WESTERN TRIBAL TECHNICAL ASSISTANCE PROGRAM WORK PLAN FFY26-27

Prepared by ApTech
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► Introduction

Applied Pavement Technology, Inc. (APTech) is pleased to present the Western Tribal Technical Assistance (WTTAP) 2026-2027 Work plan. The work plan is core deliverables to the Federal Highway Administration (FHWA) for the WTTAP, as documented in Award No.693JJ32450023, Section A "Agreement Description." The workplan establishes WTTAP's goals and approach to training, technical assistance, technology transfer, and communications. Additionally, the work plan outlines a schedule for various task milestones and tentative completion dates. Moreover, it provides a list of conferences and meetings APTech plans to attend in furthering the development of the WTTAP.

This document presents a work plan and budget requested from the Federal Highway Administration (FHWA). For Federal Fiscal Year 2027 (FFY27), the WTTAP is requesting $550,000 to complete the proposed work in-line with TTAP's vision and mission; this includes proposals for Optional Tasks 3.2 and 3.3.

APTech's primary goal for the WTTAP is to increase training, technical assistance, and technology transfer participation for Tribes throughout the Western Region. Through doing so, the WTTAP will broaden Tribal agency knowledge about new technology, promote best practices, and build agency capacity.

The following objectives support the entirety of this goal:

- Build Tribal Capacity in Program Management.
- Grow the Tribal Workforce.
- Cultivate Diverse Stakeholder Partnerships and/or Other Coordination.
- Transfer Technologies and Implement Innovations.
- Share Results with Funders, Stakeholders, and Other Interested Tribal Entities.

In partnership with FHWA, APTech will accomplish the WTTAP's objectives through the required program tasks:

- Program Administration and Management.
- Communication and Marketing.
- Training.
- Technical Assistance.
- Technology Transfer.
- Stakeholder Coordination and Partnering.
- Safety Circuit Rider.
- Highway Construction Workforce Partnership.

► Western Tribal Technical Assistance Program Overview

Tribes Served

State	Tribes
California	110
Nevada	28
Utah	8
Arizona (excluding Navajo Nation)	21
Hawaii	0
Total	**167**

TTAP Mission And Vision – "One Program, Seven Centers"

Vision:

Through mutual respect and understanding, enhance the quality of life in Tribal communities by building capacity for Tribes to administer and manage their transportation programs and systems.

Source (https://www.fhwa.dot.gov/clas/ttap/background.aspx)

Mission:

Serve as a go-to local resource for Tribal transportation training, technical assistance, and technology transfer needs and opportunities to effectively carry out the TTAP Vision.

Source (https://www.fhwa.dot.gov/clas/ttap/background.aspx)

Center Staff and Administration Structure

The Western TTAP Center staffing structure includes the following:

- **Western TTAP Steering Committee:** Committee members serve as an advisory body for the Western TTAP, providing guidance and oversight of program priorities and general course of operations.
- **Principal-in-Charge (PIC):** The PIC is responsible for ethical design and conduct of program activities and ensures quality of products. The PIC has final approval authority for all contractual agreements under this Cooperative Agreement.
- **Director:** The director serves as the main contact for the Western TTAP Center and strategically plans and manages daily operations. The director provides oversight of program staff, budget, and contract deliverables.
- **Key Staff:** The key staff contributes to the fulfillment of work plan objectives through guidance provided by the director and PIC. This group handles daily operations, communications, technical support, and overall coordination of the WTTAP tasks.

Western TTAP Steering Committee

Members of the WTTAP Steering Committee are stakeholders from Tribal nations, FHWA, The Bureau (BIA), Indian Health Service (IHS) and APTech. The WTTAP, which services and supports tribes in 5 western states (Nevada, most of Arizona, California, Utah, and Hawaii), strives to embody regional representation of all states on the committee. The following individuals are committed to WTTAP's mission and vision and are actively serving on the WTTAP Steering Committee. That said, additional committee members are continuously sought in an effort to broaden our reach and tribal representation.

WTTAP Steering Committee		
	Member	**Affiliation**
1.	Carrie Brown	WTTAP, Reno-Sparks Indian Colony of Nevada
2.	Kayla Jackson	Indian Health Service Phoenix Area Office
3.	Sherry Ely-Mendes	Pyramid Lake Paiute Tribe of Nevada
4.	Felix Kitto	Bureau of Indian Affairs
5.	Ben Olson	California State University of Long Beach
6.	Walita Querta	Hualapai of Arizona, Pyramid Lake Paiute Tribe
7.	Tyler Reeb	California State University of Long Beach

WTTAP Steering Committee		
	Member	**Affiliation**
8.	Misty Rickwalt	Karuk Tribe of California
9.	Leslie Sanders	Trinidad Rancheria
10.	Sandra Shade	Ak-Chin Tribe of Arizona
11.	Luis Sibaja	WTTAP, Applied Pavement Technology, Inc.
12.	Nicole Slaboch	WTTAP, Applied Pavement Technology, Inc.
13.	Da Nelle Smith	Pyramid Lake Paiute Tribe
14.	Tracey Smith	WTTAP and Applied Pavement Technology
15.	Anthony Smokey	Reno-Sparks Indian Colony, Washoe Tribe of California and Nevada
16.	Jaime Torres-Gonzalez	Federal Highway Administration

PIC and Director

Kurt Smith (Principal in Charge) serves as Vice President and Program Director for Applied Pavement Technology's (APTech) State and National Agencies Program. Mr. Smith leads the firm's pavement research and training programs, manages projects, and provides technical expertise. With over 40 years of experience in pavement design, evaluation, and rehabilitation, he has directed national studies and numerous highway and airfield evaluations.

Carrie Brown (Director) is a member of federally recognized Tribe, the Reno-Sparks Indian Colony. Ms. Brown has spent the last 18 years empowering Tribes and agencies through training and advocacy in transportation, healthcare, workforce development, grant writing, and human services. Ms. Brown currently serves as trainer, public health and transportation subject matter expert (SME), and the director of the Nevada Local Technical Assistance Program (NVLTAP). She has previously served Indian Country as a TTAP Safety Circuit Rider (SCR), Tribal Traffic Safety Specialist, training consultant, Human Services Director, and Procurement Specialist.

Key Staff

Key staff as identified below:

Tyler Reeb (Technical Coordinator) is a consultant who serves as the Director of Research and Workforce Development at the Center for International Trade and Transportation (CITT). He leads research and workforce development teams that address transportation challenges related to transformational technology and institutional change and produces research-driven publications and programs that promote innovation and civic partnerships. Dr. Reeb was the lead author for a successful $1.5 million FHWA grant application to fund deployment of the National Transportation Career Pathway Initiative. He is a member of two National Academies of Sciences, Engineering, and Medicine standing committees focused on Transportation Education & Training and Native American Transportation Issues. Dr. Reeb will assist with workforce development initiatives and related training efforts.

Walita Querta (Graphic Artist) is a consultant who currently serves as the Events Coordinator for the Reno-Sparks Tribal Health Center and is an enrolled member of the Pyramid Lake Paiute Tribe. Ms. Querta graduated from Haskell Indian Nations University with a degree in Pre-Physical Education and is a decorated athlete in Nevada and Kansas. She has provided graphic design services to Tribal nations and agencies for 18 years. Her designs have been featured by Reno-Sparks Indian Colony, Pyramid Lake Paiute Tribe, the Earl Dunn Basketball Tournament, the Nevada Indian Commission, and Stewart Indian Boarding School. Ms. Querta's graphic design skills will be used to ensure training and printed marketing materials are culturally relevant to WTTP's target audience.

Nicole Slaboch (Instructional System Designer) is the Training Manager at APTech with 9 years of experience in the areas of training, curriculum development, and LMS administration. She has designed, developed, delivered, and evaluated high-quality, learner-focused, interactive training programs to drive performance and achieve business goals. Skilled in partnering with subject matter experts to obtain vital information for approachable and effective training materials regarding specialized content, Ms. Slaboch will assist with instructional training design and administration.

Greg Duncan (Training Faculty) is a proposed instructor for the TTAP and is also expected to provide technical assistance as needed. Mr. Duncan is a Senior Engineer at APTech with 31 years of transportation engineering experience in the areas of pavement materials, construction, and roadway maintenance. Mr. Duncan is an NHI-certified instructor and has taught workshops on many pavement-related topics. He currently teaches for several LTAPs (including Nevada LTAP in which Carrie Brown is the director of) and for the National Highway Institute (NHI).

Luis Sibaja (Technical Assistance Support) is an instructor and technical advisor for the WTTAP. Mr. Sibaja is indigenous to Costa Rica and serves as a Program Manager and engineer at APTech. His work is based in APTech's Reno office. Mr. Sibaja has extensive pavement data collection, analysis, treatment, and maintenance and rehabilitation plan experience. Additionally, Mr. Sibaja has worked with many local agencies to support their roadway technical assistance

needs, particularly in pavement management. He is a Nevada LTAP instructor and supports technical assistance and training as needed.

Jeremy Birkey (Technical Transfer Coordinator/Instructional Technologist) serves as APTech's Senior Instructional Technologist. He also has served as a Program Coordinator for the Nevada Local Technical Assistance Program for 6 years. In this role, he assists in administering the program, which includes managing the website and learning management system, facilitating virtual deliveries, managing course registration, moderating web conference training, and managing social media and email campaigns. Mr. Birkey has also developed asynchronous, web-based training for both the Nevada LTAP and NHI.

Amelia Burke (Training Coordinator) is a Training Coordinator with APTech. She assists in the development, delivery, and evaluation of online training and outreach activities. Ms. Burke serves the Western TTAP with online and in-person training coordination in addition to data collection and instructional editing

Tracey Smith (Training Coordinator) is an Administrative Assistant who has been with APTech for over 20 years. Ms. Smith is an enrolled member of the Yavapai-Apache Nation in Arizona. She assists with meeting facilitation, training coordination, and other WTTAP management and administration activities.

Rose Mary Evans (508 Compliance Officer) is the Technical Support Services Manager at APTech. Ms. Evans has completed multiple courses involving 508 compliance and copyright law. She has worked extensively on projects requiring compliance with Section 508 of the US Rehabilitation Act and copyright laws as well as technical editing. Her responsibilities include formatting and technical editing of print and electronic documents to comply with agency guidelines, Section 508, and copyright laws.

Cayden Bergschneider (Graphic Designer) is a Graphic Designer with more than 6 years of experience in the creative sector. He uses his skills to develop and design deliverables that are engaging, informative, and concise. Mr. Bergschneider has worked in a variety of mediums, including print products and social media platforms. He has a B.A. in Graphic Design from Illinois State University and a high degree of proficiency in Adobe Creative Suites software programs, including Illustrator, InDesign, and Photoshop. Mr. Bergschneider will work collaboratively with Ms. Querta to create informative, engaging, culturally sensitive program materials.

TBD (Safety Circuit Rider) this position will be filled after approval of Optional Task 3.3. The Safety Circuit Rider's role within the WTTAP will focus on assisting Tribes with addressing behavioral related safety issues, challenges, and solutions. This individual will work in partnership with the National Highway Traffic Safety Association (NHTSA), the Centers for Disease Control (CDC), Indian Health Service (IHS), SafeKids Wordwide, and the Bureau of Indian Affairs (BIA).

Organizational Chart

1.0 Program Management

Major Tasks for Year Three – Administration and Management

Task #	Tasks	To Be Delivered
1.1	Steering Committee meetings	Quarterly
1.2	Attend required TTAP meetings	Quarterly
1.3	Submit activity reports to FHWA leadership	Quarterly
1.4	Conduct needs assessment survey for Tribes	Biennial
1.5	Submit needs assessment report – FHWA	Biennial
1.6	Complete work plan draft for year 2	Fourth Quarter
1.7	Hire TTAP Center Staff – complete contract modifications	As needed
1.8	Submit PAR/CAR reports	Fourth Quarter
1.9	Host 1-2 Day events/workshops	Quarterly
1.10	Address training and technical assistance requests	On-Demand

The Western Tribal Technical Assistance Program (WTTAP) serves approximately 30% of the 574 federally recognized Tribes in the United States. These Tribes face a wide range of transportation challenges, while the vast geographic area, diversity, and scale of the Western region present unique planning and budgetary challenges for the WTTAP Center. To effectively support its stakeholders, the WTTAP team will implement the following administrative and management activities, along with targeted initiatives designed to address the region's distinct transportation needs.

1.1 Steering Committee Meetings

The WTTAP is guided by its Steering Committee. Membership of this committee are comprised of the following:

- WTTAP Director.
- WTTAP staff and SME's.
- Regional Tribal representatives (must comprise 50% off Steering Committee membership).
- FHWA Office of Tribal Transportation Field Representative.
- Bureau of Indian Affairs (BIA) Program Field Representative.
- FHWA Authorized Organization Representative.
- Indian Health Service.

The Steering Committee will meet at least quarterly to provide guidance on the planning, delivery, and overall direction of WTTAP activities. Key responsibilities include reviewing the Annual Work Plan, supporting the deployment of the Biennial Needs Assessment, providing feedback on the Annual Program Assessment Report (PAR) and Centers Assessment Report (CAR), serving as a liaison between WTTAP and Tribal communities, identifying training needs, and assisting with data collection. Meetings will primarily be held virtually, with in-person meetings convened when opportunities arise.

1.2 Attend Required TTAP Meetings

The Western TTAP Director will attend all recommended Federal Highway Administration (FWHA) meetings, including but not limited to:

- WTTAP Steering Committee.
- National TTAP Leadership Committee.
- WTTAP Center Quarterly Program Meeting.
- TTAP Monthly Directors Meeting.
- Monthly NLTAPA Regional Meetings.
- TRB Standing Committee on Native Americans and Tribal Lands.
- NLTAPA Winter Business Meeting.
- Native American Advisory Committee (NAAC).
- North Coast Tribal Transportation Commission (NCTTC).
- NLTAPA Western Region Annual Meeting.

Additional meetings may be attended as budget permits and when they directly support Tribal transportation priorities in the Western region. As required by the Cooperative Agreement, the Program Director will prepare meeting agendas and distribute meeting minutes following each applicable meeting.

1.3 Submit Activity Reports to FHWA TTAP Leadership

The director will submit the required quarterly and annual reports to the FHWA TTAP leadership prior to the deadline as stipulated in the cooperative agreement. Documentation will follow formats and templates outlined in the Cooperative Agreement by FHWA.

1.4 Conduct Needs Assessment Survey for Tribes

The WTTAP will continue to seek responses to the biennial survey. The survey will be re-issued for the 2026-2027 fiscal year. This will allow the WTTAP to track any changes or trends in transportation issues concerning Tribal communities.

1.5 Submit Needs Assessment Report – FHWA

The director will share the results of the Biennial Needs Assessment with the FHWA Authorized Organizational Representative (AOR), the WTTAP Steering Committee, and members of the WTTAP team to drive the focus of future programming and ensure Tribal transportation needs are met.

1.6 Complete Work Plan Draft for Optional Year 4

The director will draft a work plan for Optional Year 4 that will be driven by the annual assessment responses, feedback from the WTTAP Steering Committee, and guidance from the FHWA partners and leadership. The WTTAP work plan will address focus areas, optional tasks, and will identify and build on successes of the third year in combination with insights gained through the needs assessment. The Year 4 work plan will present goals and objectives as well as position the WTTAP to continue its work into the Year 4 contract option.

1.7 Hire Staff for TTAP Center – Complete Contract Mods

The WTTAP will make every effort to keep the center staffed appropriately to meet program expectations, goals, and needs. Additionally, if vacancies occur for key staff, the WTTAP will notify the FHWA and make concerted efforts to ensure services remain available while a new staff member is sought. Any modifications to the budget or contracts will be made in cooperation with the FHWA.

1.8 Submit PAR/CAR Reports

All reportable activities will be tracked using intake forms. Quantitative data drawn from intake forms will be reported in the PAR; qualitative data will be reported in the CAR.

1.9 Host 1-2 Day Events/Workshops

In partnership with federal agencies, Tribes, additional TTAP Centers, state agencies, and non-profit organizations the WTTAP will host either a bi-annual event, workshop, or peer exchanges. Events and workshops will be designed around Tribal Training Emphasis Areas (TEA) identified by the needs assessment and vetted by the WTTAP Steering Committee in partnership with the FHWA. The goal of such activities is to build Tribal capacity through skill acquisition and education. Ideally, workshops will become an annual event to assist Tribes with planning throughout the WTTAP service area. The WTTAP will assist other TTAP Centers in their program delivery efforts when possible.

Several specific workshops are being planned for the upcoming training season. For example, WTTAP plans to partner with the Rural and Tribal Transportation Training Institute to deliver a 2.5-day summit, Beyond Routes, in 2027. The summit will focus on best practices, partnership development, emerging technologies, and the role of emergency response in transportation. Additionally, WTTAP plans to partner with the Rural Transit Assistance Program (RTAP) to host a two-day Tribal Transit Workshop in spring 2027, based on RTAP's Transit Manager's Toolkit.

1.10 Address Training and Technical Assistance (TA) Requests

The WTTAP Center provides a user-friendly form on its website for Tribes to request specific training, technical assistance, and technical transfer needs. With the utilization of the needs assessment findings, WTTAP will continue to address and prioritize technical assistance requests. The WTTAP encourages Tribes to connect and make requests through various form of communication, including by telephone, email, office visit, and through the "Technical Assistance" page of the WTTAP website. All TA services will be documented into a spreadsheet and reported in the PAR/CAR reports at the end of the fiscal year. Additionally, the data collected will be in the quarterly reports as required by FHWA OTT.

2.0 Marketing and Communications

Major Tasks For Year Three Work Plan – Communication and Marketing

Task #	Task	To Be Delivered
2.1	Conduct regular communication with Tribes	Ongoing
2.2	Develop and maintain an updated mailing list	Ongoing
2.3	Maintain a TTAP center website	Ongoing
2.4	Maintain a transportation library and distribute transportation technology transfer materials	Ongoing

Strong partnerships are the cornerstone of successful programs. The Western TTAP Center focuses heavily on establishing and strengthening relationships between Tribal, local, state, non-profit and federal agencies within its service area. Strong partnerships foster enriched collaboration and prevent the duplication of services and efforts, maximizing the efficient use of funding and the impact of program initiatives.

2.1 Conduct Regular Communication with Tribes

The WTTAP will regularly engage with Tribal communities through various communication methods, including in-person visits, telephone calls, networking events, and virtual meetings on platforms such as Zoom, Webex and Microsoft Teams. The goal of such engagements is to learn more about the transportation needs of the WTTAP Tribal communities and maintain strong collaborative relationships.

2.2 Develop and Maintain an Updated Mailing List

The WTTAP will maintain an up-to-date contact database of Tribal nations and regional partners through its email marketing platform, MailChimp. With the continuous expansion of this comprehensive resource, the WTTAP can effectively market and communicate transportation opportunities to Tribal organizations. Additionally, the WTTAP Center will continue providing the FHWA TTAP leaders with the latest version of the database, as stipulated in the Cooperative Agreement.

2.3 Develop and Maintain a TTAP Center Website

The WTTAP will continue to maintain the program's website. The WTTAP website provides Tribes with valuable resources, including registration links for training, announcements of upcoming events, and news from our FHWA partners. The website also features a resources page with impactful information, documents, templates, Steering Committee notes and agendas, and quarterly editions of the WTTAP Newsletter. Additionally, the WTTAP website will remain current and accessible through various mobile devices, such as smart phone and iPad.

2.4 Maintain a Transportation Library and Distribute Transportation Technology Transfer Materials

The WTTAP will prioritize making technology transfers available to Tribes upon request. Additionally, the WTTAP Center will provide Tribes with 24/7 access to an online resource library of relevant resources. When possible, the WTTAP Center will also promote the FHWA's existing technology transfer offerings by attending events, distributing marketing materials, sending emails, and updating the center's website to raise awareness of these opportunities.

3.0 Training

MAJOR TASKS FOR YEAR THREE WORK PLAN – TRAINING

Task #	Tasks	To Be Delivered
3.1	Analyze needs assessment responses from Year 3	Q1
3.2	Identify which Training Emphasis Areas (TEA) will be addressed	Q1
3.3	Determine where there is existing training that address TEA topics and what training needs to be developed	Q1
3.4	Devise a preliminary training schedule and develop a training catalogue for available courses	Q1
3.5	Design and implement a Tribal Road Scholar Program	Q1, Ongoing
3.6	Attend trainings and meetings	Ongoing
3.7	Partner with Front Range Community College	Q2, Ongoing
3.8	Track training and report activities in the PAR/CAR	Q4

Training will continue to be offered throughout the year. Training will be scheduled in two ways, one using a set schedule of events and the other in response to training requests from individual tribes. The training calendar will be developed based on data from the Biennial Needs Assessment, Steering Committee feedback, previous training evaluations, and in consideration of traditional Tribal ceremonies and events. As mentioned, training will also be provided on a case-by-case basis in response to requests from Tribal agencies, subject to budget feasibility. The WTTAP is committed to delivering quality training that builds skills and incorporates appropriate and necessary technological advancements. Training topics will cover a range of Training Emphasis Areas (TEA) areas and include ED-8 initiatives, public health approaches, and other identified best practices.

3.1 Analyze Needs Assessment Responses

The WTTAP will continue to collect data using its biennial online survey. This survey can also be conducted in-person using hard copies or over the phone. The results will be analyzed and displayed in graphs and tables, which will then be presented to the Steering Committee, FHWA, and other interested stakeholders. Additionally, the WTTAP values written and verbal feedback from tribes and stakeholders. Using all of this information, the WTTAP will collaborate with the Steering Committee to develop a comprehensive yet flexible training strategy.

3.2 Identify Which Training Emphasis Areas (TEA) Will Be Addressed

The Cooperative Agreement, Biennial Needs Assessment, Steering Committee input, and federal partner recommendations will all be used to identify the TEAs for the western region. In building on this information, a comprehensive training strategy will be developed and implemented in collaboration with the above-mentioned partners.

3.3 Determine Where There is Existing Training That Address TEA Topics and What Training Needs to be Developed

To address the training needs of the TEAs, the WTTAP will:

1. Conduct research and communicate with Local Aid Support, the NLTAPA network, and other Tribal leaders to identify existing relevant training curriculum and additional resources.
2. Collaborate with subject matter experts and use internal resources to develop newly customized training to fill the service gap.
3. Tailor training curriculum to be culturally appropriate for Tribal communities when possible. This will be achieved by partnering with an indigenous graphic artist, beta testing the materials, and incorporating feedback from the Steering Committee and Tribal subject matter experts.

3.4 Devise a Preliminary Training Schedule and Develop a Training Catalogue for Available Courses

Drawing on the Biennial Needs Assessment, identified TEAs, and Steering Committee recommendations, the WTTAP will develop a tentative training schedule. The Steering Committee's deep understanding of Tribal communities and ceremonial schedules will guide the event schedule, while the identified TEAs will determine the training topics to be covered. The WTTAP's goal is to consistently offer a focused set of training throughout the year, enabling Tribes to effectively plan travel and attendance. After identifying the TEAs, the WTTAP will add to its existing comprehensive course catalogue. This catalogue will be accessible through the WTTAP Center website as well as a PDF document. The website will provide detailed information such as course descriptions, duration, potential certifications, and instructor details (when available).

3.5 Design and Implement a Tribal Road Scholar Program

The WTTAP is invested in the professional development of Tribal road-agency staff. Providing opportunities to further develop skills and expertise is crucial to advance transportation initiatives in Tribal communities. To enhance professional development opportunities, while also

aligning with FHWA's Every Day Counts-8 Innovations, WTTAP will continue to deliver and monitor the Road Scholar Program and its participants. This program will identify numerous required and elective courses needed to complete the program, all of which are outlined on the WTTAP website. The Road Scholar Program will be a certificate-based program that Tribal employees can use their certificate of completion to encourage pay increases, promotions, project proposals, and to make them more competitive and informed within the industry.

3.6 Attend Tribal Trainings and Meetings

To deliver exceptional training, the WTTAP will maintain and expand staff certifications and instructional skills. Specifically, the WTTAP staff members and SMEs will become certified and maintain certifications for ATSSA Flagger, CPR/First Aid, Child Passenger Safety, and OSHA training. This allows staff and SMEs to instruct and certify Tribal employees on common applications, as well as on the areas identified by the Biennial Needs Assessment.

In addition to internal education and facilitation of trainings, the WTTAP team will also prioritize in-person engagements with Tribes. Staff participation and observations at project-run trainings is encouraged, but will depend on schedule availability, budget constraints, and individual interest. Additionally, the WTTAP staff will make an effort to participate in following meetings and conferences:

- Native American Advisory Committee
- TRB Standing Committee on Native Americans and Tribal Lands
- BIA Highway Safety Program Annual Training Workshop
- Regional Tribal Transportation Safety Summits
- National NLTAPA Annual Conference
- National Transportation in Indian Country Conference
- Lifesavers
- Kids in Motion
- Rural and Tribal Transportation Training Institute

3.7 Partner with Front Range Community College

The WTTAP will partner with Front Range Community College to expand training opportunities by developing crosswalks for college credit. This collaboration will allow participants to apply, if applicable, previously completed training toward academic credit, creating a steadfast pathway from workforce development to higher education while keeping educational costs low.

The Highway Maintenance Management Program at Front Range is a fully accredited Associate of Applied Science degree that is completely offered online. By aligning WTTAP curriculum and the Tribal Road Scholar Program with the Front Range's credit requirements, WTTAP will

provide students with a seamless transition that supports both career advancement and long-term educational goals.

3.8 Track Training and Report Activities in the PAR/CAR

All training activities will be tracked and reported in the PAR and CAR. Quantitative data will be outlined in the PAR; qualitative data will be outlined in the CAR.

4.0 Technical Assistance

MAJOR TASKS FOR YEAR THREE WORK PLAN – TECHNICAL ASSISTANCE (TA)

Task #	Tasks	To Be Delivered
4.1	Manage a Technical Assistance page on the WTTAP website and continue to track TA requests	Q1, Ongoing
4.2	Provide on-demand technical assistance	Ongoing
4.3	Provide remote and in-person technical assistance	Ongoing
4.4	Monitor TTAP technical assistance requests through email and request form submittal	Ongoing
4.5	Track technical assistance and report activities in the PAR/CAR	Q4

The Western TTAP will incorporate specific questions pertaining to technical assistance topics and delivery methods in its annual needs assessment. WTTAP will provide on-demand technical assistance through its existing online form, email, phone calls, and postal mail. TA will be track and document activities to support quality assurance and ensure consistent data collection.

4.1 Design a Technical Assistance Page on the WTTAP Website and Continue to Track TA Requests

The Western TTAP Center has designed and designated a technical assistance page on the Western TTAP website. This page includes a Google Form that provides an avenue for Tribes to submit technical assistance requests with ease. Technical assistance requests can also be made via email, phone, and online form available through the WTTAP website, and mail. Once a request is submitted, the director will assign an SME to address the Tribe's request. WTTAP will continue to track all technical assistance requests and report each in the PAR/CAR that is submitted in quarter four of the agreement.

4.2 Provide On-Demand Technical Assistance

The WTTAP Center will provide on-demand technical assistance to Tribes in the region. Similar to an inventory system, the WTTAP will provide technical assistance on an as-needed basis to avoid the duplication of efforts and overall costs. This initiative will require technical assistance providers to forecast demands, provide high-quality assistance, and practice reliable delivery. The use of technology and networking allows WTTAP to overcome unanticipated disruptions due to weather, epidemics, scheduling conflicts, among other potential impacts.

4.3 Provide Remote and In-Person Technical Assistance

Technical assistance will be provided in-person and virtually. Factors such as Tribal needs, the nature of the request, potential technology transfers, current Tribal skill levels, and the WTTAP budget to determine the appropriate means of delivery. Additionally, technical assistance will be provided in a group setting or on a one-on-one basis. The technical assistance available to Tribes has a wide range of topics including, but not limited to, program development, pavement, occupant protection, engineering, grant writing, leadership, and safety.

4.4 Monitor TTAP Email Address for Technical Assistance Requests

In addition to the intake form, WTTAP will maintain an email dedicated to technical assistance inquiries to be monitored by the director and the technical assistance lead, Luis Sibaja. Tribes can email the WTTAP directly by using the website's "contact us" page.

4.5 Track Technical Assistance and Report Activities in the PAR/CAR

All technical assistance requests will be tracked through completed intake forms. Quantitative data drawn from intake forms will be reported in the PAR; qualitative data will be reported in the CAR.

5.0 Technology Transfer

MAJOR TASKS FOR YEAR THREE WORK PLAN – TECHNOLOGY TRANSFER

Task #	Task	To Be Delivered
5.1	Platform for technology transfer communication	Ongoing
5.2	Promote and participate in FHWA technology transfer initiatives	Ongoing
5.3	Distribute and house technology transfer materials	Ongoing
5.4	Report annual technology transfer summary in PAR/CAR	Q4

Technology transfer is a collaborative process of transferring technology, knowledge, and innovations from various resources. Technology transfers may include tangible goods, such as spreadsheets or data, as well as intellectual property, all with the goal of developing products or services that benefit Tribes.

5.1 Platform for Technology Transfer Communication

The WTTAP is a premier technology transfer partner for Tribal transportation agencies in the west. This has been accomplished by leveraging existing partnerships with the University of California Long Beach, FHWA, the National Rural Roads Safety Center, the Rual and Tribal Transportation Training Institute, the Bureau of Indian Affairs, and fellow TTAP and Local Technical Assistance Program (LTAP) groups. WTTAP will continue to provide technology transfers as appropriate and update its resources page with technology transfer information throughout the year.

5.2 Promote and Participate in FHWA Technology Transfer Initiatives

The WTTAP key staff will attend peer exchanges, webinars, and training hosted or promoted by FHWA that pertain to technology transfers. FHWA initiatives will be a focal point, specifically those that align with Every Day Counts initiative 7 and 8, Bi-partisan Infrastructure Legislation, and Coordinated Technology Implementation Program.

5.3 Distribute and House Technology Transfer Materials

Technology transfer will be promoted through Mailchimp e-blasts, the WTTAP quarterly newsletter, and housed in the resource library on the WTTAP website.

5.4 Report Annual Technology Transfer Summary

All technology transfers will be tracked and reported in the PAR as part of Technical Assistance; qualitative data will be reported in the CAR.

6.0 Stakeholder Coordination and Partnering

MAJOR TASKS FOR YEAR THREE WORK PLAN – STAKEHOLDER COORDINATION & PARTNERING ACTIVITIES

Task #	Task	To Be Delivered
6.1	Continue to collaborate with Tribal Transportation Program Coordinating Committee (TTPCC) Representatives	Ongoing
6.2	Retain and recruit additional Steering Committee members	Ongoing
6.3	Coordinate with federal, state, and local agencies on program enhancements	Ongoing
6.4	Coordinate on peer exchanges	Q4
6.5	Actively engage and participate in Local and National LTAP/TTAP Association(s) (NLTAPA)	Ongoing
6.6	Coordinate with other NLTAPA Members and key federal partners	Ongoing
6.7	Establish a partnership and coordinate educational opportunities with Front Range Community College	Q1, Ongoing
6.8	Track partnership and report activities in the PAR/CAR	Q4

To align with the FHWA TTAP Strategic Plan's Vision of "*…improving the quality and safety of the surface transportation system through collaborative partnerships, training, and information exchange"*, the Western TTAP Center will forge strategic partnerships which offer a broad range of expertise and new perspectives to advance its programs.

6.1 Contact Tribal Transportation Program Coordinating Committee (TTPCC) Representatives

The Director has obtained contact information for the Western Region TTPCC Representatives from FHWA and initiated communication with each representative. Once this connection was made, the WTTAP Director sought feedback from the TTPCC representatives on a drafted invitation for western regional Tribes to join the WTTAP Steering Committee. WTTAP values the support of their TTPCC partners.

6.2 Solicit Steering Committee Members

Once feedback on the Steering Committee invitation has been collected from the Western Region TTPCC representatives, the director used the Bureau of Indian Affairs website to obtain a list of Tribal leaders in the western region to initiate contact with. To expand the reach, the director will seek additional contact recommendations from each TTPCC representative for suggested members. The final version of the invitational letter was sent to Tribal leaders and TTPCC recommendations. Outreach will continue until the WTTAP Steering Committee has no less than 50% Tribal representation in its membership. WTTAP will continue to recruit members of the Steering Committee as appropriate.

6.3 Coordinate with Federal, State and Local Agencies on Program Enhancements

Federal, state, and local agencies play a pivotal role in program delivery. WTTAP will utilize these partnerships to identify quality instructors, venues, funding opportunities, and more. Additionally, WTTAP will work with partnering agencies to identify service gaps through participant feedback and Tribal consultation. For example, providing car diagnostic clinics at large community events, such as a pow wow, or coupling workshops with a pre-conference session. WTTAP strivesto seamlessly collaborate with partners and Tribal nations, integrating transportation and cultural practices to maximize effectiveness.

6.4 Coordinate on Peer Exchanges and Summits

The WTTAP will leverage existing partnerships with federal agencies, Tribes, Tribal agencies, state agencies and fellow TTAP Centers to deliver peer exchanges and summits to promote collaboration among and between Tribes and Tribal regions. Furthermore, WTTAP will use different platforms, such as Zoom, Microsoft Teams, or Webex, to encourage participation and engage with various Tribes and stakeholders. In-person and virtual peer exchanges may be delivered according to Tribal needs identified by the needs assessment and stakeholder feedback. WTTAP plans to partner with the Rural and Tribal Transportation Training Institute to deliver a 2.5-day summit, Beyond Routes, in 2027. The summit will focus on best practices, partnership development, emerging technologies, and the role of emergency response in transportation. Additionally, WTTAP plans to partner with the Rural Transit Assistance Program (RTAP) to host a two-day Tribal Transit Workshop in spring 2027, based on RTAP's Transit Manager's Toolkit.

6.5 Actively Engage and Participate in National LTAP/TTAP Association(s) (NLTAPA)

The WTTAP's participation with the American Public Works Association (APWA), National Association of County Engineers (NACE), and NLTAPA workgroups, and in regional meetings, and annual business meetings will keep the director abreast of training and technical assistance innovations. Consistent participation in work groups and events will strengthen TTAP's presence with peers at the state and federal level. The Director will continue to serve as the Tribal Region representative for the NLTAPA Executive Committee until 2027.

6.6 Coordinate with Other NLTATPA Members and Key Federal Partners

The Western TTAP Center will collaborate with a diverse group of subject matter experts by leveraging in-house SME's and our partners at CSU Long Beach, BIA, FHWA and fellow TTAPs/LTAPs to share cutting-edge knowledge, procedures, and materials with Tribal partners, strengthening their capacity. The WTTAP Center will actively engage with the NLTAPA network and federal partners. Such connections will aid in managing and executing the annual work plan through training coordination, technical assistance, and evidence-based initiatives. The NLTAPA community and other federal partners are valuable resources for exchanging ideas and best practices.

6.7 Establish a Partnership and Coordinate Educational Opportunities with Front Range Community College

WTTAP will collaborate with Front Range Community College to expand educational opportunities in Highway Maintenance Management by creating crosswalks for college credits. This partnership will enable students to apply completed WTTAP training courses toward the accredited online Highway Maintenance Management Associate Program which is an Applied Science degree. Aligning WTTAP curriculum with college credit requirements will open cost-effective pathways from workforce development to higher education while supporting both career advancement and long-term educational goals.

6.8 Track Partnerships and Report Activities in the PAR/CAR

All partnership quantitative activity will be tracked and reported in the PAR; qualitative partnership activity data will be reported in the CAR.

7.0 OPTIONAL TASK

OPTIONAL TASK 3.2 FOR YEAR THREE WORK PLAN – HIGHWAY CONSTRUCTION WORKFORCE PARTNERSHIP

WTTAP will partner with California State University, Long Beach (CSULB), one of WTTAP's primary subconsultants and technical lead, to fulfill the objectives of this optional highway construction task order. Through this collaboration, the Highway Construction Workforce Partnership (HCWP) will deliver career pathways, skills training, and job opportunities prioritizing minorities and women in tribal communities. The following is a breakdown of the proposed tasks under this initiative.

Task #	Tasks	To Be Delivered
7.1	Project Kickoff Meeting	Month 1
7.2	Review FHWA On-the-Job Training Supportive Services resources (OJT/SS) and review OJT/SS training programs	Months 1-2
7.3	Identify key OJT/SS partner organizations	Months 1-2
7.4	Identify common recruitment channels for OJT/SS	Months 2-3
7.5	Develop needs assessment survey to gauge knowledge of and demand in OJT/SS training programs	Month 3
7.6	Conduct needs assessment survey	Months 3-4
7.7	Provide assistance for Tribal members to identify and register for training programs	Month 5
7.8	Develop OJT/SS application manual	Months 6-10
7.9	Prepare Annual Tribal Strategic Workforce Development Initiative Report	Months 11-12

Tribal communities face unemployment rates of 10.5% on average. Additionally, they also face limited access to training for high-wage, in-demand careers, particularly in the construction sector. While highway construction projects present significant employment opportunities, tribal members—particularly women and other underrepresented groups—remain underrepresented in the highway construction workforce.

The FHWA Every Day Counts Round 7 (EDC-7) initiative on the Highway Construction Workforce Partnership (HCWP) aims to showcase these roles by enhancing the effectiveness of the On-the-Job Training Supportive Services (OJT/SS) Program.

This program has been shown to elevate the workforce through skill development and job retention on capital improvement projects.

7.1 Project Kickoff Meeting

WTTAP and the California State University of Long Beach (CSULB) will establish a partnership with a shared commitment that reflects the HCWP's mission on multi-stakeholder collaboration from the outset. This will include a kickoff meeting to introduce roles, responsibilities, expectations, and collaborative processes to ensure alignment and a collaborative foundation. Deliverables include a meeting agenda, meeting notes, and a signed memorandum of understanding, if applicable.

7.2 Review FHWA On-The-Job Training Supportive Services (OJT/SS) Resources and Review OJT/SS Training Programs

WTTAP and CSULB will conduct a review of FHWA On-the-Job Training Supportive Services (OJT/SS) resources and existing OJT/SS training programs, using established FHWA best practices and guidance as the foundation for the program. This approach aligns with EDC-7's focus on scaling proven models to ensure the program design builds on effective evidence-based strategies.

7.3 Identify Key OJT/SS Partner Organizations

The WTTAP team will identify key OJT/SS partnering organizations that mirror the "Identify" phase of HCWP's Identify–Train–Place model. This process will encourage the inclusion of tribal colleges, unions, contractors, and workforce boards, establishing a comprehensive network of stakeholders to support program implementation.

7.4 Identify Common Recruitment Channels for OJT/SS

The WTTAP team will identify common recruitment channels for OJT/SS, supporting HCWP's Recruitment & Outreach pillar. This effort will leverage strategies such as FHWA's Roads to Your Future campaign, adapted specifically for tribal outreach.

7.5 Develop Needs Survey to Gauge Knowledge of and Interest in OJT/SS Training Programs

A needs survey specifically developed for OJT/SS will be developed to gauge knowledge of and interest in such training programs. This activity is directly tied to the "Identify" phase of the Identify–Train–Place model. By gathering workforce data to inform training content and guide recruitment strategies, the WTTAP can better support a targeted labor market through a skills gap analysis.

7.6 Conducts Needs Survey

Conducted by WTTAP and CSULB, the needs survey will collect baseline data that will provide critical insights for strategic planning. This approach follows recommendations from FHWA's Strategic Workforce Development Toolkit, ensuring that program decisions are informed by data-driven analysis.

7.7 Provide Assistance for Tribal Members to Identify and Register for Training Programs

In an effort to address the "Train" phase of HCWP, WTTAP will provide technical assistance to Tribal members to aid in identifying and registering for appropriate training programs. The WTTAP is committed to guiding individuals to approved OJT/SS programs and supporting successful enrollment and participation.

7.8 Develop OJT/SS Application Manual

The OJT/SS application manual will be designed to create a sustainable and repeatable process for future training applicants. This manual supports HCWP's goals for retention and institutional knowledge, while providing consistent guidance and streamlined procedures for ongoing participation.

7.9 Prepare Annual Tribal Strategic Workforce Development Initiative Report

California State University at Long Beach will prepare the Annual Tribal Strategic Workforce Development Initiative Report, aligning with HCWP's emphasis on tracking outcomes and sharing lessons learned. This report will support continuous improvement ensuring performance measurement and transparent reporting of program results. The final report will be incorporated into WTTAP's annual PAR/CAR report, where appropriate.

8.0 Optional Task

Optional Task 3.3 for Year Three Work Plan – Behavioral Safety Circuit Rider (SCR)

Tribal communities often lack the capacity, expertise, or funding to implement proven safety measures. The SCR will support Western Region tribes in behavioral traffic safety and public health, bridging Federal, state, and tribal programs to help reduce crashes, injuries, and fatalities.

Task #	Task	To Be Delivered
8.1	Contract a SCR to fill the role within WTTAP	Q1
8.2	Prioritize needs in behavioral interventions for Tribal communities	Q1
8.3	Provide technical assistance	Ongoing
8.4	Training and capacity building	Ongoing
8.5	Provide insight and guidance on behavioral safety interventions	Ongoing
8.6	Contribute to program assessment and planning for tribes	Ongoing
8.7	Assist Tribes in data collection and analysis	Ongoing
8.8	Provide policy development guidance and best practices support	Ongoing
8.9	Engage tribes in collaboration and networking	Ongoing
8.10	Prepare annual SCR report	Q4

Rural roads make up nearly half of all traffic fatalities, with tribal communities disproportionately affected. Many tribes are in remote areas with limited access to capacity-building resources. The Safety Circuit Rider (SCR) provides expert guidance on Federal requirements and proven, culturally relevant safety countermeasures. By embedding Safe System principles, the Behavioral Safety SCR promotes low-cost, effective interventions that help communities plan for human error and create layered protection for all road users.

8.1 Contract a SCR to Fill the Role Within WTTAP

The WTTAP will contract a Safety Circuit Rider (SCR) to fill a specialized 2,080-hour-per-year role. The SCR will focus on the best behavioral practices in transportation. Some, but not all, include policy development, low-cost safety initiatives, and community outreach, providing expert support to enhance roadway safety in Tribal communities.

8.2 Prioritize Needs in Behavioral Interventions from Tribal Communities

The SCR will identify and prioritize behavioral intervention needs in Tribal communities by analyzing lessons learned from previous efforts and leveraging results from the WTTAP needs assessment. This approach promotes targeted, data-driven strategies are used to address the most pressing safety priorities.

8.3 Provide Technical Assistance

The team will provide technical assistance to tribes, applying best practices and proven safety countermeasures. Guidance will be informed by National Highway Traffic Safety Administration's (NHTSA) publication on evidence-based initiatives and the CDC's *Best Practices in Tribal Motor Vehicle Injury Prevention Guide*, ensuring culturally relevant and effective interventions.

8.4 Training and Capacity Building

The SCR will conduct in-person and virtual training on key safety topics such as occupant protection, child passenger safety, impaired driving, graduated licenser, and distracted driving. Training will be tailored to tribal audiences, with follow-up sessions and technical assistance offered as needed to reinforce learning and support implementation.

8.5 Provide Insight and Guidance on Behavioral Safety Interventions

The SCR will provide insight and guidance on behavioral safety interventions, with an emphasis on practical, low-cost strategies. Insights and guidance will include assisting tribes in identifying key safety issues and selecting appropriate interventions to address community needs effectively.

8.6 Contribute to Program Assessment and Planning for Tribes

The SCR will contribute to the program and planning for Tribes, include the development of safety programs and identification of funding opportunities. This support will help strengthen tribal capacity to design, implement, and sustain effective roadway safety initiatives.

8.7 Assists Tribes in Data Collection and Analysis

WTTAP will help identify alternative data sources and create visual aids from available information. Data collection and analysis support will also include training on the collection of raw occupant protection data for use in grant narratives, reports, and other program documentation.

8.8 Engage Tribes in Collaboration and Networking

The WTTAP team will foster collaboration and networking by identifying opportunities for Tribes to connect with other Tribes, stakeholders, and Federal partners. The team will also provide guidance on developing and sustaining effective partnerships to strengthen roadway safety efforts.

8.9 Prepare Annual SCR Report

The SCR will prepare an annual report. The annual SCR report will showcase training, technical assistance, and outcomes of each. This collection of information will support continuous improvement in tribal safety and ensure performance measurement and transparent reporting of program results. The final report will be incorporated into WTTAP's annual PAR/CAR report, where appropriate.

Conclusion

APTech is committed to providing responsive, high-quality training and technical assistance that reflects the unique needs and priorities of Tribal communities. Feedback from course evaluations, stakeholder engagement, and Advisory Committee members indicates strong satisfaction with the program to date. Moving forward, APTech will continue to listen to Tribal partners, adapt services to emerging needs, and strengthen opportunities for collaboration, ensuring that WTTAP remains a trusted resource in advancing Tribal transportation safety, capacity, and infrastructure.