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Shop Safety - Blocks 3
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Montana Library 11
Parting Shot . . . Steve Kurk 12
I would like to thank the operators who come to showcase their skills, or lack thereof, in the competition. They come for both the classroom safety training and the competition challenges. Our hope is they leave with more knowledge on safety practices to take back to their fellow workers who were not able to attend and use in their daily work activities. They also have met new contacts to provide a network for seeking solutions to everyday transportation issues.

Currently, life seems to be changing at a quicker pace than ever before. There is more traffic, harsher weather, less patience and less funding here in Montana. Politics seem to be in a constant state of unrest. With no solution in current sight, I encourage all to do what we have always done. Do the best with what you have and stay the course. Hard work, good ethics and sharing resources are the way Montana has always thrived.

As winter approaches, get prepared for the winter season both at work and at home. Maintain your equipment, stock your sand piles, change your tires, prepare everything you might need, and then be content that you are ready for whatever comes your way.

Be sure to join us in our monthly safety webinars. As fall approaches we will be covering preparedness topics. Your participation during the webinars provides information for others to learn. Another quick reminder to also visit our website to select one of our recorded safety webinars for your safety meetings at this link: http://www.coe.montana.edu/ltapv2/resources/webinars/index.html. You can use these webinars as part of your credit for MSHA and also receive credit from MACo.

Prepare for the upcoming winter months and travel safe,
Steve Jenkins, Montana LTAP Director

I would like to thank the City of Great Falls for sponsoring the 26th Annual Snow Rodeo. Jim Rearden, Public Works Director of the City of Great Falls, has been on our LTAP Advisory Board for over twenty years, has helped LTAP secure funding to insure stability, and assisted with the Snow Rodeo for decades. His knowledge and suggestions have helped steer training to benefit local governments here in Montana, specifically cities.

Debbie Kimball, Program Specialist for the City of Great Falls Public Works Department, has helped shepherd the Snow Rodeo wherever it has been held: Great Falls, Helena, and Billings. All the operators wait around for the scores to be tabulated after the Snow Rodeo competition with the final winners to be announced while Debbie does her magic.

Debbie Kimball, Program Specialist
City of Great Falls

Front Page Photo: By Michele Beck, Steve Jenkins (left) and Dee Hadfield (right) perform Forklift walk around at recent Snow Rodeo in Great Falls.
Shop Safety in Jefferson & Madison Counties

An inquiry was recently received from Jefferson and Madison Counties Safety Coordinator to find written verbage on using "hardwood" blocks for safety props when working on dump truck beds and other hydraulic equipment. After LTAP reviewed several OSHA websites, not only did OSHA NOT recommend using wooden blocks, there were several cases where the wooden blocks had either shattered apart from the weight load or had become dislodged from their position due to being bumped. In these cases, the victims were killed by being crushed by the weight of the truck bed as it fell on them. One such incident happened in Glasgow, Montana. (At this link: http://www.msha.gov/fatals/metal/2014/final-reports/final-m14-17.asp)

At this link, print this flyer and put it up in your shop. It describes how wooden blocks can slip and workers can be crushed: http://www.worksafecenter.com/safety-resources/PDF/tutorial/municipality/Working%20Under%20Dump%20Beds.pdf

In OSHA's report, Hazards of Unintended Movement of Dump Truck Body Beds at this link: https://www.osha.gov/dts/shib/shib091806.html, they site several regulations county shops need to put in their safety manuals:

**29 CFR 1926.600(a)(3)(i)**
Heavy machinery, equipment, or parts thereof, which are suspended or held aloft by use of slings, hoists, or jacks shall be substantially blocked or cribbed to prevent falling or shifting before employees are permitted to work under or between them. Bulldozer and scraper blades, end-loader buckets, dump bodies, and similar equipment, shall be either fully lowered or blocked when being repaired or when not in use. All controls shall be in a neutral position, with the motors stopped and brakes set, unless work being performed requires otherwise.

**29 CFR 1926.601(b)(10)** Trucks with dump bodies shall be equipped with positive means of support, permanently attached, and capable of being locked in position to prevent accidental lowering of the body while maintenance or inspection work is being done.

*(CFR stands for Code of Federal Regulations)*

After reviewing these regulations and reviewing the materials sent, Caroline Henry, Safety Coordinator for Jefferson and Madison counties, decided to purchase two sets of Safety Wedges for their Montana City and Whitehall Road shops and one Dump-lock set for Central Shop and Boulder Road Shop to share. The funding came out of their Safety budget.

Henry said their road crews do not do a lot of maintenance in Jefferson County on their dump trucks because they take them to Central Shop if there is a problem. If and when they do have to block the beds up, they are going to be a lot safer. During this next year, Henry will try to do the same for Madison County road crews who do the majority of their maintenance and mechanic work.
Over eighty participants gathered for Day 1 - Safety Training Day - of the 26th Annual Snow Rodeo at Great Falls’ Montana Expo Center. Dee Hadfield, Utah LTAP Equipment Safety Trainer, reviewed several vital safety issues at the beginning of the Equipment Training Day. One of his major emphasis was on using the three-point ingress/egress of equipment. This is one of the major injury claims filed. Hadfield reminded participants to “slow down” and put your coffee cup in the cab before you get in.

His presentation also covered safety backing issues when operating a motor grader and other heavy equipment. He said to document everything, in respect to a pre-inspection and a post-inspection. They had loaned out a rented motor grader to another company before they returned it and did not document a post inspection. The other company brought the motor grader back and had over $15,000 of damage to it. Hadfield said they had to pay half of this cost because they could not prove they did not cause the damage. Again, he said document EVERYTHING!

Always call before you dig was another point Hadfield emphasized. He provided photos of an excavator who hit a gas line and the explosion was so large it destroyed two homes connected with the gas line. The equipment operator and backhoe were never found. Another concern was hydraulic grease guns. Hadfield told a story about a shop mechanic working in sub-zero conditions who was having difficulty with his grease gun. When the gun accidentally became disconnected, the hydraulic pressure was so strong the grease went through the man’s clothing and imbedded into his pectoral muscles. The only way to remove the grease, which would have caused gangrene, was to have it surgically removed. He lost a great amount of muscle mass in his chest.

After break, Hadfield did a Forklift safety inspection walk-around with Steve Jenkins, Montana LTAP Director, reviewing what to look for before getting on. Hadfield reminded everyone to do a pre-inspection not only your forklift, but any piece of equipment. Later in the afternoon, Jenkins showed the Forklift safety video and all participants took the forklift exam.

Mike Cook, Tractor and Equipment Company, followed up on the second half of the morning with the motor grader review and how to establish better drainage on a gravel road with reference to the crown and slope on the road design. He explained how Accu-grade helped to meet that slope requirement. Kevin Sedgwick, Tractor and Equipment Company, assisted with the hands-on field demonstration portion on the motor grader.
Jackson Beighle, Electronic Data Systems, presented on applications for smart phones as it relates to road maps and how important it is to have information about road issues such as snow covered roads, accidents, and closures.

He described how these tools and technology allow road personnel to immediately list on their websites actual closures in order to alert the public. Apps include culvert inspections, bridge inspections, and a myriad of other types for a Smart Phone. Some apps are for communicating such as Facebook, emails, Linked In.

Beighle said the App Revolution is equivalent to the Industrial Revolution. People are bringing their own phones into work. It is a huge challenge for governments. They also have access to IPads and laptops. This means phones are in their vehicles. The information has to be dynamic, real time to be effective.

Beighle demonstrated to the class by going online on his phone and open up a manhole covering app. He noted this could be done with culverts, signs, bridges, roads. He reported a “bad” manhole cover from his present location, at the Family Living Center, and it immediately showed up on the map app where the Montana Expo training was being held, being projected from his computer. This could be used for a hydrant, water pipes, and other utilities.

He emphasized an accurate map must be entered into the system prior to filing reports like these. Someone at the office would also be able to see any report being made on this map.

Beighle then played a video that showed how to use a laser to measure the volume of a stock pile with an application. Pricing ranged for the Laser, at about $1700 and handheld roughly $800. For putting together a set up like this, the prices ranged about $3,000 to $4,000.

Wrapping up the afternoon of training, Steve Jenkins, MT LTAP, reviewed how to determine height of gravel piles by using survey instruments. He went through the math on how to calculate or estimate stock piles of gravel by L x W x H.

L x W x H

5280 ft x 24 ft x .5 ft (6") = 63,360 ft³

63360 / 27 = 2347 yd³

2347 yd³ x 1.6 (wet with sand) = 3755 tons

2347 yd³ x 1.4 (dry, no sand) = 3286 tons

3755 x $10/ton = $37,550 per mile

He then used the booklet *Inspector’s Job Guide and Highway Maintenance Tables* (MT LTAP) on pages 7, 8, and 9 where calculations have already been made for gravel piles.
Calender of Events • July 2015 - December 2015

July 2015

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3: Fourth of July Holiday - Offices Closed
14: MT LTAP Webinar: First Aid- 7:30 - 8:00am
20 - 23: National LTAP/TTAP Summer Conference, Savannah, Georgia

Training on Request:
- Summer Survival
- Hand Safety
- Slips, Trips, & Falls

August 2015

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12 - 14: Safety Fest - Havre (www.safetyfestmt.com/)
18: MT LTAP Webinar: Noise Safety - 7:30 - 8:00am

Training on Request:
- Forklift
- Sign Safety
- Road Audits

September 2015

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2 & 3: 26th Annual Equipment Safety Training and Snow Rodeo - Great Falls, MT (MT LTAP) Brochure available in July
7: Labor Day Holiday - Offices Closed
20 - 24: MACo 106th Annual Conference, Holiday Inn, Missoula, MT www.mtcounties.org or MACo’s Karen Houston 406 - 449 - 4360
22: MT LTAP Safety Webinar: Intersection Safety 7:30am - 8:00am

October 2015

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MACRS Fall District Meetings:
- 5: Havre 6: Missoula 8: Townsend 14: Glendive 15: Billings
- 7 - 9: 84th League of Cities & Towns - Bozeman, MT
- 7: Public Works Directors Meeting - Bozeman, MT
- 10: Put The Brakes On Fatalities Day - 15th Anniversary (go to: www.brakesonfatalities.org)
- 12: Columbus Day - Observed (Montana LTAP Offices Open)
20: MT LTAP Safety Webinar: Gravel Pit/Trenching - 7:30am - 8:00am
21 - 22: 30th Regional Local Road Coordinators Conference, Rapid City, SD https://www.sdstate.edu/engr/ltap/upload/2015-Regional-Local-Road-Conference.pdf

November 2015

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11: Veterans’ Day - Offices Closed
17: LTAP Leadership - Great Falls - 8am - noon
17 & 18: MACRS Planning Meeting, 1 - 5pm (17) and 8am - noon (18); Great Falls
24: MT LTAP Safety Webinar: Public Relations 7:30am - 8:00am
26 - 27: Thanksgiving Holiday - Offices Closed

December 2015

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15: MT LTAP Safety Webinar: Winter Maintenance 7:30am - 8:00am
24 & 25: Christmas Holiday - Offices Closed

Some dates and locations are subject to change.
Call Genevieve Houska, LTAP, 1-800-541-6671 to confirm.

Safety Meeting Webinars from Montana LTAP
October 27: Gravel Pit safety/Trenching Safety
November 24: Public Relations
December 15: Winter Maintenance
Monthly Thirty-Minute Safety Webinars held at 7:30am on Tuesday Mornings
Call Montana LTAP at 1-800-541-6671 for more information!
### January 2016

#### Calendar of Events

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1: New Year’s Day - LTAP Offices Closed
10-14: 95th Transportation Research Board, Washington, DC
18: Martin Luther King Day - Offices Closed
19: MT LTAP Safety Webinar - Winter Survival 7:30am-8:00am
25-27: 14th Annual Safety Congress - Great Falls, MT (MLTPAP):
   25am: Work Zone Tech
   25pm: Traffic Control Supervisor
   26: Traffic Control Supervisor
   27: Roadway Safety Training

#### February 2016

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2: Asphalt Institute - Helena, MT (MLTPAP)
15: President’s Day - Observed (MLTPAP Offices Closed)
23: MT LTAP Safety Webinar - WZ Flagging 7:30am-8:00am

### March 2016

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14-17: MSU Spring Break
14: Work Zone Technician - Missoula (MLTPAP)
15: Work Zone Technician - Great Falls (MLTPAP)
16: Work Zone Technician - Miles City (MLTPAP)
17: Work Zone Technician - Billings (MLTPAP)
22: MT LTAP Safety Webinar - Road Stabilization 7:30am-8:00am
28-31: MACRS 36th Annual Conference - Heritage Inn, Great Falls, MT (MLTPAP)

### April 2016

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11-15: National Work Zone Awareness Week (ATSSA)
TBA: APWA North American Snow Conference
   More info: [http://www.apwa.net/Snow](http://www.apwa.net/Snow)
19: MT LTAP Safety Webinar: Weed Mowing Safety 7:30-8:00am
24-28: NACE Annual Conference 2016, Tacoma, WA

### May 2016

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3: Gravel Roads Maintenance & Design - Missoula
4: Gravel Roads Maintenance & Design - Great Falls
5: Gravel Roads Maintenance & Design - Billings
10: Work Zone Tech/Flagger Certification - Great Falls
11: Work Zone Tech/Flagger Certification - Havre
15-21: National Public Works Week(APWA)
24: MT LTAP Safety Webinar: ABC’s of First Aid 7:30-8:00am
30: Memorial Day - Offices Closed

### June 2016

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7: Work Zone Flagging - Bozeman
8: MACRS Executive Meeting, 1-5pm - Bozeman
9: MT LTAP Annual Advisory Board Meeting, 9am-12pm - Bozeman
21: MT LTAP Safety Webinar - Leadership - 7:30am-8:00am

Some dates and locations are subject to change.
Call Genevieve Houska, LTAP, 1-800-541-6671 to confirm.

Training Opportunities at Montana LTAP Website:
[http://www.coe.montana.edu/ltapv2/training/index.html](http://www.coe.montana.edu/ltapv2/training/index.html)

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*If you injure or kill someone while DUI, you can be convicted of vehicular homicide while under the influence. Expect a prison term up to 30 years and fines up to $50,000, or both. DON’T DRINK & DRIVE! § 45-5-106, MCA*
Jenkins said by getting the base size correct, everyone’s calculations should get fairly close to weight of pile by using the booklet.

Jenkins then had the class step outside to review their abilities to use the survey instruments to determine height and distance.
Snow Rodeo 2015

For the actual field exercise challenge, participants drove to the MDT gravel site a few miles away to apply these measurement calculations to actual large gravel piles. Steve assigned teams and participants measured the base of the specific gravel piles and then determined height.

Snow Rodeo Winners 2015

The second day of the Snow Rodeo is all about the competition where operators test their skills on the front end loader, snowplow, motorgrader, and backhoe on each course set up. There also was a diagnostic test and safety test each contestant had to complete. Points were so close for the championship. The All Around Champion for 2015 is Clint Walker, Missoula County! Congratulations to all who competed.

All Around Champion: Clint Walker – Missoula County

Backhoe:
1. Bob Engum – Cascade County
2. Ike Stahmer – City of Great Falls
3. Justin Maki – Cascade County
First Timer Award: Ike Stahmer – City of Great Falls

Loader:
1. Cody Lattin – City of Great Falls
2. Doug Erickson – Lewis & Clark County
3. Clint Walker – Missoula County
First Timer Award: Chris Hardyman – Lewis & Clark County

Motorgrader:
1. Will Wertz – Broadwater County
2. Clint Walker – Missoula County
3. Dustin Hirschy – Beaverhead County
First Timer Award: Dustin Hirschy – Beaverhead County

Snow Plow:
1. Clint Walker – Missoula County
2. Cody Lattin – City of Great Falls
3. Chris Hardyman – Lewis & Clark County
First Timer Award: Chris Hardyman – Lewis & Clark County
You Show Us Contest

After reviewing the two entries to the Montana You Show Us Contest, it was decided the winner was Richland County’s Cement Spreader. This winner has been forwarded to the Regional Contest where the top winner will be selected to go to the national competition. Following are the two entries from Richland County Public Works:

Cement Spreader

Problem Statement: Roadsoft spots or blowouts often shut down roads or at least impede traffic. Depending on size, location, or time of day, they may be dangerous. Unfortunately they are a common problem on gravel county roads. They often require work crews to interrupt other critical tasks and focus on road repairs. These “fixes” can be done to last, but often there is only enough time and resources to make temporary repairs which often only last a year, so repeat visits are very costly. In Richland County pit run rock and sometimes fabric is used, but many times we have not found these repairs to be permanent, either because treatments were too thin, or soft spots came back beyond the area of repair. Alternative solutions were sought and it seemed cement was a viable option. However, since cement is a non-traditional material for our county to handle, we had to find new affordable equipment.

Discussion of Solution: Richland County experimented with using Portland cement in 2011 on three separate soft spot road segments that were historic problems. We hired a contractor to deliver the cement and “grind-in” cement to a depth of 12-inches. Cement was found to be a permanent fix for the wet clay and silt soils. Mixing is most effectively done with road reclaimers, but can also be done with blades and blade mounted disks. The critical element is getting the cement to the problem area and getting it mixed uniformly. The immediate effect of mixing Portland cement with wet soil is that all excess moisture is drawn out of the soil. A two inch layer of crushed aggregate is placed over the treated soil layer for curing protection and wear. The efficient handling and application of cement is really the heart of this process. Richland County purchased a used pneumatic cement trailer and made a simple distribution bar that attaches to the back of the trailer.

Labor, Equipment and Materials Used: A total of about $1500 was needed for labor and materials and another $2000 for an air pump and air bag scales. Total cost of the cement trailer, trailer repair and modifications was $30,000.

Savings and benefits to agency (monetary and or safety related): Savings to Richland County are shown in the table below for treating 100 foot long soft spots. Regardless of the type of pit run gravel solution (1 yr. or 20 yr.), the gravel resource and budget savings is significant when using Portland cement, especially when haul distances increase.

Cost data for 100 foot long soft spot:

<table>
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<tr>
<th>Life yrs.</th>
<th>Material</th>
<th>Thickness, inches</th>
<th>Materials Cost</th>
<th>30 mile Haul Cost</th>
<th>Other Cost</th>
<th>Total Cost per 100 ft.</th>
<th>20 yr. Cost</th>
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<tbody>
<tr>
<td>1?</td>
<td>Pit Run</td>
<td>4”</td>
<td>80T x $10/T = $800</td>
<td>$7x80=$560</td>
<td>$0</td>
<td>$1,360</td>
<td>$25,840</td>
</tr>
<tr>
<td>20?</td>
<td>Pit Run &amp; Fabric</td>
<td>12”</td>
<td>240T x $10/T + $250 (fabric) = $2650</td>
<td>$7 x 240 = $1680</td>
<td>Labor Placing Fabric $200</td>
<td>$4,530</td>
<td>$4,530</td>
</tr>
<tr>
<td>20+</td>
<td>Portland Cement, Gravel</td>
<td>12” (blade and disk mixed)</td>
<td>7% x 100’ x 1” x 20’ x 110#/CF x $200 /2000 = $1540</td>
<td>(7.7T x $7/T = $54</td>
<td>Roller, Water Truck, 2 hr. x$150/hr. = $300</td>
<td>$2269</td>
<td>$2269</td>
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<tr>
<td></td>
<td>2” Gravel</td>
<td>2” Gravel: $250</td>
<td>$175</td>
<td>Cement Trailer: $50</td>
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Note: Cement treatment does not narrow road width like pit run treatments that raise grade. 7% cement used for clay soils mixed with blade and disk, 5% cement needed for silty sand soils. If rotary mixing reduce cement contents by 2%.
Welcome to the LTAP Lending Library where publications, videos, DVD’s, and software may be borrowed for a two-week period. We have a limit of three videotapes or DVD’s for a rent-free two-week period. Some publications are free or for a nominal charge upon request.

For information or checkout procedures, please call Genevieve Albert or Michele Beck, LTAP, 1-800-541-6671. If you have computer access, please e-mail us: mltap(at)coe.montana.edu.

We have new lists for the library publications, software, DVD’s, and videos at our web site, just click on Resources: http://www.coe.montana.edu/ltapv2/ (Note: Many of our publications are electronically available.)

At this web site, you can also keep track of upcoming workshops, past and present newsletters, and workshop announcements.

Our 2014-2015 Needs Assessment Survey is available at this web site. Thank you in advance for taking time to complete it.

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**Editorial Contributions Welcome**

LTAP welcomes contributions to **LTAP MATTERS**. Those wishing to submit relevant material to be published in the next newsletter can submit their ideas and articles to: Michele Beck, Local Technical Assistance Program, PO Box 173910, Bozeman, MT 59717-3910 
(800) 541-6671 or (406) 994-6100  Fax: (406) 994-5333 
email: mbeck(at)coe.montana.edu

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This newsletter is designed to keep you informed about new publications, techniques, and new training opportunities for you and your community.

- Present and past issues are available at http://www.coe.montana.edu/ltapv2/newsletter/index.html or by calling 1-800-541-6671.
- Approximately 100 copies of this public document were published at an estimated cost of $2.19 per copy for a total cost of $218.82 for printing. Several copies have been distributed but the majority are now electronically disbursed to over 350 agencies and available on our website.
- LTAP attempts to provide accommodations for any known disability that may interfere with a person participating in any service, program or activity. Alternative accessible formats of this document will be provided upon request.
- Please send us any comments or concerns you may have regarding this newsletter with your name and address in order that we may respond in a timely manner.

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**You Show Us Contest (Cont’d from Page 10)**

For more information regarding the Cement Spreader:

Contact Person:
Scott Johnson, Project Foreman
2140 West Holly St
Sidney, MT  59270
406.433.2407  coworks@richland.org

**Tractor Screen**

Problem Statement: Road side mowing always throws rocks regardless of the shielding built into the mower housing itself. Rocks that bounce or ricochet toward the tractor can break glass and injure operators.

Discussion of Solution: Richland County has tried various screens, but they limited rear visibility by being too close to the operator (and made cleaning the rear glass difficult), or their attachment was limited by mounting options on the tractor cab (especially when the tractors are dealer rented). We needed to find a universal solution no matter which tractor was used. We found the 3-point hitch to be the solution. Visibility is greatly improved and moves the deflector shield closer to the source to protect nearly all of the tractor and operator.

Labor, Equipment and Materials Used: Labor for fabrication and painting: $200. Steel: $100. Total Cost: $300

Savings and benefits to agency: Savings in glass for tractor cabs is significant since each replacement costs at least $500, not to mention the down time for repairs. Operator safety is a major concern since this glass is not laminated and essentially explodes into the cab when hit.

Contact Person for Tractor Screen:
Duane Bieber, Road Foreman
Richland County Public Works
2140 West Holly Street
Sidney, MT  59270
406.433.2106  dbieber@richland.org
In order to share their wisdom, this special column is dedicated to those who are retiring, or recently retired, and wish to pass on some gems from their years dealing with county roads or city streets. The following comments are from Steve Kurk, recently retired City of Bozeman Street Department.

It’s kind of interesting I find myself still involved with the transportation industry even though I just retired. I will get back to that in a minute but here’s some background on how I ended up spending over twenty-five years working for the City of Bozeman.

My first job was part time in five departments for the City. They included Sanitation, Signs, Streets, Water Treatment Plant, and Scale Shack Attendant at the landfill. Most of my learning was on the job and it didn’t take long to understand I needed to listen to those who knew what it took to accomplish the variety of duties within these positions. Also, many of the LTAP safety training workshops I attended over the years has given me a solid base for passing on a safety culture attitude. I am proud to say that I was one of the first City employees to receive the Montana LTAP Roads Scholar award. Safety is always a number one priority in my book.

After about a year, I moved into the Water Department full time for another year. Then I became Service Worker in the Street Sanitation Department. Later this division was divided into just the Street Department. I stayed here for twenty-four years. When I retired my title was Lead Worker and supervised up to five crew members. My lifelong philosophy is I would not ask any crew member to do something I would not do myself.

Now back to that comment of staying in the industry of transportation. For the past year, I have been consulting with the Town of Manhattan’s new Public Works Director. This also has evolved into some street maintenance and safety training for his crew. For example, they needed to get some serious pot holes patched and I knew the Durapatcher would be an economical solution for their issue. The Town of Manhattan citizens were extremely pleased with the final outcome of these street repairs.

My experience has shown me that asking questions and listening is a very valuable asset. This has worked very well when dealing with the public. I consider their concerns valid and this inspired me to coordinate Gallatin Valley Public Awareness Day for three years at the Gallatin Valley Mall. The Public Works Director at that time, Debbie Arkell, was very supportive. Also involved were the Gallatin County Road Department, Bozeman Montana Department of Transportation, and three other City of Bozeman departments. Two of the most impressive displays were lining up two pick-up trucks behind the tandem-axle snow plow and one car behind our motor grader to show blind spot areas. The public was allowed to get up into the cabs and look in the rear view mirrors. They all said these were magic mirrors because the vehicles behind the equipment disappeared! This was very much a win-win because the public now understood the difficulties our drivers had when plowing snow.

Born and raised in the Bozeman valley, fifth generation, I saw a lot of growth in this valley. This growth added to the number of streets to be maintain. The old phrase of "doing more with less" was something that grew over the years. I liked working as part of the Public Works Department, serving the public, and helping and passing on my experience to others. Although retired from the City of Bozeman, I continue to share and pass on my experience as a consultant with the Town of Manhattan.

Sincerely, Steve Kurk