

Federal Lands Highway

October 1, 2010 – May 30, 2012

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U.S. Department of Transportation
Federal Highway Administration
Office of Federal Lands Highway

Message from the Leadership Team

We've been saying for the past couple of years that these are exciting times. We can only add an exclamation point to that sentiment for this performance period. The beginning of a new decade will also bring a number of challenges and opportunities our way.

Last year, FLH delivered a significant program, thanks in very large part to our employees and partners' responses to the American Recovery and Reinvestment Act (ARRA). This legislation was vitally important to help our nation create jobs and strengthen the economy. Many of us have the unique opportunity to witness the effects of ARRA firsthand as we work daily with men and women on construction sites where ARRA resources are being leveraged. This presents an opportunity to demonstrate the success of ARRA, the importance of the Federal Lands Highway Program to America, and communicate how FLH is the best road building organization in the world! There is much more to do in the delivery of the Recovery Act, but we know FLH will meet the challenges ahead.

We are also watching the status of new legislation, and when we may have a more stable, long term program. Congress and the Administration continue to debate and negotiate these issues. For now, we have an extension through the end of fiscal year (FY) 2011 based on FY2010 funding levels. During extensions and continuing resolutions, it is important that we continue to remain focused on delivering high quality projects for our partners. We know the FY2012 budget expanded our partner base by including the Bureau of Land Management and the Corps of Engineers while also adding a new system of forest roads. We will be working closely with all our partners on framing an implementation strategy so we are prepared in the event the budget proposals are supported in the next authorization following SAFETEA-LU.

As you will see in this Strategic Implementation Plan (SIP), we have purposefully limited the number of performance objectives and corresponding measures and initiatives to offset the increased requirements associated with ARRA. We have built upon the FHWA SIP and changed the "look-and-feel" of the document and have extended the performance period to align more closely with the agency's SIP. Recognizing FLH also supports many endeavors contained within the agency's SIP, this document is intended to highlight those strategic and operational performance objectives that require special attention and resources in the upcoming performance period. That is not to infer, in any way, that functions not referenced in the body are any less important to the organization. It takes all of us to deliver the program and projects at the end of the day – and this point is not to be understated. In addition to the performance objectives, we have also included our FY2008-2012 business measures. Together, the 5-year business measures coupled with the October 2010-May 2012 measures will be reviewed regularly by FLH's Board of Directors (BOD) and Leadership Team.

So, along with the delivery of the Federal Lands Highway Program and the Recovery Act, and of course supporting the Administrator’s Every Day Counts initiatives in areas such as shortening project delivery and innovations (e.g. pavement safety edge), the FLH performance objectives, measures and initiatives reflected in the SIP represent our top priorities for the performance period. The status of these “dashboard” priorities will be briefed to the Executive Director on a semi-annual basis.

As you can see, we have very challenging and exciting times ahead. Thank you, in advance, for all your hard work and dedication. It truly is both recognized and appreciated.



Rick, Melisa, Clara, and John

Strategic Goals and Development of FLH's Objectives

We were guided by the FLH Vision to create the best transportation system in balance with the values of Federal and Tribal Lands; and our mission of 1) improving transportation to and within Federal and Tribal Lands and 2) providing technical services to the highway community. This Strategic Implementation Plan (SIP) follows the format of the agency SIP. Under each agency goal area, we have identified one or more FLH National Performance Objective(s), performance measures that help us define success, and initiatives we will undertake to support the objective(s). As we developed our objectives and initiatives, we considered feedback and suggestions from our employees and partners, risk assessment(s), employee and customer surveys, recommendations from program reviews, and the agency's SIP. We sought opportunities to support the Administration's priorities including safety, innovation, environmental sustainability, livability and economic growth as well as the Administrator's Every Day Counts initiative. As we reviewed all of these considerations, we were especially mindful of the extra level of effort that is required to deliver ARRA in addition to our core program and other non-Title 23 work.

National Leadership

FHWA Goal - Lead in developing and advocating solutions to national transportation needs.

1. National Performance Objective: With our Federal Land Management Agency (FLMA) partners, address climate change, sustainability and livability issues as part of transportation planning, program development, and project/program delivery.

National Performance Measure:

- Number of national/regional/State-level programmatic or policy-level strategies that align with FLMA Climate Change Initiatives and/or Action Plans. Target: 4 (Schmidt/Anderson/Planning Team Leaders)
- Number of unit-level projects that address sustainability and/or livability issues (e.g., roadway, bicycle, pedestrian, transit, or operational planning study/projects). Target: 4 (Schmidt/Anderson/Planning Team Leaders)

National Initiatives:

- Form Division multidisciplinary teams representing planning and delivery to address emerging climate change, sustainability, and livability issues.
- With our various FLMA partners, convene a national "Transportation Planning Summit," during which transportation planning and programming processes, practices, methodologies, and tools (including asset management principles) can be more commonly-understood and applied for further advancing the consideration of climate change and livability issues as part of transportation planning, program development, and project/program delivery.

2. National Performance Objective: Prepare the Federal Lands Highway Program for the future.

National Performance Measure(s):

- Completion of a Futures Paper on the Indian Reservation Roads Program. (Note: In consideration of the growing number of tribes negotiating directly with FHWA, this paper will examine the possible ramifications of FHWA managing various levels of the IRR program in lieu of BIA. (Suarez)
- Completion of a Futures Paper on the organizational structure of the FLH Program. The paper will take a holistic look at how FLH delivers the program, including projects, and will generate recommendations for positioning the program more efficiently and effectively to meet future demands. (Conner)

National Initiatives:

- Finish collecting feedback from existing FLH staff, former FLH leaders, partners, and other FHWA employees via surveys and interviews and use information for the development of the Futures Papers. (Suarez and Conner)
- Develop Futures Papers draft report(s). (Suarez and Conner)
- Host meetings with partners and employees to discuss the Futures Papers' initial findings and recommendations further to assist in the final completion of the reports. (QCT)
- Explore the use of the final Futures Papers for the development of the FLH 5-Year Business Plan in 2012. (Leadership Team and BOD)

3. National Performance Objective: Policy – Advance FLH's policies in FHWA's and Department's efforts to build a surface transportation authorization proposal.

National Performance Measure:

- Authorizing proposal or other mechanism defined by the Office of the Secretary (Johnson)

National Initiatives:

- Identify opportunities that support the Administration's focus on safety, innovation in programs and projects, livable and sustainable communities, and transparency & performance. (Johnson)
- Define the major performance goals areas for the FLHP and develop simple, consistent and effective performance measures and indicators for Federal and tribal partners' use. (Leadership Team/BOD/Johnson/Reif/Discipline Champions)

System Performance

FHWA Goal - Preserve and improve the performance of the highway system by providing safe, reliable, effective, and sustainable mobility to all users.

4. National Performance Objective: National Bridge Inventory System - FLH will coordinate with Federal owners of public bridges to assess their inspection efforts and the quality and accuracy of data required for submission through FLH to the NBIS database.

National Performance Measure: Percent of known FLMAs with public bridges in compliance with NBIS. Target: 95% (Jakovich)

National Initiatives:

- Establish documentation via field visits and FLMA-provided information that confirms the existence of bridge inspection procedures and compliance with applicable laws and guidance for each Federal owner of bridges. (Jakovich)

5. National Performance Objective: Safety – Reduce injury and fatal crashes

National Performance Measures:

- Number of safety studies conducted within the national parks. (Schertz) FY11 target: 9 studies
- Percent reduction of injury and fatal crashes on all Park Road Program, Forest Highway, and Tribal projects designed and constructed by FLH. (Note: Use crash reduction factors from FHWA-SA-07-015 as surrogate for actual crash numbers.) Target: 12% annual crash reduction factor for injury/fatal crashes on all NPS, FH and Tribal projects. (Schertz)
- Number of FLMAs and tribes showing improvement in implementing safety countermeasures. Target – All FLMAs and tribes (Schertz/Sparrow)
- Number of tribes initiating safety plans. Target: 10 plans (Sparrow)
- Number of statewide tribal summits. Target: 5 summits (Sparrow)

National Initiatives:

- Implement FLH Safety Team and FLH Safety Consistency Review recommendations.
- Support the NPS rollout of the NPS Traffic Accident Report and the joint 5-year strategic plan that includes six key recommendations.
- Assist the NPS in the development of systems that facilitate the collection of accurate, timely and consistent safety data.
- Continue new statewide tribal summits and assess effectiveness of summits held in FY09-10.
- Update and implement the tribal Safety Management System.

Program Delivery

FHWA Goal - The Federal Highway Programs are effectively and consistently delivered through successful partnerships, value-added stewardship, and risk-based oversight.

6. National Performance Objective: Implement the American Recovery and Reinvestment Act.

National Performance Measures:

- % of ARRA projects closed-out. Target: 50% (Haussler/Mann) (Note: Agency Goal)
- % of ARRA funds expended. Target 90% (Haussler/Mann) (Note: Agency Goal)

National Initiatives:

- Complete the majority of ARRA projects by Feb. 17, 2012. (Haussler/Sparrow)
- Update FLH policies and guidance on Buy American Act, value engineering, and labor reviews. (Note: These 3 focus areas were common findings across units/projects from the NRT reviews.)

7. National Performance Objective: Indian Reservation Roads (IRR) Program - Deliver the program and provide the necessary oversight to ensure both Core and Recovery Act funds are effectively used for eligible Title 23 activities.

National Performance Measures:

- Number of BIA regional reviews. Target: 5 (Sparrow)
- Number of reviews with tribes who have an agreement with FHWA. Target: 8 (Sparrow)
- % of IRR Projects over \$300K where FHWA is represented at final inspection: Target – 100% (FHWA tribes only) (Sparrow)

National Initiatives:

- Implement reorganization strategies to increase and align resources. (Sparrow)
- Continue implementing Recovery Act Risk Mitigation Strategies. (Sparrow)
- Continue IRR inventory review (complete 50% of anticipated activities) and reconcile the Q10 policy issue stemming from 25 CFR 170 rulemaking. (Sparrow)
- Visit all active FHWA tribal projects at least once. (Sparrow)
- Begin applying FLH customer surveys to tribes who negotiate with FLH. (Sparrow)

8. National Performance Objective: Support the Every Day Counts initiative with an emphasis on reducing project delivery time and deploying EDC technology groups pertinent to Federal lands.

National Performance Measures:

- By December 2012, the Safety Edge will be the standard for all applicable paving projects.
- By December 2012, target usage of warm mix asphalt on 25% of FLH projects will be achieved
- By December 2012, 25% of single- or multi- span replacement bridges have at least one major prefabricated bridge element.

National Initiatives:

- Deploy 3 or more EDC technologies utilizing the guidance distributed by the Directors.
- Support FHWA's effort to document the programmatic agreements (PA) that are currently being used to expedite delivery of projects and ensure FLH's requirements are aligned with the agency's PA efforts.
- Utilize innovative contracting methods such as Design Build, and Construction Manager/General Contractor to deliver appropriate projects.

9. National Performance Objective: Finalize FLH's Stewardship and Oversight Policy and Guidance.

National Performance Measure:

- S&O guidance document describing FLH's annual process for S&O and the resources required to support it. (Bronder)

National Initiatives:

- Build upon the FLH FY10 SIP initiative, which begins to frame FLH's S&O responsibilities, by coordinating the development of specific S&O processes with all FLH units and partner agencies. (Bronder)
- Benchmark Federal aid and Federal Land's Division Offices' S&O agreements and leverage relevant portions for FLH's guidance, as appropriate including but not limited to applicable S&O laws and regulations to ensure alignment with the agency. (Bronder)
- Integrate FLH's program/project review and risk management information and requirements into the agency's system. (Bronder)

Corporate Capacity

FHWA Goal - Organizational resources are optimally deployed to meet today's and tomorrow's mission.

10. National Performance Objective: Update FLH's Program policies and guidance and integrate them into the agency's Policy Guidance Center (PGC). (Note: This effort excludes technical and administrative documentation and guidance, e.g., FP12, PDDM, telework, travel.)

National Performance Measure:

- Compilation of existing program policies, guidance and governing laws applicable to the FLH Program (Reif)
- Inclusion of FLH policies on the PGC website (Reif/Hayman)

National Initiatives:

- Collect existing policy documentation. (Reif)
- Identify policy gaps that require subsequent action (Reif)
- Develop, test, launch and maintain a complementary website that is part of the PGC (Reif/Hayman)
- Develop a FLH Policy Update Implementation Plan that includes a list of out-dated and/or nonexistent policies that requires further action in FY12 (Reif)

11. National Performance Objective: Enhance learning and development opportunities for employees.

National Performance Measures:

- Number of FHWA (non-FLH) employees trained throughout Federal Lands Highway: 24
- Number of FLH employees, outside PDP Program, having developmental work assignments in Federal-aid offices: 6
- Number of new leadership development opportunities for GS-14/15 staff: 3

National Initiatives:

- Implement/support cross-organizational training programs and assess their effectiveness.
- Leverage outreach opportunities and/or create new ones to provide greater exposure to the Federal Lands Highway Program within FHWA.
- Identify additional leadership/interpersonal communications training opportunities for GS-14/15 staff, beyond traditional FHWA competitive offerings, and institutionalize their availability for future years.

12. National Performance Objective: Increase number of new FLH employees hired with targeted disabilities and/or certifications from the Wounded Warrior Program.

National Performance Measure:

- # of new hires from targeted groups increased by 8

National Initiatives:

- Continue aggressive outreach with local Wounded Warrior Program chapters, Yellow Ribbon Fund, HR and other applicable organizations and offices

Federal Lands 5-year Business Plan Measures

In addition to FLH's special initiatives for FY11, the Board of Directors and Leadership Team will track and assess the progress we are making on business metrics (see appendix) contained within our 5-Year Business Plan (<http://flh.fhwa.dot.gov/plans/business.htm>). Initiatives needed to support the 5-year metrics are addressed in various capacities, e.g., discipline work plans, standing teams' work plans, core FLH business {e.g., # of road miles and bridges improved}, survey instruments, etc. These metrics, and the critical efforts that support them, have matured over time and have become, in very large part, institutionalized in our core business.

Federal Lands Unit Action Plans

In FY 2011, each FLH unit will develop an action plan that is aligned with this SIP and will include efforts specific to their office. Additionally, the FLH Technical Discipline Champions and any other teams chartered by the Leadership Team will develop and implement improvement initiatives and budgets that support and advance this SIP.

Individuals' Annual Performance Objectives

The SIP, along with Senior Executive Service objectives; unit actions, FIRE; and discipline plans all inform individual performance plans.

FLH's FY2008 – 2012 Business Metrics

GOAL AREA	DESCRIPTION	MEASURE(S)	FY11-12 TARGET	FY2008-2012 TARGET	OWNER(S)
Program Delivery	Leveraged Funding	% percent of annual awards comprised of non-FLHP fund (based on FY)	45%	45%	D. Zanetell
Program Delivery	Context Sensitive Solutions (CSS)	CSS Self-assessment score	4.6	4.7	B. Allen
Program Delivery	Technology Deployment	Number of technologies deployed	90%	90%	Armstrong
Program Delivery	Road Measure	Number of lane miles improved by end of Fiscal Year.	1600 miles (Includes IRR)	5000 miles	PD Directors/B. Sparrow
Program Delivery	Bridge Measure	Number of bridges improved by end of Fiscal Year.	50 bridges (includes IRR)	175 bridges	Jakovich
Program Delivery	Long Range Transportation Planning	Percent of long-range agency plans, with transportation components, implemented regionally or by tri-agency, as appropriate, for FLHP.	50%	60%	Anderson/ Gye
Program Delivery	Partner Satisfaction	Results of three surveys (Program Administration, Project Development, and Completed Project) focus on the delivery of the FLH Program.	85% or greater	85% or greater	Johnson
Program Delivery	Obligations	% of FLHP obligated (based on FY)	95% or better	95% or better	Haussler
Program Delivery	Maximizing funds on-the-ground	% of dollars obligated by end of Fiscal Year on road improvements minus program delivery obligations, e.g., advance planning, preliminary engineering, and construction engineering.	75% or better	75% or better	Haussler

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GOAL AREA	DESCRIPTION	MEASURE(S)	FY11-12 TARGET	FY2008-2012 TARGET	OWNER(S)
Program Delivery	Environmental Streamlining	<p>Median time for environmental impact statement and environmental assessment document delivery.</p> <p>{Note: On/about FY2009, the emphasis on this 5-year metric moved from median time to % of environmental documents that met the schedule. Target 90% }</p>	<p>EIS 36 months; EA 12 months</p> <p>90% of Env. documents completed on-schedule</p> <p>{Note: The % of FLH projects classified as CE has increased to about 95% over the last 6 years, i.e., we estimate 2-3 EAs and maybe 1 EIS in development.</p>	EIS 36 months; EA 12 months	B. Allen
Program Delivery	Environmental Collaboration	Results of the Environmental Collaboration Survey that are distributed to resource, regulatory and partner agencies	>85%	>85%	B. Allen
Corporate Capacity	Employee Satisfaction	% of employees satisfied with their job by end of HRMC Cycle.	70% or greater	70% or greater	Conner/Gye (HRMC Reps.)

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SIP



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