

Federal Lands Highway

June 1, 2012 – May 31, 2013

Strategic Implementation Plan



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

Revised October 2012

Message from the Leadership Team

During the past 20 months, the Administration and Congress have addressed many important and challenging issues impacting our program including but not limited to job creation, appropriations and extensions, and transportation reauthorization policy issues. Throughout this period, FLH has focused and worked very hard delivering high quality projects and managing programs very effectively in collaboration with our partners. Because of your great efforts, our program continues to prosper during both economic good and tough times. When the American people and political decision makers see (and experience) how our tax dollars are being expended, e.g., Point Bonita Lighthouse Bridge, Fairfax County Parkway, and Going to the Sun Road projects, the value of our program and extraordinary staff who deliver it become abundantly clear! Moreover, these projects serve as an example of how FLH is showcasing FHWA innovations on numerous projects across America.

FLH continues to be positioned prominently in bills before Congress to reauthorize the Highway Trust Fund for the Federal Lands Transportation and Tribal Program. There is much more work to be done before Congress passes, and the President signs into law, a new Act. In the meantime, we'll continue to stay focused on delivering our program and working with Hill staff on any/all technical assistance requests. We will prepare to transition to new programs and funding levels when the final language develops.

One rapidly evolving effort for both Federal-aid and Federal lands programs is performance management. Performance management is not new to us, yet there will be focused efforts within the Agency and FLH to evolve its principles and practices across all programs, as appropriate. We have begun the development of performance management frameworks with our partner agencies and will be seeking to evolve it into meaningful and useful tools and processes that support national goals and better informed decision-making for transportation to and through Federal and Tribal lands.

The measures and initiatives reflected in this Strategic Implementation Plan (SIP) apply to FLH, but this does not preclude our support of other Agency goals, measures, and initiatives within FHWA's PY 2013 SIP. As you will see, some of our measures are linked closely to the Fiscal Year (FY) budgeting process and will continue to be tracked based on FY, while others will be tracked based on the performance year timeframe. In addition to the performance objectives, we have also included our existing FY 2008-2012 business measures. These measures will continue to be managed under this SIP while we concurrently draft, in collaboration with staff and partners, our new FY 2013-2017 Business Plan.

As you can see, we have exciting times ahead. Thank you, in advance, for all your efforts. They are recognized and appreciated very much.

Amy, Melisa, Ricardo, and Clara

Strategic Goals and Development of FLH's Objectives

In the development of this SIP, we are 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. The SIP is constructed using the agency's goals as our primary focus areas. Under each goal, we have identified one or more of FHWA's National Performance Objective(s), performance measures, targets, and initiatives that help us define success. Where appropriate, we modified areas, e.g., added a FLH-specific measure and/or initiative, and interpreted them into the context of our partners and programs. You will note the numbering sequence of National Performance Objectives and initiatives follow the agency SIP to allow for easy comparison and tracking. As we developed our objectives and initiatives, we considered the agency's SIP, feedback and suggestions from our employees and partners, risk assessment(s), employee and customer surveys and recommendations from program reviews. We sought opportunities to support the Administration's priorities including but not limited to safety, innovation, environmental stewardship and economic growth as well as the Administrator's Every Day Counts initiative.

National Leadership

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

National Performance Objective: NL-2. Accelerate Technology and Innovation Deployment	
National Performance Measures:	
Percentage of States and Federal Lands Divisions that have begun to implement applicable EDC Round 2 focus areas: <i>Target: 100 percent</i>	
Percentage of projects where FHWA priority technologies and innovations have been considered and then implemented. <i>Targets: 100% considered; % implemented (TBD-Will establish target following release of EDC Round II information)</i>	
National Initiatives:	<p>FHWA 2.1 Provide leadership to help our partners institutionalize EDC processes through activities such as the State Transportation Innovation Council (STIC), EDC Exchanges, FLH Disciplines, FLH regional outreach and education opportunities with Federal and Tribal stakeholders, and next round of EDC Regional Summits. <i>(Lead Officials: Victoria Peters; Supporting Offices: DOs)</i></p> <p>FLH 2.2 Federal Lands Divisions document use of relevant EDC Round 2 technologies and distribute information on successful use of EDC technologies to all FLMAs and TTAPs. <i>(Lead Officials: Victoria Peters; Supporting Offices: DOs)</i></p>

National Performance Objective: NL-3. Achieve and begin to implement a long-term reauthorization bill that reflects the policies and priorities of the Administration.	
Measure:	Create a legislative implementation plan within 90 days after enactment and achieve first year target plans on time (e.g., regulations, guidance, and communications to all FLMAs, Tribes,

	and States.
National Initiatives:	FLH 3.1 If long-term authorization is achieved, draft program agreements with new partners and update agreements as needed for existing partners. <i>Lead Officials: Haussler/Mann/Sparrow; Supporting Offices: HQs and DOs)</i>
	FLH 3.2 Coordinate the completion of implementation guidance with partners and Division Offices including near term transition strategies. <i>Lead Officials: Haussler/Mann/Sparrow; Supporting Offices: HQs and DOs)</i>

System Performance

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

National Performance Objective: SP-1 Implement a nationally coordinated approach to collecting, monitoring, and reporting on all performance measures under MAP-21 .	
National Performance Measures:	Number of national performance measures that have nationally accepted methods of data collection and reporting (<i>Target: three measures: fatalities, bridge condition, and road condition</i>).
National Initiatives:	FLH 1.1 In coordination with partners and division offices, coordinate and support partners' efforts to define their primary transportation system. (<i>Lead Officials: Haussler/Mann; Supporting Offices: HQs and DOs</i>)
	FLH 1.2 Finalize performance management frameworks for Phase 1 goal areas including identification of baseline data standards, and roles and responsibilities associated with monitoring and reporting. Document processes supporting data collection, monitoring and reporting including draft templates/tools to be used by partners and FLH units. (<i>Lead Officials: Haussler/Mann/Amenta/Byra Voth/Schertz/Structures Discipline Champion(s); Supporting Offices: HQs and DOs</i>)

National Performance Objective: SP-2. Continue to improve system performance in safety and travel time reliability for the movement of people and freight, while reducing harmful emissions and fostering livable communities.	
National Performance Measure:	TBD – Define measure through FLH's performance management framework effort and secure senior leadership support.
National Initiatives:	FHWA 2.1 Promote and measure the use of data-driven

	<p>approaches and resources (e.g., Highway Safety Manual, Crash Modification Factors clearinghouse, Systemic Safety Management selection tool) to identify and prioritize safety projects. Integrate data-driven approaches and resources into project selection, design, and construction processes. <i>Lead Officials: Schertz/Field Directors/Sparrow; Supporting Offices: DOs</i></p>
	<p>FHWA 2.2 Expand implementation of proven safety countermeasures, with an emphasis on those States and Federal lands with a relevant safety challenge. <i>Lead Officials: PD Directors/Genzlinger; Supporting Offices: HQs and DOs</i></p>
	<p>FHWA 2.8 Encourage use and deployment of the Sustainability Self-Evaluation Tool (INVEST) by State DOTs, MPOs, and Federal Lands. <i>Lead Officials: Environment, Planning, Safety, Design Construction Discipline Champions/Teams; Supporting Offices: HQs and DOs</i></p>
	<p>FHWA 2.10 Encourage State, local, Federal land management agencies, and Tribal partners to assess the risks and vulnerabilities of their transportation infrastructure and operations from the impacts of climate change and extreme weather events; and, develop strategies and tools to enable them to adapt their highway programs to address these impacts. <i>Lead Officials: Environment, Planning, Safety, Design Construction Discipline Champions/Teams, TD Team; Supporting Offices: HQs and DOs</i></p>

<p><u>National Performance Objective:</u> SP-3. Reduce the risk of declining infrastructure condition, functionality, and availability through effective use of inspection, maintenance, and management techniques for highway assets.</p>	
<p><u>National Performance Measure:</u></p>	<p>Percentage of National Bridge Inspection Standards (NBIS) compliance metrics assessed as satisfactory, actively improving, and unsatisfactory (<i>Target: Increase in satisfactory percentage over time</i>).</p>
<p><u>National Initiatives:</u></p>	<p>FHWA 3.1 Assist in establishing tunnel inspection programs, where applicable, that comply with the new National Tunnel Inspection Standards (NTIS) (<i>Lead Officials: Baxter and Lwin; Supporting Offices: HQ, DO</i>).</p>
	<p>FHWA 3.2 Monitor the implementation of plans of correction actions for compliance with the National Bridge Inspection Standards (NBIS). Finalize a FLH work plan to address Federal and tribal partners, develop a coordinated agency strategy for directing resources to provide oversight, and complete assessments on high risk FLH partners. (<i>Lead</i></p>

	<i>Officials: Baxter, Lwin, Structures Discipline Champion; Supporting Offices: HQ, DO).</i>
	FHWA 3.7 Identify needs of States to implement the new AASHTO Mechanistic-Empirical (ME) Pavement Design Guide, i.e., DARWin ME software implementation, model calibration, material characterization, and report needs to the Design Guide Implementation Team. Assess its utility for FLH’s use in whole or in part. <i>(Lead Officials: Voth/Seabrook; Supporting Offices: HQ, DO).</i>
	FHWA 3.8 Performance-Based “Practical” Design: Develop a geometric design approach based on performance goals (i.e., safety, mobility), and desired outcomes. Develop a list of tools and best practices to assist States in assuring quality project design and construction in times of limited and diminishing resources at the State level. Assess its utility for FLH’s use in whole or in part. <i>(Lead Officials: Seabrook; Supporting Offices: HQ, DO).</i>

Program Delivery

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

<u>National Performance Objective: PD-1.</u> Provide leadership and oversight for the substantial completion and close-out of the <i>Recovery Act</i> program to ensure its successful implementation.	
<u>National Performance Measures:</u>	Percent of <i>Recovery Act</i> projects closed out as evidence by final voucher <i>(Target 60 percent)</i> . {Note: Applies to ARRA funded only projects, i.e., no pooled fund projects }
	<u>Percent of <i>Recovery Act</i> funds expended <i>(Target: 94 percent)</i>.</u>
<u>National Initiatives:</u>	FHWA 1.1 Continue to implement the <i>Recovery Act</i> risk management plan; FHWA program and Division offices, working with their respective States and Federal partners, will take all necessary actions to accelerate expenditures, facilitate the completion of work, and bring about the timely closure of projects. <i>(Lead Officials: Haussler/Sparrow; Supporting Offices: DOs).</i>

<u>National Performance Objective: PD-2.</u> Advance FHWA’s risk-based oversight of the Federal Highway Programs including aggressive financial management in accordance with the Financial Integrity Review and Evaluation (FIRE) order.	
<u>National Performance</u>	Percent of inactive obligations for Federal-Aid, Federal Lands,

Measures:	<p>and Recovery Act projects (<i>Target: 4 percent</i>).</p> <p>Number of projects removed from inactive status (<i>Target: 10% reduction</i>)</p> <p>Percent of TIGER III and IV projects obligated and underway (<i>Target: 100%</i>)</p>
<u>National Initiatives:</u>	<p>FHWA 2.1 Evaluate program stewardship and oversight activities or products during risk assessments and consider eliminating those that relate to low or no risk areas. (<i>Lead Officials: Johnson/Bronder/Nishimoto; Supporting Offices: HQs and DOs</i>).</p> <p>FHWA 2.2 Actively manage the process to reduce both the number and overall dollar value of inactive projects. (<i>Lead Officials: PA Directors/Finance Team; Supporting Offices: DOs</i>).</p> <p>FHWA 2.3 Take actions to streamline the process of closing federally funded projects. Share best practices across FLH divisions and with our partners. (<i>Lead Officials: PA Directors/Finance Team; Supporting Offices: DOs</i>).</p> <p>FHWA 2.4 Ensure the delivery of all Transportation Investment Generating Economic Recovery (TIGER) grants through technical assistance and proactive leadership. (<i>Lead Officials: Sparrow; Supporting Offices: HQs</i>).</p> <p>FHWA 2.5 Develop and implement guidance regarding risk-based stewardship and oversight of Federal Highway programs. (<i>Lead Officials: Johnson/Bronder</i>)</p>

<u>National Performance Objective: PD-5.</u> Provide forward leaning leadership to advance the effectiveness and flexibility of Federal programs.	
<u>National Performance Measures:</u>	<p>Percentage of reauthorized program(s) and projects delivered by FLH: (<i>Target – 80%</i>)</p> <p>{Note: Excludes Tribal Transportation Program and state delivered projects}</p> <p>Percentage of annual awards comprised of non-core program funds: (<i>Target 45%</i>)</p> <p>Reduce risk of the Indian Reservation Roads Program. (<i>Target: 6 BIA regional and/or FHWA tribal reviews</i>)</p> <p>Project delivery time for all pre-SAFETELU Environmental Impact Statements (<i>Target: 60 months</i>)</p>

	Project delivery time for all SAFETEALU and MAP21 Environmental Impact Statements (Target: 48 months)
<u>National Initiatives:</u>	<p>FHWA 5.1 Implement a streamlined environmental review program through proactive leadership, technical assistance, policy and guidance, and monitoring. (Lead Officials: Rose; Supporting Offices: HQ, DO)</p> <p>FLH 5.2 Showcase existing capabilities with existing and prospective partners. (Lead Officials: BOD/LT/DLTs; Supporting Offices: Hayman)</p> <p>FLH 5.3 Develop process and procedures for reducing PE costs and making an effort to better clarify scope of work during the initial design process. (Lead Officials: PD Directors/BCs; Supporting Offices: Seabrook, DOs)</p> <p>FLH 5.4 Implement FHWA-approved reorganization strategies supporting the IRR/Tribal Transportation Program. (Lead Officials: Sparrow; Supporting Offices: HQs and DOs)</p> <p>FLH 5.5 Continue IRR inventory review (complete 50% of anticipated activities) and reconcile the Q10 policy issue stemming from 25 CFR 170 rulemaking. (Lead Officials: Sparrow; Supporting Offices: HQs and DOs)</p> <p>FLH 5.6 Evolve program review processes by using a more risk based, targeted approach for BIA regional and FHWA (agreement) tribal review(s). (Lead Officials: Nishimoto/Bronder; Supporting Offices: HQs and DOs)</p>

Corporate Capacity

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

<u>National Performance Objective:</u> CC-1. Enhance the skills and capabilities of FHWA supervisors and team leaders to maximize employee performance and to develop current and future leaders.	
<u>National Performance Measure(s):</u>	Increase All Employee Survey score for workgroup management (Target: 69 percent or higher are satisfied or very satisfied)
<u>National Initiatives:</u>	FHWA 1.1 Provide supervisor training and development opportunities to current supervisors and team leaders; ensure participation and involvement of new supervisors and team leaders within the first year of obtaining their positions, document in TMS, and encourage inclusion of identified staff with potential and who aspire to these positions (Lead Officials: FLH Directors; Supporting Offices: HR/Admin Offices)

	FHWA 1.2 Ensure that FLH first-level supervisors and team leaders receive supervisory developmental opportunities including on-the-job training, coaching, and networking documented in TMS. (<i>Lead Officials: FLH Directors; Supporting Offices: HR/Admin Offices</i>)
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National Performance Objective: CC-2. Implement DOT Hiring Reform Initiative.	
<u>National Performance Measure:</u>	Average time required for Agency managers to fill a job vacancy (<i>Target: 90 days</i>).
<u>National Initiatives:</u>	FHWA 2.1 Conduct interviews, complete reference checks, make selections and complete the Office of Personnel Management survey within 30 days; inform applicants that they will need to accept an offer within two business days. (<i>Lead Officials: Administrative BCs/HR Team Leaders; Supporting Offices: HQ and DOs</i>)
	FHWA 2.2 Use standard recruitment packages as available to reduce the time to post vacancy announcements (<i>Lead Officials: Administrative BCs/HR Team Leaders; Supporting Offices: HQ and DOs</i>)

National Performance Objective: CC-4. Ensure information and systems are readily available to support efficient and effective decision-making	
<u>National Performance Measures:</u>	Improve availability of data and facilitate communication to support national program performance measures. (<i>Target: Implement Data Integration Platform by May 31, 2013.</i>)
<u>National Initiatives:</u>	FHWA 4.1 Where applicable, integrate FLH’s information and data in the Recovery Act Database System (RADS), Fiscal Management Information System (FMIS), National Bridge Inventory (NBI), and Highway Performance Monitoring System (HPMS). To the extent existing funds will allow, incorporate other critical databases into the Data Integration Platform. (<i>Lead Officials: Haussler/Lineman; Supporting Office(s): HQ</i>)
	FLH 4.2 Continue to support and monitor the phased implementation of EEBACS as a part of FLH’s “everyday business.” (<i>Lead Officials: Hirsbrunner/Anderson/PD Directors; Supporting Offices: HQ, DOs</i>)
	FLH 4.3 Update BASC charter and membership to reflect updated governance process, as well as map and document a process to close the gap between obtaining BASC/IRB approval and engaging FHWA’s Office of Information Management to obtain the Authority to Operate new FLH-developed systems/applications. (<i>Lead</i>

	<i>Officials: Johnson/New IT Program Manager, Supporting Offices: HQ, DOs).</i>
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National Performance Objective: CC-6. <i>(Note: FLH NPO)</i> Enhance and expand the skills and capabilities of FHWA employees through the use of cross-rotational assignments among and between Federal-aid and FLH Offices.	
<u>National Performance Measure:</u>	Support cross-rotational assignments for Federal-aid Division Office staffs with FLH Offices and FLH Office staffs with Federal-aid Division Offices (Targets: 1) # of FLH employees trained via Fed-aid Division Offices: 6 2) # of Fed aid employees trained via FLH: 6 3) # of PDP assignments via FLH: 18 3a) # PDPs sponsored by FLH: 6 (Subset of 18 above) 4) # of SCEPs trained via FLH: 36
<u>National Initiative:</u>	FLH 6.1 Provide additional opportunities for FHWA employees to have cross-rotational assignments among and between Federal-aid and FLH Offices. <i>(Lead Officials: Directors; Supporting Offices: Administrative BCs/HR)</i>

Federal Lands Highway’s 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 Highway’s Unit Action Plans

In PY13, 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 and their respective core job elements.

FLH's FY2008 – 2012 Business Metrics**FY/PY 2013 Targets**

GOAL AREA	DESCRIPTION	MEASURE(S)	FY/PY 13 TARGET	FY2008-2012/13 TARGET	OWNER(S)
Program Delivery	Sustainability Tool and INVEST	Number of FLH projects or processes that are evaluated with INVEST.	9 projects (FY)	N/A	Environment & Design/Construction discipline champions
Program Delivery	Road Measure	Number of lane miles improved by end of Fiscal Year.	1,600 miles FY (Includes IRR)	6600 miles	PD Directors/B. Sparrow
Program Delivery	Bridge Measure	Number of bridges improved by end of Fiscal Year.	50 bridges FY(includes IRR)	225 bridges	Jakovich
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 PY	85% or greater	Johnson
Program Delivery	Obligations	% of FLHP obligated (based on FY)	95% or better FY	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 FY	75% or better	Haussler
Program Delivery	Environmental Collaboration	Results of the Environmental Collaboration Survey that are distributed to resource, regulatory and partner agencies	>85% PY	>85%	Environment Discipline Champion
Corporate Capacity	Employee Satisfaction	% of employees	70% or greater	70% or	Conner/

GOAL AREA	DESCRIPTION	MEASURE(S)	FY/PY 13 TARGET	FY2008-2012/13 TARGET	OWNER(S)
		satisfied with their job by end of HRMC Cycle.	PY	greater	Hammontree (HRMC Reps.)

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SIP



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