

2022 Annual Report

New Hampshire Local Technical Assistance Program

UNH Technology Transfer Center

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New Hampshire
Technology Transfer Center



University of
New Hampshire

NH LTAP Sponsors:



U.S. Department of Transportation
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I. History, Background, General Operations

In 1982, the United States Congress established the Rural Technical Assistance Program (“RTAP”). In 1991 the name was changed to the Local Technical Assistance Program (“LTAP”), as the Intermodal Surface Transportation Efficiency Act widened the program’s scope to include urban areas with populations over 50,000. At that time, the Tribal Technical Assistance Program (“TTAP”) was also created.

Together, these programs help local agencies build, maintain, and operate America’s transportation system by delivering targeted training and technical assistance to local and tribal governments. Currently there are 51 LTAPs with one in every state and Puerto Rico. TTAP centers are being re-established in several regions to support to all Tribes in the United States.

The New Hampshire LTAP center was created in 1986 at the University of New Hampshire, one of the university sites selected to house this program in the fifth year of the RTAP program. Support for the program is provided by the Federal Highway Administration (“FHWA”), the New Hampshire Department of Transportation (“NHDOT”), and the University of New Hampshire (“UNH”).

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

B. Vision: Improve the quality and safety of the surface transportation system through collaborative partnerships, training and information exchange

The New Hampshire LTAP center (NH LTAP) has a proven track record of almost 40 years as an outreach program for the transportation workforce and has become a trusted resource for local agencies seeking training and technical assistance. Its ability to efficiently and effectively transfer technology and information through courses and relationships to the rural and urban partners and customers is its primary measure of success.

The NH LTAP provides education and technical assistance on transportation-related matters to a wide variety of entities, including city and town street/highway departments, public works departments, elected and appointed public officials, private individuals, corporations, and other stakeholders. By sharing and improving the distribution of this information, the program promotes efficient use of local transportation agencies’ scarce resources.

NH LTAP’s vision is to improve the quality and safety of the surface transportation system through interactive relationships and information exchange. The NH LTAP builds on long- standing relationships among partners including the FHWA, NHDOT, New Hampshire Public Works Association (“NHPWA”), New Hampshire Public Works Mutual Aid (“NHPWMA”), New Hampshire Road Agents Association, NH Good Roads Association, NH Construction Career Days, National LTAP Association (“NLTAPA”), American Public Works Association, and FHWA Every Day Counts training.

The overarching methodology of NH LTAP is to:

- ***integrate*** services and resources into a centralized location;
- ***coordinate*** with all the stakeholders; and
- ***accelerate*** distribution of transportation related technology by moving FHWA and NHDOT mandates, new transportation resources, and other information into the hands of the NH LTAP constituents.

II.NH LTAP Program Focus Areas

There are four focus areas that are vital to the success of NH LTAP's mission of fostering a safe, efficient, and environmentally sound surface transportation system:

- Safety
- Infrastructure Management
- Workforce Development
- Organizational Excellence

These focus areas are addressed by improving the skills and increasing the knowledge of the local and tribal transportation workforce. NH LTAP achieves its objectives by providing seminars and training sessions, information sharing, technical assistance, quarterly newsletters, transfer of technology materials, external communication, and evaluation.

The NH LTAP Program Management Plan has been developed with consideration and input provided by clients, constituents and funding organizations, through:

- Federal initiatives presented at workshops,
- Stakeholders' input through the Advisory Board and other direct requests,
- Clients and constituents providing input through needs assessments.

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

Safety is a primary concern of every part of the surface transportation system. LTAP/TTAP efforts are focused on delivering training and technical assistance in the core areas of roadway, worker and work zone safety. This is a particular priority for LTAP/TTAP, as Rural areas account for 71% of the nation's public road miles and see nearly half of crash fatalities. ([NHTSA.gov](https://www.nhtsa.gov))

The goal of improving safety is being met by the NH LTAP through training, technical assistance, and information dissemination. Specific goals related to safety to be addressed during 2022 included:

- **Training:** To offer a variety of training courses on various safety topics, including topics from all three categories: Roadway Safety, Worker Safety and Work Zone Safety.
- **NH Public Works Mutual Aid:** To increase participation in the NHPWMA by continuing involvement with the Board of Directors, by attending board meetings and conferences, maintaining program website, and coordinating program educational workshops and events.
- **Safety Awareness:** To increase awareness in safety by offering related workshops, publishing newsletter articles, adding relevant articles to the website, and participating in the conferences bringing the information directly to the employees.
- **MUTCD Requirements:** To increase knowledge and awareness of the MUTCD requirements as published by FHWA by offering relevant workshops.
- **Safe Flagging Operations:** To increase safety and awareness during flagging operations by offering a Flagger Certification workshop in which participants earn a flagger certification card, which is valid for four years through the American Traffic Safety Services Association and distributing safe flagger operation fact sheets.
- **Publications and Videos:** To increase knowledge on safety-related issues and awareness by adding safety-related publications and videos to our YouTube Library.
- **Tailgate Talks:** To increase knowledge on safety-related issues and awareness by creating and collecting, including in conjunction with NLTAPA, a library of ready-to-go safety talks that can be distributed or utilized by managers and others at team meetings, as well as that are presented monthly via Facebook GoLive by UNH T² staff.

- **Safety Tips:** To increase employee safety awareness by disseminating safety tips on various topics at every training session we hold.

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

Infrastructure Management is a core activity of local and tribal transportation agencies. This requires solutions that maximize infrastructure performance while minimizing negative financial, human, and environmental effects. Local and rural road agencies are increasingly focused on the bottom-line financial management of transportation systems, a trend codified in the MAP-21 legislation. They are responsible for a multitude of upgrade, maintenance and repair activities, and must make decisions and carry out activities to support their local road system with very limited resources. (LTAP/TTAP Strategic Plan, p. 5)

The goal of improving infrastructure management is being met at the NH LTAP through training, technical assistance, and information dissemination. Specific goals related to infrastructure management during 2021 included:

- **Training:** To offer a variety of training courses on various infrastructure management topics.
- **Technical Assistance:** To provide more technical assistance to municipalities via on- site visits, phone, or email.
- **Technical Articles:** To write and publish technical articles on a variety of infrastructure management issues.

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

The LTAP/TTAP Centers are located in academic institutions as well as State DOTs, linking us to both the pipeline into the transportation workforce as well as the front-line, managerial, administrative and elected workforce already in that pipeline. As educators and information sharers, the program is an important element in the Workforce Development cycle as the transportation sector works to attract, retain and retrain present and future workers. (LTAP/TTAP Strategic Plan, p. 5)

The goal of improving workforce development for local transportation agencies is being met at the NH LTAP through training, technical assistance and information dissemination. Specific goals addressed during 2022 included:

- **Training:** Offered a variety of training courses on various workforce development topics, as well as offering awareness of other training and educational opportunities such as AASHTO TC3, FHWA webinars, and more.
- **Roads Scholar Program:** To continue to offer and administer the Roads Scholar Program, which categorizes all workshops in one of these four categories: Technical, Environmental, Safety and Supervisory. The Program sets forth Levels that can be attained, with hours counted in each category, and a “typical” workshop consisting of 5 hours.

New Hampshire Roads Scholar Program - Achievement Levels

- **Safety Champion:** requires 20 hours in Safety
- **Roads Scholar - Level 1:** requires 25 contact hours
- **Roads Scholar - Level 2:** requires 50 contact hours in the specific subject areas:
 - 20 hours of Technical
 - 10 hours of Safety
 - 5 hours of Environmental
 - 5 hours of Supervisory
 - 10 additional hours of any category (or electives)
- **Senior Roads Scholar (Level 3):** requires 75 contact hours and achievement of Level 2
- **Master Roads Scholar (Level 4):** requires 100 contact hours and achievement of Level 3
- **Master Roads Scholar II (Level 5):** requires 150 contact hours, be a Safety Champion and Level 4
- **Advanced Master Roads Scholar (Level 6):** requires 200 contact hours, achievement of Level 5 and completion of capstone project as agreed upon with NH LTAP Advisory Board

- Letters of achievement emailed to elected officials, leadership, and in some cases Human Resources.
- **Master Roads Scholar Program Celebration:** To hold at least one recognition luncheon or event to recognize individuals who have recently achieved Master Roads Scholars level.
 - Press release with luncheon write up and photo to be released in January following year.
- **Annual Roads Scholar Directory:** Published annually electronically and available by print as requested.
 - Includes all active Roads Scholars (those who participated in a UNH T² workshop in past three years) at every level as of the end of the prior year.
- **Newsletter Articles:** To publish newsletter articles providing guidance on a variety of issues relating to public works, including workforce development and communicating and marketing Public Works.
- **Website Resources:** To offer a variety of transportation resources on our website and in our library, as well as providing links to other organizations to share their resources.
- **Championing Innovation** Through Build a Better Mousetrap and sharing of Every Day Counts and other innovative opportunities, UNH T² seeks to create a culture of collaboration and innovation amongst public works.

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

The concept of Organizational Excellence is central to our program. The ability to provide value-added services to our customers through training, technical assistance and knowledge sharing – whether they are local or tribal governments, state DOTs, or private concerns – is the success factor for the program. To do so effectively, Centers seek to continuously improve through both the gathering and sharing of notable practices and resources as well as ongoing peer-to-peer sharing of knowledge and experience through local and national conferences and professional meetings. Measurement and analysis of program performance data helps FHWA assess the current state of these efforts, share those useful practices among the Center community, and guide current and future initiatives and work efforts. (LTAP/TTAP Strategic Plan, p. 6)

The goal of organizational excellence is being met by NH LTAP as follows:

- **Organizations, Boards, Committees and other Positions:** To continue to serve on local, state and national Boards and committees to support the NH LTAP's mission. These will include, but are not limited to, those already stated in the Management Plan. It is the intention to add others as time and funds allow.
- **Attendance at Conferences, Meetings and other Events:** To continue to attend and/or exhibit at local, state, regional and national NLTAPA meetings.
- **Staff professional development**
- **Supporting meaningful communication and outreach amongst public works in New Hampshire** through social media, email, web, and efficient and effective mailing lists.
- **Operating efficiently and effectively** through the collection and analysis of meaningful data and metrics, development of SOPs and SOGs (Standard Operating Procedures and Guidance), and partnership with NH LTAP Advisory Board, UNH T² consistently seeks opportunities to be efficient and cost-effective in its operations. Through Build a Better Mousetrap and sharing of Every Day Counts and other innovative opportunities, UNH T² seeks to create a culture of collaboration and innovation amongst public works, to encourage those we support to identify time- and cost-savings that can contribute to safer, more effective agencies and roadways.

III. Advisory Board

| Stakeholder Group | Name | Position/Agency |
|-----------------------------|-------------------|---|
| NHDOT | Glenn Davison | Supervisor of Systems Planning, Civil Engineer VI |
| NHDOT | Vacant | |
| NHDOT | Vacant | Research Engineer- Bureau of Materials and Research |
| FHWA | Michelle Marshall | Area and Safety Engineer- FHWA NH |
| NH Public Works Association | Martha Drukker | Associate Engineer- City of Concord |
| NH Public Works Association | Scott Kinmond | Public Works Director- Town of Alton |
| NH Road Agents Association | Vacant | |
| NH Public Works Mutual Aid | Vacant | NH DOT Highway Maintenance |
| Research or UNH | Marilee Enus | UNH T2 Director |
| At Large or RPC | Vacant | |

IV. Staff

- UNH T² Director: Marilee Enus
- Program Coordinator: Lee Cooper (Nov. 2022)
- Senior Training Instructor: George “Butch” Leel
- PT Technical Specialist: Scott Kinmond
- SADES Manager: Chris Dowd
- Student Workers:
 - Sydney Weisensee, Liberty Laarman, and Jamie Corr
- Faculty
 - Erin Bell, Principal Investigator

V. Training

- About 1700 attendees, including about 1400 local agency attendees, participated in 117 training events hosted and led by UNH T2, including 56 virtual and 61 in-person workshops and events.

VI. New Workshops Developed by UNH T2

- Analyzing and Sharing Data in Excel
- Employer Branding for PW Recruitment & Retention
- Excel Part WOW - Tips, Tricks, and Did-Ya-Knows
- Finding, Retaining & Motivating PW Employees
- Getting Started in Excel
- Grant Writing Basics
- Keeping Each Other Safe in Work Zones
- Level Up Productivity with Outlook: Tasks, Signatures, Folders and Other Tips
- PW Jumpstart - New Hire Orientation
- Safe & Defensive Driving in Public Works Operations
- Safety Countermeasures for Unpaved and Gravel Roads
- Using Canva to Design Marketing & Other PW Communications for Public Works

VII. Roads Scholar Program

- Published [2022 NH Roads Scholar directory](#)
- Held Master Roads Scholar luncheon at Puritan Manchester in November to honor 2020, 2021, and 2022 Master Roads Scholar recipients.

VIII. Build a Better Mousetrap

UNH T² received four Build a Better Mousetrap submissions for 2022 and submitted three to the national program at FHWA.

IX. Newsletter

Published quarterly issues of *Road Business* [newsletters](#), and emailed to PW.net, subscription email list, NLTAPA, and shared on Facebook and LinkedIn.

Newsletter transitioned to Canva for designing and publishing, which allows for easily embedded digital version of the newsletter into website, as well as the standard PDF version, and an online digital reading experience.

Other Press and Article Opportunities in 2021:

- [National Public Works Week](#)
- [APWA and NLTAPA partnership](#) (APWA Reporter)
- [My Turn: Public Works doing more with less this winter \(concordmonitor.com\)](#)

X. Website

The t2.unh.edu website was completely overhauled in 2022, including the development of a new [Resource section](#) that is keyword and topic searchable.

XI. Communication

- PW.net was transitioned from prior out-of-service listserv application to Microsoft365 as a Group. Transition included a detailed cleanup of email addresses, resulting in over 100 email addresses that were not in service or experiencing delivery delays being removed.
 - 600 active members
- 583 Facebook followers
- 349 YouTube subscribers
- 152 LinkedIn followers (up from 93 in 2021)
- 114 email addresses on the “subscription only” email list (for special updates, but not general PW.net communications)

XII. Listservs

- UNH T² also hosts and maintains 6 active Google Groups
 - NHPWA Board
 - NHPWA Membership
 - NHPWMA Board
 - NHPWMA Activation Contacts
 - UNH T² Advisory Board
 - NH Salt Symposium Planning Committee – while still “active” is not currently in use

XIII. Affiliate Groups and Partnerships

NH Public Works Association

- Marilee and Scott served on the Executive Board.
- UNH T² hosted and maintained website.
- UNH T² maintained Board and Member Google Group lists
- Assisted in coordinating events and education seminars, including marketing materials, developing agendas, and administrative support for Annual Meeting and technical sessions.
- Provided general assistance.
- Took meeting minutes.
- Provided ad hoc administrative support for events.

NH Public Works Mutual Aid Program

- Marilee served on the Executive Board.
- UNH T² hosted and maintained website and database.
- UNH T² maintained a Board Google Group list
- UNH T² maintained and distributed an Excel-based 24-7 Contact file to Board and 24-7 Contacts.
 - Converted this list to Google Groups in 2021 and will continue to maintain going forward
- Provided ad hoc general assistance.
- Took meeting minutes.

State Transportation Innovation Council (STIC)

- Marilee served on the STIC group in NH.
- Marilee participated as a co-lead for EDC initiative on Strategic Workforce Development

NHDES

- Provided virtual Green SnowPro training towards Salt Applicator Certification Program.
- Launched new “Snowfighters’ Seminar” approved for Green SnowPro training.
- Provided virtual Culvert Maintainer Certification and Recertification Program training.

NEAPWA

- Marilee participated on Public Works Awareness Committee, Education Committee, as well as newly formed Communications Sub-group, including writing Op-Eds, Press Releases, and other industry communications.

NLTAPA

- Marilee participated as Co-Chair of Communications Work Group
- Assisted FHWA in celebrating LTAP 40 through hosting and planning a virtual 40th anniversary celebration for national audience, interviews, and other activities

I Build NH

- Marilee participated as industry co-champion to represent horizontal construction

Additional Partnerships and Participation:

- NH Municipal Association
- Green Mountain Conservation Group
- Other LTAP Centers
- Civil Engineering Department at University of New Hampshire
- Federal Motor Carrier Safety Administration (FMCSA)
- AASHTO TSP2 Bridge Preservation – Local Agency Outreach Workgroup (ME)
- Northeast Pavement Preservation Partnership workgroup

XIV. Technical Assists

UNH T2 staff participated and responded to a dozen technical assistance requests to support workforce development, worker safety, planning, and public administration.

XV. Professional Conference Presentation

- NHMA Annual Conference November 2021: *Rural Roads and You - Introduction to Local Road Safety Plans* – Marilee and Jerry Roche (FHWA)
- NHMA Annual Conference November 2021: *Rising Quickly to the Recovery – Mutual Aid and Disaster Response Considerations for Public Works Agencies* (Kürt Blomquist and Marilee)
- NHMA Annual Conference November 2021: *The Local Technical Assistance Program (LTAP) - your Partners in Public Works' Professional Development* (Marilee)
- NHMA Annual Conference November 2021: *Build Your Brand...Build Your PW Team – Applying PR and Employer Branding to Your Hiring Strategy* (Marilee)
- New England APWA's *Chapter Connects* panel discussion on *Recruiting and Retention in the Workforce* (Marilee moderated)
- APWA PWX 2022: *LTAP – Your Partners in Workforce Development and Succession Planning* (Marilee and other LTAP colleagues as a panel)
- NH Salt Symposium discussion on municipal Green SnowPro rule making (Scott)
- Provided administrative and operational support for NESGE Workshop virtual meeting; November 2021 with positive feedback of UNH T2's support received from Krystle Pelham (NHDOT)

XVI. Other Events, Initiatives and Recognition

- Developed and rollout out a compensation survey to gather public works compensation information, at request of municipalities
- Completed a UNH migration from Box to Sharepoint, reviewing thousands of digital files to ensure 30+ years of documentation and records were archived and transferred
- Completed move from Kingsbury W220 offices to new offices in Gregg Hall on UNH Durham campus
- Implemented a post-workshop Certificate of Completion available online to attendees
- Mailed out remaining 2020 and 2021 Roads Scholars awards
- Added branded notepad and pen to workshop distribution materials, with a QR code on the notepad that directs attendees to our website, resources, connected with us, etc. through our new [Linktr.ee page](#)
- Represented public works and facilitated partnership for workforce awareness at the NH CTE Educator Seminar and NH Construction Career Days
- Partnered with UNH Tech Camp, NH Good Roads, NHDOT, private industry including Pike and E.D. Swett, to conduct an onsite bridge field trip with summer campers
- Marilee recognized with [2022 APWA Donald C. Stone Award for Excellence in Education](#)
- Furthered dialogue and opportunity for partnership with MnDOT (Minnesota DOT) to introduce their [Bridge UP! Curriculum](#)
- Completed hiring of new FT Program Coordinator
- Launched PW Jumpstart- a public works orientation that is free for local agencies