

DOT Order 1100.63C

March 5, 2018

Order

Subject

DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL – FEDERAL HIGHWAY ADMINISTRATION

Classification Code

1100.63C

DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL
FEDERAL HIGHWAY ADMINISTRATION

TABLE OF CONTENTS

ORGANIZATION CHART
FEDERAL HIGHWAY ADMINISTRATOR

- MISSION
- FUNCTIONS
- ORGANIZATION
 - Headquarters
 - Field
 - Resource Center
 - Federal-aid Division Offices
 - Federal Lands Highway Divisions

- ASSOCIATE ADMINISTRATOR FOR PLANNING, ENVIRONMENT, AND REALTY
 - OFFICE OF PLANNING
 - OFFICE OF HUMAN ENVIRONMENT
 - OFFICE OF NATURAL ENVIRONMENT
 - OFFICE OF PROJECT DEVELOPMENT AND ENVIRONMENTAL REVIEW
 - OFFICE OF REAL ESTATE SERVICES

- ASSOCIATE ADMINISTRATOR FOR FEDERAL LANDS HIGHWAY
 - OFFICE OF PROGRAM DEVELOPMENT
 - OFFICE OF POLICY AND PROGRAM REVIEW
 - OFFICE OF TRIBAL TRANSPORTATION

- ASSOCIATE ADMINISTRATOR FOR INFRASTRUCTURE
 - OFFICE OF STEWARDSHIP, OVERSIGHT, AND MANAGEMENT
 - OFFICE OF BRIDGES AND STRUCTURES
 - OFFICE OF PRECONSTRUCTION, CONSTRUCTION, AND PAVEMENTS

- ASSOCIATE ADMINISTRATOR FOR OPERATIONS
 - OFFICE OF FREIGHT MANAGEMENT AND OPERATIONS
 - OFFICE OF TRANSPORTATION MANAGEMENT
 - OFFICE OF TRANSPORTATION OPERATIONS

- ASSOCIATE ADMINISTRATOR FOR SAFETY
 - OFFICE OF SAFETY PROGRAMS
 - OFFICE OF SAFETY TECHNOLOGIES

- ASSOCIATE ADMINISTRATOR FOR POLICY AND GOVERNMENTAL AFFAIRS
 - OFFICE OF LEGISLATIVE AND GOVERNMENTAL AFFAIRS
 - OFFICE OF TRANSPORTATION POLICY STUDIES
 - OFFICE OF HIGHWAY POLICY INFORMATION
 - OFFICE OF INTERNATIONAL PROGRAMS

ASSOCIATE ADMINISTRATOR FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES
OFFICE OF MANAGEMENT SERVICES
OFFICE OF INFORMATION TECHNOLOGY SERVICES

ASSOCIATE ADMINISTRATOR FOR RESEARCH, DEVELOPMENT, AND TECHNOLOGY
OFFICE OF INFRASTRUCTURE RESEARCH AND DEVELOPMENT
OFFICE OF SAFETY RESEARCH AND DEVELOPMENT
OFFICE OF OPERATIONS RESEARCH AND DEVELOPMENT
OFFICE OF CORPORATE RESEARCH, TECHNOLOGY, AND INNOVATION MANAGEMENT
OFFICE OF RESOURCE MANAGEMENT

CHIEF COUNSEL

ASSOCIATE ADMINISTRATOR FOR CIVIL RIGHTS

ASSOCIATE ADMINISTRATOR FOR PUBLIC AFFAIRS
OFFICE OF MEDIA RELATIONS
OFFICE OF PUBLIC COMMUNICATIONS

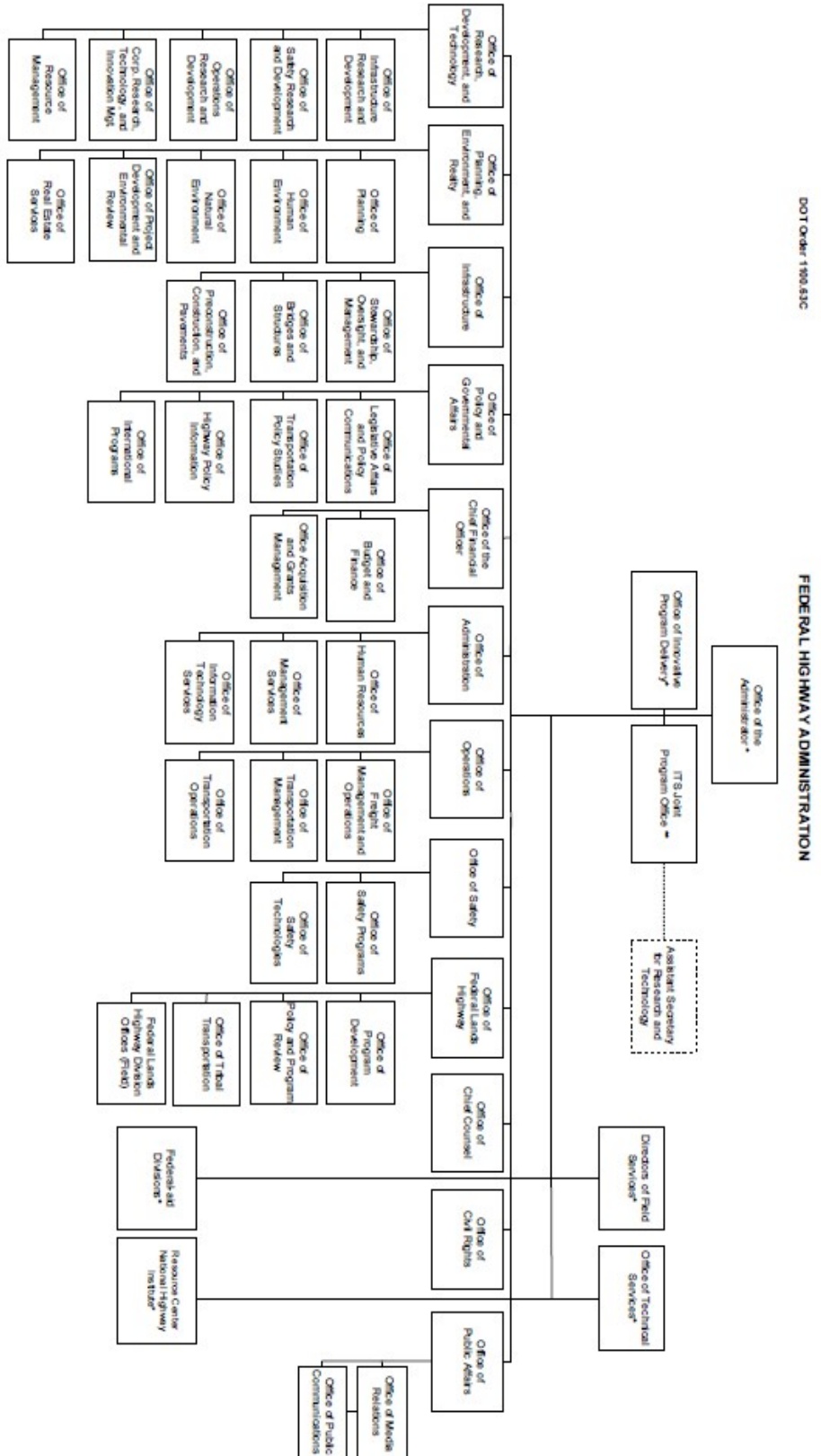
CHIEF FINANCIAL OFFICER
OFFICE OF BUDGET AND FINANCE
OFFICE OF ACQUISITION AND GRANTS MANAGEMENT

FHWA ORGANIZATION CHART

Effective March 5, 2018

For improved printing, download a PDF file of the chart below - [PDF](#) (36 KB).

For text description, [click here](#).



* The Office of the Administrator includes the Administrator, Deputy Administrator, and the Executive Director. The Office of Innovative Program Delivery, Directors of Field Services (DFS), Office of Technical Services (OTS), 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 OTS is responsible for the Resource Center and the National Highway Institute.

** 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 with a solid line going down to the Office of Innovative Program Delivery, the Intelligent Transportation Systems/Joint Program Office (ITS/JPO), the Directors of Field Services, the Office of Technical Services, and to Headquarters 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 Office of the Administrator includes the Administrator, Deputy Administrator, and the Executive Director. The Office of Innovative Program Delivery, Directors of Field Services (DFS), Office of Technical Services (OTS), 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 OTS is responsible for the Resource Center and the National Highway Institute.
- ** 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.

A solid line runs from the Office of the Administrator box to boxes reflecting the following 12 Headquarters 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 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 R&D, Office of 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 Program Development, the Office of Policy and Program Review, the Office of Tribal Transportation, and the Federal Lands Highway Division Offices (Field).

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

At the right side of the chart, a solid line runs from the Office of the Administrator box to a box reflecting the Directors of Field Services, which continues down as a solid line down to the Federal-aid Divisions. A solid line also runs from the Office of the Administrator box to a box reflecting the Office of Technical Services, which continues down as a solid line down to the Resource Center and the National Highway Institute.

FEDERAL HIGHWAY ADMINISTRATOR

1. **MISSION:** The Federal Highway Administration's (FHWA) mission is to improve mobility on our Nation's highways through national leadership, innovation, and program delivery. The FHWA's vision is that our Agency 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 U.S. Department of Transportation (DOT) operating administrations.
2. **FUNCTIONS:** The Administrator, assisted by the Deputy Administrator, and Executive Director, provides executive direction over the various FHWA Headquarters and field organizations and is directly accountable to the Secretary and Deputy Secretary of Transportation for accomplishing the Agency's mission, and supporting the Secretary's goals and objectives. A brief description follows regarding other key offices/positions within the Office of the Administrator.
 - 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. [COMING SOON – UPDATES TO REFLECT THE FAST ACT].
 - b. The Transportation Infrastructure Finance and Innovative Act/Joint Program Office (TIFIA/JPO) has a departmentwide role for administering the Federal credit program authorized by TIFIA. The Assistant Secretary for Budget and Programs and Chief Financial Officer (OST/B1) currently has primary responsibility for the strategic oversight and direction of the TIFIA/ JPO. The FHWA Administrator is currently responsible for ensuring the continuing availability of professional, technical, and administrative services within, or subject to the direction of the FHWA, to support the TIFIA/JPO. [COMING SOON – UPDATES TO REFLECT THE FAST ACT].
 - c. The Executive Director's office includes the Directors of Field Services (DFS), Office of Technical Services, Office of Innovative Program Delivery, and the Executive Secretariat.
 - (1) The DFSs (North, South, Mid-America, and West) provide supervision and leadership on strategic initiatives to their constituent Federal-aid division offices. In addition:
 - (a) The DFSs coordinate and assist FHWA offices with implementing the Agency's programs with the State and local governments and our industry partners. The DFSs also oversee the Program Management Improvement Team responsible for improving FHWA's ability to efficiently and effectively administer the Federal-aid highway program by ensuring program stewardship and oversight; advancing corporate business practices in the areas of performance management and risk management; increasing the use of data and information for decisionmaking; and improving operational efficiency.
 - (b) At least one DFS is designated to serve as the DOT Regional Emergency Transportation Coordinator (RETCO) for DOT Region V, and in that capacity supports DOT crisis planning, training, and response programs.
 - (2) The Chief Technical Services Officer (CTSO) provides executive direction over the activities of the following organizational elements:
 - (a) The Resource Center (RC) supports FHWA Headquarters and field offices throughout the country. The RC does not exercise program control or approval. Services provided to the division offices include: leadership on strategic initiatives; expert assistance on technical, process, and program issues; training; and technology transfer. Also, the RC supports Headquarters offices with technology and innovation deployment, Agency initiatives, and policy development. The RC has offices in five locations: Atlanta, Georgia; Baltimore, Maryland; Lakewood, Colorado; Matteson, Illinois; and San Francisco, California.
 - (b) The National Highway Institute (NHI) serves the national transportation community by providing training resources to customers and partners. The NHI also develops relationships with transportation professionals around the world and has three goals: 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.
 - (3) The Chief Innovation Officer (CINO) provides executive direction over the activities of the following organizational elements:
 - (a) The Center for Innovative Finance Support (CIFS) provides resources and technical expert assistance which support the program and division offices to maximize success on complex projects. Works in concert to identify and coordinate

innovative financing for transportation projects in support of the Build America Transportation Investment Center and the National Surface Transportation and Innovation Finance Bureau. 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 the Agency's partners and stakeholders as well as for FHWA's internal offices.

- (b) The Center for Accelerating Innovation (CAI) 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 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.
- (c) The Center for Transportation Workforce Development (CTWD) provides national leadership, coordination, and direction over multiple programs (Transportation Partnership Programs, e.g., regional workforce centers, Universities and Grants Program) and activities that focus on developing transportation workforce related partnerships with academia, industry and the transportation community to develop policies and programs that will effectively address transportation workforce needs. Provides leadership and direction in the administration of a variety of programs and activities that focus on the development of the current and future transportation workforce. Manages a variety of legislated programs and serves as a focus on external workforce development activities across the transportation community.
- (d) The Center for Local-Aid Support (CLAS) provides national leadership and direction over multiple programs and activities that focus on Local-Aid Support in the deployment and delivery of emerging and advanced innovations and technologies and innovation activities across 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 Agency partners' abilities to address local needs of program and initiatives. Develops cross-cutting strategies and initiatives to enhance and improve the quality of the Agency's innovation dissemination in support of local communities, tribes, and FLMA in the administration of Local-Aid Projects and Programs. Administers Local Technical Assistance Program (LTAP) and Tribal Technical Assistance Program (TTAP) networks.

- (4) The Executive Secretariat provides guidance to Agency offices on correspondence matters and serves as the central clearing point for written communications, documents, and action assignments directed to or issued by the Office of the Administrator. 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.

3. ORGANIZATION.

- a. **HEADQUARTERS.** Headquarters provides policy and overall program direction to the Agency. The Headquarters organization is comprised of the Office of the Administrator, Office of the Chief Counsel, Office of the Chief Financial Officer, Office of Innovative Program Delivery, and 10 Associate Administrator offices: Planning, Environment, and Realty; Infrastructure; Operations; Safety; Federal Lands Highway (FLH); Policy and Governmental Affairs; Public Affairs; Civil Rights; Research, Development, and Technology; and Administration.
- b. **FIELD.** The field organization delivers program services to FHWA's partners and customers. This organization consists of State-level Federal-aid division offices, and FLH divisions.
 - (1) **Federal-aid Division Offices.** The Federal-aid division offices provide front line Federal-aid program delivery assistance to partners 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 DOT, which is usually the State capital. In addition, jointly with the Federal Transit Administration, FHWA operates four metropolitan offices in Philadelphia, Pennsylvania; New York, New York; Chicago, Illinois; and Los Angeles, California, which are extensions of the respective division offices. These offices provide assistance, guidance, and information regarding Federal transportation programs to local, State, and other Federal agencies in these metropolitan areas.
 - (2) **Federal Lands Highway Divisions.** The FLH divisions, which report to the Headquarters Office of FLH, administer the following Federal Lands and Tribal Transportation Programs nationwide: Federal Lands Transportation Program; Federal Lands Access Program; Tribal Transportation Program; Defense Access Roads Program; Nationally Significant Federal Lands and Tribal Projects Program; and the Emergency Relief Program on Federally-Owned Roads. The FLH divisions 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 FLH projects. There are three FLH divisions (Eastern, Central, and Western) located in Sterling, Virginia; Lakewood, Colorado; and Vancouver, Washington, respectively. The Division Director for the Central Federal Lands Highway Division is appointed as the RETCO for DOT Region VIII.

ASSOCIATE ADMINISTRATOR FOR PLANNING, ENVIRONMENT, AND REALTY

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 Federal Highway Administration's (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 the U.S. Department of Transportation (DOT) and FHWA strategic goals and objectives. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of the Office of Planning, Environment, and Realty's 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), the Federal Transit Administration (FTA), and other Federal agencies, as well as FHWA field offices and other FHWA headquarters 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 partners and field offices in the areas of planning, environment, and realty. Coordinates such activities with the National Highway Institute and the FHWA Resource Center.
 - 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, partners, 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 Agency for the Uniform Act:** Serves as Lead Agency 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 (TCSP). 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 and Sustainable Transportation:** Serves as the FHWA focal point for addressing climate change 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 Associate Administrator for Planning, Environment, and Realty provides executive direction over the activities of the following organizational elements:**
 - a. Office of Planning
 - b. Office of Human Environment
 - c. Office of Natural Environment
 - d. Office of Project Development and Environmental Review
 - e. Office of Real Estate Services

OFFICE OF PLANNING

1. **MISSION:** Advances multimodal/intermodal statewide and metropolitan transportation planning throughout FHWA and with FHWA partners 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 partners 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 partners, customers, field offices, and other headquarters 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 (FRA)) 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 partnership with the FHWA 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, including the Transportation Analysis and Simulation System.
 - 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 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. **Regulatory Development:** Provides overall staff direction, coordination, and support for planning-related regulations, utilizing, as appropriate, the technical expertise of staff in other offices. Coordinates regulatory development with other DOT operating administrations and appropriate Federal agencies outside of DOT.

- s. **Legislative Coordination:** 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.
- t. **Service:** Provides support and assistance to FHWA headquarters and field offices in matters relating to planning.
- u. **Presidential Permits:** Serves as the FHWA focal point on coordination and review of Presidential Permits and provides technical assistance on requests from division offices.
- v. **Highway Performance Monitoring System (HPMS)/Linear Reference System Data:** Leads reviews of linear reference system data submitted by the States through HPMS.

OFFICE OF HUMAN ENVIRONMENT

1. **MISSION:** Advances the human environment throughout FHWA and with FHWA partners 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.
 - 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, 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:** Develops and updates training courses, and provides training, guidance, and assistance in the area of human environment.
 - f. **Interstate, National Highway, and Other System Modifications:** Develops policies and administers procedures and standards for modification of the Interstate, the National Highway System (NHS) and NHS connectors, and the Strategic Highway Network (STRAHNET) and STRAHNET connectors.
 - g. **Livability/Smart Growth/Land Use:** Serves as the Agency focal point for addressing livability and developing programs and processes to support livability and community initiatives. Employs strong coordination with the Office of the Secretary of Transportation (OST) and the other DOT operating administrations to meet livability's growing and diverse needs and goals. Serves as the focal group for the Agency to meet the strategic objectives of the DOT, Housing and Urban Development, and EPA partnership, as well as other DOT agencies (FTA, FAA, and FRA), other Federal agencies, FHWA offices, and other appropriate public and private stakeholders. Coordinates with other FHWA offices on effective techniques and strategies to improve land use considerations in transportation planning and project development and implementation processes, and to expand transportation options. Identifies and develops technical tools for assessing the relationship between land use and transportation investments. Identifies, develops, and implements guidance and procedures for integrating land use with transportation decisionmaking and for increasing transportation options.
 - 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 programs: TCSP, National Scenic Byways Program, Delta Region Transportation Development Program, Coordinated Border Infrastructure Program, and economic development initiatives.
 - i. **National Defense:** In cooperation with the Department of Defense Military Traffic Management Command, evaluates changes to STRAHNET and STRAHNET connectors.
 - j. **Research and Innovation Deployment:** Administers the Office of Planning, Environment, and Realty's research program. Leads implementation of the Surface Transportation Environment and Planning Cooperative Research Program. Identifies and carries out research and innovation deployment for planning, environment, and realty. Provides marketing and outreach for research products to program partners, the transportation industry, other stakeholders, and the public to maximize return on investment and research effectiveness.
 - k. **Legislative Coordination:** 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.
 - l. **Service:** Provides support and assistance to FHWA headquarters and field offices in matters relating to the human environment and related programs.
 - m. **Federal-aid Program Administration:** Develops specific FHWA policies, regulations, procedures, and guidelines related to bicycling and pedestrian and other nonmotorized transportation, recreational trails, transportation enhancements, and other areas as designated. Provides authoritative agencywide oversight and interagency coordination under the following sections of Title 23 U.S.C.: 101(a)(35) and 133(b)(8), (d)(2), and (e)(5); 104(h) and 206; and 109(m) and 217. Works with FHWA division offices and other partners to resolve

eligibility issues.

- n. **DOT Bicycle and Pedestrian Program Manager:** Supports OST on walking and bicycling policy and facilitates departmentwide bicycle and pedestrian programs and activities.
- o. **Community Impacts:** Provides guidance and tools for assessing the cumulative social, economic, and environmental impacts of transportation plans and programs on a systems basis. Promotes utilization of such information and analyses in all phases of transportation decisionmaking.
- p. **Nondiscrimination:** Provides guidance and assistance to FHWA field offices in support of nondiscrimination statutes and executive orders in all office functions in coordination with the Office of Civil Rights as appropriate. Develops training courses, publications, and other approaches to promote nondiscrimination in program functions. Works with FHWA field offices to identify and avoid potential concerns or complaints.
- q. **Economic Development:** Directs research into and provides guidance and technical assistance on the local and regional economic development impacts of highway projects.

OFFICE OF NATURAL ENVIRONMENT

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 operating administrations 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, 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 headquarters offices on measuring progress in meeting natural environmental, climate change, and sustainability goals. Assists in the utilization of business metrics.
 - c. **Outreach and Consultation:** Consults with FHWA headquarters and field offices, partners, stakeholders, and customers to advance natural environmental, climate change, and sustainability goals. Provides agencywide 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 general 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:** 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, and sustainability. Provides technical assistance to the Congress on the transportation impacts on the natural environment, climate change, and sustainability legislation being considered by Congress.
 - g. **Policies, Regulations, Procedures, and Guidelines:** 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) sustainable transportation, and
 - (5) hazardous waste and brownfields.
 - h. **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.
 - i. **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.
 - j. **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.
 - 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, and sustainable transportation. Develops and provides training on natural environment programs, climate change, and sustainable transportation and activities.

OFFICE OF PROJECT DEVELOPMENT AND ENVIRONMENTAL REVIEW

1. **MISSION:** Advances environmental stewardship and streamlining for FHWA funded projects through application of NEPA principles and the NEPA process.
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 partners, customers, and field units to more effectively use NEPA principles 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 Agency 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. **Environmental Streamlining:** 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 headquarters' prior concurrence for FHWA approval of final environmental impact statements and/or 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/or expedite development and decisionmaking, and (2) policy, regulatory, and/or 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, in order to test and develop better decisionmaking in the planning/environmental process.
 - m. **Context Sensitive 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/or recommends research to improve environmental processing and project development. Develops and provides training courses for the same purpose.
 - o. **Cumulative Impacts:** Advances consideration of cumulative impacts in conjunction with NEPA documents.
 - p. **Policies, Regulations, Procedures, 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, and
 - (10) watersheds.

OFFICE OF REAL ESTATE SERVICES

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 by the use of eminent domain in Federal programs.
 - b. **Strategic Planning and Quality Improvement for the Office of Real Estate Services:** 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 Federal agencies, as well as FHWA field offices and other FHWA headquarters 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 the area of real property acquisition and management as well as highway beautification.
 - f. **Customer Outreach and Consultation:** Seeks the views and needs of FHWA's customers, partners, 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.

ASSOCIATE ADMINISTRATOR FOR FEDERAL LANDS HIGHWAY

1. **MISSION:** Provides program administration, engineering, technical assistance, and trains FHWA staff relative to transportation serving Federal and tribal lands. Provides leadership to the Federal Lands Highway (FLH) division offices in administering the following Federal lands transportation programs nationwide: Federal Lands Transportation Program (FLTP); Federal Lands Access Program (FLAP); and the Tribal Transportation Program (TTP). The office also administers the Defense Access Roads (DAR) Program and the Emergency Relief for Federally Owned Roads (ERFO) Program. There are three FLH division offices (Eastern, Central, and Western) located in Sterling, Virginia; Lakewood, Colorado; and Vancouver, Washington, respectively.
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 FHWA point of contact for tribal governments and Federal Land Management Agencies (FLMA).
 - b. **Strategic Planning and Quality:** In support of FHWA's Strategic Plan and FHWA's Office of Policy and Governmental Affairs, develops and implements strategic business plans including initiating quality self-assessments, program evaluations, and system and process improvements to continuously improve the quality of transportation programs, products, and services.
 - c. **Legislation, Regulations, Policy, and Guidance:** In coordination with FHWA's Office of Policy and Governmental Affairs and Office of Chief Counsel, develops legislative recommendations and administers statutory provisions related to the Federal lands, tribal transportation, the DAR, and ERFO programs. Develops implementing regulations, policies, and guidance. Accomplishes this function jointly with other Federal agencies.

- d. **Outreach and Consultation:** Conducts outreach and consults with FLH division offices, FLMAs, 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, DAR, and TTP. 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 FLH to support FHWA career training 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 partners, supports the development of the FLH-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.
3. **The Associate Administrator for Federal Lands Highway provides executive direction over the activities of the following organizational elements:**
- Office of Program Development
 - Office of Policy and Program Review
 - Office of Tribal Transportation
 - Federal Lands Highway Division Offices

OFFICE OF PROGRAM DEVELOPMENT

- 1. **MISSION:** Provides national program administration; maintains design and construction guidance, and standards; and provides national coordination with the Office of Innovative Program Delivery (HIN) for the dissemination and deployment of transportation innovations on Federal and tribal lands.
- 2. **FUNCTIONS:**
 - a. **Program Policy and Procedures:** Develops program regulations, policies, and procedures relating to the Federal lands, the ERFO, and DAR programs.
 - b. **Performance Management:** Coordinates the development and maintenance of partners' transportation facility inventories and the collection and reporting of performance data. Supports the development of performance goals, measures and targets with Federal partners in the administration of FLTP.
 - c. **Fund Transfers:** Authorizes fund transfers and coordinates allocated fund transfers, as appropriate, between the FLH division offices, Federal-aid division offices, Headquarters offices, and outside agencies, such as the U.S. Forest Service, Department of Interior agencies, Department of Defense agencies, and other FLMAs.
 - d. **Federal Agency Collaboration:** Collaborates with other Federal agencies in the formulation of policies, goals, and standards for FLH projects.
 - e. **Management Systems:** Coordinates the development and maintenance of road, pavement, congestion, safety, and bridge management systems and programs relative to FLH projects.
 - f. **Program Development:** Manages the development and implementation of transportation planning, program planning, management techniques, and operating procedures to promote efficiency, effectiveness, safety, and consistency of programs for FLH projects.
 - g. **Right-of-Way, Utilities, and Environment:** Provides program guidance and management of policies and procedures relative to FLH projects for assuring implementation of: (1) environmental, historic, and water resources related laws and regulations, and (2) right-of-way, utilities, and uniform relocation assistance related laws and regulations.
 - h. **Program Manuals and Guidance:** Prepares and issues manuals and guidance on program planning and management and related administrative areas.
 - i. **Design Policies and Procedures:** Develops, issues, and maintains policies, procedures, and standards. Provides guidance for project development and design.
 - j. **Standard Construction Specifications:** Develops, issues, and maintains standard specifications for the construction of roads and bridges on FLH projects and for use by other agencies, industry, and foreign countries.
 - k. **Construction Policies and Procedures:** Develops, issues, and maintains contract administration and construction engineering policies, procedures, standards, and guides for use on FLH projects and for use by other Federal agencies.

- l. **Materials Sampling and Testing:** Issues, updates, and coordinates the development of policies, procedures and guides for design, sampling, and testing for quality control and acceptance of construction materials.
- m. **Design Standard Plans:** Issues, updates, and coordinates the development of standard plans for use on FLH projects.
- n. **Benchmarking:** Coordinates and obtains input from industry, FLH division offices, other Headquarters offices, and other agencies to develop new standards and specifications for design and construction of roads and bridges.
- o. **Quality Improvement:** Coordinates and administers a program for value engineering. Continuously improves the engineering standards and construction specifications used on FLH projects and by other governmental agencies.
- p. **Professional Development:** Coordinates engineering and related training by FLH to support FHWA career training programs, related FHWA professional development initiatives, and other Federal agency training needs.
- q. **Program Reports:** Prepares, compiles, analyzes, and issues reports on the Federal lands and tribal transportation programs, the DAR program, and the ERFO program.
- r. **Technical Assistance:** Coordinates and provides technical assistance to Federal agencies and others.
- s. **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.

OFFICE OF POLICY AND PROGRAM REVIEW

1. **MISSION:** Develops and negotiates interagency and cooperative agreements for all activities related to the Federal lands and tribal transportation programs. In coordination with FHWA's Office of Policy and Governmental Affairs and Office of Chief Counsel, recommends new or revised legislation needed for effective administration of the Federal lands and tribal transportation, DAR, and ERFO programs; collaborates with other Federal agencies in the formulation of policies and program procedures while continually evaluating these programs and processes; and documents best practices in response to the needs of FLH customers.
2. **FUNCTIONS:**
 - a. **Legislative/Program:** In coordination with FHWA's Office of Policy and Governmental Affairs and the Office of Chief Counsel, develops and evaluates legislative proposals related to the Federal lands and tribal transportation programs in cooperation with other FHWA Headquarters offices, the FLH division offices, Federal partner agencies, and other stakeholders. Develops policy and program guidance, including appropriate regulations to implement and interpret transportation legislation.
 - b. **Outreach and Communication:** Provides a point of contact within FLH to reach out to FLMAs to establish partnerships throughout the Federal transportation community. Manages FLH's formal partnership agreements in coordination with appropriate FHWA offices. Provides and maintains ongoing communication links with the FLH customers and partners and other constituencies, seeking their views and feedback.
 - c. **Program Review and Evaluation:** Coordinates and assists FLH Program Managers and FLH division offices in conducting evaluations and/or special surveys of FLH program policies and operations to identify best practices and opportunities to improve effectiveness. Provides for the dissemination of this information throughout FLH. Conducts risk assessments of FLH program elements.
 - d. **Performance Planning:** Champions the effective deployment of the FLH Business Plan. Supports FLH Leadership Team in the development of the FLH Annual Report and the tracking of FLH key business measures.
 - e. **Civil Rights:** Provides support in the development of construction-related Equal Employment Opportunity and Small and Disadvantaged Business program policies and procedures that are applicable to the FLH Programs.
 - f. **Acquisition Management:** Provides functional discipline leadership in support of FLH division offices. Administers the acquisition program in support of all programs.
 - g. **Information Systems and Technology:** Develops and manages programs that provide FLH-wide information systems, information technology (IT) support services, IT infrastructure, and internal and external access to support FLH's goals and information needs.
 - h. **Finance:** Provides functional discipline leadership in the area of finance in support of FLH division offices.
 - i. **Information and Analysis:** Serves as the FLH proponent for agencywide use of information and analysis to support quality assessments and program reviews.
 - j. **Emergency Preparedness:** Coordinates and provides guidance for the FLH division offices' emergency preparedness activities.

OFFICE OF TRIBAL TRANSPORTATION

1. **MISSION:** Provides national administration of the Tribal Transportation Program (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 HIN in the coordination of technology deployment and dissemination of information for transportation on tribal lands.
2. **FUNCTIONS:**
 - a. **Program Policy and Procedures:** In cooperation with BIA, develops program regulations, policies, goals, measures, and procedures relating to the TTP.
 - b. **Fund Transfers:** Authorizes TTP fund transfers and coordinates these transfers between Headquarters, tribes, BIA, FLH 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, and best practices. Provides for the dissemination of this information throughout FLH and BIA. Conducts overall risk assessments of the tribes working directly with FHWA.
 - e. **Management Systems:** Coordinates the development and maintenance of road, pavement, congestion, safety, and bridge management systems and programs relative 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 FLH's formal agreements with BIA and the Program Funding Agreements with tribes.
 - h. **Legislative/Program:** Assists in the development and evaluation of legislative proposals related to the TTP in cooperation with other FHWA Headquarters offices, FLH division offices, BIA, and other stakeholders.
 - i. **Program Regulations:** In cooperation with the tribes and BIA, develops and issues guidance and consults with tribes as required, on the development, issuance and maintenance for TTP-related regulations needed to implement and interpret the program legislation.
 - j. **Program Manuals and Guidance:** Prepares and issues manuals and guidance on all aspects of delivering TTP projects and activities.
 - k. **Right-of-Way, Utilities and Environment:** Works with the BIA to ensure the accurate implementation of: (1) environmental, historic, and water resource related laws and regulations; and (2) right-of-way, utilities, and uniform relocation assistance related laws, and regulations.
 - l. **Professional Development:** Coordinates training opportunities in support of FHWA career training programs and other related FHWA professional development initiatives.
 - m. **Program Reports:** Prepares and analyzes key measures and data for reports on the TTP road system conditions and needs.
 - n. **Technical Assistance:** Coordinates and provides technical assistance and training to tribal governments and the BIA.

ASSOCIATE ADMINISTRATOR FOR INFRASTRUCTURE

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 the Federal Highway Administration's (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. **Policy and Guidance:** Develops program and engineering policies and guidance for highways, pavements, bridges, tunnels, and other structures, asset management, and transportation performance management in support of the U.S. Department of Transportation (DOT) and FHWA strategic goals, objectives, and corporate management strategies. Initiates business plans, quality self-assessments, and system and process improvements to continually improve the quality and performance of programs, products, and services. Serves as the central point of contact for the Agency's Policy and Guidance Center.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to highways, pavements, bridges, tunnels, and other structures, transportation performance management, and engineering and asset management issues, in cooperation with other FHWA Headquarters and field offices. Develops policy and program direction including appropriate regulations to implement and interpret transportation legislation.
 - d. **Technology Delivery:** In cooperation with the field offices; the Offices of Innovative Program Delivery; Research, Development, and Technology (RD&T); Operations; Safety; Federal Lands Highway; and Planning, Environment, and Realty, leads in the development of near-term 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 partnership with the FHWA Office of Technical Services (OTS), designs and implements programs which deploy new technologies to continuously advance the state-of-the-best-practice industrywide. Partners with OTS 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.
 - e. **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.
 - f. **Outreach and Consultation:** In cooperation with the Offices of Innovative Program Delivery; Operations; Safety; Federal Lands Highway; Planning, Environment, and Realty; and the field offices, provides and maintains ongoing communication links with FHWA's customers, partners, and other constituencies, seeking their views and feedback.
 - g. **Emergency Relief Program:** Develops and implements the Agency's Emergency Relief (ER) Program and, in support of national security, manages actions related to emergency declarations by the FHWA Administrator.
 - h. **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.
 - i. **Highway Programs:** Coordinates and provides policy direction for multiple Federal-aid highway programs 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.
 - j. **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.
 - k. **Civil Rights:** Assists the Office of Civil Rights 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.
 - l. **Major Structures:** Provides for the approval of complex and unusual bridges, tunnels, and other structures on the Interstate Highway System.
 - m. **Major Projects:** Provides program and policy guidance for the administration of major projects in support of FHWA's Federal-aid and Federal Lands Highway division offices and the States.
 - n. **Transportation Performance Management:** Leads, guides, coordinates, and develops the comprehensive aspects for the performance management of the Federal-aid highway program, to ensure consistency in philosophy and sustained implementation of performance elements across program areas.
 - o. **Discipline Support:** Provide leadership and support to multiple disciplines, ensuring continued growth opportunities for discipline members and maximum employee engagement.

3. **The Associate Administrator for Infrastructure provides executive direction over the activities of the following organizational elements:**
 - a. Office of Stewardship, Oversight, and Management
 - b. Office of Bridges and Structures
 - c. Office of Preconstruction, Construction, and Pavements

OFFICE OF STEWARDSHIP, OVERSIGHT, AND MANAGEMENT

1. **MISSION:** Administers the Federal-aid highway program 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 the Federal-aid highway program 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 the Federal-aid highway program 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 the Federal-aid highway program, 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. **Policy and Guidance:** Develops national Federal-aid highway program, risk-based stewardship and oversight, and major projects policies and guidance in support of DOT and FHWA strategic goals, objectives, and corporate management strategies. Initiates systems and process improvements to continuously enhance the quality of programs, products, and services.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to the Federal-aid highway program in cooperation with other FHWA Headquarters and field offices. Provides program assistance in the development, analysis, and interpretation of highway legislation. Evaluates and implements new legislation relating to program areas of responsibility. Provides program assistance on questions regarding the eligible use of Federal-aid highway funds.
 - d. **Technology Delivery/Highway Programs:** In cooperation with field offices; OTS; the Offices of Innovative Program Delivery; Operations; Safety; Federal Lands Highway; and Planning, Environment, and Realty, leads the delivery of program information and new technology in special areas of the Federal-aid highway program. 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.
 - e. **Discretionary Programs:** Develops policy, implementing guidance, and prepares allocation plans for discretionary funds for special purpose Federal-aid construction programs.
 - f. **Emergency Relief 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.
 - g. **Local Programs:** Provides leadership and guidance to FHWA's staff with responsibilities for local program administration, and partners with local roads agencies such as the American Public Works Association, the National Association of County Engineers, and others.
 - h. **Major Projects:** Provides program and policy guidance for the administration of major projects in support of FHWA's Federal-aid and Federal Lands Highway division offices and the States.
 - i. **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.
 - 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 by contributing to resources such as *Public Roads* magazines, trade journals, and Web sites. 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.

- k. **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 FHWA's Program Management Improvement Team, OTS, 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 Agency responses to external reviews of FHWA's Federal-aid programs conducted by the DOT Office of Inspector General, Government Accountability Office, and others.
- l. **Asset Management:** Provides national leadership in asset management policies, guidance, and training for the assessment and management of physical transportation assets. Partners with other FHWA Headquarters 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.
- m. **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. Partners with other FHWA Headquarters 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.
- n. **Tool Development and Advancement:** In cooperation with OTS, the Office of RD&T, and FHWA program offices leads in the development of programs, RD&T plans, marketing strategies, and information dissemination techniques for the development and advancement tools to manage highway performance and condition and to conduct analysis. Partners with OTS 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.
- o. **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. Coordinate with FHWA offices and DOT modal agencies to design and deliver training and development opportunities. Develops and maintain an internal Web site 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.
- p. **Performance Reporting:** Coordinates and manages FHWA's efforts to evaluate, assess, and report on performance as a result of the performance-based Federal-aid highway program initially specified under the Moving Ahead for Progress in the 21st Century Act. Partners 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.

OFFICE OF BRIDGES AND STRUCTURES

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. **Policy and Guidance:** Develops national program and engineering policies, guidance, and goals in support of DOT and FHWA strategic goals, objectives, and corporate management strategies. Initiates system and process improvements to continually improve the quality of bridge, tunnel, hydraulic and geotechnical engineering programs, products, and services.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to bridges and structures engineering and management, bridge programs, tunnel, and hydraulic and geotechnical engineering. Develops bridge, tunnel, hydraulic and geotechnical policy and program direction, including appropriate regulations, to implement and interpret the applicable provisions of transportation legislation.
 - d. **Technology Delivery:** In coordination with OTS, field offices, and other Headquarters 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 partnership with OTS 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.

- e. **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.
- f. **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.
- g. **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.
- h. **Major Structures:** Provides for the approval of complex and unusual bridges, tunnels, and other structures on the Interstate Highway System.
- i. **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 OTS, 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.
- j. **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.
- k. **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 through the use of resources such as the *Focus* newsletter, the *Transporter* and *Public Roads* magazines, trade journals, and Web sites. Works with, AASHTO, TRB, industry associations, other Federal Agencies, and the States to develop cooperative programs, leverage resources, and cosponsor initiatives.

OFFICE OF PRECONSTRUCTION, CONSTRUCTION, AND PAVEMENTS

1. **MISSION:** Administers engineering policies, develops standards and procedures, provides technical assistance, and leads innovative technology for materials. Provides technical assistance for the design, preservation and rehabilitation of highway pavements, the construction of highway pavements and bridges. Administers and provides program assistance on geometric design of Federal-aid highways, consultant services, utilities, value engineering, contract administration, and innovative contracting regarding the Federal-aid highway program.
2. **FUNCTIONS:**
 - a. **Advocacy:** Administers engineering policies, develops standards and procedures, provides technical assistance, and leads innovative technology for materials, the design, construction, and preservation and rehabilitation of highway pavements. Serves as the FHWA advocate for geometric design of Federal-aid highways, consultant services, utilities, value engineering, contract administration, innovative contracting, and related technical activities, technology development, outreach, and partnering initiatives.
 - b. **Policy and Guidance:** Develops national pavement engineering policies and guidance in support of DOT and FHWA strategic goals, objectives, and corporate management strategies. Initiates systems and process improvements to continually improve the quality of pavement engineering programs, products and services. Develops national geometric design, consultant services, utilities, value engineering, and contract administration policies and guidance in support of DOT and FHWA strategic goals, objectives, and corporate management strategies. Initiates systems and process improvements to continually improve the quality of programs and services, as well as quality assurance for pavements and processes related to highway construction. Maintains strategic expertise to perform the above and following functions.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to pavement engineering issues in cooperation with other FHWA Headquarters and field offices. Develops and evaluates legislative proposals related to pavement management/analysis and highway construction in cooperation with FHWA Headquarters and field offices. Develops policy and program direction, including appropriate regulations, to implement and interpret transportation legislation.
 - d. **Technology Delivery:** In cooperation with OTS, field offices, and other Headquarters offices, leads in the development of programs, RD&T plans, market strategies, and information dissemination techniques for the establishment of national pavement, and construction programs. Leads the delivery of program information and new technology in areas of relocation and accommodation of utilities, contract administration, procurement and administration of engineering services, and value engineering. Partners with the OTS and other appropriate offices to develop training courses and materials, and other technical documents related to emerging innovations in pavements, and construction engineering. Coordinates with related AASHTO and TRB units to develop implementation/market strategies for key national pavement, and construction program activities. Makes presentations at conferences, seminars, and workshops on issues related to these national programs.

- e. **Consultant Services:** Develops policy and guidance related to the procurement and administration of consultant services. Maintains relevant regulations.
- f. **Civil Rights (External):** Assists the Office of Civil Rights in the development of construction-related EEO and DBE Program policies and procedures, and in issues involving compliance with the Americans with Disabilities Act.
- g. **Engineering Innovation:** Coordinates and provides policy direction for initiating and implementing engineering innovations in system preservation, pavement design and management, and construction and maintenance.
- h. **National and International Association Services:** Provides national leadership to pavement, utilities, value engineering, geometric design, and construction program areas by representing the 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.
- i. **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 through the use of resources such as the *Focus* newsletter, the *Transporter* and *Public Roads* magazines, trade journals, and Web sites. Works with, AASHTO, TRB, industry associations, other Federal agencies, and the States to develop cooperative programs, leverage resources, and cosponsor initiatives.

ASSOCIATE ADMINISTRATOR FOR OPERATIONS

1. **MISSION:** Provides national leadership for the management and operation of the surface transportation system, including the deployment of intelligent transportation systems (ITS) to highway transportation and the development of an intermodal approach to freight operations.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate and national leader for the management and operations of the transportation system; the deployment of ITS to highway transportation; and an intermodal approach to freight operations, including the flow of goods within the U.S., along multi-state trade and transportation corridors, and across international borders.
 - b. **Strategic Planning and Quality:** Develops and implements policy and program initiatives for transportation operations and management, including both supply and demand management strategies, ITS, and freight operations and border crossings to advance DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. 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. Coordinates with the Intelligent Transportation Systems Joint Program Office (ITS JPO) on ITS initiatives.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions related to transportation operations and management, ITS, and freight operations, including enforcement of truck size and weight. Develops regulations, policies, and guidance for these laws. Carries out these functions in cooperation with other DOT and Federal agencies, as well as FHWA Headquarters and field offices.
 - d. **Technology Delivery:** Leads the development of agencywide plans for transportation operations and management, including ITS, and freight. Ensures that technology investments in these areas are linked to the DOT and Agency strategic and performance plans. In partnership with FHWA's Resource Center (RC), 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 management and operations, ITS, and freight operations issues and uses that information in carrying out office functions.
 - f. **Monitoring and Evaluation:** Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. In partnership with the RC, designs and implements feedback systems to identify and evaluate new technologies and trends for future Research, Development, and Technology (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 Operations offices against these plans/agreements.
 - h. **Intermodal Freight:** Provides national leadership and develops strategy in partnership with other modes for enhancing the national and international movement of goods, and enhances the competitive position of the U.S. goods movement industry.
 - i. **International Border Clearance Planning and Deployment Committee (IBCPDC):** Represents the DOT on the U.S. Department of Treasury IBCPDC and provides cross-departmental coordination.
 - j. **Emergency Preparedness:** In support of our national security, develops plans and programs to ensure that the Agency is prepared to respond appropriately to emergency situations.
 - k. **Infrastructure Protection:** Reports through the Administrator to the OST Office of Intelligence and Security (S-60) as the FHWA point of contact for the assurance of critical infrastructure protection as required by Presidential Decision Directive (PDD) 63.
 - l. **Transportation Security:** Represents FHWA, and is the virtual team leader for FHWA Headquarters staff, in identifying and addressing

transportation infrastructure vulnerability and other critical transportation system security issues, and collaborates fully with the field staff.

- m. **Manual on Uniform Traffic Control Devices (MUTCD):** Updates and maintains the MUTCD and supporting documentation. In partnership with the field offices, promotes and assures correct application.
- n. **ITS Architecture and Standards:** Facilitates the development and use of regional ITS Architecture and ITS standards. In partnership with the field offices, promotes and assures correct application.
- o. **Congestion Management:** Serves as FHWA's lead for congestion management, including serving as the co-lead for Congestion Management Systems with the Office of Planning, Environment, and Realty.
- p. **Program Support:** Provides personnel, budget, accounting, and information technology support to the Operations offices. Coordinates with the Office of Administration.

3. **The Associate Administrator for Operations provides executive direction over the activities of the following organizational elements:**

Office of Freight Management and Operations
Office of Transportation Management
Office of Transportation Operations

OFFICE OF FREIGHT MANAGEMENT AND OPERATIONS

1. **MISSION:** Provides programs, policies, research, and technology transfer that promote efficient and seamless freight flow on the highway system and its intermodal connectors, within the U.S. and across its borders.

2. **FUNCTIONS:**

- a. **Advocacy:** Serves as the FHWA advocate and national leader for issues relating to the highway freight industry. Represents FHWA in several national and international freight industry forums, and works with other Federal agencies involved with trade policy. Facilitates and supports the development of coalitions among shippers, carriers, freight forwarders, and public agencies to improve freight operations. Supports the existing National Freight Partnership and encourages the development of multi-state relationships and projects aimed at expediting freight flow in the U.S. Facilitates the identification and resolution of legal, institutional, and standards issues that impede the efficient movement of goods.
- b. **Strategic Planning, Legislation, Policy, and Guidance:** Takes a leadership role in developing the intermodal goods movement vision, mission, strategies, and tactics for the FHWA, and represents the organization in developing the same for DOT. Develops policies and programs that promote efficient and seamless freight flow on the highway system and its intermodal connectors within the U.S. and across its borders. Where appropriate, develops legislative recommendations and interprets statutory provisions impacting the efficiency and productivity of freight operation. In particular, focuses on legislation, regulation, and development of programs that: ensure compliance with truck size and weight requirements; promote efficient movement across international borders; and encourage harmonization of standards and regulations affecting the freight industry.
- c. **Program Management:** In collaboration with industry partners, FHWA field resources and state and local agencies, facilitates the development of partnerships, networks, associations, and agreements to develop efficient freight operations on high speed, multi-state trade / transportation corridors, and at key intermodal connectors. Works with the Office of Planning, Environment, and Realty in administering the National Corridor

Planning and Development Program and the Coordinated Border Infrastructure and Safety Program. Serves as the lead office within FHWA to provide support and management for the International Border Clearance Planning and Deployment Committee initiatives. Leads integrated product teams for cross-cutting freight programs and technology implementation.

- d. **Information and Analysis:** Develops metrics for freight productivity and engages in a program of data collection and analysis to assess goods movement trends and needs, gauge productivity of key corridors and intermodal connectors, and assess highway program contribution to freight productivity. In partnership with other DOT partners, industry, and public agencies, uses the information to identify and evaluate effectiveness of policies, programs, and technology applications. Conducts special studies, competitive analyses, benchmarking studies and economic analyses necessary to develop policy strategy and legislative programs necessary to continually improve freight productivity.
- e. **Monitoring and Evaluation:** Conducts evaluations to periodically assess 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 Freight Management and Operations.
- f. **Research, Demonstration, and Technology Testing:** In collaboration with the Office of Research, Development, and Technology, industry and public sector stakeholders, defines a freight research agenda. Working with partners within FHWA, DOT, industry, and state and local governments, carries out demonstrations and evaluations of innovative practices, new technology applications and infrastructure designed to expedite the flow of goods movement, including hazardous cargo. In partnership with the Office of Technical Services, develops training material to expand the understanding of the logistics discipline by FHWA staff and its traditional partners.
- g. **Professional Development:** Works with the Office of Technical Services 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 RD&T to coordinate resources and efforts necessary to package marketing materials, mobile demonstrations, exhibits, and the like. Coordinating with other FHWA offices, supports participation of the Office of Operations in external communications, Internet communications, publications, correspondence, and media responses.

- h. **Customer Outreach and Consultation:** Seeks the views of key DOT partners and external stakeholders on ways to improve freight productivity, and on issues that affect it. Provides information to these partners and stakeholders on current and emerging technologies, practices, and programs designed to improve efficiency.
- i. **Truck Size and Weight Enforcement:** Provides guidance and support to FHWA field offices regarding the annual state certification of compliance with truck size and weight regulations, recommends penalties as appropriate, and reports annually on overall compliance. Develops training and guidance as needed to support FHWA field staff and state and local governments in enforcing these requirements. Conducts studies and regulatory changes as required for more effective, efficient, and equitable enforcement of these provisions.

OFFICE OF TRANSPORTATION MANAGEMENT

1. **MISSION:** Provides products, services, technical support, and assistance to the FHWA field organization for the planning, development, and deployment of integrated transportation management and information systems. Focuses on area-wide policies, programs, and systems that are multimodal or multi-agency in their implementation.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate and a national leader for advancing the state of the art and practice in the operations of metropolitan, rural, and statewide surface transportation systems to enhance mobility, efficiency, productivity, and safety. Represents FHWA in various national and international forums dealing with these issues. Facilitates and supports the Incident Management Coalition and the ITS National Association Working Group. Advocate and supports the FHWA field structure in developing strong relationships with city and county level surface transportation operators.
 - b. **Strategic Planning:** Takes a leadership role in defining and developing the vision, mission, performance targets, strategies, and tactics for the Office of Operations. Develops and executes national policies and program initiatives designed to enhance travel management for the purpose of achieving the mobility efficiency, productivity, and national security goals established in the FHWA and DOT Strategic Plans.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative initiatives, recommendations, statutory interpretations, and guidance related to integrated travel management, including ITS architecture and standards consistency, and Congestion Management Systems (co-responsibility with the Office of Planning, Environment, and Realty).
 - d. **Program Management:** Co-leads the administration of the Congestion Management Systems Program and requirements with the Office of Planning, Environment, and Realty. Administers various demonstration programs dealing with supply and demand management, including value pricing, and ITS deployment.
 - e. **Technology Delivery:** Develops the technology applications, products, practices, standards, and tools to improve routine and emergency travel management, including urban and rural traffic management systems, highway capacity analysis, traffic flow, access management, traveler information systems, crash notification systems, and travel demand management techniques (including value pricing). In partnership with the RC, designs and implements programs which deploy market-ready technologies, tools, procedures, and planning to continuously improve the state-of-the-practice, as well as associated training. Also, in partnership with the Office of Infrastructure's Office of Asset Management, Pavements, and Construction, develops the concepts, principles, and tools necessary to include consideration of operational requirements in State and local comprehensive Asset Management decisionmaking frameworks.
 - f. **Advanced Product, Development Testing and Demonstration:** In collaboration with the ITS Joint Program Office, RD&T, as well as external stakeholders, defines the Operations research agenda within FHWA and provides leadership in coordinating national research in this area. Supports the development, demonstration, field operational testing and evaluation of practices, policies, technology systems, standards, and architecture designed to enhance the efficient operation of the surface transportation system. Participates in cross cutting integrated product teams and takes a lead where the primary mission is enhanced systems management. Supports the development, application, and dissemination of simulation models designed to enhance operating decisions. Participates in cross-cutting integrated product teams and takes the lead where the primary mission is operations improvement.
 - g. **Customer Outreach and Consultation:** Seeks the views of DOT field offices, and public and private-sector customers on the development and implementation of transportation management technologies and strategies and uses that information in carrying out office functions. Provides leadership on value pricing, pricing outreach, project development and project awards. Disseminates information on value-pricing projects and provides technical assistance to State and local agencies interested in value-pricing. In partnership with the RC, provides information to its customers on the current and emerging technologies and strategies to improve transportation management.
 - h. **Professional Development:** Works with the Office of Technical Services, 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 RD&T to coordinate resources and efforts necessary to package marketing materials, mobile demonstrations, exhibits, and the like. Coordinating with other FHWA offices, supports participation of the Office of Operations in external communications, Internet communications, publications, correspondence, and media responses.
 - 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 Agency 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.

OFFICE OF TRANSPORTATION OPERATIONS

1. **MISSION:** Provides products, services, technical support, and assistance to the FHWA field organization for the development, design, and implementation of transportation operations technologies and practices. Focuses on traffic operations relating to work zone mobility, security and traffic incident management, road weather management, and traffic control devices.
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, weather response, security, and traffic incident management. Coordinates with other departments dealing with weather and represents the Agency's interests with the Office of the Federal Coordinator for Meteorological Services. Facilitates and supports the Incident Management Coalition and the National Associations Working Group. Advocates and supports the FHWA field structure in developing strong relationships with city and county level surface transportation operators.
 - b. **Strategic Planning:** Where appropriate, develops and executes national policies and program initiatives in support of the DOT and FHWA Strategic Plans, to facilitate the safe and efficient operation of the surface transportation system.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and interprets statutory provisions related to transportation operations. Develops and issues regulations, polices and guidance for transportation operations, including the MUTCD.
 - d. **Technology Delivery:** Develops and demonstrates products, tools, and practices to improve traffic operations relating to work zone mobility in coordination with the Office of Safety, security and traffic incident management, road weather management, and traffic control devices. Leads the FHWA Work Zone Integrated Product Team and has primary responsibility for improving work zone mobility. Working with the Office of Infrastructure, develops strategies and techniques for improving the efficiency and effectiveness of maintenance management in the area of weather response practices. In partnership with the RC, develops training material to advance the state of the practice in operations and system maintenance. Working with both the RC 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 RD&T, defines the transportation operations research agenda. Supports the development, demonstration, field operational testing, and evaluation of advanced technologies, standards, and practices designed to improve the mobility of people and goods, and/or enhance the efficiency of the surface transportation system. Supports the development, application and dissemination of simulation models designed to enhance operating decisions. Participates in cross cutting integrated product teams and takes a lead where the primary mission is operations improvement.
 - 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 Office of Technical Services 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 RD&T to coordinate resources and efforts necessary to package marketing materials, mobile demonstrations, exhibits, and the like. Coordinating with other FHWA offices, supports participation of the Office of Operations 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 partnership 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. **Manual on Uniform Traffic Control Devices:** Updates and maintains the MUTCD and supporting documentation. In partnership with the field offices, promotes and assures correct application.
 - k. **Emergency Preparedness:** Coordinates the development of FHWA emergency preparedness plans, including the development and implementation of a continuity of operations plan for Headquarters. Maintains reliable emergency communications system for the agency and provides emergency preparedness training. Supports the U.S. DOT Crisis Management Center with monitoring and reporting of crisis situations.

ASSOCIATE ADMINISTRATOR FOR SAFETY

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 partners. 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 Office of Safety's Business Plan.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to FHWA's highway safety mission. Develops and issues regulations, policies, and guidance for State and local transportation agencies in accordance with Federal laws. Carries out these functions in cooperation with other DOT and Federal agencies, as well as FHWA Headquarters 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 departmental organizations, other Federal agencies, and the public and private sectors to improve highway safety.
 - e. **Technology Delivery:** In cooperation with the FHWA Office of Technical Services, Offices of Infrastructure, Operations, Federal Lands Highway, Planning, Environment, and Realty, and Research, Development, and Technology, 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 the Department's 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.
3. The Associate Administrator for Safety provides executive direction over the activities of the following organizational elements:
 - Safety Resource Team (This team is part of the immediate office of the Associate Administrator and provides a variety of administrative services and support to the two offices below.)
 - Office of Safety Programs
 - Office of Safety Technologies
 - Communications Director
 - Program Coordinator

OFFICE OF SAFETY PROGRAMS

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, and coordination of safety practices and principles with other entities, including other FHWA offices, DOT agencies, and external organizations.
 - b. **Policy and Guidance:** Develops policies and guidelines for national highway safety programs. Provides guidance on safety performance goals, policies, and criteria for all public roads and bicycle/pedestrian facilities. Provides national leadership, policy, and guidance on the highway safety improvement program, and other program areas. Coordinates with other FHWA offices as appropriate on policies and guidance.
 - 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 agencies. In partnership with other FHWA and DOT offices, 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. **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 entities. 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 organizations and departmental modes, industry, and other partners and customers to ensure that highway safety is embraced in their programs.
- e. **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 the Agency's interest with organizations such as the American Association of State Highway and Transportation Officials, Transportation Research Board, 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.
- f. **Research and Technology Program:** In cooperation with the Office of Safety Research and Development and the Office of Technical Services, directs and facilitates development of a multi-year and annual Highway Safety Research and Technology Program Plan, including roadmaps for priority topic areas. Manages Research and Technology program resources provided to the Office of Safety and coordinates preparation of justification documentation and presentation materials for safety and FHWA leadership and other entities.
- g. **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 Office of Technical Services, divisions, and States on information relating to highway safety programs.
- h. **Technical Assistance:** Provides advice and assistance to partners in the implementation of the Highway Safety Improvement Program and serves as the Headquarters focal point to other offices regarding administration of this program. Represents FHWA through a variety of technical forums dealing with highway safety. In partnership with the divisions, the Office of Research, Development, and Technology and the Office of Technical Services, 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.

OFFICE OF SAFETY TECHNOLOGIES

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. **Policy and Guidance:** Develops policies and guidelines, in cooperation with partners for national highway safety programs. Leads and coordinates policy positions for safety within FHWA to ensure the goals and policies of safety technologies and practices are met. Provides national leadership in the policy and guidance on highway infrastructure features including roadside safety features, visibility, pavement friction, rumble strips/rumble stripes, intersections/interchanges, roundabouts, and horizontal curve safety.
 - c. **Safety Leadership:** Seeks the views of the FHWA and departmental offices, 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 divisions and States in regard to the safety technologies and programs including: intersections, roadway departure, pedestrian, safe routes to school, speed management, and other safety related programs.
 - 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:** Serves as the FHWA national leader to ensure FHWA divisions have the expertise to conduct and to perform safety data analysis to support program activities with State and local partners. 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 FHWA divisions and States in examining safety problems and opportunities. In cooperation with other DOT and FHWA offices, works to ensure that data resources are available to address safety issues. Supports and assists in the development, maintenance, and use of information systems to support highway and bicyclist/pedestrian infrastructure and other safety programs. With the Office of Technical Services, the Office of Research, Development, and Technology and divisions, 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. **Research and Technology Program:** In cooperation with the Office of Safety Research and Development and the Office of Technical Services, facilitates development of multi-year and annual Highway Safety Research and Technology Program roadmaps for priority topic areas. 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.
- g. **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 the Office of Technical Services, Office of Research, Development and Technology, divisions 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 the Office of Operations, Infrastructure, and Planning, Environment and Realty works with the Office of Federal Lands Highway, Office of Technical Services and divisions to identify and deploy highway safety technologies and products.
- h. **Technical Assistance:** Provides advice and assistance and serves as the Headquarters focal point to the Office of Infrastructure, Operations, Federal Lands Highway, and Planning, Environment and Realty, the Office of Technical Services, 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.

ASSOCIATE ADMINISTRATOR FOR POLICY AND GOVERNMENTAL AFFAIRS

- 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 Office of the Secretary (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 action/business plan quality self-assessments and program evaluation initiatives in the advancement of FHWA goals and implements strategies to produce continuous quality improvement within the Office of Policy and Governmental Affairs.
 - 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/Program:** 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 the Office of Management and Budget (OMB) and the Congress on the strategic planning process.
 - f. **Congressional Affairs:** Serves as FHWA's principal congressional liaison, assisting the Agency in responding to congressional issues. Communicates the policies of the Agency and the viewpoints of the Administrator regarding congressional issues, and about programs and matters of interest to the Agency as requested by Members of Congress. Works with OST Congressional Affairs in responding to congressional issues.
 - g. **Development of National Highway/Transportation Policy:** Provides assistance to the Secretary 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, the Congress, and State and local governments. Represents FHWA on the DOT-wide Policy Council.
 - 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 Agency 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 the Bureau of Transportation Statistics (BTS) on data issues with DOT-wide implications.
 - j. **International Activities:** Provides overall leadership and strategic direction and facilitation for FHWA's international activities, including: technological exchange and assistance programs; bilateral cooperation with Canada, Mexico, and other countries; and FHWA's participation in international organizations, e.g., the World Road Association/Permanent International Association of Road Congress (PIARC) and the Organization for Economic Cooperation and Development. Provides support to the U.S. highway community in its international activities, including the American Association of State Highway and Transportation Officials (AASHTO), the Transportation Research Board (TRB), OST, other Federal agencies, and industry efforts to promote U.S. technology and expertise abroad. Provides expert technical assistance to international governments on highway and road projects and other construction.
3. **The Associate Administrator for Policy and Governmental Affairs provides executive direction over the activities of the following organizational elements:**
- a. Office of Legislative Affairs and Policy Communications
 - b. Office of Transportation Policy Studies
 - c. Office of Highway Policy Information
 - d. Office of International Programs

OFFICE OF LEGISLATIVE AFFAIRS AND POLICY COMMUNICATIONS

- 1. **MISSION:** Provides support and assistance to FHWA, DOT, and the Congress on policy development and execution, including coordination of the Agency legislative program and stewardship of the Highway Trust Fund.
- 2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA lead and advocate for national highway legislative initiatives development, coordination, and communication 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 quality assessments and evaluations of legislative initiatives and proposals. Provides support on quality initiatives for the Office of Policy and Governmental Affairs.
 - c. **Legislation / National Highway Transportation Policy:** In support of FHWA's Office of the Administrator and the Office of Policy and Governmental Affairs, 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. **Customer Service and Dissemination:** Manages activities to relate highway programmatic and financing information to all 50 States, the District of Columbia, and Puerto Rico, and to other customers and partners through provision of financing Federal-aid highways courses, Highway Trust Fund primers, and related efforts.
 - 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 Headquarters 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 them.
 - f. **Intergovernmental Affairs:** Professionally manages the Agency'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. Tracks State legislative developments that will have an impact on the Federal-aid highway program.

OFFICE OF TRANSPORTATION POLICY STUDIES

- 1. **MISSION:** Provides support and assistance to FHWA, DOT, and the 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 national program policies and legislative initiatives in furtherance of DOT and FHWA strategic goals.

- b. **Strategic Planning and Quality:** Develops and implements quality assessments and evaluations in areas including economic/productivity agendas and pilot programs. Conducts studies of emerging issues that could affect future Federal-aid highway programs. Brings a corporate and Executive Branch perspective and policy viewpoint to the development and implementation of quality assessments and evaluations in areas including strategic planning, visioning, and legislative initiatives. Leads in the outreach, evaluation, and development of the FHWA Strategic Plan in support of the Department's Strategic Plan. Applies the appropriate political perspective to linkages between system performance, program management, and authorizing and appropriations language in the budget process. Provides support on strategic and quality initiatives for the Office of Policy and Governmental Affairs.
- c. **Performance Planning:** In coordination with OST, the FHWA Leadership Team, Headquarters and field offices, and partners and customers, champions the effective deployment of strategic planning, performance planning, and program evaluation. Supports the Leadership Team in the development of the Annual Performance Plan and supports the Administrator in the preparation of the Annual Performance Agreement. Serves as the Agency's lead contact and coordinator for OMB's and OST's generic program assessment processes and efficiency/ effectiveness measurement tools. Coordinates with OST Budget and OMB on performance related documents such as DOT Performance Plans and Reports. Provides guidance to Headquarters and field offices on techniques and practices for tracking Strategic Planning initiatives and measuring progress. Assists in the development and utilization of business metrics. Responsible for preparation and dissemination of the Annual FHWA Milestone Report.
- d. **Legislation/National Highway Transportation Policy:** Provides agencywide leadership in formulating, analyzing, and implementing national highway transportation policy issues such as energy and transportation finance initiatives and public-private partnerships in cooperation with OST and other modes. Communicates this information to customers and partners. Provides in-depth analysis, including economic impacts of issues and alternatives for future policy development.
- e. **National Transportation Policy Studies:** Designs, implements, and evaluates national studies and pilot programs including: user fee/ cost allocation studies; highway linkages to domestic productivity and international competitiveness; truck size and weight analyses of impacts of alternative scenarios; and studies that assess the impact of alternative economic scenarios on the country's transportation infrastructure, including the "Status of the Nation's Highways, Bridges, and Transit: Conditions and Performance Report to Congress" (C&P report). Coordinates extensively within DOT and with customers and partners on alternative investment scenarios for the future user-friendly C&P report.
- f. **Transportation Futures Studies Program:** Manages a program to systematically identify, analyze, and address emerging issues in the transportation community such as: current and potential legislation related to various types of possible highway revenue sources, including taxes and user fees; performance measurement; the impact of cap and trade as a source of funds, etc. Analyzes current FHWA policies and programs while examining future anticipated transportation needs.
- g. **Policy Research:** Conducts research and develops analysis tools in support of policy studies and reports to Congress, and provides these tools to States for their policy uses.
- h. **Customer Service and Information Dissemination:** Disseminates information on forecasts of future highway travel, travel characteristics of different vehicle classes, user fees paid by different vehicle classes, findings from various policy studies, and analytical tools developed in connection with policy studies.

OFFICE OF HIGHWAY POLICY INFORMATION

- 1. **MISSION:** Provides support and assistance to FHWA, DOT, the 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 the Office of Policy and Governmental Affairs. Provides data in support of the FHWA and DOT 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 the FHWA Resource Center 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 Agency 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. **Intermodal Data Coordination:** Serves as lead point of contact for FHWA with the 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.
- g. **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.
- h. **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.

OFFICE OF INTERNATIONAL PROGRAMS

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; 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. Provides support to the U.S. private sector for highway-related activities abroad.
 - 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, and implements strategies designed to produce continuous quality improvement. Supports the FHWA and DOT Strategic Plan by providing guidance and advice on international issues related to highway transportation and technology.
 - c. **Research and Technology:** Supports FHWA's research efforts through the coordination and management of FHWA's international scanning 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 selected research and technology exchanges with other developed countries, as well as technology transfer and assistance to selected countries to improve transportation trade corridors and security. Participates in international research efforts through such organizations as the World Road Congress/PIARC and the TRB.
 - d. **Coordination of International Activities:** Serves as FHWA's lead point of contact and coordinator for FHWA with other international offices within the Department and OST for all international activities and initiatives. Works with other offices within the Department, other U.S. agencies, and international organizations to develop and implement technology transfer and assistance programs in selected foreign countries in support of U.S. foreign policy objectives.
 - e. **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 from abroad. Coordinates and provides support for international visitors to FHWA and other DOT entities.
 - f. **Technical Assistance to Kuwait on Highway and Road Projects and Other Construction:** Through the Kuwait Technical Assistance Team, provides the Kuwaiti government with advice and technical assistance in the areas of program management, project development, contract procurement and administration, construction and quality control, and training, with respect to highway and road projects and other construction as well as assists in the creation of a Technology Transfer Center. Works with the Kuwaiti Ministry of Public Works, in adherence with cooperative agreements between FHWA, and the Kuwaiti government, and other cooperating agencies.

ASSOCIATE ADMINISTRATOR FOR ADMINISTRATION

1. **MISSION:** Develops agencywide policies and provides support and assistance to FHWA's Headquarters and field offices in matters relating to human resources (HR), information systems and technology, information management, telecommunications facilities management, records, and other administrative and management services. Works with modal HR offices to provide automated staffing, Delegated Examining Unit (DEU) authority, and related HR services for all DOT components, excluding the Federal Aviation Administration (FAA) and Office of the Inspector General (OIG).
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for issues and programs involving HR, information management, facilities and administrative management support, 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/Programs:** Develops legislative recommendations and administers statutory provisions relating to administrative programs. Develops policy and direction for administrative programs.
 - d. **Human Resources:** Develops and administers programs that will provide comprehensive HR management and development for the Agency. Provides HR advice and services to Headquarters and the field offices. Identifies, develops, and administers FHWA-wide 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.
 - e. **Support Services:** Administers management and administrative support services for FHWA customers and others aimed at improving management efficiency and effectiveness of FHWA programs and operations.
 - f. **Information Systems and Technology:** Develops and manages programs that provide: agencywide information systems, IT support services, an IT infrastructure, information management, and internal and external data access to support the Agency's strategic goals and information needs. Serves as the Deputy Chief Information Officer (CIO).
3. **The Associate Administrator for Administration provides executive direction over the activities of the following organizational elements:**

Office of Human Resources
 Office of Management Services
 Office of Information Technology Services

OFFICE OF HUMAN RESOURCES

1. **MISSION:** Develops and administers comprehensive agencywide HR policies and programs. Works with Agency 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, in coordination with the HR staff in the Atlanta and Lakewood Administrative Service Teams. Identifies, develops, and administers FHWA-wide employee learning and development program in coordination with the Office of Technical Services. Works with modal HR offices, excluding FAA and OIG, to provide automated staffing, DEU authority, and related services for all DOT components.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for HR issues and programs involving merit principles, employment, career advancement, learning and development, diversity, EEO, workforce and succession planning, position classification, compensation, employee benefits, performance management, employee management relations, counseling, personnel security, and serves as the focal point for these programs and other programs. Collaborates with State DOTs/highway agencies and American Association of State Highway Transportation Officials (AASHTO) regarding common HR issues. Represents FHWA on Transportation Research Board (TRB) panels, e.g., National Cooperative Highway Research Program. Supports FHWA's National Human Resource Committee in identifying actions in response to survey outcomes. Participates in international HR transportation forums and projects.
 - b. **Strategic Planning and Quality:** Identifies corporate HR initiatives that are adopted in the Strategic Implementation Plan. Develops and implements action plans and initiatives for the advancement of Government, DOT, and FHWA goals and objectives.
 - c. **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.

- d. **Corporate Recruitment and Career Programs:** Develops and administers agencywide HR policies and programs related to student and career-entry programs, special emphasis programs, including persons with disabilities and veterans, and senior field leaders and executive resources. Provides expert guidance and consultation to the HR Director and Agency leadership on all activities related to the Senior Executive Service (SES) and Division Administrators.
- e. **Policy, Planning and Data Analysis:** Provides HR policy guidance and coordination; program management; workforce and strategic planning, HR surveys, assessments, studies and analysis; diversity and inclusion; accountability and quality improvement; payroll; and analysis and implementation of HR legislation and regulations. Develops, coordinates, and disseminates HR workforce information, reports, and graphics. Manages the planning, development, migration, and evaluation of the HR automated systems.
- f. **Administrative Operations:** Develops and administers governmentwide, departmental, and agencywide HR policies and programs to provide quality services to FHWA Headquarters and field organizations, including compensation, classification and employment. Provides national leadership in managing the HR operations functions with FHWA Headquarters and the administrative functions of HR, and administrative services within the Administrative Service Teams. Provides managerial oversight and leadership in the area of personnel activities processing and records management.
- g. **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.
- h. **Talent Development:** Develops and administers DOT and agencywide HR policies and programs related to learning and development. Provides support and assistance to FHWA Headquarters and field organizations in these areas.
- i. **Management Support and Work/Life:** Develops and administers governmentwide, departmental, and agencywide work/life programs, including awards and recognition, personnel security, benefits, and employee management relations for Headquarters and field organizations.

OFFICE OF MANAGEMENT SERVICES

1. **MISSION:** Develops agencywide policies and provides support, assistance, and technical expertise to FHWA Headquarters 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 the Agency's ADL program. Serves as the overall liaison for Managers wishing to utilize the ADL program to more effectively manage resources.

OFFICE OF INFORMATION TECHNOLOGY SERVICES

1. **MISSION:** To provide FHWA employees and selected DOT operating administration 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 the overall mission of the Agency.
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:** Assists the CIO 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 (IRB).
 - c. **Policy and Guidance:** Develops policies and procedures implementing legislation and programs, and administers statutory provisions relating to IT and information management.
 - d. **Support Services:** 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 Headquarters 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 policies 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 (CPIC) 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 the Agency. 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 the Agency'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. Administers FHWA information resources management policy and programs, and provides leadership and technical direction in developing, designing, and installing management information systems throughout the Agency.
 - g. **Information Exchange:** Develops strategic cooperative Federal/non-Federal partnerships between FHWA and State DOTs/highway agencies and other external partners 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 policies to ensure that FHWA systems and infrastructure are operated and maintained in a secure fashion commensurate with risks. 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 the Agency'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 policies and procedures implementing legislation and programs, and administers statutory provisions relating to information management, information collections, records, and privacy.

ASSOCIATE ADMINISTRATOR FOR RESEARCH, DEVELOPMENT, AND TECHNOLOGY

1. **MISSION:** Leads in the development of a nationally coordinated research and technology program; champions the advancement of highway technological innovation in support of FHWA strategic goals and performance objectives; advances knowledge through research, development, testing, and evaluation services; and provides support and assistance throughout FHWA in matters relating to research, development, and technology (RD&T).
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate and provides national leadership in the research and development of new highway and transportation technologies. Champions advancement of highway technological innovation, which supports FHWA strategic goals and performance objectives.
 - 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. Initiates self-assessments regarding quality, program evaluations and system and process improvements to continually improve the quality of programs, products, and services.
 - c. **Legislative/Program:** Provides technical support to the Offices of Infrastructure; Operations; Safety; Policy and Governmental Affairs; Federal Lands Highway; and Planning, Environment, and Realty in the development and analysis of RD&T legislative proposals and prepares overall agency proposals. Assists these offices in the assessment and evaluation of crosscutting RD&T initiatives.
 - d. **Technology Delivery:** Supports the Offices of Infrastructure; Operations; Safety; Policy and Governmental Affairs; Federal Lands Highway; and Planning, Environment, and Realty in the development of near term RD&T Program Plans. Supports these offices and the Resource Center 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.
 - e. **Outreach and Consultation:** In cooperation with Headquarters and field offices, provides and maintains ongoing communication links with FHWA's customers and partners, and other constituencies seeking their feedback. Partners with the Resource Center in the design and implementation of feedback systems to identify and evaluate new technologies and to continually update evolving needs and trends for future research plans and programs.
 - f. **Monitoring and Evaluation:** Develops and maintains systems for collecting and analyzing data and trends to evaluate research and technology policy and program 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 future targets of research opportunity within the larger national RD&T agenda. Develops a cooperative plan for advanced research initiatives that are higher- risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
 - h. **National Programs:** Provides agency 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 Technology Deployment and Partnerships Program; and the research activities portion of the State Planning and Research (SP&R) Program. In cooperation with the Offices of Infrastructure; Operations; Safety; Policy and Governmental Affairs; Federal Lands Highway; Planning, Environment, and Realty; and the Resource Center, develops and implements feedback systems regarding the effectiveness of research products from these programs.
 - i. **RD&T Budget:** Leads the coordination and preparation of FHWA's annual budget request for the overall RD&T program.
 - j. **Resource Management:** Carries out the internal administrative needs of RD&T and requirements of managing the operations of the Turner Fairbank Highway Research Center (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.
 - k. **Research Liaison:** Provides FHWA's principal point of contact within the DOT and with national and international transportation research organizations (National Science Foundation (NSF), Transportation Research Board (TRB), American Association of State Highway and Transportation Officials (AASHTO), Organization for Economic Cooperation and Development (OECD)). Leads in the technical negotiations of international research agreements.
 - l. **Conduct Research and Field Tests:** Conducts a research and development program in areas such as pavements, structures, 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 Offices of Infrastructure, Operations, Safety, Federal Lands Highway, and Planning, Environment, and Realty to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to these offices and the Resource Center, in the demonstration field tests of market ready technologies.
 - m. **Technology Transfer Assistance:** Provides assistance and service to the Offices of Infrastructure, Operations, Safety, Policy and Governmental Affairs, Federal Lands Highway, Planning, Environment, and Realty, and the Resource Center 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.

- n. **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 and Transporter magazines, etc.) in support of RD&T programs.
- o. **New Product Acceptance:** In cooperation with the Offices of Infrastructure, Operations, Safety, Policy and Governmental Affairs, Federal Lands Highway, Planning, Environment, and Realty, the Resource Center, and the division offices, monitors the customer acceptance of new products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
- p. **Professional Development:** Provides opportunities for knowledge and skill development in RD&T for FHWA career employees as well as other non-Federal transportation professionals.

3. **The Associate Administrator for Research, Development, and Technology provides executive direction over the activities of the following organizational elements:**

Office of Infrastructure Research and Development
 Office of Safety Research and Development
 Office of Operations Research and Development
 Office of Corporate Research, Technology, and Innovation Management
 Office of Resource Management

OFFICE OF INFRASTRUCTURE RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves infrastructure-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 the Offices of Infrastructure; Operations; Safety; Federal Lands Highway; Planning, Environment, and Realty; and the Resource Center in the development of near-term RD&T program plans and projects; demonstration field tests of technologies; and evaluation of customer needs, acceptance, and benefits of new infrastructure-related products.
2. **FUNCTIONS:**
 - a. **Technology Delivery:** Supports the Office of Infrastructure in the development of near-term RD&T Program Plans. Supports the Office of Infrastructure and the Resource Center 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 Infrastructure-Related Research and Field Tests:** Conducts a research and development program in pavements, structures, materials, and other infrastructure areas 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 Offices of Infrastructure; Operations; Safety; Federal Lands Highway; and Planning, Environment, and Realty to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to these offices and the Resource Center 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 the States, including laboratory testing, forensic analysis, etc.
 - d. **New Product Acceptance:** In cooperation with the Office of Infrastructure, the Resource Center, and the division offices, monitors the customer acceptance of new infrastructure products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
 - e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive outreach process intended to identify future targets of research opportunity regarding infrastructure elements of the RD&T agenda. Develops a cooperative plan for advance research initiatives, which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
 - f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, Interagency Personnel Assignments (IPA), etc., at TFHRC for headquarters and field staff, as well as State and academic personnel.

OFFICE OF SAFETY RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves safety-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 the Offices of Infrastructure; Operations; Safety; Federal Lands Highway; Planning, Environment, and Realty; and the Resource Center, in their goal to eliminate highway crashes 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-related products.
 2. **FUNCTIONS:**
 - a. **Technology Delivery:** Supports the safety functions in the development of near-term RD&T Program Plans. Supports the FHWA safety elements and the Resource Center 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 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 Offices of Infrastructure; Operations; Safety; Federal Lands Highway; and Planning, Environment, and Realty to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to these offices and the Resource Center 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, forensic analysis, etc.
 - d. **New Product Acceptance:** In cooperation with the Resource Center and division offices, monitors customers' acceptance of new infrastructure safety products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
 - e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive information gathering process intended to identify future targets of research opportunity regarding safety 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.
 - f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, IPAs, etc., at TFHRC for Headquarters and field staff as well as State and academic personnel.
-

OFFICE OF OPERATIONS RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves 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 the Offices of Infrastructure; Operations; Safety; Federal Lands Highway; Planning, Environment, and Realty; and the Resource Center in the development of near-term RD&T program plans and projects; demonstration field tests of technologies; and evaluation of customer needs, acceptance, and benefits of new operations related products.
2. **FUNCTIONS:**
 - a. **Technology Delivery:** Supports the Office of Operations in the development of near term RD&T Program Plans. Supports the Office of Operations and the Resource Center 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. **Operations-Related Research and Field Tests:** Conducts a research and development program in 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 Offices of Infrastructure, Operations, Safety, Federal Lands Highway, and Planning, Environment, and Realty, to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to these offices and the Resource Center 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 the States, including laboratory testing, forensic analysis, etc.
 - d. **New Product Acceptance:** In cooperation with the Office of Operations, the Resource Center, and the division offices, monitors the customer acceptance of new infrastructure products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.

- e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive outreach process intended to identify future targets of research opportunity regarding 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.
- f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, IPAs, etc., at TFHRC for Headquarters and field staff as well as State and academic personnel.

OFFICE OF CORPORATE RESEARCH, TECHNOLOGY, AND INNOVATION MANAGEMENT

1. **MISSION:** Leads change and provides a comprehensive approach to managing advanced and applied research programs, communicates corporate messages from agenda setting through impact assessment. Develops and executes policy, budget, program management, and administrative mechanisms to continually add value and quality to a nationwide FHWA Research and Technology (R&T) program. Develops and executes comprehensive R&T communications and marketing strategies, plans, and evaluation methods in support of FHWA-wide R&T programs and R&T services to FHWA Offices.

2. **FUNCTIONS:**

- a. **Strategic Planning:** Formulates FHWA's R&T Strategic Plan and collaborates with the Research and Innovative Technology Administration (RITA) on the DOT RD&T Strategic Plan. Advances FHWA strategic goals by promoting the development and use of functional area R&T multi-year roadmaps. Seeks to create processes that will further enhance the contributions of R&T as an agency strategy. Designs and implements the tools and methods to improve the quality of agency R&T. Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Develops and coordinates R&T input to the agency's strategic and performance plans.
- b. **Legislative and Intergovernmental Actions:** Provides legislative analysis and support for R&T, including drafting and reviewing R&T legislation, and providing technical assistance to the Office of Policy and Governmental Affairs and the Congress. In coordination with the Office of Policy and Governmental Affairs, develops legislative proposals related to R&T and contributes to the development of testimony and briefing materials related to R&T legislative proposals. Reviews and comments on draft legislation in support of highway R&T initiatives, including expanded partnership opportunities. Assists FHWA leadership and coordinates with the FHWA Office of Policy and Governmental Affairs, RITA, and/or Office of the Assistant Secretary for Transportation Policy in responding to congressional and departmental inquiries on R&T activities and requests for technical assistance. Works with the R&T Leadership Team to implement newly authorized research initiatives. Coordinates FHWA leadership interactions with the White House Office of Science and Technology Policy; the DOT Research, Development, and Technology Planning Council; and with others on R&T plans and initiatives.
- 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. 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, and a separate section describing how FHWA is implementing the Office of Management and Budget (OMB) R&D Investment Criteria. Tracks and defends the budget through the Office of the Secretary (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 the Office of the Chief

Financial Officer 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 Efficiency Act - A Legacy for Users.

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 RITA and other DOT operating administrations on the USDOT 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.

- d. **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, State and local highway organizations, and other internal and external stakeholders to support the advancement of highway technological innovation. Partners with the Headquarters offices and the Resource Center in the design and implementation of feedback systems to identify and evaluate new technologies and to continually update evolving needs and trends for future research plans and programs. Coordinates with and supports RITA 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, the DOT

Research, Development, and Technology Planning Team and Council, and others. Serves as FHWA's principal point of contact for research matters within the Department of Transportation and with national and international transportation research organizations (including the NSF, TRB, AASHTO, and OECD). Coordinates with other Federal agencies (e.g., Department of Energy, Environmental Protection Agency, Housing and Urban Development, 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 the FHWA Office of International Programs as well as with other FHWA cooperative research programs.

Provides coordination and liaison activities for FHWA for the Strategic Highway Research Program - II (SHRP-II). Coordinates and works with the TRB Research and Technology Coordinating Committee in developing and delivering the agency R&T program. Serves as the point of contact for R&T in matters involving the Office of Inspector General, Government Accountability Office, and other review or investigative organizations. Provides agency 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.

- e. **Communications:** Develops and conducts an R&T communications strategy and plan in support of agency-wide R&T programs and the technology and innovation delivery needs of the FHWA program offices. Establishes and maintains the FHWA R&T reports center and R&T information management system to support the FHWA R&T program. Provides communication and marketing assistance, outreach, and coordination services for all R&T related activities, including FHWA-wide media (publications such as Public Roads and Transporter Magazines, FOCUS, etc.), website development, CD ROM production, support for presentations, exhibits, speech-writing, and marketing support.
- f. **Performance Management:** Develops the program evaluation and performance measurement framework for the overall R&T program. Develops and maintains systems for collecting and analyzing data and trends, including customer service surveys, to evaluate research and technology policy and program effectiveness. Assists R&T offices in the assessment and evaluation of crosscutting R&T initiatives. Develops the biennial RD&T Performance Plan, incorporating activities such as quality self-assessments, program evaluations, and system and process improvements. Identifies RD&T performance goals and performance measurement methodology designed to continually improve the quality of RD&T programs, products and services. Gathers data utilizing the measurement methodology to develop and publish an annual Performance Report for RD&T. Provides leadership in the advancement of the President's Management Agenda for R&T, including budget and performance integration and improving agency processes leading to demonstrable program results. In particular, provides leadership in the implementation of OMB criteria for Federal investment in R&D. Publishes the R&T Report, in coordination with the FHWA Office of Policy and Governmental Affairs, RITA, OST, and OMB. Develops the biennial RD&T Performance Plan, in support of the FHWA and USDOT plans.
- g. **Technology Transfer:** Serves as the agency focal point for identifying best practices for technology transfer and innovation delivery and expertise on the "technology of technology transfer." Formulates strategies for engaging transportation users and stakeholders in technology and innovation delivery. Collaborates with the Office of Professional and Corporate Development in implementing local technical assistance outreach. Identifies, coordinates, and manages strategies and goals related to intellectual property. Provides assistance and service to the FHWA program offices and the Resource Center in support of cross-cutting technology transfer services and expertise. Identifies, evaluates, and tracks the deployment of highway technologies in partnership with the Resource Center. Provides assistance in the design and implementation of feedback systems and benchmarks to evaluate effectiveness of new technologies. Establishes opportunities for professional development and mutual exchange of expertise in technology delivery through rotational assignments.
- h. **R&T Leadership Team Support:** Provides leadership and support to the R&T Leadership Team, which includes the Associate Administrators for Planning, Environment, and Realty; Federal Lands Highway; Infrastructure; Operations; Policy and Governmental Affairs; Professional and Corporate Development; Safety; and Research, Development, and Technology. Formulates strategic issues agendas and schedules meetings. Provides follow-up action and progress reports for R&T Leadership Team decisions.
- i. **Corporate Program Delivery:** Provides agency leadership for policy development and the administration of nationwide R&T programs in the following areas: the NCHRP, SHRP-II, the Technology Deployment and Partnerships Program, and the research activities portion of the SP&R programs. In cooperation with the FHWA program offices and the Resource Center, develops and implements feedback systems regarding the effectiveness of research products from these programs. With partners (AASHTO Standing Committee on Research, Research Advisory Committee, NCHRP, SP&R, universities, the DOT Research, Development, and Technology Planning Council, TRB, etc.), leads overall development of national R&T program at the agency-wide level and coordinates appropriate areas with the FHWA program offices. Encourages and facilitates partnerships with State DOTs and other organizations through mechanisms such as the Transportation Pooled Fund Program to carry out research and technology transfer activities. Administers/manages the Transportation Pooled Fund Program.
- 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. Coordinates the FHWA-wide Small Business Innovative Research program, working with the Volpe Center in RITA.

OFFICE OF RESOURCE MANAGEMENT

1. **MISSION:** Develops policies for, and provides advice, support, and assistance to, the Office of RD&T 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 the Office of RD&T for issues and programs involving human resources, budget and finance, acquisition, facility planning and management, security, emergency planning, and information technology, 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, Objectives, and Corporate Management Strategies. Develops and coordinates RD&T input to the agency's strategic and performance plans. Initiates quality self-assessments, program evaluations and system and process improvements to continually improve the quality of programs, products and services.
- c. **Legislation/Programs:** Develops legislative recommendations in coordination with the Office of Policy and Governmental Affairs and administers statutory provisions relating to administrative management programs. Develops policy and direction for administrative management and logistical support programs.
- d. **Resource Management:** Carries out the internal management support needs of RD&T and the requirements of managing the operations of the 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, emergency planning, etc.) planning and operations, and the management of computer network and communications needs.
 - (1) **Human Resources:** In coordination with the FHWA Office of Human Resources, manages programs that will provide comprehensive human resource management and development for the Office of RD&T. 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 RD&T managers and staff. In coordination with the Office of Human Resources and the Office of Professional and Corporate Development, identifies, develops, and administers employee training and development.
 - (2) **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 the Office of RD&T's resources.
 - (3) **Acquisition Management:** Oversees a comprehensive acquisition management program in support of the Office of RD&T. Assists in the forecast, development, and administration of contracts, grants, cooperative agreements, purchase orders, and purchase card acquisitions.
 - (4) **Management Support Services:** Administers management and administrative support services for the Office of RD&T's customers and others aimed at improving management efficiency and effectiveness of FHWA programs and operations.
 - (5) **Information Systems and Technology:** Coordinates and administers programs that provide information systems, information technology (IT) support services, an IT infrastructure, and internal and external data access for the Office of RD&T to support the agency's strategic goals and information needs.
- e. **Outreach and Consultation:** Works closely with the Office of Administration 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, information technology, acquisition, and related issues. Participates in agency-wide efforts for strategic planning, organizational reviews, financial management, and emergency planning.

CHIEF COUNSEL

1. **MISSION:** Provides legal advice and services regarding all aspects of FHWA's programs and the representation of FHWA in legal or administrative proceedings, and works with State and local government transportation attorneys and other customers to enhance the understanding and application of Federal laws and procedures relating to transportation.
2. **FUNCTIONS:**
 - a. **Advocacy:** 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 Department of Justice and the Department of Transportation (DOT), Office of the General Counsel on such matters.
 - b. **Legislation:** Performs all legal services and coordinates all activities in connection with the Agency'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 Headquarters offices, appropriate comments on bills, proposed bills, and resolutions as they affect the FHWA and its programs.
 - c. **Regulations:** Provides legal advice and services in connection with the development and coordination of all FHWA regulations, and reviews directives and rulemaking actions for legal sufficiency and compliance with applicable Federal laws, Executive Orders, and regulations, including providing a counsel to serve as the Federal Regulations Officer.
 - d. **Alternative Dispute Resolution and Negotiations:** Provides legal advice, support, and other services to facilitate dispute resolution, including alternatives to litigation, and in the development of consensual rulemaking, including, as appropriate, negotiated rulemaking.
 - e. **Infrastructure:** Provides legal advice and services in connection with all matters relating to highway, pavement, and bridge engineering and related activities, including design, financing, and construction. Provides legal advice and services in connection with compliance with Federal civil rights laws, disadvantaged business enterprise programs, and Federal labor requirements on Federal-aid highway projects. Manages the FHWA Suspension and Debarment Program.
 - f. **Planning, Environment, and Realty:** Provides legal advice and services, including litigation support, in connection with environmental, social, and economic aspects of the Federal-aid Highway Program, and the application of all environmental laws relating to the program. Provides legal advice and services relative to Statewide and metropolitan planning, land acquisition, land use, condemnation, control of right-of-way, airspace utilization, and relocation assistance.
 - g. **Operations:** Provides legal advice and services related to freight management and operations, including truck size and weight limits; congestion management and pricing, including tolling and high-occupancy vehicle lanes; and other highway traffic management and roadway operations activities, including MUTCD and road weather management.
 - h. **Research, Development, and Technology:** Provides legal advice and services related to research, development, and technology, including issues related to technology transfer.
 - i. **Safety:** Provides legal advice and services related to Federal-aid highway safety programs, including the Hazard Elimination Program and the Highway/Rail Grade Crossing Program; and programs jointly administered with the National Highway Traffic Safety Administration (NHTSA), including the review of the States' compliance with Federal requirements dealing with minimum drinking age, seat belt use, open containers, and repeat intoxicated drivers.
 - j. **Federal Lands/Native American Issues:** Provides legal advice and services on Federal Lands and Native American issues with regard to the Federal Lands and Federal-aid Highway Programs, including the application of environmental laws and regulations, planning, infrastructure, and Traditional Cultural Properties issues.
 - k. **Border Crossings and International Activities:** Provides legal advice on all North American Free Trade Agreement and border crossing activities, including issues relating to freight movement. Provides legal advice regarding international agreements.
 - l. **Administration:** Provides legal advice and services, including litigation representation and support, in connection with internal personnel, civil rights, and contract matters. Provides legal advice and services in connection with ethics issues. Performs legal services with regard to authorizations, apportionments, appropriations, limitations, and related budgetary and fiscal matters, including preparation of certificates of apportionment to implement authorizations. Administers the Agency's Freedom of Information Act (FOIA) program. Provides legal advice in connection with public access to government information, including under FOIA.
 - m. **Financial Management:** Provides legal assistance regarding determinations of eligibility for Federal funding, authorizations, apportionments, appropriations, limitations, and related budgetary and fiscal matters, including preparation of certificates of apportionment to implement authorizations. Provides legal advice and services related to traditional and innovative financing of highway projects.

ASSOCIATE ADMINISTRATOR FOR CIVIL RIGHTS

1. **MISSION:** Manages and promotes civil rights (CR) programs to ensure fair and equitable treatment of all persons employed or affected by FHWA and the programs and activities of its recipients, sub-recipients, and contractors irrespective of race, color, religion (in the context of employment), gender, national origin, age, or disability.
2. **FUNCTIONS:**
 - a. **Advocacy:** Provides national CR leadership, leveraging resources within and through a diverse array of partners to ensure that objectivity and proper evidentiary standards are applied in CR decisions. Actively promotes equal opportunity programs and functions.
 - b. **Strategic Planning and Quality:** Coordinates the development of FHWA's CR strategic initiatives and monitors implementation. Ensures consistency with, and support of, the FHWA and DOT strategic goals which have CR implications. Establishes systems to monitor and measure the adequacy, impact, and effectiveness of programs, processes, functions, and initiatives. Establishes efficient monitoring systems which provide timely and relevant data.
 - c. **Legislative, Regulatory, Policy and Guidance:** Develops new legislation, regulations, policies, programs, initiatives, standards, and procedures; and analyzes and comments on the CR implications of proposed legislation, regulations, policy, guidance, and directives.
 - d. **Outreach and Consultation:** Maintains liaison with the departmental Office of Civil Rights (DOCR), other Federal agencies, minority and women's organizations, contractor associations, unions, American Indian tribal governments and organizations, disability rights advocates, and others to obtain their perspectives on proposals. Partners with FHWA's Resource Center (RC) and division offices to seek insights on proposals and to obtain input on needs. Works with the American Association of State Highway and Transportation Officials' Civil Rights Subcommittee, and the Transportation Research Board's Disadvantaged Business Enterprise (DBE), American Indian Issues, and Environmental Justice committees.
 - e. **Monitoring and Evaluation:** In cooperation with the division offices, monitors the programs and activities of Federal-aid recipients; in partnership with recipients, monitors sub-recipients, contractors, subcontractors, material suppliers, vendors, involved unions, and consultants to determine compliance with applicable CR laws. Evaluates the effectiveness of jointly administered interagency and cooperative agreements, or memoranda-of- understanding. As warranted, conducts special reviews to determine compliance of recipients in response to certain complaints of discrimination with respect to program impacts. Conducts reviews of CR processes and program operations in Headquarters, field offices, surface transportation agencies, and others to determine adequacy, effectiveness, and impacts of FHWA CR requirements.
 - f. **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 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.
 - g. **Professional Development:** Develops, adopts, assesses, and coordinates the presentation of training in CR concepts, programs, functions, and standards to increase the capability and capacity of FHWA, State, contractor, union, and American Indian tribal governments. Establishes and coordinates a CR "core curriculum" and standards for certification at the basic, intermediate, and advanced levels of CR program management.
 - h. **Technical Assistance:** Provides technical assistance to Headquarters, and in partnership with the RC, to FHWA field staff on internal and external CR program issues.
 - i. **Lead Agency:** Provides leadership and direction as lead Agency in the FTA/FRA/FHWA/DOT Memorandum of Understanding (MOU) on the review and approval of State internal EEO plans, and reviews of their implementation. Works cooperatively with the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) to prevent duplication consistent with the intent of the FHWA/DOT/OFCCP MOU. As appropriate, drafts other interagency agreements to more effectively meet CR program objectives.
 - j. **Interagency and Interdepartmental Cooperation:** Through the 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.
 - k. **National Programs:** In cooperation with other FHWA Headquarters offices, departmental offices, and other Federal agencies, develops, coordinates, and issues regulations, policies, procedures, directives, guidance, and promotional materials to ensure equal opportunity, nondiscrimination, and as appropriate, affirmative action in external CR programs. Manages nondiscrimination programs, working with and through the RC and division office staff and where appropriate, directly with recipients to obtain compliance through negotiation, conciliation, persuasion, or enforcement if required. Includes, but is not limited to, the following nondiscrimination programs: Title VI of the 1964 Civil Rights Act, The Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, The Age Discrimination Act of 1975, and Title 23 U.S.C. 324.
 - l. **Recurring Task Forces or Permanent Committees:** Convenes and provides administrative support for the FHWA DBE and ADA Work Groups. As appropriate, provides administrative support to the Historically Black Colleges and Universities and other Minority Institutions of Higher Education Task Forces, the Multiyear Affirmative Employment Plan Work Group, and the FHWA Indian Issues Coordinating Committee.

- m. **Process Management:** Incorporates new mandates into existing processes. Analyzes processes and, in partnership with CR practitioners, identifies aspects which may be modified or eliminated to continuously streamline and improve those processes.
- n. **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.
- o. **Investigation or Special Reviews of External Complaints:** Processes external program impact and disparate treatment discrimination allegations, including those involving allegations of environmental justice violations. Analyzes allegations, investigates or assigns complaints for investigation. Issues Agency 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. Partnering with the RC and division offices to provide technical assistance to States on investigations of complaints filed against sub-recipients and contractors. As appropriate, outlines and monitors remedial actions to determine compliance with corrective action plans.

ASSOCIATE ADMINISTRATOR FOR PUBLIC AFFAIRS

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 the Agency'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. **Legislative/Program:** Provides technical support to the Office of the Administrator and the virtual Communications Team in the development, implementation, and analysis of legislative strategies.
 - d. **Technology Delivery:** Supports the Offices of Infrastructure; Operations; Safety; Federal Lands Highway; Planning, Environment, and Realty; and the Resource Center, through the virtual Communications Team. Provides leadership and service to Headquarters offices and the Resource Center 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, the Office of the Secretary of Transportation (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 Agency 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 the Agency'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 Associate Administrator for Public Affairs provides executive direction over the activities of the following organizational elements:**
 - a. Office of Media Relations
 - b. Office of Public Communications

OFFICE OF MEDIA RELATIONS

1. **MISSION:** Plans and executes the Agency'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 Agency 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.

OFFICE OF PUBLIC COMMUNICATIONS

1. **MISSION:** Supports FHWA's Internet presence, use of social media, and written publications, as well as offering communications and marketing services.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves to implement FHWA's corporate approach to external communications by providing leadership and coordination services to the organization.
 - 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/division offices.
 - d. **Web Content Management:** Provides assistance to program/division offices with Web site development to include editing, reviewing, implementing and maintaining new and existing Web content.
 - e. **Marketing and Communications:** Assist program/division 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.

CHIEF FINANCIAL OFFICER

1. **MISSION:** Develops agencywide policies and procedures, and provides support and assistance to Federal Highway Administration (FHWA) Headquarters and field offices related to formulation and execution of Agency budgets, financial and accounting services, and the proper utilization and accounting of Agency resources. Develops and administers the acquisition and grants program, financial management, and management and administrative services in support of Headquarters and field offices. Provides support and assistance to State departments of transportation (DOTs)/highway agencies and other program partners in improving financial management practices. The Office of the Chief Financial Officer (CFO) is responsible for the development and utilization of accounting and budget systems throughout FHWA. Provides technical support to the Congress and other program partners in deliberations regarding traditional financial and budgetary aspects of Federal surface transportation programs.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate and the key Agency 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 Department of Transportation (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/Programs:** Develops legislative recommendations and implements statutory provisions relating to the traditional financing of Federal surface transportation programs. Develops policy and program guidance for traditional financial and budgetary aspects of Federal surface transportation programs.
 - d. **Budget Formulation and Execution:** Develops budgetary levels in conjunction with other FHWA offices that support approved program plans. Allocates and administers financial control aspects of Agency personnel resources within approved employment levels, fiscal constraints, internal controls and other criteria. Produces all products and data associated with budget submissions to the Office of the Secretary (OST), the Office of Management and Budget (OMB), and Congress. Administers a nationwide highway financial management and reporting system [Fiscal Management Information System (FMIS)] and is responsible for maintaining internal controls over this reporting system. Provides information to FHWA and department management, State transportation officials, other Federal agencies, and Congress.
 - 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. **Management and Programs and Analysis:** Administers management and program analysis agencywide aimed at improving management efficiency and effectiveness of FHWA programs and operations. Services include: travel policy, management consulting, and organization/delegations of authority, audit liaison, and directives management.
 - h. **Acquisition and Grants Management:** Provides comprehensive acquisition and assistance agreement support (grants and cooperative agreements), including advanced procurement planning and forecasting to FHWA Headquarters and field offices. Maintains and manages the FHWA-wide purchase card program. The office further promotes environmentally conscious procurement and sustainability in the Agency's acquisition program, in addition to acquisition and assistance agreement policy development and oversight, for all of FHWA.
 - i. **Contracting Operations:** Plans, directs, awards and administers contracts to support all FHWA Headquarters and field office activities to include the Office of Research, Development, and Technology located at the Turner-Fairbank Highway Research Center. Identifies new and innovative contracting methods to support the Agency with contracts that provide best value. The full array of Federal Acquisition Regulation-based contracting vehicles are utilized to meet Agency needs ranging from simple supply and service instruments to complex multi-year indefinite delivery/indefinite quantity instruments.
 - j. **Acquisition Policy and Oversight:** Serves as the Agency's focal point for the analysis and comment on the implications of proposed acquisition-related legislation, regulations, policy, guidance, and directives. Develops and promulgates agencywide implementing policies, procedures, and business acumen guidance with respect to acquisitions and assistance agreements. Administers the Agency's Acquisition Workforce Certification program. Provides certification training to acquisition staff in FHWA Headquarters and field offices. Reviews and provides policy oversight for the full FHWA-wide contracting program to include the Federal Lands contracting program and the purchase card program. Maintains the FHWA-wide automated purchasing system and related acquisition and grant information systems including the Federal Procurement Data System-Next Generation, Grant Information System, and Contract Performance Assessment Reporting System. Responds to departmental acquisition and grant data calls. Oversees and manages FHWA-wide small business and socio-economic contracting initiatives.
 - k. **Assistance Agreements and Acquisition Services:** Plans, directs, and awards assistance agreements (grants and cooperative agreements) to support FHWA Headquarters research and other partnership interests. Provides simplified acquisition (procurements under the Federal Acquisition Simplified Acquisition Threshold), and Federal Supply Schedule purchasing to all FHWA Headquarters and field offices. Awards and administers interagency agreements between FHWA and other Federal agencies as well as other DOT operating administrations. Work is performed at FHWA Headquarters as well as by employees stationed at the Lakewood Administrative Service Team.

3. **The CFO provides executive direction over the activities of the following organizational units:**

- a. Office of Budget and Finance
- b. Office of Acquisition and Grants Management

OFFICE OF BUDGET AND FINANCE

1. **MISSION:** Develops agencywide policies and procedures, and provide support and assistance to the FHWA Headquarters and field offices related to formulation and execution of Agency budgets, and the proper utilization and accounting of Agency resources.

2. **FUNCTIONS:**

- a. **Advocacy:** Serves as an advocate for sound fiscal policy and proper utilization and accounting of Agency resources. Serves as the Agency 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/Programs:** 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 the 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.
- 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 in the Delphi accounting system. Allocates and administers financial control aspects of Agency personnel resources subject to approved employment levels and fiscal constraints, and other criteria. Manages FHWA's Federal-aid budget and reimbursable authority. Administers a nationwide highway fiscal management reporting system (FMIS); 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 Rapid Approval and State Payment System (RASPS).
- h. **Delphi 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 Financial Integrity Review and Evaluation (FIRE) 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. **Organizational Development:** Develops and administers a system governing FHWA organizational structure, assignments of responsibility, delegations of authority, and operational relationships.
- l. **Audit Liaison:** Develops and administers agencywide policies and procedures governing FHWA relationships with the Government Accountability Office (GAO) and the DOT Office of Inspector General (OIG), and DOT Operating Administrations (OAs). Performs liaison activities for all GAO and OIG audits conducted in the Agency.
- m. **Directives/Management Services:** Plans, develops, and administers management analysis/consulting services, products, and Agency directives as required by statutes and other requirements. Provides guidance and support to FHWA Headquarters and field offices in developing and documenting Agency policies, procedures, and regulations.
- n. **Travel & Conference Policy:** Provides travel guidance to FHWA travelers, interprets Federal travel regulations and develops travel policy for the Agency. Oversees FHWA's e-travel system and works with the travel helpdesk to solve traveler's problems. Coordinates all travel and conference level information for senior level approval. Manages the government travel card program.

OFFICE OF ACQUISITION AND GRANTS MANAGEMENT

1. **MISSION:** Develops and implements acquisition policy, procedures, and guidelines for all elements of FHWA, including the Federal Lands Highway (FLH) Program, and provides agencywide oversight of acquisition activities. Manages an operational acquisition and assistance program on behalf of FHWA Headquarters and field offices. Awards and administers contracts, interagency agreements, simplified acquisitions, grants, and cooperative agreements on behalf of FHWA's Headquarters and field offices. Provides compliance oversight for FHWA-wide acquisition programs to include FLH and the purchase card program.
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 disadvantaged businesses, and socio-economic programs in the FHWA acquisition program. Encourages environmentally conscious (green procurement) and sustainability in FHWA's 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 FHWA-wide quality self-assessments, customer surveys, and process improvements to continually improve the quality of acquisition services. To the extent existing systems cannot be relied upon, adopts automated systems that can provide timely, accurate, and relevant data in support of Agency and departmental strategic goals, plans and performance agreements. Seeks to ensure consistency across all FHWA acquisition operations, policies, and procedures across Headquarters, FLH, and field offices.
 - c. **Outreach and Consultation:** Conducts advance acquisition planning with all FHWA Headquarters and field office program areas. Works closely with FHWA's Headquarters and field offices to ensure open and continuous coordination and cooperation in the advancement of a quality-based acquisition program. Manages the Headquarters Special Emphasis Program, providing 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 decision making.
 - e. **Legislative, Regulatory, Policy and Guidance:** Develops and implements FHWA-wide acquisition policy, procedures, and guidance. Serves as Agency 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.
 - f. **Professional Development:** Develops and conducts formal training for FHWA's Headquarters and field offices on acquisition topics. Ensures that all FHWA acquisition professionals are in compliance with governmentwide acquisition workforce competency standards.