



# Centered on Service

VOLUME 1, ISSUE 3

THIRD QUARTER 2005

## INSIDE

- 03 Technical Assistance**  
Wisconsin Interchange Project  
Structures Program Review  
Design-Build Conference  
Planning Conferences  
Proceedings
- 06 Training**  
Pavement Management  
Land Use and Transportation
- 07 Technology Deployment**  
Safety and Design  
Vertical Construction Scan
- 10 Special Feature**  
Safety Conscious Planning
- 13 Partnerships**  
Pavement Profiler
- 14 Centered on Quality**  
AASHTO Quality Award
- 15 Centered on Results**  
New RC Director  
Civil Rights Team  
Employee Highlight  
New Staff Profiles  
In Memoriam

### Civil Rights Technical Service Team Takes to the Road to Assess Disadvantaged Business Enterprise Program

The Federal Highway Administration (FHWA) recently completed work to develop an innovative **Disadvantaged Business Enterprise (DBE) Program Assessment Tool**. This groundbreaking program feature is the result of an action plan and recommendations submitted to U.S. Department of Transportation (DOT) Secretary Norman Y. Mineta.

In 2005, Frederick D. Isler, Associate Administrator, FHWA Office of Civil Rights, convened a multi-disciplinary DBE Workgroup to carry out the recommendations. The fundamental strategy of the action plan includes conducting DBE program assessments that “most efficiently utilize our abilities and match our management infrastructure.”

The implementation of the DBE Program Assessment Tool has two primary objectives: first, to determine the probability of a DBE firm being in compliance with required regulations and, second, to reduce and, ideally, eliminate and prevent fraud and/or abuse in the DBE program. The Tool will be field tested in eight States to expedite feedback and make recommended changes.

Currently, the DBE Program Assessment Field Test process includes an opening conference with the FHWA Division Administrator or designee. This meeting has a threefold purpose: to introduce the members of the Field Assessment Team to Division representatives, to acknowledge the Division’s participation, and to provide an overview of the assessment process. The Division Office Civil Rights representative is expected to accompany the Assessment Team throughout the assessment. It is envisioned that the Assessment Team will have a closeout with the State to cover what was learned from the particular section assess-

*Centered on Service is dedicated to sharing success stories and updates on FHWA Resource Center projects and ongoing news about services provided by the Technical Service Teams to the FHWA Division Offices, Headquarters Offices, and State Partners.*

### The seven key components of the DBE Program Assessment Tool:

1. The DBE program is a key component of FHWA's oversight responsibility;
2. The OIG has identified the DBE program as one of ten top management priorities because of issues related to abuse and fraud;
3. The Tool assesses the administration and implementation of key components of the DBE program and identifies those areas that are at risk of not meeting regulatory requirements. (Please note that if a DOT recipient is administering its DBE program in compliance with the regulations, it should meet the program objectives and reduce the risk of DBE fraud and abuse);
4. Divisions and States may use the Tool for self-assessment to identify areas that may need more attention;
5. The Divisions will have an important role to validate answers from the State. The DBE Program Assessment Tool cannot be transmitted until the Division accepts it. Once the Division has accepted it, the Division can submit the Tool online. Submittal shall constitute acceptance and approval by the Division;
6. The Headquarters Office of Civil Rights will be the recipient of the Tool and its results. This will be done for informational and evaluation purposes; and
7. The Headquarters Office of Civil Rights has projected pilot availability in FY06.

ment and discuss any additional concerns that will need to be addressed in a report. During the closeout activities of the final day, the Assessment Team should schedule a session with the FHWA Division Administrator or his designee to discuss any relevant issues.

Charles Klemstine of FHWA's Office of Civil Rights (seated on the right) and Teresa Banks of the FHWA Resource Center Civil Rights Technical Service Team (CR-TST) (seated to his right) are co-leading this effort. CR-TST staff members will also be vital in the performance of the assessments conducted through this nationwide initiative. Each Field Assessment Team will consist of up to four



individuals: one member from the respective FHWA Division Office, where the DBE Risk Assessment Tool will be field-tested; and members from the HQ Civil Rights staff and the CR-TST.

What does FHWA hope to accomplish?

1. Field testing provides the opportunity to collect valuable feedback to make this Tool a more effective instrument to assess weaknesses and clarify questions.
2. This instrument is a learning Tool for all stakeholders, to include the Assessment Team, the Division Office, and the State.
3. The field test will provide FHWA with insights on how this Tool could effectively be used in States of varying sizes, geography, and program magnitude.

The purpose of this activity is to identify "triggering factors." These triggering factors are quantifiable factors that are compared to a matrix of outcomes. The triggering factors, when compared to the performance standards, may provide valuable data for compliance—such as personnel related to the likely success or possible failure of DBE program implementation on a Federal-Aid Highway construction contract. "Simply stated, the DBE Risk Assessment Tool is designed to be used as a barometer of potential risk of abuse/fraud in the DBE program," according to Deborah Johnson, Team Leader, FHWA Resource Center Civil Rights TST.

Full deployment of the DBE Risk Assessment Tool has been projected for FY 2006. Although this assessment Tool has been specifically developed to assess the DBE program, it may be adapted to other Civil Rights program emphasis areas. In the final phase, the Tool will be web-based, so it may be completed online.

"... the Assessment Tool is designed to be used as a barometer of potential risk of abuse/fraud in the DBE program."

Deborah Johnson  
Team Leader, FHWA  
Resource Center CR-TST

Look for updates on this Tool as it is tested and refined.

#### For more information, contact:

**Charles Klemstine**  
**Program Operations Team Leader**  
Office of Civil Rights  
Federal Highway Administration  
(202) 366-6753  
[charles.klemstine@fhwa.dot.gov](mailto:charles.klemstine@fhwa.dot.gov)

**Teresa Banks**  
**Civil Rights Specialist**  
Civil Rights Technical Service Team  
FHWA Resource Center  
(404) 562-3592  
[teresa.banks@fhwa.dot.gov](mailto:teresa.banks@fhwa.dot.gov)

## TECHNICAL ASSISTANCE

### Covering All the Bases...The Resource Center Assembles the Players

In response to a request from the Wisconsin Division for Assistance with reviewing the PS&E package for the \$810 million Marquette Interchange project, the FHWA Resource Center (FHWA-RC) Structures Technical Service Team (TST) assembled a multidisciplinary Agency Team and forged into action. Specifically, the FHWA-RC's High Performance Structural Materials Specialist enlisted the services of representatives from the Headquarters Office of Bridge Technology and the Office of Federal Aid Programs Mega-Projects Team, as well as technical specialists from both the Construction and Project Management TST and the Geotechnical/Hydraulics TST (within the FHWA-RC) to conduct appropriate elements of the review.

The review team visited the project site, and after a briefing

"...The 'core contract' is the largest contract on the largest project in Wisconsin DOT history. You assembled a multidisciplinary team of subject matter experts that exceeded our expectations. Your personal participation and comments also greatly assisted our collective efforts to assure a successful outcome for Wisconsin's first mega-project. Nice job! I consider this FHWA team review effort to be a best practice and should be repeated for other mega-projects. . ."

George Poirier, P.E.  
Oversight Manager  
FHWA Wisconsin Division Office

by Wisconsin Department of Transportation project personnel, spent 2½ days in the Division Office pouring through thousands of plan sheets.

In the end, the diverse review team members provided many valuable comments in their particular specialty areas and exceeded the Division's expectations—improving designs and minimizing the potential for contractor claims. The involvement by this cross-cutting agency team proved very valuable in ensuring a low level of risk to the Wisconsin Division Office in authorizing this mega-project for Federal funding.

For more information, contact:

Lou Triandafilou, P.E.  
High Performance Structural Materials Specialist  
Structures Technical Service Team  
FHWA Resource Center  
(410) 962-3648  
[lou.triandafilou@fhwa.dot.gov](mailto:lou.triandafilou@fhwa.dot.gov)

### Resource Center Structures Technical Service Team Offers Program Review

The FHWA Resource Center Structures Technical Service Team (TST), in cooperation with our Headquarters Office of Bridge Technology, is offering Structures Program Review Service in two areas: structural engineering and bridge inspection/management.

This service is available to every State highway agency (SHA) and will be conducted at the request of the SHA and their respective FHWA Division Office.

For the review to be successful and beneficial, upper management from both the SHAs and the FHWA Division Offices should be in support of the effort and should be

available to attend both the kick-off meeting and the close-out meeting. The results from these reviews will be used to document commendable practices, innovative approaches, and recommendations for improvement. Additionally, commendable practices and innovative approaches will be shared with others. The results will also provide an opportunity to develop National Structures Program Strategies for future training needs, technical guidance, technology deployment, and more effective technology transfer.

The FHWA Resource Center can offer Program Review Service in several technical disciplines. Contact the Technical Service Team Leader in your discipline for requests and further information.

Through the implementation of this Structural Program Review Initiative—which encompasses both Structural Engineering and Bridge Inspection/Management Programs—the FHWA Resource Center will document commendable practices, policies and procedures; recognize areas of excellence; and identify opportunities for advancement and improvement.

**Who will form the review team?** A FHWA Resource Center Structures Technical Service Team member will form the review team in coordination with the requesting SHA, FHWA Division Office, and HQ Office of Bridge Technology. A typical review team will consist of five

members: three FHWA Structures Specialists, one from the Resource Center, one from the local Division Office, and one from HQ Bridge Technology Office of the Federal Lands Bridge Office; one local SHA representative and one SHA Peer from another SHA. One of the three FHWA Structures Specialists will be from the HQ Office of Bridge Technology for a bridge inspection/management review. Special circumstances or needs will be addressed on an individual basis.

**How much SHA personnel time will these reviews require?** Typically, each review should take no longer than one week to be completed, including the travel by those conducting the review. Additionally, it is expected that one week of preparation time will be needed prior to the review and one week of time after the review to complete the report. The number of SHA personnel involved and to what degree will depend on the SHA organization structure, program size, and scope of review. Unique SHA requests or requirements will be addressed in advance of the review on an individual basis.

#### What will my State gain? Program Review Goals and Benefits:

- Identified opportunities for program improvement and commendable practices
- Benchmarked program with other SHAs
- Documented state-of-the-practice procedures and processes
- Shared innovative practices, procedures, processes, and technologies
- Identified technical assistance, technology delivery, and training needs
- Opportunity for peer exchange
- Improved partnership between SHAs and the FHWA.

**What does a typical review involve?** A typical review involves the development of a detailed Work Plan that is prepared and sent in advance that will include a detailed outline of the review schedule, including distribution of questionnaires, agenda for the interview process, kick-off and close-out meetings with top management, schedule for site visits and district office visits, and time frame for delivering the final report. The Work Plan also documents the purpose, scope, objectives, team members, tasks, and references for the Review. In addition, a questionnaire with specific program questions is developed and distributed to the appropriate SHA offices and personnel for completion prior to the Review. The responses to the questions are used as a baseline for follow-up questions during SHA personnel interviews. In some cases the questionnaire will be modi-

fied by the Review Team to address any specific concerns. What, specifically, will be included or covered in a Structural Engineering Program Review? Due to practical time limitations, these reviews will typically focus on SHA bridge design and research program capabilities, activities, and innovations. Based on site-specific needs and concerns, some modifications to generic reviews are generally expected.

**What, specifically, will be included or covered in a Bridge Inspection/Management Review?** This Review will focus on the policies, procedures, and operating practices used by the SHA to administer the National Bridge Inspection Standards (NBIS) and related bridge management activities.

**How will the Bridge Inspection/Management Program Review differ from annual FHWA Division Office NBIS Compliance Reviews?** The Bridge Inspection/Management Program Review is not intended to be a NBIS compliance review. Furthermore, it is not intended to determine and document an SHA's level of compliance with the NBIS. However, the review is intended to identify opportunities for improvement, commendable practices, and innovative techniques. The Review can be general in nature or can be tailored to address specific SHA bridge inspection/management programs or practices. In either case, the review process will provide a comprehensive evaluation of SHA's policies, practices, and procedures.

**If a program review is requested and conducted relative to bridge inspection/management, will the annual FHWA Division Office NBIS Compliance Review still be necessary?** The bridge inspection/management program review is not intended to be a substitute for the annual Division Office NBIS Compliance Review. However, findings and recommendations from the program review could be utilized by the Division Office to supplement their annual NBIS compliance review.

#### For more information, contact:

**Shoukry Elnahal**  
**Structures Technical Service Team Leader**  
FHWA Resource Center  
(410) 962-2362  
[shoukry.elnahal@fhwa.dot.gov](mailto:shoukry.elnahal@fhwa.dot.gov)

## Moving Down the Road with Design-Build Solutions

As its name implies, design-build is an all-in-one project delivery system. The combined functions of a design-build project can save a property owner substantial amounts of money and time.

In traditional construction projects (also known as “design-bid-build”), a property owner hires an architect or engineer to prepare project plans and then bids those plans out to several construction firms. The company with the most competitive bid often wins the construction contract.

When a property owner signs a design-build contract, he or she hires a single firm that provides architecture, engineering, and construction services. In a sense, it is one-stop shopping.

The design-build delivery method can shorten project schedules, because no delay occurs between securing project plans and determining who will build them. Accelerated project schedules save property owners money in reduced labor and financing costs, and enable them to start recouping their investments sooner. Other benefits of design-build include streamlined communication (it is easier for an architect, engineer, and builder to consult with each other when their functions are coordinated by the same company)

### Make Plans for Next Year's Conference

Mark your calendar now to attend to attend the 2006 Design-Build in Transportation Conference, April 5-7. Property owners, engineers, builders, and transportation specialists will convene at the Portland Marriott Downtown Waterfront in Portland, OR, to network, share success stories, trade technical tips, attend educational sessions, and learn hands-on, practical solutions to the design-build issues they face. Preconference activities will take place on April 4.

As it did this year, the Design-Build Institute of America ([www.dbia.com](http://www.dbia.com)) will sponsor the 2006 Design-Build in Transportation Conference. New for next year, the 2006 conference will feature additional networking opportunities, a Transportation Owner of the Year awards dinner, and the promotion of owner scholarships through the newly created Owner Education Fund.

A call for presentations will go out approximately in mid-October. For more information about the 2006 Design-Build in Transportation Conference, visit: [www.designbuildtransportation.com](http://www.designbuildtransportation.com).

and reduced risk of receiving unbuildable project plans that must be redrawn or re-engineered.

Regulatory matters and concerns stemming from the inherent complexity of design-build projects are just a few of the issues property owners must consider. The 2005 Design-Build in Transportation Conference gave public and private owners and transportation specialists the opportunity to share their common concerns and seek new-found solutions to the challenges they face during the design-build process.

*Maintaining the Momentum—Creative Solutions for Tomorrow's Challenges* was the theme of the August 13–15, 2005 event. The conference, which convened in Dallas, was sponsored by the Design-Build Institute of America.

This year's conference featured 17 concurrent educational sessions. Attendees learned about regional design-build case histories and received information they could use to address design-build concerns in their areas. Session presenters provided technical details about the following projects and topics, among others.

- The New Tacoma Narrows Bridge, the Washington State Department of Transportation's first attempt at using the design-build method for a major highway project.
- The Minnesota Department of Transportation's experiences with geotechnical considerations in design-build highway contracts.
- The difference between using an Independent Quality Firm to inspect and test design-build projects and using owner or contractor quality controlled methods.
- Current trends in the insurance and surety markets that offer solutions for addressing the eroding availability of coverage for design-build projects.
- Findings and recommendations from the American Society of Engineers' T&DI Construction Committee on the engineer's role and responsibilities in business, professional, and ethical aspects of design-build projects.

“There are all kinds of tidbits of information from different agencies [at these conferences],” said Joe Gladke, Design-Build Program Director, Minnesota Department of Transportation. “From State to State, everyone has their own formula for doing design-build. I always learn different approaches to try [on our projects].”

**For more information, contact:**

**Jerry Blanding**

**Innovative Contracting Engineer**

Construction and Project Management Technical Service Team

FHWA Resource Center

(410) 962-2253

[jerry.blanding@fhwa.dot.gov](mailto:jerry.blanding@fhwa.dot.gov)

---

## Planning Conference/Workshop Proceedings Available Soon!

### 2005 Western Plains Metropolitan Planning Organization (MPO) Conference

The South Dakota Division Office along with the South Dakota Department of Transportation co-sponsored the 2005 Western Plains MPO Conference. Approximately 80 participants from the 9 western plains States gathered in Lead, SD. The topics included, among others, Long-Range Planning; Safety Conscious Planning; Corridor Preservation; and Integrating Land Use and Planning. Conference proceedings will be available on the FHWA Resource Center Web site and in CD format.

Due to the warm reception and recognition for both technology delivery and information exchange, there were talks that the Western Plains Conference might become a biannual activity.

#### For additional information on the Western Plains MPO Conference, contact:

##### Mark Hoines

##### Planning and Research Engineer

South Dakota Division  
Federal Highway Administration  
(605) 224-7326.  
[mark.hoines@fhwa.dot.gov](mailto:mark.hoines@fhwa.dot.gov)

#### If you have any questions regarding the proceedings and availability, contact:

##### Fawn Thompson

##### Intermodal/Statewide Planning Specialist

Planning Technical Service Team  
FHWA Resource Center  
(404) 562-3917  
[fawn.thompson@fhwa.dot.gov](mailto:fawn.thompson@fhwa.dot.gov)

### 2005 Division Planners Workshop

The 2005 Division Planners Workshop (DPW) was held in Minneapolis, MN. Since the first meeting in 2001, the workshop has grown in numbers. The DPW is a great forum for technology transfer and information exchange that has been coordinated by Division Planners for Division Planners. The agenda included sessions on Workforce Planning, Multidivision Coordination, Freight Planning, Safety Conscious Planning, Traffic Monitoring, Program Management, Fiscal Constraint, Congestion Management Systems, and Certification Reviews, to name a few.

The DPW proceedings will also be available on the Resource Center Web site. This site will serve as a resource for those who are able to provide planning-related examples. At the same time, it will serve as a point of reference for planners who wish to gather actual examples. Information exchange has been a desired component of the DPW.

What division is hosting the next DPW? Stay tuned and check the FHWA Resource Center Web site!

#### For additional information on the 2005 DPW, contact:

##### Susan Moe

##### Lead Program Manager and Planning and Programming Manager

Minnesota Division  
Federal Highway Administration  
(651) 291-6109  
[susan.moe@fhwa.dot.gov](mailto:susan.moe@fhwa.dot.gov)

#### For questions regarding the proceedings, contact:

##### Fawn Thompson

##### Intermodal/Statewide Planning Specialist

Planning Technical Service Team  
FHWA Resource Center  
(404) 562-3917  
[fawn.thompson@fhwa.dot.gov](mailto:fawn.thompson@fhwa.dot.gov)

## TRAINING

### Pavement Management Users Group Forum

#### Takes Distance Learning to a New Level in 2005

When the Pavement Management Users Group Forum (PMUGF) kicked off its May 4 session, 36 pavement managers from State Highway Administrations (SHAs) and the Federal Highway Administration (FHWA) didn't travel by car, plane, or train to discuss *Integrating Preventive Maintenance Treatment Into a Pavement Management System*. They sat at their office workstations as Katie Zimmerman of Applied Pavement Technology, Inc., facilitated the PMUGF's first nationwide Web-based session using Microsoft LiveMeeting software, while the National Highway Institute recorded the session for later viewing by interested parties.

#### Integrating Preventive Maintenance Treatments Into a Pavement Management System

##### May 4 Discussion: Treatment Selection, Treatment Triggers

Online participants discussed the differences between an easy approach and a more sophisticated approach for treatment selection.

If an agency selects an easy approach for treatment, it would (1) group all preventive maintenance treatments into one or two treatments; (2) develop treatment rules, impact models, and costs for the general treatment; and (3) have the districts/regions select the final treatment based on actual conditions.

If an agency selects a more sophisticated approach, it would (1) develop decision trees for each preventive maintenance treatment considered; (2) develop performance models, impact rules, and costs for each treatment in the decision tree; and (3) provide treatment recommendations to the districts/regions to confirm.

Participants also explored why they should use more sophisticated models: (1) they want better estimates of treatment cost and performance, (2) data to support the models are available, (3) the agency is seeking a more consistent use of preventive maintenance treatment, and (4) they have set preservation goals.

"It's a slick system," said David Janisch, a pavement management engineer with the Minnesota Department of Transportation.

During the 2-hour, interactive distance learning session, participants responded to polls, submitted written questions that the facilitator answered during the session, and participated in an open forum to ask questions of each other and discuss issues pertinent to the topic.

"I like the fact that you can take polls and find out what other States are doing," said Janisch. "Otherwise, you'd have to make phone calls to get that information."

On August 3, using the same 2-hour format and the same instructor, 58 registrants from 23 SHAs and 9 FHWA organizations settled into their workstations to join their counterparts around the country to discuss *QC/QA Procedures for Data Collection*.

"I like being able to participate in the Web conferences while sitting at my desk," said Rick Miller, a geotechnical engineer with the Kansas Department of Transportation. "Occasionally something will come up during the discussions and I can look up information on my computer to get specifics on how we're addressing [a given issue]."

Participants' voting at the end of the August session determined the topic for the **October 5** virtual discussion of *Keeping Pavement Management Viable Within a State Highway Agency*, which Katie Zimmerman facilitated along with David Janisch and Rick Miller.

#### For more information, contact:

**Bob Orthmeyer**  
**Pavement Management Engineer**  
Pavement and Materials Technical Service Team  
FHWA Resource Center  
(708) 283-3533  
[robert.orthmeyer@fhwa.dot.gov](mailto:robert.orthmeyer@fhwa.dot.gov)

### Land Use Briefing: Coordinating Land Use and Transportation

Land use decisions affect the transportation system, and transportation investment decisions affect land use. The challenge facing many areas today is finding ways to coordinate land use and transportation decisions that will preserve or improve the quality of life in communities.

It is important to understand the relationship between land use and transportation and to be aware of disconnects in

investment decisions. For example, complications can arise when land use decisions are made at the local level by a variety of players while decisions about major investments in transportation take place at the regional or State level. The accumulation of the numerous decisions made each day at the local level can have a profound affect on transportation operations and investments by transportation agencies.

The FHWA Resource Center Planning Technical Service Team, in cooperation with the FHWA Office of Planning, has developed a 6-hour seminar to address challenges faced by planning professionals in dealing with land use and transportation activities. Learning objectives for the seminar include:

- Understanding the links between transportation and land use
- Identifying roles and responsibilities of local, State, and Federal agencies in transportation and land use planning
- Explaining how land use plans are developed and used
- Exploring opportunities and tools for coordinating land use and transportation planning decisions.

Interactive sessions are used in the seminar to encourage participants to share their experiences and explore local challenges.

**For more information, contact:**

**Jim Thorne**  
**Metropolitan Planning Specialist**  
Planning Technical Service Team  
FHWA Resource Center  
(708) 283-3538  
[jim.thorne@fhwa.dot.gov](mailto:jim.thorne@fhwa.dot.gov)

## TECHNOLOGY DEPLOYMENT

### Spotlight on the Safety and Design Technical Service Team



The FHWA Resource Center is home to the 16 members of the Safety and Design Technical Service Team (TST), who are dispersed in 8 locations. They are ready to provide technical assistance and technology transfer to the 52 Division Offices. The following is an update on some of the efforts of the Safety and Design TST.

Implementation of recent research findings and highway safety studies:

- **The Safety Edge.** A review of 150 fatal crashes from two-lane rural roads (including State and locally maintained roads) in the Southeast by the Georgia Institute of Technology, along with a detailed investigation by the Georgia Department of Transportation of 69 crashes on local roads, identified the root cause of the crashes as edge drop-offs. A similar study by North Carolina of State-maintained roads also identified edge drop-offs as a cause of fatal crashes. From these highway safety studies, the Safety and Design TST has developed a new countermeasure—the Safety Edge. The Safety Edge is being promoted by the Safety and Design TST and has been deployed in seven southeastern States as part of their ongoing resurfacing efforts. The Safety Edge is currently being evaluated for wider deployment.
- **Roadside Design Guide Hardware.** Improvements in the design and capabilities of roadside hardware from research are continuously being incorporated into the Roadside Design Guide training course by the Safety and Design TST. Fresh topics include new end terminal treatments and the new median cable systems. The entire NHI Roadside Design Guide is currently being revised to incorporate the latest research findings.
- **A new Horizontal Curve Safety workshop** is being developed in order to communicate the findings of NCHRP 500, volume 7.
- **Roundabouts.** A state-of-the-art practice for the design and operation of roundabouts is being compiled by

the Safety and Design TST. This information is being incorporated into the Roundabout Handbook workshop and into technical assistance being provided to State DOTs. Roundabout Handbook training has already been provided to 23 State DOTs. The Safety and Design TST has co-authored Design Guidelines for Roundabouts for the Illumination Engineering Society of North America.

- Red Light Running. Recent research and effectiveness study results have been incorporated into the three intersection safety workshops deployed by the Safety and Design TST.
- Shoulder Rumble Strips. The Safety and Design TST has promoted and provided technical assistance to nearly every State as a countermeasure for Run-Off-the-Road crashes.
- The Safety and Design TST has developed, pilot-tested, and deployed new engineering measures for safety of pedestrians workshop based upon the proven countermeasures identified in NCHRP 500, volume 12.
- The TST has revised the Older Driver and Pedestrian Workshop to incorporate the findings of the latest older driver research detailed in NCHRP 500, volume 9.

The TST also has been working hard to deploy the science of safety in the following areas:

- In support of their efforts to improve the assessment of the safety performance of two-lane rural highways, the findings of TRB/NCHRP published research has been added to Safety and Operational Effects of Geometric Design for Two-Lane Rural Highways workshop.
- The team has deployed a new postgraduate-level engineering workshop focused on safety countermeasures for design and operation of rural non-signalized intersections in 19 of the 20 intersection safety opportunity and focus States. In addition, the 3-day Designing and Operating Intersections course has been enhanced with new technology information on the assessment of safety and quantification of safety performance.
- A new postgraduate-level engineering workshop on high-volume signalized intersections, Signalized Intersections: a Guidebook, provides the latest measures of effectiveness for safety and operational performance of busy signalized intersections.

**For more information on training courses or the technologies mentioned, contact:**

**Pat Hasson**  
**Safety and Design Technical Service Team Leader**  
 FHWA Resource Center  
 (708) 283-3595  
[patrick.hasson@fhwa.dot.gov](mailto:patrick.hasson@fhwa.dot.gov)

## FHWA Vertical Construction Scan: New York, Chicago, and Los Angeles

*Prepared by Kaitlyn Kostelec, FHWA Resource Center Intern, Undergraduate Civil Engineering Student, University of Virginia.*

During the summer of 2004, the Federal Highway Administration (FHWA) conducted a scan of vertical construction practices in three cities: New York, Chicago, and Los Angeles. The scan was motivated by increasing demands for faster, better, and cheaper construction from the transportation industry. As the government and private



*Soldier's Field, Chicago*

sector have shifted their focus to meet these goals, the need for a broader perspective on construction has become imperative. The Federal Highway Administration implemented the scan in attempt to learn from the vertical construction industry; to see what ideas, technologies, systems, and practices work and how they can be used in the horizontal industry of transportation.

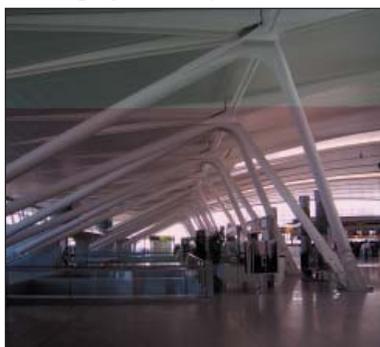
Representatives from the FHWA and State and local agencies met with experts of the vertical construction industry in each city, posing questions concerning three core issues: moving innovation into practice, improving design and construction productivity, and meeting facility/business performance and quality objectives over the life cycle. They hoped that these questions would expose the FHWA leaders to the key features contributing to innovative technology deployment and allow them to translate these ideas into working models in the horizontal field.

The concept of implementing vertical construction practices in the transportation field is complicated because the industries approach project construction in unique ways. The major differences center around two main issues: owner/contractor relationship and scope of the project. The major motivation of all innovative technologies, materials, and processes in



*Disney Concert Hall, Los Angeles*

the vertical construction industry is profit. Advancements occur because of the need to turn over projects quickly and generate revenue as early as possible. These conditions have guided the vertical construction industry to experiment with new technologies, which designers and owners support and anticipate. The horizontal construction industry, however, is motivated by the need to be a good custodian of public funds, which leads to modest innovation or risk taking. The contract is awarded to the lowest bidder, and there is little financial gain from construction projects. Beyond these differences, there exist technologies and innovations that are likely to prove beneficial to the horizontal construction industry.



*JFK Airport Terminal 7,  
New York City*

Despite the major distinctions between the vertical and horizontal construction industries, the discussions at the New York, Chicago, and Los Angeles conferences proved there are ready technologies applicable to the transportation arena. The participants suggested technologies in information technology, aesthetics, marketing, and communications, as well as many other innovative ideas. These ideas include contracting, procurement, and associated issues. The use of 3-D computer imaging for the facilitation of design and visualization was a particularly bright area of possibility. Vertical construction often uses the CATIA database for design, which is compatible with computer-assisted design (CAD) based programs for 2-D applications. Also, 4-D models that incorporate time have proved highly successful. Aesthetics increases the attractiveness and desirability of a project, possibly establishing a project as an icon of a city. Communication techniques for addressing the public and the media can also maintain credibility, build a sense of ownership, and express the value of a project. The following ideas do not concern particular technologies but may serve the transportation construction industry:

- Web-based project management systems
- Early contractor involvement
- Innovation, risk, and reward
- Process flexibility and opportunity for innovation
- Ownership of process—roles and responsibilities
- Project management and project delivery systems
- Removing barriers to innovation
- Streamlining
- Procurement methods
- Life-cycle considerations
- Insurance

Many of these innovations have been adopted in very limited instances in the horizontal construction field. If the horizontal construction industry could overcome barriers to innovation, these ideas could prove extremely beneficial to the transportation arena.

After the teams conducted conferences at each location, they went on a walking tour of each city, visiting vertical construction projects. In each building, there existed unique innovations in design and construction methods. Implementation of the techniques and processes used in the vertical construction industry undoubtedly will help transportation officials in their quest for faster, better, and cheaper construction in the future.

**For more information, contact:**

**Jerry Blanding**  
**Innovative Contracting Engineer**  
 Construction and Project Management Technical Service Team  
 FHWA Resource Center  
 (410) 962-2253  
[jerry.blanding@fhwa.dot.gov](mailto:jerry.blanding@fhwa.dot.gov)

**SCAN TEAM**

**Federal Highway Administration**

Ian Friedland, P.E., Team Leader, Office of Infrastructure  
 Jerry Blanding, J.D., Innovative Contracting Engineer  
 Gary L. Brown, P.E., Eastern Federal Lands Highway Division  
 Bob Kogler, Turner-Fairbank Highway Research Center  
 Dr. Cheryl Allen Richter, P.E., Highways for LIFE Program  
 Charles J. Churilla, P.E., Highways for LIFE Program  
 Dan Sanayi, P.E., Office of Asset Management

**State Highway Departments**

Don Arkle, P.E., Alabama DOT  
 Steve DeWitt, P.E., North Carolina DOT  
 David Hohmann, P.E., Texas DOT  
 M.G. Patel, Pennsylvania DOT

**National Association of County Engineers**

Alan Forsberg, P.E.

**American Association of State Highway and Transportation Officials**

Cameron Kergaye, P.E.

**Others**

Jon Magnusson, P.E., Magnusson Klemencic  
 John Dick, PCI

**Civil Engineering Research Foundation Staff**

Michael Goode, P.E., P.M.P., Project Manager  
 Dr. Amar Chaker

## SPECIAL FEATURE

### What Is Safety Conscious Planning?

Safety conscious planning (SCP) has been defined as a comprehensive, system-wide, multimodal, proactive approach that better integrates safety into surface transportation decisionmaking. The objective of SCP is to integrate safety considerations into the transportation planning processes at all levels and to recognize that safety is not limited to the selection of transportation projects. Safety is also addressed through land use decisions, legislation, education and enforcement efforts, and emergency management.

## Illinois Seminar Highlights Safety Conscious Planning

Safety Conscious Planning (SCP) is a comprehensive, system-wide, multimodal, proactive process that better integrates safety into surface transportation decisionmaking. The Illinois Safety Conscious Planning Seminar occurred on May 3, 2005, in Springfield, IL. Approximately 68 representatives from local, State, and Federal transportation planning agencies and organizations attended.

Organizers intended the seminar to bring together transportation planning partners and inform them of strategies and resources for improving transportation safety. Illinois Department of Transportation (IDOT) recently established a goal to reduce annual traffic-related fatalities in the State to 1,000 or fewer by 2008. Representatives from IDOT, Illinois Metropolitan Planning Organizations (MPOs), and the FHWA presented information on available resources and current ongoing efforts in the State.

The seminar provided the opportunity for MPOs, IDOT, and FHWA to exchange information on why and how safety may be better incorporated into the planning process, with the ultimate goal to reduce crashes and fatalities. The meeting also served to inform MPOs of the *Comprehensive Highway Safety Plan (CHSP)* and their potential role in the implementation of that plan. The Governor signed the *CHSP* on September 1, 2005. A key component of this plan is currently in place and includes improving data collection, storage, and analysis, and developing an interactive Geographic Information System (GIS) component.

## Welcome and Introductory Remarks

Norman Stoner, Division Administrator for the FHWA Illinois Division Office, and Tim Martin, Secretary of IDOT, provided introductory comments. Stoner stated that the greatest challenge facing us in this effort is to mobilize energy to help ourselves and others improve highway safety. He said the keys to achieving SCP are cooperation, collaboration, and creativity. As participants in the planning process, we must engage the “4Es” (enforcement, engineering, education, and emergency services) early in the planning process.

Secretary Martin focused on the *CHSP* as a tool to help achieve safety goals. He spoke of the importance of identifying the underlying causes of crashes in order to prevent them in the future. He indicated that SCP must be a scientific and data-driven process that incorporates practical recommendations for the implementation of action. Secretary Martin’s talk reinforced the idea that the key to achieving safety improvements is cooperative action and the sharing of ideas with safety partners. It is essential to have proactive MPOs that tailor their efforts to meet community needs and circumstances in order to help State and Federal resources effectively focus on the safety mission.

## A Focused Approach to Safety

State Safety Engineer Priscilla Tobias acknowledged that safety has long been a concern in transportation in Illinois. In the past, the State approached improving transportation safety and reducing fatalities with a broad brush. The State attempted to finance changes in all aspects of transportation that required safety improvements. While such an approach was a good start, Tobias stated that we now need a fundamental change in how we approach transportation safety. Rather than spending funds broadly, we must focus our efforts on key areas that will have the biggest impact in reducing fatalities.

The quality and availability of data is a longstanding concern for transportation planners. Planners need accurate, reliable, and consistent data to help them determine underlying causes for safety problems. Once they identify the underlying causes, planners can focus resources more effectively on targeted remedies. While several MPOs are at the forefront of efforts to improve data quality and create innovative, data-based solutions, others do not have the time or resources to actively generate their own data.

IDOT’s Division of Traffic Safety currently is working on improving data collection and storage processes. Representatives from the Rockford Area Transportation Study (RATS), the Chicago Area Transportation Study (CATS), Bi-State Regional Commission (Quad Cities, IA-IL MPO), and IDOT discussed collecting, storing, and analyzing data that support safety planning.

## MPO Experiences

Staff from CATS, RATS, and Bi-State discussed their experiences in identifying the data they use for safety planning, including where they get it and how they use it.

CATS identified the major goals of the initial regional collision analysis for northeastern Illinois and discussed the data sources used for regional collision analysis. The goals of this analysis focus on the identification of specific areas, times, and populations most impacted or at risk for collisions and fatalities. In the early 1980s, RATS began using a D-base program they developed to store crash data. Recently, they converted to a Windows-based program. The database systems allow the MPO to easily maintain and update their data and produce annual reports and spreadsheets containing raw crash statistics. RATS can query or sort the data by set variables to produce focused summaries of crash rates and severity, statewide crash frequencies, and critical accident rates.

In the Quad Cities MPO, CARS (Community Awareness of Roadway Safety) is a multidisciplinary traffic safety

team that includes representatives from the MPO, as well as planners and engineers from Iowa Quad Cities communities, counties, DOTs, and FHWA. Also included are various nontraditional safety partners such as EMS and law enforcement. Iowa's Governor's Traffic Safety Bureau (GTSB) and Bi-State Regional Commission established the CARS group in the Iowa Quad Cities. The primary function of CARS is to bring together stakeholders and stimulate ongoing interest in safety planning and the development of new safety ideas.

Bi-State considers safety a vital factor in their planning process (safety accounts for almost 33 percent of total points in their STP project evaluation process). They use crash databases and computer analysis tools (such as CMAT and SAVER) as part of their preparation of crash reports and project evaluations. CARS also is active in implementing new technologies, such as Dynamic Message Signs (DMS) to notify users of road conditions, and traffic monitoring cameras, which transmit recordings to police authorities.

## Effective Implementation of Safety Conscious Planning

Jim Thorne, Metropolitan Planning Specialist with FHWA's Resource Center and co-organizer of the Illinois seminar, identified five key factors in achieving success in SCP:

- **Leadership**  
Top-level officials must support safety efforts and become champions of SCP. A staff-level champion is also necessary to keep the process moving forward.
- **Communication and Collaboration**  
Planners and engineers need to learn what the safety issues are in a community, as well as learn what actions others are taking. Open dialogues between planning partners and stakeholders will facilitate the sharing of ideas and the development of innovative approaches. Participation of all planning partners will result in a more creative, comprehensive, and efficient process.
- **Data-Driven**  
Traditionally, crash data have been the source of most data used in safety analyses. In order to develop objective strategies for safer roadways it is imperative that these data be the foundation for sound highway safety planning decisions. Difficulties in compiling and storing these data have limited planning partners' abilities to access data in the past. New computer technologies permit more efficient and accurate data that gradually are becoming more easily accessible to planning partners. Renewed collaboration and the development of compatible electronic systems also allow alternative sources of information to be incorporated into safety analyses and implementation of safety planning.
- **Comprehensive**  
SCP must be a system-wide process (regional, corridor, and project-level as well as multi-modal), and consider the full range of possible strategies for achieving safer transportation systems. By engaging educational, enforcement, engineering, and emergency response communities, we will be able to make a difference in safety through our planning efforts.
- **Implementation**  
SCP is an ongoing process. Planners must develop action plans for implementation, study results, evaluate their actions, and develop refined approaches. They need to examine the available data, study the efforts of their peers, and develop creative solutions that fit community needs. Local and partner involvement will help planners better assess the effectiveness and efficiency of their actions. Planners also need to clearly identify immediate and long-term goals.

## Incorporating Safety Into the Pennsylvania Planning Process

A number of transportation agencies and planning organizations are actively seeking new ways to incorporate integrated safety management into the planning process. At the Illinois Safety Conscious Seminar, Matt Smoker (Transportation Planner in the FHWA Pennsylvania Division) and Mike Bloom (Senior Planner at the Centre County, Pennsylvania MPO) presented information on recent efforts to incorporate new approaches to safety in their planning process.

During the summer of 2004, the Pennsylvania (PA) Division conducted the first pilot of a new FHWA Pennsylvania Safety Review Initiative for incorporating safety in the Pennsylvania planning process. They chose the Centre County MPO to pilot this new process because it was in the midst of developing its 20-year LRTP and at a point in the process of soliciting the public to identify potential transportation projects. The objectives of the safety initiative were to engage the PennDOT District Safety Engineer in the MPO/RPO transportation planning process, conduct onsite safety reviews at high crash corridors/intersections, and raise awareness of the importance of prioritizing and funding safety improvements at the MPO level.

The first step, identifying stakeholders, was an element in their “Team Building Approach.” Participants in the project determined that engineers and planners from the MPO, PennDOT, and FHWA needed to be involved early in the process in order to identify accurately key agency roles and responsibilities. They identified specific individuals in each agency as contacts and participants. Each member agency played a critical role leading up to the Field Review (site visit). They also established the following responsibilities for the MPO, PennDOT, and FHWA:

- **MPO Responsibilities:**
  - Compiled crash data obtained from the LRTP process and consultant.
  - Identified significant crash clusters and perceived safety areas.
  - Coordinated efforts with PennDOT.
  - Prepared safety review, field review agenda, and tour route.
  - Provided handouts for the field review.
- **PennDOT District Responsibilities:**
  - Identified additional safety areas of concern.
  - Compiled crash cluster list.
  - Prepared collision diagrams.
  - Summarized detailed crash data for each location.
  - Reviewed ROW widths for each location.
- **FHWA Responsibilities:**
  - Convener: spearheaded the effort – “planted the seed.”
  - Organizer: pulled the core group of people together.
  - Champion: managed the efforts and made sure breakdown in communications did not occur.

They established three levels of improvements to address safety problems:

- **Low-Cost Improvements**—Studies/projects implemented through the PennDOT District Office or County Maintenance Office.
- **Short-Term Improvements**—Projects implemented through the current TIP to quickly address immediate safety concerns utilizing existing funding allocations.
- **Long-Term Improvements**—Projects that need to be reviewed and analyzed in the MPO’s LRTP to develop a permanent/lasting solution with future revenue sources.

## Summary and Results

Some immediate results from the seminar discussion were the awareness that each MPO could participate in the CHSP implementation teams and receive crash data prepared for their regions. In addition, participants had the opportunity to learn about a wide range of safety initiatives as well as to discuss what additional information or resources were needed to help advance safety in their programs. Attendees expressed several primary goals, including gaining easy access to reliable and accurate crash data that incorporate a GIS element and developing a strong program for collaborative safety conscious planning and implementation. State and Federal agencies and local organizations are working to address the needs of the planning community.

### For more information, contact:

**Jim Thorne**  
**Metropolitan Planning Specialist**  
Planning Technical Service Team  
FHWA Resource Center  
(708) 283-3538  
[jim.thorne@fhwa.dot.gov](mailto:jim.thorne@fhwa.dot.gov)

## PARTNERSHIPS

### Pooled Fund Study: Improving the Quality of Pavement Profiler Measurement

In its quest to provide smooth pavements for the driving public and to extend the service life of those pavements, the Federal Highway Administration's Pavement and Materials Technical Service Team, along with 20 participating and contributing State Highway Administrations (SHAs), is entering its third year of research in the Transportation Pooled Fund Study: Improving the Quality of Pavement Profiler Measurement. Working with a committed fund of more than \$2 million (\$1.4 million from the participating SHAs) over a 4-year period, the study has begun to deliver information and first-hand experience that address concerns regarding profiler operation, equipment, and procedures. The ultimate goal is for SHAs to be able to measure pavement smoothness adequately.

The overriding problem that spurred the study is the variation in readings among a variety of inertial profilers. Although they all use state-of-the-art technology—accelerometers, lasers, and distance measurement instruments—and provide International Roughness Index (IRI) values, they do not give the same measurements on the same roads.

To eliminate the problem and enable SHAs to measure pavement smoothness adequately, the study established nine priorities:

1. Develop a reference profile device.
2. Define critical profile accuracy requirements.
3. Acquire existing construction acceptance and correction software.
4. Establish certification/validation sites.
5. Evaluate upper limits of single accelerometer and single height sensor.
6. Identify emerging technology that enhances profile measurement.
7. Determine feasibility of portable validation device.
8. Identify lightweight profilers' unique problems.
9. Implement a portable validation device.

To date, the study has delivered the following:

1. Defined the goal of the reference device.
2. Completed and released Profile Viewer and Analysis (ProVal) software, version 2.5, that includes localized roughness and grinder simulation capabilities.
3. Conducted eight workshops to train users on the new software and released a recording of a workshop. Four additional workshops are scheduled, including a full-day session at the upcoming Transportation Research Board annual meeting, January 22–26, 2006, in Washington, DC.

**For more information, contact:**

**Bob Orthmeyer**

**Pavement Management Engineer**

Pavement and Materials Technical Service Team

FHWA Resource Center

(708) 283-3533

*robert.orthmeyer@fhwa.dot.gov*

## CENTERED ON QUALITY

### Federal Highway Administration Finance Specialist Achieves AASHTO Quality Award

On July 26, 2005, Finance Technical Service Team specialist, John Jeffers, was the recipient of the David G. Campbell Quality Award from the American Association of State Highway and Transportation Officials (AASHTO). This award honored Jeffers' excellence in service to the AASHTO Administrative Subcommittee on Internal/

External Audit, the constituent Transportation Department Audit Offices, and the transportation auditing community.



*John Jeffers  
receives the  
David G. Campbell  
Quality Award*

Jeffers was recognized for the many meetings he has facilitated between State Department of Transportation auditors and consultants, railroads and utilities, and the numerous task force groups he has served on as a member and advisor. Committee members acknowledged Jeffers for his wit and lighthearted approach to many difficult and complex issues, which has made the

difference between success and failure—stating his interest in the AASHTO Audit Subcommittee has helped to further its professionalism and effectiveness. John Jeffers is the FHWA liaison to the AASHTO Audit Subcommittee.

The award is named after David G. Campbell, a former Audit Subcommittee Chair, who through his leadership, promoted excellence in service through the State Department of Transportation audit offices. Campbell retired from the State of Illinois in 2003.

*John Jeffers is an Internal Control Specialist with the FHWA Resource Center's Finance Technical Service Team. For information on internal controls and audits, he may be contacted at (404) 562-3578, john.jeffers@fhwa.dot.gov.*

## CENTERED ON RESULTS

### Resource Center Director Takes the Helm

In June, the FHWA Resource Center's leadership helm of three managers was reorganized. Joyce Curtis was selected Director for the FHWA Resource Center (RC). Joining her is Gary White as Program Manager to administer and supervise the Technical Service Teams. Former RC Manager, Gary Corino, is now a RC customer, leaving in October to become Division Administrator for the FHWA Oklahoma Division Office.

Prior to this appointment, Joyce Curtis served as the Resource Center Manager in Baltimore, and before coming to the RC, Curtis served as the Assistant Division Administrator for the FHWA Virginia Division Office. In collaboration with the Division Administrator, she provided leadership and guidance to the State and local governments, focusing attention on the most critical problems, assisting in bringing about improvements to raise and sustain their programs at desirable levels and to ensure the effective utilization of program funds. She had the overall responsibility for administering the Federal-aid highway program in the State in accordance with Federal laws and regulations. Curtis graduated from Villanova University in 1971 with a Bachelor's degree in civil engineering. Upon graduation, she joined the FHWA's Junior Engineer Training Program.

### Team Highlight: Three Days in June

The Civil Rights Technical Service Team (TST) recently caucused in Baltimore at the FHWA Resource Center for 3 days in June. During this period, the team participated in team-building exercises, training, and informational sessions.

Dr. Walter K. Childress of the Dow Management Institute led the group in a number of team-building activities. Six major areas of organizational performance were addressed, including:

- Inside Power (*The Power of Individual Initiative*)
- Champions in Challenge: Contemporary Leadership for Chaotic Times (*The Power of Influence*)
- Six Secrets of Highly Successful Teams (*The Power of Interaction*)
- Building Better Businesses (*The Power of Industry*)
- Working With Anger: From Fear to Freedom (*The Power of Interference*)
- Taking Charge of Change (*The Power of Innovation*)

“The team also participated in completing a Personal Power Inventory. It is not a diagnostic tool. Rather, it is a self-scoring instrument designed to assist the individual to determine preferred ways of expressing one's self in a work environment,” remarked Deborah Johnson, CR-TST Team Leader.



*Frederick Isler, Associate Administrator for Civil Rights, addresses CR-TST staff and invited guests from HQ-CR in Baltimore.*

Notables in attendance included: Frederick D. Isler, Associate Administrator, Office of Civil Rights, Headquarters; Alan Steger, Director of Field Services, East; Nelson Castellanos, Division Administrator—Maryland, and Joyce Curtis, FHWA Resource Center Director.

The Civil Rights Technical Service Team (CR-TST) consists of the following individuals:

- Deborah A. Johnson, CR-TST Team Leader
- Teresa Banks, Senior Civil Rights Specialist
- Bernetta Collins, Civil Rights Specialist
- Toney Dixon, Civil Rights Specialist
- Willie Harris, Senior Civil Rights Specialist
- Peter “Running Deer” Silva, Civil Rights Specialist
- Jacqueline Joseph-Veal, Civil Rights Specialist

## Commitment to Excellence Honored

During the June Civil Rights TST meeting, both Willie Harris and Teresa Banks were recognized for their individual contributions to the enhancement of Civil Rights programs of our customers.



*Willie Harris receives award for his work as a civil rights authority.*

Willie Harris was recognized for “his continued commitment and dedication as a civil rights authority,” while working from home during a 2-3 month recuperation period from knee surgery.



*Teresa Banks receives award for her team leadership.*

Teresa Banks was honored for her work as “lead in a multi-disciplinary team deploying the DBE Risk Assessment Tool.”

## Employee Highlight



### Johnson does 30 years!

*Deborah Johnson, CR-TST Team Leader (left), receives recognition for 30 years of Federal service from FHWA Resource Center Director Joyce Curtis during the meeting in Baltimore.*

## New Staff Profiles



### CIVIL RIGHTS

**Bernetta Collins**  
**Civil Rights Specialist**

(720) 963-3242  
[bernetta.collins@fhwa.dot.gov](mailto:bernetta.collins@fhwa.dot.gov)

Bernetta is a Civil Rights Specialist on the FHWA Resource Center's Civil Rights TST. Bernetta joined the FHWA in June 2005, but her work in the field of Civil Rights began in 1986. Most recently, Bernetta served on the Governor's Disparity Recommendation and Implementation Committee in Colorado. She also joins the Resource Center staff after serving as a review team member of the certification program on Boston's Big Dig Project. Her areas of expertise lie in EEO/Title VII, DBE Program, External Complaints, as well as DBE Certification and UCP. She is currently also pursuing a Masters of Business Administration from Chadwick University.

**Toney Dixon**  
**Civil Rights Specialist**

(708) 283-4346  
[toney.dixon@fhwa.dot.gov](mailto:toney.dixon@fhwa.dot.gov)

Toney recently joined the FHWA Resource Center as Civil Rights Specialist by way of a Program Coordinator position in the Maryland State Highway Administration (SHA). Toney worked for the SHA for 18 years prior to joining the FHWA—11 of those years were at the District (field) level and 7 years were at the Headquarters level, where he gained experience with both internal and external EEO programs, affirmative action programs, and contract compliance. Toney serves as Civil Rights Specialist, sharing technical expertise in the areas of the Americans with Disabilities Act, Alternate Dispute Resolution, Complaint Investigation, Contractor Compliance, Disadvantaged Business Enterprise, Environmental Justice, Equal Opportunity, On the Job Training, and Title VI and Title VII Investigations. He earned a B.A. from the University of Maryland with a double major in African-American Studies and Economics. He went on to achieve M.B.A. status in Business Administration from Frostburg State University. He has served the U.S. Army Reserve for 12 years. He is also a Defense Equal Opportunity Management Institute (DEOMI) Graduate and a certified mediation trainer. In addition, he has worked closely with Midwestern Divisions and States regarding training and implementation of a Title VI interdisciplinary approach.

**Jacqueline Joseph-Veal**  
**Civil Rights Specialist**

(415) 744-4659  
[jacqueline.joseph-veal@fhwa.dot.gov](mailto:jacqueline.joseph-veal@fhwa.dot.gov)

Jacqueline began working in the civil rights field in 1992, as a legal intern in the Civil Rights Division of the Department of Education. Prior to joining the FHWA Resource Center, she served as the Assistant Director of Diversity, 1999-2004, County of Alameda.

She brings a wealth of knowledge in the area(s) of Contractor Compliance, Equal Opportunity, ADA, Diversity, Complaint Investigation, ADR, Affirmative Action Plans/Equal Opportunity Plans, and Title VI and Title VII.

From 1994 to 1997 she served as an Equal Opportunity Specialist with the Internal Revenue Service, and afterward as a Senior Contract Compliance Officer in the Office of Federal Contract Compliance Programs. She earned her B.A. in Public Administration from California State University Bakersfield; her M.A. in Public Administration from California State University Hayward; and her J.D. from the University of Puget Sound.

She joins the agency with expertise in the development of programs to increase the competitiveness of small and disadvantaged businesses in today's market; managing disparity studies; interfacing with community business leaders on controversial issues; conducting public hearings/meetings; developing training materials and courses for diversity, equal opportunity, affirmative action, and ADA. She has also advised Executive Management on key diversity and EEO issues, and completed the Master Contract Compliance Certificate.

## In Memoriam

**Iona Grace Harris**  
**July 13, 1951– July 10, 2005**

The FHWA lost a dedicated and respected employee in July, when Iona Grace Harris of the FHWA Resource Center (Baltimore) lost her battle with breast cancer.



As part of the FHWA Resource Center staff for the past 6 years, Ms. Harris, a Strategic Planning Specialist, was responsible for providing training and assistance in organizational performance management and improvement techniques. As reflected in her own words, Iona was proudest of her “contributions in the development and progression of the Department’s transformation efforts and the FHWA’s Quality Journey. As part of this movement, beginning with NPR’s [National Public Radio’s] streamlining initiatives and now taking form in the current integration of organizational improvement, measurement and strategic planning, she has served on intermodal teams, conducted numerous assessments, developed models, system approaches, and measurement schematics to transfer understanding, to share and better inform others on the merits of performance improvement management strategies.”

She completed 34 years of Federal service—21 of those with the FHWA. Before joining the FHWA Resource Center staff, Ms. Harris served in several posts in the agency’s Washington, D.C. Headquarters: as Strategic Planning and Quality Management Specialist, Human Resources Systems and Development, Office of Human Resources, (1992-1999); Personnel Management Specialist, Team Leader (1990-1992) Personnel Management Specialist (HR data information systems)(1980-1984).

Prior to her employment with the FHWA, she served as a Management Analyst/Compensation and Pay Analyst, USIA, Voice of America (1984-1988); Employer Accounting systems, Social Security Administration (1972-1980); and Customer Representative, Bell Telephone, Chesapeake and Potomac Systems (1970-1972).

Iona held a B.A. in Psychology, University of Maryland, Baltimore County (UMBC), 1982; a certificate in Personnel Administration, Organizational Development, UMBC, 1982; and an M.A. in English, Brown University, 1989.

Throughout her 14-year FHWA career, she received many awards and accolades:

- Recipient of an FHWA Special Act Award for work in the development of the FHWA Strategic Plan analysis of FHWA Internal Support Services, 1998.
- Recipient of the Secretary’s “Find the Good and Praise it” Award for work in the development of the DOT-wide HR Balanced Scorecard, a system of performance measurement.
- For the development and editorship of the FHWA Personnel InterChange, a newsletter designed to highlight Human Resource issues and programs to employees.

Prior to joining the FHWA, she received a Commendation for her analysis and recommendations to the U.S. Department of State identifying and addressing labor management and human resource issues of foreign nationals and third country nationals working at internationally located radio communication relay stations.

Iona’s character is best described in an e-mail about her passing from her supervisor—Resource Center Director Joyce Curtis.

*“It is with a very heavy heart that I have to share with you the news of Iona Harris’ passing. As many of you know, Iona has been fighting breast cancer for sometime now, but over the last couple of months the disease was starting to get the better of her. . .*

*Iona was a true fighter and never gave up. As some of you know, it was only little more than a week ago that Iona was in the office getting the information she needed to insure she retained her Baldrige certification. Iona was still trying to meet the demands of the office from her hospital bed only a month [prior]. It was only after I told her for the umpteenth time that I wanted her to take care of herself that she finally agreed to give up the work.*

*Iona was so fantastic and gracious in her last days in particular. She never once asked “why” and she lived her life as best she could. Even in her dying she was a class act. One cannot put into words the courage she displayed. She pushed herself everyday to make it the best she could.”*

Iona was laid to rest on her 54<sup>th</sup> birthday. The service was attended by many of her FHWA family from Baltimore and Washington Headquarters, as well as her three sons: Yuri, Nicholas, and Gabrielle, and a host of other family members. She was one of thirteen children.

Each year, 182,000 women are diagnosed with breast cancer and 43,000 die. One woman in eight has or will develop breast cancer in her lifetime. In addition, 1,600 men will be diagnosed with breast cancer and 400 will die this year.

If detected early, the 5-year survival rate exceeds 95%. Mammograms are among the best early detection methods, yet 13 million U.S. women 40 years of age or older have never had a mammogram.

The National Cancer Institute and the U.S. Department of Health and Human Services recommend that women in their forties and older have mammograms every 1 to 2 years. A complete early detection plan also includes regular clinical breast exams by a trained medical professional. In addition, monthly self-breast exams are suggested.



## CONTACT INFORMATION

### Federal Highway Administration Resource Center

#### Managing Editor

Judith C. Johnson, Team Leader  
Communications and Technology Team  
Phone: (404) 562-3682 Fax: (404) 562-3700  
[judith.johnson@fhwa.dot.gov](mailto:judith.johnson@fhwa.dot.gov)

#### Contributing Editor

Marie Roybal, Marketing Specialist  
Phone: (720) 963-3241 Fax: (720) 963-3232  
[marie.roybal@fhwa.dot.gov](mailto:marie.roybal@fhwa.dot.gov)

#### Contributing Editor

Deborah Vocke, Marketing Specialist  
Phone: (410) 962-3744 Fax: (410) 962-3419  
[deborah.vocke@fhwa.dot.gov](mailto:deborah.vocke@fhwa.dot.gov)

[www.fhwa.dot.gov/resourcecenter](http://www.fhwa.dot.gov/resourcecenter)

---

*Notice: The United States Government does not endorse products or manufacturers. Trademarks or manufacturers' names appear herein only because they are considered essential to the objectives of this document.*