



National
LTAP & TTAP
Association



2025

ANNUAL REPORT

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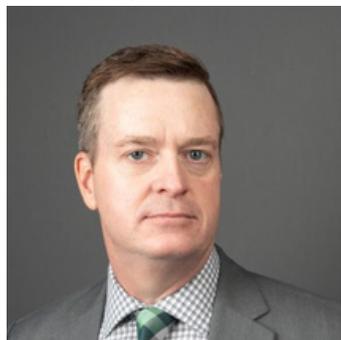


FROM THE PRESIDENT

Last year for my letter in the annual report, I wrote about the strength of NLTAPA bringing together centers from various LTAP and TTAP programs that are unique from one another. The longer I am involved as an officer and the more region meetings I attend, the more I appreciate the way we function as a unified organization even though we are 59 unique centers. I am even more impressed by how all the centers come together to form a collective voice when we face challenges. I saw this collaboration on full display throughout the spring and summer as we faced uncertainty with funding and scrambled to ensure all center workplans were submitted for allocation. As FHWA experienced significant changes in staff size and organizational structure, NLTAPA stepped up to fill gaps and provide support to ensure program stability and growth. During the annual conference, an ad hoc group of previous presidents met multiple times with current officers to craft a concise message to our national partners, highlighting what LTAP and TTAP centers bring to local agencies through training and technical assistance. I am grateful to this group who provided me with input throughout my tenure. Their insight was especially helpful as we faced these unforeseen challenges this past year. Together as an association, we met the uncertainties and provided support to our federal partners.

During our fall EC retreat in Columbus, OH, the executive committee discussed the importance of ensuring centers see the effectiveness of NLTAPA. The group talked at length about the benefits of centers and their staff being engaged in NLTAPA. I still maintain that our association is only as strong as the people willing to step up. The strength of the association depends on the willingness of those it serves to stretch more time out of their already busy schedules. One key comment repeated countless times throughout the retreat was that those of us who serve NLTAPA end up getting more than we give. Whether it is learning about new resources being leveraged in another state or innovative training ideas, serving in some capacity in NLTAPA provides an opportunity to see what other centers are doing in their states. Regardless of one's position in an LTAP or TTAP center, we all have value to give, whether it's as an officer, a region representative, or an active work group member. I want to encourage you to consider the strengths you bring to your center and how you could share your unique perspective with an even larger group by becoming more involved in NLTAPA. I'm convinced we all have something to give that can benefit our collective purpose of serving communities and tribes throughout the country.

I am looking forward to a successful 2026. As I step down, I know the leadership of NLTAPA is in good hands with Shaun Gaines, SC LTAP, stepping in as president, Keith Knapp, IA LTAP, as first vice president, and Andi Bill, WI LTAP, as second vice president. Please show them the same support that you have shown me. I hope I led the association with strength for the past



year and a half. I am honored to have served the association through a period that at times felt quite uncertain. I appreciate everyone's confidence in me to serve an extra six months. I am also grateful for the overwhelming support I received. I look back on my tenure as a very proud moment in my career to this point. I feel like I am taking much more from the experience than I ever imagined. Thank you all!

Kindest regards.

A handwritten signature in black ink that reads "Heath Pickerill". The signature is written in a cursive style.

Heath Pickerill

Missouri LTAP, NLTAPA president/soon-to-be past president

ABOUT NLTAPA

The National Local & Tribal Technical Assistance Program Association (NLTAPA) is a not-for-profit organization representing and serving 51 LTAP and seven regional TTAP centers in the United States and Puerto Rico. All staff of member centers are entitled to Association services and opportunities to serve.

The Association's main objectives are to build awareness about LTAP and TTAP in the transportation community, assist FHWA with developing strategies for the Programs, and build the capacity of each center to best meet the needs of its customers. Various association workgroups assist with these goals, including the Communications, Conference Planning, Partnerships, Professional Development, Safety, and Training Resources workgroups.

VISION

To improve the quality and safety of the surface transportation system through collaborative partnerships, training, innovation, and information exchange.

MISSION

To foster a safe, efficient, and environmentally sound surface transportation system by ensuring transportation agencies have the awareness and skills they need to integrate new tools and deliver new projects.

NLTAPA works in concert with FHWA's Local Aid Support team to help guide the LTAP programs, and FHWA's Office of Tribal Transportation to help guide the TTAP programs. Through LAS and OTT, FHWA provides direct services, support, and stewardship to LTAP/TTAP, including assistance for national NLTAPA activities and annual program conferences and meetings. FHWA also provides operational and informational support to centers through LAS.



DRIVING INNOVATION FORWARD

View the 2024 Performance Assessment Report, produced by FHWA. Visit www.fhwa.dot.gov/clas for more information.

The Association also has formal partnerships with the National Association of County Engineers (NACE), American Public Works Association (APWA), and American Association of State Highway Transportation Officials (AASHTO).



ABOUT NLTAPA



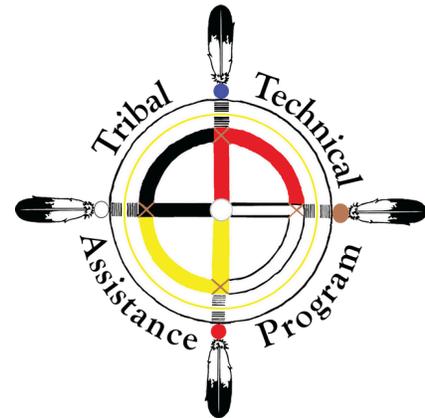
ABOUT LTAP CENTERS

Local Technical Assistance Program (LTAP) Centers provide local, rural, and tribal agencies with direct access to transportation resources that will improve safety for every community. The resources include training, technical assistance, and support to encourage the use of innovative solutions in the transportation programs.

LTAP was established in 1982 with ten centers throughout the United States. For over 40 years, the success of the LTAP centers is evidenced in the more than 38,000 local and rural agencies they've assisted by focusing on Safety, Infrastructure Management, Workforce Development, and Organizational/Center Excellence.

ABOUT TTAP CENTERS

Seven Tribal Technical Assistance Program (TTAP) Centers represent tribal agencies across the country and serve as a one-stop transportation resource for tribes. Regional TTAP Centers are awarded to administering agencies to enhance the quality of life in rural areas by building the capacity for tribes to administer their transportation programs.



LTAP AND TTAP SERVICES INCLUDE:

- Quality and accessible training workshops & conferences
- Technical assistance including on-site engineering guidance
- Information sharing including reference and training materials, field guides, and innovation recognition

EXECUTIVE COMMITTEE

ABOUT THE EXECUTIVE COMMITTEE

The NLTAPA Executive Committee is composed of the following elected officers:

- President
- President-Elect
- Vice President (currently two)
- Treasurer
- Vice Treasurer
- Secretary



Heath Pickerill, President

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Shaun Gaines, President- Elect

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Keith Knapp, Vice President

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Victoria Beale, Treasurer

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David Orr, Vice Treasurer

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Courtney Dupre, Secretary

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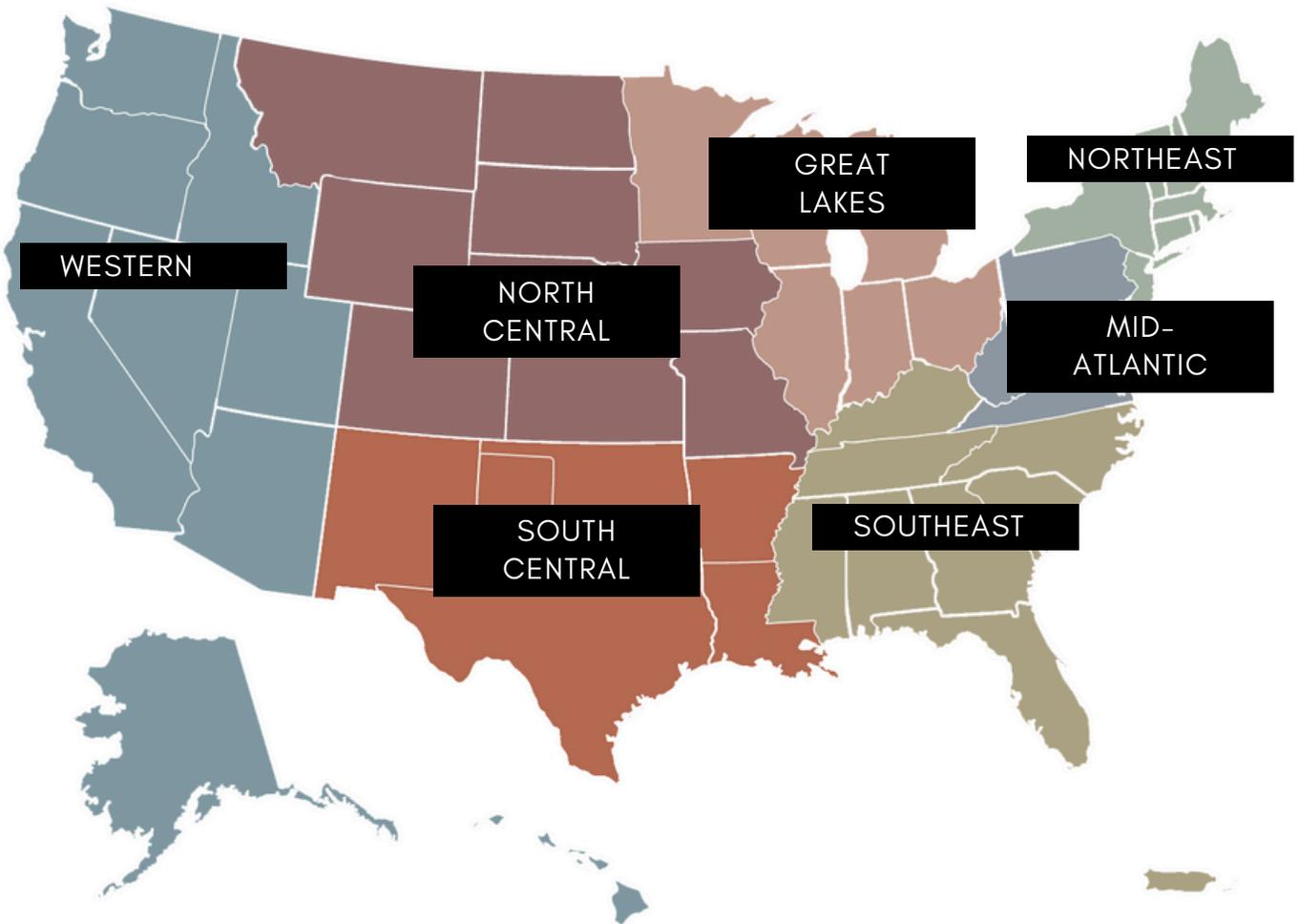


The Executive Committee meets monthly with input from region representatives and workgroup co-chairs. Representatives from FHWA also serve as ex-officio members of the Executive Committee.

NLTAPA REGIONS

ABOUT NLTAPA REGIONS

NLTAPA is made up of seven geographical regions that encompass the LTAP centers and one region that is dedicated to TTAP centers. Each region represents several LTAP or TTAP organizations. These regions work collaboratively to share information, host conferences,



LTAP REGIONS

The seven geographical regions that represent LTAP Centers include:

- Great Lakes Region
- Mid-Atlantic Region
- North Central Region
- Northeast Region
- South Central Region
- Southeast Region
- Western Region

By clicking the state name on each region page, you can access the center's webpage. For states that did not provide updates, please visit their website for up-to-date information or announcements.



GREAT LAKES REGION

ABOUT THE REGION

- Illinois
- Indiana
- Michigan
- Minnesota
- Ohio
- Wisconsin



Cynthia Elder
Region Representative
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ILLINOIS

The Illinois LTAP (aka Illinois Technology Transfer Center or T2 Center) experienced a highly successful year in supporting the local public agencies of Illinois (102 Counties - 1,456 Road Districts/Townships - 1,298 Municipalities). Focusing on safety and expanding program offerings, the T2 Center delivered 142 training sessions—83 conducted in person and 59 online—serving a combined total of 8,877 participants. Several new trainings were offered, including LED Street Lighting Technology, on-demand CDL Theory Training, and Executive Leadership Development Series program for the County Engineers of Illinois. This program covers key aspects of leadership, consisting of approximately 30 County Engineers, and spans a two-year period. These programs focused on safety and were offered on-site at various locations around Illinois. Additionally, training programs related to the Americans with Disabilities Act (ADA) and Public Rights-of-Way Access Guidelines have been expanded and continue to attract strong attendance and positive feedback. The T2 Center offered new workshops discussing ADA in a working group setting and General Administrative Duties of the Highway Commissioners at several locations across the state. Core training programs continue to be highly regarded among Illinois' local public agencies. Flagger Training, which emphasizes safe practices within work zones, remains the most popular offering. This past year, we conducted 49 in person sessions and saw 211 online completions, resulting in a total of 1,657 participants. T2 center continues to support the local public agencies of Illinois with resources such as a shared reflectometer and newly offered drone services which are gaining popularity. Future offerings include training on OSHA, newly adopted MUTCD, and USPAP. The Illinois Technology Transfer Center remains committed to providing high-quality training and resources to support the critical work of Illinois' local public agencies. We look forward to building on this year's successes as we continue to expand and enhance our program offerings.

GREAT LAKES REGION

INDIANA

In 2025, Indiana LTAP continued to grow their staff and added a satellite office. Meredith Camp has been promoted to Assistant Director for Operations, and Jennifer Sharkey, PE, has been promoted to Assistant Director for Engineering. Meredith and Jennifer will guide the Indiana LTAP program as it adapts to the evolving needs of today's workforce and assists community leaders in finding and training the workforce of tomorrow.

In addition to these promotions, Indiana LTAP added a satellite office in Crown Point, Indiana. Benefits include easier access to on-site training and technical assistance, more localized support and collaboration, faster response times for regional needs and the opportunity for hands-on learning to those in the Northwest region.

To assist with local agency asset management initiatives, Indiana LTAP implemented a PASER Certification Program and PASER Quality Assurance Program. Beginning in December 2026, all asset management plans submitted to Indiana LTAP utilizing the PASER rating system will need to be conducted by a Certified PASER Rater (CPR). Indiana LTAP hosted several in-person workshops in June 2025 to prepare for this requirement. A total of 343 individuals were certified.

This September, Indiana LTAP's Snolympics was part of a larger event called the Indiana LTAP Expo. The 2025 program had a record year for exhibitor and attendee participation. Approximately 40 cities, towns, and counties from across the Hoosier State attended the 2025 event. The event offered a robust exhibitor hall, educational sessions, inspiring Indiana innovations, a challenging snowplow obstacle course, and more.

Indiana LTAP formally dedicated its state-of-the-art hybrid classroom as the Charles F. Scholer Interactive Classroom during the Advisory Board meeting on July 17, 2025. We are truly grateful to have shared this experience with Dr. Scholer before his recent passing.

This dedication honors the legacy of Dr. Charles F. Scholer, a visionary civil engineering professor whose career at Purdue University spanned over four decades.



Dr. Scholer served as Director of the Highway Extension and Research Project for Indiana Counties and Cities (HERPICC) the foundation upon which Indiana LTAP was built. His mentorship of Federal Highway Administration (FHWA) officials helped shape the vision that became the National LTAP network.

GREAT LAKES REGION

MICHIGAN

The Michigan LTAP center and its parent Institute were recently reorganized as a direct report under Michigan Tech's Vice President of Research. Historically, the center has been an academic department entity, with the director reporting to the Department Chair, who reports to the Dean, who reports to the Provost (Academic VP level). This reorganization of the center into an institute elevates the LTAP profile on campus and streamlines approval processes. Our parent institute is now one of only seven research institutes at Michigan Tech, and it reflects the University's renewed focus on technology transfer and working to benefit local, state, and federal government units with our work.

One of Michigan LTAP's engineers (Chris Gilbertson) was awarded a "Center of Excellence" for Structural Engineering. The award provides a small pot of funds to assist the DOT on complex technical issues related to state and local bridge structures. This award furthers the reach of our technical assistance programs, but more importantly, it underlines the value of having technically strong staff at LTAP centers to provide these services.

Michigan LTAP hired a new structural engineer. Abdalla Alomari has a PhD. in civil engineering from Iowa State University and comes to the LTAP program from his previous position as a Research Structural Engineer at the Turner-Fairbank Highway Research Center.

MINNESOTA

In 2025, Minnesota LTAP maintained a strong focus on workforce development to combat pervasive challenges faced by local roadway agencies, including aging workforces, financial competition from the private sector, a lack of interest among younger workers, and fewer educational opportunities.

We expanded our Roads Scholar program, which provides training and career development for roadway maintenance personnel. The Civil Engineering Technician Level I

certificate program celebrated its first graduate this year and expanded to 103 trainees (with 32 new enrollees in 2025). This program is designed to help local agencies promote current employees into hard-to-fill civil engineering technician positions.

"It is incumbent on each of us to keep up with changes to our profession. Thanks for the helping hand."



MINNESOTA, CONTINUED

Building on this success, we launched the Level II Civil Technician Certificate for advanced technician training and added an Advanced Maintenance Operations and Technical Certificate to encourage continuing education.



A key takeaway from this year was the power of networking: our presence and conversations at partner events and conferences facilitated the hiring of over fifteen new instructors and introduced several new training opportunities. This focus on deepening partnerships was highlighted by Program Manager Katherine Stanley's election to the Executive Committee of the Minnesota Chapter of the American Public Works.



I have been able to learn valuable information, and I am trying to implement the knowledge and ideas I got from the classes into my everyday job assignments. It would be a great tool to use for future career advancements.

LUIS LORENZANA, CET LEVEL I



OHIO

This year's Township Safety Sign Grant program response has been the biggest to date. This is in part due to applications being accepted from any township that has either not applied before or those townships that have previously received the grant in 2018 and earlier. There are 90 townships from across Ohio being funded to provide needed traffic safety signs. These signs are to be installed to replace older, non-reflective signs as well as in problem areas that signage currently doesn't exist. The total amount funded for Fiscal Year 2026 is over \$2 million dollars.

Strength in collaboration: The Ohio LTAP Center and The Ohio American Public Works Association (APWA).

The Ohio Local Technical Assistance Program (LTAP) Center and the Ohio American Public Works Association (APWA) have continued to join forces to develop the state's local public agencies through innovative training and development programs. This partnership aims to provide public works professionals with the necessary skills and knowledge to tackle the challenges in infrastructure management.

Key initiatives of this collaboration in 2025 have been annual Public Works Conferences and the Second Annual Joint Communities Snowplow Rodeo. Additional opportunities included multiple Work Zone Traffic Control courses throughout the state's four APWA chapters. These events offered attendees the opportunity to network, learn, and grow in their respective fields.

OHIO, CONTINUED

Strength in collaboration: The Ohio LTAP Center and County Engineers Association of Ohio (CEAO).

In 2025, our LTAP team has also continued to actively engage with the County Engineers Association of Ohio (CEAO), which represents the 88 County Engineers in our state who play a major role in the management and maintenance of our local roadway systems.

We have participated in several of CEAO's training and outreach events this year, including their annual Ohio Bridge Conference; Ohio GIS Conference; Superintendents, Mechanics & Leadership Conference; and Winter Conference (with the County Clerks Association of Ohio).

In October, members of our LTAP team also met with the CEAO Executive Director to discuss additional opportunities for future collaboration.

Empowering Ohio's Local Public Agencies through comprehensive training opportunities.

The Ohio Local Technical Assistance Program (LTAP) Center has been instrumental in enhancing the capabilities of Ohio's local public agencies through a diverse range of training programs. 2025 has proven to be a banner year setting records for engaged attendees through its eLearning courses, webinars, and In-Person/Circuit Rider courses. The Ohio LTAP Center ensures that public works professionals are equipped with the latest knowledge and skills to effectively manage and improve in their respective fields.

eLearning Courses: Flexible and Accessible Learning

The Ohio LTAP Center offers over 750 online modules available 24/7 and free of charge. Our eLearning courses provide a flexible and accessible learning platform for public works professionals. Currently the program has reached new heights with more than 19,000 registered users.

Webinars: Interactive and Engaging Training

Webinars offered by the Ohio LTAP Center have become a popular training method, providing interactive and engaging sessions on various public works topics. These live online sessions allow participants to interact with experts, ask questions, and engage in discussions, making the learning experience more dynamic and effective. The Ohio LTAP hosted 94 Webinars in 2025 with over 8,440 total attendees.

In-Person/Circuit Rider Courses:

The In-Person and Circuit Rider courses are a unique offering by the Ohio LTAP Center, providing face to face practical training directly to local public agencies. These courses involve experienced instructors traveling to different locations across the state to deliver in-person training sessions. The circuit rider courses focus on practical skills and real-world applications, ensuring that participants can immediately apply what they have learned to their daily work. The Ohio LTAP Center has taught over 5,000 attendees in 2025 through classroom and conference settings.

OHIO, CONTINUED

Impact on Ohio's Local Public Agencies

The comprehensive training programs delivered by the Ohio LTAP Center have had a significant impact on Ohio's local public agencies. By providing a variety of training methods, the center has ensured that public works professionals have access to the knowledge and skills they need to excel in their roles. The training has led to improved safety, infrastructure management, and more efficient operations across the state. The Ohio LTAP Center's commitment to continuous learning and professional development has empowered Ohio's public works community, ultimately benefiting the residents and communities they serve. Through eLearning, webinars, and circuit rider courses, the Ohio LTAP Center continues to play a vital role in strengthening Ohio's infrastructure and public works capabilities.

Local-let eLearning Course for Ohio's LPAs

This year, the Ohio LTAP Center launched a fully updated Local-let Manual eLearning Course to support Local Public Agencies (LPAs) participating in ODOT's Local-let process. The course is a required step for LPAs seeking to administer federally funded transportation projects and ensures compliance with both federal and state regulations.

The new course replaces a 16-module legacy version with a streamlined 9-module format, significantly reducing the time commitment for learners while improving clarity and accessibility. Each module was developed using the updated Local-let Manual and underwent a rigorous review process. Drafts were shared with a cross-functional team of subject matter experts from ODOT's Office of Local Programs and LPA managers across Ohio. Their feedback helped ensure each module was accurate, comprehensive, and relevant to real-world project delivery.

Despite late-stage challenges—including a major revision prompted by the DBE Interim Final Rule and a chapter requiring rework due to delayed stakeholder input—the team remained committed to quality and collaboration.

This project not only modernizes training but also reinforces Ohio's commitment to empowering LPAs with the tools and knowledge needed for successful project execution.

Commercial Driver's License (CDL) Theory Training for LTAP Customers.

This was the third full year that we have provided CDL Theory Training free of charge to customers through our Ohio LTAP eLearning system (CourseMill). We have established our credentials as a Theory Training Provider with the Federal Motor Carrier Safety Administration (FMCSA). When a customer completes all of the required CDL Theory modules and passes the final exam in our eLearning system, we report their successful Theory completion to the FMCSA. The customer is then able to proceed with their Behind-the-Wheel Training and the additional steps required by FMCSA and the Bureau of Motor Vehicles for the CDL licensing process.

OHIO, CONTINUED

In 2025, our Ohio LTAP team was able to work through a major challenge in order to continue providing the CDL Theory Training. In collaboration with our ODOT I.T. section last year (in 2024), an automated process had been established for reporting successful CDL Theory completions directly from CourseMill to FMCSA. However, the automated process had to be suspended this year to allow time for our I.T. section to build a more secure form for obtaining each customer's personal information as required by FMCSA. Meanwhile, the number of CDL Theory Training completions continued to increase as additional customers became aware of this free training opportunity.

Over a period of nearly four months, our LTAP team contacted hundreds of CDL Theory Training customers by phone to confirm the required personal information, and then to proceed with manually posting each person's successful Theory completion to the FMCSA site. By late November, development of the new secure form was completed by our I.T. section and the automated process for reporting successful CDL Theory completions was re-established.

In total (from October 2022 to December 2025), more than 1,680 customers from Ohio, Florida, Indiana, Kentucky, Pennsylvania and several other states have been able to successfully complete their CDL Theory Training free of charge through our LTAP eLearning system.

WISCONSIN

Over the past year, Wisconsin LTAP focused on helping local transportation agencies navigate change—particularly as new funding opportunities and emerging technologies reshape how communities plan, build, and maintain their transportation systems.

A major accomplishment was Wisconsin LTAP's statewide support of a new local funding pilot program. Recognizing that innovative programs often come with uncertainty, LTAP worked directly with municipalities of all sizes to capture lessons learned and reduce barriers to participation. Through facilitated discussions, technical assistance, and peer-to-peer learning, local agencies gained clearer insight into grant eligibility, application requirements, and implementation expectations. This effort not only increased understanding of the pilot program but also helped communities feel more confident engaging with state and federal funding processes—an outcome that directly supports FHWA's goals around capacity building and effective stewardship of public funds.

Wisconsin LTAP also advanced local understanding of emerging transportation technologies through hands-on support in the City of Racine, where an automated vehicle is being used in real-world operations. By supporting local staff and stakeholders, LTAP helped translate a complex technology into practical lessons about safety, operations, and workforce readiness—ensuring innovation is grounded in local needs and realities.

Across these efforts, Wisconsin LTAP served as a trusted connector—linking local agencies, state partners, and federal priorities—to deliver practical, actionable support that strengthens local transportation systems statewide.

MID-ATLANTIC REGION

ABOUT THE REGION

- Delaware
- Maryland
- Pennsylvania
- Virginia
- West Virginia



Kim Carr
Region Representative
West Virginia LTAP
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DELAWARE

This year, the Delaware T2/LTAP Center continued to provide training workshops responsive to what local agencies have told us they need, adding a new Project Management course to our repertoire. In addition, we saw yet another increase from the previous year in demand for flagger training, suggesting that our campaigns to raise awareness of flagger safety are compelling for local agencies.

Requests for technical assistance again increased this year. After the decline of activity in 2020, we seem to be returning to normal. Moreover, we gained firsthand knowledge in a handful of instances this year that our technical assistance has been implemented. Too often, we never receive that feedback, or worse, we find that changes in leadership or other reasons left our recommendations with limited action. This is another gratifying and encouraging trend.

Our Center again assisted the Delaware Department of Transportation, with the sixth-annual Delaware Bridge Design Competition in April. DelDOT invites seven through twelfth grade students to design and construct model bridges as part of a fun and educational exercise in hopes that tomorrow's design engineers, planners, contractors, and inspectors will be inspired to consider this rewarding field. This year, 486 students gathered from across the state from 29 middle and high schools. They presented their design approach to expert panels, answered questions, and then watched as their models were subjected to design loads and beyond, finding the failure point.

MID-ATLANTIC REGION

MARYLAND

The MD T2 Center concluded the year with strong momentum, expanded reach, and measurable impact across Maryland's transportation workforce. Throughout the year, the Center offered 48 professional development classes, with 33 classes delivered to 693 Maryland professionals from state, county, and municipal agencies. These classes supported practitioners at all career stages, reinforcing practical skills while advancing professional growth.

A cornerstone of this success was the continued expansion of the Road Scholar Program. Of the total offerings, 30 classes supported the Road Scholar curriculum, resulting in 54 new Road Scholar graduates. Each Road Scholar class was offered four or more times, demonstrating both demand and sustained engagement. These classes included Asphalt Recycling, Asphalt Roads Common Maintenance Problems, Basic Drainage, Gravel Road Maintenance, Introduction to Geosynthetics, Preventive Pavement Maintenance, Road Surface Management, and Winter Maintenance. Together, they provided consistent, repeatable training opportunities that strengthened core competencies across Maryland's roadway workforce. Reflecting on the Road Scholar Program's impact, Claude "Chip" Stack, Assistant Chief of Highways for the Baltimore County Department of Public Works and Transportation, shared:

"I spoke with a lot of our participants, and it's clear to me that they took something away from every class. This is a testament to the Maryland T2 Center's years of service to public infrastructure and its ability to take prior knowledge and pass it along to the next generation. Kudos to MD T2 Center staff."

Starting this year, all virtual MD T2 Center classes were delivered through the University of Maryland's Open Learning platform, ensuring accessible, high-quality instruction statewide. In parallel, the Center began development of a new online customer database to enhance registration, tracking, and communication. This system is currently in development and will launch in the new year.

The Center also welcomed a new team member, John McFadden, formerly of the Federal Highway Administration, who brings extensive national expertise in roadway safety, statistical methods, traffic impact analysis, construction management, public works administration, and geometric design.

Together, these accomplishments mark a year of growth, innovation, and continued commitment to advancing transportation excellence across Maryland.

PENNSYLVANIA

This past year, Pennsylvania LTAP continued to fulfill its mission of helping municipalities improve roadway safety and efficiency through practical solutions and training. One standout example came from Lower Salford Township, where staff faced a communication challenge tied to their use of the Cape Seal surface treatment process.

Cape Seal is a two-step method that combines the durability of chip seal with the smoother finish of slurry seal, ideal for suburban settings. While effective, the process requires a seven-to-ten-day gap between applications. Residents often mistook the initial chip seal for the finished product, leading to confusion, phone calls, and extra staff time spent explaining what was happening on their streets.

To address this, township staff, supported by LTAP's emphasis on practical problem-solving, turned to technology. They located a professionally produced YouTube video that clearly explained the Cape Seal process and created a QR code linking directly to it. The code was printed on letters mailed to residents and displayed on aluminum signs placed along affected streets. With just a quick scan, residents could watch the video and understand both the steps and the benefits of the treatment.

The solution required only three hours of staff time and less than \$500 in materials. The outcome was immediate: phone calls dropped significantly, residents felt more informed, and the township strengthened its relationship with the community by providing clear, accessible communication.

This story illustrates how LTAP's mission, empowering local agencies with tools and knowledge, translates into real-world improvements that save time, reduce costs, and build public trust.

MID-ATLANTIC REGION

VIRGINIA

During 2025, the University of Virginia LTAP Center delivered 87 training sessions to 1,763 participants, supporting local agencies through a comprehensive mix of workforce development, safety, and technical assistance activities. To expand capacity and respond to emerging needs, the Center added four new instructors and launched nine new training courses.

Safety and technical assistance remained a core focus. The Safety Circuit Rider Program provided targeted, data-driven support by delivering crash data analysis to 25 cities and towns responsible for maintaining their own roadway systems. In addition, the program assisted three agencies with road safety assessments, helping advance safety-focused planning and project development.

Virginia continued to promote the message that roadway safety is for everyone through the Road Safety Champion Program (RSCP). In 2025, 16 additional participants completed the program, bringing the total to 63 certified Road Safety Champions, including 17 dual-certified champions. These outcomes reflect the Center's sustained commitment to building local safety expertise and strengthening multidisciplinary collaboration.

Workforce development was further highlighted by the annual Transportation Project Management Institute (TMPI), held in May 2025. This intensive residential program brought together 36 project managers from across the state and focused on the development phase of transportation projects. TMPI enhanced participants' project management skills, supporting improved coordination, more efficient delivery timelines, and successful completion of projects on time and within budget.

The Center also emphasized outreach, communication, and continuous improvement. Consistent marketing efforts were enhanced through the addition of two actively maintained social media platforms, expanding engagement with local agencies. A needs assessment survey was launched to evaluate current offerings and identify emerging training and technical assistance priorities.

Finally, VA LTAP continued its partnership with the Virginia Transportation Research Council (VTRC) through a monthly Lunch & Learn webinar series, connecting local agencies with applied research and transportation innovation to support practical implementation.

MID-ATLANTIC REGION

WEST VIRGINIA

The WV LTAP continues to be a trusted resource for training, technical assistance, and practical tools that support public works agencies and communities. **In 2025, we focused on expanding access to online training, fostering collaboration, and providing hands-on solutions.** Here are three highlights from the past year:

Expanded Online Self-Paced Training Library: We refined and grew our self-paced training library to include 26 courses covering a wide range of topics, with more coming in 2026. These offerings include pre-recorded WV LTAP-hosted webinars with built-in knowledge checks and FHWA Center for Local Aid Support courses. Feedback has been overwhelmingly positive—users appreciate the convenience, the variety of topics, and the opportunity to apply many of these courses toward Roads Scholar I and II program requirements. Engagement with the platform continues to grow steadily.

Partnered on Invasive Species Guide: In collaboration with WVU Extension, we helped develop and fund the printing of a practical “pocket” guide: *How to Deal with Invasives Without Making Them Worse—An IPM Guidebook*. Available in both print and digital formats, this resource equips public works personnel and WVU Extension audiences with actionable strategies to combat invasive vegetation. This partnership has strengthened our outreach and provided a valuable tool for those on the front lines of this challenge.

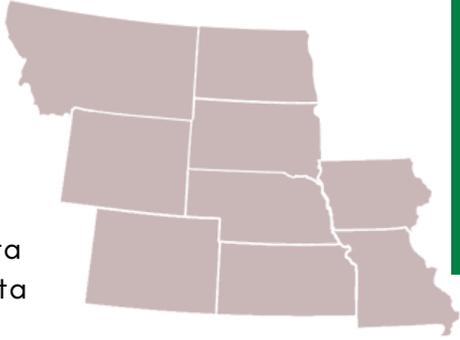
Retroreflectivity Comparison Panel Kit: To support local agencies in meeting sign retroreflectivity requirements, we redesigned and reintroduced our Retroreflectivity Comparison Panel Kits—offered free of charge to West Virginia municipal agencies (one kit per agency). Each kit includes green, white, yellow, red, orange, and fluorescent yellow-green sign sheeting in 3x6-inch panels, along with rubber clips for attaching the panels. A hard-sided craft box with pick-and-pluck foam securely holds the contents. WV LTAP also produced an instructional video demonstrating the kit’s components and proper use. These kits provide an easy tool to evaluate sign visibility.

Whether through these initiatives or other programs like our **Work Zone Sign Package Program**, WV LTAP remains committed to providing training, tools, and services that support local agencies in working safely and efficiently.

NORTH CENTRAL REGION

ABOUT THE REGION

- Colorado
- Iowa
- Kansas
- Missouri
- Montana
- Nebraska
- North Dakota
- South Dakota
- Wyoming



Sherrie LaFleur
Region Representative

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COLORADO

Over the past year, Colorado LTAP (Local Technical Assistance Program) continued to expand its support for local transportation agencies by advancing workforce development, strengthening information transfer and delivering targeted technical assistance.

Workforce development and training remained a central focus in 2025, serving more than 2,300 participants through 110 training sessions state-wide across 50 different course offerings. Training addressed critical safety, operational and leadership needs identified by local agencies. To improve accessibility, LTAP expanded self-paced and on-demand learning options, allowing agencies to train staff regardless of location or schedule. Training was implemented as a Career Path Solution for multiple agencies while others offered monetary bonuses or raises for completing Colorado LTAP training programs. These approaches support employee retention and advancement while establishing clear pathways from entry-level positions to leadership roles.

Technical assistance services continued to support local agencies through equipment loans, the Safety Circuit Rider Program and through our Special Projects & Grants coordination. These efforts helped agencies improve safety outcomes, advance projects and build internal capacity, particularly as many navigate complex funding requirements and administrative thresholds.

Information transfer and knowledge sharing were strengthened through statewide and national engagement. Colorado LTAP hosted its Annual Transportation Workforce Summit, bringing together local, state and national partners to share best practices and emerging workforce strategies. Building on this success, the next Summit is scheduled for October 8, 2026. Colorado LTAP also attended national conferences, ensuring new knowledge and innovations were shared back with Colorado agencies.



*APWA Loveland,
Co 2025 Plaques*

Finally, Colorado LTAP was awarded a new STIC grant, in partnership with CDOT while continuing the Colorado Road and Bridge Institute which was expanded this year to local agencies, strengthening the statewide workforce pipeline and helping local agencies address ongoing workforce shortages.

NORTH CENTRAL REGION

IOWA

The Iowa Local Technical Assistance Program (LTAP) had another successful year in 2025. Attendance at our trainings and events is expected to be somewhat smaller than 2024, but this reduction can primarily be traced to a slight intentional reduction in our offerings due to various factors (e.g., instructor availability) rather than the demand for our services. In fact, demand for our technical efforts and offerings continues at a rate approximately 20-25 percent higher than what occurred before the COVID pandemic, and plans are also being implemented to meet this increased demand through a new hire and contract instructors.

Overall, we continued to offer trainings this year that our biannual needs assessment shows are still desired. We also continued to offer our nine monthly webinars on a variety of subjects. By design, some of these webinars always include subjects related to recently completed research that may be relevant to local and/or state transportation agency employees.

This year we went fully online with our quarterly newsletter, had a record number of applications for our Build a Better Mousetrap competition, expanded the equipment in our loan equipment program, and offered Civil 3D Intermediate, and Design Length of Steel H-Piles and WEAP Equation courses for the first time. In addition, although it has not yet been adopted in Iowa, we offered a series of Manual on Uniform Traffic Control Devices (MUTCD) Overview workshops.

One of the most popular on-site trainings we have offered for many decades at Iowa LTAP is our motorgrader operator workshops. This training consists of a classroom portion and an optional field day. This year we continued the field training portion with the help of our Iowa partners at a centrally located military base. We were able to offer a week of motorgrader operator field days at the base which has miles of roadways. This class helped with the maintenance of some of the roads on base.

We also worked with a motorgrader vendor for the equipment and the military supplied the roadway materials that were needed. This approach not only improves the safety of the workshop participants but also allowed the instructors to spend more one-on-one time with the attendees. In addition, the roadways were also in better shape after the training. Other trainings we offer that are also very popular include flagger and winter maintenance.



Build a Better Mousetrap First place winner Linn County for their Extended Bridge Plank Socket. Jerad Kelley accepting for Linn County with Iowa LTAP director Keith Knapp.



MUTCD class in Fairfield, Iowa, presented by Keith Knapp and David Veneziano.

NORTH CENTRAL REGION

KANSAS

It has been quite a busy year for the Kansas Local Technical Assistance Program. We provided technical assistance to public works employees across the state through several different methods. Some of these include trainings, practical road safety assessments, webinars, newsletters, and the equipment loan program.

Our goal was to further our reach across the state of Kansas and visit new cities and counties. We also focused on visiting counties that had staff turnover to ensure that our roots remain planted. Our trainers highlighted that they have seen new cities and employees attend trainings that hadn't attended our trainings in the past. This was a positive indicator that our efforts were helping us reach our goal. We held 51 in-person trainings with an estimated attendance total of 1,000 people.

A popular part of our program is our Roundabout webinar series. This is a series focused on hot topics of the industry and promotes discussion for best practices, shared experiences and innovation. Some of our topics this year included, asset management, the new SNBI requirements, and proven safety countermeasures.

An important part of the KS LTAP is the Local Field Liaison position. This position is a Professional Engineer that works with county and city public works agencies on issues in Kansas. This year we provided road safety assessments, assisted with operational issues, and traveled all across the state to meet with counties to see what their needs may be. Here at KS LTAP, we look forward to continued collaboration across Kansas communities and are excited for what's in store for 2026!

MISSOURI

Missouri LTAP significantly expanded its instructor portfolio in 2025 by contracting with Training USA after meeting them at the NLTAPA conference in Kansas City. Several other centers currently use Training USA to instruct classes. Missouri LTAP now has access to significantly more instructors and topics as well as the opportunity to offer hands-on training to local agencies in the state.

Missouri LTAP also developed a partnership with the Missouri Public Utility Alliance (MPUA) to deliver work zone and flagger training to public utilities. Missouri LTAP has continued providing webinars through partnerships with the Missouri Department of Transportation, Missouri Pavement Preservation Council, and various consultants. In addition, two three-part series, Local Public Agency (LPA) Basics - Responsible Person in Charge were delivered in partnership with Missouri DOT.

MISSOURI, CONTINUED

National Work Zone Awareness Week was celebrated with several virtual presentations and trainings to local agencies. Missouri LTAP hosted two annual conferences on the Missouri S&T campus, which included the Missouri Concrete Conference in the spring and Missouri Asphalt Conference in the fall. Both conferences deliver technical sessions aimed at federal, state, and local agencies as well as consultants and contractors in related fields.

Missouri LTAP has continued expanding its services and training through the Missouri Community Resilience Workforce Development Program alongside LTAP as part of the Missouri Local Training & Resource Center. While the resources focus mainly on resilience related to energy efficiency and weatherization, the outreach to communities in Missouri overlap with the local public agencies served for nearly two decades under LTAP. Missouri LTAP received a State Transportation Innovation Council (STIC) incentive grant in the previous year to develop a Work Zone Education and Sign Package Program to be coordinated by Missouri's Safety Circuit Rider Program.

Five small LPAs were selected for hands-on training in setting up a proper work zone and received a standard work zone sign package. The program aims to deliver more LPAs with MUTCD compliant work zone equipment and provide an innovative workforce development training approach where LPAs can learn through hands-on activities. Awards were based on an application process, which considered criteria such as agency size, resource deficiency, participation in other LTAP workforce development training, and input from a workshop team based on areas of need in the State.

MONTANA



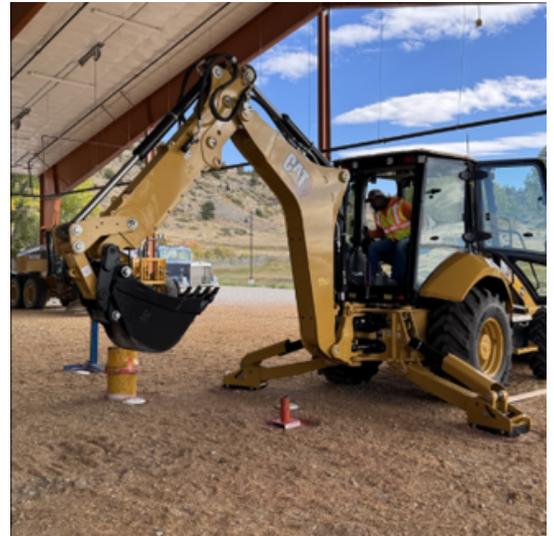
Top Operators at the Western Montana Snow Rodeo

Montana LTAP has had an excellent year of delivering trainings and technical assistance on a variety of topics and to a variety of customers throughout the state. We operate with one full time (the Director) and one $\frac{3}{4}$ time field trainer that travel to reach our customers. We have covered many, many topics in our trainings, most of which have been designed to meet a communicated need from our customers. I won't detail them all, but a few are really including Flagger Certifications, MSHA Part 46 new Miner and refreshers, our Gravel roads trainings, and our efforts in a recent gravel source quality Technical Assist for a County.

This technical assistance to identified a gravel resource that had previously been discounted due to a lack of knowledge or understanding regarding what is needed to create and manage a quality surfacing gravel. Due to our testing and efforts to educate and encourage, this resource will be further developed and used, helping our customer provide a much higher quality gravel surfacing for their roadway maintenance activities.

MONTANA, CONTINUED

Montana LTAP coordinate and worked closely with three counties to hold 3 separate 2-day Snow Rodeos. These events include a significant safety and operations training, followed by the event day where participants take part in a 30-minute scored written exam, a randomly assigned diagnostics test where they have 4 minutes to do a walkaround on their assigned piece of equipment and find 5 things that should be noted in a walk around, and compete in 4 different scored and timed equipment events that include a motor grader course, a backhoe course a wheel loader course and a snow plow course.



The participants that earn top placements receive trophy plaques for each event for first place, and paper award certificates for the 2nd, 3rd and top placing 1st time competitor. The scores for each event are then combined with the written exam results and diagnostic test results to determine the top all-around competitor.

This was coordinated, organized, facilitated and the courses taught by Montana LTAP in Sidney, Montana (on the far eastern side of the State), Columbus, (in the center of the State), and Missoula (in Western Montana). In total, we had 58 attendees in Columbus, 21 in Missoula and 44 in Sidney, totaling 123 individual LTAP customers that either competed, volunteered to be a score keeper, helped set up, and attended the LTAP provided safety training. These snow rodeos account for just 3 weeks of our program delivery!

NORTH CENTRAL REGION

NEBRASKA

The Nebraska LTAP Center focused 2025 on delivering training, conferences, and technical assistance to counties, municipalities, tribes, the Nebraska Department of Transportation, and countless consultants and contractors. We have collaborative partnerships with our NACE affiliate - the Nebraska Association of County Engineers, Highway Superintendents, and Surveyors, the Nebraska APWA Chapter, the Nebraska Association of County Officials, the Nebraska League of Municipalities, the Nebraska Intergovernmental Risk Association, and the Nebraska Concrete Paving Association.

In 2025, Nebraska LTAP worked with the NDOT Bridge Division to provide training and support to bridge owners and inspectors as the bridge inventory and inspection software is updated. We also hosted a series of bridge-focused NHI courses with the Bridge Maintenance Course being highly popular.

One of our signature programs - the Winter Maintenance Workshop - illustrates the best of what we do at Nebraska LTAP. This event is co-hosted by the Nebraska APWA Chapter and the only post-secondary heavy equipment operation program at Central Community College in Hastings, Nebraska. Participants have the opportunity to demonstrate high level skills and try operating a piece of equipment for the first time. The second day offers a half-day interactive conference for operators to see how peer agencies address winter maintenance challenges and see new innovations.

Supporting new superintendents is another on-going focus area at Nebraska LTAP. Generational turnover is bringing many new superintendents to leadership roles across Nebraska. Our Center provides training for candidates seeking licensure as a highway and street superintendent. Our staff provides one-on-one and group support to assist newly appointed superintendents in program compliance, leadership development, and program modernization.

In 2026, we look to continue supporting the Nebraska transportation community in whatever ways they need.

NORTH CENTRAL REGION

NORTH DAKOTA

2025 was record year. We had a 35% increase in class participation over 2024. We have been seeing an increase in class participation over the last few years with 2025 being the highest in the last 7 years. North Dakota like a lot of other states have seen a lot of turn over and hiring skilled people is a challenge. New hires have been people of all ages that don't necessarily have the skill set when they are hired and rely on LTAP's to provide the training.

This last year we introduced a new class titled "Succeeding in Today's Grant Funded World". The instructors for this class were great. We had NDDOT staff that apply for and manage grants as instructors. We also partnered with a consultant who previously worked for FWHA with funding and grants. The class was well attended and received. I mean, who wouldn't want to hear how they can increase their chances at receiving grant funds.

If a lot of you are like a vast majority of ND, gravel can be tough commodity to come by. To help with, we started doing a "shoulder pulling" class. The attendees learn how to pull their shoulders to help recover gravel that tends to migrate to the edge of the road and down the in-slope. This process not only saves a valuable resource, but helps reestablish the proper roadway section as these roadways tend to get wider over time.

We started working on an Equipment Loan program this past year. We added a "Culvert Inspection Camera" and also 2 Radar Traffic Counters. We did some trial runs with several counties and the results were very positive. These pieces of equipment will formally be available for use this coming spring. This will be a valuable resource for local and tribal agencies.

Last but not least, we were able to add a part-time employee this past year. Kelly Bengston, PE. was previously a County Engineer in Minnesota for 20-plus years. He brings a world of experience to NDLTAP. Kelly replaced a previous part-timer that retired in 2024. Kelly was also the Road and Bridge Engineer for NDSU-UGPTI and helped NDLTAP on occasion. We are extremely happy Kelly decided the full retirement scenario was not in his cards.



Pulling shoulders in North Dakota



Our new Culvert Inspection Camera that we added to our Equipment Loan Program.

NORTH CENTRAL REGION

SOUTH DAKOTA

South Dakota had a successful year in 2025 by providing 35 training opportunities and 286 technical assistance visits. In addition to training and technical assistance, our center also presented at 8 state and regional meetings throughout the year. Our staff continues to provide onsite technical visits and follows up to ensure the outcome meets the standards provided.

Our safety office provides guidance to customers on design and layout of signing and work zone related questions received throughout the year.

Our pavement design staff members offer chip seal, surfacing guidance and all forms of pavement preservation options for our customers. This is a valuable tool for our local governments.

Again in 2025 SDLTAP, along with our partners from North Dakota, Nebraska and Minnesota, offered the 2025 Local Road Conference to customers throughout the Midwest in Sioux Falls, SD. This conference brings approximately 500 road and bridge folks together for a day and a half long conference. The conference has breakout sessions designed for municipal governments to attend. Next year will mark the 41st year of the conference and it is open to any local governments throughout the country.

In 2026, SDLTAP will continue to provide free technical training and advice to our local agencies. The services are provided at no cost through our FHWA funding and a program set up through the SDDOT and South Dakota State University. We have added one part-time staff member, Merl Hanson, to help provide technical services in the field.

SDLTAP cannot attend the Winter Business meeting but look forward to seeing everyone at the Annual Conference in July.

NORTH CENTRAL REGION

WYOMING

2025 was very productive for the Wyoming LTAP. A significant number of workshops were presented in various locations of the state and several certification programs in pavement materials and safety were provided to assist transportation professionals in doing their jobs. Some of these certification classes were offered online while others were offered in person.

In the technical assistance area, the Center provided help in the safety area by introducing the statewide signs program. The Wyoming LTAP provided the counties with crashes on their roadways in the past ten years to help them identify hazardous locations. The counties then identified needed regulatory signs for these locations. The Wyoming LTAP then summarized all county requests and sent them to WYDOT. These signs were then purchased and delivered to the county shops. The Wyoming LTAP is in process now to inspect the signs installed by the counties.

Also in the technical assistance area, the Wyoming LTAP analyzed the pavement condition data on the county paved roads in half of the state of Wyoming. The findings were then included in reports shared with the counties to help them in managing their paved roadways.

2025 was a busy year for us at the Wyoming LTAP and we are hoping that 2026 will be equally productive.

NORTHEAST REGION

ABOUT THE REGION

- Connecticut
- Maine
- Massachusetts
- New Hampshire
- New Jersey
- New York
- Rhode Island
- Vermont



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Region Representative

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CONNECTICUT

2025 was a year of changes for Connecticut LTAP. Here are a few highlights:

- Longtime Director, Donna Shea, retired in September and Mary McCarthy took over the helm.
- There continues to be a very strong demand for our Public Works Academy - a six week program focused on the core competencies of entry level public works staff. To handle demand, a fourth academy was scheduled and filled to capacity. We continue to have a waitlist so will offer additional sessions in 2026 as well.
- The CT T2 Center (of which CT LTAP is a part) celebrated 270 graduates from our 10 different certificate programs. Over 200 of them came from LTAP programs.
- More than 3800 participants representing engineering, operations, law enforcement, municipal government and state agencies took advantage of our 150 LTAP sponsored sessions focused on roadway and operational safety, infrastructure management, leadership and communication, and construction maintenance and operations topics.
- We extended our partnerships with our state OSHA as well as our state highway officials association and look forward to expanding our partnership events and opportunities.



NORTHEAST REGION

MAINE

NEW HAMPSHIRE

In 2025, UNH T2 **surpassed our target workshops by almost 50%**, with nearly 90 events, most in person. **A notable 2025 outcome was increased engagement from our state's smallest, most rural communities.** These towns, with 68 to 1,550 residents, often maintain difficult road networks with limited staff and resources, making engagement challenging for them. This engagement was most pronounced in the state's northernmost regions. In 2024, none of our 36 identified "northern focus" communities participated in our program. This year, **seven of those communities—nearly one in five—engaged**, reflecting the impact of targeted, relationship-based outreach and well-aligned training topics.

We had a (record?) number of "full houses"; **four out of five events met or exceeded target capacity** (often adding seats or moving to larger venues). The gap was small for the 1-in-5 workshops that didn't hit capacity, averaging approximately four open seats. These results reflect a highly active program delivered by a small team of three full-time staff.

We had a **33% increase in new program participants** in 2025, with **400 newcomers to our Roads Scholar program.** Overall participation was up 11.6%, with 1,786 participants.

We continued redesigning workshops to prioritize student-driven learning, peer discussion, and hands-on and field activities over lecture-heavy formats. Feedback was positive, including comments like "*Best class yet—more hands-on this time!*" and "*Appreciate the road trip and hands-on activity!*" Certification classes saw average exam scores rise into the mid-90s, **reinforcing the value of experiential learning for knowledge retention.**



We **developed and piloted several new workshops**, including *But We've Always Done It This Way: Overcoming Resistance to Change* and *Wait, A Leadership Tune-Up for Real-World Leaders*, for 2026 launch. Our team also provided technical assistance on complex, meaningful topics, from succession planning to gravel road restoration, and supported several partner-led events like NH Public Works Mutual Aid's workshop and the NH Salt Symposium.



NORTHEAST REGION

MASSACHUSETTS

Massachusetts wrapped up another successful year of training programs and outreach. Five new training topics were developed and conducted. Our training team surpassed expectations by delivering 92% of the 156 planned workshops, the highest percentage in at least 5 years.

Ten additional NHI self-paced and 4 additional AASHTO self-paced trainings were added to our course offerings, totaling 26 supplemental professional development resources that offer Roads Scholar hours.

The Town of Great Barrington benefited from our technical assistance by streamlining their winter management and salt usage during the salt shortage which led them to a color-coded usage system, reducing waste, and saving resources and money. In addition, we are very proud to share that, our Technical Training Specialist, Mike Smith, presented two sessions at the APWA North American Snow & Ice Conference, participated in the Western Massachusetts Unpaved Roads Project that is developing a Dirt Road Toolkit, and was honored by the New England APWA with their Meritorious Service Award.

Looking to the future for FFY26, our team is preparing to build out our resource library with a tailgate toolbox center and (thanks to our regional friends at Cornell University) introduce a MA version of their Community Corner Cards, to aid in public works teams' outreach efforts.

NEW JERSEY

Our 2025 program year continued to represent a steady level in the number of attendees and training delivered; we piloted several new mini-webinars and workshops. We were out and about! NJLTAP hosted the spring NLTAPA Northeast Region Meeting and played significant roles in delivering the large scale NJDOT Annual Research Showcase and NJ Annual Work Zone Safety Conference; we also participated in the NJ State League of Municipalities Conference, NJ Asphalt Paving Conference, and the NJ State Transportation Innovation Council.

We worked all fall to research and plan a heavy equipment simulator lab. We are very happy to see our longtime wish coming to fruition in early 2026. The soon-to-be launched program will be free to local public agencies. The heavy equipment virtual simulators will allow workers to get training in a realistic environment any time they need. The training will teach users how to identify and mitigate risks, such as those associated with blind spots, vehicle maintenance, and safe operation. We are hopeful this will help new equipment users be better prepared prior to operating machinery for the first time, and to be a source of refresher training for those wanting to brush up their skills.



NORTHEAST REGION

NEW JERSEY, CONTINUED

In 2025 our team enjoyed several additional successes. Our program was recently highlighted by Rutgers School of Engineering media as a high performing and longtime program; one of our team received the NJ Chapter APWA President’s Recognition Award; and we were awarded the 2026-2030 NJLTAP contract by the New Jersey Department of Transportation so we may continue to support local public agencies.



NEW YORK

2025 was a very busy successful year for the NYS LTAP Center - Cornell Local Roads Program. Overall, we had the largest attendance at the 2 ½ day Highway School conference since Covid and another successful local Bridge Conference. We were also able to obtain a new five-year agreement with the New York State Department of Transportation. We continued to expand our offerings of Community Corners; infographics that answer common questions from citizens about local roads and streets. <https://nysltap.org/community-corners> We now have 24 infographics covering topics from winter driving safety to who owns that road.

Table 1. 2025 Highlights from the NYSLTAP Center

Item	Deliverable Status
Scheduled & Requested Workshops	53 with 1,218 attendees
Work Zone Package Giveaways	30 full packages plus 32 flagger sets
Engineering Workshops	4 online workshops -Federal-Aid & Rd Safety
Webinars	30 with 2,461 attendees
Invited Presentations	20 sessions with 1,048 attendees
Bridge Conference	397 attendees for ½ day training & 1 ½ day conference
Highway School	733 attendees for 2 ½ day conference
Community Corners	24 available *

NORTHEAST REGION

NEW YORK, CONTINUED

While this report is not supposed to talk about staff changes, ours are so significant we are including them here. Our program manager, Melissa Foley, retired in April after 10 years. We were not able to replace her as of drafting this report. We have made an offer for a new program manager but are waiting for some final information from human resources before we make an announcement. Our communications specialist is off on maternity leave which adds to the challenge of operating the center, but overall, it has been a good year.

RHODE ISLAND

2025 marked a year of growth, innovation, and statewide engagement for the Rhode Island Local Technical Assistance Program (RI LTAP). Alongside delivering nearly 500 hours of training to municipal and transportation professionals across all 39 of Rhode Island's cities and towns, the Center expanded its impact through the launch of a new CDL training initiative and the distribution of comprehensive personal protective equipment (PPE) packages to communities across the state.

Through a partnership with the New England Tractor Trailer Training School (NETTTS), the pilot CDL Training program kicked off in Spring 2025. The pilot was a great success, with nearly 100% of all participants obtaining either their CDL-A or CDL-B license. With the rousing popularity and successful completion rate, the Center has decided to make CDL training a part of its program offerings. The second round of participants began their training in Fall 2025.

Throughout the summer, Kathleen Sisson, Director of Educational Advancement and LTAP Center Director, and Jennifer Roman, RI LTAP Program Coordinator, had the pleasure of traveling throughout Rhode Island to distribute PPE packages and to discuss training needs with each of the State's 39 cities and towns. In total, each PPE package contained over 280 pieces of equipment ranging from airhorns and safety whistles to earplugs, gloves, hard hat systems, and more!

The RI LTAP's efforts underscore the Center's continued commitment to workforce development and safety. From expanding access to CDL training to providing essential safety equipment to every city and town, 2025 highlighted the Center's commitment to supporting the evolving needs of Rhode Island's public works and transportation professionals.

NORTHEAST REGION

VERMONT

Vermont Local Roads (VLR) focused on flood recovery and continuous improvement in 2025 by assisting Vermont municipalities recovering from the repeated summer flooding many experienced in 2023, 2024, and 2025 as Interim Regional Flood Recovery Officers with the Disaster Relief Office, and in expanding the grant funding opportunities the VLR program provides.

The Vermont Disaster Recovery Office was created in 2024 in response to the repeated damage suffered by many Vermont communities. Due to our strong connections with Vermont municipalities, the VLR staff occupied two interim recovery officer positions through 2025. In these roles, we collaborated with recovery leaders to provide municipalities with project management, funding, and resource guidance.

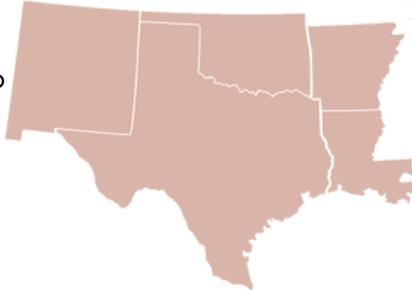
In addition, VLR added to the funding opportunities the program provides through adding a competitive equipment grant focused on roadway resilience to our existing traffic safety grants. The first iteration is scheduled to be advertised early in 2026. This grant will provide up to \$10,000 toward the purchase of a number of different pieces of equipment that will help municipal road crews in maintaining a safe and efficient highway network.

We successfully graduated 18 municipal leaders from the second iteration of our VLR Leadership Academy. We continue to identify areas of improvement and successfully implement solutions, adjust current practices, and add new elements to the already well-received program.

SOUTH CENTRAL REGION

ABOUT THE REGION

- Arkansas
- Louisiana
- New Mexico
- Oklahoma
- Texas



Patrick Thomas
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ARKANSAS

Training	Total Hours	Total Classes	Total Attendees
Confined Space	35	5	135
Defensive Driving	48	12	309
Flagger/Work Zone	70	10	177
Safety/Heavy Equipment	309	48	672
Trenching & Shoring	56	8	157
CTTP	36	90	215
CPR/First Aid/AED	157	70	230
Traffic Signal Workshops	64	8	35
Drug & Alcohol Training	21	3	45
TOTALS	796	254	1975

ARLTAP is working to have a bin year in FFY 2026. We are adding new classes that will come along with new partnerships. These actions will improve ARLTAP and make it a better resource for our local agencies:

1. Training USA will provide the following classes for the ARLTAP:
 - a. Storm Preparations and Recovery
 - b. Haz Mat Training
 - c. Tractor Mower Operations Safety
 - d. OSHA 30 - Construction

SOUTH CENTRAL REGION

ARKANSAS, CONTINUED

2. Clear Creek Training and the ARLTAP have scheduled a series of Road Safety Champion Program classes. The classes will be from January to June.

3. We have added updated Infrastructure training by adding the following classes:
- Guidelines for Traffic Signs, Markings, and Signals - Updated
 - Pavement Design for Local Agencies

ARLTAP will increase outreach efforts by attending the following conferences in calendar year 2026. These conferences will allow the ARLTAP to grow by meeting the representatives of Arkansas's Local Agencies:

- Arkansas Association of Counties Conference - August 2026
- Arkansas Municipal League - January & July
- County Judges Conferences - February, June, & September

ARLTAP has had a successful year with the ROAD Scholar Program. There was a total of 43 graduates. Including 26 RS1 and 17 RS2.

Arkansas LTAP will host the NLTAPA South Central Region Meeting, April 8-10, 2026. Below is the registration form for the upcoming regional meeting.

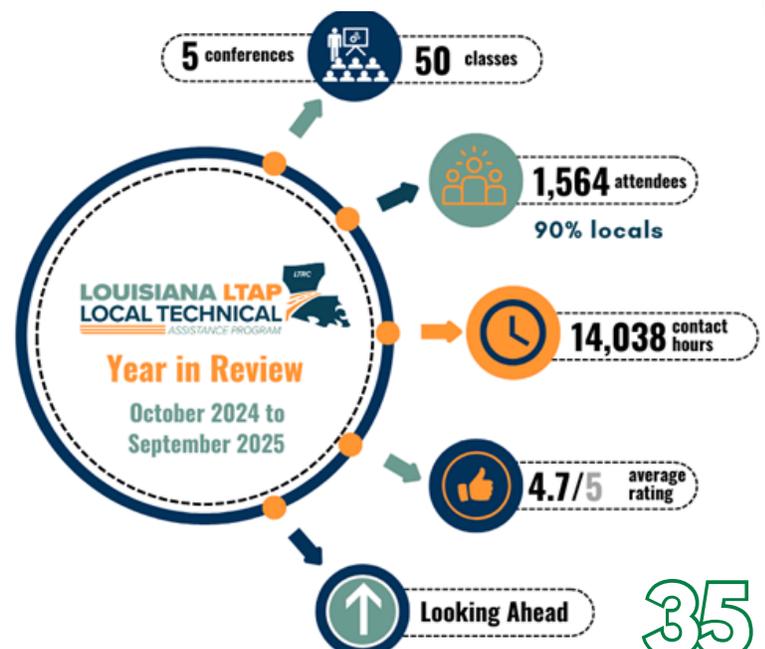
<https://form.jotform.com/252715569002152>

LOUISIANA

Expanding Reach

Throughout the 2024-2025 federal fiscal year, Louisiana LTAP delivered a dynamic slate of training courses that reached a broad spectrum of local agency personnel statewide. A total of 50 classes and 5 conferences engaged more than 1,500 participants in over 14,000 contact hours of hands-on, safety-focused learning—90% of whom represented local agencies.

Support for local project delivery remained a core focus. The Local Public Agency (LPA) Construction, Engineering & Inspection (CE&I) Training equipped 63 participants with the skills needed to manage federally funded projects confidently, while Local Road Safety Program



LOUISIANA, CONTINUED

(LRSP) Implementation Workshops and a virtual call drawing 25 attendees helped local partners advance safety projects aligned with Destination Zero Deaths. LTAP also advances its safety mission with five LRSP projects moving into development and renewed statewide collaboration highlighted at the AASHTO Safety Summit.

Operational training remained robust. Basics of Work Zone Safety and Flagger Training prepared 152 workers, and Chainsaw Safety—critical during storm season—trained 283 participants across the state. The APWA-supported Heavy Equipment Training continued to be one of LTAP’s most requested offerings, serving 94 personnel from Baton Rouge.

The Roads Scholar Program also saw strong engagement. RS#5A trained 243 employees, RS#15 reached 198, and the new RS#11 Road Safety 365 launched with 96 participants, reinforcing LTAP’s commitment to building a skilled, safety-focused workforce. LTAP further strengthened statewide partnerships through events such as the LPESA Spring Conference and the APWA National Public Works Week Training, while serving an active role in the 2025 Louisiana Transportation Conference. Together, these efforts continue to shape safer, more resilient road systems across Louisiana.

Looking Ahead

LTAP is entering 2026 with new partnerships, expanded training, and continued focus on local road safety. This spring, LTAP will engage parish leaders at the PJAL Convention and LPESA Spring Conference while launching a new partnership with ARTBA to offer the OSHA 10-Hour Construction Course with emphasis on roadway construction.

Upcoming sessions for RS6 Heavy Equipment and RS13 Local Bridge Inspection, and strong demand for Work Zone Safety, Tractor/Mower, and Pavement Preservation workshops. In the summer, LTAP will introduce the new Essential Skills Training Series, along with resources like the Leadership Digest and the LTAP Training Catalog to support professional growth across Louisiana’s local agencies.

NEW MEXICO

This year, the NM-LTAP Center made significant progress on our Mobile Heavy Equipment Simulator Unit Program. We utilize a state-of-the-art simulator, the Vortex Edge Max, to provide tailored earthwork training modules to local agencies. The Mobile Heavy Equipment Simulator component is scheduled to launch in 2026, enabling NM-LTAP to deliver training directly to these agencies on-site. The simulator training offers several advantages, including reduced fuel costs, enhanced safety, and measurable outcomes. Our mobile program features an 18-foot enclosed trailer with a 7-foot interior, complete with lights, air conditioning, a generator, and all the necessary equipment for conducting training sessions. In addition to the mobile training unit, NM-LTAP offers online FMCSA CDL A and B Entry-Level Driver Training courses. NM-LTAP supported safety initiatives throughout New Mexico by providing certification courses for Traffic Control Technicians, Supervisors, Flaggers, OSHA, and more. We are excited to operate at full capacity in 2026 to achieve our goals and continue supporting local agencies.

SOUTH CENTRAL REGION

OKLAHOMA

The Oklahoma Local Technical Assistance Program (LTAP), housed within Oklahoma State University's Center for Transportation and Construction Workforce (CTCW), continued to strengthen Oklahoma's transportation workforce during Federal Fiscal Year 2025 (FFY25). Through targeted training, strong partnerships, and flexible delivery, Oklahoma LTAP exceeded performance goals while supporting local, county, city, and tribal transportation agencies statewide.

Statewide Reach and Results

During FFY25, Oklahoma LTAP delivered 120 courses to 2,211 transportation professionals across more than 30 Oklahoma counties, totaling 16,299 participant hours. This activity exceeded annual training targets by 50 percent, reflecting both strong statewide demand and effective program delivery. A blended model of in-person and online instruction minimized travel demands while maintaining high participation. Nearly 31 percent of enrollments were in Road Scholar-eligible courses, demonstrating continued interest in credential-aligned professional development.

Training Aligned with Workforce Needs

Oklahoma LTAP offers 25 core courses designed to address practical, real-world transportation challenges. In FFY25, the most highly attended offerings included MUTCD Part 6 - Work Zone Safety, Traffic Incident Management, Oklahoma Unpaved Roads, the Road Safety Champion Series, and Concrete Basics. Hands-on training such as Motor Grader Training continued to draw strong interest while preserving instructional quality through smaller class sizes.

Serving Local Agencies First

Local governments remain Oklahoma LTAP's primary audience. Approximately 70 percent of participants represented county and city or municipal agencies, while 13 percent were ODOT employees and 8 percent represented tribal governments. This participation profile underscores our mission to support the agencies most directly responsible for maintaining safe and reliable transportation infrastructure in Oklahoma communities.

Partnerships and Future Investment

Strategic partnerships with ODOT, the Oklahoma Asphalt Pavement Association, the Oklahoma Conservation Commission, and local governments expanded training opportunities and amplified program impact. Notably, participants completing Oklahoma Unpaved Roads training became eligible for up to \$75,000 in grant funding to support local road improvements. LTAP also invested in future professionals through the Transportation Research Internship Program, placing two interns with the City of Tulsa in FFY25.

SOUTH CENTRAL REGION

OKLAHOMA, CONTINUED

Looking Ahead

In FFY26, Oklahoma LTAP will focus on continuous improvement through statewide needs assessments, expansion of the instructor pool, and the launch of Road Scholar 2 and a Transportation Leadership Program. In parallel, the Center for Transportation and Construction Workforce is pursuing IACET accreditation, with anticipated approval in Summer 2026, further strengthening LTAP's commitment to quality, accountability, and workforce excellence.

TEXAS

TxLTAP worked to grow as a program in 2025. It did so via new training offerings, outreach, and new contacts. One of our biggest accomplishments was the successful launch of the Road Safety Champion Program, alongside our instructor Walter Catlett and his team, which welcomed our first group of champions and received enthusiastic participation across the state. During this series, the City of Addison and Kendall County each hosted two of our in-person classes, helping us bring hands-on training across the state. We launched the second series in November 2025 and have continued to see the same level of enthusiasm for the program.

Another training we were proud to assist with was with the Kickapoo Tribe of Texas. TxLTAP delivered heavy equipment trainings for the Kickapoo traditional Tribe of Texas, part of the southern region of our LTAP/TTAP network.

Aside from our support via trainings, TxLTAP attended conferences throughout the state. We were able to present on topics ranging from work zone safety to the bid process for equipment to leadership. Our team and subject matter experts were available at these conferences for city/county officials to ask any questions they may have and to learn more about how they could receive our support. Due to our presence at these conferences, we were able to reach communities on the border and in the Panhandle that we haven't been able to reach before. Even being asked to host short courses at conferences so that city/county officials could earn certifications.

TxLTAP also met with other LTAPs over the summer to exchange center operations. The meeting provided valuable insight as TxLTAP evaluates opportunities to enhance our existing virtual training offerings.

SOUTHEAST REGION

ABOUT THE REGION

- Alabama
- Florida
- Georgia
- Kentucky
- Mississippi
- North Carolina
- Puerto Rico
- South Carolina
- Tennessee



Martha Horseman
Region Representative
Kentucky LTAP
martha.horseman@uky.edu

ALABAMA

In 2025, the Alabama Transportation Assistance Program (ATAP) offered technical workshops and webinars to 1,187 participants, hosted the 11th Annual Alabama Road Safety Conference for 210 attendees, and the 68th Annual Alabama Transportation Conference for 986 attendees (Figure 1). Our workshops provided essential training for office staff and field operators. Recent workforce turnover highlighted the need for ongoing training, particularly for field personnel (Figure 2). The two conferences facilitated knowledge sharing and coordination among industry and government professionals.



Figure 1. Alabama Governor Kay Ivey Speaks at the 68th Annual Alabama Transportation Conference

In addition to training, we provide technical guidance through the STACC (Safety Technical Assistance for Counties and Cities) Program, supporting resource-limited areas. STACC will help 20 rural counties identify countermeasures for combatting serious and fatal injury crashes while also helping 10 rural counties create safety action plans over the next two years. ATAP will continue to develop its equipment loan program to offer locals access to vital infrastructure management tools.



Figure 2. ATAP Conducts Field Exercises at Flagger Training Workshop

ALABAMA, CONTINUED



In 2026, we will continue our foundational workshops and conferences and expand our offerings to more regions of Alabama. In particular, we will continue to develop new training sites to support local agencies that have geographic or budget constraints, forming relationships to serve their specific needs. Safety focused training initiatives will expand to include rail topics. ATAP will increase outreach through safe driving summits in partnership with the Alabama Department of Transportation and the Lutzie 43 Foundation (Figure 3)

Figure 3. Commercial Vehicle Education Breakout at Safe Driving Summit

FLORIDA

The Florida Local Technical Assistance Program (LTAP) Center continued to advance its mission in 2025 by delivering high-quality training, technical assistance, and learning opportunities for local transportation agencies across the state. During the year, Florida LTAP facilitated **approximately 50 training sessions**, including webinars and in-person sessions, reaching nearly **14,000 participants**.



Recorded sessions are maintained in the Florida LTAP on-demand library (<https://floridaltap.org/ltap-recordedwebinars/>), which **now includes over 300 transportation-related trainings** and accounted for approximately **9,000 views in 2025**.

A highlight of 2025 was the Florida Build a Better Mousetrap (BABM) competition, which recognized two outstanding local agency innovations. **The City of Sarasota** earned the SMART Transformation category award for its Smart City Initiative, while **Hillsborough County's Community and Infrastructure Planning Department** received the Innovative Project award for its approach to improving internal mobility. Both projects exemplified practical, transferable solutions developed by local agencies to address real-world transportation challenges and advanced to the national BABM competition.

Florida LTAP also hosted an FHWA-sponsored **Tampa Peer Exchange on Roadway Departure (RwD) Focused Approach to Safety** in February 2025. The event brought together local agencies, state partners, and national peers to share strategies related to proven countermeasures, systemic safety approaches, and local road safety planning. The exchange strengthened collaboration, highlighted data-driven practices, and reinforced Florida's leadership in applying low-cost, high-impact safety solutions on local roadways.

SOUTHEAST REGION

GEORGIA

GA LTAP made significant improvements to its communication methods and outreach activities, resulting in increased attendance and training sessions. Participation in LTAP training sessions increased by 35% compared to 2024 and by 49% compared to 2023. GA LTAP also expanded its presence at statewide conventions and conferences by using targeted data to identify and network with potential new hosting partners. Attendance at APWA Executive Board meetings and local branch meetings provided opportunities to present LTAP's mission and goals for the purpose of strengthening connections with local cities and county agencies across the state. The Constant Contact mailing list was regularly updated with new agency officials identified through outreach events.

These improvements in communication contributed to the identification of new potential training host sites which led to an increase in participation across the state of Georgia. The GA LTAP needs assessment survey has been conducted electronically. This year, we implemented attaching it to the GA LTAP response to the training request from local agencies. This effort will continue into 2026 with the implementation of QR codes to collect feedback at in-person events, training sessions, and via email. One outcome of the needs assessment was the development of a webinar addressing updates to the MUTCD. The success of this webinar will support the center's continued expansion of webinars and online training opportunities in 2026. Additionally, GA LTAP reinstated the GA LTAP Advisory Board to provide quantitative data to supplement the qualitative data collected through the needs assessment. Increased outreach and engagement have benefited GA LTAP staff by supporting more efficient resource allocation and improved planning for future training sessions.

KENTUCKY

The Kentucky LTAP offers the Roads Scholar and Road Master Training Programs. These programs offer over 90 hours of training for public works agencies, county governments, and the Kentucky Transportation Cabinet road personnel. This year we recognized 195 Roads Scholars and 201 Road Masters. 92 individuals completed both Programs. These training programs offer specialized training in the fundamentals of road maintenance, management procedures and techniques in an effective and cost-efficient manner.



*Harrison County Road Department
with County Judge Executive Jason
Marshall and Deputy State Highway
Engineer John Moore*



KENTUCKY, CONTINUED

The Kentucky LTAP coordinated with the Department of Rural and Municipal Aid at the Kentucky Transportation Cabinet, to support Kentucky counties and cities in maintaining, repairing and replacing locally owned bridges through the County & City Bridge and Improvement Program (CCBIP). CCBIP is a data driven program with the goals to provide data, tools and funding resources to local agencies to:

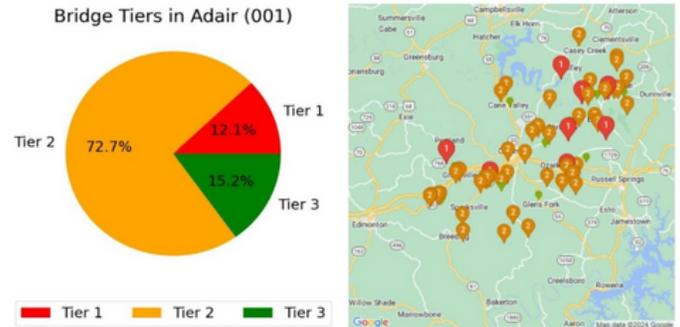
- encourage focus on routine maintenance and early corrective action to minimize expensive future needs;
- provide data and education to increase bridge longevity to local governments; and
- determine prioritization for replacement and/or repair.

As part of this effort, KY LTAP provided training on bridge maintenance and asset management to all 120 counties and numerous cities.

In addition to training, KYLTAP

- assisted program marketing and advertisement
- developed resources including a cost estimation spreadsheet
- developed guidance for the use of KYTC standard bridge drawings,
- prepared bridge condition and functional priority reports to all participating counties.

KYTC Bridge Priorities for Adair County



1. KYTC Bridge Priorities for Adair County

These resources reduce the time needed to select competitive projects for funding and the development of construction documents and bid packages.

1. County/City Bridge Replacement Information Summary

County/City Bridge Replacement Information Summary

This Spreadsheet calculates quantities based on KYTC Standard Drawings for single span-Slab, Concrete Box Beam and Steel Beam Bridges. Quantity and Cost Estimate for Piers are provided; however when designing a multiple span bridge, spans should be designed separately on each tab of the spreadsheet based on the desired design type.

Bridge Information		
Bridge ID and Location		
Bridge ID		
Road Name		
Road No.		
Crossing		
Improvement Type	Full Replacement	

Proposed Bridge Dimensions		
Dimension	Existing	Proposed
Bridge Type	Girder	Box Beam
Bridge Length (Out to Out) (ft)	32	32
Bridge Width (Out to Out) (ft)	24	24
Number of Spans	1	1
Bridge Span (ft)	30	31
Bridge Skew (degrees)	30	30
Beam Depth (in)	24	12
Slab = Deck Depth (in)	8	5
Rock Depth Abutment No. 1 (From Bottom of Beam) (ft)	10	10
Rock Depth Abutment No. 2 (From Bottom of Beam) (ft)	10	10

Notes:
All Measurements should be field measured and verified before finalizing design and cost estimates

Superstructure Design Summary					
Dimension	Desired	Slab	Box Beam	Non-Comp Steel Beam	Composite Steel Beam
Beam Type ¹		Slab	CB12	W24x117	W27x84
Bridge Length (Out to Out) (ft) ²	32	32	32	32	32
Bridge Width (Out to Out) (ft) ³	24	24	24	25.5	24
Number of Spans	1	1	1	1	1
Bridge Skew ⁴	30	30	30	30	30
Beam Depth (in)	12	0	12	24.3	0
Slab/Deck Depth (in) ⁵	5	17	5	8	8
Total Beam / Slab Thickness (in)	17	17	17	32.3	8
Estimated Cost		\$ 139,077	\$ 121,493	\$ 187,607	\$ 134,974

Select Superstructure

Notes:
1. Beam Type is selected based on lowest cost feasible beam. This value may be adjusted in the individual worksheet tabs for each bridge type.
2. Bridge Length is adjusted for box beams to standard 2 foot lengths. Superstructure replacements must ensure that existing abutment spans can support it.
3. Bridge width is adjusted for standard 4 foot widths for box beams and 4 ft spacing for Non-Composite Steel structures with a 9' overhang. Superstructure replacement must ensure that existing abutment widths can support this width.
4. Bridge Skew Standard Drawings are provided for Abutment Substructures on 5 degree intervals from 0 to 45. End Bent Standard Drawings provide the option for 0, 15, 30 and 45 skew.

Substructure Design Summary						
Dimension	Abutment No. 1			Abutment No. 2		
	Desired ¹	End Bent	Wall Abutment	Desired	End Bent	Wall Abutment
Bridge Width (Out to Out) (ft) ²	24	24	24	24	24	24
Bridge Length (Out to Out) (ft)	32	32	32	32	32	32
Bridge Skew (degrees) ³	30	30	30	30	30	30
Depth to Rock (ft)	10	10	10	10	10	10
Beam / Slab Thickness (in)	17	17	17	17	17	17
Wing Wall Angle (degrees)	50	--	50	50	--	50
Estimated Cost		\$ 41,334	\$ 200,186		\$ 41,334	\$ 200,186

Select Substructure

Notes:
1. Desired Dimensions are based on selected Superstructure. If abutment type does not support desired value, re-enter existing bridge dimensions desired values.
2. End Bent Standard Drawings are based on standard Box Beam Widths of 24, 24 or 32 feet.
3. Bridge Skew Standard Drawings are provided for Wall Abutment Substructures on 5 degree intervals from 0 to 45. End Bent Standard Drawings provide for 0, 15, 30 and 45 skew.



SOUTHEAST REGION

MISSISSIPPI

NORTH CAROLINA

NCLTAP started off 2025 with our annual Needs Assessment survey. The vast majority of our respondents reported having attended an LTAP class within the last 12 months and utilizing what they've learned in their jobs. Our primary goal is to provide training for local agencies so they can operate more efficiently and safely. To that end, we brought back two of our most frequently requested classes: Excavator Operator Training and Backhoe Operator Training.

Our students continue to put their best foot forward in furthering their education. This year we had 85 new Roads Scholar graduates across 25 different North Carolina municipalities, 17 new Advanced Roads Scholar graduates across 12 municipalities, and 5 new Master Roads Scholar graduates from 4 different municipalities.

We continue to receive wonderful feedback from our students. Lance Lucas, City of Wilson, told us that through attending our classes he "gained a deeper understanding of several key areas that directly support safe, efficient, and compliant municipal transportation systems" and that he found that our classes "provided practical knowledge that [he] can apply in fieldwork, planning and coordination within the City of Wilson".

We hope to continue benefitting our local transportation agencies for many many years to come!

PUERTO RICO

The Puerto Rico LTAP Center delivered 80 training sessions across 12 program areas, providing 310 contact hours and engaging 4,126 participants, an average of 52 participants per event. This represents a 23% increase in training hours compared to the previous year and confirms our commitment to expanding technology transfer and workforce development.



PUERTO RICO, CONTINUED

Training Program Performance

- Roadway Safety led engagement with 1,204 participants (29%) on 43.5 hours (14%), making it the most efficient and high-demand program area.
- Work Zone Safety and Every Day Counts achieved the largest class sizes (81 and 72 participants per event), while Infrastructure Management delivered the most hours (51) but served a smaller audience (259 participants), reflecting its depth-focused nature.

Participation Profile

- 40% state and local government officials
- 1% federal officers
- 59% academia, private-sector professionals, & community members.

Delivery Format

- 51% in person (23% in the San Juan Metro Area, 29% outside)
- 49% online, ensuring accessibility and flexibility for stakeholders.
-

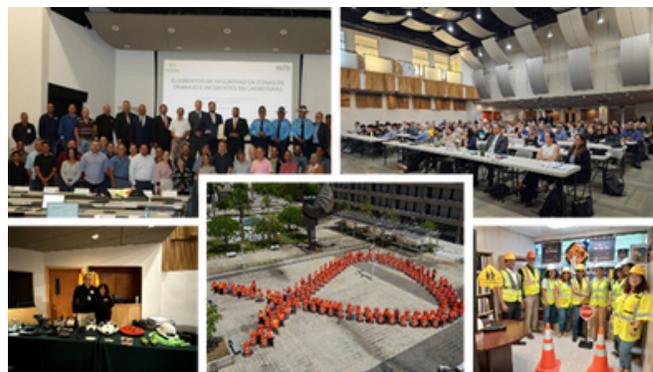
Key Initiatives

- Delivered for the first time the seven core modules of the Road Safety Champions Certificate Program developed by the National Center for Rural Road Safety, offering Spanish-language sessions with local experts. Two online sessions per core module averaged 107 participants, demonstrating strong stakeholder engagement.
- Coordinated industry summits for the Every Day Counts (EDC-7) initiatives Next Generation TIM and Nighttime Visibility for Safety and the Work Zone Safety Training Day event of the National Work Zone Safety Awareness Week in Puerto Rico.

Complementary Activities in Workforce Development, Technical Assistance & Outreach

To strengthen capacity-building and technical assistance, the PR-LTAP Center integrated advanced resources to support training in critical areas such as traffic speed and volume studies, roadway capacity and safety analysis, and retroreflectivity assessments for signs and pavement markings. The Center is exploring establishing an equipment lending initiative to help local agencies with infrastructure management, performance measurement, and roadway safety analysis. The resources acquired include:

- ProLaser 4 Handheld LiDAR Speed Gun
- StatTrak E-Traffic Counter and Data Collector
- 922 Handheld Sign Retroreflectometer
- Stripemaster 3 Pavement Marking Retroreflectometer
- Oriux ATC-2000 Traffic Controller
- Econolite Cobalt Traffic Signal Controller
- Synchro Studio 12
- Simtraffic
- Highway Capacity Software (HCS)
- TSIS/CORSIM
- Highway Safety Software (HSS)
- ITE TripGen



PUERTO RICO, CONTINUED

Digital Outreach & Engagement

1. Expanded event promotion and technology transfer through the web and social media.
2. Facebook, LinkedIn, and Instagram generated 18,000 views in 90-day periods, increasing stakeholder interaction.
3. Published three episodes of the podcast The Road Ahead on YouTube, featuring conversations with local transportation leaders:
 - Episode 1: Advancements in Puerto Rico's Highway Network with Eng. Eileen Velez Vega, then Secretary of Transportation and Public Works of Puerto Rico.
 - Episode 2: Pavement Initiatives in Every Day Counts with Eng. Migdalia Carrión-Alers, FHWA Senior Pavement Performance Engineer.
 - Episode 3: EDC-7 Traffic Incident Management (TIM) Innovations in Puerto Rico, Pi-Lit Roadway Lights and Lane Blade Debris Collection.



Educational Efforts and Outreach

To advance workforce development and outreach, the PR-LTAP Center created educational capsules and participated in safety awareness campaigns on topics such as pedestrian safety, work zones, and incident management. These efforts are regularly featured in our “El Puente” digital news, along with technical articles, social media campaigns, and live demonstrations.

- Hosted a virtual reality exhibit on pedestrian safety developed by the SAFER-SIM UTC during National Pedestrian Safety Month in October.
- Collaborated with local agencies, private organizations, and research centers at UPRM to support transportation workforce programs, including:
 - Coastal Research and Transportation Education (CREATE) UTC
 - Durable and Resilient Transportation Infrastructure (DuRe-Transp) UTC
 - SEMPACT UTC
 - FHWA Dwight D. Eisenhower Transportation Fellowship
 - UPRM Summer Transportation Institute
 - Abertis Foundation Awards on Sustainable Mobility

Looking Ahead

These insights of our training program underscore our role as a key resource for knowledge sharing and workforce development in Puerto Rico's transportation sector. The Puerto Rico LTAP Center will celebrate its 40th Anniversary in April 2026. Planning is underway for summits on pedestrian safety, roundabouts, and the use of artificial intelligence in transportation, reinforcing our commitment to innovation and capacity building.

SOUTHEAST REGION

SOUTH CAROLINA

In 2025, the South Carolina Local Technical Assistance Program (SC LTAP) continued its mission to strengthen the state's transportation workforce through high-quality training, technical assistance, and collaborative outreach. This year marked major advancement in the availability of on-demand training, giving transportation professionals statewide greater access to practical, relevant, and high-quality learning resources.

Partnerships remained a central focus of SC LTAP's work in 2025.

The Center strengthened long-standing collaborations with municipalities, county governments, and the South Carolina Department of Transportation, fostering a more unified and responsive approach to meeting the state's training needs. SC LTAP also expanded its national engagement by partnering with the International Highway Engineering Exchange Program (IHEEP) to support their annual conference, allowing South Carolina agencies to connect with national peers, share best practices, and highlight innovations happening within the state. These partnerships enhanced the Center's ability to deliver high-impact training and better align educational offerings with emerging transportation challenges.

A major emphasis in 2025 was enhancing workforce readiness by updating technical materials—including a comprehensive revision of the SC Work Zone Handbook to align with the updated Manual on Uniform Traffic Control Devices (MUTCD). SC LTAP also expanded its in-house training capacity, allowing the Center to deliver more courses directly and provide consistent, high-quality instruction to agencies across the state.

Through these efforts, SC LTAP supported thousands of training hours statewide, helping agencies improve safety, advance roadway maintenance practices, and strengthen operational effectiveness. As a trusted resource for South Carolina's transportation workforce, SC LTAP remains committed to elevating professional development and promoting safer, more efficient transportation systems throughout the state.

SOUTHEAST REGION

TENNESSEE

The Tennessee LTAP Center - known to our in-state audience as the Transportation Technical Assistance Program (TTAP) - enjoyed another record-setting year in 2025. More than 6,500 participants registered for 128 training sessions spanning nearly 50 distinct topics. To reach a broad audience of local transportation stakeholders, Tennessee LTAP continued to offer a mix of in-person classroom instruction and synchronous online training. Webinars—live online sessions typically two hours or less—remained especially popular, with individual sessions frequently drawing more than 150 participants.

Notable training highlights from 2025 included delivering the National Center for Rural Road Safety's Road Safety Champion Program core modules; our first webinar on the use of artificial intelligence in the workplace; continued delivery of our Traffic Signal Academy workshops; and a series of industry-sourced traffic signal workshops and webinars. These signal-focused offerings addressed best practices, emerging equipment and software, and roadway safety strategies for signalized intersections and corridors.

In addition, numerous existing workshops were updated to reflect changes introduced in the 11th Edition of the Manual on Uniform Traffic Control Devices (MUTCD). Efforts to highlight and interpret these updates will continue in 2026 as the Tennessee Department of Transportation adopts the 11th Edition as the official statewide standard. Finally, TTAP staff began modifying existing content and developing new courses in preparation for a new learning management system (LMS). Scheduled for rollout in spring 2026, the LMS will provide students with expanded resources and the flexibility to complete training on demand, as needs arise.

WESTERN REGION

ABOUT THE REGION

- Alaska
- Arizona
- California
- Hawaii
- Idaho
- Nevada
- Oregon
- Utah
- Washington



Matthew Enders
Region Representative

Washington LTAP
endersm@wsdot.wa.gov

ALASKA

In 2025, the Alaska Local Technical Assistance Program (LTAP) continued to strengthen Alaska's local transportation workforce by delivering targeted, high-impact training and technical support across the state. LTAP focused on improving operational safety, workforce readiness, and modernized practices tailored to Alaska's unique transportation challenges.

LTAP delivered advanced motor grader training for the City and Borough of Juneau, enhancing operator proficiency, roadway maintenance efficiency, and safety in complex urban and winter operating environments.

Through Training USA, LTAP supported the delivery of 13 new training courses across communities statewide. These courses expanded access to professional development for local agency staff, covering critical transportation, maintenance, and safety competencies. LTAP also provided Commercial Driver's License (CDL) support to three Alaska cities, helping local governments address workforce shortages, strengthen compliance, and improve retention of qualified operators essential to maintaining transportation infrastructure.

Additionally, LTAP supported avalanche explosives training to advance drone-based avalanche mitigation techniques. This training enhanced safety for transportation personnel while promoting innovative, remote methods to reduce avalanche risk along critical transportation corridors.

Through these initiatives, Alaska LTAP demonstrated its ongoing commitment to supporting local agencies with practical training, emerging technologies, and workforce solutions that improve safety, efficiency, and resilience across Alaska's transportation system.

WESTERN REGION

ARIZONA

Arizona Local Technical Assistance Program (AZ LTAP): AZ LTAP Online Payment Web Portal went live in April 2025. This solution was initiated after feedback from local agencies and contractors regarding invoice payments. This payment solution is a collaboration between AZ LTAP staff, AZ Treasury, ADOA Strategic Enterprise Technology Office, ADOT Financial Management Services and ADOT Security Compliance with communication with Fiserv (credit card processor). It has resulted in the following benefits/solutions:

- Shorter wait times for payment processing for customers
- Improved security and compliance with PCI Standards
- Improved confirmation of transactions and immediate payment receipts
- Faster collection of funds for AZ LTAP
- Improved productivity for AZ LTAP staff

There is no cost at this time for ADOA Strategic Enterprise Technology to set up and maintain the payment web portal as they provide the funding to support agencies throughout Arizona in meeting the governor's initiative for statewide digital government solutions.

The Arizona Local Technical Assistance Program welcomed Josh Luchtel, Heavy Equipment Trainer, and Trevor Bix, Regional Trainer, this year into our program. Josh Luchtel is our first instructor to ever receive a 6 out of 5 for a course evaluation and Trevor's first training he received applause. They both bring years of maintenance, winter readiness and equipment experience to our program which will greatly enhance our training and technical experience to our local agencies.

The Arizona Local Technical Assistance Program saw a notable increase in interest this year in the Road Scholar program. Enrollments generally increased and there were more level completions than in recent years. We had several individuals complete their Road Scholar Level I and one individual complete Level II and III resulting in him being the first to complete the entire program in several years.

CALIFORNIA

The California LTAP at Cal State Long Beach launched an online catalog of nationally available on-demand training courses as a practical way of expanding upon our in-state training options, while also helping us define specific training tracks within our new Roads Scholar program. With the recent addition of our six new self-paced courses on concrete pavement construction and preservation, this web-based catalog now offers local agency's access to 326 unique titles.

WESTERN REGION

CALIFORNIA CONTINUED

Working in partnership with the California Department of Transportation (Caltrans), our training team reached over 4600 state, local, tribal, and consultant personnel through a series of courses targeting road safety, emergency relief, environmental compliance, and the management of federal aid construction projects. This latter training is the focus of our high-demand Resident Engineers Academy, which provided the certification of 230 new California Resident Engineers.

Finally, helping our state's 109 federally recognized tribes gain access to federal aid funding is another on-going priority for our local assistance team. This year, California executed its first ever "Caltrans Tribal Agreements" with the Chemehuevi Indian Tribe and Twenty-Nine Palms Band of Mission Indians, authorizing both tribes to access and administer federal formula funds passed through Caltrans.

HAWAII

Over the past year, the Hawai'i Local Technical Assistance Program (LTAP) played a critical role in strengthening the capacity of local transportation agencies across the state by delivering targeted training, hands-on technical assistance, and timely knowledge transfer. Guided by its Federal Highway Administration (FHWA) agreement, Hawai'i LTAP focused on improving roadway safety, asset management, and project delivery—particularly in the unique geographic and operational context of island communities. A key accomplishment was the Center's emphasis on workforce development for safety and operations. Hawai'i LTAP supported multiple Traffic Control Technician (TCT), Traffic Control Supervisor (TCS), and flagger certification courses across Maui, Hawai'i Island, and O'ahu, helping field staff and supervisors apply consistent, nationally recognized practices in work zones. These efforts directly supported safer construction environments for both workers and the traveling public. The Center also advanced technical capacity in planning and asset stewardship. Hawai'i LTAP has partnered with HDOT, MPOs, and national experts to deliver training in Transportation Systems Management and Operations (TSMO), crowdsourced data applications, balanced mix design for pavements, bridge inspection, and an eight-month transportation project management program. Together, these initiatives helped local agencies better manage limited resources, improve decision-making, and deliver federally funded projects more efficiently. Hawai'i LTAP served as a trusted connector between national best practices and local needs. Through its trainings and technical assistance, the Center translated FHWA priorities into practical tools that empowered local agencies to improve statewide safety, resilience, and system performance in multimodal surface transportation systems in Hawai'i.

WESTERN REGION

IDAHO

The T2 center has been busy this year with training that is provided to 285 local highway jurisdictions. From 1/1/2025 - 12/20/25 we provided 161 training opportunities with 2,943 participants and 18,812 participant hours. We were able to add another elective to our training program Creating a Culture of Accountability. We were also able to award 49 agencies with a total of 155 Road Scholar and 95 Road Master awards. Build A Better Mouse trap awards for groups and individual have been given to the agencies. The instructors also played a short video created by LHTAC explaining the program during the training sessions. We will continue to push this program.

NEVADA

2025 was a remarkable year for Nevada LTAP. Our commitment to equity and accessibility drives our training program. One accomplishment we made is getting 2 Flagger Certification Instructors training in-house so we could provide this course for anyone who is interested. Previously, our Flagger Certification training partners imposed a requirement that trainees has to be an employee of a public agency OR a unionized company. Additionally, Nevada LTAP has received interest in our scholarship opportunity through Front Range Community College. This scholarship has been available since 2019. This year, Nevada LTAP sponsored Front Range Community College at a few speaking engagements, published promos and began working with the Nevada Chapter of American Public Works Association to garner more interest in the Highway Maintenance Management Degree through FRCC and the scholarship through Nevada LTAP. We currently have our 2nd student on schedule to graduate next December.

We have hired a new Training Coordinator, Amelia Shannon. Through her attention to detail and creativity, we have been publishing more online promotions. From January 1st, 2025 and September 30th, 2025, our online subscribers have increased by 41%.

This coming year, we are planning a peer exchange and the introduction of a pavement bootcamp in addition to the training we currently offer.

WESTERN REGION

OREGON

UTAH

In 2025, Utah LTAP made significant progress in strengthening its Technical Assistance program, marking one of the year's most important advancements. The program expanded its ability to support local agencies by improving analytical capacity, developing more structured approaches to identifying and addressing roadway and operational challenges, and incorporating emerging tools such as artificial intelligence to support data-driven decision-making. These efforts enhanced LTAP's responsiveness, efficiency, and value to local partners while reinforcing its role as a trusted technical resource for counties and municipalities across Utah.

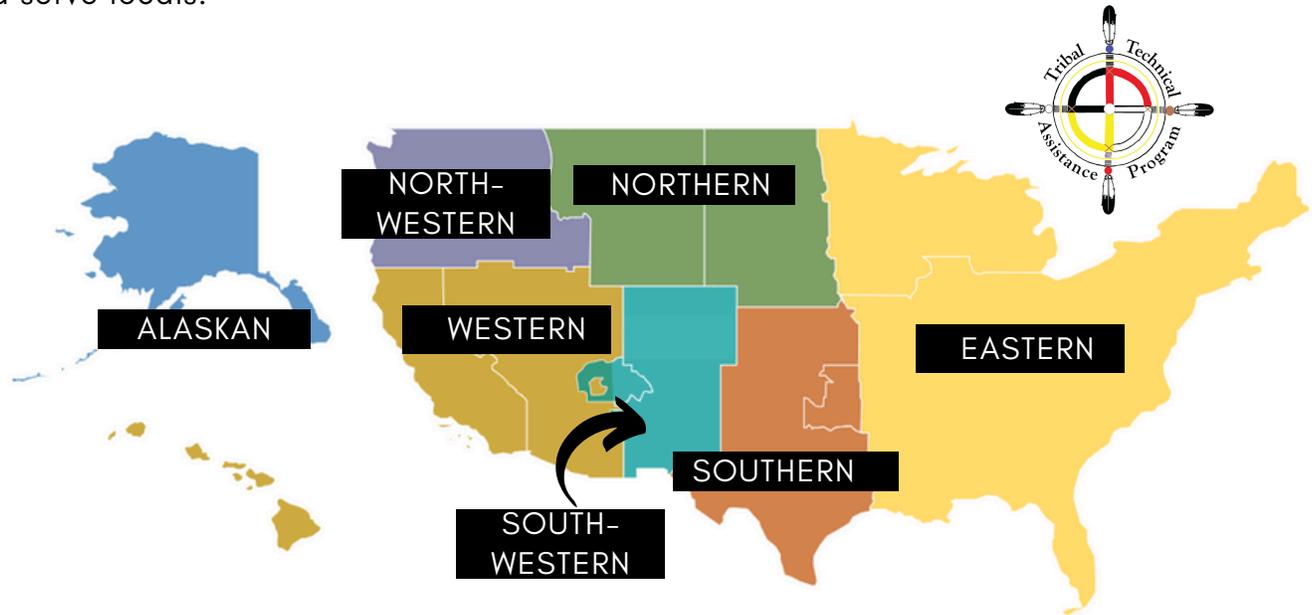
WASHINGTON

In 2025 the Washington State LTAP Center fully implemented our technical assistance to local agencies on the Americans with Disabilities Act (ADA). Maggie Slife, our LTAP ADA Engineer, was invited to present at multiple statewide conferences this year, including the American Public Works Association (APWA) spring conference, the Infrastructure Assistance Coordinating Council (IACC) conference, and the Northwest Pavement Management Institute. She has been providing direct technical assistance to many local agencies across the state and to state DOT Local Programs engineers who are tasked with helping local agencies deliver federal projects. This had been a missing element for our Center's technical assistance in the past and it has been very much appreciated by our local agencies and tribes in Washington. Maggie continues to innovate in looking for ways to deliver useful information to our customers, including through regional roundtables, lunch and learns with local agency staffs, and providing webinar-style office hours to answer questions.

NLTAPA TTAP REGIONS

ABOUT NLTAPA REGIONS

NLTAPA is made up of seven geographical regions that encompass the LTAP centers and seven regions making up the TTAP centers. Each region represents several LTAP or TTAP organizations. These regions work collaboratively to share information, host conferences, and serve locals.



TTAP REGIONS

The seven geographical regions that represent LTAP Centers include:

- Alaskan Region
- Eastern Region
- Northern Region
- Northwestern Region
- Southern Region
- Southwestern Region
- Western Region

By clicking the TTAP center's name on the region page, you can access the center's webpage. For centers that did not provide updates, please visit their website for up-to-date information or announcements.

TTAP CONTACTS

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<https://www.fhwa.dot.gov/clas/ttap/>



ALASKAN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Alaska

Region States:
Alaska



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Director

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(UAF)*

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The Alaska TTAP (AKTTAP) provides tribal transportation training, technical assistance and technology transfer to tribes in Alaska. With 256 federally recognized tribes, the sheer size of Alaska and Alaska's sparsely developed transportation system precludes visiting each tribe and village. The AKTTAP provided a mixture of in-person and online training during FY25. The AKTTAP has a dedicated playlist on the AIDC channel on YouTube that provides access to all the webinars sponsored by the program, <https://www.youtube.com/playlist?list=PL5Mnj-QQMwFoAk235KE6n2K5dOkxGLsJw>. The AKTTAP website at <https://aidc.uaf.edu/ttap>, provides access to the YouTube channel and links to specific webinars, as well as links to other training resources and general information on transportation issues. During the pause in funding for the AKTTAP, the virtual resources remained available to tribes.

Resumption of funding occurred in time to offer two of the core classes the AKTTAP has developed, Construction of Roads and Airfields on Permafrost on November 5, and Ice Roads Design and Construction on December 10. AKTTAP strove to regain the momentum lost due to the hiatus by immediately scheduling the courses once funding resumed. Registration for both classes filled and waitlists were established indicating continuing interest in these courses. There were plans to offer the Ice Roads course in Bethel, Alaska in November as well but the impact of Ex-typhoon Halong on the region resulted in the class being postponed until fall of 2026.



EASTERN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Eastern & Midwest

Region States:

AL, AR, CT, DE, FL, GA, IL, IN, IA, KY, LA, ME, MD, MA, MI, MN, MS, MO, NH, NJ, NY, NC, OH, RI, SC, TN, VT, VA, WV, WI



David Noyce
Director

*University of Wisconsin-
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Over the past year, the Eastern Tribal Technical Assistance Program (TTAP) strengthened tribal transportation capacity by meeting practitioners where they are—delivering timely, relevant training through a blend of in-person and virtual formats across the Eastern and Midwest regions.

A key focus was providing hands-on, relationship-driven training at major tribal convenings, including in-person sessions with the United South and Eastern Tribes (USET) and at the Office of Tribal Transportation / Bureau of Indian Affairs (OTT/BIA) Midwest and Eastern region meetings. These trainings centered on practical transportation topics that directly support tribal safety, planning, and program management needs. By embedding TTAP training within trusted regional gatherings, Eastern TTAP increased participation, encouraged peer-to-peer learning, and ensured content reflected the real-world conditions faced by tribal transportation programs.

To complement in-person engagement, Eastern TTAP expanded virtual training and technical assistance, allowing tribes to access subject-matter expertise regardless of location or staffing constraints. Virtual sessions provided opportunities for follow-up discussion, clarification of federal program requirements, and continued learning beyond conference settings—supporting sustained capacity building rather than one-time exposure.

Across both delivery modes, Eastern TTAP emphasized clear communication, culturally responsive engagement, and actionable takeaways that tribes could immediately apply. These efforts directly support FHWA's agreement goals by improving access to training, strengthening tribal workforce knowledge, and fostering long-term partnerships that enhance transportation safety, mobility, and program effectiveness across tribal communities.



NORTHERN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Great Plains & Rocky Mountain

Region States:
MT, NE, ND, SD, WY



Ron Hall
Director

*North Dakota State
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The Northern Tribal Technical Assistance Program (NTTAP) serves the 26 Tribal Nations located in North Dakota, South Dakota, Nebraska, Wyoming and Montana. Our service delivery model is based on leveraging the technical resources and expertise in the five Local Technical Assistance Programs in each state. NTTAP continued to support the transportation information, training and technical assistance needs of Tribes in our region in 2025. We have continued to maintain our information distribution network and serve as a conduit of vital transportation program updates. It should be noted that our ability to meet the needs and expectations of those Tribal partners has been limited due to the lapse in our funding agreement with FHWA from December 2024 to November 2025.



NORTHWESTERN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Northwest

Region States:
ID, OR, WA



Yin Hai Wang
Director

*University of
Washington (UW)*
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Following the work plan, the NW TTAP Center continued to advance as a vital resource for improving transportation safety, infrastructure, and workforce capacity for Tribal nations. Significant progress was achieved across training, technical assistance, and technology transfer activities. The Center expanded training by launching the Road Safety Champion Program (RSCP), hosting core modules on its learning platform tailored for Tribal needs, while continuously adding new modules. NW TTAP also delivered timely professional development, including the “An International Perspective on Achieving Vision Zero” and “When Transportation Engineering Meets the Law” webinars. To address long-term workforce needs, the Center conducted engineering pathway studies to identify gaps in rural and Tribal areas and convened a workshop of approximately 40 participants featuring a keynote by Professor Chris Hendrickson to strategize on building a resilient transportation pipeline.

The NW TTAP Center also enhanced its technical assistance and technology transfer portfolio. It assisted the Cowlitz Indian Tribe with a TTPSF grant application for roundabout safety and presented safety solutions to the Washington State Transportation Commission. Building on the Yakama Nation Intersection Safety Pilot, the Center continued developing a digital twin for the US-97 SMART project. This innovative work was honored with the Safe System Champion Award at the July 2025 Washington Traffic Safety Summit. Additionally, the team shared expertise at the TRB 2nd International Conference on Roadside Safety.

Finally, the Center strengthened its organizational capacity by hiring a Tribal Engagement and Partnership Development lead and deepening partnerships with organizations such as PacTrans, ATNI, and the National LTAPA. Governance was formalized through established quarterly Steering Committee meetings, successfully achieving over 50% Tribal representation to ensure program direction remains community-driven. These collaborations have been instrumental in securing resources for Tribal initiatives, marking 2025 as a year of significant growth and regional impact for the Northwestern TTAP Center.



SOUTHERN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Eastern Oklahoma & Southern Plains

Region States:
KS, OK, TX



Samantha Shepherd
Outreach Education
Coordinator

*Oklahoma State
University (OSU)*
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SOUTHWESTERN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Navajo & Southwest

Region States:
CO, NM, AZ (including Navajo)



Todd Macalady
Director

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Currently, the Southwest TTAP region is on hiatus. The center will be going back out for solicitation later in 2026.

In its stead, the Western TTAP has assisted tribes in this region. WTTAP assisted in planning and delivery of the Southwest Tribal Transportation Workshop September 18-20, 2025 in partnership with FHWA. The event had 66 attendees who attended 20 sessions of various tribal transportation topics. Tribes from the Southwest region have also attended virtual training including modules from the Road Safety Champion Program, Introduction to Construction Management, Sign Maintenance Management, and others. Representation from the region was also present at WTTAP's National Tribal Grant Writing Workshop.

Tribes in the Southwest have received technical assistance from WTTAP in a few areas including construction contracts, kick-off meeting facilitation, emergency management on roadways, grant writing and child passenger safety.

We look forward to the Southwest Tribal Technical Assistance Center resuming operations and continuing to deliver services to tribes and tribal agencies across the region.



WESTERN REGION

ABOUT THE REGION

Bureau of Indian Affairs (BIA) Region(s):
Western & Pacific

Region States:
AZ (excluding Navajo), CA, HI, NV, UT



Carrie Brown
Director

Applied Pavements
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This was a year of growth for Western Tribal Technical Assistance Program (WTTAP). We offered training spanning from grant writing to ATSSA Flagger Certification. Due to 5 TTAP centers on hiatus and 1 completely shut down, WTTAP has worked diligently to provide services across the nation; our Tribal Grant Writing Workshop had representation from Alaska to Oklahoma in addition our regional audience.

Professional development has taken priority this year and will continue into 2026. WTTAP intends to offer more certification training to provide tribal people with employment opportunities in transportation, construction, and administration. We are currently offering Flagger Certification, Child Passenger Safety Technician Certification, OSHA 10 and OSHA30. Furthermore, we have designed and made available on-demand courses through our website at www.wttap.com.

WTTAP's website is fully functional featuring training, technical assistance, resources, event calendar, and training/technical assistance pages. In the spirit of transparency, we also post meeting agendas and minutes from our Steering Committee, our annual workplan, newsletters, and upcoming funding opportunities.

In 2026, WTTAP plans to add more on-demand courses to the website, start a Tribal Road Scholar Certificate Program, and add two optional tasks focused on professional development and the 4 E's of Safety.

NLTAPA WORKGROUPS

ABOUT NLTAPA WORKGROUPS

The main objectives of the Association are to build awareness about LTAP/TTAP in the transportation community, assist FHWA with developing strategies for the Program, and build the capacity of each Center to best meet the needs of its customers. These workgroups, with members from NLTAPA elected representatives, the general membership, and FHWA, produce most of the Association's tangible results.

The six active NLTAPA workgroups include:

- **Communications:** The purpose of the Communications Workgroup is to ensure communication and collaboration between the National Local Technical Assistance Program Association (NLTAPA) and its member centers to develop and maintain consistent and high quality communications to external partners.
- **Conference Planning:** The National LTAP/TTAP Conference is the annual meeting for the LTAP/TTAP Centers, and is planned and administered by NLTAPA through the Conference Planning Workgroup.
- **Partnership:** The Partnership Workgroup develops, nurtures, and evaluates national NLTAPA strategic partnerships that benefit member centers, shares best practices from centers with strong relationships with national partners and their state affiliates, and serves as liaisons between general NLTAPA membership and national partners.
- **Professional Development:** The Professional Development Workgroup is focused on helping peers, from seasoned veterans to newcomers. With a focus on enhancing the operational knowledge of Center leaders and staff, the PD Workgroup is dedicated to providing support and training.
- **Safety:** The purpose of the Safety Workgroup is to establish the Local Technical Assistance Program as a leader in road safety, both nationally and within each state. Our goal is to build alliances with strategic organizations to enhance the capacity of centers to implement road safety initiatives and to improve the local road safety culture.
- **Training Resources:** The goal of the Training Resources Workgroup is to determine LTAP/TTAP training product needs, identify existing resources, and recommend training products.

NLTAPA WORKGROUPS NEED YOU

Whether you've worked for LTAP for ten days or ten years, NLTAPA workgroups are always searching for more active members. These workgroups can help you improve skills that benefit your job, and you can serve the association by contributing any amount of time your schedule allows.

*Reach out to a Workgroup co-chair
if you are interested in joining.*



NLTAPA WORKGROUPS

<i>Workgroup</i>	<i>Co-Chairs</i>
<u>Communications Workgroup</u>	<p>Marilee Enus (NH LTAP) marilee.enus@unh.edu</p> <p>Amelia Shannon (NV LTAP) ashannon@appliedpavement.com</p>
<u>Conference Planning Workgroup</u>	<p>Keith Knapp (IA LTAP) kknappe@iastate.edu</p> <p>Martha Horseman (KY LTAP) martha.horseman@uky.edu</p>
<u>Partnership Workgroup</u>	<p>Andi Bill (WI LTAP) bill@wisc.edu</p> <p>Pat Conner (IN LTAP) connerp@purdue.edu</p>
<u>Professional Development Workgroup</u>	<p>Kim Carr (WV LTAP) kim.carr@mail.wvu.edu</p> <p>Mary McCarthy (CT LTAP) mary@engr.uconn.edu</p>
<u>Safety Workgroup</u>	<p>Matthew Enders (WA LTAP) endersm@wsdot.wa.gov</p> <p>Janet Leli (NJ LTAP) jleli@soe.rutgers.edu</p>
<u>Training Resources Workgroup</u>	<p>Andrew Morgan (WV LTAP) andrew.morgan@mail.wvu.edu</p> <p>Matheu Carter (DE LTAP) matheu@udel.edu</p>



*Reach out to a Workgroup co-chair
if you are interested in joining.*



COMMUNICATIONS WORKGROUP

Throughout the year, the Communications Work Group (CWG) focused on strengthening connectivity, improving shared tools, and expanding practical communications resources for LTAP and TTAP peers nationwide. The group added 45 new LTAP and TTAP staff to Google Groups and Basecamp, shared NLTAPA orientation materials, and completed a comprehensive cleanup of both platforms to remove former staff, ensuring accurate, effective communication channels.

CWG maintained the National Local Technical Assistance Program Association website, including updates to regional pages and conference information, and developed the 2024 NLTAPA Annual Report. The group also supported the Executive Committee (EC) by developing materials that highlight EC leadership opportunities and pathways for involvement.

We also continued to create opportunities for professional development in the marketing and communications space, and resource sharing remained a priority. CWG hosted a webinar on accessibility in digital communications, added several new explainers and recordings to the Communications 101 library, and developed a directory of LTAP and TTAP social media accounts. Additional resources included a growing collection of Custom GPTs, Canva templates, and practical communications tools for center use.

At the 2025 Local Technical Assistance Program-Tribal Technical Assistance Program Conference, CWG hosted two well-attended sessions: Convince Me!: A Candid Discussion for Moving Beyond the Digital Dead-End of Center Newsletters and AI in Action: Transforming LTAP Operations with Artificial Intelligence. The group also hosted a Communications Jam Session and multiple AI collaboration sessions to support peer-to-peer learning.

Finally, we are thrilled to announce and welcome Amelia Shannon, Training Coordinator with Nevada LTAP, as our new co-chair. Amelia's interest in communications and design will help guide the work group's efforts in the coming year.

**We're seeking new members! Curious what the CWG is about?
Want to join our next meeting? Reach out!**



Amelia Shannon

ashannon@appliedpavement.com marilee.enuse@unh.edu



Marilee Enus



Innovation thrives where curiosity meets commitment. Together, we turn ideas into impact for every community we serve.

MISSION STATEMENT

The Innovation Workgroup is dedicated to ensuring NLTAPA is actively represented in key national and regional forums to enhance visibility, gather timely information, and identify emerging technologies relevant to local agencies. We strive to distill actionable insights and best practices from these engagements, focusing on scalable solutions that address challenges faced by both large and small agencies across the U.S. Our mission includes facilitating the business of technology transfer by sharing real-world case studies and proven methodologies that move innovations from research to implementation. We emphasize producing concise technical briefs that provide contextual background and outline clear, practical steps for adoption. Our efforts are designed to inform NLTAPA members and contribute to center outputs by focusing on relevant, evolving trends in practice, technology, and legislation that directly impact local and tribal transportation agencies.

GUIDING PRINCIPLES OF THE WORKGROUP

1. Increase NLTAPA Visibility and Presence at Key Source Groups

Ensure NLTAPA is actively represented in influential industry and research groups to strengthen visibility, foster collaboration, and stay informed on emerging developments relevant to local and tribal agencies.

2. Appoint NLTAPA Representatives to Capture and Share Relevant Innovations

Designate NLTAPA liaisons to monitor key source groups, identify pertinent innovations and technologies, and communicate distilled, actionable insights that align with local agency needs.

3. Advance the Practice of Technology Transfer Across the Network

Promote the core mission of technology transfer by sharing proven methods, practical techniques, and case studies that demonstrate successful pathways from research to real-world implementation.

MEMBERS

- **Tim Colling – Michigan LTAP, Co-Chair**
- **Martha Horseman – Kentucky LTAP, Co-Chair**
- Victoria Beale - OH LTAP
- Jessica Brown - NJ LTAP
- Rudynah Capone - LA LTAP
- Billy Connor- AK TTAP
- Kim Johnson - OK TTAP/LTAP
- Adam Kirk - KY LTAP
- Andrew McFadden- WI LTAP
- Andrew Wrucke - MN LTAP
- **Your Name Here**



Group currently meets the
4th Friday of the month at 1:00 p.m. EST.



Join us in shaping the future of local transportation. Share your insights, explore emerging trends, and help bring proven innovations to life—because meaningful progress starts with informed collaboration.

PROFESSIONAL DEVELOPMENT WORKGROUP

Building and strengthening relationships, supporting our LTAP/TTAP peers, and recognizing professional achievements are all core goals of the Professional Development Work Group. These goals are accomplished in a variety of ways, including the Peer-to-Peer Mentor Program, Peer-to-Peer Orientations, virtual facilitated small group discussions, conference sessions, LTAP/TTAP U, and the NLTAPA Achievement Award. The PD WG recognizes that our Association and the National Program are only as strong as our member centers. We know that engagement, connection, community, and strength are a vital part of our program, and it is important to offer topics and programs that are relevant to a variety of positions and a variety of experience levels.

1. The LTAP/TTAP U program was an integral part of the 2025 summer conference in Kansas City, MO. As a precursor to the in-person offering, the PD WG also arranged and facilitated a pre-conference virtual roundtable discussion a few weeks before the summer meeting which included using breakout rooms to hold small group discussions on different topics. LTAP/TTAP U continues to bring together both newer and more experienced Association members.
2. In response to common questions from several new Directors and center staff, the PD WG coordinated several 'tried and true' topics for the National Conference, including Work Zone Sign Package Programs, Equipment Loan Programs, Conference Planning Basics, and Training Coordination Best Practices.
3. The NLTAPA Peer-to-Peer Mentor Program continues to grow with 66 pairs since the program was first started in 2017. This past year, we added 9 new pairs and continued the trend of requests from individuals in administrative and other support positions. Mentors and mentees are asked to commit up to one-year, and occasionally, a mentor pairing will continue past the one-year mark. We continue to hear that mentors get as much as mentees from this program. We received the following feedback from a long-time LTAP Center director and former NLTAPA President who has served as a mentor: "This is one of the most important programs we have as a national organization!" The PD WG agrees with this statement, and we are proud to see the mentor program continue to grow. It is an effective tool for addressing turnover and providing workforce development.
4. Members from PD WG responded to interest from Center staff who manage events to have a way to share ideas, resources and lessons learned. An Event Planning subgroup and associated listserv was formed in August, both of which have provided an avenue for sharing and discussions.

Reported by: Kim Carr and Mary McCarthy

SAFETY WORKGROUP

The Safety Work Group supported NLTAPA during 2025 through representation at the AASHTO Committee on Safety (Matthew Enders, WA LTAP), including organizing a session on local safety with representation from three additional Centers (Andi Bill, WI LTAP; Jason Hughes, CT LTAP; Leo Marretta and Rudynah Capone, LA LTAP). The Safety WG also supported NLTAPA with representation at the American Public Works Association's PWX (Megan Patent-Nygren, NE LTAP). We continued to liaise with national partners APWA (Megan) and NACE (Andi Bill, WI following Nelda Buckley's retirement from KS LTAP) and with the FHWA Office of Safety. We also partnered with the National Center for Rural Road Safety on a series of webinars throughout the year. The webinars are all archived for viewing at: <https://ruralsafetycenter.org/webinar-archive/>

The Work Group organized multiple safety sessions for the Kansas City annual conference. We are currently busy at work planning the sessions for the 2026 conference, likely to be three breakout sessions on Speed Management, SSA Post Crash Care, and Innovative Ways to Find Safety Funding. The traditional Monday workshop is also in the works and will cover safety countermeasures. We also continue to share safety resources and events with NLTAPA community by posting information to the NLTAPA Facebook and NLTAPA Google Groups, as well as maintaining a contact list of Center personnel interested in safety activities.

Safety Work Group meets bi-monthly and you do not need to be a member to join us. Each meeting features a roundtable discussion on a relevant or "hot" topic. Some items covered this year include Safe System Approach implementation, proven safety countermeasures, and safety data. We welcome anyone interested to join us for future discussions.

Reported By: Matthew Enders (Washington LTAP) and Janet Leli (New Jersey LTAP) Safety Work Group Co-Chairs

TRAINING RESOURCES WORKGROUP

The Training Resources Workgroup (TRWG) continued our pursuit of resources for the LTAP community this year, while having a few chuckles along the way. Our monthly conference calls involve a lot of brainstorming and individual members divvying up the workload to pursue new initiatives.

This year, we added a couple of new resources and began work on some others. We launched two databases this year. One collects training resources that Centers are willing to share in one form or another, while the other assembles trainers that are willing to cross state lines to assist other Centers. We occasionally promote the links for input on the Google Groups and you can find the current databases on Basecamp under Training Resources. Please do contribute and utilize these databases.

Also this year, we made significant progress on an ambitious effort to develop training modules for local agency leadership, with the hope that we will have both online modules and physical training materials for LTAP Centers to present in person. Look for the rollout of the first modules at the Winter Business Meeting.

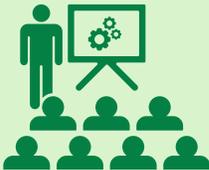
Work continues on our crash test video project, in collaboration with FHWA's Local Aid Support team. So far, we've seen our first round of uploaded videos and a couple pilots of the microlearning concept.

Our subgroup, LUIGI (LTAP Unusually Inspired Group of Instructors) is currently led by David Orr. Please do encourage all your trainers to participate in these ~quarterly online meetings with a minimum of structure, a lot of come as you are, and just an overall unpredictable sharing of ideas, challenges, techniques, and tips from one instructor to another. Stay tuned for details on the next meeting, circa February.

We have a good bit of fun at TRWG, but we also have a pretty full plate of initiatives going. Come join us the first Monday of the month at 1 PM EST. Reach out to tomatheu@udel.edu if you wish to be added to our distribution list.

FY24

A YEAR IN NUMBERS

Hours of Training Delivered		40.2K+
Participants		172.7K+
Training Sessions		7.4K+

View the 2024 Performance Assessment Report, produced by FHWA. Visit www.fhwa.dot.gov/clas for more information.

National LTAP & TTAP Association



Kansas City 2025 fun... and here we come Louisville; KY!
July 19-23, 2026

Thank you to the LTAP and TTAP Centers who submitted their stories, reflections, and photos to be included in the 2025 Annual Report. Contact ltap@nltapa.org if you have any questions or concerns about the content.

Digitally published January 10, 2025.

THANKYOU

FOR BEING A PART OF NLTAPA