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## Order

### Subject

DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL – FEDERAL HIGHWAY ADMINISTRATION

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1100.63D

## DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL FEDERAL HIGHWAY ADMINISTRATION

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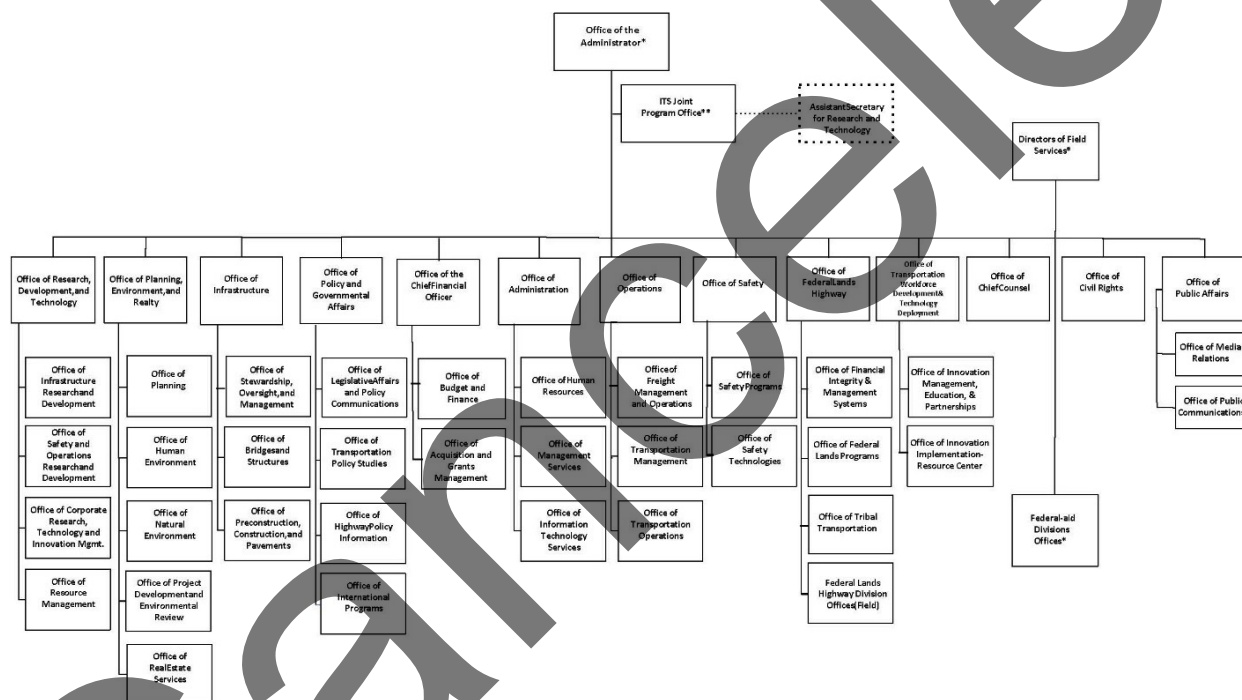
1. ORGANIZATION.

## FHWA ORGANIZATION CHART

Effective November 16, 2021

For improved printing, download a PDF file of the chart below - PDF (23 KB).

[Text Description.](#)



\*The Office of the Administrator includes the Administrator, Deputy Administrator, and the Executive Director. The Directors of Field Services (DFS) and the Executive Secretariat are extensions of the Executive Director's office. The DFSs provide administrative supervision and leadership on strategic initiatives to their constituent Federal-aid division offices.

\*\*The Intelligent Transportation Systems/Joint Program Office (ITS/JPO), which has a departmentwide role and authority for coordinating ITS program activities and initiatives, is organizationally located within FHWA. The Assistant Secretary for Research and Technology has primary responsibility for the strategic oversight and direction of the ITS/JPO, including but not limited to, providing policy guidance for ITS programs and activities and coordinating ITS research within the Department. The FHWA Administrator is responsible for ensuring the continuing availability of professional, technical, and administrative services to support the ITS/JPO.

### FHWA Organization Chart Text Description

**This organization chart depicts the Federal Highway Administration's structure and organizational components as well as reporting relationships.**

The topmost box reflects the Office of the Administrator (HOA) with a solid line going down to the Intelligent Transportation Systems/Joint Program Office (ITS/JPO), the Directors of Field Services (DFS), and to HQs and field offices as described below. A dotted line runs from the

ITS/JPO box to a dotted line box reflecting the Assistant Secretary for Research and Technology.

*In addition, asterisked narratives near the bottom of the chart reflect the following:*

\*The HOA includes the Administrator, Deputy Administrator, and the Executive Director. The DFS and the Executive Secretariat are extensions of the Executive Director's office. The DFSs provide administrative supervision and leadership on strategic initiatives to their constituent Federal-aid division offices.

\*\*The ITS/JPO, which has a departmentwide role and authority for coordinating ITS program activities and initiatives, is organizationally located within FHWA. The Assistant Secretary for Research and Technology has primary responsibility for the strategic oversight and direction of the ITS/JPO, including but not limited to, providing policy guidance for ITS programs and activities and coordinating ITS research within the Department. The FHWA Administrator is responsible for ensuring the continuing availability of professional, technical, and administrative services to support the ITS/JPO.

Under the Office of the Administrator are 13 HQ offices: Office of Research, Development, and Technology; Office of Planning, Environment, and Realty; Office of Infrastructure; Office of Policy and Governmental Affairs; Office of the Chief Financial Officer; Office of Administration; Office of Operations; Office of Safety; Office of Federal Lands Highway; Office of Transportation Workforce Development and Technology Deployment; Office of Chief Counsel; Office of Civil Rights; and the Office of Public Affairs.

Below the "Office of Research, Development, and Technology" are boxes for the Office of Infrastructure Research and Development (R&D), Office of Safety and Operations R&D, Office of Corporate Research, Technology, and Innovation Management, and the Office of Resource Management.

Below the "Office of Planning, Environment, and Realty" are boxes for the Office of Planning, Office of Human Environment, Office of Natural Environment, Office of Project Development and Environmental Review, and the Office of Real Estate Services.

Below the "Office of Infrastructure" are boxes for the Office of Stewardship, Oversight, and Management, the Office of Bridges and Structures, the Office of Preconstruction, Construction, and Pavements.

Below the "Office of Policy and Governmental Affairs" are boxes for the Office of Legislative Affairs and Policy Communications, the Office of Transportation Policy Studies, the Office of Highway Policy Information, and the Office of International Programs.

Below the "Office of the Chief Financial Officer" are boxes for the Office of Budget and Finance and the Office of Acquisition and Grants Management.

Below the "Office of Administration" are boxes for the Office of Human Resources, Office of Management Services, and the Office of Information Technology Services.

Below the "Office of Operations" are boxes for the Office of Freight Management and Operations, Office of Transportation Management, and the Office of Transportation Operations.

Below the "Office of Safety" are boxes for the Office of Safety Programs, and the Office of Safety Technologies.

Below the "Office of Federal Lands Highway" are boxes for the Office of Financial Integrity and Management Systems, Office of Federal Lands Programs, the Office of Tribal Transportation, and the Federal Lands Highway Division Offices.

Below the "Office of Transportation Workforce Development and Technology Deployment" are boxes for the Office of Innovation, Management, Education, and Partnerships, and the Office of Innovation Implementation – Resource Center

Below the "Office of Public Affairs" are boxes for the Office of Media Relations and the Office of Public Communications.

On the right side of the Office of the Administrator is a box reflecting the Directors of Field Services, which connects to the box reflecting the Federal-aid Division Offices.

**a. Office of the Administrator (HOA).**

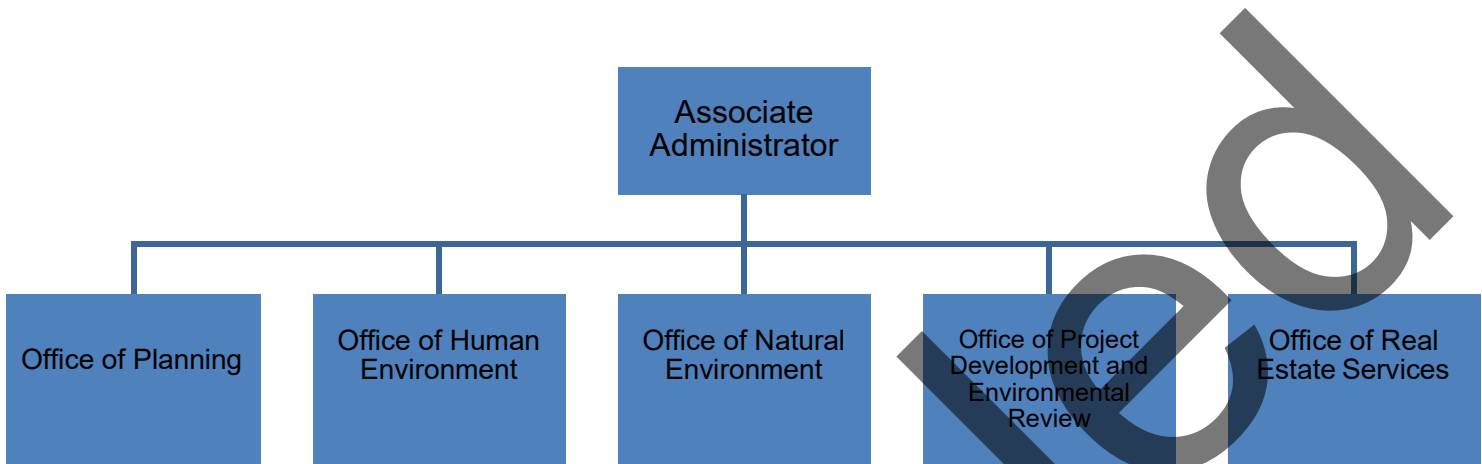
- 1) MISSION: The FHWA mission is to improve mobility on our Nation's highways through national leadership, innovation, and program delivery. The FHWA's vision is that FHWA and our transportation system are the best in the world. Toward this end, FHWA administers programs to:
  - a) preserve, improve, and expand the surface transportation system and enhance its operations, efficiency, and intermodal integration;
  - b) provide innovative and effective research and development, market and implement this technology, and promote innovative program delivery;
  - c) provide oversight and accountability for public resources and ensure appropriate uniformity;
  - d) provide for efficient freight and passenger mobility to strengthen economic and social linkages;
  - e) protect and enhance the environment; and

- f) improve highway-related aspects of surface transportation safety in coordination with the other DOT Operating Administrations (OAs).
- 2) FUNCTIONS: The Administrator, assisted by the Deputy Administrator, and Executive Director, provides executive direction over the various FHWA HQ and field organizations and is directly accountable to the Secretary and Deputy Secretary of Transportation for accomplishing FHWA's mission, and supporting the Secretary's goals and objectives. A brief description follows regarding other key offices/positions within HOA.
- a) The Intelligent Transportation Systems/Joint Program Office (ITS/JPO) has a departmentwide role and authority for coordinating ITS program activities and initiatives. The Assistant Secretary for Research and Technology has primary responsibility for the strategic oversight and direction of the ITS/JPO, including, but not limited to, providing policy guidance for ITS programs and activities and coordinating ITS research within DOT. The FHWA Administrator is responsible for ensuring the continuing availability of professional, technical, and administrative services within, or subject to the direction of the FHWA, to support the ITS/JPO.
  - b) The Executive Director's office includes the Directors of Field Services (DFS), and the Executive Secretariat.
  - c) The DFSs (North, South, Mid-America, and West) provide supervision and leadership on strategic initiatives to their constituent Federal-aid division offices. In addition:
    - i. The DFSs coordinate and assist FHWA offices with implementing FHWA's programs with the State and local governments and our industry stakeholders.
    - ii. At least one DFS is designated to serve as the DOT Regional Emergency Transportation Coordinator for DOT Regions V, VII, and VIII, and in that capacity, supports DOT crisis planning, training, and response programs.
    - iii. Provide a Regional Emergency Transportation Representative in regions V, VIII, and IX North to support emergency response and recovery requirements as directed under the National Response Framework and the national Disaster Recovery Framework.
    - iv. The Executive Secretariat provides guidance to FHWA offices on correspondence matters and serves as the central clearing point for written communications, documents, and action assignments directed to or issued by HOA. This office plans and administers a system for expediting, controlling, and coordinating written communications and action assignments to and from the Administrator, the Deputy Administrator, and the Executive Director.

- d) HQ. HQ provides policy and overall program direction to FHWA. In addition to HOA, the HQ organization comprises the Office of Chief Counsel, Office of the Chief Financial Officer, Office of Public Affairs, and 10 Associate Administrator offices: Planning, Environment, and Realty; HFL; Infrastructure; Operations; Safety; Research, Development, and Technology; Transportation Workforce Development and Technology Deployment; Policy and Governmental Affairs; Civil Rights, and Administration.
- e) Field. The field organization delivers program services to FHWA's stakeholders and customers. This organization consists of State-level Federal-aid division offices, and HFL division offices.
  - i. Federal-aid Division Offices. The Federal-aid division offices provide front line Federal-aid program delivery assistance to stakeholders and customers in highway transportation and safety services, including but not limited to: planning and research; preliminary engineering services; technology transfer; right-of-way; bridge; highway safety; traffic operations; environment; civil rights; design construction and maintenance; engineering coordination; highway beautification; and administration. Each of the 52 division offices (one in each State, the District of Columbia, and Puerto Rico) is located in the same city as the State department of transportation (State DOT), which is usually the State capital. In addition, jointly with the Federal Transit Administration (FTA), FHWA operates four metropolitan offices.
  - ii. HFL Division Offices. The HFL division offices, which report to the HQ HFL, administer the following Federal Lands and Tribal Transportation Programs (TTP) nationwide: Federal Lands Transportation Program; Federal Lands Access Program; TTP; Defense Access Roads Program; Nationally Significant Federal Lands and Tribal Projects Program; and the Emergency Relief Program on Federally-Owned Roads. The HFL division offices also provide engineering related services to other Federal Agencies; FHWA offices; and foreign countries as directed; and carry out technology and training activities related to Federal lands highway projects. There are three HFL division offices (Eastern, Central, and Western) located in Ashburn, Virginia; Lakewood, Colorado; and Vancouver, Washington, respectively.

## OFFICE OF PLANNING, ENVIRONMENT, AND REALTY

### Organization Chart



#### a. Associate Administrator (AA) for Planning, Environment, and Realty (HEP).

- 1) **MISSION:** Advances natural and human environmental stewardship and streamlining; comprehensive international, Interstate, State, metropolitan, and multimodal planning; and fair and prudent acquisition and management of real property.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as FHWA advocate and national leader for natural and human environmental stewardship and streamlining; comprehensive transportation planning; livability and community initiatives; and fair and prudent acquisition and management of real property.
  - b) **Strategic Planning and Quality:** Develops and implements action/business plan initiatives for environment, planning, and real estate services to advance DOT and FHWA strategic goals and objectives. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of HEP programs, products, and services.
  - c) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to environment, planning, and realty under Federal environmental laws (e.g., the National Environmental Policy Act (NEPA), Clean Air Act, Clean Water Act), Title 23 of the United States Code (U.S.C.), the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (Uniform Act), and the Highway Beautification Act of 1965. Develops regulations, policies, and guidance for these laws. Carries out these functions in cooperation with the Environmental Protection Agency (EPA), FTA, and other Federal Agencies, as well as FHWA field offices and other FHWA HQ offices.
  - d) **Technical Assistance and Training:** Develops and disseminates technical and guidance materials, develops and updates training courses, and provides specialized training and



program assistance to FHWA stakeholders and field offices in the areas of planning, environment, and realty. Coordinates such activities with the HIT.

- e) **Research and Innovation Deployment:** Identifies and conducts research in the areas of planning, environment, and realty to advance the "state-of-the-art." Designs and implements programs which deploy new models, practices, and technologies to continuously advance the "state-of-the-best-practice" industrywide.
- f) **Customer Outreach and Consultation:** Seeks the views and needs of FHWA's customers, stakeholders, and field offices on environmental, planning, and realty matters, and uses that information in carrying out office functions.
- g) **Monitoring and Evaluation:** Monitors and evaluates the performance of FHWA's environmental, planning, and realty programs, and uses the results to improve program performance.
- h) **Lead FHWA for the Uniform Act:** Serves as Lead FHWA for the Federal Government for the Uniform Act. Advises on legislative changes to the Uniform Act. Provides Uniform Act training, advice, and technical assistance to other Federal Agencies. Develops and maintains Uniform Act regulations and guidance.
- i) **Federal-aid Discretionary Programs:** Establishes uniform requirements and eligibility policies for the following discretionary programs: Scenic Byways, Delta Region Transportation Development, Coordinated Border Infrastructure, and Transportation Community and System Preservation. Provides for the selection of projects for discretionary funding.
- j) **Livability and Community Initiatives:** Serves as the FHWA focal point for addressing livability and developing programs and processes to support livability and community initiatives. Serves as the primary location in FHWA for effective techniques and strategies to improve livability and land use considerations in the transportation planning, project development, and implementation processes, and to expand transportation options.
- k) **Climate Change, Resilience, and Sustainable Transportation:** Serves as the FHWA focal point for addressing climate change, resilience, and sustainable transportation issues. Establishes policies and guidelines and promotes successful approaches for transportation agencies to address greenhouse gas reduction from the transportation sector, and sustainability.
- l) **Finance:** Promotes sound financial planning in conjunction with the Title 23 U.S.C. statewide and metropolitan planning processes. Promotes public-private partnerships and innovative finance principles in the Border Transportation Program.
- m) **Prior Concurrences:** Provides prior concurrences on final environmental impact statements, Section 4(f) of the NEPA statements, and related actions for projects that are highly controversial or involve issues of national significance.

3) The AA for HEP provides executive direction over the activities of the following organizational elements:

- a) Office of Planning (HEPP)
- b) Office of Human Environment (HEPH)
- c) Office of Natural Environment (HEPN)
- d) Office of Project Development and Environmental Review (HEPE)
- e) Office of Real Estate Services (HEPR)

a. **HEP/HEPP.**

1) MISSION: Advances multimodal/intermodal statewide and metropolitan transportation planning throughout FHWA and with FHWA stakeholders and customers; promotes integrated systemwide and performance-based transportation planning; and advances interstate and international transportation planning.

2) FUNCTIONS:

- a) Advocacy: Serves as FHWA's principal advocate for statewide and metropolitan planning, systemwide planning, and performance-based transportation planning throughout FHWA and with FHWA stakeholders and customers.
- b) Strategic Planning and Quality: Develops and implements initiatives to advance DOT and FHWA strategic goals and objectives through comprehensive transportation planning. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of the office's programs, products, and services.
- c) Outreach and Consultation: Consults with FHWA's stakeholders, customers, field offices, and other HQ offices in advancing planning goals.
- d) Program Evaluation: In cooperation with FTA, evaluates planning processes and uses results in program administration.
- e) Planning Process: Proposes, develops, and implements regulations, guidance, and procedures in conjunction with FTA and other Federal Agencies for implementing the transportation planning program required by Title 23 U.S.C.
- f) Planning Process Certification: Provides direction to FHWA and FTA field staff on the conduct of planning process certifications. Provides advice to FHWA management on decisions regarding certification actions.
- g) Planning Grant Administration: Administers and monitors the use of Title 23 U.S.C. funds for planning. Coordinates with FTA in the implementation of Consolidated Planning Grants.
- h) Planning Research: Develops proposed planning and related research proposals as part of

comprehensive planning research. Assists with the administration of in-house and contract research programs in support of metropolitan and statewide planning programs.

- i) **System and Performance-Based Planning:** Provides training, guidance, and assistance in the area of system and performance-based planning, with the mission of ensuring individual projects/project phases included in the Transportation Improvement Program/Statewide Transportation Improvement Program reflect a “transportation investment commitment.” Leads the collaborative process in coordination with DOT agencies (FTA, the Federal Aviation Administration (FAA), and the Federal Railroad Administration) between State DOTs, metropolitan planning organizations, public transportation operators, non-metropolitan local officials, Indian Tribal governments, Federal land management agencies, and the various “interested parties,” defined in law, to ensure that livability considerations are included in all modes of transportation, all assets, and financial resources, as well as anticipating needs in the transportation decisionmaking process.
- j) **Planning Models and Technical Tools:** In collaboration with the Office of Innovation Implementation - Resource Center and division offices, develops and provides technical planning methodologies and training on the use of planning methodologies to customers and stakeholders. Develops new or advanced methodologies and, in cooperation with field units, deploys advanced planning methodologies, for travel forecast modeling for impacts on congestion and climate.
- k) **Geographic Information Systems (GIS) Applications:** Leads efforts to develop and support application of GIS technology and spatial data for transportation planning, transportation conformity analyses, environmental processes, and system evaluation/performance management.
- l) **Border Planning:** Serves as the focal point for FHWA in coordinating border planning activities between the United States and Mexico and the United States and Canada. Provides support to committees and working groups designed to coordinate border planning activities. Works with the General Services Administration, the U.S. Department of Homeland Security, and other agencies to jointly plan and coordinate infrastructure improvements at international land borders.
- m) **National and International Planning:** Oversees congressional and special studies and planning applications for Interstate and international planning activities.
- n) **Native American Planning:** Serves as the focal point for Native American planning and coordination in the development and implementation of transportation plans and programs.
- o) **Public Involvement in Planning:** Promotes citizen participation in transportation planning. Serves as the focal point in FHWA for effective techniques and strategies to improve citizen participation in planning. Develops training courses, publications, and conferences to improve citizen participation in transportation planning.

- p) **Congestion Management:** Jointly with the Office of Operations and the FTA, oversees the congestion management process provisions of Title 23 U.S.C.
- q) **Training:** Develops and provides training courses for transportation planning. Coordinates with FHWA's National Highway Institute, the National Transit Institute, and other training institutions and programs. Provides for the identification, training, and utilization of FHWA field personnel as trainers for conveying the program of courses.
- r) **Legislation, Regulations, Policy, and Guidance:** Provides overall staff direction, coordination, and support for planning-related regulations, utilizing, as appropriate, the technical expertise of staff in other offices. Conducts legislative reviews relating to planning. Initiates and develops planning-related legislative proposals and coordinates with the Office of Chief Counsel. Provides technical assistance to congressional offices and staff, coordinates testimony, and develops briefing materials for FHWA executives. Develops regulations, policies, and guidance for these laws. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- s) **Service:** Provides support and assistance to FHWA HQ and field offices in matters relating to planning.
- t) **Presidential Permits:** Serves as the FHWA focal point on coordination and review of Presidential Permits and provides technical assistance on requests from division offices.
- u) **Linear Reference System Data:** Leads reviews of linear reference system data submitted by the States.

b. **HEP/HEPH.**

- 1) **MISSION:** Advances the human environment throughout FHWA and with FHWA stakeholders and customers; develops, markets, and implements research in planning, environment, and realty; and implements human environment and related programs through effective program management and administration, and project solicitation, selection, and funding.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as FHWA's principal advocate for the human environment, including the advancement of livability programs and the administration of Federal systems, planning research, and human environment-related formula and discretionary programs. Leads the FHWA bicycle and pedestrian program of activities and supports DOT initiatives.
  - b) **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA strategic goals and objectives related to the human environment.

- c) Outreach and Consultation: Consults with other FHWA offices, OST and DOT OAs, other Federal Agencies, stakeholders, partners, and customers regarding the human environment.
- d) Program Evaluation: Evaluates human environment and uses results in program administration and policy development, and recognizes and promotes best practices.
- e) Training and Program Assistance: Coordinates, develops, and updates training courses, and provides training, guidance, and assistance in the area of human environment, such as environmental justice, community impact assessment, context sensitive solutions/design, and bicycle and pedestrian networks.
- f) Interstate, National Highway, and Other System Modifications: Develops policies and administers procedures and standards for modification of the Interstate, NHS and NHS connectors, and the Strategic Highway Network and connectors.
- g) Livability: Serves as FHWA focal point for addressing livability and developing programs and processes to support quality of life, mobility options, access to jobs and essential services, and community initiatives.
- h) Human Environment and Related Program Administration: Develops and administers policies, regulations, procedures, and guidelines, and provides financial management and oversight to implement the following human environment and related legacy programs: Transportation, Community, and System Preservation Program, National Scenic Byways Program, Delta Region Transportation Development Program; and Coordinated Border Infrastructure Program, and economic development initiatives.
- i) Research and Innovation Deployment: Administers HEP's research program. Provides leadership, coordination, and support of research activities, manages financial records, conducts marketing and outreach for research products to program stakeholders, the transportation industry, and other stakeholders.
- j) Legislation, Regulations, Policy, and Guidance: Conducts legislative reviews relating to the human environment and related programs. Initiates and develops legislative proposals and coordinates with the Office of Chief Counsel and other FHWA offices, as appropriate. Provides technical assistance to congressional offices and staff, coordinates testimony, and develops briefing materials for FHWA executives. Develops applicable regulations, policies, and guidance. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- k) Federal-aid Program Administration: Develops specific FHWA policies, regulations, procedures, and guidelines related to bicycling and pedestrian, recreational trails, transportation alternatives, and emerging mobility innovations.
- l) Nondiscrimination and Equity: Provides resources and technical assistance to FHWA field offices in support of nondiscrimination statutes and executive orders, and equity in

all office functions in coordination with the Office of Civil Rights and other FHWA Offices.

- m) **Economic Development:** Directs research into and provides guidance and technical assistance on the State, local, and regional economic development impacts of highway projects, including considerations of how value capture can support economic development.

c. **HEP/HEPN.**

- 1) **MISSION:** Protects and enhances the natural environment through FHWA programs and activities.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as FHWA's principal advocate for minimizing the adverse impact of transportation on the natural environment; interfaces with other DOT OAs and other FHWA offices, other Federal Agencies, and partners and stakeholders on legislation, policies, regulations, and administrative procedures related to the natural environment, climate change, resilience, and sustainability.
  - b) **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA strategic goals and objectives. Initiates quality self-assessments and process improvements to continually improve the natural environment. Provides guidance to FHWA field and HQ offices on measuring progress in meeting natural environmental, climate change, resilience, and sustainability goals. Assists in the utilization of business metrics.
  - c) **Outreach and Consultation:** Consults with FHWA HQ and field offices, stakeholders, and customers to advance natural environmental, climate change, resilience, and sustainability goals. Provides expert professional review, comment, advice, and oversight to, and maintains close relationships with other FHWA offices, State highway agencies, other Federal and State agencies, environmental organizations, the public, and international organizations.
  - d) **Program Evaluation:** Evaluates environmental programs and processes, and uses results in program administration.
  - e) **Process Management:** Provides training, guidance, and assistance on programs, policies, and processes to meet natural environmental goals. Convenes national conferences, workshops, and other events, jointly with EPA, FTA, and other Federal Agencies, to explore issues and disseminate information.
  - f) **Legislation, Regulations, Policy, and Guidance:** Reviews or initiates legislative changes to the Clean Air Act and other Federal environmental laws affecting transportation. Represents FHWA in Federal interagency work groups developing legislative proposals

relating to transportation and the natural environment, climate change, resilience, and sustainability. Provides technical assistance to the Congress on the transportation impacts on the natural environment, climate change, resilience, and sustainability legislation being considered by Congress. Develops specific FHWA policies, regulations, procedures, and guidelines in the following areas: (1) highway traffic noise; (2) air quality and air quality conformity; (3) global climate change; (4) resilience; (5) sustainable transportation; and (6) hazardous waste and brownfields. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.

- g) Clean Air Act: Effectively implements highway-related Clean Air Act requirements, including the Transportation Air Quality Conformity process, sanctions limitations, and integrates transportation and air quality planning activities.
- h) Title 23 U.S.C. Environmental Funding Programs: Provides policy guidance and agencywide oversight for Title 23 U.S.C. environmental funding program on Congestion Mitigation and Air Quality.
- i) Climate Change: Serves as the focal point for FHWA in addressing how the transportation system is contributing to climate change and how climate change is impacting transportation infrastructure and operations. Establishes policies, provides guidance and best practice tools, and promotes successful approaches for transportation agencies to address greenhouse gas reduction from the transportation sector and mitigation of future climate change impacts on transportation infrastructure.
- j) Resilience: Establishes policies, provides guidance and best practice tools, and promotes successful approaches for transportation agencies to increase the health and longevity of the Nation's highways in response to extreme weather, sea level change, and changes in environmental conditions.
- k) Sustainable Transportation: Serves as FHWA's principal advocate and focal point for sustainable transportation systems and sustainable highways. Develops guidance on incorporating economic, environmental, and social equity considerations in planning, development, design, materials choice, and implementation and maintenance of FHWA projects or programs.
- l) Environmental Research: Identifies and carries out comprehensive research program to address natural environmental issues related to the transportation program.
- m) Technical Tools and Training: Develops and distributes technical manuals, computer programs, case studies, technical advisories, audiovisual materials, and special reports related to the natural environment, climate change, resilience, and sustainable transportation. Develops and provides training on natural environment programs, climate change, resilience, and sustainable transportation and activities.

d. **HEP/HEPE.**

- 1) **MISSION:** To advance environmental stewardship and streamlining for FHWA-funded projects through application of NEPA principles and the NEPA process at the project level.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as FHWA's principal advocate for the improvement of transportation and environmental decisionmaking through application of NEPA principles and the NEPA process at the project level.
  - b) **Strategic Planning and Quality:** Develops and implements action/business plan initiatives to use the NEPA process to advance DOT and FHWA strategic goals and objectives. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve FHWA's management of the NEPA process.
  - c) **Outreach and Consultation:** Consults with FHWA stakeholders, customers, and field units to use NEPA principles more effectively and the NEPA process to advance FHWA's goals.
  - d) **Program Evaluation:** Evaluates FHWA's management of the NEPA and project development process, and uses results in program administration.
  - e) **NEPA:** Develops FHWA regulations, policies, standards, and guidelines to comply with the Council of Environmental Quality regulations for implementing the NEPA; Title 23 U.S.C. §109(h), 128, and 138; Title 49 U.S.C. §303, the National Historic Preservation Act, the Clean Water Act and other related laws, regulations, and Executive Orders.
  - f) **Accelerate Project Delivery:** Develops and promotes programmatic and project level approaches to accelerate, enhance, and integrate environmental decisionmaking in transportation planning, programming, and the project development process. Establishes national goals, objectives, and priorities for interagency environmental coordination, the use of cooperating agencies, early resolution of conflicts, and "one stop" environmental processing during project development.
  - g) **Prior Concurrence:** Provides HQ's prior concurrence for FHWA approval of final environmental impact statements and NEPA Section 4(f) evaluations for designated national interest projects.
  - h) **Environmental Dispute Resolution:** Provides assistance in identifying and resolving environmental disputes involving projects in the NEPA process.
  - i) **Interagency Environmental Coordination:** Performs interagency environmental coordination with other Federal Agencies including DOT entities, the Department of



the Interior's Fish and Wildlife Service and the National Park Service, EPA, the National Marine Fisheries Service, and the Department of Agriculture on: (1) specific highway projects to resolve conflicts and expedite development and decisionmaking, and (2) policy, regulatory, and operational issues to unify and integrate Federal coordination and decisionmaking relating to funding, permits, land transfers, and other Federal actions or approvals.

- j) Tribal Coordination: Develops policies and guidelines and provides advice on coordinating with tribes during the NEPA/project development process.
- k) Public Involvement: Establishes policies and guidelines and promotes successful approaches for engaging citizens in project level public involvement activities.
- l) Environmental Process Pilots: Establishes and supports environmental process pilot projects, in conjunction with States and FHWA field offices, to test and develop better decisionmaking in the planning/environmental process.
- m) Context Sensitive Design/Solutions: Promotes transportation planning, design, and construction practices that show a high level of sensitivity to the natural and community setting in which transportation decisions are made, while showing due consideration of safety.
- n) Research and Training: Administers contracts for and recommends research to improve environmental processing and project development. Develops and provides training courses for the same purpose.
- o) Legislation, Regulations, Policy, and Guidelines: Develops specific FHWA policies, regulations, procedures, and guidelines in the following areas: (1) ecosystems; (2) water quality and Clean Water Act issues; (3) wetlands; (4) threatened and endangered species; (5) fish and wildlife; (6) coastal zones and coastal barrier protection; (7) right-of-way vegetation management; (8) wild and scenic rivers; (9) agricultural land; (10) watersheds. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.

e. **HEP/HEPR.**

- 1) MISSION: Plans, develops, executes, and administers policies and programs implementing the Uniform Act, in connection with projects administered by FHWA and carries out Federal Lead Agency responsibilities related to the Act. Administers Title 23 U.S.C. programs involving relocation, private land donations, right-of-way (ROW) aspects of project financing, and use of acquired ROW. Administers the Highway Beautification Program.

2) FUNCTIONS:

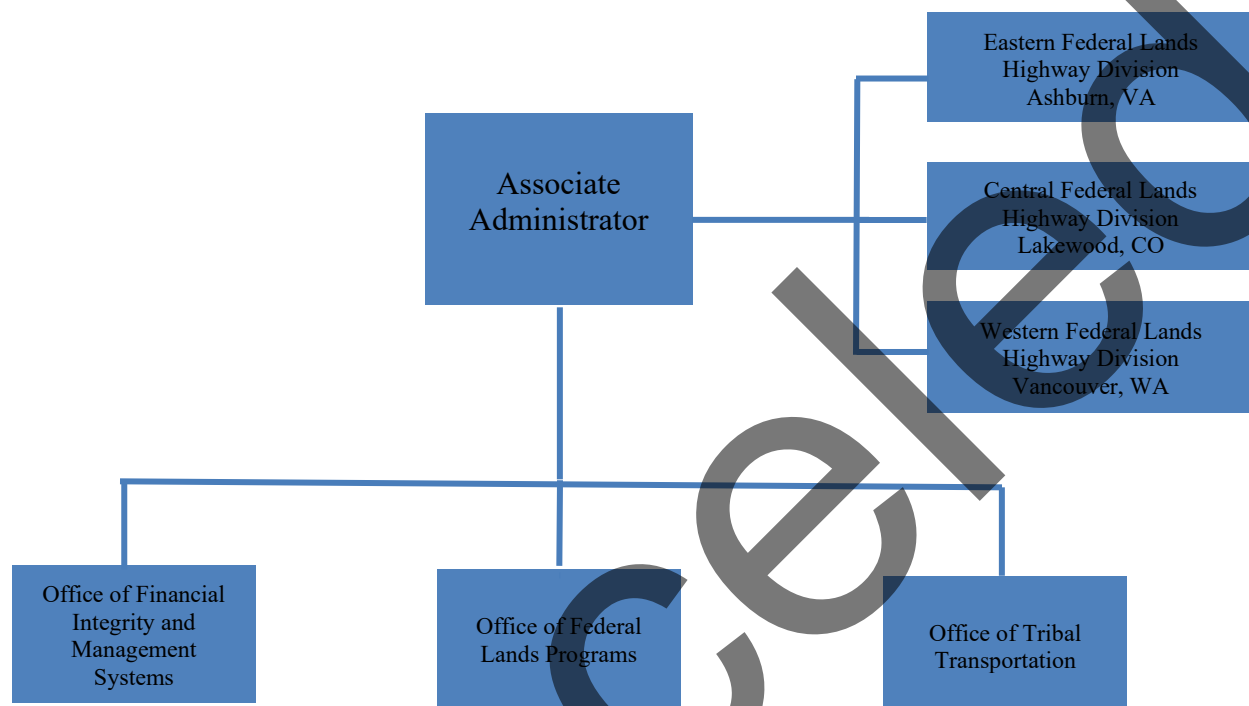
- a) **Advocacy:** Serves as FHWA's advocate for fair and prudent acquisition and management of real property, and for protecting the rights of property owners and tenants affected using eminent domain in Federal programs.
- b) **Strategic Planning and Quality Improvement for HEPR:** Develops and implements action/business plan initiatives to advance DOT and FHWA strategic goals and objectives relating to real estate functions. Initiates system and process improvements to continually improve the quality of FHWA's realty programs, products, and services.
- c) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and interprets statutory provisions relating to real estate programs under the Uniform Act (Title 42 U.S.C. §4601 et seq.) and Federal highway laws (Title 23 U.S.C.). Develops and issues regulations, policies, and guidance for these laws. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Technical Assistance and Training:** Provides specialized training and technical assistance on real estate matters directly to FHWA field offices, other Federal Agencies, State DOTs, local public agencies, and others. Partners with the National Highway Institute and others in developing and evaluating training courses. Develops technical and guidance materials and, in some cases, provides instructors.
- e) **Research and Technology Delivery:** Identifies and conducts research and technology transfer in real property acquisition and management as well as highway beautification.
- f) **Customer Outreach and Consultation:** Seeks the views and needs of FHWA's customers, stakeholders, and field offices on real estate matters, and uses that information in carrying out office functions.
- g) **Monitoring and Evaluation:** Monitors and evaluates the performance of FHWA's real estate programs. Uses results to improve program performance.
- h) **Uniform Act:** Serves as Lead Agency for the Federal Government for the Uniform Act and prepares annual reports for DOT to provide to the Office of Management and Budget. Advises on legislative changes to the Uniform Act. Provides Uniform Act training, advice, and technical assistance to FHWA field offices and other Federal Agencies. Issues and maintains the Uniform Act regulations and guidance. Monitors the Uniform Act implementation by other Federal Agencies. Develops and administers policies, procedures, and specific standards relating to real estate appraisal, appraisal review, negotiation and relocation assistance and payments, consistent with the Uniform Act. Serves as a clearinghouse for information necessary to implement the Uniform Act.
- i) **Real Property Management:** Develops policies and procedures for the management of ROW, including airspace, acquired for Federal-aid transportation projects. Such

activities include corridor preservation, the leasing of land and improvements, rest area development, disposal of excess property, and access management strategies.

- j) Highway Beautification: Develops regulations, policies, and guidance to States and others on the Highway Beautification Act of 1965, as amended. Monitors effectiveness in providing for billboard and junkyard controls. Administers the Outdoor Advertising "Bonus" program.

## OFFICE OF FEDERAL LANDS HIGHWAY

### Organization Chart



#### a. Associate Administrator (AA) for Federal Lands Highway (HFL)

- 1) **MISSION:** Provides program administration of all HFL programs, and engineering, and technical assistance for Federal Land Management Agency (FLMA), non-core Federal Agency, State DOT, and Tribal stakeholders. The HFL is comprised of a HQ Office located in Washington, DC and three HFL division offices (Eastern, Central, and Western Federal Lands Highway) located in Ashburn, Virginia; Lakewood, Colorado; and Vancouver, Washington, respectively.

The HFL offices administer the following Federal Lands Highway Transportation Programs nationwide: Federal Lands Transportation Program (FLTP); Federal Lands Access Program (FLAP); TTP; Nationally Significant Federal Lands and Tribal Projects Program (NSFLTPP); the Federal Lands Planning Program (FLPP); the Defense Access Roads (DAR) Program and the Emergency Relief for Federally Owned Roads (ERFO) Program. Through the HFL division offices, executes all Federal Lands Highway Programs and interagency agreements by designing and constructing highways, bridges, and other transportation infrastructure for Federal and State partner agencies.

2) FUNCTIONS:

- a) **Advocacy:** Serves as advocate for Federal Agencies and Tribal governments on transportation issues vital to Federal and Tribal lands. Serves as the Federal Highway Administration (FHWA) point of contact for Tribal governments and FLMA's.
- b) **Strategic Planning and Performance:** In support of FHWA's Strategic Plan and Enterprise Risk Management (ERM) Corporate Approach, develops and implements strategic business plans including initiating self-assessments, program evaluations, and system and process improvements to continuously improve the performance of transportation programs, products, and services.
- c) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions for associated programs. Develops applicable regulations, policies, and guidance. Carries out these functions in cooperation with other U. S. Department of Transportation (DOT) and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Outreach and Consultation:** Conducts outreach and consults with HFL division offices, FLMA's, Tribal governments, State transportation agencies, and industry on transportation issues and related matters pertaining to Federal and Tribal lands.
- e) **Monitoring and Evaluation:** Monitors, collects data, and evaluates the performance of the FLTP, FLAP, TTP, NSFLTPP, FLPP, the DAR Program, and the ERFO Program. Uses results to improve program performance.
- f) **Engineering Operations:** Develops and manages national policies, standards, and procedures for the design and construction of projects on Federal and Tribal lands.
- g) **Managing Resources:** Provides national direction, coordination and oversight for fiscal, personnel, property, procurement, and related administrative activities.
- h) **Professional Development:** Coordinates engineering and related training by HFL to support FHWA career training Federal Lands Transportation Programs, related FHWA professional development initiatives, and other Federal Agencies' training needs.
- i) **Stewardship and Oversight:** Conducts program/process reviews and implements and monitors recommendations to improve the effectiveness and efficiency of programs. Integrates risk management techniques into the

oversight function to ensure the effective allocation of resources and oversight.

- j) **Transportation Planning:** In coordination with the Federal and Tribal stakeholders, supports the development of the FLMA-related and Tribal-related transportation plans that align with metropolitan and Statewide transportation improvement plans governed by the Federal-aid program. Develops and coordinates Pavement, Bridge, Safety, and Congestion Management Systems to support program planning and decision making.
  - k) **Program Execution:** Through the HFL division offices, executes Federal land highway programs by designing and constructing highways, bridges, and other transportation infrastructure for FLMA's.
  - l) **Support for non-core Partner Agencies:** Through the HFL division offices, provides technical assistance by designing and constructing highways, bridges, and other transportation infrastructure for non-core Federal Agencies and State DOTs through interagency agreements.
  - m) **Construction and A&E Contracting:** Provides policy leadership, oversight and stewardship in acquisitions, proposed procurements, grant actions, acquisition career management, and contract policy compliance and review for construction and architect and engineer design services contracting in HFL's three division offices. This is a shared function with the Office of the Chief Financial Officer's (HCF) Office of Acquisition and Grants Management (HCFA).
- 3) The Associate Administrator for Federal Lands Highway provides executive direction over the activities of the following organizational elements:
- a) Office of Financial Integrity and Management Systems
  - b) Office of Federal Lands Programs
  - c) Office of Tribal Transportation (HFTT)
  - d) Federal Lands Highway Division Offices
    - i. Eastern Federal Lands Highway Division (EFL)
    - ii. Central Federal Lands Highway Division (CFL)
    - iii. Western Federal Lands Highway Division (WFL)

**b. HFL/Office of Financial Integrity and Management Systems.**

- 1) **MISSION:** Facilitates accomplishment of HFL program and FHWA missions, goals, and expectations by providing national HFL program enterprise policy, oversight, services, and technical assistance to HQ and field units for financial and management system matters, to support compliance, effectiveness, efficiency. Provides national financial and accounting services, internal controls oversight and certification, monitoring and oversight, budget formulation and execution, and financial audit liaison services. Responsible for national HFL leadership to identify, develop, and implement management systems and data governance to provide tools, and enable and amplify the use of data, that significantly improves performance and practice in coordination with FHWA's

Chief Data Officer. Provides technical assistance and training on financial and management system matters to HFL and FHWA staff, and to FLMA staff and other external program stakeholders.

2) FUNCTIONS:

- a) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions for associated programs. Develops applicable regulations, policies, and guidance. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- b) **Finance and Accounting Operations:** Performs, coordinates, and administers services using a range of HFL, FHWA, and Departmental tools and systems that support the day-to-day project and program level activities. Activities include project-based accounting, cost recovery and overhead management, labor burden and distribution, working capital fund management, budgeting, fund transfers internal and external to FHWA, and funds certification, among others.
- c) **Internal Controls:** Leads efforts and facilitates coordination among HQ program and finance staff to complete and maintain compliant financial internal control documentation associated with FHWA's internal controls program and Office of Management and Budget (OMB) Circular A-123 "Management's Responsibility for Enterprise Risk Management and Internal Control." Supports development and completion of testing of internal controls performed by others, including responding to HCF. Leads and facilitates development and implementation of necessary resulting actions by finance and non-finance staff to attain compliance.
- d) **National Monitoring and Oversight:** Plans and completes activities that include the identification, coordination, testing, and evaluation of data, assessments, and reviews of policy and practice requirements and performance results for financial, management system, and data governance matters.
- e) **Budget:** Coordinates and contributes to development and management of operational budgets, such as for overhead management and the working capital fund. Contributes in coordination with HCF and the Special Assistant to the HFL Associate Administrator to plan and develop the general operating expense budget requests for the HFL program.
- f) **Organizational Performance Management:** Contributes to multi-year strategic planning and annual program planning, and to ERM framework activities, to ensure that HFL financial and management system matters are aligned with

accomplishing DOT and FHWA long-term strategic goals and objectives, and the associated annual objectives, initiatives, and activities. Identifies unit and Federal lands highway enterprise financial and management system risks, incorporating and contributing to establishment of the annual unit performance plan, making intentional investments and policy decisions with data, information, and experience to achieve strategic priorities and expectations. Reports on financial, management system, and related data matters performance measures, indicators, and accomplishments for HFL, FHWA, DOT, evaluating practice and performance results.

- g) **Management Systems:** Provide national leadership, strategic resource management, and technical assistance for the policy, implementation, and practice for management systems and various associated tools, internal and external to HFL.
  - h) **Data Governance:** Provide national HFL leadership and technical assistance for the policy and practice for data matters for Federal lands highways in coordination with FHWA's Chief Data Officer.
  - i) **Technical Assistance and Training:** Provides formal and on the job training and technical assistance to HFL staff on project and program financial, management systems, and data matters. Develops and delivers training and technical assistance to federal and non-federal external partners and stakeholders on financial matters.
  - j) **Professional Development:** Takes an active national leadership role in assessing, evaluating, and supporting professional development of the HFL and FHWA financial management discipline and staff. Identifies and provides training, learning and development, and knowledge management opportunities.
- c. **HFL/Office of Federal Lands Programs.**

1) **MISSION:** Provides national program administration; maintains design and construction guidance, and standards; and provides national coordination with HIT for the dissemination and deployment of transportation innovations on Federal and Tribal lands.

2) **FUNCTIONS:**

- a) **Program Delivery:** Develops program guidance, regulations, and standard operating procedures supporting the Federal Lands Transportation Program (FLTP), Federal Lands Access Program (FLAP), Defense Access Roads (DAR), and Emergency Relief for Federally-owned Roads (ERFO) programs.



- b) Program Development: Oversees and assists the HFL division offices' role to develop a multi-year TIP in coordination with Federal, State, and local government agencies.
- c) Transportation Planning:
  - i. Manages and oversees the development and implementation of transportation planning documents, processes, and implementation guidance that are consistent with 23 U.S.C. Sections 134/135.
  - ii. In support of Section 203, develops and manages transportation planning requirements that are consistent with 23 U.S.C. Sections 134/135 and tailorable, value-added to the needs of eligible Federal Agencies.
  - iii. Manages and oversees the development of eligible Federal Agencies' Unified Planning Work Plans and budgets.
  - iv. Works with HQs financial managers (FMs) by providing them the requirements in which to fund via allocation transfers initiated by FMs.
- d) Research Development and Deployment:
  - i. Lead Federal lands highway program research development and deployment efforts in coordination with applicable HFL division office staff and FHWA program offices.
  - ii. Manage and oversee the Federal lands highway program internal research entities that inform the formulation of research proposals for FHWA and Department consideration.
  - iii. Participate in external Research, Development, and Technology forums that complement and inform the Federal Lands Highway research program.
  - iv. Manage, monitor, and oversee approved, funded research for HFL program and partners.
- e) Fund Transfer Authorizations:
  - i. Coordinates and compiles projects and program administration use with external partners and HFL division offices based on an approved multi-year Transportation Improvement Program (TIP) and other source documents.
  - ii. Liaises with partners and division offices on eligible projects and program administration activities.

- iii. Liaises with HFL's financial managers who are responsible for coordinating allocated fund transfers, as appropriate, between the HFL division offices, Federal-aid division offices, HQ offices, and outside agencies.

f) Performance Management:

- i. Leads the coordination of activities needed to identify Federal partners' transportation facility inventories eligible under Section 203 and all public roads and bridges based on Chapter 1 requirements.
- ii. Supports the development of performance goals, measures, and targets with Federal partners in the administration of FLTP and performance-based transportation planning requirements.
- iii. Leads the development, collection, and maintenance of program reporting data, dashboards, and project roll-up reports to continuously monitor the health of programs and inform stakeholders on their value to the American people.

g) Stewardship and Oversight:

- i. Conducts program/process reviews and implements and monitors recommendations to improve the effectiveness and efficiency of programs. Integrates risk management techniques into the oversight function to ensure the effective allocation of resources and oversight.
- ii. Reviews engineering practices across HFL division offices and external engineering entities to identify notable practices and promote greater efficiency and consistency across units.
- iii. Bridge Program: In coordination with the Office of Infrastructure and division offices, supports the stewardship and oversight of Federal bridge owner's compliance with the National Bridge Inspection Standards.

h) Management Systems: Coordinates the development and maintenance of pavement, congestion, safety, bridge, wall, unstable slope management systems and programs relative to HFL projects.

i) Right-of-Way, Utilities, and Environment: Provides program guidance and management of policies and procedures relative to HFL projects for assuring implementation of: (a) environmental, historic, and water resources related laws and regulations, and (b) right-of-way, utilities, and uniform relocation assistance related laws and regulations.

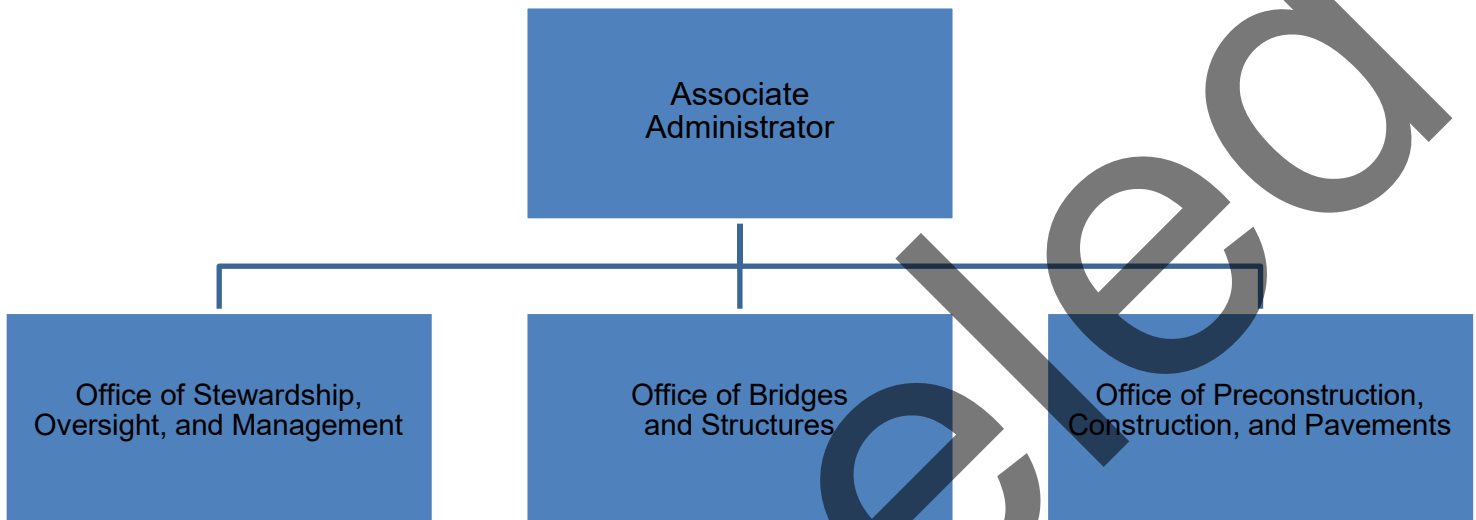
j) Design Policies and Procedures: Oversees and contributes to the development and maintenance of policies, procedures, and standards in coordination with HFL division offices and FHWA program offices.

- k) **Standard Construction Specifications:** Oversees and contributes to the development and maintenance of standard specifications for the construction of roads and bridges on Federal lands highway projects and for use by other agencies, industry, and foreign countries. Coordinates specifications with HCFA, HFL division offices, and FHWA program offices.
  - l) **Construction Policies and Procedures:** Oversees and contributes to the development and maintenance of construction engineering policies, procedures, standards, and guides for use on Federal lands highway projects and for use by other Federal Agencies. Coordinates specifications with HCFA, HFL division offices, and FHWA program offices.
  - m) **Materials Sampling and Testing:** Oversees and contributes to the development and maintenance of policies, procedures and guides for design, sampling, and testing for quality control and acceptance of construction materials.
  - n) **Technical Assistance:** Coordinates and provides technical assistance to Federal Agencies and other stakeholders.
  - o) **Federal Agency Collaboration:** Collaborates with other Federal Agencies in the formulation of implementation guidance, goals, and standards for Federal lands highway-funded projects. Continuously strengthen partner relationships to support both program and project delivery roles by HFL.
- d. **HFL/HFTT.**
- 1) **MISSION:** Provides national administration of the TTP; maintains policies, guidance, and standards for this program; carries out Federal responsibilities relating to the Tribes that operate their program directly with FHWA; collaborates with the Bureau of Indian Affairs (BIA) and Tribes in the formulation of policies and program procedures; and provides support to the Office of Technical Services in the coordination of technology deployment and dissemination of information regarding Tribal transportation. Works directly with Tribal communities to build collaborative relationships and enhance the quality of life in Tribal communities by supporting the Tribes' delivery of transportation programs.
  - 2) **FUNCTIONS:**
    - a) **Program Delivery:** In cooperation with BIA, develops program implementation guidance, regulations, and standard operating procedures relating to the TTP. Assists Tribal communities in building the capacity and capability needed to deliver their program.
    - b) **Fund Transfers:** Authorizes TTP fund transfers and coordinates these transfers between HQ, Tribes, BIA, HFL division offices, and Federal-aid division offices.

- c) Tribal Government Contact: Serves as FHWA point of contact for Tribal governments and BIA relative to the TTP.
- d) Program Review and Evaluation: Conducts program reviews and evaluations of the BIA and Tribal entities. Identifies opportunities to improve effectiveness, areas of risk, best practices and technical assistance. Conducts overall risk assessments of the Tribes working directly with FHWA.
- e) Management Systems: Encourages and supports Tribes in the development and maintenance of management systems in the areas of planning, project development, environment, maintenance, construction, safety, bridge, and finance as related to the TTP.
- f) Program Development: Works with the Tribes and BIA to manage the development and implementation of transportation planning and program development needed to promote efficient, effective, and safe TTP funded projects.
- g) Outreach, Communication, and Technical Assistance: Performs outreach, communication, and technical assistance to the Tribes and BIA to establish partnerships to carry out the TTP. Develops and manages Federal lands highways formal agreements with BIA and the Program Funding Agreements with Tribes.
- h) Legislation, Regulations, Policy, and Guidance: Develops legislative recommendations and administers statutory provisions for TTP. Develops applicable regulations, policies, and guidance. Carries out these functions in consultation with Tribes and BIA when necessary, and in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- i) Program Manuals and Guidance: Prepares and issues manuals and guidance to support the delivery of TTP projects and activities.
- j) Right-of-Way, Utilities and Environment: Works with the Tribes and BIA to ensure the accurate implementation of: (1) environmental, and regulations; and (2) right-of-way.
- k) Professional Development: Coordinates training opportunities in support of FHWA career training programs and other related FHWA professional development initiatives.
- l) Program Reports: Prepares and analyzes key measures and data for reports on the TTP accomplishments, expenditures, and job creation.
- m) Technical Assistance: Coordinates and provides technical assistance and training to Tribal governments and the BIA.

## OFFICE OF INFRASTRUCTURE

### Organization Chart



#### a. Associate Administrator (AA) for Infrastructure (HIF).

- 1) MISSION: Provides leadership, technical expertise, and program assistance in highway; pavement; materials; bridges, tunnels, and other structures; asset management and related engineering activities; and transportation performance management.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as FHWA advocate in overall program performance and engineering activities associated with highways, pavements, bridges, tunnels, and other structures. This includes those of design, construction, inspection, preservation, maintenance, and asset and transportation performance management.
  - b) Legislation, Regulations, Policy, and Guidance: Develops legislative recommendations and administers statutory provisions, regulations, policies, and guidance for highways, pavements, bridges, tunnels, other structures and engineering issues, asset management, and performance management. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - c) Technology Delivery: In cooperation with the field offices; HIT; Research, Development, and Technology (HRT); Operations; Safety; Federal Lands Highway; and Planning, Environment, and Realty, leads in the development of

near-term Research, Development and Technology (RD&T) program plans in the areas of highway construction, inspection, preservation, maintenance, pavements, bridges, tunnels, and other structures, and tools to manage and analyze transportation performance. Assists in the marketing and dissemination of information on emerging technology and innovations resulting from such RD&T activities. In collaboration with HIT, designs and implements programs which deploy new technologies to continuously advance the state-of-the-best-practice industrywide. Works with HIT and other appropriate offices in developing and evaluating training courses related to transportation performance management, highways, pavements, bridges, tunnels, and other structures, and asset management. Develops technical documents and guidance materials related to that training and provides instructors in some cases.

- d) Engineering Innovation: Coordinates and provides policy direction for initiating and implementing engineering innovation in transportation in such areas as innovative contracting procedures, construction management, design, construction, and the use of innovative materials in construction projects.
- e) Outreach and Consultation: In cooperation with the Offices of HIT; Operations; Safety; HFL; Planning, Environment, and Realty; and the field offices, provides and maintains ongoing communication links with FHWA's customers, stakeholders, and other constituencies, seeking their views and feedback.
- f) Emergency Relief Program: Develops and implements FHWA's Emergency Relief (ER) Program and, in support of national security, manages actions related to emergency declarations by the FHWA Administrator.
- g) Asset Management: Develops policies, maintains regulations, and provides guidance and training related to the application of value engineering, life-cycle cost analysis, and asset management to Federal-aid highway projects and programs.
- h) Highway Programs: Coordinates and provides policy direction for multiple FAHPs including the National Highway Performance Program, the Surface Transportation Block Grant Program, the Ferry Boats and Ferry Terminals Program and the Territorial and Puerto Rico Highway Program. Provides eligibility guidance for these programs.
- i) National Bridge and Tunnel Inspection Programs: Leads FHWA's activities for the National Bridge and Tunnel Inspection Programs, monitors compliance with the National Bridge Inspection Standards and the National Tunnel Inspection Standards, and accumulates summary inspection data into a national database.
- j) Civil Rights: Assists the Office of Civil Rights (HCR) in the development of construction-related Equal Employment Opportunity (EEO) and Disadvantaged

Business Enterprise (DBE) Program policies and procedures, and in assessing compliance with the Americans with Disabilities Act.

- k) Major Structures: Provides for the approval of complex and unusual bridges, tunnels, and other structures on the Interstate Highway System.
  - l) Major Projects: Provides program and policy guidance for the administration of major projects in support of FHWA's Federal-aid and HFL division offices and the States.
  - m) Transportation Performance Management: Leads, guides, coordinates, and develops the comprehensive aspects for the performance management of FAHP, to ensure consistency in philosophy and sustained implementation of performance elements across program areas.
  - n) Discipline Support: Provide leadership and support to multiple disciplines, ensuring continued growth opportunities for discipline members and maximum employee engagement.
- 3) The AA for Infrastructure provides executive direction over the activities of the following organizational elements:
- a) Office of Stewardship, Oversight, and Management (HISM)
  - b) Office of Bridges and Structures (HIBS)
  - c) Office of Preconstruction, Construction, and Pavements (HICP)

b. **HIF/HISM.**

- 1) MISSION: Administers FAHP and provides assistance on eligibilities, legislative interpretation, risk-based stewardship and oversight, and major project oversight. Provides leadership and expertise in managing highway infrastructure assets utilizing progressive policies and practices that facilitate transportation investment decisions. Provides leadership, guidance, coordination, and development on the comprehensive aspects for performance management of FAHP to ensure consistency in philosophy and sustained implementation of performance elements across highway and other modal program areas.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as the FHWA advocate for FAHP and eligibility information, risk-based stewardship and oversight, major projects, and related technical activities, technology development, outreach, and partnering initiatives. Also serves as the FHWA advocate for performance management of FAHP, national performance reporting, national performance evaluations and related technical activities, technology development, training, outreach, and partnering initiatives. Provides leadership and expertise in managing highway infrastructure assets

utilizing progressive policies and practices that facilitate transportation investment decisions. Serves as the FHWA advocate for asset management and system preservation.

- b) Legislation, Regulations, Policy, and Guidance: Develops legislative recommendations and administers statutory provisions, regulations, policies, and guidance for national FAHP, risk-based stewardship and oversight, and major projects. Provides program assistance on questions regarding the eligible use of Federal-aid highway funds. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- c) Technology Delivery/Highway Programs: In cooperation with field offices; the Offices of HIT; Safety; HFL; and Planning, Environment, and Realty, leads the delivery of program information and new technology in special areas of FAHP. These areas include the ER Program under Title 23 U.S.C. 125, project oversight and approval under Title 23 U.S.C. 106, the Ferry Boats and Ferry Terminals Program, the Territorial and Puerto Rico Highway Program, and the special interest congressional projects such as the High Priority Projects Program.
- d) Discretionary Programs: Develops policy, implementing guidance, and prepares allocation plans for discretionary funds for special purpose Federal-aid construction programs.
- e) ER Program: Leads FHWA's implementation of the ER Program for repairing highway facilities severely damaged by a major catastrophic or natural disaster, including the development of legislation, regulations, policy, and allocating ER funds.
- f) Local Programs: Provides leadership and guidance to FHWA's staff with responsibilities for local program administration, and works with local roads agencies such as the American Public Works Association, the National Association of County Engineers, and others.
- g) Major Projects: Provides program and policy guidance for the administration of major projects in support of FHWA's Federal-aid and HFL division offices and the States.
- h) National and International Services: Represents FHWA as members and officers in national and international associations. Works with associations to advance the state-of-practice, including the American Association of State Highway and Transportation Officials (AASHTO) subcommittees and related technical committees, professional societies, research entities, and public works organizations.
- i) Technology Outreach/Partnering: Establishes and maintains proactive interaction with FHWA's technology stakeholders. Develops and maintains communication



programs with stakeholders and customers. Maintains and expands technology information network by contributing to resources such as *Public Roads* magazines, trade journals, and Websites. Works with AASHTO, the Transportation Research Board (TRB), industry associations, other Federal Agencies and the States to develop cooperative programs, leverage resources, and cosponsor initiatives.

- j) **Stewardship and Oversight:** Structures, develops, and implements a strategic, risk- and performance-based stewardship and oversight approach in meeting FHWA's National Federal-aid Program goals and priorities. Focuses on providing leadership and consistent technical support working with the, RC, division offices, and State and other partners to establish stewardship and oversight plans using a national risk assessment process, metrics, and targets that support national program/project priorities and State/partner program project priorities. Improves the effectiveness and efficiency in FHWA's stewardship and oversight function to ensure a more accurate assessment of allocation of resources and workforce needs. Also, in coordination with the Office of the Chief Financial Officer, establishes responses to external reviews of FHWA's Federal-aid programs conducted by the DOT Office of Inspector General (OIG), Government Accountability Office, and others.
- k) **Asset Management:** Provides national leadership in asset management policies, guidance, and training for the assessment and management of physical transportation assets. Works with other FHWA HQ and field offices, along with AASHTO and others, in conducting a comprehensive, broad-based, and proactive approach to promote and communicate transportation asset management techniques and applications.
- l) **Transportation Performance Management:** Provides leadership in the management of transportation performance at a national level. Coordinates with DOT modal agencies in the development of transportation performance management policies and guidance for highways. Works with other FHWA HQ and field offices, other DOT modal agencies, and stakeholders in managing nationwide programs. Supports the FHWA Transportation Performance Leadership Council and leads a core team representing offices responsible for the planning, delivery, and execution of transportation performance management.
- m) **Tool Development and Advancement:** In cooperation with the OII-RC, HRT, and FHWA program offices, leads in the development of programs, RD&T plans, marketing strategies, and information dissemination techniques for the development and advancement of tools to manage highway performance and condition and to conduct analysis. Works with HIT and other appropriate offices to develop training courses and materials and other technical documents related to emerging technology. Verifies that transportation performance management RD&T efforts are consistent with the FHWA corporate work plan and are coordinated with other DOT modal agencies to collaborate on cross-cutting initiatives.
- n) **Capacity Development:** Leads efforts to build the institutional capacity of the FHWA business processes and workforce to be proficient in the competencies

required to carry out the Federal role for transportation performance management. Coordinates with FHWA offices and DOT modal agencies to design and deliver training and development opportunities. Develops and maintains an internal Website to communicate and provide pertinent performance management information to FHWA employees. Maintains an active presence in the FHWA Program and Management Analysis discipline support system.

- o) Performance Reporting: Coordinates and manages FHWA's efforts to evaluate, assess, and report on performance as a result of the performance-based FAHP initially specified under the Moving Ahead for Progress in the 21<sup>st</sup> Century Act. Works with FHWA offices and DOT modal agencies to design and develop reports at the national, State, and Metropolitan Planning Organization levels in support of performance measurement requirements. Verifies that transportation performance reporting is consistent within the FHWA corporate transportation performance management framework.

c. **HIF/HIBS.**

- 1) MISSION: Provides technical and program expertise for major and unusual bridges, tunnels, and hydraulic and geotechnical structures. Provides policy direction and guidance for bridge management including inspection, preservation, replacement, rehabilitation, and promotes innovation through technology delivery.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as the FHWA advocate in technical activities, technology development, outreach, and partnering related to bridge, tunnel, hydraulic and geotechnical engineering, and overall bridge program management.
  - b) Legislation, Regulations, Policy, and Guidance: Develops legislative recommendations and administers statutory provisions, regulations, policies, and guidance for bridges and structures engineering and management, bridge programs, tunnel, and hydraulic and geotechnical engineering. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - c) Technology Delivery: In coordination with the OII-RC, field offices, and other HQ offices, leads in the development of near-term RD&T program plans. Establishes focus areas in the areas of bridge, tunnel, hydraulic, and geotechnical engineering. Provides leadership in implementing, marketing, and disseminating information on new and emerging technologies resulting from RD&T activities.

Provides leadership, in collaboration with HIT and other appropriate offices, in developing and evaluating training courses related to structural, tunnel, hydraulics, geotechnical engineering, and bridge management. Develops technical documents and guidance materials related to that training and provides instructors in some cases.

- d) **Program Eligibility and Funding:** Provides leadership for bridges and structures programs. Establishes uniform requirements and eligibility policies for the use of program funds. Provides national program information and assistance in that regard to Congress, other DOT and FHWA offices, Federal Agencies, States, industry, the media, and the public.
- e) **Engineering Innovation:** Coordinates and provides policy direction for initiating and implementing bridge, tunnel, hydraulic and geotechnical engineering innovation in transportation. This includes the use of innovative systems, practices, and innovative materials in bridge research and construction projects. Conducts investigations to ascertain cost, trends, and the acceptability of innovative structural products and materials.
- f) **National Bridge and Tunnel Inspection Programs:** Leads FHWA's activities for the National Bridge and Tunnel Inspection Programs, monitors compliance with the National Bridge Inspection Standards and the National Tunnel Inspection Standards, and accumulates summary inspection data into a national database.
- g) **Major Structures:** Provides for the approval of complex and unusual bridges, tunnels, and other structures on the Interstate Highway System.
- h) **Technical Expertise:** Provides expert level review and approval for designs of complex and unusual bridges and other structures (e.g., tunnels, hydraulic structures, and geotechnical features) on the Interstate Highway System. In response to and in cooperation with field offices and OIL-RC, provides expert level advice on structural, tunnel, hydraulic, and geotechnical design features for major and unusual bridges and structures on other public roads. Areas of expert level advice include the specialized technical engineering areas of major bridges, tunnels, hydraulic structures, and geotechnical features. Conducts expert level technical studies of design, construction, and maintenance problems for which there is little or no precedent.
- i) **National and International Association Services:** Represents FHWA as members and officers in national and international associations. Works with associations to advance the engineering areas of major bridges, tunnels, inspection, preservation, management of structural assets, seismic, hydraulics, and geotechnology. The associations include AASHTO subcommittees (Bridge, Design, and Materials), and related technical committees, professional societies, and research entities.

- j) **Technology Outreach/Partnering:** Establishes and maintains proactive interaction with FHWA's technology partners. Develops and maintains communication programs with partners and customers. Maintains and expands technology information network using resources such as the *Focus* newsletter, the *Transporter* and *Public Roads* magazines, trade journals, and Websites. Works with, AASHTO, TRB, industry associations, other Federal Agencies, and the States to develop cooperative programs, leverage resources, and cosponsor initiatives.

d. **HIF/HICP.**

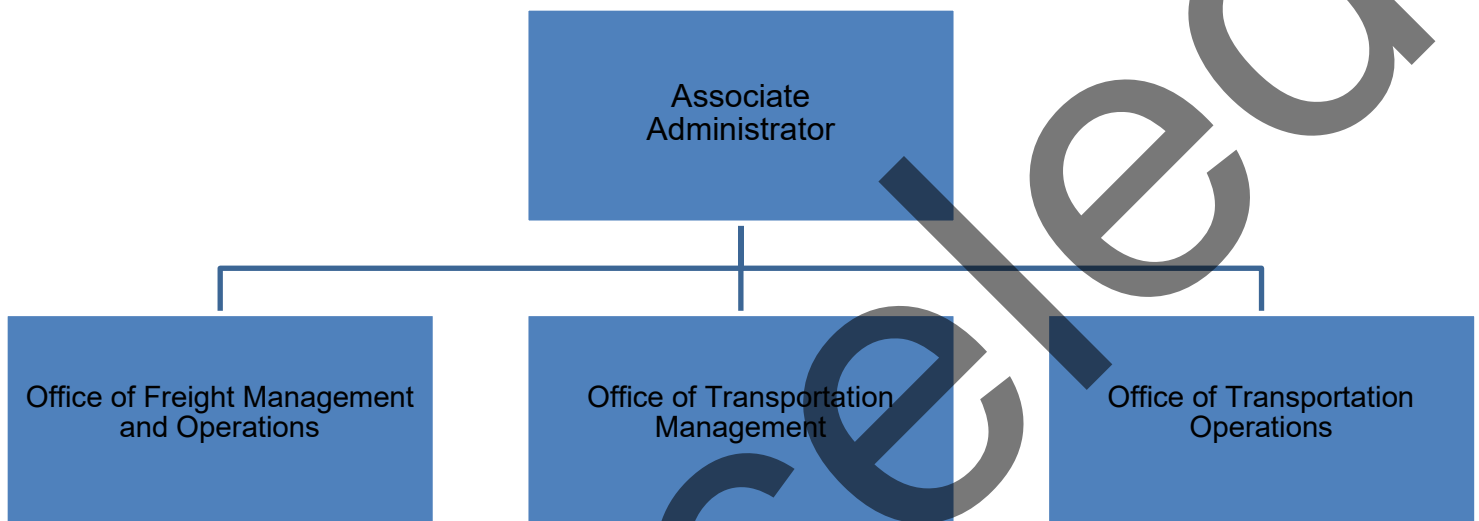
- 1) **MISSION:** Administers and provides program assistance, promotes innovative technology, performance management, evaluation, and innovative delivery of the Federal-aid Program within the framework established by Laws, Regulations, Policy and Guidance. The major program components include highway pavements, materials, construction management, preservation, geometric design, safety, consultant services, value engineering, contract administration, utilities and others.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Administers engineering policies, standards, technical assistance, and innovative technology for materials, design, construction, preservation, highway pavements, geometric design, consultant services, utilities, value engineering, contract administration, innovative contracting, technology deployment, outreach, partnering initiatives, and others.
  - b) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions, regulations, policies, and guidance in the disciplines of highway pavements, materials, construction management, preservation, geometric design, consultant services, utilities, value engineering, contract administration, and others. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - c) **Technology Delivery:** In cooperation with HIT, field offices, and other HQ offices, leads in the development of programs, RD&T plans, market strategies, and information dissemination techniques for the development of Federal-aid programs. Promotes and develops programs for new technology in the highway pavements, materials, construction management, preservation, geometric design, safety, consultant services, value engineering, contract administration, utilities disciplines, and others. Works with other appropriate offices to promote, train and implement new technologies or methods. Coordinates with related AASHTO, TRB, and industry associations to develop implementation/market strategies for pavement, geometric design, construction, preservation, and other program activities. Promote through

conferences, seminars, peer exchanges, and workshops on issues related to these national programs.

- d) Consultant Services: Develops policy and guidance related to the procurement and administration of consultant services.
- e) Civil Rights (External): Assists the HCR in the development of construction-related EEO and DBE Program policies and procedures, and in issues involving compliance with the Americans with Disabilities Act.
- f) Engineering Innovation: Coordinates and provides leadership for initiating and implementing engineering innovations in highway pavements, materials, construction management, preservation, geometric design, safety, consultant services, value engineering, contract administration, utilities and others.
- g) National and International Association Services: Responsible for leading technical research and development programs in highway pavements, highways structures, materials, construction management, preservation, geometric design, safety, consultant services, value engineering, contract administration, utilities and other by representing FHWA on intergovernmental or industry committees. Coordinates and maintains liaison with AASHTO committees, related technical committees, professional societies, research entities, industry associations, and public works organizations. Serves as the official FHWA representative in international organizations to facilitate international technology transfer.
- h) Technology Outreach/Partnering: Establishes and maintains proactive interaction with FHWA's technology partners. Promote the transfer of technology through resources such as the *Focus* newsletter, the *Transporter* and *Public Roads* magazines, trade journals, and Websites. Works with, AASHTO, TRB, industry associations, other Federal Agencies, state and local governments to develop cooperative programs, leverage resources, and cosponsor initiatives.

## OFFICE OF OPERATIONS

### Organization Chart



#### a. Associate Administrator (AA) for Operations (HOP).

- 1) MISSION: Provides national leadership for the management and operation of the surface transportation system, including the integration of next generation technology, such as automated driving systems, with roadway transportation; tolling, pricing and revenue programs; and the application of data, technology, and planning to improve freight operations.

#### 2) FUNCTIONS:

- a) Advocacy: Serves as the Federal Highway Administration's (FHWA) advocate and national leader for the management and operations of the transportation system; integration of next generation capabilities, such as automated driving systems, with roadway transportation; tolling and pricing programs; and promotion of a comprehensive planning and investment approach to freight operations, including fostering public-private dialogue and data-sharing, and advancing the understanding of the flow of goods.
- b) Strategic Planning and Quality: Develops and implements policy and program initiatives for transportation systems management and operations, including both supply and demand management strategies; the integration of next generation capabilities; tolling and pricing; and freight operations and border crossings to

advance the U. S. Department of Transportation (DOT) and FHWA strategic goals, objectives, and corporate management strategies and the National Freight Policy.

Initiates business plans, quality self-assessments, program evaluations, and system and process improvements to continually advance the quality of the office's programs, products, and services. Coordinates with ITS/JPO on ITS initiatives.

- c) **Legislation, Regulations, Policy, and Guidance:** Develops Federal legislative recommendations, provides technical assistance, and administers statutory and regulatory provisions related to transportation systems operations and management the integration of next generation capabilities, tolling and pricing, and freight operations. Develops regulations, policies, and guidance as needed. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Technology Delivery:** Leads the development of agencywide plans for transportation systems management and operations, integration of next generation capabilities, tolling and pricing, and freight operations. Ensures that technology investments in these areas are linked to the DOT and FHWA strategic and performance plans. In collaboration with FHWA's HIT, designs and implements programs which deploy new technologies and training to continuously advance the "state-of-the-best-practice" industrywide, thereby improving the performance of the surface transportation system.
- e) **Customer Outreach and Consultation:** Seeks the views of the FHWA's field offices and public and private-sector customers on transportation systems management and operations, the integration of next generation capabilities, tolling and pricing, and freight operations issues and uses that information in carrying out office functions, professional development of the FHWA Operations and Freight Disciplines, and training and technical assistance for stakeholders.
- f) **Monitoring and Evaluation:** Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. In collaboration with OII-RC, designs and implements feedback systems to identify and evaluate new technologies and trends for future RD&T plans and programs.
- g) **Strategic and Performance Planning:** In coordination with the Office of Policy and Governmental Affairs, facilitates the advancement of the DOT and FHWA Strategic plans, the annual performance plan, and the Administrator's Accountability Contract with the Secretary. Tracks the progress of the HOP offices against these plans/agreements.
- h) **Multimodal Freight:** Provides national leadership and strategic input in collaboration with other modes for enhancing the national and international movement of goods, to enhance the economic competitiveness of the U.S.

- i) North American Border Initiatives and International Programs: Represents FHWA on the Joint Working Committee and Transborder Working Group for freight matters; with European Union countries on urban freight, and generally as part of Permanent International Association of Road Congresses (PIARC), Institute of Transportation Engineers (ITE), and Intelligent Transport Systems (ITS) World Congress meetings.
- j) Emergency Operations: In support of national security and continuity of operations, develops plans and programs to ensure that FHWA is prepared to respond appropriately to all-hazards incidents.
- k) Infrastructure Protection: Reports through the Administrator to OST Office of Intelligence, Security, and Emergency Response (S-60) as the FHWA point of contact for Transportation Systems Sector critical infrastructure security and resilience, and transportation security matters (see paragraph (l) below) as outlined in Presidential Policy Directive 21 and any successor directives.
- l) Transportation Security: Represents FHWA, and is the virtual team leader for FHWA HQ staff, in identifying and addressing transportation infrastructure vulnerability, cyber-security of roadway transportation assets, and other critical transportation system security issues, and collaborates fully with the field staff.
- m) Manual on Uniform Traffic Control Devices for Streets and Highways (MUTCD): Updates and maintains the MUTCD and supporting documentation. In collaboration with the field offices, promotes and assures correct application.
- n) ITS Architecture and Standards: Facilitates the development and use of regional ITS Architecture, ITS standards, and systems engineering processes. In collaboration with the field offices, promotes and assures correct application.
- o) Congestion Management: Serves as FHWA's lead for transportation systems management and operation solutions to support congestion management.
- p) Grants Administration: Administers grant programs addressing transportation systems management and operations, next generation technology deployment and integration with roadway systems, tolling and pricing, alternative funding mechanisms to support the Highway Trust Fund, and the highway portions of major infrastructure grants.
- q) Discipline Support: With OII-RC, co-leads the Discipline for both Operations Discipline to support professional development of FHWA staff with operations and freight responsibilities.
- r) Program Support: Provides personnel, budget, accounting, and information technology support to the HOP offices. Coordinates with HAD.



3) The AA for Operations provides executive direction over the activities of the following organizational elements:

- a) Office of Freight Management and Operations (HOFM)
- b) Office of Transportation Management (HOTM)
- c) Office of Transportation Operations (HOTO)

**b. HOP/HOFM.**

1) MISSION: Collaborates within DOT and with State, local, and regional transportation stakeholders to maximize the contribution of freight operations to economic vitality, freight infrastructure resilience, and community/sustainability goals through balanced investments, effective data tools, and technology transfer.

2) FUNCTIONS:

- a) Improves understanding of the economic benefits: Provides information for better Federal, State/regional, and local understanding of the economic benefits of freight and the impact of freight movement in areas such as critical national freight infrastructure, safety, environment/sustainability, and community quality of life. Employs a transportation systems management and operations approach to maximize efficiency of freight transportation infrastructure. Advances freight efficiencies through research and policy recommendations. This may include research and analysis on optimizing goods movement, improved truck travel planning, enhanced/streamlined information-sharing among freight industry and supply chain stakeholders.
- b) Assesses considerations and needs for intermodal connectors and first-/last-mile freight transportation: Provides opportunities for exchange and dialogue across all levels of Government (including internationally) to advance intermodal connect and first-/last-mile freight mobility. Highlights projects that are leading to on-the-ground, tangible improvements in urban freight mobility or mitigation of its impacts on safety and the environment. Supports U.S. Maritime Administration oversight of the Marine Highway System.
- c) Assesses national truck parking needs and solutions: Researches national truck parking capacity, shortages, and needs and promotes solutions to address these needs through improved data collection methods, expanded stakeholder engagement, development of best practices, and publication of guidelines. Assesses the impact to truck parking from freight operations.
- d) Improves understanding of Truck Size and Weight (TS&W) impacts; assess TS&W needs and solutions: Analyzes data to support improved evaluation of TS&W impacts and the impact of alternative truck configurations on the highway system and highway operations.

- e) Oversees the apportionment of National Highway Freight Program (NHFP) funds and States' obligation of those funds: Implements the Federal-aid NHFP to support infrastructural investment that improves freight transportation system condition and performance. Provides oversight and approval of State Freight plans (in coordination with FHWA division offices) and collaborates with OII-RC to provide technical assistance to States for producing their plans.
  - f) Ensures State compliance with Federal vehicle size and weight regulations: Monitors States' development and operation of an enforcement process to identify oversize/overweight (OS/OW) vehicles and eliminate violations, thus improving roadway conditions. Working with FHWA division offices, reviews State Size and Weight Enforcement plans that certify States' conformity with Federal vehicle size and weight standards and conducts an annual evaluation to identify and share best practices. Conducts research to modernize the vehicle size and weight reporting system, updates guidance, and collaborates with the OII-RC to provide vehicle size and weight training and technical assistance.
  - g) Oversees discretionary grant programs: Coordinates and administers discretionary grant programs established through Federal surface transportation legislation. These grant programs provide Federal resources to leverage State and local funding and support project outcomes that include enhanced economic vitality, improved freight and transportation mobility, and effective infrastructure investment.
  - h) Assesses, measures, and monitors freight system conditions and performance: Supports implementation of the Moving Ahead for Progress in the 21st Century's Act performance-based transportation program, including performance measures for States to use to assess freight movement on the Interstate System and requirements to address freight bottlenecks. Develops tools and resources to improve the scope and quality of information on freight system condition and performance at a national scale. Promotes improvements to freight system condition and performance, including approaches to analyze and assess condition and performance data.
- Manages designation, oversight, and activities related to the National Highway Freight Network and input to the National Multimodal Freight Network and National Freight Strategic Plan.
- i) Identifies and analyzes freight infrastructure needs including those related to mobility, safety, and state of good repair: Oversees research on a variety of topics (e.g., bottlenecks, truck parking, critical urban and rural freight corridors, alternative routes, intermodal connectors) that help assess freight infrastructure needs and opportunities. In addition, supports the development and dissemination of strategies and resources that permit States and other stakeholders to incorporate freight infrastructure improvement projects into transportation program delivery.
  - j) Assists in harmonization of OS/OW vehicle permitting activities by State and local permitting officials: Supports State DOTs and local permitting officials to better harmonize their OS/OW activities; assists States and local permitting officials to coordinate on TS&W standards; and assesses opportunities for technical assistance

- and facilitation to support State DOTs, local permitting officials, and industry in this area. Provides technical assistance to the States on emergency authorities for special permitting of overweight divisible loads. Oversees the National Network, affecting truck operations in the U.S.
- k) Integrates and visualizes national freight movement data: Compiles and synthesizes freight movement data to provide stakeholders with a better understanding of national freight flows. Develops tools that integrate data to assist State DOTs and other agencies in anticipating and planning for freight movement capacity, operation, security, and infrastructure investment.
  - l) Assesses and improve freight data and modeling approaches: Conducts research and analysis to understand freight data gaps and what tools, analyses, or approaches are needed to close them, and how to improve freight data acquisition, modeling approaches, and data quality. Develops innovative freight analysis and performance measurement tools and invests in freight data research initiatives.
  - m) Professional Development: Delivers Freight Professional Capacity Building (FPCB) Program, which provides State DOTs, metropolitan planning organizations, and local governments a forum for information-sharing and provides technical assistance on an as-needed basis. The FPCB Program activities are delivered in coordination with FHWA division offices, OII-RC, and others as needed. These activities may take the form of meetings, roundtables, or workshops customized to address stakeholders' specific interests. Through delivering FPCB activities, assists freight practitioners in advancing their expertise and learning from a network of peers. Disseminates the proceedings of FPCB events to share insights with the broader freight community.
  - n) Technology Transfer and Stakeholder Engagement: In coordination with HIT and others, conducts outreach and delivers technology transfer through guidance, research, training, peer exchanges, stakeholder forums, noteworthy practices, primers, and other initiatives. Reaches beyond traditional stakeholders to include a range of other Federal Agencies; regional, local, and Tribal stakeholders; safety advocates and new entrants in the freight world from disruptive technologies/emerging markets (3D printing, drones, the sharing economy) to enhance freight planning and analysis.

c. **HOP/HOTM.**

- 1) MISSION: Provides products, services, technical support, and assistance to the FHWA field organization for the planning, development, and deployment of transportation systems management and operations; intelligent transportation systems (ITS) and next generation technologies and capabilities, including the integration of automated driving systems with roadway systems; and tolling, pricing and revenue strategies. Focuses on transportation operations and congestion management programs at systemic and institutional levels.

2) FUNCTIONS:

- a) **Advocacy:** Serves as the FHWA sponsor for advancing the state-of-the-art and practice in the operations of metropolitan, rural, and Statewide surface transportation systems to support local and national goals; and allow for revenue generation to support transportation investment, as legislation enables. Represents FHWA in various national and international forums dealing with these issues.
- b) **Strategic Planning:** Develops and executes national policies and program initiatives designed to enhance transportation systems management and operations; ITS and the integration of next generation capabilities; and tolling and pricing programs to achieve infrastructure system operation and performance goals. Takes a leadership role in defining and developing related vision, mission, performance targets, strategies, and tactics.
- c) **Legislation, Regulations, Policy, and Guidance:** Develops legislative initiatives, recommendations, statutory interpretations, and guidance related to transportation systems management and operations; ITS and the integration of next generation capabilities; and tolling, pricing and revenue strategies. These include ITS architecture, standards and systems engineering, Amber Alerts, real-time systems management information, system performance, tolling, pricing and revenue strategies, and high occupancy vehicle provisions. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Program Management:** Administers programs to support advancement and implementation of transportation systems management and operations; ITS and the integration of next generation capabilities; and tolling, pricing and revenue strategies. Administers grant programs addressing transportation systems management and operations, tolling and pricing, and alternative funding mechanisms to support the Highway Trust Fund; and works with the ITS/JPO to carry out the ITS Research Program.
- e) **Technology Delivery:** Develops technology applications, products, practices, standards, and tools. In collaboration with HIT, designs and implements programs which deploy market-ready technologies, tools, procedures, planning, and associated training to continuously improve the state-of-the-practice. Focus areas include transportation systems management and operations in urban and rural areas; traffic analysis tools; active transportation and demand management; signal systems management; real-time system information management and the application of system performance measures; managed lanes; access management; ITS and the integration of next generation capabilities, such as automated driving systems, with roadway systems; cybersecurity related to roadway transportation assets; tolling and pricing strategies; and toll system interoperability. Also, in collaboration with the Office of Infrastructure, develops the concepts, principles, and tools necessary to include consideration of operational requirements in State and local comprehensive Asset Management decision making frameworks.
- f) **Advanced Product, Development Testing and Demonstration:** In collaboration with the ITS/JPO and FHWA Office of Safety and Operations R&D, defines and carries

out the FHWA Operations research agenda. Supports the development, demonstration, testing and evaluation of new applications, systems, and practices to enhance the efficient operation of the surface transportation system. Supports the development, application, and dissemination of simulation models designed to enhance transportation management and operations decision making.

- g) Customer Outreach and Consultation: Seeks the views of DOT field offices, and public and private-sector customers and uses that information in carrying out office functions. Disseminates information and responds to inquiries in all program areas.
- h) Professional Development: Works with HIT, the ITS/JPO Professional Capacity Building Program, and external organizations to support the development and provision of training. With OII-RC, co-leads the Operations Discipline to support professional development of FHWA staff with operations responsibilities.
- i) Information and Analysis: Develops measures and indices of traffic congestion and system efficiency. Collects appropriate data and develops models, and simulation tools to monitor system efficiency, identify problems and estimate the value of new technologies, strategies, and programs in achieving FHWA goals. Conducts special studies as required.
- j) Monitoring and Evaluation: Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. Initiates system and process improvements to continually improve the quality of the Office of Transportation Management's programs, products, and services.
- k) ITS Deployment: Provides support to the field structure for ITS deployment.

d. **HOP/HOTO.**

- 1) MISSION: Provides products, services, technical support, training, research, and assistance to the FHWA field organization, and various transportation, public safety and other partner and stakeholder groups, for the development, design, implementation, and evaluation of transportation operations technologies, strategies, and practices to better manage traffic operations. Focuses on traffic operations relating to work zone safety and mobility, traffic incident management, road weather management, emergency operations and traffic control devices and applications.

- 2) FUNCTIONS:

- a) Advocacy: Serves as the FHWA advocate and a national leader for advancing the state-of-the-art and practice in traffic operations. Represents FHWA on a variety of national and international technical forums dealing with traffic control devices and applications, work zone safety and management, traffic incident management, road weather management, and emergency operations. Coordinates with other departments dealing with weather and represents FHWA's interests with the Office of

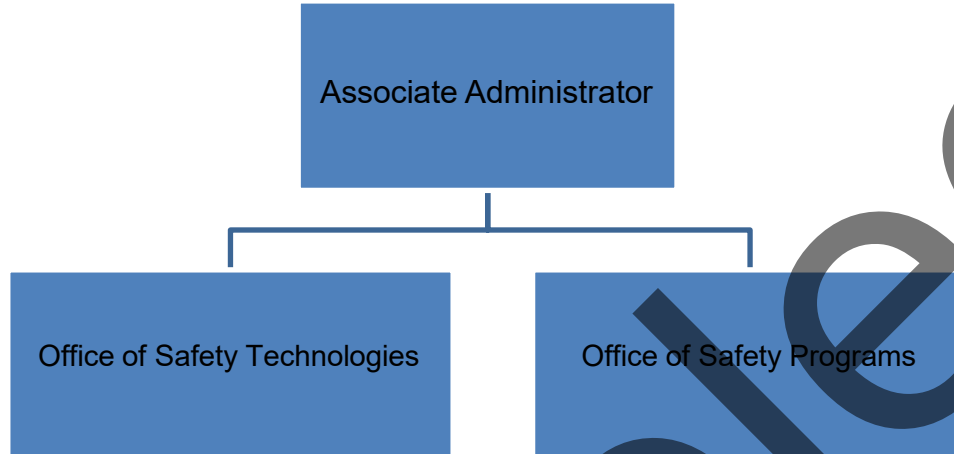
- the Federal Coordinator for Meteorological Services. Facilitates and leads the National Traffic Incident Management Executive Leadership Group. Represents FHWA in dealings with the National Committee on Uniform Traffic Control Devices. Advocates and supports the FHWA field structure in developing strong relationships with surface transportation operators.
- b) Strategic Planning: Where appropriate, develops and executes national policies and program initiatives in support of DOT and FHWA Strategic Plans, to facilitate the safe and efficient operation of the surface transportation system.
  - c) Legislation, Regulations, Policy, and Guidance: Develops regulations, policies, and guidance related to transportation operations, including MUTCD. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - d) Technology Delivery: Develops and demonstrates products, tools, and practices to improve traffic operations relating to work zone safety and mobility, traffic incident management, road weather management, emergency operations, and traffic control devices. Working with OII-RC, develops training material to advance the state-of-the-practice in operations and system maintenance. Working with both HIT and industry, designs and implements programs to advance the adoption of market-ready technologies.
  - e) Advanced Product Development, Testing and Demonstration: In collaboration with the Office of Transportation Management, and HRT defines the transportation operations research agenda. Supports the research, development, demonstration, field operational testing, and evaluation of advanced technologies, standards, and practices designed to improve the mobility of people and goods, or enhance the efficiency of the surface transportation system. Supports the development, application and dissemination of simulation models designed to enhance operating decisions.
  - f) Customer Outreach and Consultation: Seeks the views of DOT's field offices, and public and private-sector customers on the development and implementation of transportation operations technologies and strategies and uses that information in carrying out office functions. Provides information to its customers on the current and emerging technologies and strategies to improve transportation operations.
  - g) Professional Development: Works with the HIT and the university community to coordinate the resources and efforts necessary to support the development and execution of new training, and to advance the development of transportation operations curricula in universities. Similarly works with HRT to coordinate resources and efforts necessary to package marketing materials, mobile demonstrations, exhibits, and the like. Coordinating with other FHWA offices, supports participation of HOP in external communications, Internet communications, publications, correspondence, and media responses.

- h) Information and Analysis: Develops appropriate data, modeling and simulation tools to carry out analyses necessary to support a transportation operations mission, science, and practice. In collaboration with other FHWA offices, public agencies, and the private sector, uses the information developed to identify and evaluate new technologies, standards, practices, regulations, and programs.
- i) Monitoring and Evaluation: Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. Initiates system and process improvements to continually improve the quality of the Office of Transportation Operations programs, products, and services.
- j) MUTCD: Updates and maintains the MUTCD and supporting documentation. In collaboration with the field offices, promotes and assures correct application.
- k) Emergency Operations: Coordinates the development of FHWA emergency preparedness and response plans, including the development and implementation of a continuity of operations plan for HQ. Maintains reliable emergency communications system for FHWA, ensures readiness at the FHWA Alternate Work Location and the Department's Alternate Site, and provides emergency preparedness training.

Supports the DOT Transportation Operations Center with monitoring and reporting of crisis situations...

## OFFICE OF SAFETY

### Organization Chart



#### a. Associate Administrator (AA) for Safety (HSA).

- 1) MISSION: Provides national leadership and advocacy in the development and implementation of strategies and programs to continuously work towards eliminating highway fatalities and serious injuries involving both motorized and non-motorized travelers on the Nation's highways, streets, bicycle/pedestrian facilities, and at intermodal connections.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as the FHWA advocate and a national leader for the elimination of highway fatalities and serious injuries, and leads highway safety infrastructure programs. Supports all FHWA offices in developing strong relationships with State, Tribal, and local transportation and safety agencies and other public and private sector stakeholders. Provides national and international leadership to improve safety for all highway users.
  - b) Strategic Planning and Quality: Develops and executes national policies and plans, implements program initiatives, and provides program leadership, management, and oversight for roadway-oriented safety programs. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of FHWA's safety programs, products, and services. Develops and maintains the HSA Business Plan.
  - c) Legislation, Regulations, Policy, and Guidance: Develops regulations, policies, and guidance related to FHWA's highway safety mission. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.



- d) **Safety Leadership:** Provides leadership in coordinating with other appropriate FHWA offices to initiate and develop national safety programs to continuously work towards eliminating highway fatalities and serious injuries. Coordinates as appropriate with other FHWA and DOT organizations, other Federal Agencies, and the public and private sectors to improve highway safety.
  - e) **Technology Delivery:** In cooperation with the FHWA HIT; Offices of Infrastructure (HIF); Operations (HOP), HFL; HEP; and HRT, leads the development and execution of a multi-year research and technology program plan to develop and demonstrate broad-based and multidisciplinary products, tools, and practices to improve highway safety.
  - f) **Outreach and Consultation:** Seeks the views of DOT field offices, State and local governments, and the private sector on the development and implementation of highway safety infrastructure and other safety technologies, programs, and strategies to carry out office functions. Assesses the community impact of issues relating to highway safety and ensures that the interest of the users and the community are addressed in safety policies and programs.
  - g) **Strategic and Unit Plan Implementation:** The unit plan identifies activities the office will undertake to achieve national objectives. These activities are compiled into the Spend, Unit, Performance, Execution, Research worksheet. In cooperation with HSA and Operations Research and Development and HIT, facilitates development of multi-year and annual Highway Safety Research and Technology Program roadmaps for priority topic areas.
- 3) The AA for Safety provides executive direction over the activities of the following organizational elements:
- a) Office of Safety Technologies (HSST)
  - b) Office of Safety Programs (HSSP)

**b. HSA/HSST.**

- 1) **MISSION:** Provides strategic direction for surface transportation programs administered by FHWA to ensure that safety policies and programs are integrated with other FHWA and DOT policies and initiatives. Improves highway safety through development and application of Federal and State oriented programs and implements safety-related legislation.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as an advocate and national leader for comprehensive Federal and State highway safety programs and activities that improve safety for all road users. Coordinates with other agencies dealing with highway safety issues and represents FHWA's interests with other public and private organizations. Ensures

appropriate linkage, integration, coordination of data driven decisionmaking, and coordination of safety practices and principles with other entities, including other FHWA offices, and DOT and external organizations.

- b) **Legislation, Regulations, Policy, and Guidance:** Develops regulations, policies, and guidance related to national highway safety programs, including safety performance goals, policies, and criteria for all public roads and bicycle and pedestrian facilities. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- c) **Safety Leadership:** Develops policies, procedures, and guidelines for development, administration, and management of FHWA highway safety programs in collaboration with other FHWA offices and DOT organizations. In collaboration with other FHWA and DOT organizations, and the public and private sectors, uses the information and results to identify and evaluate policies, practices, and technologies. Develops and implements policies, regulations, and guidance on highway safety grant programs. Leads the Highway Safety Improvement Program and its components.
- d) **Program Analysis:** Evaluates safety programs' effectiveness and efficiency in reducing the number of fatalities and serious injuries. Identifies data needs to carry out analyses necessary to support the safety mission and performs analyses to determine trends and evaluate FHWA's safety programs.
- e) **Safety Information and Analysis:** Identifies data needs to carry out analyses necessary to support State and local safety programs, leads programs to improve data systems, supports State and local data collection programs, and performs data analyses to assist others in examining safety problems and opportunities.  
  
Supports the development, maintenance, and use of information systems to support highway and bicyclist/pedestrian infrastructure and other safety programs. With other FHWA offices, assists the States with data information systems to ensure that the most accurate, complete, and timely data are available for national and State data analyses.
- f) **Strategic Coordination:** Leads and coordinates development of strategic direction, goals, and policy positions for safety within FHWA in cooperation with partners. Manages strategic and annual performance and unit planning activities. Ensures that goals and policies are appropriately represented through coordination within FHWA and among other DOT organizations. Develops strategies for and assists FHWA division offices and States to ensure that national highway safety goals and policy objectives are reflected in State safety program activities. Coordinates and monitors the implementation of activities with other FHWA and DOT organizations, industry, and other partners and customers to ensure that highway safety is embraced in their programs.

- g) **External Partnerships:** Seeks the views of other FHWA and DOT organizations, and public and private sector customers, including academia, on the development and implementation of highway strategies and programs. Represents and advances FHWA's interest with organizations such as the American Association of State Highway and Transportation Officials, TRB, Governor's Highway Safety Association, Institute of Transportation Engineers, International Association of Chiefs of Police, and bicyclist and pedestrian associations. Actively seeks to include public involvement elements in the decisions that affect safety innovations in communities and neighborhoods. Leads and coordinates international activities for the FHWA safety program, including access to and use of technologies and innovations from other countries, representing the FHWA safety program within various international entities on highway safety matters.
  - h) **Research and Technology Program:** Manages Research and Technology program resources provided to HSA and coordinates preparation of justification documentation and presentation materials for safety and FHWA leadership and other entities.
  - i) **Technology Delivery:** Develops and delivers programs to advance the adoption of highway safety program innovations, including highway safety planning, highway safety improvement program innovations, and safety of all road users. Provides information to customers on the current and emerging technologies and strategies to improve highway safety. Acts as a technology and information clearinghouse for the HIT, FHWA division offices, and States on information relating to highway safety programs.
  - j) **Technical Assistance:** Provides advice and assistance to partners in the implementation of the Highway Safety Improvement Program and serves as the HQ focal point to other offices regarding administration of this program. Represents FHWA through a variety of technical forums dealing with highway safety. In collaboration with FHWA division offices, HRT, and HIT, develops training material to advance the state-of-the-practice in highway safety. Executes a comprehensive program to advance the critical knowledge, skills, and abilities within the roadway safety workforce. In coordination with other FHWA and DOT organizations provides technical assistance to congressional authorizing and appropriations committees in developing legislative recommendations and interpreting statutory provisions related to safety.
- c. **HSA/HSSP.**
- 1) **MISSION:** Manages and promotes national programs to market and promote technology and innovation to reduce highway fatalities and serious injuries. Promotes practices relating to the development and incorporation of road and roadside features that impact highway safety performance. Improves State and national data driven decisionmaking.

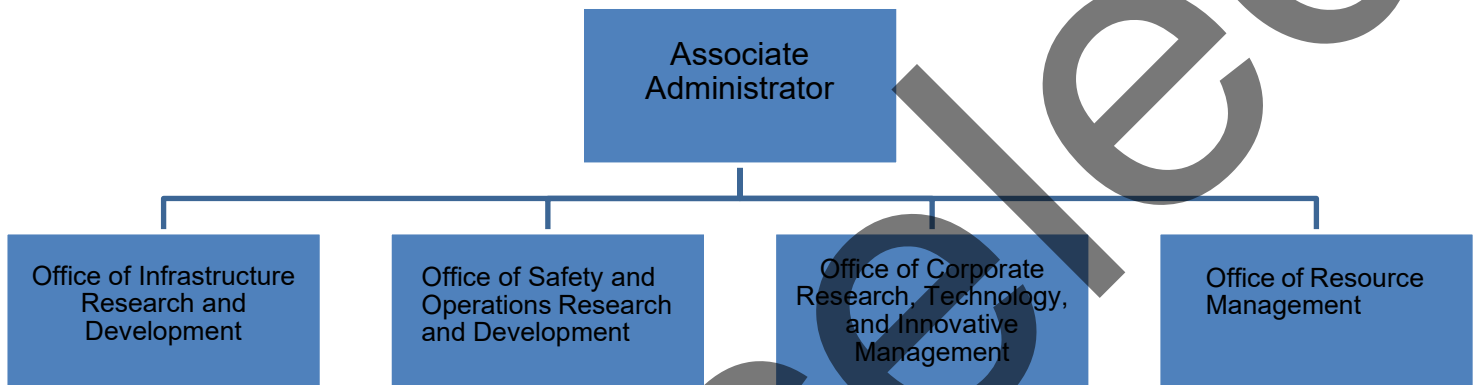
2) FUNCTIONS:

- a) **Advocacy:** Serves as an advocate and national leader for highway designs and technologies that improve safety performance. Leads the promotion of data driven decisionmaking approaches and tools to State and local partners.
- b) **Legislation, Regulations, Policy, and Guidance:** Develops regulations, policies, and guidance related to highway infrastructure features including roadside safety features, visibility, pavement friction, rumble strips/rumble stripes, intersections/interchanges, roundabouts, horizontal curve safety, as well as integration of safety throughout the project development and environmental review process. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- c) **Safety Leadership:** Seeks the views of the FHWA and DOT organizations, State and local governments, and the private sector on the development and implementation of highway safety infrastructure technologies. Participates as a full member of the DOT Traffic Records Coordinating Committee to advance information and data activities that support the Department's efforts for multidisciplinary safety programs. Provides leadership, policy guidance, and technical assistance to FHWA division offices and States concerning the safety technologies and programs, including intersections, roadway departure, pedestrian, safe routes to school, speed management, and other safety related programs.
- d) **Research and Technology Program:** Manages Research and Technology program resources. Supports the development, field testing, and evaluation of emerging technologies, standards and practices designed to improve the safe movement of people and goods, and to enhance the safety of the surface transportation system.
- e) **Technology Delivery:** Manages the FHWA program to design, implement, and deliver programs to advance the adoption of highway safety technologies and innovations. Provides information to customers on the current and emerging technologies and strategies to improve highway safety. Acts as a technology and information clearinghouse for HIT, HRT, FHWA division offices, and States on information relating to highway safety programs. Helps to coordinate the development of highway safety standards and requirements, and works with the appropriate offices to identify and share highway safety technology applications and requirements. In cooperation with HOP, HIF, and HEP, works with HFL, HIT, and FHWA division offices to identify and deploy highway safety technologies and products.
- f) **Technical Assistance:** Provides advice and assistance and serves as the HQ focal point to the HIF, HOP, HFL, HEP, HIT, FHWA division offices, and State and local jurisdictions regarding highway safety program development, evaluation, and administration. Represents FHWA through a variety of technical forums dealing

with highway safety, including roadside design and hardware safety, and highway-rail grade crossing safety.

## OFFICE OF RESEARCH, DEVELOPMENT, AND TECHNOLOGY

### Organization Chart



#### a. Associate Administrator (AA) for Research, Development, and Technology (HRT).

1) **MISSION:** Leads a nationally coordinated highway research and technology program to enable improved safety, durability, sustainability and operational performance of the Nation's highway transportation system; champions the advancement of highway innovation in support of the Federal Highway Administration (FHWA) strategic goals and objectives; and provides expert technical assistance on matters of national importance that requires the specialized skills and capabilities of HRT/Turner-Fairbank Highway Research Center (TFHRC) staff.

#### 2) **FUNCTIONS:**

- a) **Leadership:** Serves as FHWA's leader of the Research, Development and Technology (RD&T) Program and provides national leadership in the research and development of new highway and transportation technologies. Champions advancement of highway innovations that support FHWA Strategic Goals and Objectives.
- b) **Strategic Planning:** Leads the development and coordination of RD&T Program plans that support advancement of DOT and FHWA Strategic Goals and Objectives.
- c) **Quality Improvement & Program Evaluation:** Undertakes program evaluations and quality assessments, and implements system and process improvements to

continually improve the quality of programs, products, and services. Leads assessment and evaluation of crosscutting RD&T initiatives.

- d) **Legislative Analysis:** Heads the analysis of RD&T legislative proposals in collaboration with the Office of Policy and Governmental Affairs (HPL) and Office of Chief Counsel (HCC). Prepares RD&T legislative proposals for Administration consideration as directed by the Office of the Administrator (HOA) and HPL.
- e) **Technology Delivery:** Supports the Offices of Infrastructure (HIF); Safety (HSA); Operations (HOP); HPL; HFL; HEP; Civil Rights (HCR); and Transportation Workforce Development and Technology Deployment (HIT), in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
- f) **Liaisons and Partnerships:** Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify future research needs, as well as targets of research opportunities within the larger national Research and Technology (R&T) agenda. In cooperation with respective offices such as the Office of International Programs and relevant FHWA program offices, serves as a point of contact within DOT and with national and international transportation research organizations (National Science Foundation (NSF), TRB, AASHTO, and the Organization for Economic Cooperation and Development (OECD). Leads in the technical negotiations of international research agreements.
- g) **National Programs:** Provides leadership for policy development and the administration of nationwide RD&T programs including: the National Cooperative Highway Research Program (NCHRP); the Small Business Innovation Research Program; the research portion of the State Planning and Research (SP&R) Program; and the Transportation Pooled Fund Program. In cooperation with the Offices of Infrastructure; Safety; Operations; Policy and Governmental Affairs; Federal Lands Highway; Planning, Environment, and Realty; and Transportation Workforce Development and Technology Deployment, develops and implements feedback systems regarding the effectiveness of research products from these programs.
- h) **HRT Budget:** Leads the coordination and preparation of FHWA's annual budget request for the overall RD&T Program.
- i) **Resource Management:** Provides administrative management and oversight of the FHWA's RD&T programs, and the operation of TFHRC. This includes all required activities in the areas of personnel, training, finance and budget (administrative budget), acquisition management and control (procurement

integrity), inventory control, facility management (buildings, grounds, etc.) oversight, and administration of computer network and communications needs.

- j) Research and Development: Conducts, through a variety of mechanisms, a highway research and development program that includes both discipline-specific and cross-cutting research focused on priority needs of national importance that cannot or will not be addressed by others, including topics that are more speculative/exploratory/advanced or cross-cutting in nature. Partners with the HIF; HSA; HOP; HFL; and HEP to conduct field test and evaluation of new and cutting-edge technologies.
  - k) Technology Transfer Assistance: Provides assistance and service to HIF; HOP; HSA; HPL; HFL; HEP; and HIT in support of cross-cutting technology transfer services and expertise, including marketing, development of technology packages, networks for disseminating technology information, and fostering partnerships for technology sharing.
  - l) Communications and Marketing Assistance: Provides and maintains communication, marketing assistance, outreach, and coordination services for all RD&T related activities, including FHWA-wide media (Public Roads magazine, etc.) in support of HRT programs.
  - m) Professional Development: Maintains the knowledge, skills and capabilities required to provide expert technical assistance to other FHWA and DOT offices, other Federal Agencies, and the States in response to transportation incidents of national importance. Provides opportunities for knowledge and skill development in RD&T for FHWA career employees as well as selected non-Federal transportation professionals.
- 3) The AA for HRT provides executive direction over the activities of the following organizational elements:
- a) Office of Infrastructure Research and Development (HRDI)
  - b) Office of Safety and Operations Research and Development
  - c) Office of Corporate Research, Technology, and Innovation Management (HRTM)
  - d) Office of Resource Management (HRRM)

**b. HRT/HRDI.**

- 1) MISSION: Continually improves highway infrastructure technology, guidance and practices through research and development focused on needs of national importance that cannot or will not be addressed by others.

2) FUNCTIONS:

- a) Strategic Planning: In collaboration with HIF, leads the development of highway infrastructure and infrastructure-related RD&T Program plans and projects that support FHWA's strategic and program objectives.
- b) Research and Development: Conducts and manages highway infrastructure and infrastructure-related research and development focused on needs of national importance that cannot or will not be pursued by other research sponsors, including work that is exploratory and advanced in nature. Collaborates with other FHWA offices to address needs that are cross-cutting in nature. Research and development is carried out at FHWA's TFHRC and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with HIF; HOP; HSA; HFL; and HEP, and HPL to conduct field test and evaluation of new and cutting-edge technologies. Provides assistance to these offices and HIT in the demonstration and field tests of market ready technologies.
- c) Technology Delivery: Supports HIF, and HIT, in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
- d) Technology Services: Provides and maintains world-class research and development facilities in support of national highway needs. In cooperation with the HIF, HIT, and FHWA division offices, provides technical support to the States and other Federal Agencies, including laboratory testing, modelling, and forensic investigation.
- e) Stakeholder Engagement: Engages with stakeholders and conducts outreach to identify research needs and opportunities to advance highway infrastructure technology and practices, including promising opportunities that are more speculative in nature.
- f) Professional Development: Maintains the knowledge, skills and capabilities required to provide expert technical assistance to other FHWA and DOT offices, other Federal Agencies, and the States in response to transportation incidents of national importance. Provides opportunities for professional development and mutual exchange of expertise in technical areas through paths such as rotations and Interagency Personnel Assignments (IPA), at TFHRC for HQ and field staff, as well as State and academic personnel.

c. **HRT/Office of Safety and Operations Research and Development.**

- 1) MISSION: Continually improves safety and operations-related technology through research, development, and testing; through an outreach process to identify future targets of opportunity; and with the pursuit of advanced research initiatives. Supports HIF; HOP; HSA; HFL; HEP; HFL; and HIT, in the development of near-term RD&T Program plans and projects; demonstration of field tests of technologies; and



evaluation of customer needs, acceptance, and benefits of new safety and operations-related products to eliminate highway crashes and to safely and more efficiently move vehicles on roads.

2) FUNCTIONS:

- a) **Technology Delivery:** Supports the Offices of Safety and Operations in the development of near-term RD&T Program plans. Also supports the Offices of Safety, Operations, and Transportation Workforce Development and Technology Deployment in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
- b) **Conduct Safety-Related Research and Field Tests:** Conducts a research and development program in highway safety and operations (including Intelligent Transportation Systems) at FHWA's TFHRC and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with the HIF; HOP; HSA; HFL; and HEP to conduct field test and evaluation of new and cutting-edge technologies. Provides assistance to these offices and HIT in the demonstration field tests of market ready technologies.
- c) **Technology Services:** Provides and maintains world-class research and development facilities in support of national highway needs. Provides technology analysis services, available directly to States and local governments, including laboratory testing, and forensic analysis.
- d) **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive information gathering and outreach process intended to identify future targets of research opportunity regarding safety and operations elements of the RD&T agenda. Develops a cooperative plan for advance research initiatives that are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
- e) **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through paths such as rotations and IPAs at TFHRC for HQ and field staff as well as State and academic personnel.

d. **HRT/HRTM.**

- 1) MISSION: Leads the development, coordination, management, evaluation, and communication of FHWA R&T programs and engages strategic relationships to enhance and leverage research development and implementation.

2) FUNCTIONS:

- a) Strategic Planning: Leads the development and coordination of FHWA's corporate research and technology planning. Develops and coordinates R&T input to FHWA's strategic and program plans.
- b) Legislation, Regulations, Policy, and Guidance: Develops regulations, policies, and guidance related to RD&T, including reviewing R&T legislation and implementation of newly authorized research initiatives. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- c) Budget Preparation and Execution: Leads the coordination and preparation of FHWA's annual R&T budget request for the overall R&T Program and prepares the budget request for RD&T in conjunction with the Office of the Chief Financial Officer (HCF). Works with program offices to determine funding needs in relation to program goals, and to translate this information into appropriations requests and supporting narrative justifications. Compiles, analyzes, and presents budget data in a variety of formats, including by organizational unit and budget line item, as well as by the Department's Strategic Goals, to support FHWA's R&T executive financial management decision process. Drafts sections of the annual budget and performance report, illustrating how research is supporting each of the goals Research and Development. Tracks the budget through OST and OMB, responding to pass-backs and appeals at each stage. Prepares briefing materials and contributes to testimony regarding the budget. Responds to requests for technical assistance from Appropriations Committees and staff. Prepares the R&T budget delivery plan upon receipt of notification of the final appropriation action by Congress.

Coordinates with HCF to accomplish the formal allocation of R&T funds. Identifies and tracks Congressional earmarks and provides required data that is utilized in the OMB Website established to make available information to the public about earmarks. Contributes to the annual report to Congress describing DOT's actual and proposed funding for R&T, required by Section 5208(b) of the Safe, Accountable, Flexible, Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU).

- d) Intergovernmental Coordination: Supports FHWA leadership interactions with the White House Office of Science and Technology Policy; DOT Research, Development, and Technology Planning Council; and with others on R&T plans and initiatives. Collaborates within the interagency National Science and Technology Council and its various subcommittees on the identification of Administration R&D priorities; provides advice to the White House Office of Science and Technology Policy regarding R&D priorities. Identifies, in conjunction with OST's Office of Research and Technology and

other DOT OAs on the DOT RD&T Planning Team, Secretarial R&T priorities, including emerging research priorities which support the Administration's R&D priorities and Departmental goals; and assists in drafting Departmental R&T budget guidance, referencing the Administration's R&D budget priorities, outlined by OMB and the Office of Science and Technology Policy.

- e) **Liaisons and Partnerships:** Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify future research needs, as well as targets of research opportunities within the larger national R&T agenda. Champions R&T initiatives by working with FHWA program offices, and the Office of International Programs, State and local highway organizations, and other internal and external stakeholders to support the advancement of highway technological innovation. In cooperation with respective FHWA offices such as the Office of International Programs and other relevant FHWA program offices, serves as FHWA's principal point of contact within DOT and with national and international transportation research organizations (NSF, TRB, AASHTO, and OECD). Leads in the technical negotiations of international research agreements.

Coordinates with and supports OST's Office of Research and Technology on the implementation of the University Transportation Center (UTC) program and establishes R&T UTC partnerships. Coordinates with entities such as the White House Office of Science and Technology Policy, DOT Research, Development, and Technology Planning Team and Council, and others.

Coordinates with other Federal Agencies (e.g., U.S. Department of Energy, U.S. Environmental Protection Agency, U.S. Department of Housing and Urban Development, and Department of Defense) and the Federal Laboratory Consortium, and shares results of research related to highway issues. Coordinates with and serves as the liaison for international research programs with FHWA Office of International Programs as well as with other FHWA cooperative research programs.

Coordinates and works with TRB's Research and Technology Coordinating Committee in developing and delivering FHWA's R&T Program. Serves as the point of contact for R&T in matters involving DOT OIG, U.S. Government Accountability Office, and other review or investigative organizations. Provides leadership for policy development and the administration of the research activities portion of the SP&R programs, including drafting regulations and policy guidance, and providing advice to FHWA division offices and State research managers.

- f) **Communications:** Develops and conducts an R&T communications strategy and plan in support of agencywide R&T programs and the technology and innovation delivery needs of FHWA Program Offices. Establishes and

maintains the FHWA R&T library to support FHWA R&T program. Provides communication and marketing assistance, outreach, and coordination services for all R&T related activities, including agencywide media (publications such as Public Roads and Transporter Magazines, FOCUS, and others), Website development, CD ROM production, support for presentations, exhibits, speech-writing, and marketing support.

- g) R&T Program Evaluation: Develops and implements a program evaluation framework for the overall R&T Program. Assists R&T offices in the assessment and evaluation of cross-cutting R&T initiatives. Provides leadership in the advancement of the President's Management Agenda for R&T, including budget and performance integration and improving FHWA processes leading to demonstrable program results. Publishes the R&T Report, in coordination with FHWA HPL, OST, and OMB. Develops the biennial RD&T Performance Plan, in support of the FHWA and DOT plans.
- h) Technology Transfer Assistance: Provides assistance and service to the HIF; HOP; HSA; HPL; HFL; HEP; and HIT, in support of cross-cutting technology transfer services and expertise, including marketing, development of technology packages, networks for disseminating technology information, and fostering partnerships for technology sharing.
- i) Corporate Program Delivery: Provides leadership for policy development and the administration of nationwide R&T programs in the following areas: NCHRP, the Transportation Pooled Funds Program, and the research portion of SP&R programs.
- j) Exploratory Advanced Research: Manages and administers the Exploratory Advanced Research Program. Establishes liaisons with other research entities and implements processes for ongoing "scanning and convening" of potential technologies and processes for consideration in the FHWA research program. Coordinates with the various FHWA research offices and other entities on the execution and accomplishments of the program.
- k) Small Business Innovation Research: Coordinates and manages agencywide Small Business Innovative Research Program.

**d. HRT/HRRM.**

- 1) MISSION: Develops policies for, and provides advice, support, and assistance to, HRT in matters relating to organizational effectiveness and efficiency; human resources; budget and finance; acquisition; management support services; facilities; capital investment planning and management; physical security; emergency planning; and information systems and technology.

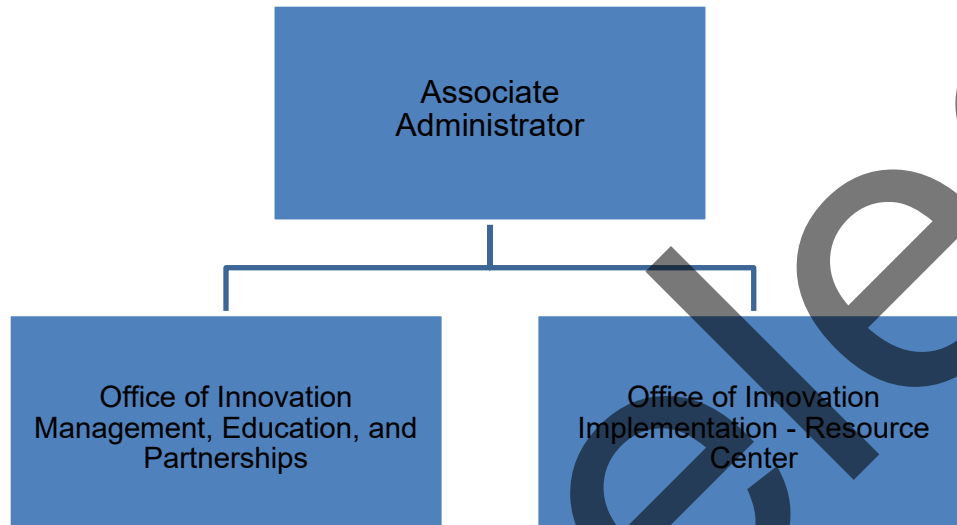
2) FUNCTIONS:

- a) **Advocacy:** Serves as an advocate for HRT for issues and programs involving human resources, budget and finance, acquisition, facility planning and management, security, emergency planning, and information technology (IT), and serves as the focal point for these programs.
- b) **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals and Program Objectives. Develops and coordinates HRT's input to FHWA's strategic and program plans. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of programs, products and services.
- c) **Administration and Resource Management:** Administers statutory provisions relating to administrative management programs. Develops policy and direction for administrative management and logistical support programs. Carries out the internal management support needs of HRT and the requirements of managing the operations of TFHRC. This includes all required activities in the areas of human resources; employee development; budget and finance (involving both program and General Operating Expenses funding); acquisition forecasting; planning and management (including procurement integrity issues); inventory control and disposal; facility management (buildings, grounds, laboratories, security requirements, and emergency planning) planning and operations; and the management of computer network and communications needs.
  - i. **Human Resources:** In coordination with FHWA Office of Human Resources (HAHR), manages programs that will provide comprehensive human resource management and development for HRT. Oversees a wide range of human resource-related issues including position management and classification; staffing and recruitment strategies; diversity; succession planning; Competitive Sourcing; training and development; labor/management relations; employee conduct and discipline; employee benefits; and wellness programs. Provides human resource advice and services to HRT managers and staff. In coordination with HAHR and HIT, identifies, develops, and administers employee training and development.
  - ii. **Budget and Finance:** Manages programs that ensure an efficient and effective financial management process and systems of controls to ensure proper utilization and accounting for HRT's resources.
  - iii. **Acquisition Management:** Oversees a comprehensive acquisition management program in support of HRT. Assists in the forecast, development, and administration of contracts, grants, cooperative agreements, purchase orders, and purchase card acquisitions.

- iv. Management Support Services: Administers management and administrative support services for HRT's customers and others aimed at improving management efficiency and effectiveness of FHWA programs and operations.
  - v. Information Systems and Technology: In collaboration with the FHWA Office of Information Technology Services and the DOT Office of the Chief Information Officer, provide information systems, IT infrastructure, and internal and external data access for HRT to support FHWA's strategic goals and information needs.
- d) Outreach and Consultation: Works closely with HAD and other FHWA offices to ensure open and continuous coordination and cooperation in the advancement of a quality-based resource management program. Provides internal consultative services to managers, supervisors, and employees on a wide range of human resource, budget, IT, acquisition, and related issues. Participates in agencywide efforts for strategic planning, organizational reviews, financial management, and emergency planning.

## OFFICE OF TRANSPORTATION WORKFORCE DEVELOPMENT AND TECHNOLOGY DEPLOYMENT

### Organization Chart



#### a. Associate Administrator (AA) for Transportation Workforce Development and Technology Deployment (HIT).

- 1) MISSION: Provides leadership, technical expertise, technology and innovation deployment support in all highway transportation-related areas and leads all workforce development activities for current, emerging, and future transportation professionals to ensure equity and access for all.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as the Federal Highway Administration's (FHWA) advocate in overall technical assistance, technology and innovation implementation, and workforce development activities associated with all program areas. Supports FHWA Headquarters (HQ) and field offices throughout the country while assisting States, locals, and other transportation partners. Supports FHWA HQ offices with FHWA initiatives and policy development and implementation.
  - b) Legislation, Regulations, Policy, and Guidance: Develops regulations, policies, and guidance related to workforce development, technology deployment, accelerating innovation, training and education, and innovation implementation. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - c) Accelerating Innovation: Develops and maintains a national infrastructure for innovation deployment. Provides leadership in facilitating the rapid deployment of innovation into the highway community, based on the Every Day Counts (EDC) initiative (as codified in the Fixing America's Surface Transportation (FAST) Act). Provides oversight of the State Transportation Innovation Council (STIC) national innovation network developed by FHWA and its State partners. Provides a focal point for coordination of internal and external efforts to identify,

prioritize and select innovations advanced under EDC. Provides outreach and support for ongoing, State-based innovation deployment efforts. Leads internal knowledge transfer efforts aimed at connecting employees through innovative tools and processes, as well as maintaining, sharing, and curating critical knowledge needs. Provides national leadership and direction over multiple programs and activities that focus on local-aid support in the deployment and delivery of proven and emerging innovations and technologies and innovation activities across the transportation community. Develops cross-cutting strategies and initiatives to enhance and improve the quality of FHWA's innovation dissemination in support of local communities, tribes, and Federal Land Management Agencies (FLMA) in the administration of local-aid projects and programs.

- d) **Workforce Development:** Serves the national transportation community by providing training resources to customers and partners. Develops relationships with transportation professionals around the world. Meets goals of 1) training the current and future transportation workforce; 2) transferring knowledge quickly and effectively to and among transportation professionals; and 3) providing training that addresses the full life cycle of the highway transportation system; and 4) focusing on equity and access, especially for underserved populations. Provides national leadership, coordination, and direction over multiple workforce development programs (National Highway Institute (NHI), Transportation Education Development Program (TDEP), e.g., regional workforce centers, Garrett A. Morgan Technology and Transportation Education Program (GAMTTEP)) and activities that focus on developing transportation workforce related partnerships with other DOT modes, academia, industry, workforce systems (Department of Labor, State/local workforce boards), and the transportation community. Provides training, technical assistance, and technology transfer services to local roads agencies, partners, and stakeholders across the

U.S. Provides leadership in the administration of a variety of programs and activities that focus on improving local roads and FHWA stakeholders' abilities to address local needs of program and initiatives. Administers Local Technical Assistance Program (LTAP) and Tribal Technical Assistance Program (TTAP) networks.

- e) **Technical Assistance:** Provides services to State and local partners through the division offices including leadership on strategic initiatives; expert assistance on technical, process, and program issues; training; and technology transfer.
- f) **Technology Deployment:** Partners with field offices, program offices, HRT, and HFL on technology deployment efforts including: leading the transfer of knowledge on emerging technologies and innovations resulting from RD&T activities; designing and implementing programs that continuously advance the state-of-the-practice industrywide through the deployment of new technologies; and developing and evaluating technology- and innovation-related training courses, and course materials, as well as providing instructors for same.
- g) **Outreach and Consultation:** In cooperation with the FHWA HQ program offices and the field offices, provides and maintains ongoing communication links with FHWA's customers, partners, and other constituencies, seeking their views and feedback.



- h) **Research and Development:** Assists HRT in the development and execution of research proposals and plans, as well as the transition from research to implementation.
  - i) **Discipline Support:** Serves as lead for the overall Discipline Support System, supporting discipline sponsors and setting the direction for the disciplines to ensure the optimum levels of technical expertise, continued growth opportunities for discipline members, and maximum employee engagement.
- 3) The AA for HIT provides executive direction over the activities of the following organizational elements:
- a) OIMEP
  - b) OII-RC

**b. HIT/OIMEP.**

- 1) **MISSION:** Provides a gateway to essential technologies and innovations for internal and external stakeholders, through the leadership of programs in knowledge management, accelerating innovation, technology deployment, and workforce development.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as the FHWA's advocate in accelerating innovation and knowledge transfer activities, and workforce development activities associated with all program areas. Supports FHWA HQ and field offices throughout the country while coordinating with States, locals, and other transportation partners. Supports FHWA HQ offices with FHWA's innovation initiatives and policy development and implementation.
  - b) **Legislation, Regulations, Policy, and Guidance:** Develops regulations, policies, and guidance related to training and education, and innovation management and implementation. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - c) **Accelerating Innovation:** Develops and maintains a national infrastructure for innovation deployment. Provides leadership in facilitating the rapid deployment of innovation into the highway community, based on the EDC initiative (as codified in the Fixing America's Surface Transportation Act). Provides oversight of the STIC national innovation network developed by FHWA and its State partners. Provides a focal point for coordination of internal and external efforts to identify, prioritize and select innovations advanced under EDC. Provides outreach and support for ongoing, State-based innovation deployment efforts.

Leads internal knowledge transfer efforts aimed at connecting employees through innovative tools and processes, as well as maintaining, sharing, and curating critical knowledge needs. Provides national leadership and direction over multiple programs and activities that focus on local-aid support in the deployment and delivery of proven and emerging innovations and technologies and innovation activities across the transportation community. Develops cross-cutting strategies and initiatives to enhance and improve the quality of FHWA's innovation

dissemination in support of local communities, tribes, and FLMA in the administration of local-aid projects and programs.

- d) **Workforce Development:** Serves the national transportation community by providing training resources to customers and partners. Develops relationships with transportation professionals around the world. Meets goals of 1) training the current and future transportation workforce; 2) transferring knowledge quickly and effectively to and among transportation professionals; and 3) providing training that addresses the full life cycle of the highway transportation system.

Provides national leadership, coordination, and direction over multiple workforce development programs (NHI, TDEP, e.g., regional workforce centers, GAMTTEP) and activities that focus on developing transportation workforce related partnerships with other DOT modes, academia, industry, workforce systems (U.S. Department of Labor, State/local workforce boards), and the transportation community. Provides training, technical assistance, and technology transfer services to local roads agencies, partners, and stakeholders across the U.S. Provides leadership in the administration of a variety of programs and activities that focus on improving local roads and FHWA stakeholders' abilities to address local needs of program and initiatives. Administers LTAP and TTAP networks.

- e) **Outreach and Consultation:** In cooperation with the FHWA HQ program offices and the field offices, provides and maintains ongoing communication links with FHWA's customers, partners, and other constituencies, seeking their views and feedback.
- f) **Research and Development:** Assists HRT in the development of research proposals and plans, as well as the transition from research to implementation.
- g) **Discipline Support:** Manages the overall Discipline Support System, setting the direction for disciplines and assisting discipline sponsors to ensure continued growth opportunities for discipline members and maximum employee engagement.

c. **HIT/OII-RC.**

- 1) **MISSION:** Provides specialized technical assistance, customized training, and technology development and deployment to FHWA's field offices, FHWA HQ program offices, State DOTs, and other transportation partners and customers to address complex transportation issues. Composed of virtual technical teams of subject matter experts, services are provided to advance the innovation and state-of-the-practice, streamline projects from cradle to grave, and enhance FHWA's program delivery. Teams collaborate with the NHI, Turner Fairbank Highway Research Center, industry and technical associations, and academia.

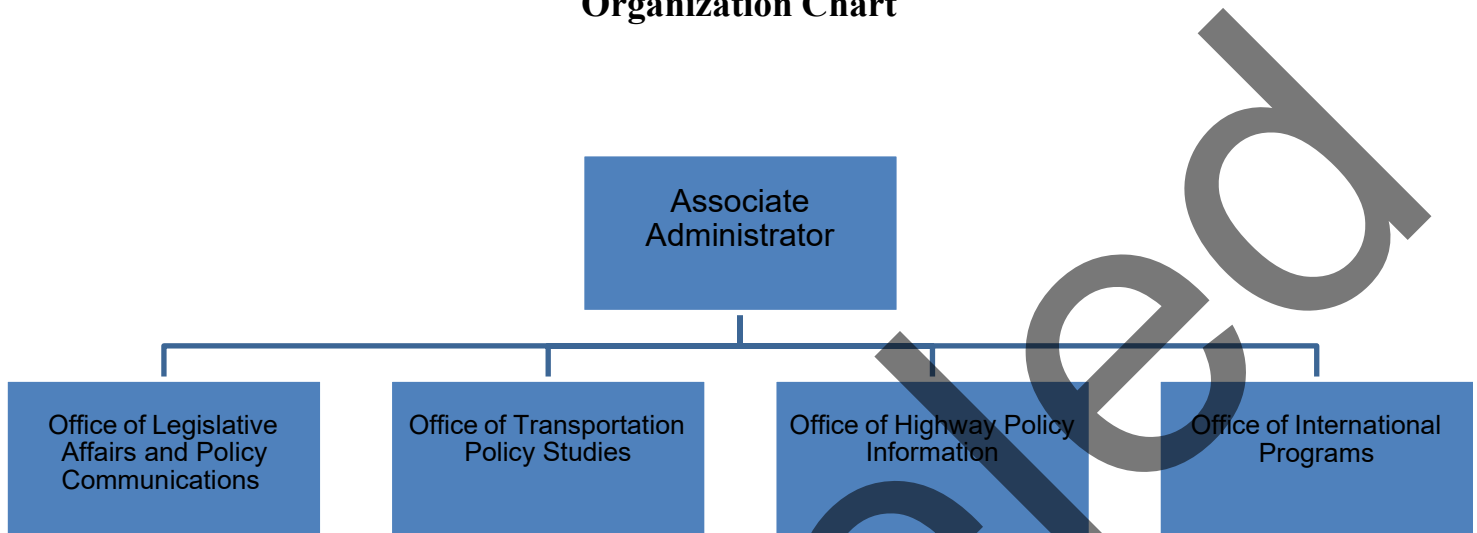
2) **FUNCTIONS:**

- a) **Advocacy:** Serves as the FHWA's advocate in overall technical assistance, technology and innovation implementation activities associated with all program areas. Supports FHWA HQ and field offices throughout the country while assisting States, locals, and other transportation partners. Supports FHWA HQ offices with FHWA initiatives and policy development and implementation.

- b) Legislation, Regulations, Policy, and Guidance: Develops regulations, policies, and guidance related to accelerating innovation, training and education, and innovation implementation. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- c) Technical Assistance: Provides services to State and local partners through the division offices including leadership on strategic initiatives; expert assistance on technical, process, and program issues; training; and technology transfer.
- d) Technology Deployment: Partners with field offices, program offices, HRT, and HFL on technology deployment efforts including: leading the transfer of knowledge on emerging technologies and innovations resulting from HRT activities; designing and implementing programs that continuously advance the state-of-the-practice industrywide through the deployment of new technologies; and developing and evaluating technology- and innovation-related training courses, and course materials, as well as providing instructors for same.
- e) Outreach and Consultation: In cooperation with the FHWA HQ program offices and the field offices, provides and maintains ongoing communication links with FHWA's customers, partners, and other constituencies, seeking their views and feedback.
- f) Research and Development: Assists HRT in the development and execution of research proposals and plans, as well as the transition from research to implementation.
- g) Discipline Support: Serves as functional champions for respective discipline areas, leading implementation of discipline action plans, coaching and mentoring discipline members, and assisting discipline sponsors to ensure continued growth opportunities for discipline members and maximum employee engagement.

## OFFICE OF POLICY AND GOVERNMENTAL AFFAIRS

### Organization Chart



#### a. Associate Administrator (AA) for Highway Policy and External Affairs (HPL)

- 1) **MISSION:** Provides leadership in the development of policy and legislation and represents FHWA in Congress and in the international highway community.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as the FHWA advocate for national program policies, policy information needs, and legislative initiatives in support of DOT and FHWA strategic goals. Develops, facilitates, and coordinates national and international initiatives and maintains feedback systems designed to evaluate the effectiveness of initiatives.
  - b) **Strategic Planning and Quality:** In coordination with FHWA program offices and OST, supports FHWA and DOT Strategic plans by providing guidance and advice on strategic planning and policy issues related to highway transportation. Develops and implements policy initiatives to advance DOT and FHWA strategic goals and employs strategies to produce continuous quality improvement within the Office of Policy and Governmental Affairs (HPL).
  - c) **Research and Technology Delivery:** Conducts research in support of highway policy, information management, and international programs. Leads or supports in the development and implementation of research in these areas and technology plans and road maps to achieve strategic goals in those areas, and in cooperation with relevant FHWA program offices, provides policy and information analysis tools to the field for State and local use.

- d) **Legislation, Regulations, Policy, and Guidance:** Leads the development of legislative proposals in cooperation with FHWA offices and OST. Develops the Legislative Implementation Plan for major authorizing legislation, coordinating and monitoring implementation of new requirements in cooperation with the appropriate offices. Develops selected policy and program direction as delegated primary responsibility, including the development of regulations where appropriate.
- e) **Long Range Strategic Planning:** Provides agencywide leadership for strategic policy development, including environmental scanning, outreach, and identification of emerging issues. Performs trend forecasting and analysis and identifies potential new Federal roles. Supports the Administrator in coordination with the Leadership Team in the development of the FHWA Strategic Plan, provides for coordination within FHWA and with OST, and works with OST to coordinate with OMB and Congress on the strategic planning process.
- f) **Congressional Affairs:** Serves as FHWA's principal congressional liaison, assisting FHWA in responding to congressional issues. Communicates the policies of FHWA and the viewpoints of the Administrator regarding congressional issues, and about programs and matters of interest to FHWA as requested by Members of Congress. Works with OST Governmental Affairs in responding to congressional issues.
- g) **Development of National Highway/Transportation Policy:** Provides assistance to the Secretary and Administrator in formulating, implementing, and analyzing national highway transportation policy, programs, and financing initiatives in cooperation with OST, and the other modes. Communicates these initiatives within FHWA. Works with OST to communicate these initiatives to OMB, Congress, and State and local governments.
- h) **National Transportation Policy Studies:** Develops, monitors, evaluates, and implements national highway transportation policy studies and pilot programs in areas including future investment requirements, user fees and cost recovery, highway linkages to economic productivity, truck size and weight policy, and programs to eliminate evasion of motor fuel taxes.
- i) **National Highway/Transportation Information Management:** Develops and implements a program of national highway information collection, management, and analyses to serve FHWA policy and decisionmaking needs in areas including highway system extent, usage and performance, financing, travel, and fuel consumption. Plans and conducts national surveys of household travel demand and customer satisfaction in cooperation with other modes. Supports nationwide users and providers of highway data through publications, Web access, and specialized assistance. Coordinates with OST's Office of Research and Technology - Bureau of Transportation Statistics (BTS) on data issues with DOT-wide implications.

- j) **International Activities:** Leads FHWA's efforts to provide the U.S. highway community access to international sources of information, best practices, and road-related technologies and innovations. Works to access, promote, and disseminate global best practices and technical innovations to contribute to a safer and more efficient U.S. highway transportation infrastructure. Through collaboration with international and domestic partners, works to address the Departmental and FHWA priorities. Accomplishes these goals through three principal strategies: Global Benchmarking Program, Multinational Programs, and Binational Programs.
- 3) The AA for Highway Policy and External Affairs provides executive direction over the activities of the following organizational elements:
  - a) Office of Legislative Affairs and Policy Communications (HPLS)
  - b) Office of Transportation Policy Studies (HPTS)
  - c) Office of Highway Policy Information (HPPI)
  - d) Office of International Programs (HPIP)

**b. HPL/HPLS.**

- 1) **MISSION:** Provides support and assistance to FHWA, DOT, and Congress on policy development and execution, including coordination of FHWA legislative program.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as the FHWA lead and advocate for development, coordination, and communication of national highway legislative initiatives in furtherance of DOT and FHWA strategic goals.
  - b) **Strategic Planning and Quality:** Brings a corporate and Executive Branch perspective and policy viewpoint to the development and implementation of legislative initiatives and proposals. Provides support on initiatives for HPL.
  - c) **Legislation, Regulations, Policy, and Guidance:** In support of FHWA's Office of the Administrator, provides assistance to the Secretary in the formulation, analysis, and oversight of national highway transportation policy and legislation implementation in cooperation with other FHWA offices, OST, and other modes. Supports communication of this information to customers and partners. Provides analysis of issues and alternatives for future legislation as well as assessments of legislation proposed by others.
  - d) **Education and Customer Service:** Educates internal and external customers (all 50 States, the District of Columbia, Puerto Rico, and others) on the Federal-aid highway program and highway funding by teaching Federal-aid highway funding courses and providing related materials.

- e) Briefings: Prepares official executive briefings for the Secretary and the Deputy Secretary of Transportation, and the Federal Highway Administrator, to prepare them for informational updates, meetings, and other significant events involving a wide variety of audiences, including international interests. Manages a system of quick-response input from HQ and field offices. Serves as the focal point for communications with a wide range and variety of transportation interest groups, including State and local governments and Native American Tribal transportation organizations. Communicates highway policy and policy proposals to these organizations and assesses the implications of policy proposals on stakeholders.
  - f) Intergovernmental Affairs: Manages FHWA's intergovernmental relations function to balance FHWA's dealings with State and local governments, public and special interest groups, transportation associations, and non-profit organizations. Identifies and implements coordinated strategies for the full range of stakeholders, and brings understanding of these interests into tactics involved in legislative and program delivery.
- c. **HPL/HPTS.**
- 1) MISSION: Provides support and assistance to FHWA, DOT, and Congress on policy development and execution, including analysis of major policy issues impacting highway transportation for the future.
  - 2) FUNCTIONS:
    - a) Advocacy: Serves as the FHWA lead and advocate for evaluating national policy, legislative, and regulatory initiatives in furtherance of DOT and FHWA strategic goals. Leads FHWA benefit-cost analyses for DOT and FHWA discretionary grants and brings an economics lens to policy considerations, including production of the quarterly FHWA national highway construction cost index.
    - b) Strategic Planning and Quality: Leads development of the FHWA Strategic plan in support of the Department's Strategic plan and champions the effective deployment of strategic goals through incorporation into performance planning. Provides validated figures or estimates for external statements; reviews draft statements for consistency with available data or research results.
    - c) Legislation, Regulations, Policy, and Guidance: Provides as needed, statistical, demographic, and economic analysis to inform decisionmaking on legislative and national transportation policy and revenue options. Analysis can address implications for different users and the economy overall as well as for the performance and conditions of highways.

- d) National Transportation Policy Studies: Leads development of the biennial *Status of the Nation's Highways, Bridges, and Transit: Conditions and Performance Report to Congress* and produces in-depth studies of future transportation policy options. Study topics have included highway pricing and user fees; automation scenarios; GDP and employment impacts of highway investment strategies; user cost allocation; and user highway travel affordability. Coordinates extensively within DOT and with customers and partners on study designs and individual studies may be undertaken in collaboration with other FHWA or DOT offices.
- e) Policy Research: Conducts a program of policy research and to assess emerging travel trends and forecast travel behavior; assess future system conditions and performance; evaluate the role of highways within the larger transportation modal framework; track highway construction costs; evaluate highway pricing strategies; evaluate societal benefits and costs; and assess the relationships between highway investments and local, regional, and national economic performance. This research includes the development and use of travel behavior, policy, revenue, and economic models; data collection and integration; and expert peer review.
- f) Customer Service and Information Dissemination: Disseminates research findings and associated methodologies; provides guidance on application of benefit-cost and economic analysis tools to highway infrastructure investments and strategies; and provides analytical tools developed in connection with policy studies.

d. **HPL/HPPL.**

- 1) MISSION: Provides support and assistance to FHWA, DOT, Congress, and other customers in developing and analyzing policy related data and information for highway and intermodal transportation decisionmaking.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as FHWA lead and advocate to assess national highway policy data and information needs for administration and congressional reporting on highway extent, condition, performance, financing, highway trust fund attribution, and future investment requirements; apportionment data needs; national highway statistics reporting; and strategic plan data needs.
  - b) Strategic Planning and Quality: Develops and implements action/business plan initiatives in the advancement of FHWA goals and implements strategies designed to produce continuous quality improvement within HPL. Provides data in support of the DOT and FHWA Strategic Plan. Works with relevant FHWA offices to develop initiatives to improve data quality.
  - c) Research and Technology: Conducts research and analysis in support of national policy information and decisionmaking needs as well as information collection, editing, and analysis tools and technologies for States and metropolitan planning



organizations (MPOs) in support of the intergovernmental data partnership. Supports HIT in dissemination of these tools to States and MPOs.

- d) National Highway Policy Information Program: Develops and implements a program of national highway information collection, management, and analyses to serve FHWA policy and decisionmaking needs in areas including highway system extent, usage and performance, financing, travel, and fuel consumption. Plans and conducts national surveys of household travel demand and customer satisfaction in cooperation with other modes and BTS.
- e) Fuel Tax Evasion Program: Manages a program to eliminate evasion of motor fuel taxes involving the 50 States, the District of Columbia, and Puerto Rico, and the Internal Revenue Service. Leads efforts to ensure that these taxes are collected, remitted, and credited to the Highway Trust Fund. Works with various joint Federal, State, and intergovernmental motor fuel tax compliance projects to address motor fuel tax evasion through audit and enforcement efforts and technological advances.
- f) Heavy Vehicle Use Tax: Serve as the program lead, by working with the division offices to certify that states are collecting proof-of-payment of the Heavy Vehicle Use Tax prior to issuing State registrations for certain vehicles.
- g) Intermodal Data Coordination: Serves as lead point of contact for FHWA with BTS in assembling highway data into the Department's intermodal database, assessing appropriate data standards, and developing appropriate indicator data sources for the Department's Strategic plan, in coordination with DOT and FHWA Chief Data Officers.
- h) Monitoring and Evaluation: Develops, facilitates, and coordinates feedback systems to evaluate the effectiveness of initiatives and guide future program direction. Conducts appropriate data process reengineering initiatives in cooperation with the field offices and our partners and stakeholders.
- i) Customer Service and Outreach: Supports nationwide users and providers of highway data through publications, Web access, and specialized assistance. Seeks customer feedback on the effectiveness of initiatives.
- j) Data Governance: Work with DOT and FHWA Chief Data Officers and other modal administrations to coordinate, standardize, and integrate the collection of data across DOT and FHWA.

e. **HPL/HPIP.**

- 1) **MISSION:** Implements international programs and activities that will meet the highest priority of the FHWA, supporting DOT goals and the DOT Strategic Plan, the U.S. transportation community, and our international partners.

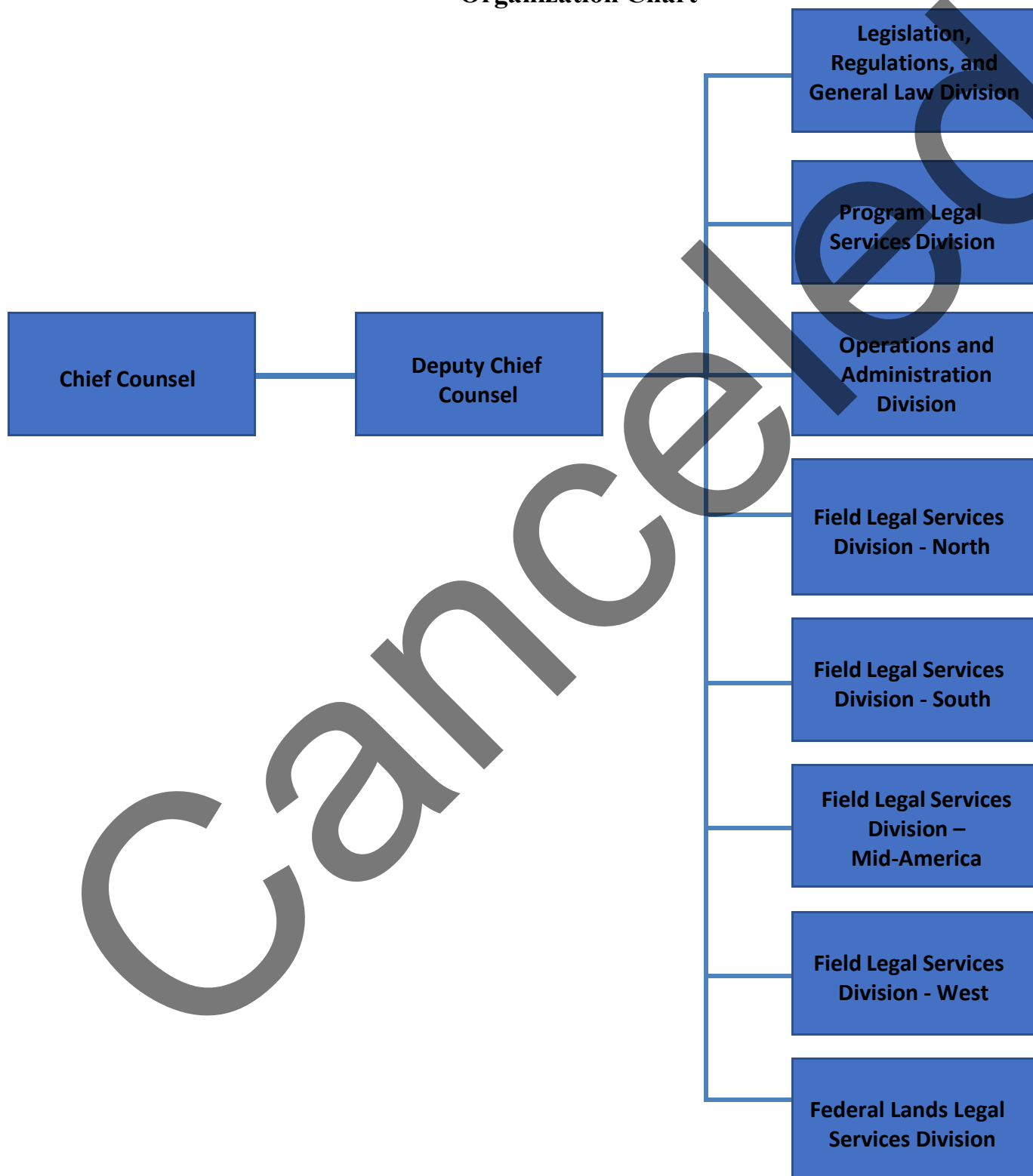
2) FUNCTIONS:

- a) **Advocacy:** Serves as FHWA lead and advocate for the U.S. highway community internationally through participation in international organizations; bilateral cooperation with Canada, Mexico, and other countries; support for initiatives of the OST; and, support for international activities undertaken by U.S. highway-related organizations such as AASHTO and TRB, as well as other Federal Agencies in the area of transportation.
- b) **Strategic Planning and Quality:** In coordination with FHWA program offices, develops and implements international initiatives to advance the DOT's and FHWA's international goals and objectives. Supports FHWA and DOT Strategic plan by providing guidance and advice on international issues related to highway transportation and technology.
- c) **Legislation, Regulations, Policy, and Guidance:** Develops Federal legislative recommendations, provides technical assistance, and administers statutory and regulatory provisions related international programs. Develops regulations, policies, and guidance as needed. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Research and Technology:** Supports FHWA's research efforts through the coordination and management of FHWA's Global Benchmarking Program, which provides the U.S. highway community with specific information on high-priority technology available internationally. Also, provides support through participation in the development and implementation of the Corporate Master Plan for Research and Development. Coordinates priority research and technology exchanges with other countries, focusing on priority issues in a complementary manner to other ongoing initiatives, on topics such as safety, connected and automated vehicles, infrastructure resilience, and many others. Occasionally engages in technical assistance to selected strategic countries in support of U.S. foreign policy objectives, as requested by OST and the State Department. Participates in international multinational research efforts through such organizations as the World Road Association/PIARC) and TRB.
- e) **Coordination of International Activities:** Serves as FHWA's lead point of contact and coordinator for FHWA with OST and other international offices within the Department for all international activities and initiatives. As requested by OST and the State Department, periodically works with other offices within the Department, other U.S. agencies, and international organizations to develop and implement technical assistance programs in selected strategically important foreign countries in support of U.S. foreign policy objectives.
- f) **Customer Service and Outreach:** Provides support to all FHWA offices for all international initiatives, including foreign travel, technical exchanges, and programs. Conducts outreach to the U.S. highway community regarding FHWA's

international activities, as well as the informational resources available to the Federal, State, and local level customers. Coordinates and provides support for international visitors to FHWA.

Cancelled

**OFFICE OF CHIEF COUNSEL**  
**Organization Chart**



a. **Office of Chief Counsel and Deputy Chief Counsel (HCC).**

- 1) MISSION: As the principal legal officer of FHWA, the Chief Counsel is the legal advisor to the Administrator and provides accurate, useful, timely, and comprehensive legal advice and services. The Deputy Chief Counsel assists the Chief Counsel in all matters, and acts for the Chief Counsel as directed by the Chief Counsel or in the Chief Counsel's absence.
- 2) FUNCTIONS:
  - a) Advocating: As FHWA's legal advocate, provides representation and other legal services in connection with any litigation or administrative proceeding involving FHWA or its officials, and provides appropriate liaison and assistance to the U.S. Department of Justice (DOJ) and DOT, Office of the General Counsel (OGC) on such matters.
  - b) Consulting: Provides informal advice and often individualized training.
  - c) Advising: Provides legal opinions and reviews documents for legal sufficiency and compliance with DOT policies.
  - d) Training: Provides training on various areas of the law across a multitude of practice areas.
  - e) Drafting: Drafts legislation, regulations, letters, memoranda, specifications, agreements, and any other written product for effective legal representation.
  - f) Interpreting: Interprets laws, regulations, and policies.
  - g) Alternative Dispute Resolution and Negotiations: Provides legal advice, support, and other services to facilitate dispute resolution, including mediation and other alternatives to litigation.
  - h) Representing: Provides representation to clients in litigation before courts and administrative boards, including preparation of pleadings, motions and briefs, discovery, oral arguments, identification and preparation of witnesses, and preparation of administrative records.
- 3) The Chief Counsel and the Deputy Chief Counsel provide oversight over the activities of the following organizational elements:
  - a) Headquarters Division Offices.
    - i. Legislation, Regulations, and General Law Division (HCC-10)
    - ii. Program Legal Services Division (HCC-30)
    - iii. Operations and Administration Division (HCC-40)
  - b) Field Legal Services Division Offices, co-located with HIT locations.
    - i. Field Legal Services – North (HCC-NO)
    - ii. Field Legal Services - South (HCC-SO)

- iii. Field Legal Services - Mid-America (HCC-MA)
  - iv. Field Legal Services - West (HCC-WE)
- c) Federal Lands Legal Services (HCC-FL), located in each of the three HFL Division Offices and HQ Office.

**b. HCC/HCC-10.**

- 1) MISSION: Provides all legal services related to legislation, relations with Congress, regulations, guidance, publishing documents in the *Federal Register*, and other general legal services including fiscal law, contract administration, and ethics.
- 2) FUNCTIONS: Under the executive direction of the Chief Counsel, the Assistant Chief Counsel for Legislation, Regulations, and General Law provides legal services in the following areas:
  - a) Legislation: Performs all legal services and coordinates all activities relating to FHWA's legislative program. Drafts legislative proposals, prepares reports on legislation, prepares testimony, and responds to congressional inquiries involving legislative matters. Attends congressional hearings and other congressional staff meetings to assist committees and DOT officials and provides technical assistance to Congress and its committees and staff. Develops, with the assistance of HQ offices, appropriate comments on bills, proposed bills, and resolutions as they affect the FHWA and its programs.
  - b) Regulations and Guidance: Provides legal services relating to the development and coordination of all FHWA regulations by reviewing directives and rulemaking actions for legal sufficiency and compliance with applicable Federal laws, Executive Orders, and regulations. Manages the publication of rulemaking documents and notices in the *Federal Register* and coordinates the rulemaking process with OGC, OMB, and the Office of the Federal Register (OFR). Reviews FHWA agency guidance to ensure legal sufficiency, clarity, and compliance with Executive Order 12866, OMB Good Guidance principles, and OST Policy.
  - c) General Law: Provides direction or assists with legal services relating to the FHWA's internal programs and the following topics: appropriations and fiscal law; audit responses related to general law subject matter; Federal grant management and cost regulations; contracts, cooperative agreements, and grants; memoranda of agreement, memoranda of understanding, and other similar agreements; cost recovery; intellectual property matters (trademarks, copyrights, patents); international matters; ethics and conflict of interest matters; research, development, and technology matters; employee witness testimony matters; Federal Advisory Committee Act matters; and litigation involving the subject matters assigned to the Division, before any court, board, or administrative body.

**c. HCC/HCC-30.**

- 1) MISSION: Provides counsel and litigation support to the core Program Offices of the FHWA by providing legal counsel and assistance on the implementation and administration of the FAHP, including the application of all environmental laws to the Federal-aid, intermodal, metropolitan, and Statewide programs.

- 2) **FUNCTIONS:** Under the executive direction of the Chief Counsel, the Assistant Chief Counsel for Program Legal Services provides legal services in the following areas:
- a) **Environment, Planning, and Realty:** Provides legal advice and services, including litigation support, in connection with the implementation and administration of the Federal-aid highway program, and the application of all environmental laws relating to the program. Also, provides legal advice and services relative to Statewide and metropolitan planning, land acquisition, land use, condemnation, control of right-of-way, airspace utilization, relocation assistance, the Highway Beautification Program, noise, air quality conformity, resiliency, recreational trails, bicycle and pedestrian facilities, Scenic Byways, alternate fuel vehicle corridor designations, environmental justice, Interstate and NHS designations and border crossings.
  - b) **External Civil Rights:** Provides general legal advice and support to the Office of Civil Rights (HCR) and program staff on all external civil rights issues, which include the DBE Program, Title VI, and ADA/Section 504.
  - c) **Infrastructure:** Provides all legal services related to external infrastructure programs, including infrastructure program administration, Federal-aid contract administration, transportation performance management, asset management, highway performance management monitoring, pavements, procurement engineering and design-related services, utilities, Interstate Access, design standards, Davis Bacon, Buy America, the national bridge and tunnel inspection programs, stewardship and oversight, major projects, Special Experimental Project (SEP) programs, and the Emergency Relief program.
  - d) **Operations:** Provides legal services related to highway operations matters including issues related to the Manual of Uniform Traffic Control Devices , truck size and weight, work zone management, designation of the National Network, reasonable access to the National Network, National Highway Freight Program and freight network designations, Better Utilizing Investments to Leverage Development (BUILD) and Infrastructure for Rebuilding America (INFRA) Program administration, tolling, value pricing and high-occupancy vehicle (HOV)/high-occupancy toll (HOT) lanes.
  - e) **Safety:** Provides all legal services related to the highway safety program with the goal of reducing roadway-related fatalities and injuries. This includes program areas such as: highway safety improvement program; highway-rail grade crossing safety; pedestrian/bicycle safety; roadside safety hardware; roadway hazard elimination; work zone safety; and drug offender's license suspension.
  - f) **Security:** Provides legal services in support of FHWA's security responsibilities and activities through the development and implementation of standards and programs related to vulnerability assessments and emergency response capabilities of State and local departments of transportation.

**d. HCC/HCC-40.**

- 1) **MISSION:** Provides legal advice on the FHWA Freedom of Information Act (FOIA) and Privacy Act (PA) Programs, the FHWA Suspension and Debarment Program, and

provides overall administrative support to HCC. Provides legal advice regarding personnel matters and policies and manages all FHWA employment law litigation.

- 2) **FUNCTIONS:** Under the executive direction of the Chief Counsel, the Assistant Chief Counsel for Operations and Administration provides legal services and related administrative support in the following areas:
  - a) **Information and Records:** Provides advice on legal issues arising from access to information under the FOIA (including FOIA appeals) and the PA, and other legal issues regarding FHWA records management. Provides legal services in support of FHWA's security responsibilities and activities through the identification and securing of sensitive security information from unauthorized public release. Develops national policies and procedures in response to changes in legislative requirements, Federal regulations, and Departmental directives that relate to FOIA and the PA.
  - b) **Suspension and Debarment (S&D):** Manages the FHWA S&D legal program, as well as being responsible for FHWA processing, tracking, reporting, and coordination within the federal government, of suspension and debarment matters on behalf of the non-procurement S&D Official (the Associate Administrator for Infrastructure) and the procurement S&D Official (the Executive Director). Provides legal advice to the Suspending and Debarring Officials in connection with non-procurement and procurement-based suspensions and debarments. Negotiates and oversees implementation of settlement/monitoring agreements. Identifies and collects supporting factual record for suspension and debarment matters, interacts with respondents and their counsel, and recommends disposition of potential matters. Drafts documents for show cause actions, suspensions, and proposed and final debarment. Works with other DOT entities to ensure an efficient and effective Suspension and Debarment program, and in developing process improvements for this program.
  - c) **Employment Law Litigation and Personnel Matters:** Provides legal advice and guidance to both Headquarters and field offices regarding FHWA internal civil rights programs, equal employment opportunity, employee misconduct, grievances, performance issues, medical issues, leave administration, promotions, hiring selection, telework, employee and applicant reasonable accommodations, whistleblower complaints, and litigation issues. Represents FHWA before the Equal Employment Opportunity Commission (EEOC), Merit Systems Protection Board (MSPB), and the Office of Special Counsel (OSC). Drafts briefs and render assistance to DOJ attorneys in litigating employment cases that have been filed in U.S. District Courts, the U.S. Court of Appeals for the Federal Circuit, and U.S. Circuit Courts of Appeals.
  - d) **Administrative Support:** Provides overall administrative support to HCC. This entails coordinating with the Deputy Chief Counsel in developing, administering, and providing oversight to a comprehensive program essential to the general management of the office in the areas of travel, personnel and training, budget, meeting and conference planning, space and IT management, financial management, handling/controlling correspondence, print and publications, and administrative services such as records management, administering program services, and providing guidelines and procedures on office functions to the staff.



**e. HCC/Field Legal Services Division Offices.**

- 1) **MISSION:** Provide legal services to the FHWA division offices and OII-RC, within the OII-RC geographic boundaries.
- 2) **FUNCTIONS:** Under the executive direction of the Chief Counsel, the Assistant Chief Counsel (ACC) for each Field Legal Services Division, with their staff, provides all project-development legal sufficiency reviews, assists with all matters associated with the preparation of environmental documents, and works with DOJ in the defense of challenged environmental actions. In their geographic area, each ACC provides legal advice on general law matters such as FOIA, requests for employee testimony, grants administration, DBE, tort claims, and the Americans with Disabilities Act, and on such internal matters as personnel actions, employment discrimination, and ethics training and issues. This support and assistance includes representing FHWA before administrative boards or tribunals, and working with DOJ regarding FHWA matters that are the subject of proceedings in Federal or State court. Each ACC coordinate with attorneys representing the State DOTs on matters of common legal interest. The geographic boundaries are as follows:
  - a) Field Legal Services North provides counsel and legal support to the thirteen (13) FHWA division offices located within the Northeast Corridor: Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New York, New Jersey, Pennsylvania, Ohio, Delaware, Maryland, and the District of Columbia.
  - b) Field Legal Services South provides counsel and legal support to the thirteen (13) Southern FHWA division offices: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Puerto Rico/Virgin Islands, Tennessee, Virginia, and West Virginia.
  - c) Field Legal Services Mid-America provides counsel and legal support to the thirteen (13) Midwestern FHWA division offices: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin.
  - d) Field Legal Services West provides counsel and legal support to the thirteen (13) Western FHWA division offices: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

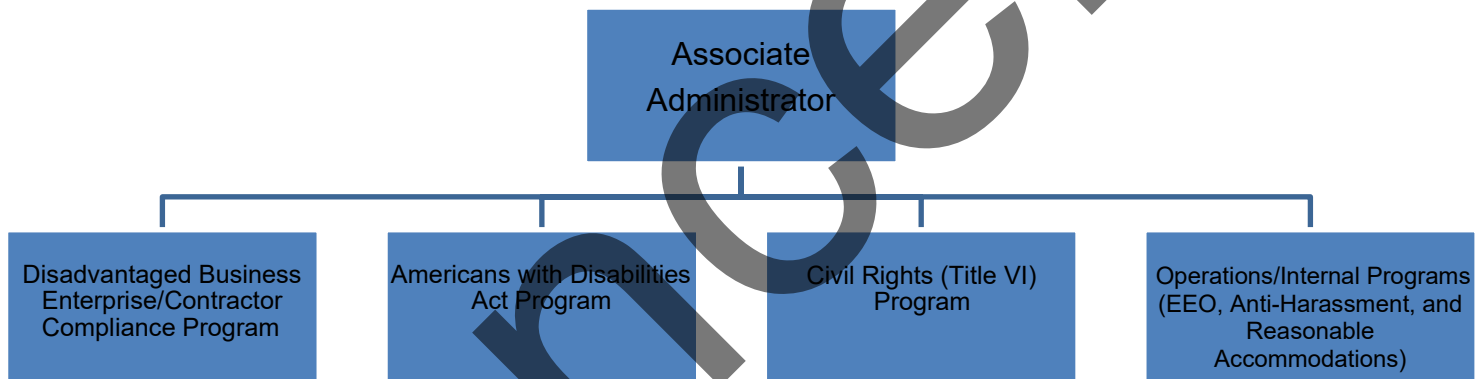
**f. HCC/HCC-FL.**

- 1) **MISSION:** Provides legal advice and counsel to each of the three HFL division offices and the Associate Administrator (AA) for HFL.
- 2) **FUNCTIONS:** Under the executive direction of the Chief Counsel, ACC provides advice and counsel to the AA for HFL and the HFL division offices. The Division provides advice and counsel to the respective Division Directors on all procurement matters, including the review of agreements, solicitations, bonds, sizable modification, awards and related procurement correspondence. The Division defends bid protests before the Government Accountability Office and construction claims brought by contractors before the Civilian Board of Contract Appeals, as well as

assists the Department of Justice in claims before the Court of Federal Claims and any appeals before the Federal Circuit. The Division defends tort claims (claims brought against the Government for injuries or property loss arising from negligent actions of the Government and its employees) and provides legal support for FOIA; ethics matters; and environmental matters. The Division also assists in the legal interpretation and administration of the corporate Federal Lands Highway Programs: Federal Lands Transportation Program (FLTP); the Federal Lands Access Program (FLAP); TTP; the Emergency Relief for Federally Owned Roads Program (ERFO); and issues related to partnerships with the Federal Lands Management Agencies and others that request HFL to assist with project delivery.

## OFFICE OF CIVIL RIGHTS

### Organization Chart



#### a. Associate Administrator (AA) for Civil Rights (HCR).

1) MISSION: Provides national leadership and guidance to the multidisciplinary highway community in ensuring the FAHP is delivered in a nondiscriminatory and equitable manner for all users and leads the internal programs of EEO, Disability and Reasonable Accommodations, and Prevention of Harassment that ensures diversity, equity, inclusion and access to the Federal workforce .

2) FUNCTIONS:

- a) **Advocacy**: Serves as FHWA's advocate and national leader for civil rights stewardship and proactive compliance with program requirements in a manner that promotes effective and efficient program delivery. Provides national policy, guidance, training, and compliance on external civil rights, as well as internal programs, including EEO, Disability and Reasonable Accommodations, and Prevention of Harassment.
- b) **Equity, Diversity, Inclusion, and Access**: Serves as FHWA's experts to demonstrate a comprehensive approach to advancing equity for all, including

people of color, people with disabilities, and others who experience inequality. Advances equity, civil rights, racial justice, and equal opportunity through a systematic approach to ensure equity in decisionmaking processes, policies, and programs and in DOT's workforce.

- c) **Strategic Planning and Quality:** Develops and implements strategic plan and roadmap initiatives for civil rights, in consultation with the DOCR, to advance DOT and FHWA strategic goals and objectives. Initiates business plans, quality-self assessments, program evaluations, and system and process improvements to continually improve the quality of the office's programs, products, and services.
- d) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions related to Title VI of the Civil Rights Act of 1964, the American with Disabilities Act of 1990 (ADA), Section 504 Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and Title 23 U.S.C. 324. Develops and issues regulations, policies, and guidance for State and local transportation agencies in accordance to Federal laws. Develops policies and procedures to comply with the Civil Rights Act of 1964, Management Directive 110, and other EEO requirements. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- e) **Technical Assistance and Training:** Provides advice and assistance to partners in the implementation of Title VI, ADA, Section 504, DBE, Contractor Compliance, and on-the-job training (OJT). Serves as HQ focal point to other offices regarding administration of the Civil Rights Program. Represents FHWA through a variety of technical forums dealing with implementation of Civil Rights in the FAHP. In collaboration with the Federal-aid division offices, HIT and OII-RC develops and approves training material to advance the state-of-the-practice of the Civil Rights program in the FAHP. In addition, provides technical assistance to supervisors, managers, and employees on diversity, equity, inclusion, and accessibility, EEO, Disability and Reasonable Accommodations, and Prevention of Harassment. In collaboration with the Office of Human Resources (HAHR) and the Office of Chief Counsel (HCC), delivers training to the FHWA workforce in these areas.
- f) **Outreach and Consultation:** Seeks the views and needs of FHWA's customers, stakeholders, and field offices on civil rights matters, and uses that information in carrying out office functions.
- g) **Monitoring and Evaluation:** Monitors and evaluates the performance of FHWA's civil rights programs and uses the results to improve program performance.
- h) **Compliance Reviews and Investigations:** Conducts on-site special reviews and investigations to determine compliance of recipients in response to certain complaints of discrimination with respect to program administration and impacts. In the internal programs of EEO, Disability and Reasonable Accommodations, and Prevention of Harassment provides training and conducts investigations in response to complaints.
- i) **Resource Management:** Solicits Statements of Work from Federal-aid recipients through the division offices, reviewing and concurring with recipient and division

office program recommendations, allocating funds, and ensuring oversight of the DBE Supportive Services program. In cooperation with the Federal-aid division offices, receives and analyzes data from the “Federal-aid Highway Construction Contractors Annual EEO Report,” known as the 1392 report submitted by Federal-aid recipients.

- j) Professional Development: Partner with HIT, Human Resources, other program offices, and DOCR to develop, adopt, assess, and provide tools in all areas of the civil rights programs to increase the knowledge and capacity of FHWA and recipient staff, and other stakeholders.
  - k) Interagency and Interdepartmental Cooperation: Through DOCR, works with the appropriate offices of other Federal Agencies to prevent and eliminate duplication, coordinate policy issuances, manage joint complaints, and leverage resources in areas of mutual interest.
  - l) Process Management: Incorporates new mandates into existing processes. Analyzes processes and, in collaboration with civil rights practitioners, identifies aspects that may be modified or eliminated to continuously streamline and improve those processes.
  - m) Taskforces or Permanent Committees: Participates on FHWA taskforces, committees, and work groups as aligned with Strategic Plan and Secretarial Orders (i.e., DBE multi-modal taskforces).
- 3) The AA for Civil Rights provides executive direction over the activities of the following organizational elements:
- a) Disadvantage Business Enterprise Program (DBE)
  - b) Contractor Compliance and On-the-Job Training (OJT) Program
  - c) Civil Rights (Title VI) Program
  - d) Americans with Disabilities Act (ADA) Program
  - e) Operations/Internal Programs - EEO, Special Emphasis, Anti-Harassment, and Reasonable Accommodations

**b. HCR/DBE Program.**

- 1) MISSION: Oversees recipients’ implementation of the DBE Program which is a legislatively-mandated program to eliminate barriers and level the playing field for small disadvantaged businesses so they can compete fairly for federally-assisted contracts.
- 2) FUNCTIONS: Under the executive direction of the AA, the DBE Program provides oversight in the following areas:
  - a) Advocacy: Serves as the HQ focal point to other FHWA offices regarding administration of the DBE Program. Represents FHWA through a variety of technical forums, councils, and Secretarial Working Groups dealing with implementation of the DBE program in the FAHP.
  - b) Legislation, Regulations, Policy, and Guidance: Provides policy direction, guidance, and technical assistance to Federal-aid division offices and State DOT

recipients' regarding the administration of the program Provide tools, training, and compliance reviews as required.

- c) Program Oversight: FHWA divisions conducts periodic risk-based process reviews of FHAP recipient implementation of program requirements.
- d) Enforcement: HCR enforces findings of FHAP recipient noncompliance through negotiating conciliation agreements, and in partnership with divisions, monitors corrective actions.
- e) Waiver Requests: HCR Evaluates FHAP requests for DBE program waivers and works in partnership with HCC to draft recommendations to DOCR.
- f) Technical Assistance and Training: Provides advice and assistance to FHAP recipients and industry partners in the implementation of DBE program requirements. Approves DBE training curriculum and content prepared by the Federal-aid division offices and the Office of Innovation Implementation - Resource Center (OII-RC). Creates tools to assist FHAP recipients with monitoring and oversight.
- g) Compliance Reviews and Technical Visits: Conducts on-site special reviews and investigations to determine compliance of recipients in response to complaints of discrimination with respect to program administration and impacts.
- h) Investigation of External Complaints: Processes external DBE program complaints alleging FAHP recipient non-compliance with regulatory requirements. Analyzes allegations, investigates or assigns complaints for investigation to division offices.
- i) Departmental Coordination: Coordinates regularly with DOCR to ensure that all FHWA programs and activities align with Departmental priorities, guidance, and best practices.
- j) DBE Supportive Services (DBE/SS) Program: HCR administers the DBE/SS program which, with approval by the Secretary authorizes the allocation of funds to State DOTs. These funds are used to provide technical services and programs to assist DBEs in improving their business practices so that they can grow, diversify, and be better prepared to participate on federally-assisted contracts. Carries out these functions in cooperation with other FHWA program offices.

**c. HCR/Contractor Compliance and OJT Program.**

- 1) MISSION: Oversees FAHP recipients' implementation of the Contractor Compliance Program which is directed at prime contractors participating on federally-assisted construction contracts to ensure they comply with fair hiring practices, EEO requirements, and the OJT Program.
- 2) FUNCTIONS: Under the executive direction of the AA, the Contractor Compliance and OJT Program provides oversight in the following areas:

- a) **Advocacy:** Serves as the HQ focal point to other offices regarding administration of the Civil Rights Program. Represents FHWA through a variety of technical forums dealing with implementation of Civil Rights in the FAHP.
  - b) **Legislation, Regulations, Policy, and Guidance:** Provides policy direction, guidance, and technical assistance to Federal-aid division offices for the State DOT implementation of the Contractor Compliance and OJT regulations found in 23 CFR Part 230. The FHWA also oversees State DOTs' administration of these programs by providing technical assistance, tools, training, and compliance reviews as required. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
  - c) **Technical Assistance and Training:** Provides advice and assistance to partners in the implementation of Contractor Compliance and OJT. In collaboration with the Federal-aid division offices and OII-RC develops training material to advance the state-of-the-practice of the Civil Rights program in the FAHP.
  - d) **Compliance Reviews and Technical Visits:** As warranted, conducts on-site special reviews and investigations to determine compliance of recipients in response to certain complaints of discrimination with respect to program administration and impacts.
  - e) **Investigation or Special Reviews of External Complaints:** Processes external program impact and disparate treatment discrimination allegations, including those impacting Contractor Compliance and OJT. Analyzes allegations, investigates or assigns complaints for investigation.
- d. HCR/Civil Rights (Title VI) Program.**
- 1) **MISSION:** Oversees all FAHP recipients by ensuring Title VI of the Civil Rights Act of 1964 is properly integrated into their programs and activities. Title VI prohibits discrimination based upon race, color, and national origin.
  - 2) **FUNCTIONS:** Under the executive direction of the AA, the Title VI Program provides oversight in the following areas:
    - a) **Advocacy:** Serves as the HQ focal point to other offices regarding administration of the Title VI Program. Represents FHWA through a variety of technical forums dealing with implementation of Title VI in the FAHP.
    - b) **Legislation, Regulations, Policy, and Guidance:** Develops and approves regulations, policies, and guidance related to FHWA Title VI program and related non-discrimination areas. Provides policy direction, guidance, and technical assistance to Federal-aid division offices in ensuring that State Highway Agencies (SHAs) have an approved Title VI Plan, Community Participation Plan, Title VI Assurances, and submit Annual Goals and Accomplishment Reports. In addition, FHWA is responsible for ensuring that the SHA's are implementing Title VI into their programs and activities and are effectively monitoring their subrecipients' efforts to apply Title VI in their programs and activities. The FHWA's National Title VI/Nondiscrimination Program Coordinator is responsible for coordinating the effectiveness of FHWA's monitoring activities and will partner with DOCR, other Federal and State agencies, FHWA program offices, and DOT modal

agencies, as appropriate, to address opportunities for improved implementation of the Title VI Program. Carries out these functions in cooperation with DOCR and other DOT and Federal Agencies, as well as FHWA HQ and field offices.

- c) **Technical Assistance and Training:** Provides advice and assistance to partners in the implementation of Title VI. In collaboration with the Federal-aid division offices and OII-RC, develops training material to advance the state-of-the-practice of the Civil Rights program in the FAHP.
- d) **Compliance Reviews and Technical Visits:** Conducts on-site special reviews and investigations to determine compliance of recipients. Investigations and compliance reviews may be conducted in response to a complaint or identified issue. Special reviews are conducted in response to requests for specific technical analyses and reviews.
- e) **Investigation or Special Reviews of External Complaints:** Processes external complaints involving allegations of Title VI violations. Analyzes allegations for jurisdiction, gathers preliminary information, and ensures proper routing of complaints internally and to other modal administrations or Federal Agencies. Investigates complaints that fall under FHWA's Title VI jurisdiction, including document requests, interviews, and onsite visits. Issues final FHWA decisions and coordinates with the Department and other Federal Agencies in cases involving mixed issues or overlapping jurisdiction. Investigates "class-action" and "pattern and practice" complaints filed against primary recipients. As appropriate, outlines and monitors remedial actions to determine compliance with corrective action plans in coordination with Federal-aid division offices.
- f) **Proactive Implementation:** Partners with FHWA, DOT, Federal agencies and recipients in working to actively implement Title VI and equity into all programs and processes of the FAHP.
- g) **Departmental Coordination:** Coordinates regularly with DOCR to ensure that all FHWA programs and activities align with Departmental priorities, guidance, and best practices.

**e. HCR/ADA Program.**

- 1) **MISSION:** Ensures that pedestrians with disabilities have an equal opportunity to use the public rights-of-way in the transportation system; and ensures public entities carryout their responsibilities to provide accessibility in their programs, activities, and facilities (i.e., public rights-of-way).
- 2) **FUNCTIONS:** Under the executive direction of the AA, ADA Program provides oversight in the following areas:
  - a) **Advocacy:** Serves as the Headquarters focal point to other offices regarding administration of the ADA Program. Represents FHWA through a variety of technical forums dealing with implementation of Civil Rights in the FAHP.
  - b) **Legislation, Regulations, Policy, and Guidance:** Develops and approves regulations, policies, and guidance related to the ADA Program and related non-discrimination areas. Provides policy direction on FHWA's regulatory

responsibilities under Title II of the ADA and Section 504 of the Rehabilitation Act of 1973, including oversight of State and local entities and recipients of Federal funds that are responsible for pedestrian facilities to ensure that they do not discriminate because of disability in any highway transportation program, activity, service or benefit they provide to the public. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA Headquarters and field offices.

- c) **Technical Assistance and Training:** Provides advice and assistance to partners in the implementation of ADA. In collaboration with the Federal-aid division offices and OII-RC, develops training material to advance the state-of-the-practice of the Civil Rights program in the FAHP.
- d) **Compliance Reviews and Technical Visits:** Conducts on-site special reviews and investigations to determine compliance of public entities and recipients in response to certain complaints of discrimination with respect to program administration and impacts.
- e) **Investigation or Special Reviews of External Complaints:** Processes external complaints involving allegations of ADA/504 violations. Analyzes allegations for jurisdiction, gathers preliminary information, and ensures proper routing of complaints internally and to other modal administrations or Federal Agencies. Oversees investigations by FHWA Division Offices of complaints that fall under FHWA's ADA jurisdiction. Issues final FHWA decisions. Partners with FHWA Division Offices to ensure current and relevant program guidance is provided to States and local entities on investigations of ADA complaints. As appropriate, oversees monitoring by FHWA Division Offices of voluntary compliance actions to determine compliance with Letters of Finding and settlement agreements.
- f) **Departmental Coordination:** Coordinates regularly with DOCR to ensure that all FHWA programs and activities are align with Departmental priorities, guidance, and best practices.

**f. HCR/ Operations/Internal Programs- EEO.**

- 1) **MISSION:** Promotes EEO in all aspects of the FHWA's workforce through hiring, advancing, and retaining a diverse workforce that is representative of the Nation; and to provide leadership and guidance to execute FHWA's EEO responsibilities in accordance with Federal laws, statutes, regulations, policies and directives.
- 2) **FUNCTIONS:** Under the executive direction of the AA, the EEO Program provides oversight in the following areas:
  - a) **Advocacy:** Serves as the Headquarters focal point to other offices regarding equal employment opportunity, equity, diversity, inclusion, and access at FHWA. Represents FHWA through a variety of technical forums dealing with implementation of civil rights in the FAHP.
  - b) **Process Management:** Responsible for ensuring that FHWA is operating in accordance with the laws, regulations, policies, and guidance that prohibit discrimination in the Federal workplace by encouraging equal opportunities for all employees as well as taking proactive measures to serve and educate our



workforce in EEO and No Fear Act principles. Processes pre-complaints of discrimination in accordance with DOCR policy and guidance, 29 CFR Part 1614, Management Directive 110, and other laws, statutes and directives, applicable to the EEO Program. Also, provides leadership, guidance, and direction in the EEO programs to FHWA employees.

- c) **Program Compliance & Annual Reporting:** Report quarterly and on annual basis EEO program requirements [i.e., No Fear Act, Management Directive (MD)-715, etc.], in consultation and coordination with DOCR, to demonstrate that FHWA is a model EEO program.
- d) **Outreach and Consultation:** Provides EEO counseling, coordinate the scheduling of the Alternative Dispute Resolution, advises FHWA leadership and other senior executives of all internal programs to include the Anti-Harassment Program, the EEO Complaints Process, the Reasonable Accommodations process and Affirmative Employment/Special Emphasis Programs. Partners with the HAHR and HCC, to deliver tools and resources to the FHWA workforce.
- e) **Compliance Reviews and Investigations:** Provides information and data, as requested by DOCR, through the EEO investigative process. Coordinates with HAHR to support investigative data requests.
- f) **Informal Counseling:** Manages and coordinates the informal counseling process for internal employment discrimination complaints. Provides training to FHWA's collateral duty EEO Counselors in current practices, including Alternative Dispute Resolution, to increase the likelihood of successful informal resolutions of employment discrimination complaints. Provides process advice to counselors, complainants, and FHWA managers to ensure objectivity of the process.
- g) **Site/Technical Visits:** Provides training to managers and employees. Conducts on-site training visits to provide technical assistance to recipients on the process in response to complaint trends.
- h) **Departmental Coordination:** Coordinates regularly with DOCR to ensure that all FHWA programs and activities align with Departmental priorities, guidance, and best practices.

**g. HCR/Operations/Internal Programs -Special Emphasis.**

- 1) **MISSION:** Ensures that FHWA takes affirmative steps to provide equal opportunity to Black, Indigenous, and people of color (BIPOC), women, and people with disabilities in all areas of employment; and to ensure affirmative employment is being addressed to eliminate under-representation and low participation in various areas of FHWA's workforce.
- 2) **FUNCTIONS:** Under the executive direction of the AA, the Affirmative Employment/Special Emphasis Program provides oversight in the following areas:
  - a) **Advocacy:** Serves as the HQ focal point to other offices regarding administration of the Special Emphasis Program. Represents FHWA through a variety of technical forums dealing with implementation of Civil Rights in the FAHP.

- b) **Process Management:** Responsible for monitoring FHWA's workforce diversity, equity, inclusion, and accessibility, analyzing the workforce's demographics and employment trends; conducting barrier analysis to identify the root cause of underrepresentation; and providing oversight, coordination, and funding on FHWA's and the Department's Special Emphasis observances to provide educational and cultural awareness to FHWA employees.
- c) **Departmental Coordination:** Coordinates regularly with DOCR to ensure that all FHWA programs and activities align with Departmental priorities, guidance, and best practices.

**h. HCR/Operations/Internal Programs- Anti-Harassment.**

- 1) **MISSION:** Ensures that FHWA outlines a prevention of harassment process that addresses harassment prohibited by FHWA policy includes not only legally actionable harassment based on membership in a protected class (that is, race, color, religion, national origin, age (40 and over) sex (including gender identity, sexual orientation or pregnancy), disability, genetic information, or based on prior EEO activity, but also prohibited behavior that may not have an EEO basis, or may be limited to isolated incident(s) that may not be severe or pervasive..
- 2) **FUNCTIONS:** Under the executive direction of the AA, Anti-Harassment/Prevention of Harassment Program provides oversight in the following areas:
  - a) **Advocacy:** Serves as the HQ focal point to all FHWA offices regarding administration of the Anti-Harassment Program. Represents FHWA through a variety of technical forums dealing with implementation of Civil Rights in the FAHP.
  - b) **Process Management:** Responsible for administering an anti-harassment process for FHWA employees (including interns), contractors, employees of FHWA stakeholders (i.e., State DOT employee), or applicants for employment. The process outlines the procedures for reporting allegations of harassment, investigations into harassment allegations, and FHWA's efforts to take immediate and appropriate action when made aware of allegations of harassment or determines that harassing conduct has occurred.
  - c) **Program Compliance & Annual Reporting:** Reports and develops the annual Prevention of Harassment training for FHWA managers and employees.
  - d) **Outreach and Consultation:** Provides guidance and technical assistance to supervisors, managers, and employees on the Anti-Harassment Program. Partners with HAHR and HCC to deliver tools and resources to the FHWA workforce.
  - e) **Inquiry Process:** Manages and coordinates the inquiry process for harassment complaints. Provides training to FHWA's collateral duty fact finders in current practices and resources to increase the likelihood of successful impartial inquiry to address harassment allegations. Provides process advice to fact finders, employees, and FHWA managers to ensure objectivity of the process.
  - f) **Site/Technical Visits:** Provides training to managers and employees and conducts investigations in response to Anti-Harassment complaints.

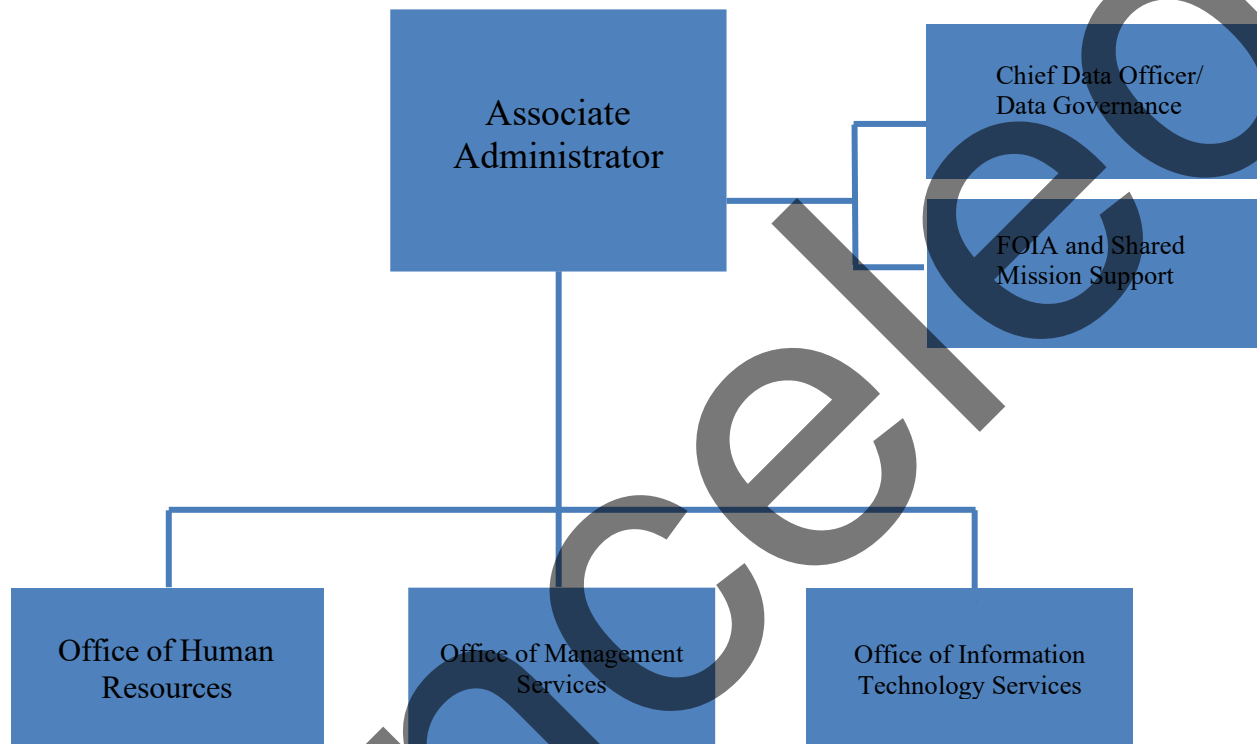
- g) Departmental Coordination: Coordinates regularly with DOCR and DOHRM to ensure that all FHWA programs and activities align with Departmental priorities, guidance, and best practices.

i. **HCR/Operations/Internal Programs- Reasonable Accommodations.**

- 1) **MISSION:** To ensure that FHWA implements a program to oversee the removal of workplace barriers for individuals with disabilities. Legal statutes include the Rehabilitation Act of 1973; the ADA as amended; Executive Order 13164, dated July 26, 2000, requiring Federal Agencies to establish procedures to facilitate the provision of reasonable accommodations requests; and DOT's Procedures for Processing Reasonable Accommodations Requests from Job Applicants and DOT Employees with Disabilities (DOT Order 1011.B, dated January 14, 2021).
- 2) **FUNCTIONS:** Under the executive direction of the Associate Administrator, the Reasonable Accommodations Program provides oversight in the following areas:
  - a) Advocacy: Serves as HQ focal point to other offices regarding administration of the Disability and Reasonable Accommodations Program. Represents FHWA through a variety of technical forums dealing with implementation of Civil Rights in the FAHP.
  - b) Process Management: Develops policy, guidance, and technical assistance in FHWA's commitment to remove workplace barriers impacting employees with disabilities and employees in need of reasonable accommodations. Establishes the Disability Program Manager position that is responsible for requesting medical information. Provides additional assistance to the decision-maker (first-line supervisor). A reasonable accommodation is any work environment change or any change to the way things are usually done that results in EEO for an individual with a disability.
  - c) Program Compliance and Reporting: Reports quarterly and annually on reasonable accommodations requests granted by FHWA managers.
  - d) Outreach and Consultation: Provides guidance and technical assistance to supervisors, managers and employees on the Disability and Reasonable Accommodations Program. Partners with HAHR and HCC, to deliver tools and resources to the FHWA workforce.
  - e) Departmental Coordination: Coordinates regularly with DOCR to ensure that all FHWA programs and activities align with Departmental priorities, guidance, and best practices.

## OFFICE OF ADMINISTRATION

### Organization Chart



#### a. Associate Administrator (AA) for Administration (HAD).

- 1) MISSION: Develops agencywide policies and provides support and assistance to FHWA HQ and field offices in matters relating to human resources (HR), information systems and technology, information management, data governance, telecommunications facilities management, records, FOIA and other administrative and management services. Works with modal HR offices to provide automated staffing, Delegated Examining Unit (DEU) authority, and related HR shared services for all of DOT components, excluding FAA and Office of the Inspector General (OIG).

#### 2) FUNCTIONS:

- a) **Advocacy**: Serves as an advocate for issues and programs involving HR, data and information management, facilities, administrative management support, FOIA and information technology (IT), and serves as the focal point for these programs.
- b) **Strategic Planning**: Develops and implements action/business plan initiatives in the advancement of established DOT and FHWA goals and objectives. Develops

and initiates internal reviews, program evaluations, and system and process improvements to continuously improve the quality of administrative programs, products, and services.

- c) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to administrative programs. Develops policy and direction for administrative programs. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Shared Mission Support Function:** Serves as the focal point for the coordination and delivery of a broad range of special projects and administrative and support services for FHWA customers.
- e) **Data Governance:** FHWA's Chief Data Officer leads agencywide data initiatives. Establishes and maintains the FHWA data inventory to identify high quality data sets and improving public access to highway transportation data. Coordinates activities in the data area within FHWA, the Department, as well as external stakeholders. Develops a Data Strategic Plan which will serve as a road map for FHWA's data initiatives across all offices.
- f) **FOIA:** Develops and administers the FHWA FOIA Program. Provides guidance and training to FHWA personnel in connection with public access to government information, and maintains a range of resources to aide personnel in carrying out the statutory duties of the FOIA. Adjudicates administrative appeals from adverse determination or denials of access to records made by FHWA components under the FOIA or the Privacy Act of 1974.
- g) **Human Resources:** Develops and administers programs that will provide comprehensive HR management and development for FHWA. Provides HR advice and services to Headquarters and the field offices. Identifies, develops, and administers agencywide employee learning and development. Through the DOT Automated Staffing Division, which is organizationally located within FHWA's Office of HR, serves as DOT's "Executive Agent" for providing "one-stop" employment services to all job applicants applying for positions advertised through the DOT automated staffing system.
- h) **Management Services:** Administers management and administrative support services for FHWA customers and others aimed at improving management efficiency and effectiveness of FHWA programs and operations.
- i) **Information Systems and Technology:** In coordination with the DOT Office of the Chief Information Officer (DOT OCIO), develops and manages programs that provide: FHWA information systems; IT support services; an IT infrastructure; information management; and internal and external data access to support FHWA's strategic goals and information needs.

3) The AAA provides executive direction over the activities of the following organizational elements:

- a) Office of Human Resources (HAHR)
- b) Office of Management Services (HAMS)
- c) Office of Information Technology Services (HAIS)

b. **HAD/HAHR.**

1) MISSION: Develops and administers comprehensive agencywide HR policies and programs. Works with FHWA leadership and managers in FHWA's Headquarters and field organizations to create a productive work environment, using state-of-the-art HR practices. Provides HR advice and services to supervisors and employees; identifies, develops, and administers agencywide employee learning and development program; and works with modal HR offices, excluding FAA and OIG, to provide automated staffing, DEU authority, and related services.

2) FUNCTIONS:

- a) **Advocacy**: Serves as an advocate for HR issues and programs involving merit principles, employment, career advancement, learning and development, recruitment, diversity, EEO, workforce and succession planning, position classification, compensation, employee benefits, performance management, employee relations, counseling, personnel security, and serves as the focal point for these and other programs. Collaborates with State DOTs and AASHTO regarding common HR issues. Represents FHWA on TRB panels, (e.g., National Cooperative Highway Research Program). Supports FHWA's Human Resource Management Committee in identifying actions in response to survey outcomes. Participates in international HR transportation forums and projects.
- b) **Equity, Diversity, Inclusion, and Access**: Demonstrates a comprehensive and systematic approach to advancing inclusion, access, and equal opportunity to ensure equity in decisionmaking processes, policies, and programs involving recruitment, merit promotion principles, employment, career advancement, and learning and development in FHWA's workforce.
- c) **Strategic Planning and Quality**: Identifies corporate HR initiatives to align with FHWA's Strategic Plan. Develops and implements action plans and initiatives for the advancement of government, DOT, and FHWA strategic goals and objectives.
- d) **Monitoring and Evaluation**: Develops and implements an accountability program that involves risk assessment and program review. Identifies system, process, or program improvements to continuously improve the quality and delivery of HR programs, products, and services. Uses results to improve HR program performance and delivery.

- e) Corporate Recruitment and Career Programs: Develops and administers agencywide HR policies and programs related to student and career-entry programs, including departmentwide management of the Summer Transportation Internship Program for Diverse Groups (STIPDG). Administers other special emphasis programs, including persons with disabilities and veterans, and senior field leaders and executive resources.
- f) University and Grants Programs: Manages the Dwight David Eisenhower Transportation Fellowship Program to advance the transportation workforce by helping to attract the Nation's brightest minds, encouraging future transportation professionals to seek advanced degrees, and helping to retain top talent in the U.S. transportation industry.
- g) Policy, Planning and Data Analysis: Develops and implements HR policy and guidance and evaluates HR programs for regulatory compliance and effectiveness. Leads FHWA's workforce and succession planning efforts. Conducts data quality reviews and identifies and tracks HR metrics. Manages the implementation, enhancement, and access of HR information systems.
- h) HR Operations: Administers government, Departmental, and agencywide HR policies and programs to provide quality services to FHWA's HQ and field organizations, to include recruitment, hiring, compensation, and benefits. Provides national leadership in managing the HR operations functions and managerial oversight and leadership in the area of personnel activities processing and records management.
- i) DOT Automated Staffing Services: Serves as DOT's "Executive Agent" and sole DEU (650 DEUs nationwide handle tasks such as recruiting, reviewing qualifications and ranking/referring candidates for vacancies in Government agencies). Provides automated staffing services, DEU authority, and related consultative services for all DOT components, excluding FAA and OIG. Acts as a "one-stop" staffing location, administering a single applicant intake process, and providing a single location for issuance of job/vacancy announcements and the collection of employment applications. Develops and administers internal and DEU staffing policies and programs, and provides these and related services to FHWA and DOT.
- j) Talent Development: Develops and administers DOT and agencywide HR policies and programs related to learning and development. Provides support and assistance to FHWA HQ and field organizations in these areas.
- k) Management Support and Work/Life: Develops and administers government, Departmental, and agencywide work/life programs, to include employee assistance programs, and mental health awareness.

- l) **Employee Relations:** Provides leadership and advice in the areas of performance and conduct issues, grievances and appeals, and adverse actions for HQ and field organizations.

c. **HAD/HAMS.**

- 1) **MISSION:** Develops agencywide policies and provides support, assistance, and technical expertise to FHWA HQ and field organizations in matters relating to administrative programs, facilities management, support services, alternate duty location employees and audio-visual communications services and products.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves as an advocate for issues and programs involving facilities and administrative management support, and serves as the focal point for these programs. Serves as an advocate for cost-effective, and high-quality communications and marketing products.
  - b) **Strategic Planning:** Develops and implements action/business plan initiatives in the advancement of established DOT and FHWA goals and objectives related to administrative services, facilities management, visual communication products, and marketing media. Develops and initiates quality self-assessments, program evaluations, and system and process improvements to continuously improve the quality of programs, products, and services in assigned areas of responsibility.
  - c) **Policy and Guidance:** Develops policies and procedures implementing administrative support programs within assigned areas of responsibility.
  - d) **Support Services:** Serves as the focal point for the coordination and delivery of programs and support services for FHWA customers. Services include: real and personal property management; transit benefits program; facilities management; vehicle fleet management; nationwide voice communications operations; mail management; printing and distribution; occupational safety; energy conservation; media design; video camera taping; videotape editing and final production; exhibit and multimedia design, development, and production; event planning; and other state-of-the-art visual communications services and StaffNet development and maintenance.
  - e) **Budget and Finance:** Develops and administers programs and procedures to ensure an effective budget process, and proper utilization of and accounting for resources allocated to the office. Manages, formulates, directs, and executes the 1H Central Support Budgetary Program. Provides review, analysis, and monitoring for FHWA portion of the Working Capital Fund.
  - f) **National Personal Identity Verification (PIV) Program:** Serves as the national lead on PIV issuance, activation and provisioning for FHWA. Serves as the



liaison with all FHWA field organizations for equipment maintenance, trusted agent training, and OST coordination.

- g) Alternate Duty Location (ADL) Program: Manage and coordinate FHWA's ADL program. Serves as the overall liaison for Managers wishing to utilize the ADL program to more effectively manage resources.
  - h) Organization and Delegations of Authority Programs: Manages FHWA's Organization and Delegations of Authority Programs. Advising and consulting FHWA offices on developing, updating, and implementing updates to the organization and delegations of authority manuals.
- d. **HAD/HAIS.**
- 1) MISSION: To provide FHWA employees and selected DOT OA customers with a strategic IT focus, sound leadership, and governance practices that result in scalable, cost efficient, and innovative IT solutions. Also, provides centralized services to FHWA offices in support of FHWA's overall mission.
  - 2) FUNCTIONS:
    - a) Advocacy: Serves as an advocate for issues and programs involving information systems and technology, and information management, and serves as the focal point for these programs.
    - b) Strategic Planning: In coordination with the DOT OCIO, assists with strategic planning elements related to IT and information management. Develops and implements action/business plan initiatives in the advancement of established DOT and FHWA goals and objectives. Develops and initiates quality self-assessments, program evaluations, and system and process improvements to continuously improve the quality of IT and information management programs, products, and services. Plans, develops, recommends, advocates, and implements a strategic program of nationwide IT and information management projects in support of FHWA program objectives and mission accomplishments. Estimates the cost impacts of new programs and technologies, and assists higher levels of management in assessing priorities. Develops and promotes an agencywide Enterprise Architecture for IT to ensure a consistent approach to information systems development and use. Educates to support the leadership in an agencywide IT planning and review process through the Investment Review Board.
    - c) Policy and Guidance: Coordinates with the DOT OCIO on IT policy and guidance as applicable under DOT Order 1351.1A. Implements DOT policies and develops FHWA procedures for implementing IT and information management programs.

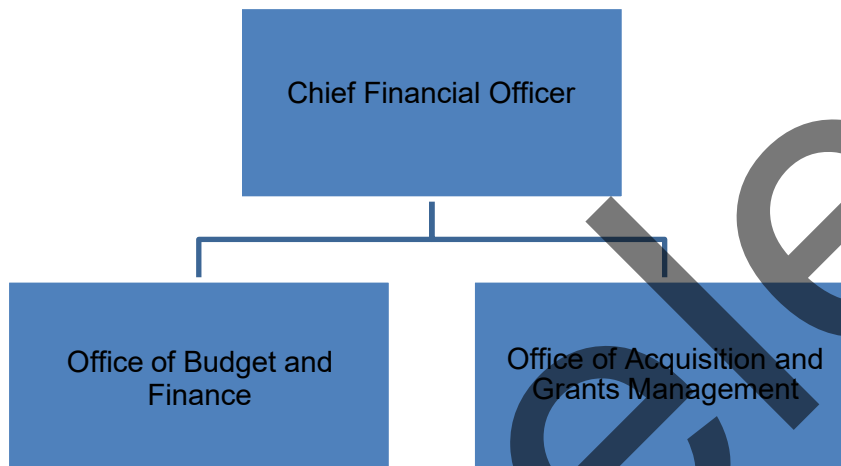
- d) **Support Services:** In coordination with the DOT OCIO, provides IT and information management services aimed at improving the efficiency and effectiveness of FHWA programs and operations within the assigned areas of responsibility. Services include: IT and information management advice and technical assistance to HQ and field personnel; planning for and providing a coordinated program of user support and continuously seeking to enhance user services; and videoconferencing services. Provides for the public availability of information regarding programs, products, and services within assigned areas of responsibility.
- e) **Budget and Finance:** Manages and coordinates the FHWA IT and information management program and the allocation of its resources, including the IT planning process; develops and disseminates IT and information management procedures and related information; develops and evaluates IT pilots; initiates and manages IT support services contracts for contracted-out IT functions; and coordinates, formulates, executes, and tracks the IT and information management budget. Collates, analyzes, reports on and makes recommendations for IT investment through the Capital Planning and Investment Control process.
- f) **Information Systems and Technology Development:** Provides leadership in advancing the state-of-the-art transportation-related information systems and technologies within FHWA and DOT, and to other agencies, State DOTs, AASHTO, manufacturers, vendors, and suppliers in the transportation and IT industries. Negotiates resolution of issues raised at meetings and conferences, and facilitates discussions and exchanges of technology for improving services to FHWA. Assesses the application of new IT to support and enhance FHWA business processes for program delivery to external customers and internal operations. Develops and manages programs that provide agencywide information systems, IT support services, an IT infrastructure, and internal and external access to support FHWA's strategic goals and information needs. Directs the development, installation, maintenance, and continued improvement of an integrated system of computer applications and data communication networks to support FHWA's administrative and program activities. Implements DOT information resources management policy for FHWA programs, and provides leadership and technical direction in developing, designing, and installing management information systems throughout FHWA.
- g) **Information Exchange:** Develops strategic cooperative Federal/non-Federal relationships between FHWA and State DOTs/highway agencies and other external stakeholders and customers to enhance information exchange, electronic data sharing, and DOT and governmentwide initiatives for purposes of ensuring expedited processing of Federal-aid funds and in support of FHWA goals and programs. Provides leadership to FHWA and DOT in

meeting congressional mandates to make FHWA's program information available to the public.

- h) Information Security: Provides leadership and guidance in establishing a coordinated agencywide Information Security program. Develops and administers procedures to ensure that FHWA systems and infrastructure are operated and maintained in a secure fashion commensurate with risks. In coordination with the DOT CIO, provides IT security training to all FHWA staff and contractors appropriate to their level of responsibility. Coordinates with Departmental, governmentwide, and other entities in formulating and maintaining a secure IT environment.
- i) Information Management Services: Administers FHWA's Paperwork Reduction Act, privacy, and records management programs. Plans, develops, and administers management systems for information collections; records and document security; forms; correspondence; advisory committees; internal and external directories; and information-based initiatives as required by statutes, regulations, and other requirements. Develops procedures implementing legislation and programs, and administers statutory provisions relating to information management, information collections, records, and privacy.
- j) Section 508 Program: Develops and implement a formal Section 508 Program. Creates a team consisting of members from the Offices Information Technology Services, Public Affairs, Chief Counsel, and Acquisition and Grants Management, to coordinate the 508 Program within FHWA. Develops a 508 Website publicly available for staff and vendors.

## OFFICE OF THE CHIEF FINANCIAL OFFICER

### Organization Chart



#### a. Chief Financial Officer (HCF).

1) **MISSION:** Develops agencywide policies and procedures, and provides support and assistance to FHWA HQ and field offices related to formulation and execution of FHWA budgets, financial and accounting services, and the proper utilization and accounting of FHWA resources. Develops and implements acquisition policy, procedures, and guidelines for all elements of FHWA and provides agencywide oversight of acquisition activities. Awards and administers contracts, interagency agreements, simplified acquisitions, grants, and assistance agreements on behalf of FHWA's HQ and field offices. Provides support and assistance to State DOTs highway agencies and other program stakeholders in improving financial management practices and implementing innovative financing and program/project delivery mechanisms. The Office of the Chief Financial Officer (HCF) is responsible for the development and utilization of accounting and budget systems throughout FHWA. Provides technical support to the Congress and other program stakeholders in deliberations regarding financial and budgetary aspects of Federal surface transportation programs.

#### 2) **FUNCTIONS:**

- a) **Advocacy:** Serves as an advocate and the key FHWA focal point for quality financial, budgetary acquisition and grants, and administrative services management practices.
- b) **Strategic Planning:** Develops and executes action/business plan initiatives in support of established DOT and FHWA goals and objectives. Develops and executes system and process improvements to continuously improve the quality of

financial programs, products, and services. Reflects Departmental performance goals in budget documents.

- c) **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and implements statutory provisions relating to the financing of Federal surface transportation programs. Develops policy and program guidance for traditional financial and budgetary aspects of Federal surface transportation programs. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.
- d) **Budget Formulation and Execution:** Produces all products and data associated with budget submissions to OST, OMB, and Congress. Allocates and administers financial control aspects of FHWA personnel resources within approved employment levels, fiscal constraints, internal controls, and other criteria. Administers a nationwide highway financial management and reporting system and is responsible for maintaining internal controls over this reporting system.
- e) **Accounting Services:** Administers an audited accounting program for the resources and programs of FHWA. Designs, develops, implements, and maintains all facets of the FHWA's accounting and payment systems.
- f) **Financial Management and Internal Controls:** Provides leadership in the cooperative development of modern financial management practices in the States in connection with traditional Federal surface transportation programs carried out through those organizations. Administers FHWA's financial internal controls programs.
- g) **Innovative Finance Support:** Provides leadership, direction, consulting services, and executive coordination to advance consideration, and where appropriate, implementation of innovative financing and program/project delivery mechanisms by State, local, and regional transportation jurisdictions.
- h) **Audit Liaison:** Develops and administers agencywide policies and procedures governing FHWA relationships with the Government Accountability Office (GAO), DOT OIG, and DOT OAs. Performs liaison activities for all GAO and OIG audits conducted in FHWA.
- i) **Travel & Conference Policy:** Provides travel guidance to FHWA travelers, interprets Federal travel regulations and develops travel policy for FHWA. Oversees FHWA's e-travel system, manages the Government travel card program, and coordinates leadership approval of all conferences.
- j) **Acquisition and Grants Management:** Provides comprehensive acquisition and assistance agreement support (grants and cooperative agreements), including advanced procurement planning and forecasting to FHWA HQ and field offices.

Maintains and manages the agencywide purchase card program. The office further promotes environmentally conscious procurement and sustainability in FHWA's acquisition program, in addition to acquisition and assistance agreement policy development and oversight, for all of FHWA. The Chief Financial Officer provides executive direction over the activities of the following organizational elements:

- k) Office of Budget and Finance (HCFB)
- l) Office of Acquisition and Grants Management (HCFA)

a. **HCF/HCFB.**

- 1) MISSION: Develops agencywide policies and procedures, and provide support and assistance to the FHWA HQ and field offices related to formulation and execution of FHWA budgets, and the proper utilization and accounting of FHWA resources.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as an advocate for sound fiscal policy and proper utilization and accounting of FHWA resources. Serves as the focal point on all budgetary matters.
  - b) Strategic Planning: Participates in the development and execution of action and business plan initiatives in support of established DOT and FHWA goals and objectives. Develops and executes system and process improvements to continuously improve the quality of financial programs, products, and services.
  - c) Legislation, Regulations, Policy, and Guidance: Develops legislative recommendations and interprets statutory provisions relating to the financing of Federal Surface Transportation Programs. Develops policy and program guidance for financial and budgetary aspects of Federal surface transportation programs. Provides technical advice and assistance to the Federal Highway Administrator and FHWA's other key officials on budgetary matters. Provides special information to OST's Assistant Secretary for Budget and Programs, OMB and congressional committee staff members. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQs and field offices.
  - d) Budget Formulation and Apportionments: Oversees the critical process that enables FHWA to request funding within authorization and appropriations legislation; prepares the annual President's budget; and coordinates information for OST and OMB. Ensures that funds made available to States and programs by authorization and appropriations laws are distributed accurately and in a timely manner. Calculates apportionments, distribution of obligation limitation, August redistribution, and rescissions.

- e) **Budget Execution:** Distributes authority for all funding executed by FHWA. Allocates and administers financial control aspects of FHWA personnel resources subject to approved employment levels and fiscal constraints, and other criteria. Manages FHWA's Federal-aid budget and reimbursable authority. Administers nationwide highway fiscal management. Prescribes program and project reporting, policy and procedures, and maintains the official project obligation records and statistical data for the various highway programs.
- f) **Financial Statements:** Provides expert level financial analysis, accounting, and reporting for the Federal-aid Highway Trust Fund (HTF), Non-HTFs and Other Highway Funds, and the HTF investment account with the Bureau of Public Debt, and support to meet the financial information needs of its stakeholders.
- g) **Financial Operations:** Ensures the States are reimbursed for the Federal share of highway construction and highway related projects once they submit their billings for costs incurred under authorized projects to the FHWA Division Office electronically through the Current Bill system.
- h) **Financial Management Payment Systems:** Ensures system access and confidentiality to support data integrity through system testing and assists with financial reporting to administer customer service to the FHWA-user community.
- i) **Internal Controls:** Implements and administers an internal controls program over financial reporting and management's related responsibilities, and identifies ways to improve the efficiency and effectiveness of operations while leveraging FHWA assets. Conducts tests of internal controls and recommends improvements to policies, procedures, and systems. Administers the OMB Circular A-123, Financial Integrity Review and Evaluation and Improper Payments Review Programs.
- j) **Quality Financial Management:** Provides leadership in the cooperative development of modern financial management policy, program guidance and practices to the States in connection with their Federal surface transportation programs. Provides technical assistance to the States in improving their financial management systems in keeping with FHWA requirements, and issues reports on such improvements to reflect current progress and accomplishments.
- k) **Innovative Finance Support:** Provides resources and technical expert assistance which support the program and division offices to maximize success on complex projects. Provides leadership, direction, consulting services, and executive coordination to advance consideration, and where appropriate, implementation of innovative financing and program/project delivery mechanisms by State, local, and regional transportation jurisdictions. Provides single-point access for FHWA's stakeholders and FHWA's internal offices.
- l) **Program Audit Liaison:** Develops and administers agencywide policies and procedures governing FHWA relationships with GAO and DOT OIG, and DOT OAs. Performs liaison activities for all GAO and OIG audits conducted in FHWA.

- m) **Travel & Conference Policy:** Provides travel guidance to FHWA travelers, interprets Federal travel regulations and develops travel policy for FHWA. Oversees FHWA's e-travel system and works with the Enterprise Service Center's Travel Services Branch to solve traveler's problems. Coordinates all travel and conference level information for senior level approval. Manages the Government travel card program.

**b. HCF/HCFA.**

- 1) **MISSION:** Develops and implements acquisition policy, procedures, and guidelines for all elements of FHWA, including HFL Program, and provides agencywide oversight of acquisition activities. Awards and administers contracts, interagency agreements, simplified acquisitions, grants, and cooperative agreements on behalf of FHWA's HQ and field offices and select offices within OST, to include the DOT OCIO and the Build America Bureau.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Promotes a climate of ethics and integrity within FHWA with respect to acquisition. Promotes efficiency of the acquisition cycle while assuring compliance with regulation and fiduciary responsibility. Actively promotes increased participation of small and small disadvantaged businesses, and socio-economic programs in the FHWA acquisition program.
  - b) **Strategic Direction:** Develops and implements quality action initiatives for the Office of Acquisition and Grants Management in the advancement of DOT and FHWA strategic goals, objectives, and corporate management strategies. Initiates agencywide quality self-assessments, customer surveys, and process improvements to continually improve the quality of acquisition services. Seeks to ensure consistency across all FHWA acquisition operations, policies, and procedures across HQ, HFL, and field offices.
  - c) **Outreach and Consultation:** Conducts advance acquisition planning with all FHWA HQ and field office program areas. Works closely with FHWA's HQ and field offices to ensure open and continuous coordination and cooperation in the advancement of a quality-based acquisition program. Provides advice and counsel to small business concerns, small businesses located in Historically Underutilized Business zones, women-owned small businesses, Service-Disabled Veteran-Owned Small Businesses, and minority institutions of higher education, on FHWA contracting opportunities.
  - d) **Information and Analysis:** Pursues continuous evolution in electronic commerce to improve the efficiency and effectiveness of the acquisition business process. Measures the performance, efficiency, and productivity of acquisition services provided, and applies process reviews to achieve continuous improvement. Maintains automated capability to generate information to support performance measurement and decisionmaking.
  - e) **Legislation, Regulations, Policy, and Guidance:** Develops and implements agencywide acquisition policy, procedures, and guidance. Serves as FHWA focal point for analysis and comment on the implications of proposed acquisition-

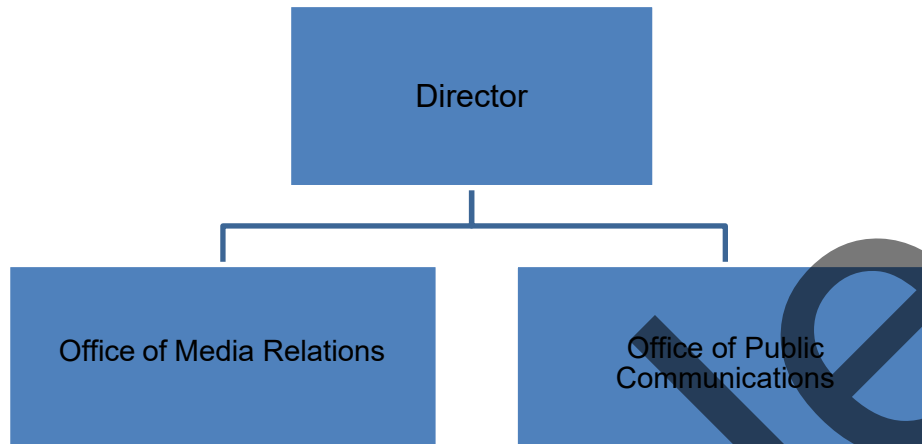


related legislation, regulations, policy, guidance, and directives. Responsible for the FHWA Contracting Officer Warrant Program, the FHWA Acquisition Workforce Certification Program, and the FHWA Purchase Card Program. Provides regulatory compliance reviews for all FHWA acquisition activities to include the Federal Lands contracting program. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as FHWA HQ and field offices.

- f) Professional Development: Develops and conducts formal training for FHWA's HQ and field offices on acquisition topics. Ensures that all FHWA acquisition professionals are in compliance with governmentwide acquisition workforce competency standards.
- g) Contracting Operations: Plans, awards, and administers contracts above the Federal Acquisition Regulation (FAR) Simplified Acquisition Threshold to support all FHWA HQ and field office activities. The full array of FAR-based contracting vehicles are utilized to meet FHWA needs ranging from supply and service awards to complex multi-year indefinite delivery/indefinite quantity instruments.
- h) Assistance Agreements and Acquisition Services: Plans, awards, and administers assistance agreements (grants and cooperative agreements) and contracts to support FHWA HQs research and other partnership interests, to include the Build America Bureau. Provides simplified acquisition services to all FHWA HQs and field offices and large contracting support for select program offices. Awards and administers interagency agreements between FHWA and other Federal Agencies as well as other DOT OAs.
- i) Information Technology Acquisition Center of Excellence: Plans, awards, and administers the cradle to grave acquisition of IT supplies and services for HCF as well as modal specific IT purchases for FHWA.

## OFFICE OF PUBLIC AFFAIRS

### Organization Chart



#### a. Director, Office of Public Affairs (HPA).

- 1) MISSION: Ensures FHWA delivers a consistent corporate message, while promoting public understanding of, and support for, FHWA programs, policies, and strategies.
- 2) FUNCTIONS:
  - a) Advocacy: Serves as FHWA's advocate and provides national leadership in managing media relations, developing and implementing marketing strategies, and providing public communication services in support of FHWA programs and policies.
  - b) Strategic Planning and Quality: Develops and implements action/business plan initiatives in the advancement of DOT and FHWA strategic goals, objectives, and corporate management strategies, in coordination with FHWA's virtual Communications Team. Participates in policy development and delivery strategies for communication activities. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of communication programs, products, and services.
  - c) Legislation, Regulations, Policy, and Guidance: Provides technical support to the Office of the Administrator and the virtual Communications Team in the development, implementation, and analysis of legislative strategies. Carries out these functions in cooperation with other DOT and Federal Agencies, as well as HQ and field offices.
  - d) Technology Delivery: Supports the Offices of Infrastructure; Operations; Safety; Federal Lands Highway; Planning, Environment, and Realty; and HIT, through the virtual Communications Team. Provides leadership and service to Headquarters offices in support of cross-cutting marketing, communications strategies, and message development in FHWA online media (Internet).
  - e) Outreach and Consultation: Coordinates with the virtual Communications Team to provide and maintain ongoing communication links with FHWA's

customers and partners, OST and other DOT modes, Congress, and other constituencies seeking feedback.

- f) **Monitoring and Evaluation:** Develops and maintains systems for collecting and analyzing trends to evaluate policy and strategy effectiveness. Uses results to improve program performance.
  - g) **Research Agenda Scanning:** Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify, establish, and nurture marketing partnerships.
  - h) **National Programs:** Provides leadership for policy development and the administration of media relations, communications strategy, and other public affairs. Provides direct support to the Office of the Administrator and OST. Leads the Communications Team in the development and implementation of feedback systems regarding the effectiveness of public affairs efforts.
  - i) **Communications and Marketing Assistance:** Structures and maintains select internal and all external communications, marketing assistance, media relations and other outreach programs, including the *FHWA News*, the Office of the Administrator's Weekly Report, editorial support for the *Public Roads* magazine, and support for FHWA's external Web presence. Serves as the final point of review for FHWA's communications and marketing tools (i.e., publications, etc.).
  - j) **Professional Development:** Identifies and provides opportunities for training and other professional development opportunities to improve message development, marketing, and media relations skills to the virtual Communications Team. Performs ongoing assessment and evaluation of such training.
- 3) The Director of Public Affairs provides executive direction over the activities of the following organizational elements:
- a) Office of Media Relations (HPA-10)
  - b) Office of Public Communications (HPA-20)

**b. HPA/HPA-10.**

- 1) **MISSION:** Plans and executes FHWA's media strategies and works directly with members of the press.
- 2) **FUNCTIONS:**
  - a) **Advocacy:** Serves to implement FHWA's corporate approach to media relations by working directly with members of the press and by providing leadership, strategies, and coordination throughout the organization.
  - b) **Strategic Direction:** Develops and implements communications strategies in support of FHWA programs and policies. Provides leadership for corporate message, media relations, and communication strategies.

- c) Outreach and Consultation: Provides and maintains ongoing communication links with FHWA's customers and partners, OST and other DOT modes, and other constituencies.
- d) Professional Development: Identifies and provides opportunities for training and other professional development opportunities. Performs ongoing assessment and evaluation of such training.

c. **HPA/HPA-20.**

- 1) MISSION: Directs communications and leads FHWA's external digital media services, stakeholder relations efforts, as well as, specialty video projects and Web content management.
- 2) FUNCTIONS:
  - a) Advocacy: Serves to implement FHWA's corporate approach to external communications by providing leadership and coordination services to the organization. In coordination with HPA-10, supports the publication review process to ensure that prepared materials are properly aligned with FHWA's policies, messaging, and brand presence.
  - b) Strategic Direction: Develops and implements strategies to provide coordination and approval for all external communications, whether online or in printed medium.
  - c) Social Media Management: Centrally manages all FHWA social media outlets, working with designated communications liaisons from program/field offices.
  - d) Web Content Management: Provides assistance to program/field offices with Website development to include editing, reviewing, implementing and maintaining new and existing Web content.
  - e) Marketing and Communications: Assist program/field offices in developing and shaping content, message, and implementation plans that best supports FHWA's corporate message and priorities.
  - f) Professional Development: Identifies and provides opportunities for training and other professional development opportunities. Performs ongoing assessment and evaluation of such training.



Stephanie Pollack  
Acting Administrator