the efforts of the 58 Centers. By measuring the performance of the national program, FHWA seeks to enhance this accountability to partners, customers and stakeholders.

The following performance metrics have been created to help define, describe and measure program activities in each of the focus areas. Data from these metrics are collected each calendar year to both gauge basic program outputs as well as assess the degree to which the combined work of the LTAP/TTAP Centers has achieved national program goals. An annual review of this aggregate data provides a fuller understanding of the impact of current program actions and thus helps to scope future program initiatives.

#### **LTAP/TTAP Performance Measures**

***Safety – We will improve awareness and increase the implementation of best practices in safety through the following:***

**Training:** All LTAP/TTAP Centers will report the following information on training presented on safety-focused topics:

- The total number of Local, Tribal, State, Federal and other participants in roadway, worker and work zone safety training sessions
- The total number of sessions and contact hours taught in roadway, worker and work zone safety training sessions, and whether those sessions were Synchronous or Asynchronous training
- The specific activities each Center engaged in, and a sense of the general outcomes
- Any additional feedback of Center performance in this area

***Infrastructure Management – We will hasten the implementation of best practices in planning, design, construction, maintenance, management and operations of the surface transportation system through the following:***

**Training:** All LTAP/TTAP Centers present training on infrastructure-focused topics and will report by subject:

- The total number of Local, Tribal, State, Federal and other participants in infrastructure management training sessions

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- The total number of sessions and contact hours taught in infrastructure management training sessions, and whether those sessions were Synchronous or Asynchronous training
- Any additional feedback of Center performance in this area

### ***Workforce Development – We help our stakeholders attract, retain and retrain a knowledgeable and skilled transportation workforce through the following:***

**Training:** All LTAP/TTAP Centers will report the following metrics on training presented on workforce development topics:

- The total number of Local, Tribal, State, Federal and other participants in workforce development training sessions
- The total number of sessions and contact hours taught in workforce development training sessions, and whether those sessions were Synchronous or Asynchronous training
- Any additional feedback of Center performance in this area
- A qualitative assessment of the impact of LTAP/TTAP efforts on stakeholders

### ***Organizational Excellence – We endeavor to deliver efficient services to our stakeholders through the effective management of our organizational resources, and we will strive for continuous improvement by doing the following:***

#### **Overall Operations:**

- Providing a qualitative assessment of the impact of these internal management efforts on the program that addresses the “state of the program”, its overall efficiency, and the impact of these internal management efforts on the level of collaboration with LTAP/TTAP stakeholders

#### **Internal Operations:**

- Reporting the total number of FTEs per Center
- Reporting Center budget information
- Additional information on internal Center operations, including program management and use of resources

#### **External Operations:**

- Calculating an estimate of total number of hours spent during the year by Center staff providing technical assistance
- Assessing the impact of the assistance on stakeholders, including information on the nature of the assistance given and results

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- Additional information on external Center operations including activities related to national initiatives

### **Center Communications:**

- Total newsletter circulation, including number of issues, and data on the circulation to Local, Tribal, State, Federal and other agencies

### ***APPENDIX B: National LTAP/TTAP Roles and Responsibilities***

In 2003 FHWA initiated a broad review of the LTAP/TTAP to determine the strategic and operational direction of the Program. Working with stakeholders throughout the community, the goal was to assess whether LTAP/TTAP was “doing the right things, and doing things right” and insure that our work was focused, aligned and accountable to the needs of the taxpayer. This culminated with the implementation of the Program Strategic Plan in 2004.

Part of the planning process was to clarify how Program stakeholders work together within clearly defined roles and responsibilities to make the Program more efficient and effective. This required definitions of how tasks should be aligned to provide clear lines of accountability. Representatives from across LTAP/TTAP collaborated to address these questions to improve program operations.

The review identified three stakeholders: LTAP/TTAP Centers, FHWA and NLTAPA. Composite definitions of roles and responsibilities for each were created in late 2004 and released in January 2005. Over the course of 2005, charters for the committees that help stakeholders to better govern LTAP/TTAP were also completed and released.

Following the twin developments of the selection of ARTBA as the new contractor for the FHWA LTAP/TTAP Clearinghouse and the new organizational structure of NLTAPA, additional work was needed to align the previous work to the new realities of the Program. A 2007 update included updated outlines for Centers, FHWA and NLTAPA and an additional section that broke out roles and responsibilities by program tasks.

In 2008, FHWA responded to the growing workload surrounding national program efforts by modifying the LTAP/TTAP Clearinghouse contract to add one full-time staff member to perform additional support tasks. The new staff member was hired in mid-2009, and the 2010 update captures those changes. In addition, there is updated information on the NLTAPA work groups and the integral part they play in the Program, including the addition of the new Safety work group.

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### ROLES AND RESPONSIBILITIES BY STAKEHOLDER

#### LTAP/TTAP Centers

##### Overall National Program Management

- Submit national Program reporting (PAR and CAR) on time to FHWA
- Align annual work plans with the four focus areas in the Strategic Plan
- Serve as at-large members of national FHWA program committees such as SPC and CSC
- Serve on national NLTAPA committees and work groups

##### Center Management

- Provide training, technical assistance, technology transfer and workforce development services for the primary benefit of local or tribal agencies as detailed by Center contracts with FHWA or State DOTs
- Leverage available Program and other resources to meet customer needs
- Prepare an annual work plan that:
  - Responds to customer needs
  - Aligns with the four focus areas in the LTAP/TTAP Strategic Plan
  - Coordinates with relevant national, state and other oversight agencies
- Report annual performance to FHWA/TPP as outlined in the LTAP/TTAP Strategic Plan and other directives
- Coordinate relationships between funding and oversight agencies to foster collaboration and maximize growth opportunities

##### Partnerships

- Initiate, expand and improve local partnerships in their state or area
- Leverage local partner resources for LTAP/TTAP to help the Center achieve its mission to local agencies
- Support the national strategy for partnerships through their local relationships
- Communicate information regarding efforts, initiatives and best practices to wider Program community

##### Product and Service Development

- Identify and/or develop local products, services and programs that meet the needs of local customers
- Work with FHWA, NLTAPA and other Centers to improve the products and services provided to both Centers and customers
- Participate in periodic surveys and needs assessments to help prioritize national product development
- Provide feedback at regional meetings on training programs or products under development

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### LTAP/TTAP Centers [continued]

#### Program Growth and Sustainability

- Leverage Program opportunities through non-traditional avenues with stakeholders and partners, such as agencies working in safety, environment, workforce development, etc.
- Maximize local relationships with state and national partners; develop and maintain effective marketing and educational tools regarding the work of the Center
- Make use of the products and services offered by the FHWA LTAP/TTAP Clearinghouse, and contribute Center knowledge, resources and materials to the Clearinghouse for use by others
- Communicate additional Center and Program development opportunities to FHWA TPP and NLTAPA

#### Safety

- Promote highway and worker safety to partners and customers; communicate national safety initiatives and information

#### National Conference Planning and Participation

- Serve on the conference program planning committee
- Communicate needs to the committee when requested
- Serve on the agenda as speakers, presenters, moderators, etc
- Attend the conference
- Host the national conference if selected in coordination with NLTAPA
- Promote the conference within their state or tribal area

#### Regional Meeting Planning and Participation

- Communicate their needs to the meeting coordinator through their regional representative
- Serve on the agenda as speakers, presenters, moderators, etc
- Attend and promote the meeting within their state and/or tribal area
- As host, ensure dates are communicated to NLTAPA and the FHWA LTAP/TTAP Clearinghouse as soon as scheduled
- As host, work directly with FHWA and NLTAPA to ensure national program time on the agenda
- As host, create an agenda that compliments regional and national initiatives and efforts

#### Facilitate Information Exchange within the LTAP/TTAP Community

- Share information with peers at regional and national meetings as well as through surveys, needs assessments and other methods wherever possible and relevant
- Provide feedback to FHWA and NLTAPA on their efforts
- Provide and update information on Center initiatives, programs, courses and other information to the FHWA LTAP/TTAP Clearinghouse for the LTAP/TTAP Resource Database, other databases
- Upload and update materials to the Resource Database as needed

#### Professional LTAP/TTAP Staff Development

- Commit staff time and resources to ensure staff are well trained about LTAP/TTAP, their customers, and about their particular jobs
- Share best practices with other Centers
- Participate in state and national committees such as TRB, strategic highway safety plans etc. to develop technical expertise within the LTAP/TTAP community

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### FHWA: Technology Partnership Programs

#### Overall National Program Management

- Provide overall program management and leadership
- Exert primary fiduciary responsibility for the Program through distribution of federal Program funds to LTAP/TTAP Centers as mandated by Congress and resultant US code, and accountable to legislative and executive branches for Program performance
- Set strategic direction and contract requirements; monitor progress and effectiveness of the program
- Create, implement and manage the Program Strategic Plan
- Develop tools to further strategic planning goals; collect, analyze and report on Program performance data
- Direct and manage the FHWA LTAP/TTAP Clearinghouse to provide support services to LTAP/TTAP Centers that support their activities
- Ensure the coordination of reporting requirements with Division offices
- Maintain a Strategic Planning Committee to provide Program-level analysis and feedback on the national LTAP/TTAP
- Ensure coordination, communication and support for NLTAPA activities, with specific emphasis on the joint programs
- Coordinate activities and reporting requirements between Program stakeholders
- Promote LTAP/TTAP to FHWA Division Offices and state DOTs; share information on current Program activities and issues
- Ensure compliance with all Federal regulations

#### Center Management

- Coordinate LTAP/TTAP contract requirements with FHWA Division offices and additional offices that provide matching funds
- Ensure that LTAP/TTAP contracts support the Strategic Plan and address local needs
- Provide direct contract authority for Centers (TTAP only)

#### Collaborative Partnerships

- Develop, document and implement a strategy for mutual collaborative partnerships in coordination with NLTAPA
- Represent LTAP/TTAP to other FHWA and federal program offices; initiate, expand and improve national agency-level partnerships on behalf of the Program
- Leverage national partner resources for LTAP/TTAP to help the Program achieve its national mission
- Annually review progress on partnering activities with NLTAPA and create and implement changes to adjust to emerging needs
- Represent the national LTAP/TTAP to partners at their meetings



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### **FHWA: Technology Partnership Programs [continued]**

#### **Product and Service Development**

- Support the development, implementation and promotion of national products, services and programs that support the Strategic Plan
- Assess and act upon input from Center surveys and needs assessments
- Coordinate availability of selected NHI courses for Center use
- Support the NLTAPA Training Resources work group as requested by the Executive Committee, primarily as the liaison to the FHWA Program Offices and other OTS organizations
- Investigate resources available for program use through FHWA and other partners in the local roads community
- Work with NLTAPA to identify priority program resources for Centers

#### **Program Growth and Sustainability**

- Represent the LTAP/TTAP to FHWA, BIA, FLH, DOT and other federal agencies
- Find and develop additional funding opportunities from these sources
- Work with NLTAPA to define, scope and support common activities and messages that promote the national program

#### **National Conference Planning and Participation**

- Participate on the NLTAPA Conference Planning Committee
- Develop the FHWA national program section of the agenda
- Provide assistance to the conference to promote the national Program and share information among program constituents
- Coordinate participation of FHWA and other national partners as needed as part of ongoing promotion efforts

#### **Regional Meeting Planning and Participation**

- Develop the FHWA national Program part of the agenda
- Provide additional support as applicable to promote the national Program

#### **Facilitate Information Exchange within the LTAP/TTAP Community**

- Provide timely information to the Program community on national Program efforts
- Coordinate with other FHWA offices and community partners to provide information relevant to LTAP/TTAP such as local roads and transportation workforce development
- Direct and manage the FHWA LTAP/TTAP Clearinghouse to provide support services to LTAP/TTAP Centers that support their activities
- Ensure consistent communication and messaging with and general support for NLTAPA activities, committees and workgroups
- Lead an annual review of these Roles and Responsibilities with the NLTAPA Executive Committee and/or its designated representatives

### **FHWA: Technology Partnership Programs [continued]**

#### **Professional Development**

- Support the development, implementation and promotion of staff development opportunities, such as train-the-trainer and peer exchanges
- Respond to and meet Center professional development needs in coordination with NLTAPA
- Hold an orientation for new Center directors within six months of their date of service and/or as requested by new Center directors per the Program professional development process

#### **Safety**

- Coordinate messages, activities and partnerships in safety through the Joint Safety Program to promote LTAP/TTAP as a national leader in local road safety and increase Center activity in this area
- Promote roadway and worker safety to partners and customers
- Communicate national safety initiatives and information to Centers
- Support the NLTAPA Safety work group as applicable to promote the national safety program
- Lead emphasis on safety within LTAP/TTAP community
- Continue effective liaison with the FHWA Office of Safety to develop and deliver national program resources

### **FHWA: LTAP/TTAP Clearinghouse Contractor**

#### **Overall National Program Management**

- Compile PAR data and report results to FHWA, Program leadership and Centers
- Facilitate common messaging and the sharing of Program information between FHWA, its Program Offices, LTAP/TTAP, NLTAPA, its work groups, and any other stakeholder
- Share information on Program efforts among LTAP/TTAP community and national stakeholders
- Provide support to Program work groups and committees as directed by FHWA

#### **Center Management**

- Support and respond to Center requests for resources and information; share results of these efforts with Centers and others in the program community

#### **Partnerships**

- Coordinate and communicate information regarding partnerships for the Program community as needed
- Support national partnership efforts as directed by FHWA

#### **Product and Service Development**

- Create and manage an accessible repository for training materials, a graphics library, a professional development tools library, and a master list of instructors and program expertise
- Respond to both Center requests and development items identified in surveys and needs assessments
- Act as single point of contact for program community to products and services offered by or stored at the LTAP/TTAP Clearinghouse
- Coordinate support and information sharing for national product development efforts as requested by FHWA

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### FHWA: LTAP/TTAP Clearinghouse Contractor (continued)

#### Program Growth and Sustainability

- Raise awareness of the LTAP/TTAP through various contract activities
- Coordinate, develop and distribute Program marketing and other informational materials
- Provide operational assistance and support to NLTAPA workgroups as directed by FHWA
- Perform and communicate primary research on technical issues of interest to the program community as directed by FHWA
- Market program through exhibition attendance and booths at major local roads conferences

#### National Conference Planning and Participation

- Participate on and provide assistance to the Planning Committee as directed by FHWA
- Promote the conference throughout the LTAP/TTAP community in collaboration with NLTAPA

#### Facilitate Information Exchange within the LTAP/TTAP Community

- Provide information sharing, data collection, facilitation and other Program support functions to LTAP/TTAP Centers under contract to FHWA
- Collate requests for additional tasks from Program community and respond to those requests in coordination with the FHWA contract authority
- Develop, maintain and manage a central source of information for the program that includes web-based and traditional media
- Assist in the coordination of information within the program and among partners, customers and stakeholders
- Participate in regional meetings as needed to communicate initiatives, promote the program, and learn about Center activities

#### Professional Development

- Monitor and maintain an on-line LTAP/TTAP Academy, including program briefing, orientation and other resources through the Joint Professional Development Program
- Develop and maintain a best practices program for LTAP/TTAP, including marketing and information sharing
- Participate in New Director Orientations as directed by FHWA through the Joint Professional Development Program

## LTAP/TTAP STRATEGIC PLAN

### NLTAPA

#### Overall National Program Management

- Represent its member Centers to FHWA
- Identify and champion national Center needs and Program improvement initiatives to FHWA
- Assist and participate in the development, analysis, implementation and communication of Program strategic direction
- Ensure coordination, communication and support for FHWA activities, with specific emphasis on the joint programs
- Direct and manage association work groups to help implement the National Program
- Ensure consistent communication and messaging with and general support for FHWA activities, committees and work groups
- Work with TPP to develop common messages that represent LTAP/TTAP to other organizations and stakeholders
- Effectively orient association officers and regional representatives to their organization
- Promote activities and initiatives to member Centers that benefit the National Program

#### Center Management

- No direct role in individual center management
- Support and respond to member center requests for center management assistance

#### Collaborative Partnerships

- Develop, document and implement a strategy for both mutual partnerships and relationships other than full partnerships in coordination with TPP
- Investigate, evaluate and implement unique partnerships and relationships on behalf of its membership
- Based on the above strategy, initiate, expand and improve national and local partnerships and relationships on behalf of the Association
- Leverage partner resources for LTAP/TTAP to address needs identified by its members
- Represent the Association to official partners at their meetings
- Evaluate opportunities for partnering efforts on behalf of Association members
- Coordinate and communicate information to members regarding Association partnerships and relationships

#### Product and Service Development

- Identify Center needs and priorities for national and local training products
- Identify strategies to develop, implement and promote national products, services and programs
- Work with FHWA to create and coordinate a managed product development process for Centers
- Provide guidance for the development of national products and resources

## LTAP/TTAP STRATEGIC PLAN

### NLTAPA [continued]

#### Program Growth and Sustainability

- Provide advocacy and marketing for LTAP/TTAP through its committees and work groups
- Educate decision makers via face-to-face visits and authored materials
- Work with TPP to develop a national strategy for financial and resource development
- Based on the above strategy, seek and develop resources to increase Program services
- Increase national visibility of LTAP/TTAP through participation in national partnership activities such as program committees and meetings

#### National Conference Planning and Participation

- Develop and deliver an annual LTAP/TTAP Conference through a conference planning committee, with the NLTAPA President-Elect serving as chair of that committee
- Hold an NLTAPA business meeting at the annual conference
- Hold an NLTAPA Executive Committee meeting at the annual conference

#### Regional Meeting Planning and Participation

- Create a national regional meeting schedule that avoids overlapping meetings to allow participation by all stakeholders
- Communicate schedule to FHWA Clearinghouse and NLTAPA web site
- Participate in the regional meetings and share information on NLTAPA efforts and progress through its regional representative

#### Facilitate Information Exchange within the LTAP/TTAP Community

- Provide leadership to promote and facilitate information collection and exchange for Centers
- Review and provide feedback to FHWA on Clearinghouse activities through FHWA and/or the Clearinghouse Steering Committee
- Develop and deliver an annual LTAP/TTAP meeting at the winter meeting
- Hold monthly NLTAPA Executive Committee conference calls
- Participate in an annual review of these Roles and Responsibilities with FHWA TPP at the Fall meeting of the NLTAPA Executive Committee
- Hold an annual “officers retreat” to review by-laws, officer duties and operational details
- Keep members and partners informed of the NLTAPA work plan, including ongoing and completed activities
- Maintain a planning calendar of NLTAPA events

#### Professional Development

- Support the development, implementation and promotion of professional development opportunities, such as train-the-trainer and peer exchanges, through the Joint Professional Development Program
- Present annual awards for excellence to Center community
- Participate in orientation services for new Center directors per the Joint Professional Development Program

## LTAP/TTAP STRATEGIC PLAN

### NLTAPA [continued]

#### Safety

- Coordinate messages, activities and partnerships in safety through the Joint Safety Program to promote LTAP/TTAP as a national leader in local road safety and increase Center activity in this area
- Promote roadway and worker safety to partners and customers
- Communicate national safety initiatives and information to Centers
- Support the NLTAPA Safety work group in its individual efforts