



# **National LTAP/TTAP Association Operations Manual 2024**

Prepared by members of the National LTAP/TTAP Association

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**1. Table of Contents**

BACKGROUND .....	5
NLTAPA CONSTITUTION AND BYLAWS.....	5
PLANNING CALENDAR .....	5
DUTIES OF OFFICERS AND REGIONAL REPRESENTATIVES.....	5
The President .....	5
The President-Elect .....	5
The Vice-President .....	6
The Secretary .....	6
The Treasurer .....	6
The Vice-Treasurer .....	6
The Past-President .....	7
Regional representatives .....	7
Regional Representatives.....	7
Appointed Officers .....	7
Elected Officers .....	8
Duties of the Nominating Committee .....	8
ORIENTATION OF NEW EXECUTIVE COMMITTEE MEMBERS.....	8
Orientation Resources.....	8
New Officer Orientation.....	8
New Regional Representative Orientation.....	9
NLTAPA WORK GROUPS.....	9
Communications: .....	9
<b>Conference</b> .....	9
<b>Innovation and Implementation</b> .....	<b>Error! Bookmark not defined.</b>
Partnerships: .....	9
Training Resources: .....	9
Safety: .....	9
Professional Development:.....	9
Professional Development Program .....	9
National Program Achievement Award .....	10
Work Group Charters, Missions and Business Plans .....	10
Selecting a Work Group Chair .....	10
Reporting on Activities .....	10
PARTNERSHIP AND AFFILIATE MANAGEMENT NLTAPA.....	10
Internal Partnership Process .....	11
NLTAPA Partnership Liaison Guidelines .....	11

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Ending a Partnership .....	12
<b>Working with FHWA as a Partner</b> .....	12
Affiliate Members .....	12
LTAP/TTAP CONFERENCE PLANNING AND MANAGEMENT .....	13
NLTAPA MEETING PLANNING .....	13
Association Winter Business Meeting .....	13
Association Summer Business Meeting .....	13
Regional LTAP/TTAP Meetings .....	13
EC Meetings and Conference Calls .....	13
Work Group Meetings and Conference Calls .....	14
NLTAPA FINANCIAL MANAGEMENT .....	14
Duties of the NLTAPA Treasurer .....	14
Banking, Bookkeeping and Internal Audits .....	14
Treasurer Reports .....	14
NLTAPA Membership Dues .....	15
The Internal Revenue Service .....	15
NLTAPA Reserve Policy .....	15
Definitions .....	15
Operations reserve .....	15
Conference reserve .....	15
In the event the reserves are not met .....	15
LTAP/TTAP Conference Accounting and Revenues .....	15
NLTAPA Travel Reimbursement Policy .....	16
Eligible Travel Expenses for Reimbursement .....	16
Airfare or Mileage .....	16
Parking .....	16
Airport Transfer/Rental Car .....	16
Hotel .....	16
Per Diem .....	16
COMMUNICATING WITH MEMBERS .....	17
<b>NLTAPA Website</b> .....	17
Website Content .....	17
Update Procedures .....	17
NLTAPA Google Group .....	17
FHWA Seminar Room .....	17
NLTAPA Reports to the Membership .....	18

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Other Opportunities for Communicating with Members .....	18
Member Q&A .....	18
NLTAPA POLICY ON EDUCATION AND ADVOCACY .....	18
What is Lobbying? .....	18
What is Advocacy? .....	19
Communication Resources.....	19
Partner Support.....	19
APPENDIX A: NLTAPA Nominating Committee Guidelines.....	20
Nominating Committee Members .....	20
Identifying Vice-President and Other Open Office Candidates.....	20
Nominating Committee Members as Nominees.....	20
Qualifications for Officer Nominees.....	21
Contacting Potential Candidates.....	21
Completion of Obligations .....	21
SAMPLE NOMINATION REQUEST EMAIL.....	22
Sincerely,.....	23
SAMPLE NLTAPA LEADERSHIP NOMINATION FORM.....	24
SAMPLE OFFICER ELECTION BALLOT .....	25

## BACKGROUND

The National LTAP/TTAP Association (NLTAPA) is an independent, not for profit, organization comprised of 52 LTAP and TTAP member centers in the US and its territories. The Association's main objectives are to build awareness about LTAP 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. The NLTAPA member centers are represented by an Executive Committee (EC) composed of up to eight members from each of the eight regions, and five officers – President, President-Elect, Vice-President, Treasurer, Vice-Treasurer, and Secretary. The following document outlines the general duties and guidelines of the National Association. General questions and answers about NLTAPA can be found on the Association's web site at NLTAPA.org.

## NLTAPA CONSTITUTION AND BYLAWS

The Association is governed by its constitution and bylaws. It codifies the purpose of the Association and how it is organized and governed. The bylaws address Association activities, membership policies, voting procedures, meetings, election and duties of officers, and responsibilities of Executive Committee members and regional representatives. The complete Association bylaws are available on the NLTAPA.org website.

## PLANNING CALENDAR

The Secretary, in consultation with the EC, maintains a planning calendar to help conduct the business of the Association. Dates include meetings of the EC, Regional Meetings, some meetings of LTAP and TTAP Centers, NLTAPA partners, and dates of specific tasks to be completed for Association business (like choosing a nominating committee, deadline for ballots to members, etc.).

## DUTIES OF OFFICERS AND REGIONAL REPRESENTATIVES

### 1. Duties of Regional Representatives

Definitions, terms of office, duties, and removal of the NLTAPA officers are identified in the Association's bylaws, Article 4 *Officers*. Duties of the officers are summarized below.

#### ***The President***

*is responsible for:*

- Oversight of all NLTAPA business
- Chairing all meetings of the EC and the membership, and developing meeting agendas
- Fixing the hour and location of EC and membership meetings, including planning and holding an officers' retreat in the fall
- Organizing an in-person Winter Business Meeting of the Association
- Being the primary representative of NLTAPA to FHWA or external entities
- Preparing and presenting an annual report to the membership at the winter business meeting
- Soliciting input from the centers to help with preparation of the next year's budget and work plan
- Selecting a minimum of 3 persons from the general membership to serve on the audit team
- Organizing the fall officers retreat and face-to-face EC meeting
- Familiarizing EC members with the NLTAPA Bylaws and Operations Manual and the FHWA Strategic Plan and coordinating a review of these documents as needed.
- Other duties as called for in the Association bylaws or as deemed necessary by the EC to achieve the purpose of NLTAPA

#### ***The President-Elect***

*is responsible for:*

- Chairing the LTAP/TTAP Conference Planning Work Group
- Serving as Parliamentarian (or delegating this task) at meetings of NLTAPA
- Participating in the fall officers' retreat
- Perform the duties of the President when circumstances dictate

***The Vice-President***

*is responsible for:*

- Preparing the NLTAPA annual budget and work plan for review at the December EC meeting
- Presenting the budget and work plan to the members at the winter business meeting
- Chairing the NLTAPA Partnership Work Group
- Participating in the fall officers' retreat

***The Secretary***

*is responsible for:*

- Ensuring that minutes of all EC and membership meetings are recorded, approved by the EC, and posted on the NLTAPA Basecamp EC Page
- Maintaining a current list of NLTAPA member centers
- Notifying the membership of posted minutes
- Administering election procedures, whether electronic, voice, or written ballots, and reporting the results of votes to the membership
- Maintaining a planning calendar in consultation with the NLTAPA EC
- Maintaining NLTAPA historical documents
- Participating in the fall officers' retreat

***The Treasurer***

*shall be the primary fiscal officer for the Association and is responsible for:*

- Invoicing membership for dues, providing instructions for payment, collecting dues, maintaining custody of the funds of NLTAPA, and disbursing funds at the direction of the EC
- Preparing and submitting monthly written financial reports to the EC and an annual financial report to the membership at the annual summer business meeting
- Presenting the books and supporting documentation needed to complete an audit review
- Completing all required filings with the Internal Revenue Service to maintain the Association's not-for-profit status
- Reporting on May 1 each year to the EC the names of any members in arrears
- Maintaining all fiscal and financial records for NLTAPA and forwarding complete records to the succeeding Treasurer
- Being the primary signatory on NLTAPA accounts on behalf of the association
- Participating in the fall officers' retreat
- Recommending a Vice-Treasurer for the Association for approval by the EC
- Perform the duties of the Vice-Treasurer when circumstances dictate
- **Maintain the NLTAPA Basecamp account which is used for conference planning and sharing files between centers**

***The Vice-Treasurer***

*shall be an additional fiscal officer for the Association and is responsible for:*

- Being the second signatory on NLTAPA accounts on behalf of the association, along with the primary signatory, the Treasurer.
- Being the **primary** fiscal officer for the NLTAPA Conference
- Accepting registration fees, collecting all onsite registrations and associated monies, making deposits as needed, and handling all conference invoices
- Assisting the Conference Planning chairperson in creation of a Conference budget
- Working with the Conference Planning Work Group to establish the collection of Conference fees from participants and vendors
- Tracking and collecting payment due from participants and vendors
- Handling payment of all Conference related expenses as approved by the Conference Planning Work Group

- Assisting the Conference Planning chairperson in creation of a post-Conference final report
- Maintaining proper records of all Conference revenues and receipts for inclusion in the Association's financial records and in preparation for the annually rolling audit of the Association's finances
- Providing monthly reports to the Treasurer on the Conference Checking Account and the Conference Reserves Account for inclusion in the Treasurer report
- Maintaining and providing all financial records for the NLTAPA Conference.
- Preparing and submitting a conference financial report to the EC by the fall EC meeting
- Participating in the fall officers' retreat
- Perform the duties of the Treasurer when circumstances dictate

Further details on the NLTAPA Financial Management policy are included in the NLTAPA FINANCIAL MANAGEMENT section of this manual.

### ***The Past-President***

*is responsible for:*

- Participating in the fall officers' retreat, as requested
- Chairing the officer nominating committee appointed by the President
- Serving as a mentor for EC members and officers, as requested

## **2. Duties of Regional Representatives**

The process for election, terms of office and removal of regional representatives is addressed in the Association's bylaws, Article 5 *Regional Representatives*. Duties of the regional representatives are summarized below.

### ***Regional representatives***

*are responsible for:*

- Being an active participant on the EC including attendance at the face-to-face and virtual meetings of the EC
- Chairing an NLTAPA work group if one is assigned
- Being prepared to participate in meetings and conference calls (or designating a proxy in writing (via email) to the Secretary)
- Communicating with his or her region about NLTAPA business
- Setting a regional meeting date that does not conflict with other LTAP/TTAP regional meetings or national meetings of partners, and informing the EC and FHWA program managers of the regional meeting date as soon as it is decided
- Presenting an NLTAPA update at his or her regional meeting
- Preparing regional highlights for the annual report to be submitted to the Communications Work Group
- Providing updates to allow for regular updating their regional pages on the NLTAPA.org web site

## **3. Nomination and Election Process**

### ***Regional Representatives***

Regions shall select an individual directly responsible for center operations at one of its active member centers to represent the Region on the NLTAPA EC. The process for selecting regional representatives shall be defined by each Region by mutual agreement. Regional representatives shall serve on the EC for a term of three years, beginning and ending at the close of the annual summer business meeting of NLTAPA.

### ***Appointed Officers***

The positions of Secretary, Treasurer and Vice-Treasurer are appointed by the Executive Committee.

### ***Elected Officers***

Article 7 of the bylaws addresses the election of NLTAPA officers and the formation and guidelines for the Nominating Committee. Each LTAP/TTAP member center in good standing is entitled to submit one ballot. Ballots are only considered valid for centers that have paid their annual membership dues *prior* to voting.

### ***Duties of the Nominating Committee***

The President of NLTAPA shall with advice from the EC, appoint a Nominating Committee each year by January 1. The NLTAPA Past-President shall chair the Nominating Committee. The EC shall create procedural guidelines for the Nominating Committee with advice from the membership. Detailed “*Nominating Committee Guidelines*” including a sample nomination form and ballot are provided in [Appendix A](#) of this document, and posted on the NLTAPA.org website. Duties of the members of the Nominating Committee are include in Section 7 of the bylaws, summarized below.

*Members of the Nominating Committee are responsible for:*

- Serving on the Nominating Committee for one year
- Soliciting nominations for Vice-President or other vacant officer positions using an open and unbiased process
- Informing nominees of their prospective nomination, providing a list of duties and expected time commitment for each officer level they will serve, and obtaining permission from each nominee to be placed in consideration
- Gathering sufficient information about each candidate to ensure the membership is able to make an informed choice
- Establishing a slate of candidates for all open officer positions, including qualifications, and presenting it to the EC by April 1
- Distributing final slate of candidates and qualifications to NLTAPA member centers by June 1
- Providing a final report summarizing the Nominating Committees activities to the NLTAPA President and EC prior to the summer business meeting

Additional information regarding officer elections:

- On June 1, or the first business day thereafter if June 1 is not a business day: the NLTAPA Secretary electronically distributes the ballots with voting instructions with a closing date on or before June 30. Write-in candidates are accepted
- The NLTAPA Secretary informs the EC, the Nominating Committee, and the membership, of the outcome within two days of the close of voting
- New officers are installed at the close of the Association business meeting at the summer LTAP/TTAP Conference or as determined by the EC. In no case shall the term extend beyond the end of the summer conference.

## **ORIENTATION OF NEW EXECUTIVE COMMITTEE MEMBERS**

### ***Orientation Resources***

The NLTAPA EC maintains an *NLTAPA EC Orientation Guide* that outlines the roles of new EC members, the mentor program, expectations as regional representatives and work group chairs, and provides a sample welcome letter to new EC members and work group chairs. This NLTAPA Operations Manual, FHWA’s Strategic Plan, and the History of NLTAPA are key resources required to be reviewed by all new EC members.

### ***New Officer Orientation***

NLTAPA hosts a face-to-face officers’ retreat held in the fall after the installation of new officers at the Association’s summer business meeting. Retreat attendees include current officers and invited guests. In



order to maintain continuity of leadership, the purpose of the retreat is to provide an overview of the operations of the Association, receive guidance from the Past-President, and review items currently being considered by the Association. Following the officers retreat, at the fall EC meeting, the President should remind the EC of the available resources in this Operations Manual and FHWA's Strategic Plan. The EC will formally review and update this Operations Manual at the fall meeting every 5 years or sooner as necessary.

### ***New Regional Representative Orientation***

As part of the Orientation Program, the President assigns a mentor to each new EC member. Regional representatives are required to review the aforementioned orientation materials and discuss any questions with his or her mentor. The fall face-to face EC meeting is a prime opportunity to resolve any remaining uncertainties about the Association and its processes.

## **NLTAPA WORK GROUPS**

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 work groups, with members from NLTAPA elected representatives, the general membership, and FHWA, produce most of the Association's tangible results.

The Association manages six work groups:

### ***Communications:***

- Encompasses both internal and external communication efforts; and ensures collaboration between NLTAPA and centers, strong communications amongst the member centers of the Association, and represents centers to FHWA, our external partners, elected officials, other national associations and the transportation community. The Communications Work Group manages the NLTAPA website as a key marketing and communications tool for the Association.

### ***Conference***

- Manages and organizes the annual NLTAPA Summer Conference. This work group maintains its own guide.

### ***Partnerships:***

- Develops, nurtures, and evaluates national and international NLTAPA business partnerships that benefit member centers.

### ***Training Resources:***

- Identifies LTAP/TTAP training needs, current available resources, opportunities for new products, development strategies, and funding sources for new products.

### ***Safety:***

- The Safety Work Group helps centers implement training and safety initiatives to reduce the risk of roadway fatalities and serious injuries across the country; and provides centers with the resources to take their skills beyond the scope of their current safety program.

### ***Professional Development:***

- The Professional Development Work Group provides services and resources to improve the knowledge, skills, and abilities of LTAP/TTAP center leaders and staff.

### ***Professional Development Program***

The Professional Development work group provides briefing, orientation, and other services to improve the knowledge, skills, and abilities of LTAP/TTAP center leaders and staff through a coordinated professional development program. The goal of the LTAP/TTAP Professional Development Program is to enhance

operational knowledge by creating an environment of continuous, coordinated, and comprehensive support and training. The Professional Development Leadership Team maintains an informational *Professional Development Program* document that outlines expected outcomes, goals, projects and responsibilities of each managing partner.

#### *National Program Achievement Award*

The Professional Development Program also administers NLTAPA's Awards Program. The *National Program Achievement Award* is presented by NLTAPA to an individual (or individuals) in recognition of their dedication, leadership, and effectiveness in promoting the goals and purposes of the national Local and Tribal Technical Assistance Programs. Nominations are solicited from the membership annually.

#### *Work Group Charters, Missions and Business Plans*

Charters, missions and business plans are developed for each NLTAPA work group by NLTAPA. The plans are reviewed and change annually in conjunction with the development of each work group's budget, and are presented to the general membership for approval at the winter business meeting. Updated copies of each work group's business plan can be found at their respective NLTAPA.org web pages.

#### *Selecting a Work Group Chair*

Each NLTAPA work group, with consultation from the EC, selects a chair or co-chairs. It is recommended that the chairperson or one of the co-chairs be a regional representative currently on the EC in order to provide continuity with national goals and efforts and to reduce travel costs to attend face-to-face meetings.

#### *Reporting on Activities*

Work groups should ensure their activities, scheduled meetings, and memberships should be updated on the work groups' webpage. They need to report on activities are reported to the EC and the full membership at the winter and summer NLTAPA business meetings. Annually, each work group is requested to submit a brief summary for inclusion in the NLTAPA Annual Report, highlighting the group's activities in the previous year.

### **PARTNERSHIP AND AFFILIATE MANAGEMENT NLTAPA**

Partnering activities allow NLTAPA to leverage resources among organizations with similar goals and objectives. Entering into a partnership agreement is for the benefit of the members of both organizations. Those benefits are clarified in each respective agreement.

Currently, NLTAPA maintains five national level formal partnerships with the American Association of State Highway and Transportation Officials (AASHTO), the American Public Works Association (APWA), the National Transportation Training Directors (NTTD), the National Association of County Engineers (NACE), and the National Highway Institute (NHI). Details on each national level partnership agreement are available under "Partnering" on the NLTAPA.org website.

Partnering agreements with NLTAPA are created through an established process. Before entering into a partnership agreement, a number of items need to be explained to the possible partner:

- LTAP/TTAP centers at the national or local level cannot endorse one organization over another.
- LTAP/TTAP centers provide assistance and training to local agencies and transportation agencies and cannot endorse any specific product or process.
- Each LTAP/TTAP center operates as an independent center and a partnership with one center is not an inclusive agreement with the National LTAP/TTAP Association (NLTAPA).
- A partnership with the NLTAPA should only be entered into with organizations that have national influence and will benefit a significant number of centers.
- It shall be understood that centers are independent organizations. All centers are not required to endorse or support all partnership agreements, either local or national agreements.
- Entering into a partnership agreement is for the benefit of the members of both organizations and those benefits must be clearly defined in the partnering agreement.

In developing a partnership agreement, each organization should:

- Have a list of goals, stating objectives of the agreement and how each partner members benefit.
- Include the action items, responsible person, and guidelines for frequency of contact, activities to pursue, etc.
- Establish a liaison between the two organizations. The liaisons should communicate on a regular basis and meet when possible to discuss mutual issues of concern and opportunities for partnering in training, technical assistance or other area of mutual benefit. Each liaison should report regularly to their respective executive committees, boards or officers.
- Realize that some organizations will change directors or management on an annual basis. Partnership agreements with such organizations will need to address those changes if these individuals are named in the agreement.
- Establish a frequency that the agreement will be reviewed by both parties, ensuring that the needs of each are being met.

Partnership agreement documents should be developed in the following format:

- Identify the partner organization with a significant relationship with NLTAPA; and identify their missions and how they correspond with the mission of NLTAPA.
- Identify the liaison (s) within the partner by position, title or name.
- Establish guidelines for when the liaisons will meet (i.e., conferences, annual meeting, and committee meeting).
- Lay out the authority of those liaisons with regards to the agreement and each liaison's organization.
- Identify when the agreement needs to be reviewed and updated. This should be part of the final agreement.
- The agreement should include a signature line for both organizations.

### ***Internal Partnership Process***

The following process for development of new partnerships is managed by the Partnerships Work Group.

**Step 1** – Discovery – Investigate current relationships individual Centers have with potential national partners.

**Step 2** – Assessment – Review center replies to requests for more information and assess areas of potential interaction between the two Associations.

**Step 3** – Prepare NLTAPA Statement of Expectations.

**Step 4** – Review Statement of Expectations from potential partner.

**Step 5** – Keep centers informed of the development status and progress of the proposed partnership and measure the extent of center support prior to entering into formal negotiations.

**Step 6** – Assess partnership potential and areas of interest/agreement. With feedback from the Partnerships Work Group chairperson, the NLTAPA EC makes a determination as to whether or not to recommend formalization of an agreement.

**Step 7** – Submit final version of NLTAPA's Statement of Expectation and proposed Partnership Agreement to the potential partner.

**Step 8** – Formalize and sign agreement with both parties once all the details are agreed upon.

### ***NLTAPA Partnership Liaison Guidelines***

The following are guidelines provided for each of the partnership liaisons.

Strategic partnerships between NLTAPA and other agencies and organizations help to ensure and maintain a strong and viable LTAP/TTAP Program. The relationships created through partnering must benefit the

LTAP/TTAP community and all partnering organizations. Partnership liaisons fulfill a vital role in building and maintaining healthy, mutually beneficial relationships with partners; they are the point of contact between the NLTAPA EC, the LTAP/TTAP Community, and the partner.

To help liaisons fulfill the many obligations and expectations of their positions, the following guidelines have been developed.

- By January 1, the liaison submits all requests for time and/or space at the summer conference. Liaisons should encourage partners to attend and be actively involved in sessions at the LTAP/TTAP Conference and summer business meeting.
- By June 1 of each year the liaison provides a written report to the chair of the Partnerships Work Group. The report outlines activities that have been completed in that year, and lists activities planned for the coming year.
- Each liaison is asked to give a short overview of the written report that was submitted to the Partnerships Work Group at the summer conference.
- The liaison provides the EC with requests for consideration prior to the fall face-to-face EC meeting.
- Liaisons should encourage partners to attend and be actively involved in the winter business meeting.
- In the event NLTAPA or the LTAP/TTAP community needs assistance or information about a partnership, the liaison may need to attend one of the monthly NLTAPA conference calls and/or write a short article that can be published.
- Each liaison meets with the partner at least once a year to review tasks and activities from the previous year and to plan mutually beneficial tasks and activities for the coming year. The purpose of the meeting is to maintain mutual satisfaction with the partnership arrangement.
- If the partner holds an annual conference for their organization the liaison should be actively involved. Involvement can include presenting at the conference, meeting with the governing board, or similar activity at their conference. These activities should be included in the annual report to the Partnerships Work Group. With prior approval, NLTAPA can assist with travel costs associated with liaison participation.
- Liaisons need to ensure the involvement of LTAP/TTAP centers in partner annual meetings and/or other activities included in the annual plan of work and budget.

### ***Ending a Partnership***

Both parties in an agreement should continually review the overall benefit of the relationship for their members. If either partner desires to end a current partnering agreement, the Partnerships Work Group chair should make every effort to correct the deficiencies within the agreement. If an updated partner agreement cannot be agreed upon, a majority vote of the NLTAPA EC can dissolve the formal relationship. The NLTAPA President will then send a formal letter of dissolution to the partnership contact.

### ***Working with FHWA as a Partner***

Members of NLTAPA and the EC work closely with the FHWA LTAP/TTAP Program managers, as well as with many divisions of FHWA. NLTAPA works in concert with FHWA to help guide the overall program. FHWA provides national Program management and leadership, direct services, support and stewardship for LTAP/TTAP, including assistance for national NLTAPA activities, annual conferences and meetings.

### ***Affiliate Members***

The Association bylaws have a mechanism for creating affiliate members in Section 3.1.3, *Affiliate Members*. Affiliates would be organizations with which NLTAPA could collaborate on specific programs or products but not make an official partner. Affiliate Members are not able to vote in NLTAPA elections or hold elected office in the Association. If necessary, the EC may develop criteria for affiliate membership; however, NLTAPA currently has no affiliates.

## **LTAP/TTAP CONFERENCE PLANNING AND MANAGEMENT**

NLTAPA manages an annual summer LTAP/TTAP Conference open to national and international participants. This conference is designed to enhance communications among centers and stakeholders, develop center staff competencies, advance technology transfer and technical assistance, and to report on matters of interest to NLTAPA members.

Any Center, group of Centers, Region, or group of Regions can submit a proposal to host the annual conference in any year. The host is selected by the NLTAPA EC. The NLTAPA President-Elect serves as the chairperson of the Conference Planning Work Group and has responsibility for managing the budget, contracts, conference registration website; and for ensuring that the conference program meets the needs of the national membership. Conference Planning Work Group membership is determined by the NLTAPA President-Elect and may include NLTAPA ex-officio members.

A separate comprehensive *Conference Planning Guide* addresses conference finances, hosting responsibilities, sponsors, work group requirements, planning tools, and historical data. This guide is available for download on the NLTAPA.org website. The Conference Planning Work Group chairperson is responsible for making recommendations to the EC for updates to the guide.

## **NLTAPA MEETING PLANNING**

### ***Association Winter Business Meeting***

NLTAPA holds at least two face to face business meetings annually. One is a winter business meeting conducted in January. In recent years, the winter business meeting has been held in conjunction with the TRB Annual Meeting in Washington D.C. If held in the Washington D.C. area, the FHWA reserves the meeting room(s) in consultation with the NLTAPA President. NLTAPA is responsible for arranging and paying for catering, and any additional A/V equipment not provided with the business meeting rooms. The NLTAPA President develops the meeting agenda in consultation with the EC and FHWA.

### ***Association Summer Business Meeting***

The NLTAPA summer business meeting is held in conjunction with the annual LTAP/TTAP Conference. There are two sessions of the general membership meeting and an EC meeting held during the annual conference. The NLTAPA President prepares the agenda for the EC and business meetings and must communicate any needs (times, room capacity, catering, etc.) to the Conference Planning chairperson at least 60 days prior to the start of the conference. The Conference Planning Work Group develops the agenda for the LTAP/TTAP Conference.

### ***Regional LTAP/TTAP Meetings***

NLTAPA is represented by eight geographical regions. It is recommended that each region hold an annual meeting. It is suggested that the regional meetings be completed in the spring before the annual summer conference. Each region will attempt to select a meeting date that does not conflict with other LTAP/TTAP regional meetings or national meetings of partners. Each region is asked to inform the EC and FHWA of its chosen regional meeting date as soon as it is decided so it can be added to the planning calendar.

### ***EC Meetings and Conference Calls***

The NLTAPA President coordinates additional EC meetings throughout the year, including a face-to-face fall EC meeting and officers retreat, and monthly conference calls. The FHWA seminar room is available to schedule for web and teleconference use via the Clearinghouse. The NLTAPA.org website is used to post upcoming business and EC meetings, agendas, and minutes.

All EC meetings and conference calls are open to NLTAPA members and our partners.

There may be instances where matters of a highly personal or sensitive nature need to be brought to the attention of the EC. Any participating member of an EC meeting can ask that a discussion be temporarily tabled. When this request arises, the topic will be tabled immediately and the NLTAPA President will be made aware of the details of the situation privately. The President will update the EC on a future meeting, or

in executive session if necessary, to address the tabled discussion. If there is a call for executive session, this meeting will be held exclusively for NLTAPA officers and EC members; and minutes will not be kept.

### ***Work Group Meetings and Conference Calls***

NLTAPA Work Group chairpersons schedule regular conference calls with their work group members. The FHWA seminar room is available to schedule for web and teleconference use. The NLTAPA.org website is used to post upcoming work group meetings, agendas, and minutes. All work group meetings should be added to the NLTAPA planning calendar.

## **NLTAPA FINANCIAL MANAGEMENT**

### ***Duties of the NLTAPA Treasurer***

The duties of Treasurer are outlined in the NLTAPA bylaws, Section 4.7. The Treasurer is appointed by the NLTAPA EC, and serves at their will, without any fixed term or term-limit.

The Treasurer is the fiscal officer of NLTAPA. The primary responsibilities of the Treasurer are to:

- Maintain Association funds and financial records
- Handle Association financial transactions, including collection of annual dues
- Report to the membership and file returns and other required paperwork in a timely manner

### ***Banking, Bookkeeping and Internal Audits***

The NLTAPA Treasurer maintains the books for the organization. The books are open to the membership for review at any time upon request. NLTAPA funds are currently held at Chase Bank. There are four accounts:

- Operations Checking
- Operations Reserve
- Conference Checking
- Conference Reserve

The Association may invest 1/5 of the Operations and Conference reserves on an annual basis in a five year certificate of deposit (CD). The CD investments are made on an annual basis upon recommendation from the Treasurer as to where the Association may obtain the best interest rate, with concurrence from the EC.

Current CDs are held at:

- Opened 2013: Community Bank, Frazeyburg, OH – 1/5 (20%) of Operations and Conference reserves

The Treasurer and the Vice-Treasurer, as appointed, have sole signature authority on all accounts. The Treasurer also holds a VISA debit card with access to the Operations Checking account. The Vice-Treasurer holds a VISA debit card with access to the Conference Checking account. The Treasurer will be the sole designee to deal with the Association's financial transactions, within the scope of authority as outlined in the bylaws. The Vice-Treasurer who is also a signatory on all accounts is such for the purpose of providing emergency coverage in the event the Treasurer becomes incapacitated or unavailable for an extended period of time which would impact NLTAPA operations. The Vice-Treasurer has the ability to view all accounts online at any time.

An audit of the Association's accounts shall be conducted annually on a rolling basis and reported on at the summer business meeting. The NLTAPA President will request a minimum of three volunteers from the general membership to review the books throughout the year and the audit team will submit a brief report to the membership before the conclusion of the summer business meeting.

### ***Treasurer Reports***

The bylaws require the Treasurer to provide financial reports to the EC monthly and to the general membership bi-annually at the summer and winter business meetings. The Treasurer reports to the EC monthly at the regularly scheduled conference calls. The Association's annual 990 tax return is posted on the NLTAPA.org website. Treasurer reports are available upon request to the general membership at any time.

***NLTAPA Membership Dues***

NLTAPA charges an annual membership fee to all centers. Member centers and membership dues are defined in the NLTAPA bylaws, Section 3.2 *Membership Dues*. Dues are set at \$750 per center per year. Invoices for member dues are mailed out in the fall of each year for collection of the following calendar year's dues. Centers failing to pay the dues assessment by April 30 shall be considered "in arrears". The Treasurer shall notify any Centers that are in arrears by May 1.

***The Internal Revenue Service***

The National Association of Transportation Technology Transfer Centers, EIN 39-1735773, doing business as the National LTAP/TTAP Association or NLTAPA, is a designated tax-exempt non-profit under section 501(c)(3) of the Internal Revenue Code. The Treasurer prepares and submits required IRS filings annually. A sample of the Association's W-9 is available on the NLTAPA.org website.

***NLTAPA Reserve Policy***

The Association maintains a reserve for each of its two main accounts – Operations and Conference. The NLTAPA reserve policy follows.

***Definitions***

*Reserve* is defined as the accumulated net surpluses of the Association, i.e., the unrestricted net assets. The primary purpose of the reserve is to ensure the Association has adequate funds available in the event of an unanticipated catastrophic event or business situation that reduces reserve and threatens the financial viability of the Association, or requires an individual member of the Association to otherwise suffer a financial loss on a member-hosted Association event. A secondary purpose of the reserve is to support special projects in the event a single, or multiple strategic initiatives, should surface outside of the annual budgeting process. An initiative is defined as a chance for the Association to invest in an action that will benefit the Association members. Should a strategic initiative surface during the course of the year, an EC member may make a motion to the EC to fund such an initiative with reserves.

***Operations reserve***

The Association currently maintains an Operations reserve fixed at \$10,000.

***Conference reserve***

The Association maintains a Conference reserve fixed at \$30,000.

***In the event the reserves are not met***

In the event the Operations or Conference reserves are not achieved and said reserves fall below the stated values, the Treasurer will notify the EC of the variance at the next EC meeting. The EC will recommend necessary and sufficient corrective actions to pursue a recovery plan to meet the stated value within two budget cycles. If reserves fall below 75% of the stated value, the Treasurer will recommend to the EC at the next EC meeting a cap on any new project funding or special initiative funding through the reserves.

***LTAP/TTAP Conference Accounting and Revenues***

Since 2014, NLTAPA handles all financial transactions and maintain financial records and reports for the annual LTAP/TTAP Conference. As Conference Planning chairperson, the NLTAPA President-Elect establishes the conference budget and coordinates with the Vice-Treasurer to manage all conference financial transactions, signed contracts, and registration fees. The Conference chairperson updates the EC monthly and presents a final conference budget to the EC at its fall meeting. The Conference shall always be planned to cover all expenses associated with the event and return minimal post-Conference profit to the Association.



***NLTAPA Travel Reimbursement Policy***

NLTAPA supports member travel as budgeted in the annual EC work plan. Reimbursable activities may include sending an NLTAPA liaison or representative to a partner meeting or for EC members to attend the officers retreat or fall meeting. Funded travel must either appear in the member-approved annual Association budget or approved by the EC prior to the departure date. Travelers may book their own arrangements or work with the Treasurer to do so using the NLTAPA Credit card.

NLTAPA provides approved travelers reimbursement for eligible travel expenses. In order to receive reimbursement, travelers must first submit a completed NLTAPA Meeting Report Form and then prepare an NLTAPA Travel Reimbursement Request Form, with copies of all supporting receipts attached. Travel reimbursement claims are submitted via mail, email or fax to the NLTAPA Treasurer.

**NLTAPA Treasurer**  
Victoria F. Beale, JD,  
SPHR, SHRM-SCP  
Ohio LTAP Center Director

Ohio Department of Transportation 1980 W. Broad St., Mail Stop #1240 Columbus, OH 43223

Phone: 614-466-3129, Fax: 614-887-4736

Email: [victoria.beale@dot.state.oh.us](mailto:victoria.beale@dot.state.oh.us)

***Eligible Travel Expenses for Reimbursement***

Current rates for reimbursable expenses such as mileage, hotel, and per diem can be found at the U.S. General Services Administration website at: [www.gsa.gov](http://www.gsa.gov).

***Airfare or Mileage***

The most economical mode of transportation must be chosen. If you fly, only economy class or coach tickets are reimbursed. Ticket receipt is required. If you drive your personal vehicle, mileage is reimbursed at the federal rate at the time of travel. When driving your personal vehicle, you must maintain the minimum levels of liability coverage for your resident state. NLTAPA will not be responsible for liability resulting from any collisions.

***Parking***

Airport, hotel and other travel related parking fees are eligible for reimbursement. Receipts for parking are required.

***Airport Transfer/Rental Car***

Receipts for taxis, ride-share services, shuttles, transit and/or rental cars (including gas receipts) are required if such expenses are deemed necessary when traveling. If you use a rental car, only compact or economy class car rentals are reimbursed. NLTAPA does not reimburse for fuel charges imposed by the rental agency at the time of pick up or drop off.

***Hotel***

Reservations should be made at the event specified hotel at the negotiated rate, if possible. NLTAPA does not reimburse for telephone, internet, pay per view, mini-bar or other incidental charges. An itemized hotel receipt is required.

***Per Diem***

Meals and incidentals (MI&E) are reimbursed at the federal rate at the time of travel. The per diem amount is reduced by any meals provided by the meeting/conference hosts. A copy of the meeting agenda must be submitted with the reimbursement request form. Meals provided as a part of the lodging cost (breakfast included with the hotel room) or as a part of a conference (included with the conference fee) that the traveler is attending are not eligible for reimbursement.



## COMMUNICATING WITH MEMBERS

The Association communicates with its members in a variety of ways. A majority of the communication to the general membership occurs through the NLTAPA website, postings on the NLTAPA Google Group and group emails.

### *NLTAPA Website*

The Association has its own website, [www.nltapa.org](http://www.nltapa.org), currently hosted by the *Media Temple* web hosting service. The website is managed and paid for by NLTAPA and the Communications Work Group. The Communications Work Group budgets for annual website maintenance fees and coordinates host server payments with the NLTAPA Treasurer.

### *Website Content*

The NLTAPA website contains pages for each of the Association's work groups, each LTAP/TTAP region, and the EC. Site updates are made via the Communications Work Group. **Currently Omid Sarmad** [sarmad@soe.rutgers.edu](mailto:sarmad@soe.rutgers.edu) does the updates and submits invoices for his time to the Association Treasurer.

At a minimum, site pages should contain activities, work group members, and contact information. The bylaws, Annual Reports, Planning Calendar, and LTAP/TTAP Conference are also posted on the website. NLTAPA officers, work group chairs, and regional representatives provide website content to allow for updates to their respective pages.

### *Update Procedures*

NLTAPA continually works to improve the content, appearance and functionality of the NLTAPA website. The Communications Work Group is responsible for overseeing general updates to the NLTAPA website, and for monitoring routine updates made by the work group chairs and regional representatives.

At least twice a year, at the beginning of each calendar year and mid-year, the Communications Work Group will review each page on the website and report to the EC what information needs to be updated before the Association business meeting. Additional update requests can be made to the Communications Work Group on the monthly EC conference calls if necessary. The Communications Work Group and website manager will also be responsible for the email accounts having @nltapa.org (president, secretary, etc.). These email accounts provide communication links from the website and are also used when an officer establishes a registration on a third party website. By using these email addresses as aliases, the Association can easily shift these annually to the current officers.

**Note that these alias emails do exist, but the EC may decide this is not required and should be discussed with the next revision of the operations guide.**

### *NLTAPA Google Group*

The NLTAPA Google Group is a list serve that acts as a discussion forum. The discussion forum offers centers a place to exchange information online and to collaborate on ideas in a safe environment.

Center staff can sign up for a variety of forum topics they would like to follow. People wishing to join the need to contact the chair of the Communications Work Group. Work group chairpersons and regional representatives urged to promote use of the forum for communications.

### *FHWA Seminar Room*

FHWA provides access to web and teleconference services for NLTAPA and LTAP/TTAP meetings and events through the Seminar Room. *Adobe Connect* is the current web conferencing platform used for the Seminar Room; and can be scheduled for web meetings, eLearning, and webinars. Clearinghouse staff can provide information on how to use all of the Seminar Room's capabilities. The LTAP/TTAP Clearinghouse manages a scheduling calendar on the LTAP/TTAP Program website at [LTAP.org](http://LTAP.org) for Seminar Room reservations. Members must be logged into the Centers Only area of the website to make a Seminar Room reservation. **[We should ask if this is still available and if it is needed.]**

### ***NLTAPA Reports to the Membership***

The President, with assistance from the Communications Work Group, produces an Annual Report for Association members for distribution at the NLTAPA winter business meeting. The Annual Report typically contains a snapshot of the previous year's accomplishments and activities, priorities of the incoming president, and reports from each of the regions and work groups. The Communications Work Group chairperson works with the EC to collect the necessary information for the Annual Report. The Annual Report is presented to the membership in January at the winter business meeting. The Communications Work Group is responsible for providing electronic copies of the Annual Report to members. **Association Annual Reports are posted on the NLTAPA.org website.**

The NLTAPA EC, work groups, and committees typically provide written reports or presentations to members at the winter and summer business meetings. Membership business meeting agendas are posted on the Association website and LTAP/TTAP Forum by the President at least one week prior to the meeting. Once the EC and membership business meeting minutes are approved by the EC, the Secretary shall post the minutes on the NLTAPA website. Treasurer and officer reports and supporting documentation are also posted.

### ***Other Opportunities for Communicating with Members***

NLTAPA works with the FHWA to compile center best practices throughout the year. Best practices are collected on workshop content, presentations, publications, alternative funding arrangements, and Center performance reporting. Region representatives are encouraged to include a "Center Best Practices" discussion at their regional meetings. It is hoped that region meetings can serve as a forum that fosters center input back to NLTAPA.

### ***Member Q&A***

The "About" section of the NLTAPA.org website includes a section of questions and answers regarding the Association and how it operates. It provides new center staff and existing members a quick refresher on the Association's objectives, management and operations. Members of the NLTAPA EC would also be willing to answer additional member questions at any time.

## **NLTAPA POLICY ON EDUCATION AND ADVOCACY**

Education and advocacy are effective ways for non-profits to create awareness about their programs without lobbying. Education and advocacy are important tasks of NLTAPA and of the LTAP/TTAP centers at any time, but especially in advance of reauthorization of the Federal Transportation Bill.

### ***What is Lobbying?***

*Lobbying* is attempting to influence legislators to support or oppose a particular issue, program or piece of legislation.

**Direct Lobbying** is defined as communication with a legislator, legislative staff or legislative body, or any covered executive branch or other government employee who may participate in the formulation of legislation in regard to your program. This communication refers to a specific piece of legislation and expresses a view on that legislation.

**Grassroots Lobbying** is defined as an attempt to influence specific legislation by encouraging the public to contact legislators about the program or legislation. Grassroots lobbying encourages the recipient of the communication to take lobbying action on behalf of your program, a call to action.

*Although "non-profits" are allowed to engage in lobbying activities to some extent, **federally funded programs are prohibited from lobbying.** Federal funds cannot be used to lobby at federal or state levels unless Congress expressly authorizes it.*

The Association's 501(c)(3) status could be in jeopardy if it partakes in any lobbying activities.

***What is Advocacy?***

*Advocacy* is educating and creating awareness among legislators and the general public of issues facing the transportation community and the importance of aligning public policy to address local road needs. Advocacy does not endorse or oppose any specific legislation regarding the program.

The following activities are considered advocacy, not lobbying:

- Providing technical assistance or advice to a legislative body or committee in response to a written request
- Making available nonpartisan analysis, study or research
- Providing broad examinations and discussions of social, economic and similar problems
- Communicating with a legislative body regarding matters which might affect the existence of the organization, its powers and duties, its tax-exempt status, or the deduction of contributions to the organization (the "self-defense" exception)
- Updating the members of your own organization on the status of legislation, without a call to action

Advocacy activities are not restricted for non-profits and are a great way to engage policy makers in discussions of issues facing their constituents.

***Communication Resources***

Program Briefing Sheets and additional resources are available on the NLTAPA Communication Work Group's website for center use. It is suggested for centers to check with their ethics board before distributing any advocacy materials to their legislature or law makers.

***Partner Support***

The Partnerships Work Group coordinates with NLTAPA's national partner organizations to provide any requested educational materials and data, as they prepare their support documents for reauthorization.

## **APPENDIX A: NLTAPA Nominating Committee Guidelines**

The election of officers is one of the most important duties of the Association because effective work depends in large measure on good leadership. Article 7 of the Association bylaws addresses *Elections*; and Section 7.1 outlines requirements of the Nominating Committee including creation of the committee, length of service, committee charge, nomination guidelines, and balloting.

Our current organizational structure follows a three-year leadership track and requires the election of a Vice-President each year. The Vice-President advances to the President-Elect position their second year in office and to the President position in the third year.

### ***Nominating Committee Members***

The NLTAPA President appoints a Nominating Committee each year by January 1 and presents the committee member list to the membership at the winter business meeting. The NLTAPA Past-President chairs the Nominating Committee; additional members include:

- President of the Association – Ex Officio
- One At-Large Member representing larger centers
- One At-Large Member representing small centers

After the winter business meeting, the Past-President will contact the committee members and establish a meeting schedule necessary to complete the committee's work.

Any employee of an LTAP/TTAP center in good standing with the Association is eligible to serve on the committee. Potential Nominating Committee members should be well acquainted with Association membership and current activities; be informed of the duties of the offices to be filled; understand the purpose and mission of the Association; and be willing to plan open-mindedly for its future progress by seeking out the best possible nominee(s) for the Vice-President office.

### ***Identifying Vice-President and Other Open Office Candidates***

Nominating Committee discussions and nominations are kept confidential. Nominations for Vice-President or other vacant officer positions should be solicited using an open and unbiased process.

By February 1, the Nominating Committee will send an open solicitation to the Association membership requesting prospective nominees and/or self-nominations for all vacant officer positions. The consent of the individual is preferred, but not required, for their name to be submitted to the committee as a possible nominee. The Nominating Committee is responsible for informing all nominees of their prospective nomination, providing a list of duties and expected time commitment for each officer level, and obtaining permission from each nominee to be considered as a candidate.

A Sample Nomination Request Letter, Leader Nomination Form, and Election Ballot are provided below. Nomination forms will have the name of the nominating center and contact information removed prior to distribution.

Regardless of the number of suggested nominees received, the major responsibility of the committee is to secure the best qualified candidates for each office. The Nominating Committee identifies at least one well-qualified candidate for each open officer position, and submits the suggested slate of candidates, including qualifications, to the EC by April 1. The Nominating Committee chairperson distributes the final slate of candidates and their qualifications to the NLTAPA member centers by June 1.

### ***Nominating Committee Members as Nominees***

Robert's Rules of Order Newly Revised states "Members of the nominating committee are not barred from becoming nominees for the office themselves. To make such a requirement would mean, first, that service on the nominating committee carried a penalty by depriving its members of one of their privileges; and second, that appointment or election to the nominating committee could be used to prevent a member from becoming a nominee." The NLTAPA will follow this recommendation.

It is not uncommon for members of the Nominating Committee to be put forward as nominees. The Nominating Committee is only making recommendations. Members of the voting body have the final say

in the election. NLTAPA also accepts nominations from the floor as write-in candidates during the election process.

### ***Qualifications for Officer Nominees***

All suggested nominees should be considered thoughtfully and discussed freely. The following should be considered when reviewing each possible candidate.

- Do they have the ability and the commitment to promote the interests of the Association?
- What is their past experience and performance with their center, NLTAPA EC, or program partners?
- Can they work in harmony with the NLTAPA EC and Association stakeholders and partners?
- What is their record of attendance and participation at Association meetings?
- Do they have knowledge of the Association's purpose, mission and activities?
- Do they have special talents or skills which would especially qualify them for this office?
- Do they have the personal qualities and professional integrity that will represent the Association well in the transportation community?

### ***Contacting Potential Candidates***

The Nominating Committee chairperson or their designee is responsible for contacting the suggested nominees and request permission to place his/her name in for nomination. The potential candidates must be contacted to: 1) be informed of their prospective nomination, 2) be provided with a list of duties and expected time commitment for each of the levels they will serve, 3) obtain permission to be placed on the ballot for consideration, and 4) obtain further qualifications and other information in support of their nomination to complete the nomination form. The prospects should be given time to consider and agree to perform these duties. Those not wishing to serve at this time should be asked if they would consider a future nomination and such information be reported back to the EC.

### ***Completion of Obligations***

The work of the committee is completed when the election has been held and its report consisting of activities, election results and recommendations for improved operations has been submitted to the EC. The following is a timeline of the nomination and election process.

- By December 1, the President asks the member centers for nominees or interest in serving on the nomination committee.
- By January 1 – NLTAPA President appoints the Nominating Committee.
- By February 1 – Nominating Committee sends an open solicitation to the Association membership requesting prospective nominees and/or self-nominations for all vacant officer positions.
- By April 1 – Nominating Committee submits the suggested slate of candidates, including qualifications, to the EC.
- By June 1 – Nominating Committee chairperson presents the final slate of candidates and their qualifications for election.
- On June 1, or next business day – NLTAPA Secretary electronically distributes the official ballot with voting instructions.
- On June 30 – Election closes and the ballots are counted.
- 2 days following close of voting – NLTAPA Secretary informs the EC and Nominating Committee of the outcome of the election.
- Summer Business Meeting – The Nominating Committee submits their final report to the NLTAPA EC and general membership. New officers are installed at the close of the Association summer business meeting at the LTAP/TTAP Conference.

***SAMPLE NOMINATION REQUEST EMAIL***

Dear NLTAPA members;

On behalf of the NLTAPA Nominating Committee, we invite you to submit your recommendations for individuals to serve as the 2019-2020 Vice-President of NLTAPA and continue through the three-year leadership track. The elected candidate would be expected to become NLTAPA President at the summer business meeting of 2021.

The election of NLTAPA officers is one of the most important duties of the Association. Effective service to members depends in large measure on good leadership. Before nominating someone, please consider the following:

Duties of an NLTAPA officer, throughout the three year leadership track, are varied and considerable, and include but are not limited to:

- Chairing the NLTAPA Partnerships work group
- Coordinating collection and presentation of Executive Committee work plans and budgets
- Chairing the national LTAP/TTAP Conference Planning Work Group and coordinating Conference program and overall Conference logistics
- Chairing Executive Committee and Association meetings, being the spokesperson for the Association, and leading major initiatives for the Association
- Being the Association's primary link with FHWA Program managers
- Ensuring the Association meets its responsibilities as stated in the constitution and bylaws

These duties are shared by three people at any one time, but each person must be able to step into any of these roles if needed. Upon assuming office, the Vice-President's main responsibilities are to chair the NLTAPA Partnerships Work Group and prepare the Executive Committee's annual budget and work plan for presentation at the winter business meeting held in January.

The Nominating Committee is interested in knowing the following about each nominee:

- Do they have the ability and the commitment to promote the interests of the Association?
- What is their past experience and performance with the LTAP/TTAP Program and/or NLTAPA Executive Committee?
- What is their record of attendance and participation at Association meetings?
- Do they have knowledge of the Association's purposes and programs?
- Can they work in harmony with the Executive Committee, FHWA and Association partners?
- Do they have special talents or skills that would especially qualify them for this office?
- Do they have the personal qualities and professional integrity that will represent the Association well in the transportation community?
- Can the nominee travel out-of-state as needed for Association business (such as travel sponsored by NLTAPA or FHWA)?

***How to Nominate***

Any LTAP/TTAP director or staff member is encouraged to submit their recommendations for prospective nominees. Prior to nominating someone, the committee requests that you contact prospective nominees and obtain permission to submit their name(s) for nomination and/or to submit their name(s) to the Nominating Committee chairperson. Although preferred, the consent of the individual is not required for a recommendation to the Committee. Individuals may also self-nominate. Please submit nominations on the included *Officer Nomination Form*. All nominations will be kept confidential.

The Nominating Committee will contact the proposed candidates, gather qualifications and information and

inform them of the duties, obligations and responsibilities of the office. Prospective nominees will be given time to consider and agree to perform these duties, if selected. From those agreeing to serve, the Nominating Committee will review all information and will propose a slate of candidates to the Executive Committee for their endorsement. Once endorsed, one ballot of candidates for all open office positions, along with qualifications, will be sent electronically by the Association Secretary to all NLTAPA member centers. The ballot will also provide space for a write-in candidate.

We hope you will give this request for nominations careful consideration and suggest one or more qualified nominees to us by March 14, 2014. Please send all nominations directly to me at [groth020@umn.edu](mailto:groth020@umn.edu). We need your help to keep our Association productive and responsive to its members.

*Sincerely,*

XXX, Committee Chair (Past NLTAPA President)

Committee Members:

???

???

???

***SAMPLE NLTAPA LEADERSHIP NOMINATION FORM***

Date:

Name of Nominee:

Telephone:

Fax:

Email:

LTAP/TTAP center: LTAP/TTAP Position Title:

---

Nominated by: \_\_\_\_\_

LTAP/TTAP Position and center: \_\_\_\_\_

Please provide a brief description of your nominee for NLTAPA leadership by answering the following questions.

- 1) What are the specific abilities or talents of the candidate that would especially qualify him or her to serve NLTAPA and promote the interests of the Association?
- 2) What is the candidate's experience and performance with LTAP/TTAP and NLTAPA?
- 3) Has the nominee participated in any regional or national level LTAP/TTAP activities?
- 4) How will the nominee's personal qualities and professional integrity allow the nominee to represent the Association in the transportation community?
- 5) Will the candidate be able to work in partnership with the Executive Committee, FHWA and Association partners? Please describe.
- 6) Will the nominee be willing and able to perform some out of state travel as required to represent the Association? NOTE: NLTAPA officers are often asked to represent NLTAPA or LTAP/TTAP at meetings of national groups at varied locations. This is in addition to the 4 regular NLTAPA related meetings per year and may average one trip per month.



**SAMPLE OFFICER ELECTION BALLOT**

**[Needs to be updated to match the current Online Style]**

Greetings NLTAPA members;

It's time again for an NLTAPA officer election. Below is the slate of candidates for 2012-2013. The following candidates were recommended by the Nominating Committee and approved by the EC.

There are 3 candidates for the Vice-President position. Each candidate's nomination form and qualifications are attached for your review. You also have the option of a write-in candidate or self-nomination. If you choose to add a write-in candidate, please provide qualification information for that candidate.

Each LTAP/TTAP member center in good standing is entitled to submit **one** ballot. Ballots will only be considered valid for those Centers that have paid 2011-2012 dues *prior* to voting.

Please complete the ballot below and submit to [Name of NLTAPA Secretary or designee if Secretary is a candidate] by email **on or before June 30, 2011**. [Include the submission recipient's name and email here for ballot returns.]

**2012 NLTAPA Vice-President Ballot**

\_\_\_\_\_ Victoria Beale, Ohio LTAP Director

\_\_\_\_\_ Matheu Carter, Delaware T2 Circuit Rider

\_\_\_\_\_ Valerie Pitts, Kentucky T2 Administrative Services

\_\_\_\_\_ Write-in Candidate \_\_\_\_ (Please provide qualifications for write-in candidate.)

Person Casting Vote: \_

Representing Center: \_

*James Martin, President  
North Carolina LTAP*

*Jim Grothaus, President Elect  
Minnesota LTAP*

*Renee Railsback, Vice-President  
Colorado LTAP*

*Jim Self, Treasurer  
Oklahoma TTAP*

[www.NLTAPA.org](http://www.NLTAPA.org)

*Valerie Pitts, Secretary  
Kentucky LTAP*