



U.S. Department  
of Transportation

**Federal Highway  
Administration**

# LTAP/TTAP Strategic Plan: 2009 Update

Federal Highway Administration  
Office of Professional and Corporate Development

## **LTAP/TTAP OVERVIEW**

The Federal Highway Administration created the forerunner of Local and Tribal Technical Assistance Program (LTAP/TTAP) in 1982 to provide local agencies with training programs and information to address the maintenance of rural roadways and bridges. Expanded to include more urban areas and tribal lands in 1991, the national Program delivers technology transfer, training and technical assistance through 58 local Centers – one in each state, one in Puerto Rico, and seven covering the entire country serving tribal areas. Roughly two-thirds of LTAP Centers are located in state colleges and universities, with one-third in state departments of transportation. All are funded by FHWA through Federal funds with a required 100 percent match from the states; in the case of TTAPs, that match is provided by the FHWA Office of Federal Lands Highways in partnership with the Bureau of Indian Affairs (BIA).

## **STRATEGIC PLANNING IN LTAP/TTAP**

The LTAP/TTAP Strategic Plan defines and shapes the business lifecycle of the Program. The LTAP/TTAP plays a critical role in advancing the national surface transportation system and is a partner of choice for training and technical assistance throughout the local roads community. This Plan articulates the vision and mission for the Program, as well as the core issues that drive the broad community of program stakeholders. To both fulfill their needs and better manage the Program at the national level, the Plan aligns its core competencies with those of the wider community through four key areas that indicate both program functions and critical drivers for every LTAP/TTAP Center. The Plan and its underlying strategic and operational framework are intended to be focused in the short term and sustainable over the long-term.

LTAP/TTAP is driven by relationships. The strengths of the LTAP/TTAP ultimately draw from its ability and position as an agent for change among its community partners, and the vision and mission of the LTAP/TTAP program reflects the central overriding importance of collaboration and information sharing. LTAP/TTAP Centers collaborate with local, tribal, state and Federal partners to share the best solutions and transfer the latest knowledge with their local roads government agencies and private partners. Furthermore, Centers capitalize on their informal relationships with people at the local, regional and national levels, making it possible to efficiently and effectively transfer innovative technologies and best practices to the end user in the transportation community.

LTAP/TTAP remains a strongly local effort where individual Centers provide the services and information exchanges demanded of them by their local partners and customers. This Strategic Plan is a general framework that guides and informs Federal managers, stakeholders and the wider transportation community about the LTAP/TTAP at the national level rather than a specific definition of what the organization does or how it works. Many programmatic and operational issues are addressed at the local Center level, and the Strategic Plan as a national effort is complementary to the separate plans of individual centers.

## **BUILDING ON OUR SUCCESS**

The first program strategic planning effort was developed in 1997 and represented a valuable first opportunity for the LTAP/TTAP to work together as a team to consider a collective strategic outlook. In 2004, the LTAP/TTAP Strategic Plan was implemented, building upon the core of the 1997 effort by clarifying program direction and adding important performance analysis tools. The LTAP/TTAP Program is committed to thinking both critically about our position and strategically about how to make improvements to crucial areas, and this 2008 update to the Plan takes the next steps to further that effort. It integrates additional focus and performance information for the TTAP part of the Program; it also adds the latest information regarding the program roles and responsibilities effort to clearly define the work of program stakeholders across LTAP/TTAP operations.

## **THE LTAP/TTAP VISION AND MISSION STATEMENTS**

### ***Vision:***

***We will improve the quality and safety of the surface transportation system through interactive relationships and information exchange. We will be driven by these relationships and known for our ability to enrich the knowledge base of our stakeholders.***

### ***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.***

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

This national Plan defines four key areas that indicate the current program functions and critical drivers of every LTAP/TTAP Center. The four focus areas are further divided into two general groups; the first three being focused primarily on external outcomes and processes, and the last a function of both the internal and external LTAP/TTAP organization. The three solely external drivers do not appear in any order of importance to either the LTAP/TTAP program or its strategic vision and mission; nor do they alter flexibility of Centers to provide the services required of their local roads community.

FIRST DRAFT: LTAP/TTAP STRATEGIC PLAN – 2009 UPDATE

Focus Area	Focus in LTAP/TTAP
<b>Safety</b>	<b>External</b>
<b>Workforce Development</b>	<b>External</b>
<b>Infrastructure Management</b>	<b>External</b>
<b>Organizational Excellence</b>	<b>Internal/External</b>

All focus areas are vital to the success of LTAP and assist the national program and the individual Centers in their collective attempts to assess performance, define outputs and outcomes, and better tell the LTAP/TTAP story.

**Safety** is a primary concern of every part of the surface transportation system, with focus from local, tribal, state and Federal government partners as well as the private and commercial sector.

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 white- and blue-collar workforce already in that pipeline. As educators and information sharers, the program is an important cog in the **Workforce Development** cycle; as the transportation sector struggles to attract, retain and retrain present and future workers, this promises to remain a relevant focus area for the foreseeable future.

**Infrastructure Management** gets at the heart of the local and tribal agency situation – developing strategies that maximize the performance of their infrastructure while minimizing any negative effects on financial and human resources.

Finally, **Organizational Excellence** is central to our program. The ability to efficiently transfer technology and information through courses and relationships to our partners and customers – whether they are local or tribal governments, state DOTs, or private concerns – is the primary measure of success and can lead to numerous general and distinct performance measures.

The focus areas are designed to be inclusive rather than exclusive. Across the program, individual LTAP/TTAP Centers are involved in efforts to improve surface transportation in their respective states and localities. Though any single thing an LTAP/TTAP Center does may fall into any, some or all of the categories, at least one of these can help explain and define every LTAP/TTAP function. Still, the focus areas above are not a rigid set of silos into which every LTAP/TTAP task must be shunted; instead, these categories provide internal information about what and how value is provided to program customers. They also help define the value and importance of the LTAP/TTAP role in the surface transportation community.

## PERFORMANCE MEASURES

The work of this Strategic Plan is intended to create a relationship between the LTAP/TTAP strategy, LTAP/TTAP efforts, and LTAP/TTAP performance measures that enhances accountability throughout the program. Through continuous testing of processes and services – as well as specific mission-oriented goals – we expect to gain a fuller understanding of the impact of program actions and how to improve upon them.

In addition to making LTAP/TTAP accountable, the key drivers for determining performance measures are those core competencies that most critically impact the ability of the national program to be effective. The Plan takes an incremental, phased approach to the depth and breadth of proposed measures, the methods of measurement, and the resources the LTAP/TTAP can bring to bear to make it happen. As a living document, the data captured will change as the Plan progresses.

The performance measures are defined in each of the four focus categories, and are reported to FHWA in the Program Assessment Report [PAR]. This report represents the overall output of Center efforts across their training, technology transfer and information exchange roles. The Plan also relies on an additional, qualitative assessment from LTAP/TTAP staff. In the daily work required to make the program a success, LTAP/TTAP professionals come into continuous informative contact with various groups and resources. The Center Assessment Report [CAR] captures valuable evidence of the health of the program to both assess the impact of the LTAP/TTAP as well as gather success stories to share throughout our community. The CAR also provides an opportunity for Center leadership to place the raw data of the PAR into context.

The performance elements in each focus area are listed starting on page seven below.

## THE TRIBAL OPERATIONAL CHALLENGE

Though LTAP and TTAP Centers are similar to other LTAP and TTAP Centers, their business, structural and operational models have less in common with each other. Where the 51 LTAP Centers all represent a single state or entity, for example, the seven TTAP Centers cover the United States through multi-state and even multi-region service areas that often also require differing customer definitions. Beyond the basic elements of geography and organization, the organization, capabilities and competencies of the tribal governments TTAPs serve varies greatly, and is in turn affected by diverse questions of history, culture and economics not found in the mainstream LTAP community. Adding to this complexity are the varied and often competing factors that drive those that participate in the TTAP delivery mechanism – FHWA, Federal Lands Highways, BIA, and the various counties, states and local agencies.

At the operational level, TTAPs concentrate on providing needed governance skills to tribes. In fact, the critical path factors for TTAP activities revolve around the Infrastructure Management focus area in this Plan, with particular emphasis on capacity building. Half of all TTAP training

and assistance is in this area; by contrast, nearly half of LTAP training and technical assistance is in the Safety focus area.

The LTAP/TTAP **vision** and **mission** statements identify the efforts and effects of the overall national Program, and TTAP Centers continue to work in the seven tribal areas to support them. Through the unique nature of their work, TTAPs require additional explanation to fully capture their roles and responsibilities to their tribal agency customers and partners as well as add clarity and identity to their important work.

**THE TTAP VISION AND MISSION AMENDMENTS**

***TTAP Vision Amendment:***

***The TTAP Centers will also promote governmental and organizational excellence across tribal communities. We will raise the quality level of infrastructure on tribal lands to acceptable safe standards, and we will work to enrich the ability of tribal governments to efficiently and effectively manage their transportation systems to professional standards.***

***TTAP Mission Amendment:***

***The TTAP Centers will also foster institutional capacity to enhance the sovereignty and self determination of tribes through relationship building and culturally competent technical assistance and training.***

**THE ADDITIONAL TTAP FOCUS AREA**

The four focus areas indicate the current program functions and critical drivers of every LTAP/TTAP Center. Given the critical differences in the operational environment between LTAP and TTAP Centers, this chapter adds an area for TTAPs only that allows those seven Centers to better report progress and “tell the story” regarding their strategic and operational goals.

<b>Focus Area [Centers]</b>	<b>Focus in LTAP/TTAP</b>
Safety [All]	External
Workforce Development [All]	External
Infrastructure Management [All]	External
<b>Capacity Building [TTAP only]</b>	<b>External</b>

**Capacity Building** is the primary challenge facing TTAP Centers as they work diligently to establish and maintain minimum standards and capabilities for tribes. This mission-critical management training and technical assistance allows tribes to maximize the performance of their workforce and more effectively and efficiently manage the transportation infrastructure on tribal lands. This work includes such diverse areas as helping tribal leaders grow existing programs, meeting emerging workforce development challenges such as education, succession planning and recruiting, and promoting economic development and tourism.

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

The performance measures in this Plan determine how the future of the program will be shaped by accountability and measurement. LTAP/TTAP national processes are engineered and aligned to recognize the value to all stakeholders in the system. Implicit in this approach is the requirement to constantly reassess who our customers are within any given function to insure value is being added and resources are appropriately managed.

The LTAP/TTAP is committed to continuous evaluation of the elements of this Plan as our program matures. Importantly, improvements may come from both addition and subtraction; as LTAP/TTAP moves forward, it is equally likely that new performance measures may be devised as well as present ones discarded. There are no “wrong answers” to the performance questions posed of LTAP/TTAP; the information collected by FHWA informs and stimulates our understanding of what we do and ultimately leads to better understanding of the value we create for our stakeholders and how to best use our resources.

Changes to our strategic outlook do not infer a one-size-fits-all approach to the totality of the LTAP/TTAP. This Plan defines the overarching goals for LTAP/TTAP, and we affirm that Centers retain the flexibility to meet customer-defined needs while also creating and filling other perceived information and knowledge gaps derived from their unique position at the center of the local transportation information network.

**CURRENT NATIONAL LTAP/TTAP PERFORMANCE MEASURES**

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

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

- The total number of highway safety and worker safety training sessions held
- The areas of emphasis for the work of the Center for Safety
- For one or more of the above, the outcomes that the agency identified as their primary benefit
- The total number of contact hours in highway safety and worker safety training sessions
- The total number of Local, Tribal, State, Federal and other participants in highway safety and worker safety training sessions
- The methods, results and samples of any Kirkpatrick level evaluations your Center is using in this focus area

**Newsletters and Other Regularly Published Resources:** All LTAP/TTAP Centers include newsletters (either mail or electronic), articles, fact sheets, technical notes, etc. on safety-focus topics and will report by subject:

- Total newsletter circulation, including data on the circulation to Local, Tribal, State, Federal and other agencies
- The total number of newsletter articles on highway safety, worker safety and work zone safety
- The total number of published resources on highway safety, worker safety and work zone safety

**Additional Materials:** All LTAP/TTAP Centers distribute videos/DVDs, software and other materials on safety-focused topics and will report by subject:

- The total number of resources distributed on highway safety and worker safety

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

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

- The total number of infrastructure management training sessions held
- The total number of contact hours in infrastructure management training sessions
- The total number of Local, Tribal, State, Federal and other participants in infrastructure management training sessions
- The methods, results and samples of any Kirkpatrick level evaluations your Center is using in this focus area

**Newsletter and Other Regularly Published Resources:** All LTAP/TTAP Centers include newsletters (either mail or electronic), articles, fact sheets, technical notes, etc. on infrastructure management topics and will report by subject:

- Total newsletter circulation, including data on the circulation to Local, Tribal, State, Federal and other agencies
- The total number of newsletter articles on infrastructure management
- The total number of published resources on infrastructure management

**Additional Materials:** All LTAP/TTAP Centers distribute videos/DVDs, software and other materials on infrastructure management and will report by subject:

- The total number of resources distributed on infrastructure management

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

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

- The total number of participants in workforce development programs for students (e.g. Construction Career Days, PDS, high school outreach programs)
- A qualitative assessment of the impact of LTAP/TTAP efforts on stakeholders

**Leadership and Professional Development**

- The total number of LTAP/TTAP training sessions, contact hours and participants
- The total number of management, leadership and/or “soft skill” training sessions held
- The total number of contact hours in management, leadership and/or “soft skill” training sessions
- The total number of Local, Tribal, State, Federal and other participants in management, leadership and/or “soft skill” training sessions

**Special Programs for Agencies**

- A description of any special programs and courses at your Center (e.g. Road Scholar, certification programs, licensing programs, equipment rodeos) that you consider to be best practice across the Program

**Newsletter and Other Regularly Published Resources:** All LTAP/TTAP Centers include newsletters (either mail or electronic), articles, fact sheets, technical notes, etc. on workforce development topics and will report by subject:

- Total newsletter circulation, including data on the circulation to Local, Tribal, State, Federal and other agencies
- The total number of newsletter articles on workforce development
- The total number of published resources on workforce development

**Additional Materials:** All LTAP/TTAP Centers distribute videos/DVDs, software and other materials on workforce development and will report by subject:

- The total number of resources distributed on workforce development

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

**Internal**

- Each Center will report their total number of FTEs
- Each Center will seek to implement process or system improvements that impact Center operations
- Each Center will seek to improve the quality of course content and course delivery
- Each Center will also work to increase the percentage of local government agencies it services (through such areas as increased participation in training, publications, videos, hits on the LTAP web page, etc.) including number of repeat customers (agencies) in training only
- A qualitative assessment of the impact of these internal management efforts on the program that addresses the “state of the program”, its overall efficiency, and the impact of these internal management efforts on the level of collaboration with LTAP/TTAP stakeholders

**External**

- An estimate of total number of hours spent during the year by Center staff providing technical assistance in Safety and Infrastructure Management
- An assessment of the impact of the assistance on stakeholders, including information on the nature of the assistance given and results for customers (cost savings, reduction in fatal crashes, etc.)
- A qualitative assessment of the impact of internal management improvement efforts
- An assessment of the level of collaboration with national stakeholders in information distribution, joint training, articles in newsletters from organizations, number of LTAP/TTAP staff serving on external organization committees/boards, joint special programs, and articles written by LTAP/TTAP staff in other publications

**APPENDIX I: PROGRAM ROLES AND RESPONSIBILITIES – UPDATED SUMMER 2007**

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

The next step was to clarify how Program stakeholders work together within clearly defined roles and responsibilities, including how tasks should be aligned and how clearer lines of accountability can make the Program more efficient and effective. All of the parties that work to deliver value for LTAP/TTAP collaborated to address these areas and better define how to improve operations.

In that review, three main stakeholders emerged: LTAP/TTAP Centers, FHWA, and NLTAPA. Composite definitions of roles and responsibilities for FHWA, its Clearinghouse, NLTAPA and Centers at large were created in late 2004 and released in January 2005. Over the course of 2005, charters for the committees that help stakeholders to better govern LTAP/TTAP were also completed and released.

Following the twin developments of the selection of ARTBA as the new contractor for the FHWA LTAP/TTAP Clearinghouse and the new strategic vision and organizational structure of NLTAPA, it became clear that additional work was needed to align the previous roles and responsibilities work to the new realities of the Program. This paper summarizes roles and responsibilities to date as of 2007. It includes:

- Updated roles and responsibilities outlines for Centers, FHWA, and NLTAPA
- The same roles and responsibilities broken out by critical Program tasks

## ROLES AND RESPONSIBILITIES BY STAKEHOLDER

### LTAP/TTAP Centers

#### Overall National Program Management

- Submit national Program reporting reports and tools on time to FHWA
- Serve as at-large members of national FHWA program committees such as SPC and CSC
- Serve on national NLTAPA committees and work groups

#### Center Management

- Provide technology transfer and workforce development services for the primary benefit of local or tribal agencies as detailed by Center contracts with FHWA or State DOTs
- Leverage available Program and other resources to meet customer needs; prepare an annual work plan that responds to customer needs, aligns with the FHWA LTAP/TTAP Strategic Plan, and coordinates with relevant national, state and other oversight agencies
- Report annual performance to FHWA/OPCD as outlined in the LTAP/TTAP Strategic Plan and other directives
- Coordinate relationships between funding and oversight agencies to foster collaboration and maximize growth opportunities

#### Partnerships

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

#### Product and Service Development

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

#### Program Growth and Sustainability

- Leverage Program opportunities through non-traditional avenues with stakeholders and partners, such as agencies working in the areas of safety, environment, workforce development, emergency response, etc.
- Maximize local relationships with state and national partners; develop and maintain effective marketing and educational tools regarding the work of the Center
- Communicate additional Center and Program development opportunities to FHWA OPCD and NLTAPA

[Add Safety tab: for Centers – promote hwy and worker safety to partners and customers; communicate national safety initiatives and information]

**LTAP/TTAP Centers [continued]**

National Conference Planning

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

Regional Meeting Planning

- Communicate their needs to the meeting coordinator through their regional representative
- Serve on the agenda as speakers, presenters, moderators, etc
- Attend the meeting; promote the meetings within their state or tribal area

Facilitate Information Exchange within the LTAP Community

- Share information with peers at regional and national meetings as well as through surveys, needs assessments and other methods wherever possible and relevant
- Provide feedback to FHWA and NLTAPA at the meetings on their efforts
- Provide timely updates on Center initiatives, programs, courses and other information to the FHWA LTAP/TTAP Clearinghouse for use in the resource directory and the LTAP/TTAP training exchange and other databases -- ***Identify resources [courses, instructors etc.] that can be made available for national use and update those materials/data to the FHWA LTAP/TTAP Clearinghouse Resource Database***

Professional LTAP/TTAP Staff Development

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

## FHWA

### ***FHWA: Technology Partnership Programs [global incl. TPP]***

#### Overall National Program Management

- Provide overall program management and leadership
- Exert primary fiduciary responsibility for the Program through distribution of federal Program funds to LTAP/TTAP Centers as mandated by Congress and resultant US code, and accountable to legislative and executive branches for Program performance
- Set strategic direction and contract requirements; monitor progress and effectiveness of the program
- Create and manage a national Program business plan in coordination with LTAP/TTAP stakeholders
- Create and implement the Program Strategic Plan
- Develop tools to further strategic planning tools; collect, analyze and report on Program performance data
- Ensure the coordination of reporting requirements with Division offices; work effectively with the Strategic Planning Committee
- Ensure coordination, communication and support for NLTAPA activities; manage Program resources, with specific oversight responsibility for the FHWA LTAP/TTAP Clearinghouse via contract
- Coordinate activities and reporting requirements between Program stakeholders, specifically FHWA Divisions and state DOTs
- Ensure compliance with regulations

#### Center Management

- Coordinate LTAP/TTAP contract requirements with FHWA Division offices and additional offices that provide matching funds
- Insure that LTAP/TTAP contracts address local needs

#### Partnerships

- Develop, document and implement a strategy for partnerships in coordination with NLTAPA
- Based on the above strategy, initiate, expand and improve national agency-level partnerships on behalf of the Program
- Leverage national partner resources for LTAP/TTAP to help the Program achieve its national mission
- Represent the national LTAP/TTAP to partners at their meetings
- Represent LTAP/TTAP to other FHWA and federal program offices

#### Product and Service Development

- Provide funding to develop, implement and promote national products, services and programs that support the Strategic Plan
- Assess input from Center surveys and needs assessments in this area
- Coordinate access to and revision of selected NHI courses for Center use

***FHWA: Office of Professional and Corporate Development [continued]***

Program Growth and Sustainability

- Represent the LTAP/TTAP to FHWA, BIA, FLH, DOT and other federal agencies
- Find and develop additional funding opportunities from these sources
- Work with NLTAPA to develop a national strategy for financial and resource development

National Conference Planning

- Participate on the planning committee
- Develop the FHWA national program part of the agenda
- Provide financial assistance where needs are justified by NLTAPA
- Promote the conference
- Coordinate participation of FHWA and other national partners as needed.

Regional Meeting Planning

- Develop the FHWA national program part of the agenda
- Provide financial assistance where needs are justified by NLTAPA
- Promote the meeting

Facilitate Information Exchange within the LTAP Community

- Provide timely and effective information to the Program community on national Program efforts
- Coordinate with other FHWA offices and community partners to provide information relevant to LTAP/TTAP such as local roads and transportation workforce development
- Effectively manage the FHWA LTAP/TTAP Clearinghouse; effectively manage the Clearinghouse Steering Committee
- Ensure coordination, communication and support for NLTAPA activities, committees and workgroups

Professional LTAP/TTAP Staff Development

- Provide funding to develop, implement and promote staff development opportunities, such as train-the-trainer and peer exchanges
- Coordinate an orientation for new Center directors within one month of their date of service

Safety

- Promote hwy and worker safety to partners and customers
- Connect LTAP/TTAP to FHWA Office of Safety
- Communicate national safety initiatives and information

## FIRST DRAFT: LTAP/TTAP STRATEGIC PLAN – 2009 UPDATE

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

#### Overall National Program Management

- Compile PAR data and report results to Program leadership

#### Center Management

- Support and respond to Center requests for resources and information

#### Partnerships

- As needed, coordinate and communicate information regarding partnerships for the Program community

#### Product and Service Development

- Create and manage an accessible repository for training materials, a graphics library, a professional development tools library, and a master list of instructors and program expertise
- Respond to both Center requests and development items identified in surveys and needs assessments

#### Program Growth and Sustainability

- Raise awareness of the LTAP/TTAP through various contract activities
- Coordinate, develop and distribute Program informational materials
- Provide assistance and support to NLTAPA workgroups as directed

#### National Conference Planning

- Participate on and provide assistance to the Planning Committee
- Promote the conference throughout the LTAP/TTAP community
- Develop a half-day Professional Development Roundtables session

#### Facilitate Information Exchange within the LTAP Community

- Provide information sharing, data collection, facilitation and other Program support functions under contract to FHWA
- Collate requests for additional tasks from Program community
- Develop and maintain a central source of information for the LTAP/TTAP
- Assist in the coordination of information within the Program and among stakeholders, partners and customers
- Participate in regional meetings as needed

#### Professional LTAP/TTAP Staff Development

- Administer an on-line LTAP/TTAP Academy and other professional development resources
- Develop a best practices program, including marketing and information sharing

## NLTAPA

### Overall National Program Management

- Identify and champion national Center needs and Program improvement initiatives to FHWA
- Assist and participate in the development, analysis, implementation and communication of Program strategic direction
- Utilize the workgroup structure to help implement the national program
- Work with TPP to represent LTAP/TTAP to other organizations

### Center Management

- No direct role in individual center management; support and respond to member center requests for center management assistance by providing a forum or network that supports the LTAP/TTAP community

### Partnerships

- Develop, document and implement a strategy for partnerships in coordination with OPCD
- Based on the above strategy, initiate, expand and improve national and local partnerships on behalf of the Association
- Leverage partner resources for LTAP/TTAP to address needs identified by its members
- Represent the Association to partners at their meetings
- Evaluate opportunities for additional partnering efforts on behalf of Association members
- Coordinate and communicate information to members regarding Association partnerships
- Assist FHWA in its national partnership work

### Product and Service Development

- Identify Center needs for national and local training products through regional meetings other activities
- Identify strategy to develop, implement and promote these national products, services and programs
- Work with FHWA to create and coordinate a managed product development process for Centers

### Program Growth and Sustainability

- Provide advocacy and marketing for LTAP/TTAP Centers
- Educate decision makers via face-to-face visits and authored materials
- Work with OPCD to develop a national strategy for financial and resource development
- Based on the above strategy, seek and develop resources to increase Program services

### National Conference Planning

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

### Regional Meeting Planning

- Coordinate the national regional meeting schedule and communicate that information to the membership
- Participate in the regional meetings; share information on NLTAPA efforts and progress

**NLTAPA [continued]**

Facilitate Information Exchange within the LTAP Community

- Provide leadership to promote and facilitate information collection and exchange for Centers
- Review and provide feedback to FHWA on Clearinghouse activities through FHWA and/or the Clearinghouse Steering Committee
- President serves as a member on the Committee
- Develop and deliver an annual LTAP/TTAP meeting at TRB

Professional LTAP/TTAP Staff Development

- Assess Center needs and develop a strategy to meet those needs through its professional development work group
- Bestow annual awards for excellence to Center community

Safety

- Promote hwy and worker safety to ptrns and LTAP/TTAP Centers
- Work with FHWA Office of Safety
- Communicate national safety initiatives and information

## ROLES AND RESPONSIBILITIES BY PROGRAM AREA

### Overall National Program Management

**LTAP/TTAP Centers:** Submit national Program reporting reports and tools on time to FHWA; serve as at-large members of national FHWA program committees such as SPC and CSC; serve on national NLTAPA committees and work groups.

**FHWA:** Provide overall program management and leadership; exerts primary fiduciary responsibility for the Program through distribution of federal Program funds to LTAP/TTAP Centers as mandated by Congress and resultant US code, and accountable to legislative and executive branches for Program performance; set strategic direction and contract requirements; monitor progress and effectiveness of the program; create and manage a national Program business plan in coordination with LTAP/TTAP stakeholders; create and implement the Program Strategic Plan; develop tools to further strategic planning tools; collect, analyze and report on Program performance data; ensure the coordination of reporting requirements with Division offices; work effectively with the Strategic Planning Committee; ensure coordination, communication and support for NLTAPA activities; manage Program resources, with specific oversight responsibility for the FHWA LTAP/TTAP Clearinghouse via contract; coordinate activities and reporting requirements between Program stakeholders, specifically FHWA Divisions and state DOTs; ensure compliance with regulations. **FHWA LTAP/TTAP Clearinghouse:** Compile PAR data and report results to Program leadership.

**NLTAPA:** Identify and champion national Center needs and Program improvement initiatives to FHWA; assist and participate in the development, analysis, implementation and communication of Program strategic direction; represent Centers to external partners.

### Center Management

**LTAP/TTAP Centers:** Provide technology transfer and workforce development services for the primary benefit of local or tribal agencies as detailed by Center contracts with FHWA or State DOTs; leverage available Program and other resources to meet customer needs; prepare an annual work plan that responds to customer needs, aligns with the FHWA LTAP/TTAP Strategic Plan, and coordinates with relevant national, state and other oversight agencies; report annual performance to FHWA/OPCD as outlined in the LTAP/TTAP Strategic Plan and other directives; coordinate relationships between funding and oversight agencies to foster collaboration and maximize growth opportunities.

**FHWA:** Coordinate LTAP/TTAP/TTAP center contract requirements with FHWA Division offices and additional offices that provide matching funds; insure that the contracts address local needs. **FHWA LTAP/TTAP Clearinghouse:** No direct role in center management; support and respond to Center requests for resources and information.

**NLTAPA:** No direct role in individual center management; support and respond to member center requests for center management assistance by providing a forum or network that supports the LTAP/TTAP community

## Partnerships

**LTAP/TTAP Centers:** Initiate, expand and improve local partnerships in their state or area; leverage local partner resources for LTAP/TTAP to help the Center achieve its mission to local agencies; support the national strategy for partnerships through their local relationships; communicate information regarding efforts, initiatives and best practices to wider Program community.

**FHWA:** In coordination with NLTAPA, develop, document and implement a strategy for partnerships; based on the above strategy, initiate, expand and improve national agency-level partnerships on behalf of the Program; leverage national partner resources for LTAP/TTAP to help the Program achieve its national mission; represent the national LTAP/TTAP to partners at their meetings; represent LTAP/TTAP to other FHWA and federal program offices. **FHWA LTAP/TTAP Clearinghouse:** Based on the above strategy, coordinate and communicate information regarding partnerships for the Program community.

**NLTAPA:** In coordination with OPCD, develop, document and implement a strategy for partnerships; based on the above strategy, initiate, expand and improve national and local partnerships on behalf of the Association; leverage partner resources for LTAP/TTAP to address needs identified by its members; represent the Association to partners at their meetings; evaluate opportunities for additional partnering efforts on behalf of Association members; coordinate and communicate information to members regarding Association partnerships; assist FHWA in its national partnership work.

## Product and Service Development

**LTAP/TTAP Centers:** Develop local products, services and programs that meet the needs of local customers; work with FHWA, NLTAPA and other Centers to improve the products and services provided to both Centers and customers; identify resources that can be made available for national use; participate in periodic surveys and needs assessments to help prioritize national product development; provide feedback at regional meetings on training programs or products under development.

**FHWA:** Provide funding to develop, implement and promote national products, services and programs that support the Strategic Plan; assess input from Center surveys and needs assessments in this area; coordinate access to and revision of selected NHI courses for Center use. **FHWA LTAP/TTAP**

**Clearinghouse:** Create and manage an accessible repository for training materials, a graphics library, a professional development tools library, and a master list of instructors and program expertise; respond to both Center requests and development items identified in surveys and needs assessments.

**NLTAPA:** Identify Center needs for national and local training products through regional meetings other activities; identify strategy to develop, implement and promote these national products, services and programs; help create and coordinate a managed product development process for Centers.

### **Program Growth and Sustainability**

**LTAP/TTAP Centers:** Leverage Program opportunities through non-traditional avenues with stakeholders and partners, such as agencies working in the areas of safety, environment, workforce development, emergency response, etc.; maximize local relationships with state and national partners; develop and maintain effective marketing and educational tools regarding the work of the Center; communicate additional Center and Program development opportunities to FHWA OPCD and NLTAPA.

**FHWA:** Represent the LTAP/TTAP to FHWA, BIA, FLH, DOT and other federal agencies; find and develop additional funding opportunities from these sources; work with NLTAPA to develop a national strategy for financial and resource development. **FHWA LTAP/TTAP Clearinghouse:** Raise awareness of the LTAP/TTAP through various contract activities; coordinate, develop and distribute Program informational materials.

**NLTAPA:** Provide advocacy and marketing for LTAP/TTAP Centers; educate decision makers via face-to-face visits and authored materials; work with OPCD to develop a national strategy for financial and resource development; based on the above strategy, seek and develop resources to increase Program services.

### **National Conference Planning**

**LTAP/TTAP Centers:** Serve on the conference program planning committee; communicate needs to the committee when requested; serve on the agenda as speakers, presenters, moderators, etc; attend the conference; if selected by their region, host the national conference; promote the conference within their state or tribal area.

**FHWA:** Participate on the planning committee; develop the FHWA national program part of the agenda; provide financial assistance where needs are justified by NLTAPA; promote the conference. **FHWA LTAP/TTAP Clearinghouse:** Participate on and provide assistance to the Planning Committee including setting up and maintaining a conference website, managing conference calls and taking minutes; promote the conference throughout the LTAP/TTAP community; develop a half-day session entitled LTAP/TTAP 101.

**NLTAPA:** Develop and deliver an annual LTAP/TTAP Conference through a conference planning committee, with the NLTAPA Secretary/Vice President serving as chair of the committee.

### **Regional Meeting Planning**

**LTAP/TTAP Centers:** Communicate their needs to the meeting coordinator through their regional representative; serve on the agenda as speakers, presenters, moderators, etc; attend the meeting; promote the meetings within their state or tribal area.

**FHWA:** Develop the FHWA national program part of the agenda; provide financial assistance where needs are justified by NLTAPA; promote the meeting. **FHWA LTAP/TTAP Clearinghouse:** Participate in and provide assistance to the regional meetings including taking minutes; promote the conference throughout the LTAP/TTAP community via the web site.

### **Regional Meeting Planning [continued]**

**NLTAPA:** Schedule and manage regional meetings and communicate that information to the membership; coordinate the national regional meeting schedule; implement a needs assessments at each meeting.

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

**LTAP/TTAP Centers:** Share information with peers at regional meetings as well as through surveys, needs assessments and other methods wherever possible and relevant; provide timely updates on Center initiatives, programs, courses and other information to the FHWA LTAP/TTAP Clearinghouse for use in the resource directory and the LTAP/TTAP training exchange and other databases; serve on Steeringhouse Clearing Committee as at-large members.

**FHWA:** Provide timely and effective information to the Program community on national Program efforts; coordinate with other FHWA offices and community partners to provide information relevant to LTAP/TTAP such as local roads and transportation workforce development; effectively manage the FHWA LTAP/TTAP Clearinghouse; effectively manage the Clearinghouse Steering Committee; ensure coordination, communication and support for NLTAPA activities. **FHWA LTAP/TTAP Clearinghouse:** Provide information sharing, data collection, facilitation and other Program support functions under contract to FHWA; collate requests for additional tasks from Program community; develop and maintain a central source of information for the LTAP/TTAP, assist in the coordination of information within the Program and among stakeholders, partners and customers.

**NLTAPA:** Provide leadership to promote and facilitate information collection and exchange for Centers; review and provide feedback to FHWA on Clearinghouse activities through FHWA and/or the Clearinghouse Steering Committee; President serves as a member on the Committee.

### **Professional LTAP/TTAP Staff Development**

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

**FHWA:** Provide funding to develop, implement and promote staff development opportunities, such as train-the-trainer and peer exchanges; prepare and distribute a LTAP/TTAP Handbook; coordinate an orientation for new Center directors within one month of their date of service. **FHWA LTAP/TTAP Clearinghouse:** Administer LTAP/TTAP 101 and other orientation resources; develop and administer an LTAP/TTAP 201; provide an online version of LTAP/TTAP 101 and 201, maintain a list of Center best practices for professional development on the Web.

**NLTAPA:** Assess Center needs and develop a strategy to meet those needs through its professional development work group; bestow annual awards for excellence to Center community.

**APPENDIX II: RESULTS FROM TTAP STRATEGIC PLANNING DISCUSSION – ADDED SPRING 2008**

**THE TTAP CHAPTER TO THE LTAP/TTAP STRATEGIC PLAN**

At the national level the LTAP/TTAP operates as a unified Program under general FHWA management. Each Center is provided with an identical \$140,000 of primary Federal funding, and each Center – whether LTAP or TTAP – participates in the annual assessment of Program performance by submitting the same data in one format to FHWA. Both Program and community leaders, however, have long understood that there are several important differences between the two. While LTAP and TTAP Centers are similar to other LTAP and TTAP Centers, their business, structural and operational models have little in common with each other. Where the 51 LTAP Centers all represent a single state or entity, for example, seven TTAP Centers cover the United States through multi-state and even multi-region service areas, and TTAP customer relationships are thus more complicated with regional and state differences. The customer definition is also more complex; along with the tribes in their region, a TTAP Center will also interact with anyone – tribal or not – who works on a tribal road or requires workforce development training. This includes private contractors, state and county engineers, and BIA transportation officials.

**UNDERSTANDING THE TTAP DIFFERENCE**

The reality of the TTAP portion of the Program is that it operates under a very different set of needs, opportunities and realities. Beyond the basic elements of geography and organization, TTAPs tackle a range of issues across the TTAP customer base that is far wider than those faced by LTAPs. The organization, capabilities and competencies of the tribal governments TTAPs serve varies greatly, and is in turn affected by diverse questions of history, culture and economics not found in the mainstream LTAP community. The question of tribal governance is a particular challenge given the differing and often competitive politics and internal relationships between the various tribes, as well as the additional questions of governance and sovereignty of tribal lands in concert with the Federal, state and other agencies. Adding to this complexity are the varied and often competing factors that drive those that participate in the TTAP delivery mechanism – FHWA, Federal Lands Highways, BIA, and the various counties, states and local agencies.

At the operational level, the central goal of LTAP/TTAP is the same, but the pathways to that goal are very different for LTAP and TTAP Centers. LTAPs focus primarily on augmenting the technical skills of their local agency communities; TTAPs concentrate on providing needed governance skills to tribes. In fact, the critical path factors for TTAP activities revolve around the Infrastructure Management focus area in this Plan, with particular emphasis on capacity building, basic business training, and imparting a holistic approach to managing tribal lands. Half of all TTAP training and assistance is in this area; by contrast, nearly half of LTAP training and technical assistance is in the Safety focus area.

This is not to suggest that Safety is unimportant to the tribal community; it simply reflects the reality that institutional capacity building is the primary challenge facing TTAP. The LTAP local roads community tends to have newer and more robust infrastructure in place. Tribal roads are often unpaved and devoid of even the most basic signage and design competencies that serve to prevent accidents and departures. This infrastructure gap further illustrates a singular operational truth facing TTAPs – the needs are so great that significant improvement to the tribal road system must be made to even a basic standard before the collection of safety data can have any validity.

**CREATING A UNIQUE PROGRAM IDENTITY**

The LTAP/TTAP has identified **vision** and **mission** statements that identify the efforts and effects of the overall national Program, and TTAP Centers continue to work in the seven tribal areas to support them. Given the unique nature of the work they do and the challenges they face, TTAPs require additional explanation to fully capture their roles and responsibilities to their tribal agency customers and partners. The amendments to the existing statements captured below serve to add clarity and identity to their important work, and also prompt consideration of additional **focus areas** and **performance measures** that can further change define the TTAP difference within the Program framework.

**THE TTAP VISION AND MISSION AMENDMENTS**

***TTAP Vision Amendment:***

***The TTAP Centers will also promote governmental and organizational excellence across tribal communities. We will raise the quality level of infrastructure on tribal lands to acceptable safe standards, and we will work to enrich the ability of tribal governments to efficiently and effectively manage their transportation systems to professional standards.***

***TTAP Mission Amendment:***

***The TTAP Centers will also foster institutional capacity to enhance the sovereignty and self determination of tribes through relationship building and culturally competent technical assistance and training.***

**THE ADDITIONAL TTAP FOCUS AREA**

This national Plan defines four key focus areas that indicate the current program functions and critical drivers of every LTAP/TTAP Center, and these silos also define the parameters under which Centers collect and submit yearly performance data to FHWA. Defining a distinctive element to the national mission and vision for TTAP Centers is a first step towards recognition of their unique contribution to Program efforts. Given the critical differences in the operational environment between LTAP and TTAP Centers, this chapter adds an area for TTAPs only that allows those seven Centers to better report progress and “tell the story” regarding their strategic and operational goals.

## FIRST DRAFT: LTAP/TTAP STRATEGIC PLAN – 2009 UPDATE

Focus Area [Centers]	Focus in LTAP/TTAP
Safety [All]	External
Workforce Development [All]	External
Infrastructure Management [All]	External
<b>Capacity Building [TTAP only]</b>	<b>External</b>
Organizational Excellence [All]	Internal/External

**Capacity Building** is the primary challenge facing TTAP Centers. Facing a less robust infrastructure, complex governance issues and relationships, and high turnover rate among the tribal government workforce, TTAPs work diligently to establish and maintain minimum standards and capabilities for tribes. This mission-critical management training and technical assistance allows tribes to maximize the performance of their workforce and more effectively and efficiently manage the transportation infrastructure on tribal lands. This work includes such diverse areas as helping tribal leaders grow existing programs, meeting emerging workforce development challenges such as education, succession planning and recruiting, and promoting economic development and tourism.

### TTAP-SPECIFIC PERFORMANCE MEASURES

LTAP/TTAP performance measures create and enhance accountability throughout the program, allowing internal and external analysis of specific mission-oriented goals as well as the impact of program actions and how to improve upon them. The TTAP community will work over the course of 2008 to determine what additional performance measures are needed to better represent the overall output of their efforts across their training, technology transfer and information exchange roles. This may include new PAR reporting elements and/or additional CAR questions asked only of TTAP Centers. The target implementation date for any proposed measures will be the 2009 calendar year for submission on January 31, 2010.