

# FHWA Strategic Plan

FY 2019–2022

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of Transportation  
**Federal Highway  
Administration**

# FOREWORD

The Federal Highway Administration (FHWA) Strategic Plan Fiscal Years 2019–2022 outlines the strategic framework—mission, values, strategic goals, and strategic objectives—of the Agency. This Strategic Plan supersedes the current FHWA Strategic Plan and the Performance Year (PY) 2018/19 Strategic Implementation Plan. This document was developed to align FHWA efforts with the FY 2018–2022 U.S. Department of Transportation (USDOT) Strategic Plan. In this Strategic Plan, FHWA adopts the USDOT goals and aligns its strategic objectives and related program initiatives and performance measures to the Department Plan. Some of the performance measures will be included in reporting on USDOT Agency Priority Goals.

The Strategic Plan and future updates or supporting materials will be posted on the FHWA website at: <https://www.fhwa.dot.gov/policy/fhwaplan.cfm>. The document will be useful to all FHWA staff, partner organizations including Federal, State and local government agencies, members of Congress, and other stakeholders with an interest in the Agency’s future direction and priorities.

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Associate Administrator for Policy and Governmental Affairs  
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Washington, DC

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16. Abstract The Federal Highway Administration (FHWA) Strategic Plan Fiscal Years 2019–2022 outlines the strategic framework—mission, values, strategic goals, and strategic objectives—of the Agency, an operating administration within the U.S. Department of Transportation (USDOT). FHWA's mission is to enable and empower the strengthening of a world-class highway system that promotes safety, mobility, and economic growth, while enhancing the quality of life of all Americans. The FHWA Strategic Plan aligns FHWA efforts with the four strategic goals of safety, infrastructure, innovation, and accountability in the FY 2018–2022 USDOT Strategic Plan. In addition to the strategic framework, the Strategic Plan describes key programs, initiatives, and performance measures associated with each of the FHWA strategic goals and objectives.			
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## Message from the Acting Administrator

U.S. Department of Transportation Secretary Elaine L. Chao has set forth a bold agenda that will contribute to the economic and social well-being of all Americans by enhancing safety, upgrading the Nation's infrastructure, encouraging innovation, and ensuring accountability and service to the traveling public. This Strategic Plan describes how the Federal Highway Administration (FHWA) supports this agenda and outlines specific objectives and key programs and initiatives to help the U.S. Department of Transportation (USDOT) achieve these goals.

During the next four years, FHWA will work closely with our partners and stakeholders to continue to eliminate traffic-related deaths on our Nation's highways and roads, implement a performance-based approach to delivering the Federal-Aid Highway Program, further the deployment of transportation innovations through programs such as Every Day Counts, and meet the Administration's call for regulatory reform and greater managerial accountability. We will measure our success by the success of our partners, key stakeholders, and each other.

I am honored to serve as the Acting FHWA Administrator and am confident our dedicated and professional employees will meet these challenges with commitment and enthusiasm. Transportation in the U.S. is transforming at a rapid pace spurred by advances in technology, such as the mobile Internet and automated vehicles. A broader group of interested stakeholders is encouraging us to rethink the Federal role and consider new approaches to leverage public investment and maintain our Nation's highways in an increasingly multimodal system. The driving public is demanding a higher level of customer service from us, even as we continue in our traditional role as stewards and overseers of Federal investment in the National Highway System.

It is a great time to be working at FHWA, which continues to be recognized as one of the Best Places to Work in the Federal Government. Together, we will continue to help shape the Nation's transportation system and promote a thriving and prosperous future for all Americans.

Respectfully yours,



Brandye L. Hendrickson





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# Overview

This Strategic Plan outlines the goals and objectives of the Federal Highway Administration (FHWA) from Fiscal Years (FY) 2019 to 2022, superseding the current FHWA Strategic Plan and the Performance Year (PY) 2018/2019 Strategic Implementation Plan. This Plan was developed to align FHWA efforts with the FY 2018 to 2022 U.S. Department of Transportation (USDOT) Strategic Plan and reflects the priorities of Agency leadership.

FHWA's Strategic Plan adopts USDOT's goals and aligns its strategic objectives and related program initiatives and performance measures with the Department's Plan. Some Agency performance measures will be included in reporting on USDOT's Agency Priority Goals (APG).<sup>1</sup> Other leading measures and indicators will be used internally to assess progress on an interim basis.

## Organization

The Federal government's investment in highways and roads is critically important to the National Highway System (NHS). As 1 of 10 operating administrations in the USDOT, FHWA delivers Federal highway programs that make a positive contribution to the economic and social well-being of all Americans. With more than half of the approximately 2,700 on-board employees working out of offices in every State, the District of Columbia, and Puerto Rico, FHWA is well positioned to deliver the Federally assisted, State-administered Federal-Aid Highway Program (FAHP) and Federal Lands Highway Program.<sup>2</sup>

**FHWA's Strategic Plan adopts USDOT's goals and aligns its strategic objectives and related program initiatives and performance measures with the Department's Plan.**

<sup>1</sup> See <https://www.performance.gov/transportation/transportation.html>.

<sup>2</sup> See <https://www.fhwa.dot.gov/about/org/>.

## Authorizing Legislation and Resources

The Fixing America's Surface Transportation (FAST) Act, P.L. 114-94 was enacted in 2015.<sup>3</sup> This legislation provides 5 years of Federal highway program funding, including a total of \$225.2 billion in contract authority through FY 2020 and over \$70 billion in transfers to the Highway Trust Fund during that period. Key highway programs authorized include: National Highway Performance Program (NHPP), Surface

Transportation Block Grant (STBG) Program, Highway Safety Improvement Program (HSIP), Congestion Mitigation and Air Quality (CMAQ) Improvement Program, National Highway Freight Program (NHFP), Federal Lands Transportation Program, and Highway Research, Development, and Technology programs. In the 2018 Appropriations Act, Congress provided an additional \$2.525 billion, of which \$1.98 billion is to be used for a specified subset of STBG-eligible projects.

## Key Partners and Stakeholders

FHWA accomplishes its work and mission through a variety of partners and stakeholders, including government agencies at the Federal (e.g., U.S. Department of the Interior, U.S. Environmental Protection Agency) and State level (e.g., State Departments of Transportation (DOTs), Metropolitan Planning Organizations (MPOs), and Local Public Agencies (LPAs)). Other key partners and stakeholders include:

American Association of State Highway and Transportation Officials (AASHTO)

Association of Metropolitan Planning Organizations

American Traffic Safety Services Association

American Road & Transportation Builders Association

American Council of Engineering Companies

National Association of County Engineers

National Association of Counties

Roadway Safety Foundation

National Safety Council

Institute of Transportation Engineers

Operation Lifesaver

National Local Technical Assistance Program (LTAP) Association

Intelligent Transportation Society of America

Transportation Research Board

Academic Institutions

Foreign Transportation Ministries

World Road Association

<sup>3</sup> See <https://www.fhwa.dot.gov/fastact>.

# Agency Direction

## Secretarial Priorities

In testimony and speeches, U.S. Department of Transportation Secretary Elaine L. Chao has outlined the Administration's policy priorities, which include improving safety, encouraging innovation, accomplishing regulatory reform, accelerating project delivery, enabling public-private financing, and promoting rural initiatives. These priorities are foundational to the strategic goals in the USDOT Strategic Plan for FY 2018–2022.<sup>4</sup>

## Administration Priorities

Improving America's infrastructure is one of the Trump Administration's top priorities. In the transportation sector, the priority is streamlining processes to accelerate completion of major highway infrastructure projects, which will increase opportunities to leverage Federal investment in projects that improve the safety and mobility of all Americans.

## Streamlining the Environmental Review and Permitting Process

An Executive Order dated August 15, 2017 encourages Federal agencies to streamline processes for environmental review, i.e., One Federal Decision, and identifies a lead agency, i.e., First Among Equals, to champion an infrastructure project through permitting processes. A USDOT APG is to reduce the time required to complete all Federal environmental reviews and authorization decisions for new, major infrastructure projects under the Executive Order to not more than an average of 2 years.<sup>5</sup>

## President's Initiative for Rebuilding Infrastructure

In February 2018, the Administration issued Rebuilding Infrastructure in America, a legislative outline based on six main principles, including leveraging \$200 billion in Federal funds to spur \$1.5 trillion in infrastructure investments from the private sector and partners at State, local, and tribal government levels.<sup>6</sup>

<sup>4</sup> See <https://www.transportation.gov/dot-strategic-plan>.

<sup>5</sup> See <https://www.whitehouse.gov/presidential-actions/presidential-executive-order-establishing-discipline-accountability-environmental-review-permitting-process-infrastructure/>.

<sup>6</sup> See <https://www.transportation.gov/briefing-room/building-stronger-america>.

## Regulatory Reform

Executive Orders issued in 2017 direct Federal agencies to eliminate unnecessary regulations and reduce the financial burden of complying with existing regulations.<sup>7</sup> The Department established a Regulatory Reform Task Force to evaluate existing regulations and make recommendations to the Secretary regarding their repeal, replacement, or modification, based on guidance from the Office of Management and Budget (OMB).<sup>8</sup>

## Management Reform

The President's Management Agenda (PMA) includes several cross-agency priority (CAP) goals, including Modernizing Permitting.<sup>9</sup> Other CAP goals that are relevant to the work of the USDOT and FHWA include: improving the customer experience with Federal services; sharing quality services; and shifting from low-value to high-value work. FHWA offices are implementing and transitioning to Shared Services within the Department, including leveraging information technology, human resources services, and the delivery of acquisitions among the operating administrations.

## A Multigenerational Workforce

While the average age of FHWA's workforce did not change during the past decade, a generational shift is slowly occurring among employee ranks. The portion of Agency employees from the Baby Boomer generation declined from 46 to 38 percent during the past 5 years; while Generation X employees increased from about 38 to 42 percent, and Millennial generation employees increased from about 15 to 20 percent during the same period.<sup>10</sup> FHWA is now preparing for the next generation of workers born between 1995 and 2012, referred to as Generation Z, to enter the workforce.

FHWA is staffed by a highly skilled, diverse, and educated workforce. Nearly 86 percent of its employees hold at least a bachelor's degree, and 34 percent possess an advanced degree. The Agency continues to rank in the top 10 percent in terms of employee engagement among similar agencies in the Best Places to Work in the Federal Government rankings.<sup>11</sup>

<sup>7</sup> See <https://www.federalregister.gov/documents/2017/02/03/2017-02451/reducing-regulation-and-controlling-regulatory-costs> and <https://www.federalregister.gov/documents/2017/03/01/2017-04107/enforcing-the-regulatory-reform-agenda>.

<sup>8</sup> See <https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2017/m-17-14.pdf>.

<sup>9</sup> See <https://www.whitehouse.gov/omb/management/pma/>.

<sup>10</sup> See <http://staffnet.fhwa.dot.gov/hr/diversity/atglance/ataglance.htm>.

<sup>11</sup> Annual rankings are prepared by the Partnership for Public Service using the results of the Office of Personnel Management (OPM) Employee Viewpoint Survey—see the 2017 rankings at <http://bestplacetowork.org/BPTW/rankings/detail/TD04>.

# Strategic Framework

The FHWA strategic framework, consisting of the Agency mission, values, strategic goals, and strategic objectives, is presented in Figure 1.

## Mission

The mission of FHWA is to enable and empower the strengthening of a world-class highway system that promotes safety, mobility, and economic growth, while enhancing the quality of life of all Americans.

## Values

Our core values reflect a commitment to public service, which is expressed in how we carry out our mission, the way we treat others, and our approach to our work and personal responsibilities.



**Public Service:** We are committed to the pursuit of professional excellence motivated by serving the public interest and providing high-quality products and timely services.



**Integrity:** Ethics, fairness, and honesty define the way we do our work and conduct ourselves. We have the courage both to be innovative and to make tough decisions.



**Respect:** We value individual diversity and the unique strengths, skills, expertise, and background of our employees. We treat others in a polite and courteous manner.



**Collaboration:** We maximize our collective talents through teamwork and partnerships based on mutual trust, respect, support, cooperation, and communication.



**Family:** We support, care about, listen to, and respond to employees and their family needs.



**Personal Development:** Through a wide variety of learning opportunities, we nurture the development and use of leadership, technical, and professional skills in all our employees.

Figure 1

# FHWA Strategic Framework

## Mission

Enable and empower the strengthening of a world-class highway system that promotes safety, mobility, and economic growth, while enhancing the quality of life of all Americans.

## Values

Public Service



Integrity



Respect



Collaboration



Family



Personal Development



## Strategic Goals

### Safety

Reduce transportation-related fatalities and serious injuries across the transportation system.



### Infrastructure

Invest in infrastructure to ensure mobility and accessibility and to stimulate economic growth, productivity, and competitiveness for American workers and businesses.



### Innovation

Lead in the development and deployment of innovative practices and technologies to improve the safety and performance of the Nation's transportation system.



### Accountability

Serve the Nation with reduced regulatory burden and greater efficiency, effectiveness, and accountability.



## Strategic Objectives

Save lives by expanding the use of data-driven systemic safety management systems and increasing the adoption of proven safety solutions by all road owners.

1

Improve program and project decisionmaking by using a data-driven approach, asset management principles, and a performance-based program that leads to better conditions and more efficient operations.

2

Increase freight and people mobility and reliability by building effective partnerships and encouraging targeted investments.

3

Enhance the safety and performance of the Nation's transportation system through research and by accelerating the development and deployment of promising innovative technologies and practices.

4

Modernize or eliminate obsolete, unnecessary, or duplicative policies and regulations to accelerate all phases of project delivery, stimulate innovation, and reduce administrative burdens.

5

Transform the workforce and resource management approach to ensure the agency is properly structured, skilled, and equipped to deliver outstanding customer service to our partners and the traveling public.

6

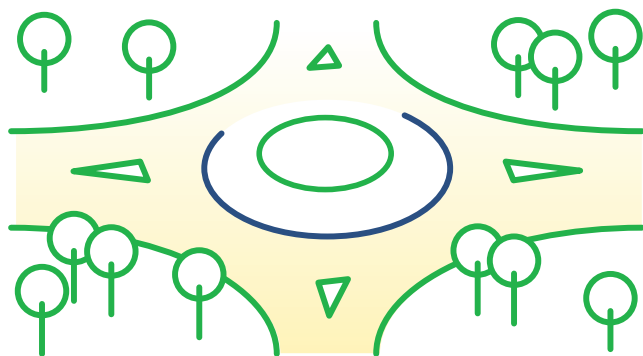
# Strategic Goals and Objectives

FHWA's strategic goals and objectives are described in more detail in this section.



## Safety

**Goal: Reduce transportation-related fatalities and serious injuries across the transportation system.**



Safety is the top priority of the USDOT. Even with this focus, challenges still exist. There were an estimated 37,150 traffic-related deaths in 2017, or 1.17 fatalities per 100 million vehicle miles traveled (VMT), reinforcing the point that safety remains the Department's top priority.<sup>12</sup> Although recorded fatalities have declined on our Nation's highways and roads over the last decade, an increase in the fatality rate over the past 3 reported years is a disturbing trend, after reaching a low of 1.08 in 2014.

While promising vehicle and infrastructure technologies, such as Automated Driving Systems (ADS), could significantly reduce fatalities over the long run, FHWA will promote and encourage the use of an evidence-based safety program as the most effective, near-term approach to counter recent trends in the fatality rate. FHWA will continue to provide national leadership in highway safety and assistance to Federal, State, local, and tribal stakeholders to decrease deaths and serious injuries on all public roads.

To fully support the vision of zero deaths and serious injuries on the Nation's highways, FHWA will continue to advance performance-driven highway safety management practices and further advocate for the deployment of innovative safety countermeasures.

**FHWA is actively participating in the Road to Zero Coalition, a national coalition formed by the National Safety Council in partnership with the National Highway Traffic Safety Administration, the Federal Highway Administration, and the Federal Motor Carrier Safety Administration. Stakeholders include not only representatives of roadway, behavioral, and vehicle safety, but also nonprofit groups, public health officials, and technology companies.**

<sup>12</sup> See <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812542>.



By improving collaboration with our partners, FHWA will continue a multi-pronged approach to reducing fatalities and serious injuries for all road users.

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**Strategic Objective #1: Save lives by expanding the use of data-driven, systemic safety management approaches and by increasing the adoption of proven safety solutions by all road owners.**

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**Performance Measures:** The USDOT APG measure is the highway fatality rate, or number of fatalities per 100 million VMT.

Leading measures or indicators include:

- Number of State DOTs collecting all Fundamental Data Elements, which are a subset of the Model Inventory of Roadway Elements (MIRE); and
- Number of State DOTs implementing proven safety countermeasures at the post-demonstration level on the Every Day Counts (EDC) scale.

### Key Programs and Initiatives<sup>13</sup>

FHWA promotes an integrated, multidisciplinary approach to safety in all phases of program and project development, including transportation planning. It includes evaluation and assessment of road owners' challenges that enable targeted training and technical assistance to State DOTs to ensure effective, data-driven safety projects.

FHWA encourages and supports State and local highway agencies in improving roadway inventory and traffic volume components of safety data systems and improving crash data. This approach also establishes processes for integrating roadway inventory and traffic volume data with crash data through geolocation to a highway base map that provides a geospatial referencing system for all public roads. Improved data on all roads, whether urban or rural, leads to more accurate problem identification, analysis, and effective safety countermeasure development.

To achieve this strategic objective, FHWA will:

- Continue to implement the HSIP, which includes developing State Strategic Highway Safety Plans (SHSP); supporting State HSIP or program of highway safety improvement projects; continuing the Railway-Highway Crossing Program; and emphasizing a High Risk Rural Roads program in States with an increasing fatality rate on rural roads;
- Encourage States and other partners to use Data-Driven Safety Analysis methods and tools for decisionmaking and planning, including cost-benefit analysis and data management and governance structures;
- Promote further adoption of Proven Safety Countermeasures that practitioners can implement to successfully address roadway departure, intersection, and pedestrian and bicycle crashes;
- Take a Focused Approach to Safety to provide additional program resources to eligible high-priority States to increase awareness on critical severe crash types that lead to identifying safety infrastructure improvements, assist in prioritizing limited resources, and create positive organizational changes in safety culture, policies and procedures; and
- Provide technical assistance to individual agencies to demonstrate how to use multidisciplinary approaches and well-vetted models to significantly improve safety outcomes through the Roadway Data Technical Assistance Program.

**Lead Official:** Associate Administrator (AA) for Safety.

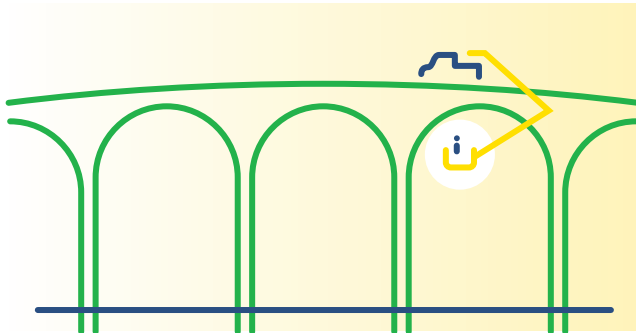
<sup>13</sup> More information is available at: <https://safety.fhwa.dot.gov/>.





## Infrastructure

**Goal: Invest in infrastructure to ensure mobility and accessibility and to stimulate economic growth, productivity, and competitiveness for American workers and businesses.**



The FAHP is transitioning to a more performance-based approach. Our partners are implementing multiple data-driven practices to support their investment decisionmaking. These include the implementation of asset and performance management programs and processes. In 2017, FHWA established national performance measures and a framework to carry out a performance-based Federal highway program. Absent future changes in legislation, monitoring program performance through the tracking of specific performance targets and measures is how the FAHP will be managed.

Investments of STBG and NHPP program funds result in safer, longer-lasting infrastructure. These funds can be used to improve the NHS, which handles approximately 55 percent of the Nation’s VMT and about 83 percent of truck travel, including most of the heavy truck movement across multiple State lines. Of the more than 145,000 bridges on the NHS, 4,842 were still classified in Poor Condition in 2017.

**FHWA will continue to raise awareness of proven strategies, such as performance-based practical design, and the use of preservation techniques to cost-effectively extend the service life of transportation assets that could further improve investment decisionmaking.**

Operational improvements provide real and proven impacts on congestion and travel time reliability in urban and rural areas, as well as system resiliency to disruptions. Operational strategies can increase capacity in certain environments at lower costs than other forms of new capacity. Improvements in rural highway operations, such as road weather management and incident management, can have significant impacts.

Funding and technical assistance for freight movement is directed to State and local partners that manage much of the roadway infrastructure used by trucks, while other modal freight infrastructure (i.e., rail, ports, and some airports) is privately owned. While most freight moves by commercial truck, greater use of multiple freight modes and operators, including railroads, ports, and trucking companies, is likely to bring more attention to the condition and performance of multimodal and intermodal connectors.

**Strategic Objective #2: Improve program and project decisionmaking by using a data-driven approach, asset management principles, and a performance-based program that will lead to better conditions and more efficient operations.**

**Performance Measures:** The USDOT APG measures are the percentage of NHS bridges in Poor Condition and the percentage of VMT on the NHS in Good Condition.

Leading measures or indicators include:

- Number of States with FHWA-certified processes to develop and use State Asset Management plans for the NHS; and

- Number of States that have incorporated asset management into their planning documents and have transitioned to a performance-based planning process.

### Key Programs and Initiatives<sup>14</sup>

FHWA will encourage and help State DOTs and MPOs implement the Transportation Performance and Asset Management approach to strengthen their investment decisionmaking, which will enhance program accountability to Congress and the public for the expenditure of tax dollars. Through this program, FHWA will:

- Help raise transportation agency proficiency levels in the core competencies of performance management;
- Work with partner agencies on site to implement new requirements;
- Develop new capabilities to support improvements in data quality, data analysis, and investment planning; and
- Communicate progress, outcomes, and national stories to the public on transportation performance.

**Lead Officials:** AAs for Safety, Infrastructure, Operations, and Planning, Environment and Realty.

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**Strategic Objective #3: Increase freight and people mobility and reliability by building effective partnerships and encouraging targeted investments.**

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**Performance Measures:** There are no USDOT APG measures for this strategic objective; however, FHWA will measure Travel Time Index (TTI) in urban areas and/or on the interstate and non-interstate portions of the NHS and Truck Travel Time

Reliability (TTTR) Index on the interstate portion of the NHS.

Leading measures or indicators include:

- Percentage of authorized NHFP funding obligated for projects identified in State freight plans; and
- Number of States and MPOs that have a plan and/or process in place to strategically guide investments for Transportation Systems Management and Operations (TSMO).

### Key Programs and Initiatives<sup>15</sup>

By continuing efforts to ensure that the public and private sectors are collaborating on planning and investment, FHWA will encourage solutions that are more relevant; and leverage the capabilities of the public and private sectors to improve the benefits of solving efficiency, reliability, and safety challenges.

- FHWA will seek to improve the institutional capability and business processes of public agency partners by enabling them to achieve more effective system management. Enhancing operational roles and responsibilities ensures greater ability to utilize resources effectively to better enable long-term commitment to address both recurring traffic problems as well as system disruptions (e.g., incidents, work zones, and adverse weather).
- States are required to complete statewide freight plans before they can obligate NHFP funding on the National Highway Freight Network as well as designate critical urban and rural freight corridors. Many State DOTs, in coordination with FHWA, industry, and other stakeholders have established State Freight Advisory Committees to discuss these important issues, coordinate efforts, and identify freight infrastructure needs and investments.

**Lead Officials:** AAs for Operations and Planning, Environment and Realty.

<sup>14</sup> More information is available at: <https://www.fhwa.dot.gov/tpm/>.

<sup>15</sup> See [https://ops.fhwa.dot.gov/program\\_areas/programareas.htm](https://ops.fhwa.dot.gov/program_areas/programareas.htm).



## Innovation

**Goal:** Lead in the development and deployment of innovative practices and technologies to improve the safety and performance of the Nation's transportation system.



Moving innovations from research into adoption and deployment continually advances the state of practice. Looking for more efficient and effective ways to meet the needs of the transportation system will continue. FHWA seeks to feed the innovation pipeline through strategic investments in research and accelerating the speed at which innovations are integrated into how State DOTs and LPAs build, maintain, and operate their systems. Accelerated development and deployment of proven, market-ready technologies and practices will help to improve safety, accelerate project delivery, improve infrastructure durability and resiliency, and increase mobility.

**Building on recent program successes, including EDC and the Second Strategic Highway Research Program (SHRP2), FHWA will continue to identify and aggressively deploy new and improved technologies and practices by working through the State Transportation Innovation Councils (STICs), the Build America Bureau, and other partners.**

Success depends on the participation of employees in FHWA offices at every level in support of State and local transportation agencies, Tribes, Federal land management agencies, private industry, and other organizations adopting innovative practices, tools, and technologies. FHWA will continue to support Small Business Innovation Research to encourage small U.S. businesses to engage in research and development addressing high-priority research areas within the USDOT. The Agency will also engage experts to identify potential research topics that may address current and emerging needs of the highway transportation industry through the Exploratory Advanced Research Program.

The USDOT is taking active steps to accelerate and shape the widespread adoption of ADS to help realize its safety, mobility, and economic benefits. This includes developing strategies and modernizing transportation policies and regulations to address existing barriers to innovation and progress in light of these rapidly evolving technologies. As a key contributor to this effort, FHWA will undertake targeted research to advance the state of knowledge on key topics, such as the safety, mobility, and economic benefits of automation; the impacts of automation on infrastructure, commercial drivers, and other road users; the cybersecurity of those systems; and better access for people with disabilities, public safety, and first responders. In addition, FHWA can improve the understanding of long-term trends through research projects, such as a recent scenario-based planning exercise involving the development of descriptive scenarios of future ADS deployment, adoption, use, and likely impacts.

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**Strategic Objective #4: Enhance the safety and performance of the Nation’s transportation system through research and by accelerating development and deployment of promising innovative technologies and practices.**

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**Performance Measures:** FHWA will support reporting on measures for the USDOT strategic goal and objective currently under development.

Leading measures or indicators include:

- Percentage of State and Federal Transportation Innovation Councils (STIC/FTIC) that have a Functioning-to-Sustained maturity level for a formal innovation process and a communication plan;
- Number of States and local agencies that have used a Federal innovative finance tool in the current year; and
- Percentage of EDC innovations that met their goal in the 2-year cycle.

### Key Programs and Initiatives<sup>16</sup>

- Continue research on automated vehicles to understand the implications, challenges, and impacts to roadway infrastructure and operations that are needed to facilitate ADS integration into transportation systems that enhance safety and user mobility.
- Feed the innovation pipeline through research focused on improving the safety, structural integrity, longevity, resilience, construction, and management of highway infrastructure.
- Continue to promote EDC, a State-based model that identifies and rapidly deploys proven, underutilized innovations to shorten the project delivery process, enhance roadway safety, and reduce traffic congestion. Proven innovations

promoted through EDC facilitate greater efficiency at the State and local levels, saving time, money, and resources that can be used to deliver more projects.

- Support STICs, a forum intended to bring together public and private transportation stakeholders to evaluate innovations and spearhead their deployment in each State. The STIC or an equivalent group puts the highway community in the driver’s seat to comprehensively and strategically consider sources of innovation, select those innovations that best fit its unique program needs, and then quickly put those innovations into practice.
- Ensure the Manual on Uniform Traffic Control Devices (MUTCD) is relevant to the needs of today’s users (i.e., human and automated driving systems) as well as for the emerging innovations of tomorrow.
- Promote the Accelerated Market Readiness (AMR) program to support emerging, transformative innovations that are not yet market ready by providing resources for rapid assessment and development of objective-written findings.
- Implement the Accelerated Innovation Deployment (AID) program, which provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation and offset the risk of testing an innovation.

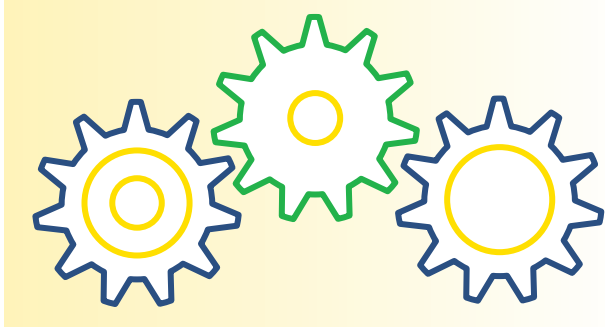
**Lead Officials:** Chief Innovation Officer, AAs for Operations, Research, Development, and Technology, and Policy and Governmental Affairs, and Chief Technical Services Officer.

<sup>16</sup> See <https://www.fhwa.dot.gov/innovation/>.



## Accountability

**Goal: Serve the Nation with reduced regulatory burden and greater efficiency, effectiveness, and accountability.**



FHWA continues to make every effort to ensure the public benefits of transportation spending are realized as quickly, efficiently, and cost-effectively as possible. The Agency seeks to work with our partners to accelerate the delivery of highway projects, while continuing to enhance public safety and work quality, and minimizing the impact on the human and natural environment. In 2017, USDOT established a Regulatory Reform Task Force to evaluate existing regulations and make recommendations to the Secretary regarding their repeal, replacement, or modification. As part of this effort, FHWA completed a deregulatory action for the MPO Coordination and Planning Area Reform rule, and is providing flexibilities in the areas of Delegation of Authority to States, Categorical Exclusions, and a One Federal Decision working agreement.

**FHWA supports moving to a lighter, more customer-focused Federal touch and is taking responsible and reasonable steps to implement legislative requirements that provide partner agencies and other recipients more leeway to manage Federal dollars.**

To ensure success, FHWA leaders must maintain expertise in key areas, build new expertise in emerging program and innovation areas, and develop employee skill sets and tools needed for changing stewardship and oversight roles. While workforce planning efforts are ongoing, leaders must do a better job evaluating tradeoffs in staffing needs, enabling timely hiring for emerging skill sets, and strengthening Agency technical expertise through a robust and evolving Discipline Support System.

FHWA must create a culture of acceptance where all staff have a sense of ownership and empowerment. FHWA can transform where and how work is performed, taking full advantage of investments in advanced technologies, as well as managerial expertise and flexibility.

Agency leaders support broader reforms in the Federal government outlined in the President's Management Agenda that are being introduced to better manage resources and increase program effectiveness. FHWA employees are the key to making these reforms successful. Sharing services within the Department is a reform that can potentially reduce costs and improve administrative efficiencies in project or program delivery. Using techniques such as Enterprise Risk Management (ER



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**Strategic Objective #5: Modernize or eliminate obsolete, unnecessary, or duplicative policies and regulations to accelerate all phases of project delivery, stimulate innovation, and reduce administrative burdens.**

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**Performance Measures:** The USDOT APG will provide two deregulatory actions for every new regulatory action to achieve total incremental cost reductions from all regulatory and deregulatory actions in the transportation industry of no less than \$34M annually.<sup>17</sup> As part of this Department-wide effort, FHWA will report on the number of deregulatory actions taken annually.

### Key Programs and Initiatives<sup>18</sup>

- FHWA will continue to participate in the DOT Regulatory Reform effort and look for other potential deregulatory actions, while limiting significant regulatory actions that result in undue cost burdens.
- FHWA will assist and encourage States to enter the Categorical Exclusion (CE) Assignment program where the Agency assigns its National Environmental Policy Act (NEPA) responsibilities for CE determinations to accelerate the NEPA permitting process on qualified projects.
- FHWA will permit the assumption of additional authorities under Title 23 Code of Federal Regulations, by States for projects or programs to the maximum extent practicable.

**Lead Officials:** AA for Policy and Governmental Affairs and Chief Counsel.

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**Strategic Objective #6: Transform the workforce and resource management approach to ensure FHWA is properly structured, skilled, and equipped to deliver outstanding customer service to our partners and the traveling public.**

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**Performance Measures:** FHWA will support reporting on USDOT measures for this strategic objective.

### Key Programs and Initiatives

- FHWA will create opportunities to strengthen learning and development, redefine skills to keep pace with change, and emphasize the use of data analytics and customer focus across the Agency.
- FHWA will actively participate in developing and transitioning to Shared Services within USDOT. This includes leveraging information technology through integration with the Department, participating in workgroups to structure recommendations for human resources, and serving as a center of excellence in the delivery of acquisitions for several operating administrations within the USDOT.
- FHWA will develop and implement an Agency-wide ERM approach that will extend the current risk management activities and integrate all unit planning and related planning and execution processes. As part of this effort, FHWA leadership will set priorities among program objectives and activities across the Agency, and use a risk-based approach to focus staff effort and resources on the most critical areas of performance, stewardship, oversight, and accountability.

**Lead Officials:** AAs for Administration, Infrastructure, and Planning, Environment and Realty; and Chief Financial Officer.

<sup>17</sup> See [https://www.performance.gov/transportation/APG\\_transportation\\_3.html](https://www.performance.gov/transportation/APG_transportation_3.html).

<sup>18</sup> See <https://www.environment.fhwa.dot.gov/nepa>.

# Glossary of Terms

AA – Associate Administrator

AASHTO – American Association of State Highway and Transportation Officials

ADS – Automated Driving Systems

AID – Accelerated Innovation Deployment

AMR – Accelerated Market Readiness

APG – Agency Priority Goal

CAP – Cross Agency Priority

CE – Categorical Exclusion

CMAQ – Congestion Mitigation and Air Quality

DOT – State Departments of Transportation

EDC – Every Day Counts

ERM – Enterprise Risk Management

FAHP – Federal-Aid Highway Program

FAST – Fixing America’s Surface Transportation Act

FHWA – Federal Highway Administration

FTIC – Federal Transportation Innovation Council

FY – Fiscal Year

HSIP – Highway Safety Improvement Program

HTF – Highway Trust Fund

LPA – Local Public Agency

LTAP – Local Technical Assistance Program

MPO – Metropolitan Planning Organization

MIRE – Model Inventory of Roadway Elements

MUTCD – Manual of Uniform Traffic Control Devices

NEPA – National Environmental Policy Act

NHFP – National Highway Freight Program

NHPP – National Highway Performance Program

NHS – National Highway System

OMB – Office of Management and Budget

PMA – President’s Management Agenda

PY – Performance Year

SHRP2 – Second Strategic Highway Research Program

SHSP – Strategic Highway Safety Plan

STBG – Surface Transportation Block Grant

STIC – State Transportation Innovation Council

TSMO – Transportation Systems Management and Operations

TTI – Travel Time Index

TTTR – Truck Travel Time Reliability

USDOT – U.S. Department of Transportation

VMT – Vehicle Miles Traveled

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