

Partner Feedback Report

2011



U.S. Department of Transportation
Federal Highway Administration
Eastern Federal Lands Highway Division

Table of Contents

Introduction	1
Survey Approach.....	2
Program Administration Survey	4
Environmental Collaboration Survey	7
Project Development (Design) Survey	10
Completed Projects (Construction) Survey	13
Significant Accomplishments	16

Introduction

The Federal Highway Administration (FHWA), Eastern Federal Lands Highway Division (EFLHD) is committed to serving the needs of our Partners and we have been engaged in an ongoing evaluation and improvement process since 1993. As part of that process, we have collected survey information from our Partner Agencies and used their responses to improve our products and services. This Report has been developed to provide a summary of the feedback we received in relation to our program and project delivery, including identification of proposed improvement actions, and to report on some of our significant accomplishments.

In Fiscal Year 2011, we distributed the following web-based surveys:

- Program Administration (Program Support Throughout Project Delivery)
- Environmental Collaboration
- Project Development (Design)
- Completed Projects (Construction)

The results from those surveys have been reviewed and actions have been implemented to correct and improve upon our Fiscal Year (FY) 2011 scores. We appreciate our many Partners; and value the feedback you provide. The adjustments and adaptations we implement are our efforts to better meet your needs in the delivery of your program of projects.

In FY 2011, we awarded 37 projects at over \$187 million in construction contracts from which survey solicitations were requested. We received comments from the following Agencies:

- National Park Service
- U.S. Fish and Wildlife Service
- U.S. Forest Service
- State Departments of Transportation
- US Army Corps of Engineers
- Other Agencies

Comments are evaluated in consideration of the Program activity addressed and the partner representative from whom they were received. Our Staff often contacts the representatives to clarify individual comments.

We continue to reach out to our partner agencies through site visits, feedback sessions, program status updates, and teleconferences for the continual improvement of our program and project delivery services. In FY 2011, we have improved our partner satisfaction scores in three out of four program areas. The overall satisfaction score is 85.36% putting us above our target of $\geq 85\%$.

We would like to take this opportunity to extend our thanks for your participation and support of our efforts toward continual improvement. Your feedback is vital in the successful delivery of the Federal Lands Highway Program (FLHP) and is greatly appreciated. If you have any questions, or additional comments, please contact Mr. John Dixon, Division Quality and System Manager at 703-404-6370 or by email John.Dixon@dot.gov.

Survey Approach

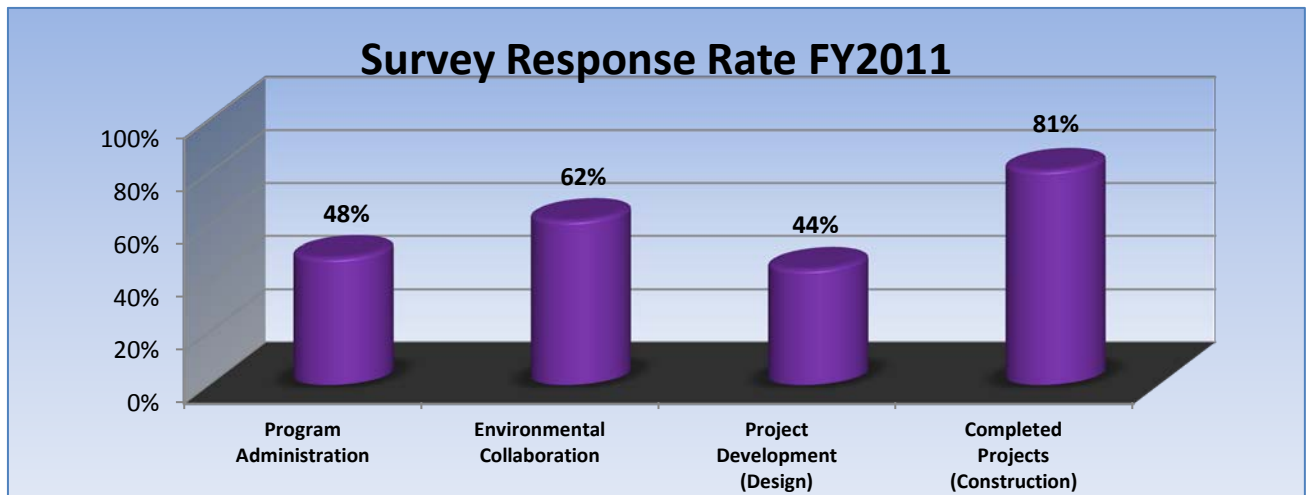
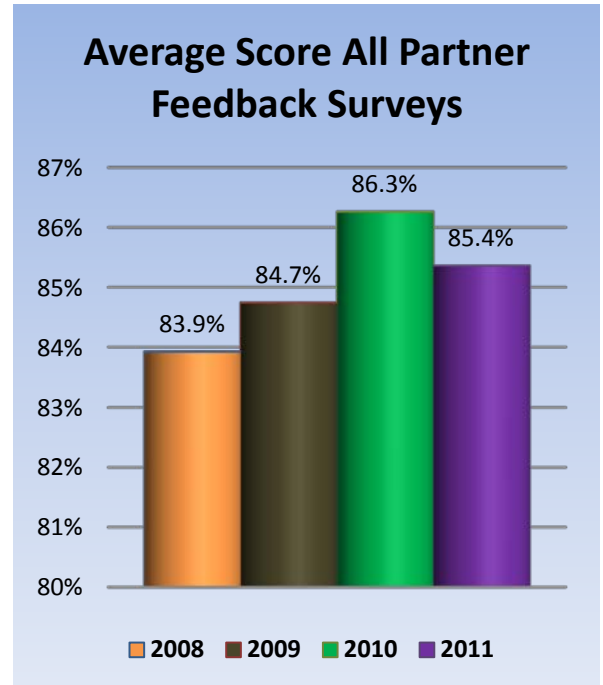
We measure the satisfaction of our Partner Agencies at the major milestones of the program and project delivery processes. The surveys are sent at the completion of the environmental assessment, project design and construction phase and annually to gauge overall program administrative support. Survey respondents include representatives of our Partners and other Agencies directly involved with delivery of the Program.

Survey scores have been trending up over the last three years and EFL's has surpassed our goal of $\geq 85\%$ for FY 2010. Each of the four components that comprise this overall score is addressed in detail on subsequent pages of this report.

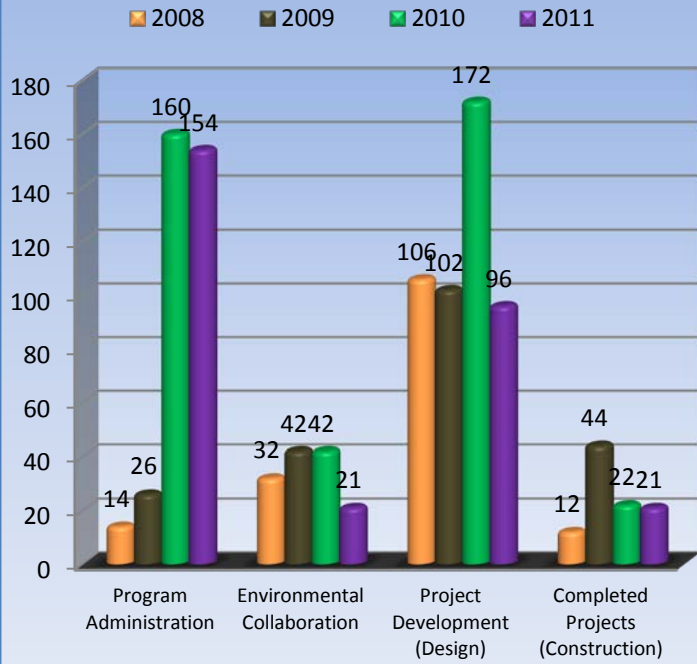
The average value for all partner surveys is composed of the 2011 Program Administration (Program Support throughout Project Delivery) at 79.95% with a response rate of 48.05%. The Environmental Collaboration Survey at 87.54% with responses of 62%. The Project Development (Design) survey returned results at 86.83% and a response rate of 43.75%, and the final component is the Completed Projects (Construction) Survey that contributed 87.10% and had a response rate at 81%.

Our target value aligns with the Federal Lands Highway Strategic Implementation Plan, active thru 2012, which strives for an 85% or greater for all Partner Satisfaction surveys (source attached, <http://flh.fhwa.dot.gov/plans/sip.htm>).

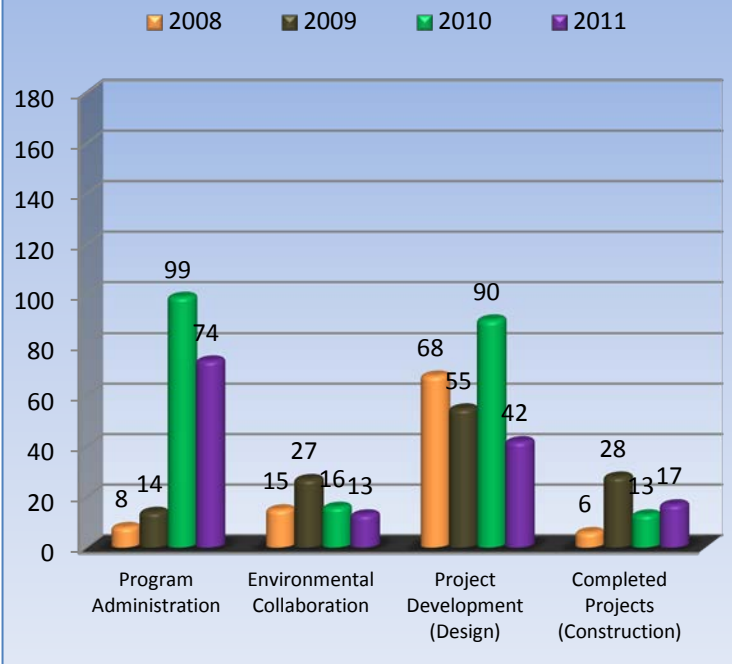
The combined rate of return for all four survey areas in FY 2011 was only 50%; this was a reduction from the previous year's value of 55%. As with all surveys, the number of responses received is critical to the validity of the feedback. We continue to ask for your valued input to this improvement effort at EFL and welcome any input to assist us in increasing our survey response rate.



of Survey Invitations

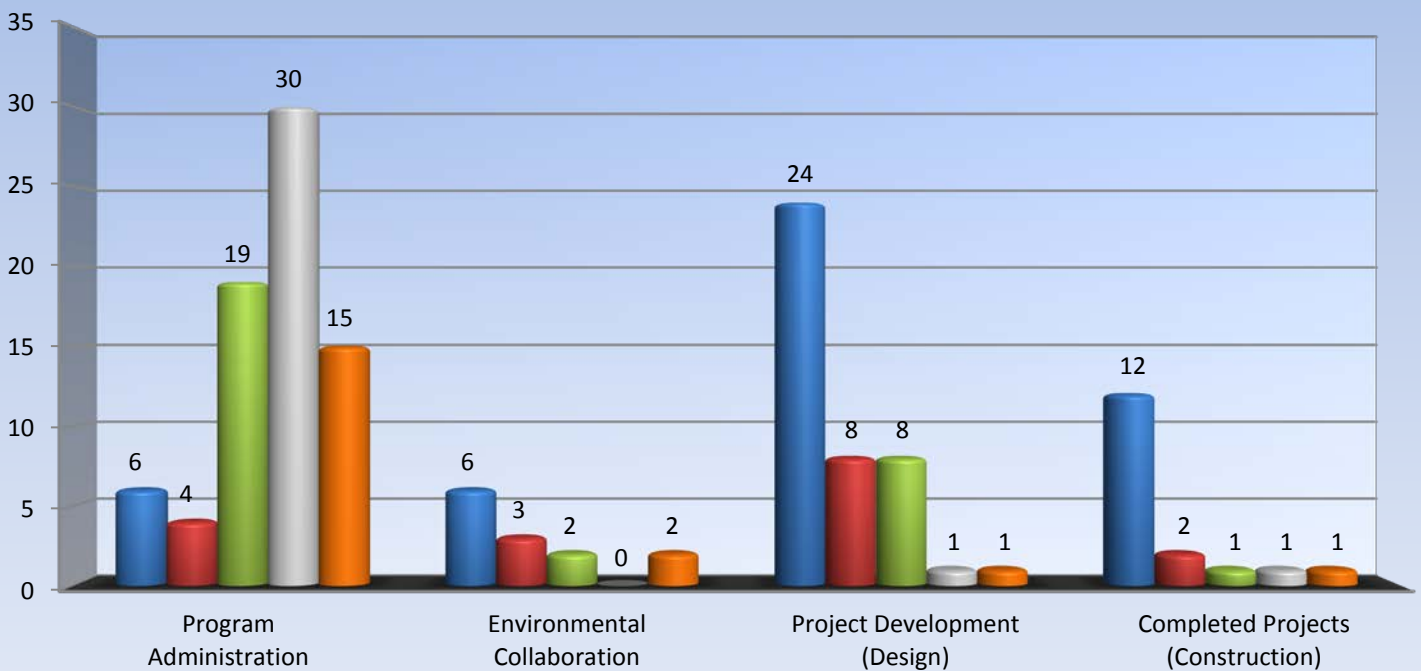


of Survey Responses



Survey Respondents by Partner Agency in FY 2011

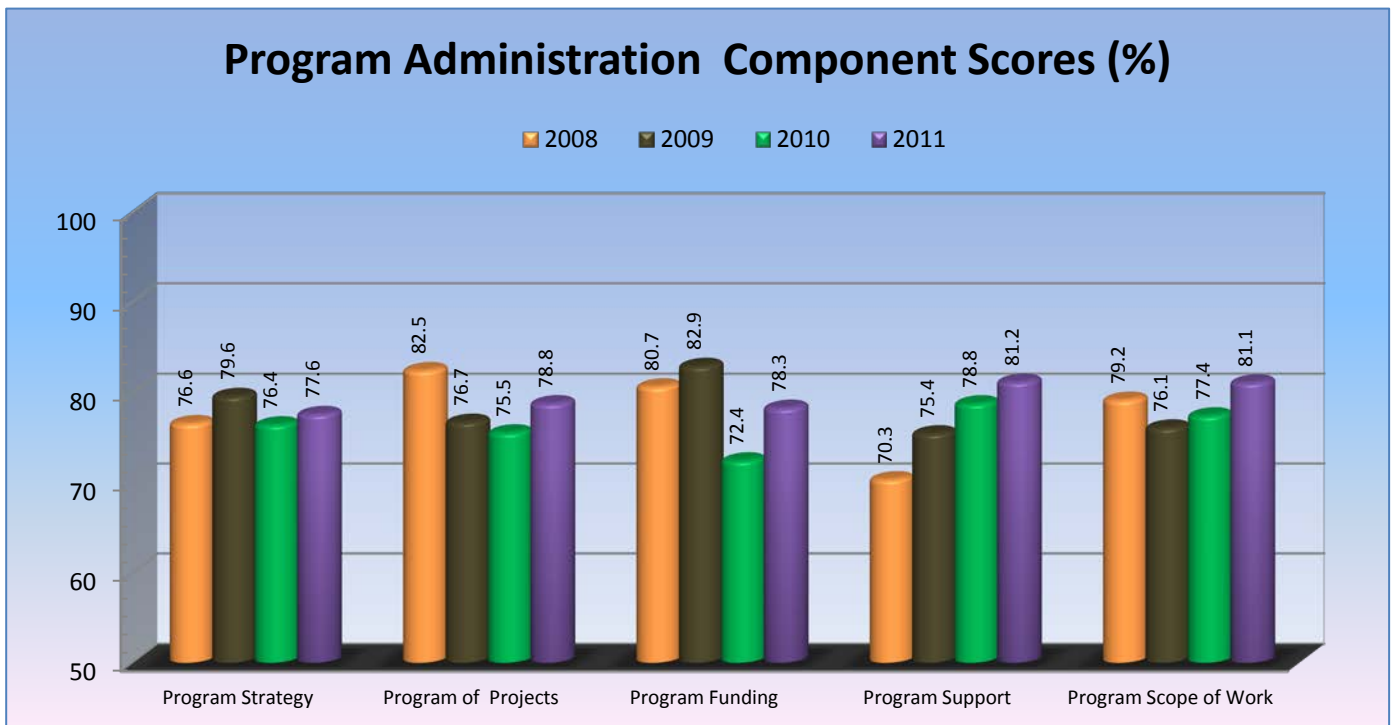
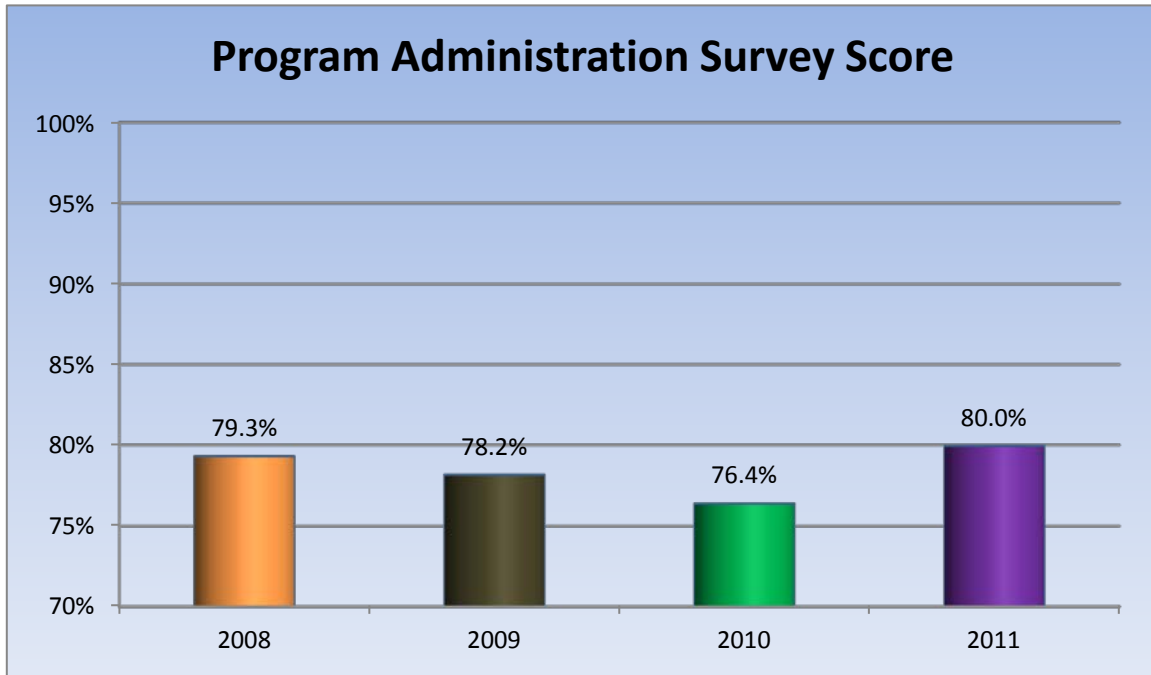
- National Park Service
 ■ U.S. Fish and Wildlife Service
 ■ U.S. Forest Service
- State Dept. of Transportation
 ■ Other Agencies



Program Administration Survey

The purpose of the Program Administration Survey is to determine whether the program needs of Federal Lands Highway (FLH) partner agencies are being met by FLH's administrative practices.

EFLHD Overall Satisfaction Index Target $\geq 85\%$



Survey Results: Survey scores for the Program Administration Survey have increased by 3.51 percentage points over last year’s score. The current score of 79.95%, falls below the target level but survey scores have increased in all five survey categories. A significant increase in the “Program Funding” survey area is commendable as this area had the greatest decrease in last year’s results. A recurring positive note for the “Program Support” category is the continual rise in survey scores since 2008, as this area has risen 10.86 points over those four years. This category encompasses the effectiveness of program meetings, the communication of technical and/or program or project status, as well as our responsiveness in meeting the needs and concerns of the Partner agency. An analysis of the survey’s results by the category yielded the following results.

Category	2008	2009	2010	2011	% Change
Program Strategy	76.56	79.59	76.42	77.58	1.16
Program of Projects	82.45	76.71	75.53	78.77	3.24
Program Funding	80.65	82.93	72.41	78.27	5.86
Program Support	70.31	75.43	78.76	81.17	2.41
Program Scope of Work	79.17	76.08	77.42	81.09	3.67
Overall Score	79.29	78.15	76.44	79.95	3.51

Questions resulting in the lowest percentages for this survey period were:

- Funding: The timeliness of funds distribution. 73.33%
- Scope of Work: The reliability of initial cost estimates. 76.92%
- Program of Projects: The stability of the multi-year program schedule. 77.54%

Question with the highest percentages for the current survey period are:

- Program Support: The consideration given to your agency's needs and concerns. 83.19%
- Program Support: The responsiveness to questions from you. 84.86%
- Scope of Work: Your agency's involvement in defining project scopes of work. 85.85%

Based upon the scores, we are still below or target goal for this survey. Our response rate for this year fell to 48% and is well below last year’s showing of 62% while invitations remained fairly consistent. Efforts will be made to improve upon responses returned for our 2012 survey period. Written comments associated with this survey indicated:

- The EFLHD needs to try and make more use of state standard drawings on Forest Highway projects.
- The Refuge Road Program coordinator prepares great reports and keeps the FWS informed about project and funding status.
- EFLHD needs to be more proactive in communicating with partners. Needs to provide more frequent reports of available funding.
- USFWS needs to be able to track expenses associated with specific assets. Need to have a separate schedule for every asset.

Action to Improve: We have initiated the following actions to improve and maintain partner satisfaction this year:

- We will provide separate bid schedules for each asset for USFWS projects.
- We have initiated a review of the Forest Highway Program to help determine the appropriate

level of design required for different types of Forest Highway projects. This would include the use of standard drawings when applicable.

- We are initiating including partner administer projects into our project scheduling software. This will help us to provide quarterly status updates/requests with the states and Forest Service.
- We will work to improve the response rate for this survey.

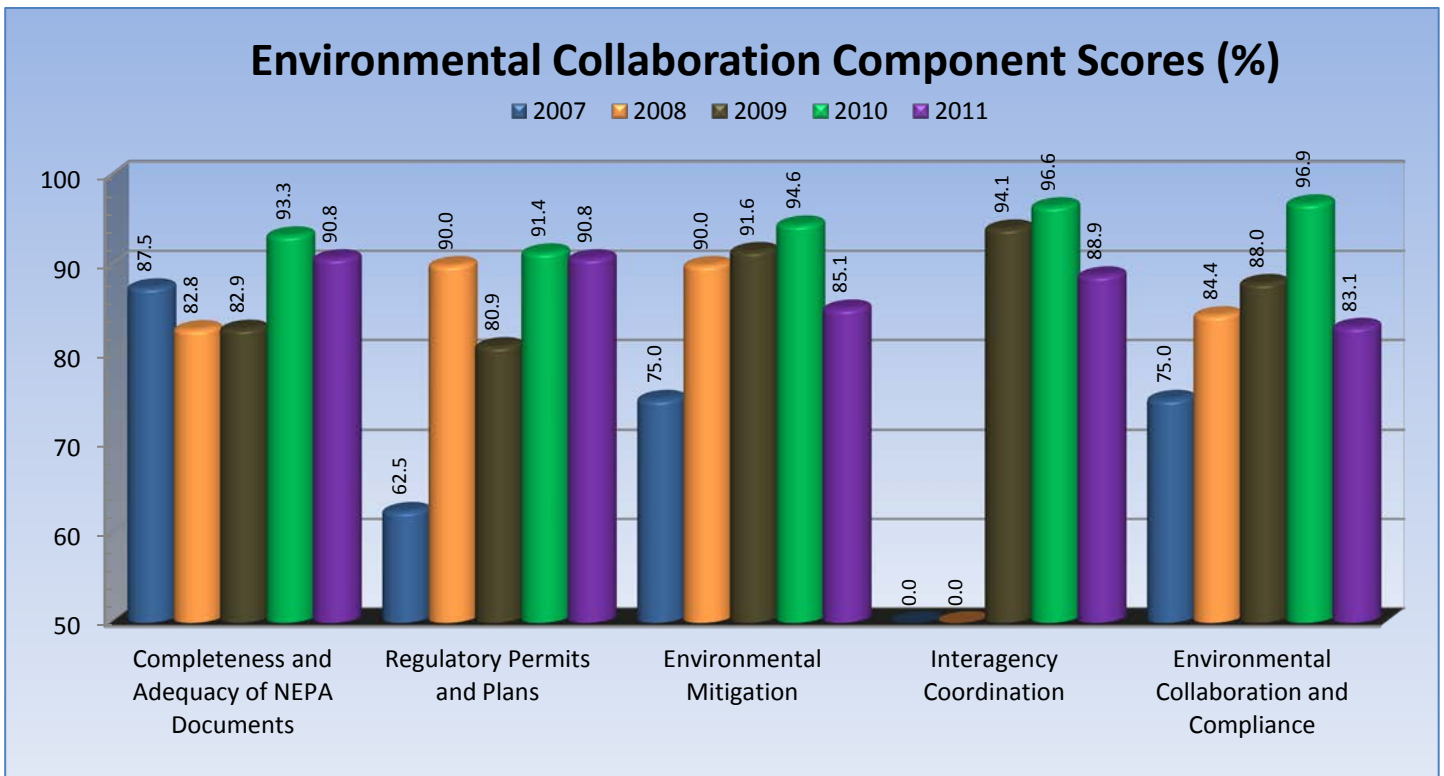
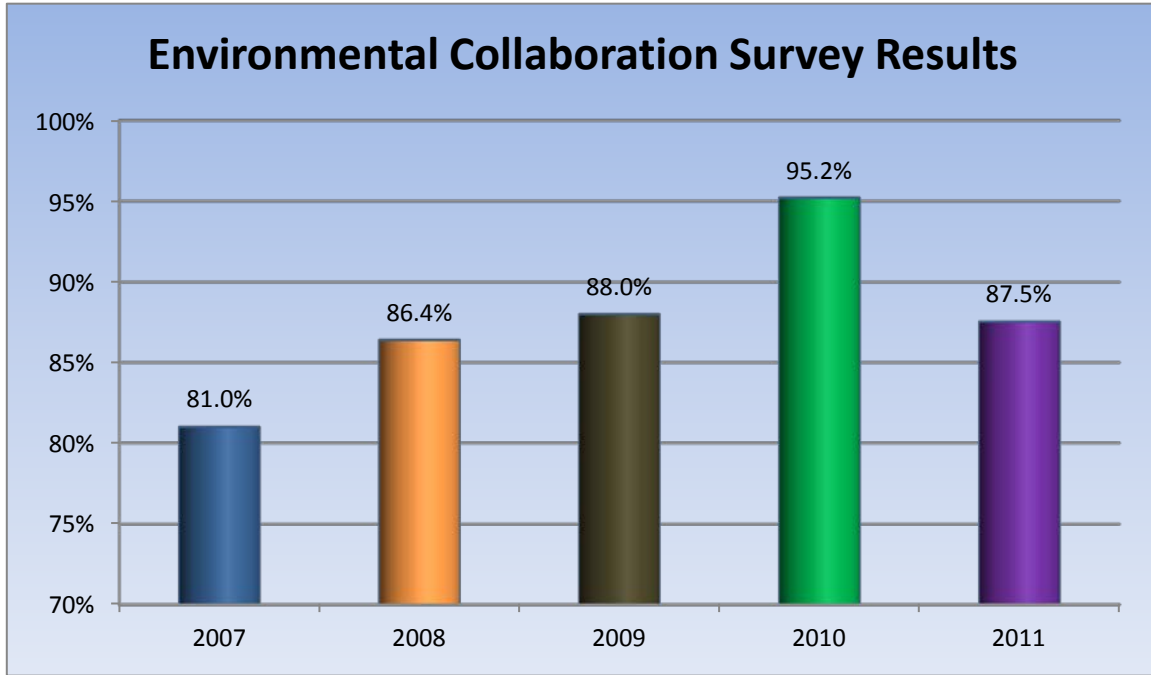
Actions Taken: We implemented the following actions for program administration improvement last year:

- We included in all FH program meetings a discussion on inactive projects/obligations to better utilize all available project funds
- We held more teleconferences to discuss the program when face-to-face meetings were not possible and sent out more timely meeting minutes.
- EFLHD provided documentation to our partners to help with the closeout of inactive projects.
- We have incorporated inflation based costs into our project estimates to help develop a more accurate multi-year program of projects.

Environmental Collaboration Survey

The purpose of the Environmental Collaboration Survey is to evaluate the degree to which our work supports and is consistent with partner and resource agencies' environmental practices.

EFLHD Overall Satisfaction Index Target $\geq 85\%$



Survey Results: Survey scores for the Environmental Collaboration Survey have corrected to more historical values after last year's stellar and unexpected increase. 2011 surveys resulted in a 7.6 percentage point fall from 2010 bringing the current score to a level of 87.54%. This value is again over our target and is holding more consistent with values from 08 and 09. All five survey categories experienced reductions in scores from the prior year, but all areas still exceeded the target. An analysis of the survey's results by the category area yielded the following results.

Category	2007	2008	2009	2010	2011	% Change
Completeness and Adequacy of NEPA Documents	87.50	82.81	82.86	93.33	90.77	-2.56
Regulatory Permits and Plans	62.50	90.00	80.91	91.43	90.77	-0.66
Environmental Mitigation	75.00	90.00	91.58	94.55	85.13	-9.42
Interagency Coordination	N/A	N/A	94.11	96.60	88.85	-7.75
Environmental Collaboration and Compliance	75.00	84.38	88.00	96.92	83.08	-13.84
Overall Score	75.54	86.44	87.49	95.15	87.54	-7.61

Questions resulting in the lowest percentages for this survey period were:

- Environmental Mitigation: Protection of existing surface waters (including wetlands). 81.67%
- Overall please rate your satisfaction with the collaboration with your agency to complete the environmental compliances. 83.08%
- Environmental Mitigation: Complete effective mitigation plans. 84.44%

Question with the highest percentages for the current survey period are:

- Interagency Coordination: Timeliness of response to request from your agency. 89.23%
- Interagency Coordination: Quality of response to requests from your agency. 89.23%
- Interagency Coordination: Effectiveness of coordination and consultation with your agency(such as Section 106 of Historic Preservation Act and Section 7 of the Endangered Species Act). 89.23%
- Completeness and Adequacy of NEPA Documents (CE, EA-FONSI, EIS-ROD). 90.77%
- Completeness and Timeliness of Regulatory/Permits and Plans. 90.77%

Based upon the scores, we have again exceeded our target. Our response rate for this year has improved to 62% and is well above last year's poor showing of only 38%; however invitations fell by 50%. Efforts will be made to improve on both number of solicitations sent, and responses returned for our 2012 survey period. Of the thirteen responses returned for analysis, only one written comment was provided. The theme expressed by this comment was:

- Work to ensure proper coordination with resource agencies to minimize project delays.

Action to Improve: We will initiate the following actions to maintain higher partner satisfaction this year:

- We will continue to focus on regulatory permits and plans and adequacy of NEPA documents especially since these items continue to affect the project delivery schedule.

- We will train EFLHD Design, Environment and Construction personnel to build competency in National Pollutant Discharge Elimination System (NPDES) compliance based upon the curriculum developed last year.
- We will revise our process for sending out surveys to try and increase the number of responses while maintaining a high response rate. We will try to achieve this by sending out surveys on a quarterly basis as the environmental tasks are completed and also identify more than one survey recipient when appropriate. This was an action item for last year also.

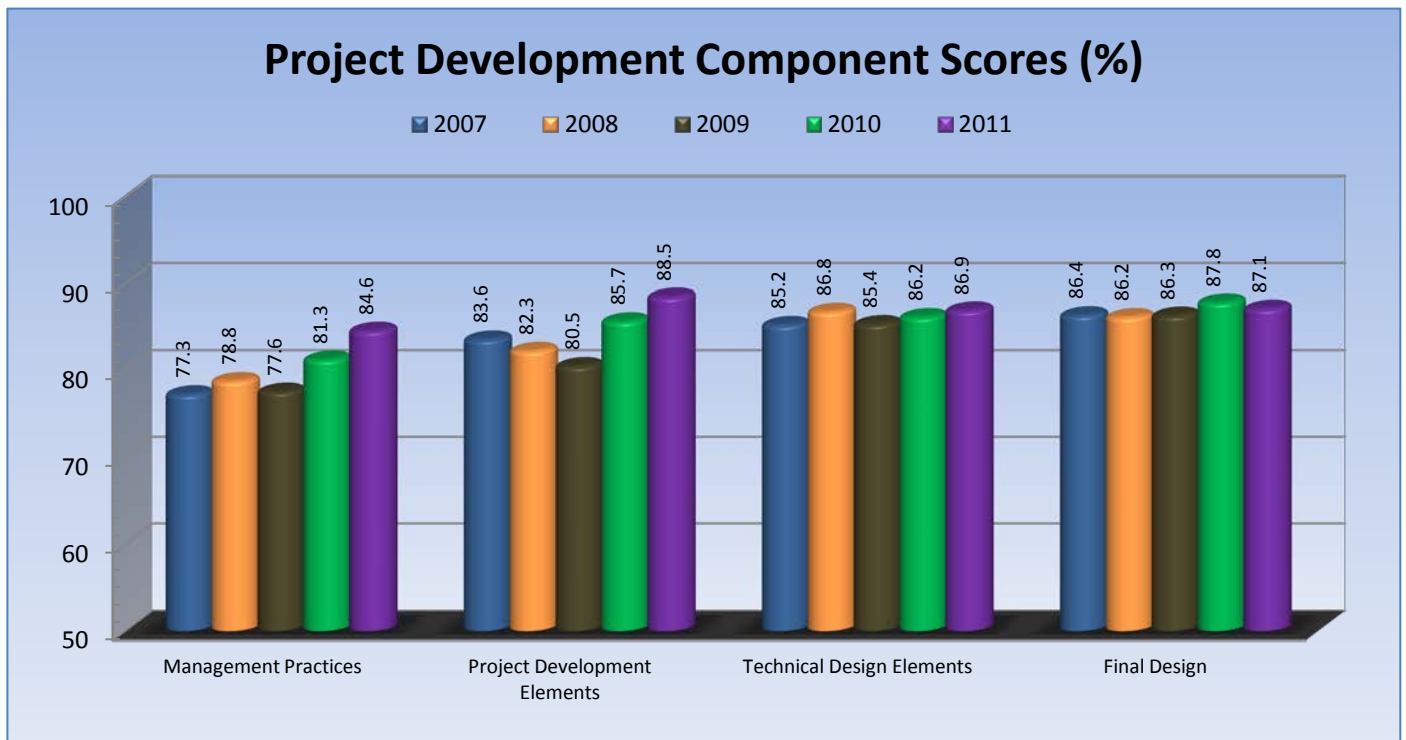
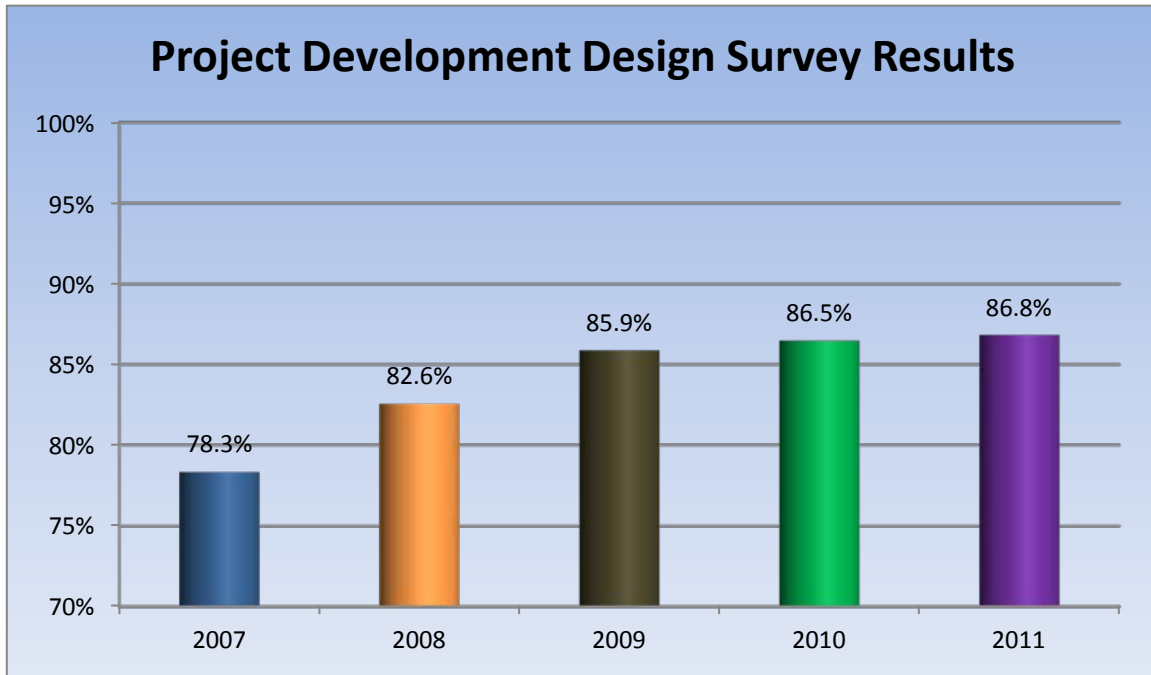
Actions Taken: We have implemented the following actions last year:

- We continued to submit permit applications as early as possible and focused on obtaining permits to ensure timely project delivery. We have tried to take advantage of any Division funded liaison positions at the permitting agencies.
- We developed a training curriculum designed to build competency in National Pollutant Discharge Elimination System (NPDES) compliance for EFLHD Design, Environment, and Construction personnel. This training will be provided regularly to meet the annual training requirements.

Project Development (Design) Survey

The purpose of the Project Development Survey is to assess the quality of all project design elements and FLH management practices that lead to final design.

EFLHD Overall Satisfaction Index Target $\geq 85\%$



Survey Results: Survey scores for the Project Development Survey rose slightly over last year’s results. This small percentage point increase brings the current score to 86.83%. This value is again over target and has been improving for the last five years. Survey categories experienced split results in 2011, with “Project Development Elements” and “Technical Design Elements” showing positive gains while “Management Practices” and “Final Design” recorded decreases over last year’s values. An analysis of the survey’s results by the category area yielded the following results.

Category	2007	2008	2009	2010	2011	% Change
Management Practices	77.25	83.57	85.24	86.37	84.58	-1.79
Project Development Elements	78.76	82.25	86.76	86.15	88.47	2.32
Technical Design Elements	77.55	80.5	85.35	86.33	86.92	0.59
Final Design	81.25	85.66	86.15	87.84	87.11	-0.73
Overall Score	78.32	82.56	85.88	86.49	86.83	0.34

Questions resulting in the lowest percentages for this survey period were:

- Management Practices: FLH's management of design costs. 81.62%
- Management Practices: Consideration of alternative solutions to problems before recommendations were presented. 84.00%
- Management Practices: Timely receipt of information about the progress of your project. 84.76%

Question with the highest percentages for the current survey period are:

- Project Development Elements: Environmental sensitivity and mitigations. 91.50%
- Project Development Elements: Drainage structures (culverts, channels, and ditches). 89.70%
- Technical Design Elements: Erosion control. 89.14%

Our satisfaction score continues to show an upward trend, and we have met the target in all survey categories in FY 2011. The comments presented below represent key themes to this year’s responses.

- Innovative resourceful solutions that the partner can be proud of.
- The Design Manager did a great job in listening to what the Park wanted, adhering to the commitments in the EA, and finding a balance between design standards and aesthetic requirements.
- If anything – FHWA over designs for FWS needs.
- The Project Manager initially assigned didn’t understand the process (EA) and was not letting the process naturally progress.

Actions to Improve: We will continue to strive to improve through the following actions this year:

- Consider process improvements for delivery of Hydraulics and Geotechnical reports to address concerns with timeliness of recommendations. EFLHD is aware of “overdesign” concerns with recommendations and will seek to improve the communication process with our partners so there is a better understanding of feasible alternatives, and why proposed recommendations are selected related to hydraulic and geotechnical design elements.

- Improve training for design and construction staff for Pavement Preservation Projects. We will focus on getting our partners involved early in the design phase of projects. In addition, just-in-time training will be offered during the preconstruction meetings for partner agencies and our construction staff.
- Improve coordination and timing of construction start dates with partners.
- Continue to work with project management and design staff in learning both the environmental process and in the development of context-sensitive solutions.
- Continue to evaluate methods and means to reduce design costs.

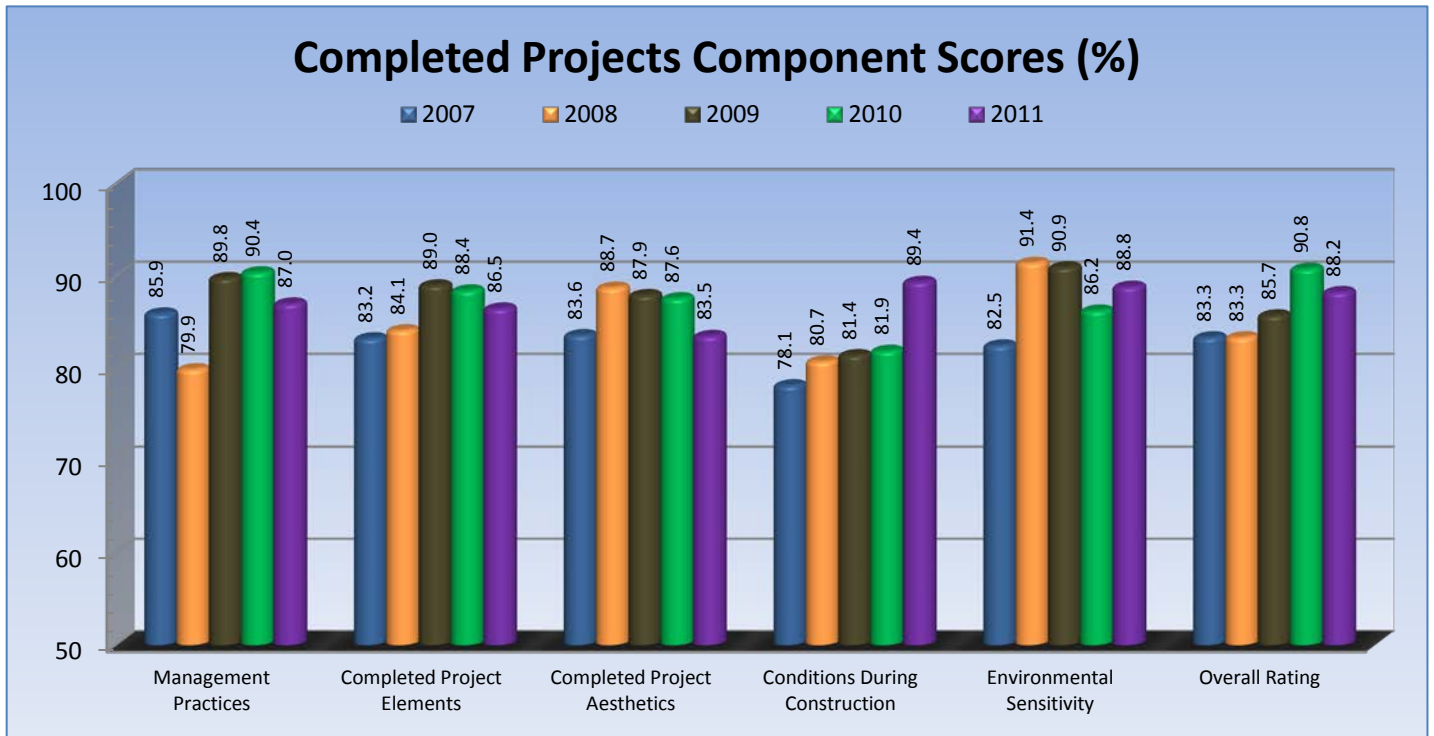
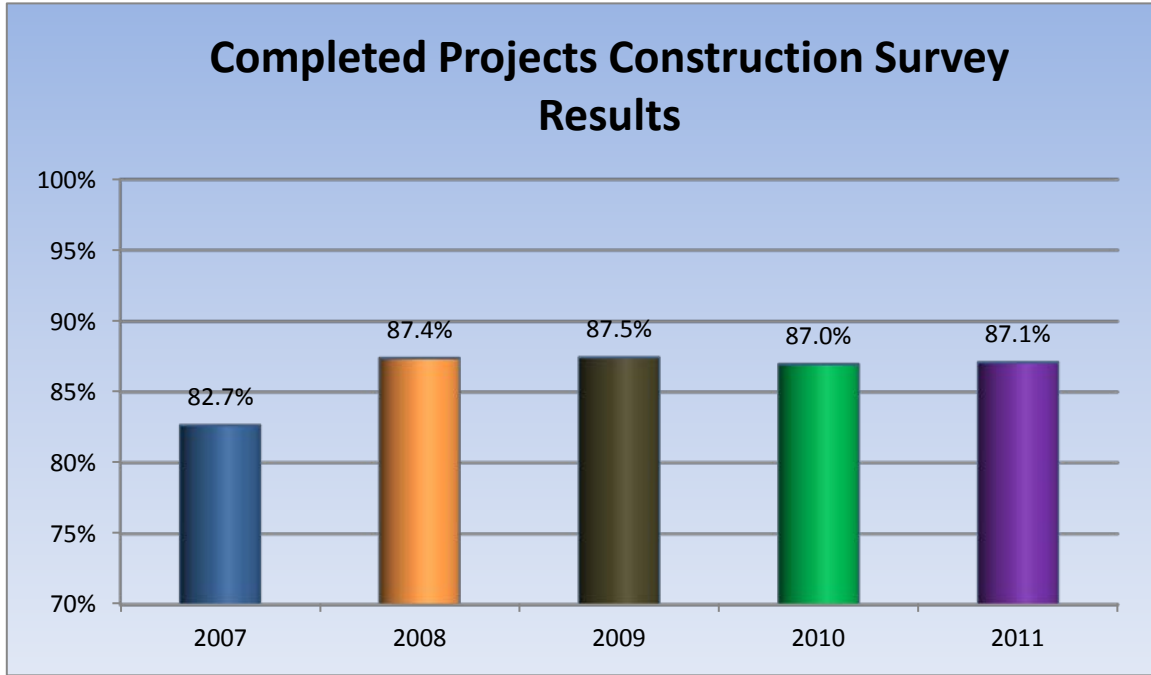
Actions Taken: We implemented the following actions last year:

- As a result of partner concerns on a pavement preservation project, our management and staff discussed, evaluated and proposed improvements to planning, design and construction processes for pavement preservation projects. These improvements have been incorporated into upcoming pavement preservation projects that will begin construction in FY 12.
- We implemented Life-Cycle Cost Analysis for all pavement designs to offer its partners more cost-effective and alternative solutions.
- We continued Context Sensitive Solutions (CSS) training to improve environmental sensitivity and ensuring the clarity of the scope of a project, but as can be seen from this year's comments, this training needs to continue!
- We continued use of multiple funding schedules and contract options to maximize utilization and obligation of funds.
- Prior to scoping, we are now preparing several Type, Size & Location alternates with estimates so our partners can consider a variety of options. In many cases, this has led to value analysis to assist our partners in deciding what alternate is the best value and best fit for the site. Along with this, we have provided visualization when needed so that our partners have a clear understanding of the final product.

Completed Projects (Construction) Survey

The purpose of the Completed Project Survey is to assess the quality of all completed construction projects and overall FLH management practices.

EFLHD Overall Satisfaction Index Target $\geq 85\%$



Survey Results: Survey scores for the Completed Project Survey rose very slightly from last year's results. This 0.13 percentage point increase brings the current score to 87.10%. This value is again over the target and has been staying around the 87% range for the last four years. While 2/3 of the survey categories experienced percentage point drops over the prior year. The improvements in "Conditions During Construction" and "Environmental Sensitivity" categories negated the reductions in other survey categories. An analysis of the survey's results by the category area yielded the following results.

Category	2007	2008	2009	2010	2011	% Change
Management Practices	85.92	79.86	89.76	90.39	87.00	-3.39
Completed Project Elements	83.22	84.09	88.97	88.42	86.46	-1.96
Completed Project Aesthetics	83.57	88.71	87.92	87.57	83.48	-4.09
Conditions During Construction	78.13	80.71	81.4	81.87	89.35	7.66
Environmental Sensitivity	82.45	91.41	90.93	86.23	88.82	2.59
Overall Rating	83.33	83.33	85.71	90.77	88.24	-2.53
Overall Score	82.65	87.4	87.45	86.97	87.10	0.13

Questions resulting in the lowest percentages for this survey period were:

- Completed Project Aesthetics: Striping (roadway and parking areas). 77.14%
- Completed Project Aesthetics: Landscaping and seeding. 77.33%
- Completed Project Elements: Drainage structures (culverts, channels, and ditches). 81.33%

Question with the highest percentages for the current survey period are:

- Conditions During Construction: Roadway conditions. 92.50%
- Completed Project Aesthetics : Alignment of guardrail, walls, and roadside appurtenances. 92.50%
- Conditions During Construction: Access to business and adjacent property. 92.50%
- Conditions During Construction: Accommodations of landowners. 94.29%

Our overall satisfaction score shows an upward trend and, once again, we have exceeded the target. The key theme of the comments indicated:

- This was an ARRA project requiring great attention to budget and schedule limits which FHWA did very well.
- Have received a lot of good comments from the public on this project. The Project Engineer did a good job and was good to work with. He kept us well informed.
- Given location and proposed traffic (small parking lot and a park maintenance area) bridge seems too massive. Need to be able to use other than standard highway specs (road widths for example) for these secondary access structures. Rough approaches on and off structure should have been avoided.

Actions to Improve: We will continue to strive for higher partner satisfaction and will implement the following actions this year:

- The construction staff and our contractor's will both provide constructability input to Design by doing a post-construction project reviews for all completed projects. The intent of this is to educate the design staff and others as to the best features, successes and failures experienced

with that particular contract. The outcome of these reviews is the focus of the bi-annual design-construction partnering meeting.

- Improve construction status reporting to partners.
- Construction branch will provide work zone safety training to all construction staff.
- The Construction Operations Engineer and/or a team of senior Project Engineers will participate in all scoping meetings, field review meetings and resolution meetings to insure constructability.
- During the status meeting, the Construction branch chief will brief the design staff regarding the status of critical issues on select current projects.

Actions Taken: We implemented the following actions last year:

- During the Construction Winter Conference, the construction branch provided detailed training on OSHA as well as emphasizing procedures associated with proper documentation, recordkeeping and review of materials submittals.
- The Construction staff closely monitored conditions during the construction especially the traffic control and detours. These inspections were documented on standardize inspection forms.
- In order to provide constructability inputs to the design office, the Construction branch, in concert with the other Project Delivery branches, developed a post construction review process. After the final inspection, the review forms will be filled out by the Project Engineer and the contractor for each project.
- Quality Assurance Engineer has conducted project process reviews for 12 projects to evaluate overall project management procedures including the quality of construction and quality assurance procedures.

Significant Accomplishments for 2011

Awarded Projects for 2011

#	Project Name	Award Amount	Award Date	Description of Work	Agency	Park or Forest or Roadway
1	WLR_10(2)	\$164,014	22-Dec-10	Rock Bottom Rd - Embankment Protection	FWS_R4	Wheeler National Wildlife Refuge
2	IRO_10(1)	\$402,823	20-Dec-10	Rehab. Feeder Road and 10 parking areas	FWS_R5	Iroquois National Wildlife Refuge
3	INDU_215(2)	\$344,156	7-Feb-11	Replace Deck on the County Line Road Bridge	NPS_MW	Indiana Dunes National Lakeshore
4	NAMA_10(2)	\$10,171,004	25-Feb-11	Rehabilitation of Constitution Ave from 15th Street to 23rd Street	NPS_NC	National Mall and Memorial Parks
5	MWR_PMS(AR)	\$1,705,500	17-Mar-11	MWS Pavement Preservation Pilot - Arkansas	NPS_MW	Multiple - BUFF, ARPO, CHSC, FOSM, HOSP and PERI
6	HTC_11(1)	\$541,717	12-Apr-11	Oneal Lake Wildlife Drive (Route 11)	FWS_R4	Hatchie National Wildlife Refuge
7	CHCH_13(2)	\$1,598,256	5-May-11	Chickamauga & Chattanooga NMP - Rehab. 2 bridges on Alexander's Bridge Rd.	NPS_SE	Chickamauga and Chattanooga National Military Park
8	GWMP_1A107	\$411,650	24-Mar-11	Slide repair on NB GWMP near first scenic overlook	NPS_NC	George Washington Memorial Parkway
9	BND_102(1)_103(1)	\$846,693	30-Jun-11	Repair Route 102, Route 103, Route 903 (parking entrance), and Beaver Swamp Trail	FWS_R4	Bond Swamp National Wildlife Refuge
10	VA_A-AD-JPR(1)	\$2,294,000	15-Jun-11	Jefferson Park Road Intersection near Gate A at Fort Lee	OTHER	Fort Lee
11	VA_A_AD_48(2)	\$10,272,301	23-Jun-11	Fort Belvoir Connector Road Phase II	OTHER	Ft. Belvoir
12	R_AD_SR_85(1)	\$10,898,562	24-Jun-11	Eglin Air Force Base Hwy 85 Overpass	OTHER	Eglin Air Force Base
13	BMH_10(1)	\$820,338	23-Jun-11	Bombay Hook NWR Auto Tour Route	FWS_R5	Bombay Hook National Wildlife Refuge
14	CANA_10(1)	\$1,598,414	19-Jul-11	Leveling and Overlay, Playlinda Beach Road and Parking Lots, Route 0010 and 0200	NPS_SE	Canaveral National Seashore
15	NATR_3H23_J10	\$3,108,909	7-Jul-11	NATR Parkway rehabilitation, MP 181 - 204	NPS_SE	Natchez Trace Parkway
16	BLRI_2M24	\$180,981	13-Jul-11	Blue Ridge Pkwy (MP 344)-reconstruct/repave the access ramp to Hwy 80, include an overlook on Hwy 80	NPS_SE	Blue Ridge Parkway
17	MACA_20(1)	\$763,096	6-Jul-11	Rehabilitation of the Main Entrance Road	NPS_SE	Mammoth Cave National Park
18	VI_0A30(035)_C5	\$320,360	23-Aug-11	Landscaping and Irrigation after Contract 3	OTHER	US Virgin Islands Department of Public Works
19	VEQ_104(1)	\$1,333,225	31-Aug-11	Replacing Bridge (La Chiva Lagoon)	FWS_R4	Vieques National Wildlife Refuge
20	INDU_211(1)	\$1,696,620	2-Sep-11	Rehab. East Park State Road, Beverly Drive (1.2 miles), Mt. Baldy Intersection	NPS_MW	Indiana Dunes National Lakeshore
21	VI_66(9)_C4	\$5,906,446	19-Sep-11	Final paving, street lights & traffic signals on Christiansted Bypass - Contract 4	OTHER	US Virgin Islands Department of Public Works
22	AR_FSR_1003(1)	\$1,523,857	16-Sep-11	Repair of storm damaged roads in Ozark National Forest	USFS_R8	Ozark National Forest
23	VI_30(35)_C2	\$7,917,130	22-Sep-11	Reconstruction and Widening of Frenchman Bay Road	OTHER	US Virgin Islands Department of Public Works
24	AR_FSR_1201B(1)ETC	\$610,574	15-Sep-11	Repairs to roadways damaged by flooding and storms.	USFS_R8	Ozark - St. Francis National Forest
25	SBN_169(1)_171(1)	\$1,799,822	15-Sep-11	Replacement of Vastar Rd Bridge, Northline Bridge and repair of Northline PA - LA2008-1-FWS	FWS_R4	Sabine National Wildlife Refuge
26	PRR_14(2)_16(2)	\$2,763,359	16-Sep-11	Rehab of Bald Eagle Drive, Visitor Center Entrance Road	FWS_R5	Patuxent Research Research Refuge

and Wildlife Loop						
27	BLRI_BMS_NC(2)	\$482,399	22-Sep-11	Excavating and patching bridge approaches, milling and asphalt overlay, and other miscellaneous work	NPS_SE	Blue Ridge Parkway
28	VA_PLH_WOTR_267(1)	\$3,579,281	15-Sep-11	Pedestrian Bridge over Dulles Access & Toll Road	OTHER	Wolf Trap National Park for the Performing Arts
29	GA_PFH_2(1)	\$488,637	15-Sep-11	FSR 70, Tallulah River Road Bridge Replacement	USFS_R8	Chattahoochee National Forest
30	NATR_3W12	\$346,480	16-Sep-11	Coles Creek Bridge Painting	NPS_SE	Natchez Trace
31	NATR_3A15	\$500,074	16-Sep-11	Bear Creek Bridge Painting	NPS_SE	Natchez Trace
32	GA_FSR_54C1	\$1,021,988	13-Sep-11	Repair several damaged sites on FSR in Chattahoochee and Oconee Forests	USFS_R8	Chattahoochee and Oconee NF
33	BLRI_2S17	\$90,720	19-Sep-11	Ferrin Knob Tunnel #1	NPS_SE	Blue Ridge Parkway
34	BLRI_2Y13	\$361,160	19-Sep-11	Big Witch Tunnel	NPS_SE	Blue Ridge Parkway
35	National_Gateway_RR	\$98,000,000	22-Dec-10	Railroad Corridor Clearance Projects	OTHER	Not Applicable
36	Birmingham_Intermod	\$52,500,000	30-Dec-10	Birmingham Intermodal Facility-Crescent Corridor	OTHER	Not Applicable
37	Memphis_Intermodal	\$52,500,000	30-Dec-10	Memphis Intermodal Facility-Crescent Corridor	OTHER	Not Applicable
Total Dollar Amount for Awarded Projects:		<u>\$280,503,944.00</u>				

Completed Construction Projects for 2011

#	Project Number	Park/Refuge/Forest	Award Date	Construction Amount	Description	Agency
1	FS/STP OKLA 10(1)	OKHISSA LAKE, HOMOCHITTO NF	5/12/2005	\$6,374,846.54	New road construction,	FS
2	PRA-ACAD ITS-FOT	ACADIA NATIONAL PARK	7/17/2001	\$288,455.00	Intelligent Transportation Systems	NPS
3	PRA-GWMP 4(1),5(1)	GEORGE WASHINGTON MEMORIAL PARKWAY	3/31/2009	\$635,924.65	Repair of foundation of bridge on WB Spout Run Parkway	NPS
4	PRA-JOFL 900(1)	JOHNSTOWN FLOOD NM	8/11/2005	\$780,398.37	Reconstruction of the Visitor Center Access Road & PA	NPS
5	PRA-NATR 2A15	NATCHEZ TRACE PARKWAY	1/8/2007	\$5,275,061.51	Reconstruction of 3 bridges	NPS
6	PRA-NATR 3S10,T7,W1	NATCHEZ TRACE PARKWAY	12/21/2006	\$12,514,052.75	Pavement rehabilitation	NPS
7	RRP-TNS 10(1)	TENNESSEE NATIONAL WILDLIFE REFUGE	5/2/2007	\$3,431,045.76	Rehabilitation and resurface Refuge Lane and rehab various Refuge roads. Recon PA's	FWS
8	PRA-ALPO 10(1),900(ALLEGHENY PORTAGE RAILROAD NHS	8/22/2005	\$730,314.51	Mill and overlay and spot reconstruction of Visitor Ctr Rd & PA	NPS
9	RRP-OKF 10(3)	OKEFENOKEE NWR (ARRA)	7/29/2010	\$1,479,709.75	Asphalt overlay of Swamp Island Drive and 4 PA's, Recon Suwannee River Sill Rd	FWS
10	PRA-COLO 1D41-LC	COLONIAL PARKWAY - EMERGENCY REPAIR	11/21/2006	\$1,249,355.20	Drainage, embankment, & pavement repairs	NPS
11	MISC-NATR 3O18	NATCHEZ TRACE PARKWAY	9/8/2006	\$55,000.00	Bridge girder repairs to bridge over US Hwy 51	NPS
12	PRA-NATR 1J15	NATCHEZ TRACE PARKWAY	9/5/2007	\$3,357,653.90	Remove and replace parkway bridge over TN Hwy 13	NPS
13	NC PFH 100-1(2)	PISGAH NATIONAL FOREST	3/27/2008	\$3,277,179.59	Bridge replacement NC SR 1129)	FS

14	PRA-BUFF 10(1)	BUFFALO NATIONAL RIVER	5/16/2007	\$673,057.65	Asphalt overlay on Buffalo Point Campground Access Rd & Beach access road	NPS
15	PRA-FOOT 15A32	FOOTHILLS PARKWAY	8/21/2007	\$6,871,361.92	Roadway rehabilitation	NPS
16	PRA-FOOT 8E13	FOOTHILLS PARKWAY	5/26/2005	\$4,016,377.80	Construction of Foothills Parkway from Sta 24+477 to 25+600 and from Sta 25+600 to 26+120, including one girder bridge	NPS
17	PRA-FOOT 8E15	FOOTHILLS PARKWAY	8/18/2008	\$4,434,752.92	Repair bridge over Happy Hollow Rd & other work	NPS
18	PRA-NATR 3X5,6	DESIGN/BUILD NATCHEZ TRACE PARKWAY	9/11/2002	\$28,630,394.58	Grading, drainage, paving, 7 bridges from Liberty Rd to US 61	NPS
19	RRP-REL 10(2)	REELFOOT NWR	6/6/2008	\$563,502.29	Roadway resurfacing, parking lot paving & other work	FWS
20	ERFO-VEQ 10(2)	VIEQUES NATIONAL WILDLIFE REFUGE	8/30/2007	\$5,683,326.70	Repair of existing aggregate surfaced roads	FWS
21	VI NH-66(008) C1	CHRISTIANSTED BYPASS CONTRACT #1	3/14/2007	\$7,056,341.05	New construction (Phase 1A)	USVI
22	ERFO/CAR 10(1),100(CABO ROJO NATIONAL WILDLIFE REFUGE	8/19/2010	\$228,220.17	Reconstructing damaged sections of road; replace culvert	FWS
23	RRP-CRK 10(1)	CROSS CREEKS NWR (ARRA)	8/27/2009	\$778,531.37	Rehab Wildlife Road & Visitor Center Access Loop & other roads	FWS
24	PRA-NATR 3H24	NATCHEZ TRACE PARKWAY	9/8/2008	\$2,955,898.73	Replacement of the bridge over Pigeon roost Creek, Repair to bridge over Columbus & Greenville Railroad	NPS
25	PRA-FOOT 8G14	FOOTHILLS PARKWAY	8/13/2008	\$642,292.75	Restoration and stabilization	NPS
26	PRA-PIRO 15(1)	PICTURED ROCKS NATIONAL LAKESHORE	8/11/2010	\$359,854.50	Aggregate surface course overlay, roadway reconstruction; roadway widening, parking lot recon, etc.	NPS
27	PRA-COLO 027T	COLONIAL NATIONAL HISTORICAL PARK	7/10/2008	\$709,130.26	Replace bridge	NPS
28	GA ERFO/FS 64(1)	CHATTAHOOCHEE-OCONEE NATONAL FOREST	8/28/2008	\$254,243.19	FS 64 (Three Forks Road slide repair	FS
29	PLH-BICY 104(1)	BIG CYPRESS NATIONAL PRESERVE	9/12/2008	\$1,751,595.84	Construct comfort station and visitor center and parking area	NPS
30	PRA-GWMP 1A104	GEORGE WASHINGTON MEMORIAL PARKWAY	12/9/2008	\$884,727.85	Stabilize crib wall	NPS
31	PRA-BLRI IDIQC-TO#2	BLUE RIDGE PARKWAY IDIQC BR. REPAIR	6/26/2009	\$430,667.00	Bridge repairs	NPS
32	RRP-MTK 10(1)	MATTAMUSKEET NWR (ARRA)	9/1/2009	\$880,752.52	Rehab of Lake Landing road & Entrance road bridge, replace Central Canal and East Canal bridges	FWS
33	BR A151(1),A153(1)	CATOOSA WILDLIFE MANAGEMENT AREA	9/4/2009	\$897,965.76	Replace 2 bridges	TWRA
34	ERFO-IL-FSR 220(1)	SHAWNEE NATIONAL FOREST	9/3/2009	\$1,027,300.47	Recondition 0.9 miles of McCraven Road; reconstruct 5 slopes	FS

35	PRA-FOSU 10(1),900(FORT SUMTER NATIONAL MONUMENT	12/3/2009	\$267,760.65	Rehab entrance road and parking area	NPS
36	RRP-PED 10(1)	PEE DEE NWR (ARRA)	12/7/2009	\$1,199,000.16	Rehab Wildlife Drive, & other roads and parking areas	FWS
37	WV PFH 097-2(001)	MONONGAHELA NATIONAL FOREST (ARRA)	12/14/2009	\$354,775.79	Rehab & resurfacing of Smoke Hole Road & one parking area	FS
38	MS PFH 030-1(002)	TOMBIGBEE NATIONAL FOREST (ARRA)	1/27/2010	\$570,025.51	Reconstruction & widening of Highway 30	FS
39	PRA-BLRI 2T13	BLUE RIDGE PARKWAY (ARRA)	5/13/2010	\$387,234.85	Replace tunnel drainage chases, mill & overlay	NPS
40	PRA-COLO 1B35,1A19,	COLONIAL NATIONAL HIST. PARK (ARRA)	5/27/2010	\$2,387,724.21	Paint bridges	NPS
41	PRA-ASIS 11(3)	ASSATEAGUE ISL NAT'L SEASHORE ARRA	9/15/2010	\$547,085.80	Seal & repair bridge deck	NPS
Total Dollar Amount for Completed Construction Projects:				<u>\$114,892,899.82</u>		

Cades Cove Loop Road

Great Smoky Mountains National Park — Blount County, Tennessee

Partners: National Park Service, Great Smoky Mountains National Park

The scenic Cades Cove Loop Road is a 10 mile one-way, asphalt paved loop road in the western portion of the Great Smoky Mountains National Park. Cades Cove receives approximately 2 million visitors per year. The Loop Road is narrow and windy, and offers visitors the opportunity to observe a variety of types of wildlife as well as visit old homesteads, churches, and mills that were part of the way of life in the Cove before the Park was created. There are also numerous hiking trails that originate from the Loop Road and a campground, ranger station, picnic area and horse stables that are just outside the entrance/exit of the Loop Road. The Loop Road was last paved in the late 1970's.



The rehabilitation project of the Cades Cove Loop Road involved Full Depth Reclamation (FDR) with cement of the Loop Road and parking areas, and included ditch reconditioning, drainage improvements, signing and striping and paving of some gravel turnouts. The project also included construction of concrete low water crossing fords. Several existing paved pullouts were widened to accommodate the full width of a vehicle, gravel pullouts were constructed, and some paved, at destination sights as well as at areas where traffic

could be eased. The parking area and entrance road at the Cable Mill Visitor's center were also rehabilitated within the existing limits. The bridge over Abrams Creek was replaced with a wooden bridge deck.

Humpback Bridge

George Washington Memorial Parkway — Arlington County, Virginia & Washington, DC

Partner: National Park Service

The Humpback Bridge is located on the George Washington Memorial Parkway (GWMP) just north of Interstate 395. More than 75,000 vehicles cross it every day, far more than it was designed to carry when it was built in 1932. The bridge was in need of replacement to meet current traffic demands and also to correct several safety issues while relieving congestion on the Parkway to Reagan National Airport, I-395 in Northern Virginia and on the 14th Street Bridge into the District of Columbia.

Traffic routinely backed up on the 14th Street Bridge, impacting into the city of Washington, DC. This section of the Parkway had the highest accident rate. Insufficient sight distances over the bridge contributed to frequent accidents caused by sudden braking. Mount Vernon Trail users wishing to cross the bridge were confined to a narrow sidewalk with speeding traffic on one side and the bridge wall on the other. Pedestrians and bicyclists crossing the Parkway were doing so in the face of oncoming vehicle traffic traveling at a high rate of speed in both directions.



The replacement of the historic Humpback Bridge was designed to incorporate all existing architectural features (including reuse of all existing stone) into the replacement structure. The grade of the road was adjusted to improve sight distance over the bridge. A pedestrian crosswalk was replaced with a

tunnel under the Parkway for safe access between the Columbia Island Marina, the Mount Vernon Trail and the Potomac shoreline. A barrier was incorporated along the Humpback Bridge to separate users of the Mount Vernon Trail from Parkway traffic. All of this eliminating many sources of conflict and thus substantially improving safety and traffic flow, while maintaining the aesthetic character of the bridge.

Foothills Parkway — Multi Funded/Leveraged; Recovery Act
Great Smoky Mountains National Park — Blount County, Tennessee
Partners: National Park Service, Great Smoky Mountains National Park



The National Park Service (NPS) was authorized, through legislation passed in 1944, to build 72 miles of the Foothills Parkway. However, a 1.65 mile segment of the Foothills Parkway, referred to as the “missing link,” remained unconstructed because of cost, complexity, and environmental sensitivity for more than 25 years. Located in a scenic, environmentally sensitive area with limited access within the Great Smoky Mountains National Park, two design-build projects for the construction of six bridges, roadway, drainage and retaining walls are under construction to complete the “missing link” of the Foothills Parkway.

This “Missing Link” presents multiple engineering challenges working on pristine steep mountain slopes often with sulfidic rock (pyrites) present. The projects include the most difficult and signature structure on the Parkway, Bridge 2, an 825-foot, precast segmental structure on an S-curve. To preserve the environmentally sensitive mountainous terrain, all the bridges are constructed “top-down” with precast concrete segments. This bridge will open a 16 mile segment between

Walland and Wears Valley, Tennessee, that has never been opened to traffic since its original construction in the 1980s, all in time for the 2016 NPS Centennial celebration!

Cass-Oark Road — Recovery Act
Johnson County, Arkansas

Partners: USDA Forest Service, Arkansas State Highway and Transportation Department



The Cass-Oark Road, State Route 215, is now considered one of Arkansas’ premier recreational motorcycle routes, following the Mulberry River in north-central Arkansas. This reconstruction project improved and widened the existing gravel road to accommodate two-lane traffic, constructed two bridges and provided for aesthetic guardrails and retaining walls.

The Arkansas State Highway and Transportation Department and the Forest Service faced significant challenges to improve the quality of the

road and bridges in difficult terrain without disturbing the beautiful river vistas. This area can now accommodate the safe access of recreational vehicles used by motorcyclists, hikers, campers, and hunters; and is better able to meet the increased demand for accessibility to this scenic area.

The upgrades provide tremendous economic benefit to the area as this public road connects the Ozark National Forest to nearby roads, and serves local recreational, residential and commercial needs as well as those of visitors to the forest.

Mattamuskeet National Wildlife Refuge
Route 10, Lake Landing Road, North Carolina
Partner: US Fish and Wildlife Service

This project involved replacement of the Central Canal and East Canal Bridges and rehabilitation of Lake Landing Road and Parking area at the Mattamuskeet National Wildlife Refuge. Economical and accelerated bridge technology was employed by using precast deck slab elements and GRS foundation for the two bridges instead of traditional pile foundations and cast-in-place abutments and decks. Bridge abutments constructed on GRS foundations have demonstrated excellent characteristics and a very high load carrying capacity. A Cellular Confinement System (CCS) with



geosynthetic gravel-filled cells has been used as a facing to provide erosion protection to the GRS abutments. Despite construction delays on the project due to preloading and differential settlement, traditional construction would still have been more expansive and time consuming. Technology applied on this project supported the FHWA EDC initiative.

9th Street Bridge — State
9th Street over New York Avenue, NE, Washington D.C.
Partners: District of Columbia Department of Transportation



This Design-Build project involved the design and reconstruction of the 9th Street Bridge over New York Avenue, NE, and connecting roadways. The new bridge replaces a 70 year old bridge over railroad tracks for the CSX and Metro. It features wider lanes and sidewalks to provide space to bicyclists, as the city is experiencing a welcome boom in bike traffic.

The new bridge improved traffic congestion and safety to a vital corridor to Washington, DC. The City's mayor described the roadway as vital to economic development downtown. The project also incorporated numerous aesthetic features designed to allow the new bridge to blend seamlessly with the existing community and as an aesthetic and attractive gateway into the city.

St. John Roundabout — Territorial Highway Program
Cruz Bay, St. John, U.S. Virgin Islands
Partners: Virgin Islands Department of Public Works

This project involved construction of a five-leg mini-roundabout in the heart of Cruz Bay, on St. John in the U.S. Virgin Islands. The project was politically sensitive and it involved multiple



challenges, including removal of a gas station, underpinning of existing building structures, utility relocations, and significantly lowering the roadway to provide a safer intersection. The roundabout was the only realistic alternative considered to allow for the safe movement of tractor trailers leaving the St. John Container Port onto the island. The successful completion of this project not only helped the local economy and tourism, but it also helped local school, fire/rescue and businesses by removing traffic congestion. Streamlined traffic adjacent to the main ferry docking area is a welcome change for the Island and is a testament to successful partnering between FLH, the Virgin Islands Department of Public Works, and the local community.

Fairfax County Parkway — Recovery Act
Springfield, Virginia — near Fort Belvoir
Partners: Virginia Department of Transportation, U.S. Army, and Fairfax County



This project represents the final key sections of a parkway that passes through one of the National Capital areas' most congested traffic corridors. It will minimize the impacts associated with the Army's initiative to relocate 8,500 military staff to Fort Belvoir under the Base Realignment and Closure Act (BRAC). Fort Belvoir will have the fifth-largest military population

of any installation in the country, consolidating employees from six locations. The engineer proving ground, next to the main Army post, is becoming home to the 2.4 million-square-foot headquarters of the National Geospatial-Intelligence Agency. In addition to providing another entry to the Fort Belvoir North Area, it will construct a four-lane divided limited access highway to complete the missing link of the Fairfax County Parkway between Rolling Road and I-95. This project is the result of unprecedented cooperation among the Department of the Army, Virginia Department Of Transportation, and FHWA/Federal Lands.

The project corridor begins at Rolling Road/Franconia-Springfield Parkway and proceeds southeastward on a new alignment and ends east of Fullerton Road. This corridor is approximately 1.5 miles long and a majority of the new alignment is located on the southern portion of the BNA, and included the construction of multiple grade separated interchanges. The work involved in the Parkway Project includes grading, drainage, paving, bridges, noise walls, lighting, traffic signals, landscaping, signing and striping. Federal Lands is responsible for the design and construction of the Parkway Project as well as the coordination and facilitation of the overall schedule.

The project consisted of 4 Phases: 1 & 2 completed the Parkway & provided a major interchange into the adjacent military base, Phases 3 & 4 were only made possible by the stimulus package. Phase 3 provided interchange improvements and the removal of an at grade signalized intersection which was replaced by a bridge further enabling traffic flow through a heavily congested area. Phase 4 constructed a new interchange providing a direct link from the Parkway to the Interstate for high volume truck traffic formerly forced to route through a residential community. This project has corrected several decades-long traffic & access issues, while also providing for significant future planning. Given the traffic implications to the local community if this project did not move forward, it was often described as the most important project in the history of the area.

This project was distinguished with two presidential site visits and had a very high level of public involvement. Considered to be a highly political and sensitive project, it was touted as a Recovery Act success story in the press for advancing critically needed transportation projects.



Crescent Corridor Regional Intermodal Facilities

Crescent Corridor — between Louisiana and New Jersey

Partners: Norfolk Southern Railway Company, Alabama Department of Transportation (ALDOT), Tennessee Department of Transportation (TDOT)

Norfolk Southern Railway Company initiated the Crescent Corridor Intermodal Freight Program of projects to develop a fast and efficient rail intermodal route from the Gulf Coast to the Northeast. When fully developed, this program of projects will provide new and improved domestic rail intermodal service between the Northeast and Southeast. Rail route enhancements and intermodal terminal development are required to provide the service necessary to create these public benefits. The Norfolk Southern Crescent Corridor Program was awarded a TIGER grant in the amount of \$105 million, split evenly towards the construction of two regional intermodal facilities in Memphis, Tennessee and Birmingham, Alabama.



The regional intermodal facilities are public-private partnerships, consisting of a \$97.5 million project to construct the Birmingham facility and adjacent infrastructure improvements, along with a \$105.1 million project to construct the Memphis facility and its adjacent infrastructure improvements. The combined \$105 million TIGER Grant will be coupled with additional funding from the Federal CMAQ Program, ALDOT, TDOT, and Norfolk Southern to fully construct these two facilities, our responsibilities include the coordination of the overall project schedules, oversight of TIGER funds used

in design and construction, environmental compliance, as well as the execution of grant agreements, memorandums of agreement, and financial plans.

National Gateway Corridor — Phase I

National Gateway Freight Rail Corridor — North Baltimore, OH to Chambersburg, PA

Partners: CSX Transportation Inc., Maryland, Ohio, Pennsylvania, Virginia, West Virginia

The National Gateway Freight Rail Clearance Project (Phase I) is an \$188.6 million public-private partnership and improvement program that will enable double-stack trains to move more efficiently along the CSX Transportation Inc's (CSX) rail corridor and is supported by the states of Maryland, Ohio, Pennsylvania, Virginia, and West Virginia. Within Phase 1, there are 11 tunnels that have clearance deficiencies (unable to accommodate the height of double stack freight rail service). The CSX standards for double-stack operation specify a vertical clearance of greater than 21' above the top of the rail.



In addition to the tunnel work, there are 29 other overhead obstructions that need to be removed or adjusted. These additional obstructions include: 8 bridge replacements; 8 bridge removals; 4 bridge raises; 2 bridge modifications; and 7 track modifications.

Upon full completion of Phase 1, the Project will create a highly efficient rail system connecting Midwest producers and consumers with mid-Atlantic ports and world markets. In addition to spurring economic growth throughout the region, this project will double intermodal capacity along the existing corridor without increasing noise, emissions, or the number of trains. FLH provided stewardship and oversight for the delivery of the National Gateway Corridor Project funded by a \$98 million grant under the TIGER Discretionary Grant Program. FLH responsibilities include: coordination of the overall project schedule; oversight of TIGER funds, environmental compliance, the execution of the grant agreement, memorandums of agreement, and the financial plan.

ERFO BIA Cattaraugus Creek Bridge



The Seneca Nation Department of Transportation succeeds in ERFO funded bridge repair and bank stabilization project at the Cattaraugus Creek Bridge in Irving, NY

Awards & Recognition

Partner Recognition

Fairfax County, Virginia Team Excellence Award

Award Criteria: In recognition of the outstanding efforts of groups of employees, often from different agencies, with interdisciplinary membership coming together to accomplish a specific goal.

Recipients: Base Realignment & Closure (BRAC) Team, EFL members — Robert Morris, Kurt Dowden & Tim Brown

National Geospatial Intelligence Agency Star Partner Award

Award Criteria: Exhibiting corporate behavior, setting positive examples, and dedication to the shared goals of a project team.

Recipients: Fairfax County Parkway Project Team, EFL — Robert Morris, Kurt Dowden & Tim Brown

FHWA Awards

Superior Achievement Awards presented to

- Mitchell King
- James Larscheid

Thank You for Your Feedback!!!