

2020 Annual Report

New Hampshire Local Technical Assistance Program
UNH Technology Transfer Center
January 2020-December 2020

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New Hampshire
Technology Transfer Center



University of
New Hampshire

NH LTAP Sponsors:



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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. There are several Centers in transition, but every state has a program in place. In 2017, the 7 regional TTAPs were closed and 1 Nationwide Center was started to provide support to all Tribes in the United States.

The New Hampshire LTAP center was officially 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 over 30 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 trainings.

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, on-site technical assistance, quarterly newsletters, transfer of technology materials, external communication, and evaluation.

Over the next decade, there will be a continual need for training, technology transfer, and implementation of best practices throughout the transportation community. Partnerships with NHDOT, FHWA, and other national transportation groups will enable NH LTAP to better address these needs.

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 provide 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 roads account for approximately 33 percent of the vehicle miles traveled in the US, but they account for 55 percent of fatalities, and the fatality rate for rural crashes is more than twice the fatality rate in urban crashes. (LTAP/TTAP Strategic Plan, p. 5)

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 2020 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 2020 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 2020 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 mailed to elected officials, leadership, and in some cases Human Resources.
 - Invitation to present award for Master Roads Scholar I and II, and Advanced Master Roads Scholar, at town select board meeting.
 - Press release noting Senior, Master I, Master II, and Advanced Master Roads Scholar achievements from past year.
- **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.
 - *Note that due to pandemic impacts, we did not hold a Master Roads Scholar luncheon in 2020.
- **Annual Roads Scholar Directory:** Published July 2020 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	Ann Scholz	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	Town Administrator- Town of New Durham
NH Road Agents Association	Rick Riendeau	Director of Public Works- Town of Milford
NH Public Works Mutual Aid	Caleb Dobbins	NH DOT Highway Maintenance
Research or UNH	Vacant	
At Large or RPC	Dave Danielson	President, Forecee Advocacy- NH State Rep

IV. Staff

- UNH T² Manager: Marilee LaFond
- Program Coordinator: Training & Development: Stephanie Cottrell through April 2020, vacancy since
- Program Coordinator: Outreach & Engagement: Bettina Sietz
- Senior Training Instructor: George “Butch” Leel
- PT Technical Specialist: Vacancy (Scott Kinmond provided some assistance in associated tasks)
- SADES Manager: Chris Dowd
- Student Workers:
 - Haley Langton, Rachel Barbieri, Sabrina Patterson- Office Assistants
- Faculty
 - Erin Bell, Principal Investigator

V. Training

- Developed and launched a keyword searchable eLearning Catalog featuring title and summary descriptions on hundreds of online learning opportunities- training that was available on demand, resource videos, or pre-recorded webinars from our NLTAPA partners, TC3, NHI, and others. Provided Roads Scholar hours for most partner content (up to 40 hours).
- Posted about 200 live free online training events from our partners on our website calendar and made them available for NH Roads Scholar hours.
- Hosted two *COVID-Resiliency Winter Operations Round Tables* with almost 100 people in attendance.
- Developed several new workshop and training events- including a six-part series titled *Safe and Sound: Safer Roads for New Hampshire* featuring EDC STEP, FoRRRWD, RSA and LRSP, systemic analysis, and SafeSystems Approach, with support from FHWA Office of Safety.
- Launched new workshop for NHDES Green SnowPro-eligibility - *Data-Driven Winter Maintenance*
- Co-developed *Weeds Seeds and Things with Wings - Invasive Plants* with NH Fish and Game

- Presented some existing workshop topics in full virtually such as *Green SnowPro* and *Certified Culvert Maintenance*.
- Positive response to “hybrid” equipment workshops, with classroom and safety content presented virtually, and the instructor joining attendees for small one-on-one hands-on practical in their towns on their equipment.
- Presented some full-day workshops in an abbreviated format, including *Hard Road to Travel*, *Mowing Safety*, *Culvert Installation*, *Workzone Safety*, and *Chainsaw Safety*.
- Developed and launched new virtual workshops to support leadership and talent acquisition in public works, including *Ethics in Public Works*, *Social Media for Public Works*, *Elephant Ostrich and You-Taming the Wild Performance Management Process* and a recruiting-focused presentation on *Winning the Talent Game*, and *Culture of Safety*.
- Recorded many of the virtual training sessions to use as future resources; the videos since viewed over 700 times on [YouTube](#).
- 48 responses to Menti.com survey to review 2020 training season and plan for 2021.

VI. Attendance

- Almost 800 attendees (over 500 unique attendees) to 40 “live” UNH T2 trainings via Zoom this year.

VII.NHDOT Training

Due to the pandemic, NHDOT was unable to engage in private in-person workshops but did participate in Certified Culvert Maintainer.

VIII.Roads Scholar Program

Achievements to Next Level in 2020:

- Roads Scholar I (Level 1) - 31 achievements
- Roads Scholar II (Level 2) – 9 achievements
- Senior Roads Scholar (Level 3) – 7 achievements
- Master Roads Scholar (Level 4) - 10 achievements
- Master Roads Scholar II (Level 5) - 1 achievements
- Advanced Master Roads Scholar (Level 6) – 1 achievement
- Safety Champion – 10 achievements

IX.Every Day Counts

- Shared EDC info on social media, in newsletter, and other communications
- Shared FHWA e-blasts relative to EDC
- Shared FHWA EDC webinar details via social media, training calendar, and PW.net
- Offered Roads Scholar hours for participation in EDC training events, including EDC Summit.

X.Build a Better Mousetrap

UNH T² did not receive any eligible submissions for Build a Better Mousetrap in 2020. We were however pleased for the opportunity to lead NH’s submissions for ten innovations to the EDC-6 Innovation Showcase, and to fill all available spaces for our state.

XI.Newsletter

Road Business was published 3 times in 2020, and was emailed to almost 700 subscribers on PW.net, as well as an additional 150 individuals who have specifically requested the UNH T² Newsletter and Calendar. It was also shared via Facebook and our website.

Other Newsletter-related successes in 2020:

- Redesigned quarterly newsletter to be more e-friendly, including bringing the knowledge-retention riddle “virtual” by using Google Forms and Google Sites to create a fun online game experience to enter the reader raffle.
- Built relationships for article submissions and writing opportunities, including a co-authored article for [APWA Reporter](#) and an article on COVID/Winter Operations that was shared by our NHPWA and Maine Municipal Association.

Spring 2020 issue released 06/03/2020

- Articles:
 - People, The Engine of Public Works
 - Potholes are NOT Inevitable
 - NHDOT Finds that Safety at Midblock Pedestrian Crossings can be Improved with Additional Lighting
 - Summer Safety – Avoiding Heat Related Illnesses (written by BLS)
 - Trees and Invasive Species, NHMA Hot Topics
 - STEP (Safe Transportation for Every Pedestrian): Pedestrian Countermeasures
 - Brain Teaser

Summer 2020 issue released 09/02/2020

- Articles:
 - Growing Respect as First Responders
 - Bridge Deck Preservation Treatment Options
 - Why Did the Critter Cross Under the Road?
 - Mailboxes, NHMA Hot Topic
 - UNH T2’s Tech Assist Corner
 - Innovation Station
 - Online learning retention (Brain Teaser)
 - The Safe System Approach

Fall 2020 issue released on 12/16/2020

- Articles:
 - How Local PW Departments Can Reap Big Rewards Using Social Media (co-written by ML)
 - Storage and Management of Deicing Materials
 - Now is Public Works Time to Shine Through Winter’s Darkness – Preparing COVID-Resilient Winter Operations (written by ML)
 - High Visibility Safety Apparel (written by BLS)
 - Water, Water Nowhere, NHMA’s Hot Topics
 - UNH T2’s Tech Assist Corner
 - “How To”: Town Meetings During and After COVID-19 (written by RB)
 - Innovation Station
 - Online Learning Retention (Brain Teaser)

XII.Website

We continued efforts to cleanup and organize content to make the website more user-friendly, including updating our most viewed pages, structuring pages for best viewing and access to information, removing dated material, and confirming best practices in accessibility.

XIII.Communication

- 670 PW.net subscribers (+60 prior year)
 - 10% year-over-year increase
- 159 Email list participants
- 443 mailing list participants plus 103 NHDOT addresses
- 495 Facebook followers (+64 prior year)

- 15 % year-over-year increase
- Implemented a weekly Facebook GoLive (along with LinkedIn and YouTube) titled “Tuesday Top 10 at 10 with T2” to share ten items of interest to public works.
- Continued Facebook GoLive series, Butch Says, to present and share safety talks from our NLTAPA Tailgate Talks library
- 329 YouTube subscribers (+55 prior year)
 - Recorded virtual learning events and added them to YouTube library for over 700 additional views since
 - Updated and added content from LTAP and other sources to support more robust playlists
- 139 Twitter followers (+9 prior year)
- 72 Instagram followers (launched in in February 2020)
- 46 LinkedIn followers (launched in Fall 2020)

XIV.Listserves

- PW.NET Listserv has 670 subscribed members
- UNH T² also hosts 5 Google Groups
 - NHPWA Board
 - NHPWMA Board
 - NHPWA Membership
 - UNH T² Advisory Board
 - NH Salt Symposium Planning Committee

XV.Affiliate Groups and Partnerships

NH Public Works Association

- ML served on the Executive Board.
- UNH T² hosted and maintained website.
- UNH T² contributed an article to the 2020 newsletter.
- 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.
 - NHPWA Annual Meeting and Technical event (held virtually)
 - Member field trip and social in Nashua

NH Public Works Mutual Aid Program

- ML 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.
- Provided ad hoc general assistance.
- Took meeting minutes.

State Transportation Innovation Council (STIC)

- ML served on the STIC group in NH.
- Attended all 2020 meetings and events virtually.
- Participated in the EDC Summit including presenting on our *Tuesday Top 10 at 10 with T2* initiative for the Innovation Showcase.

NHDES

- Provided virtual Green SnowPro training towards Salt Applicator Certification Program
 - Developed and sought approval for a new Refresher-eligible course “Data Driven Winter Maintenance” and hosted two sessions.
- Provided virtual Culvert Maintainer Certification and Recertification Program training
- 2020 NH Salt Symposium
 - Assisted with day-of event setup.

Additional Partnerships and Participation:

- NHDOT
- FHWA Office of Safety and others
- NH Municipal Association
- Primex
- Green Mountain Conservation Group
- The Nature Conservancy
- NH Fish and Game
- NH’s Regional Planning Commissions including Strafford Regional Planning Commission
- Other LTAP Centers
- Civil Engineering Department at University of New Hampshire
- Federal Motor Carrier Safety Administration (FMCSA)
 - Contact with NH Division Office regarding Entry Level Driver Training rule (ELDT)
- AASHTO TSP2 Bridge Preservation – Local Agency Outreach Workgroup (ML)
- NLTAPA Communications Workgroup (ML)
- NLTAPA Training Resources Workgroup (ML)
- NLTAPA Instructors Resources peer group (ML)

XVI. Technical Assists

UNH T2 staff participated and responded to almost 50 requests for technical assistance, including many requests for operations support, workforce development, talent acquisition and succession planning, and business continuity/ resiliency assistance.

XVII. Professional Conferences

Our staff presented at several virtual conference sessions, including our state-wide conference from NH Municipal Association, with topics on *Social Media for Municipalities*, and *FUNDamentals of Safety*, as well as supported a presentation from AASHTO TSP2 Local Agency Bridge Preservation Work Group on *Low-Cost Bridge Preservation*. We also participated as speakers at the NLTAPA Annual Conference and were pleased for the opportunity to share our *Tuesday Top 10 at 10* innovation at the *EDC Summit Innovation Showcase* presentation.

Many industry events went virtual in 2020, allowing our UNH T2 staff to attend a large and diverse number of workshops and conferences conveniently, to pursue professional development directly beneficial to our mission to support the NH transportation workforce, without lost time due to travel. This includes the *Western Snow Conference*, *Roadway Management Conference*, *the National Summit on Rural Road Safety*, *NLTAPA/NTTD Annual Conference*, *NHMA Conference*, and a variety of NEAPWA, LTAP, and other industry lunch and learns and seminars. We also participated as vendors in the NHMA virtual conference, including the creation of our [intro to T2 video for our booth](#).

XVIII. Other Events, Initiatives and Special Projects

- Developed new [Supervisors Toolbox](#) resource page on website complete with several new resources to assist leaders in management.
- Developed a [COVID-resources page](#) with resources developed internally (Clean Truck video <https://youtu.be/t9PHww6SciA>) and borrowed
- Researched and created a collection of Winter Snow and Ice policies from NH municipalities (https://t2.unh.edu/sites/default/files/media/winter_snow_and_ice_policies_new_hampshire.xlsx)
- In response to COVID, implemented an informal virtual monthly *Chit-Chat and Chew with T2* to create a space for public works peers to share ideas, questions about COVID response, and network and maintain strong connections for information sharing. Reduced to a monthly meeting late summer.