



The Federal Lands Highway Program

2009

The Year in Review

Activities, Accomplishments & Trend Analyses



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

From the desk of the Associate Administrator

This has been another remarkable year for the Federal Highway Administration and Federal Lands Highway Program. Amid uncertainty in our long term national programs, the Federal Lands Highway organization continues to provide exceptional service to our growing list of partners. Our expertise in project delivery was key to advancing the American Recovery and Reinvestment Act, a historic piece of legislation to create jobs and stimulate our nation's economy. We are particularly proud to be part of this important effort.

The successful delivery of a record number of projects is dependent upon a number of factors. These include diligent project management, dedicated people and strong partner relationships. Federal Lands Highway placed emphasis this year on key programs that are vital to our success. These include our financial processes and systems, the integration of safety into all projects, the advancement of Information Technology systems and processes, the management of bridges owned by our Federal partners, and the administration of a rapidly growing Indian Reservation Roads program.

We also continue to invest in our most important resource — our people. We have restructured our approach to growing and supporting our technical disciplines, and continue to align our efforts with Federal Highway's overall discipline efforts. We initiated learning and development opportunities for Federal-aid staff, working in the Federal Lands environment. We will expand upon these efforts next year as we become a major pipeline of technical expertise for the agency. Each Division has also developed innovative leadership development opportunities that will grow our future leaders.

Enjoy taking a few minutes to see what we have accomplished. It promises to be another exciting year for us, and we are ready for the challenge!





John R. Baxter, P.E.

Associate Administrator for

Office of Federal Lands Highway



Vision

Create the best transportation system
in **balance** with the values of
Federal and Tribal lands.

Improving transportation
to and within Federal and Tribal Lands
and **providing** technical services
to the highway community.

Mission



Activities, Accomplishments & Trend Analyses
The Federal Lands Highway Program
2009
The Year in Review



Table Of Contents

<p><i>Our Role</i> 5</p> <p><i>Our Goals</i> 6</p> <p><i>Program & Fiscal Responsibility</i> 7</p> <p><i>Additional Program & Fiscal Responsibility</i> 8</p> <p><i>Everyday Business</i> 9</p> <p><i>Appropriations, Obligations & Allocations</i> 10-20</p> <p><i>Activities</i> 21-40</p> <p><i>Accomplishments</i> 41-56</p> <p><i>Trend Analyses</i> 57-64</p> <p><i>Looking Ahead</i> 65-66</p> <p><i>Appendix A — maps</i></p>	<p>Table 1A — Title 23 Appropriations, Allocations & Obligations 10</p> <p>Table 1B — Indian Reservation Road (IRR) Program 11</p> <p>Table 1C — Park Roads and Parkways (PRP) Program 12</p> <p>Table 1D — Public Lands Highway (PLH) Program 13-14</p> <p>Table 1E — Refuge Roads (RRP) Program 15</p> <p>Table 1F — Other Funds (Title 23 Non-FLHP funds) 17-18</p> <p>Table 2 — Non Title 23 Non FLHP funds 19</p> <p>Table 3 — FLH-Wide Activities Resource Usage 29-30</p> <p>Table 4 — Program Delivery 31</p> <p>Table 5 — Human Capital Allocation and Usage 32</p> <p>Table 6 — Project Delivery Resource Usage 34</p> <p>Table 7 — FLH Project Delivery Summary 35-37</p> <p>Table 8a — Procurement Summary 38</p> <p>Table 8B — Small Business Summary 39</p> <p>Table 9 — Professional Development Summary 40</p>
---	---

Our Role

The Federal Highway Administration's Office of Federal Lands Highway (FLH) is well-known for delivering projects that meet the varied needs of our many partners. We are relied upon to solve and manage unique challenges in environmentally sensitive locations through engineering solutions that are sensitive to the context of the land. Whether it is building highly visible and politically sensitive projects, constructing roads that are national landmarks, or providing critical access using low-cost transportation facilities, FLH is at the forefront of consistently delivering distinct, sensitive and sound engineering projects.

Since 1914, we have assisted the National Park Service, the U.S. Forest Service and other Federal Land Management Agencies (FLMAs) in the design and construction of aesthetically pleasing and environmentally sensitive highway and bridge construction. FLH (formerly Direct Federal) worked with these agencies on the original development, design and construction of many of this Nation's National Parks and Forests as recently documented in the Public Broadcasting System (PBS) special, [The National Parks: America's Best Idea](#).

Congress established the Federal Lands Highway Program (FLHP) in 1982 to promote effective, efficient, and reliable administration for a coordinated program of public roads and bridges; protect and enhance our Nation's natural resources; and provide needed transportation access for Native Americans.

We stand by our vision to create the best transportation system in balance with the values of federal and Tribal lands and have succeeded this year in fulfilling our organizational mission providing quality technical services to the highway community.

The FLH organization consists of a Headquarters Office in Washington, DC and three field Division Offices located in Sterling, Virginia; Lakewood, Colorado; and Vancouver, Washington. (See *Division Map, Appendix A*)

The Headquarters' staff is responsible for program development and administration, policy and program review for FLH program funds, and programs administered on behalf of FHWA on Federal land nationwide. The three field Divisions; Western Federal Lands (WFL); Central Federal Lands (CFL); and Eastern Federal Lands (EFL) are responsible for program development; project management; transportation planning; environmental compliance; preparation of plans, specifications and estimates; contract administration; construction supervision and inspection. Our technical expertise includes: highway and bridge design; survey; mapping and right-of-way (ROW); hydraulics; geotechnical; traffic; safety; intelligent transportation system; design visualization; materials; consultant and construction acquisition; road and bridge inventory and inspection; and asset management. Our design and construction projects range from simple rural resurfacing to highly complex, high volume, urban arterial parkways. FLH provides context sensitive designs and solutions, across the 50 States, the District of Columbia, Puerto Rico, U.S. Virgin Islands, and Pacific Island Territories.

The Federal Government, through various FLMA's: the National Park Service (NPS); U.S. Forest Service (USFS or FS); U.S. Fish and Wildlife Service (FWS); Bureau of Indian Affairs (BIA) and Tribal Governments; Bureau of Land Management (BLM); Military Surface Deployment and Distribution Command (SDDC); U.S. Army Corps of Engineers (USACE); Bureau of Reclamation (BOR); and the Tennessee Valley Authority, have ownership responsibilities for more than 30 percent of the Nation's land. This responsibility covers more than 500,000 miles of public and administrative roads. The Federal Lands Division Offices work very closely with them to deliver the program, providing access to rural communities and our national treasures.



left to right: Highway improvement, Beartooth Highway, National Scenic Byway, Yellowstone National Park, MT; Bridge reconstruction, Natchez Trace Parkway, National Scenic Byway, TN; Aesthetic retaining wall, Merced River, Yosemite National Park, CA

Our Goals

Our role includes stewardship and oversight responsibility for the Highway Trust Fund dollars that fund the Program, totaling \$1.6B per year through the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

Goal Alignment —

Our goals and resources, focused on fulfilling both our Vision and Mission, are based on our strategic alignment with the four FHWA Goals: **National Leadership; Program Delivery; System Performance; and Corporate Capacity.** These goals provide added focus to support continuous improvement in the products and services we offer and are the measure of our success this past year.

FHWA National Leadership Goal: Federal Highway leads in developing and advocating solutions in national transportation needs.

FLH Alignment: Implement innovative solutions to transportation challenges in key areas.

FHWA Program Delivery Goal: Federal Highway programs are effectively and consistently delivered through successful partnerships, value-added stewardship and risk-based oversight.

FLH Alignment: Continue to improve FLH Program administration and delivery.

FHWA System Performance Goal: The nation's highway system provides safe, reliable, effective and sustainable mobility for all users.

FLH Alignment: Maintain and improve condition of transportation infrastructure.

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

FLH Alignment: Continue to improve FLH Program administration.

This is the framework of our Activities, Accomplishments & Trend Analysis Report for 2009, an assessment of our organizational health, partner satisfaction, employee involvement, and a testament to the importance we place in our role as stewards, ensuring the best use of public funds.



Above left to right: Ricardo Suarez, Central Federal Lands Division Engineer; Melisa Ridenour, Eastern Federal Lands Division Engineer; Clara Conner, Western Federal Lands Division Engineer; and John Baxter, Office of Federal Lands Highway Associate Administrator

Left: The Federal Lands Highway Leadership Team following the Annual FHWA Fall Business Meeting gather to discuss the coming year — 2010.

Program & Fiscal Responsibility

FLH is entrusted with many different types of funds to deliver our programs. The majority are authorizations through DOT's transportation legislation, specifically Title 23, Section 204, which is the Federal Lands Highway Program. We also have direct responsibility for the Emergency Relief for Federally Owned Roads (ERFO), a subset of Title 23, Section 125, and U.S. Code of Federal Regulations. In addition, we receive non Title 23 non-FLHP funds for the Defense Access Road Program and a wide variety of other projects. Amounts available in Fiscal Year (FY) 2009 were:

- Federal Lands Highway Program \$1,159,431,517
- Emergency Relief for Federally Owned Roads \$240,156,936
- Defense Access Road Program \$152,234,334
- Other Funding \$111,764,219

Additional Program & Fiscal Responsibility

The passage of The American Recovery and Reinvestment Act of 2009 (Recovery Act) signed into law by President Obama on February 17th, 2009, represents additional program and fiscal responsibility for the Office of Federal Lands Highway.

It was an unprecedented effort to jump-start the economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges allowing our country to thrive in the 21st century. The Act is an extraordinary response to a crisis unlike any since the Great Depression, and includes measures to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

The Recovery Act legislation included \$27 billion in highway funds for states and federal agencies to provide critical repairs to our nation's crumbling roads and bridges. Congress authorized \$550 million for the Federal Lands Highway Program. The law requires that all funds be obligated by September 30, 2010. It also requires that priority be given to projects that can be completed within two years of enactment and projects that are in Economically Distressed Areas (EDA's). For the FLHP programs that are distributed by statutory formula, the law allows the Secretary to redistribute funds within the program to ensure 100 percent obligation by September 30, 2010.

Upon enactment of the legislation, we worked with our partners to finalize Recovery Act project lists that we began developing in January. The projects were added to the Statewide Transportation Improvement Program (STIP)

and depicted by use of Geographic Information Systems (GIS) on a nationwide map. (See Recovery Act Map, Appendix A)

Our partners asked us to deliver 100 percent of the additional Refuge Road funds and about 90 percent of the Park Road and Forest Highway funds. At the end of the fiscal year, the status of the funds for each program was:

Program	Authorized	\$ Obligated	% Obligated	# of Projects
Indian Reservation Roads	\$310 M	\$ 32.83 M	11%	29
Park Roads & Parkways	\$170 M	\$ 115.83 M	68%	16
Forest Highways	\$ 60 M	\$ 42.45 M	71%	33
Refuge Roads	\$ 10 M	\$ 8.38 M	84%	8
TOTAL	\$550 M	\$199.49 M	36%	86

FY 2010 will bring additional challenges, as we work with our partners to obligate remaining funds. This is a great opportunity to showcase our expertise in delivering a larger program in the future. We are up to the challenge.

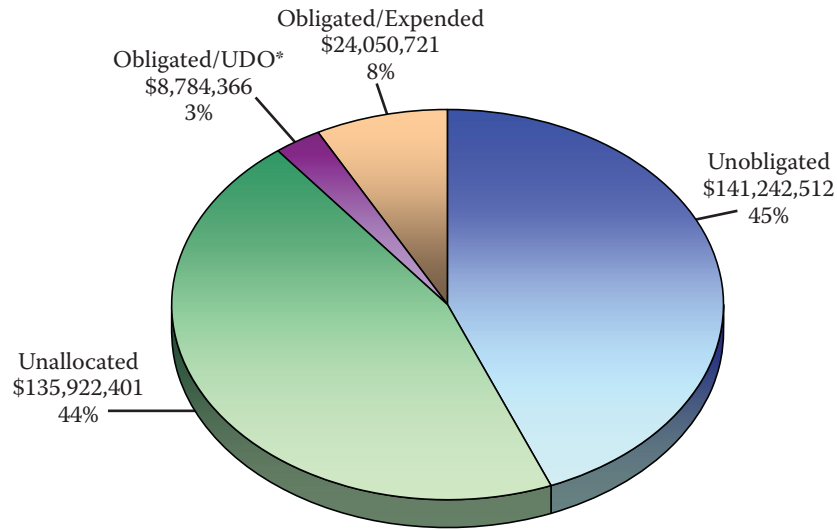


President Obama greets construction workers on the site of a Federal Lands Recovery Act Project. (Public Domain)

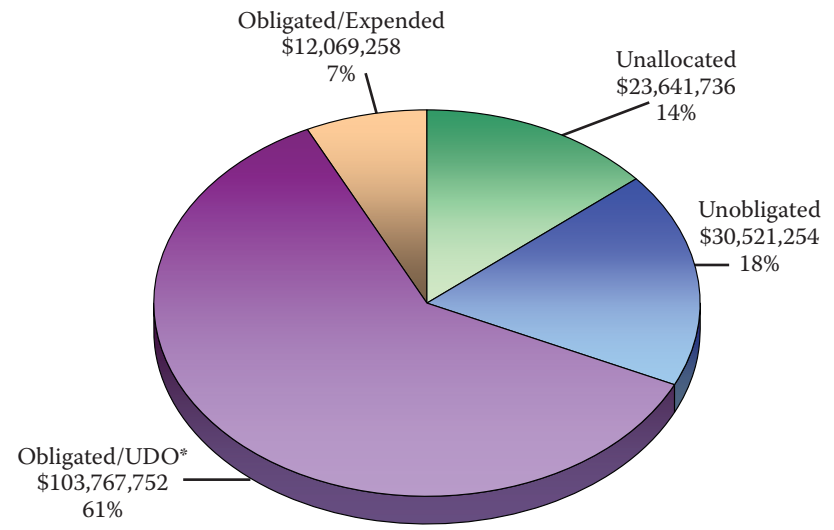
Additional Program & Fiscal Responsibility

Federal Lands Recovery Act Project Status as of October 1, 2009

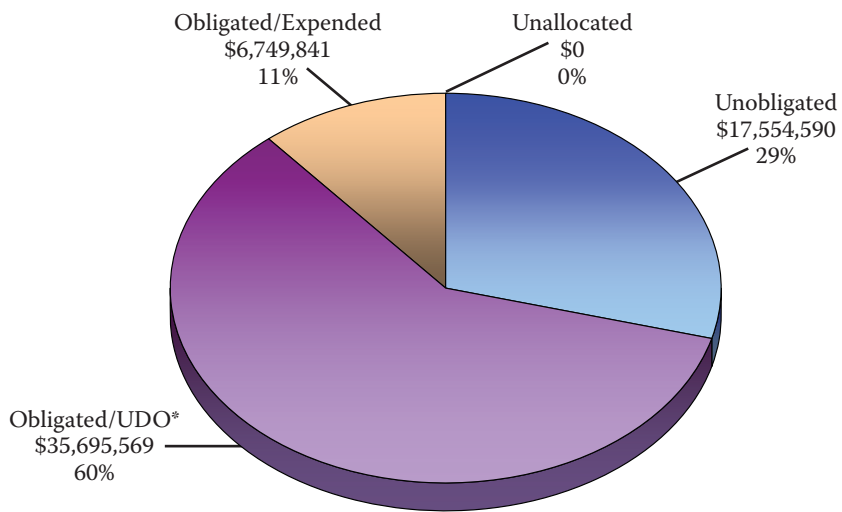
Indian Reservation Roads Program — \$310M



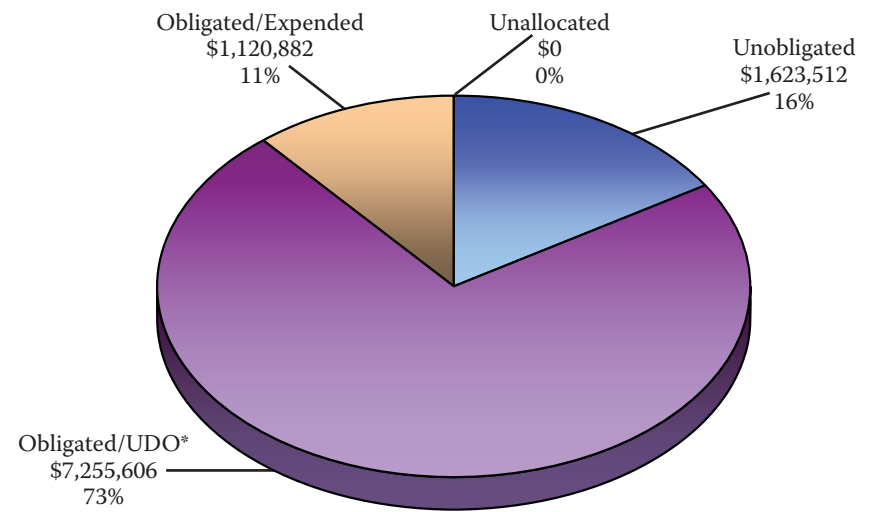
Park Roads & Parkways Program — \$170M



Forest Highways Program — \$60M



Refuge Roads Program — \$10M



* UDO — undelivered orders

Everyday Business

Federal Lands has two core mission areas, Program Administration and Program Delivery. Program Administration addresses FLH's stewardship and oversight responsibilities for our resources, both human and monetary, and it encompasses many critical functional areas, including but not limited to acquisition, planning and programming, financial management, and information technology. Program Administration provides management and oversight of our core programs, namely, the Park Roads and Parkway Program, Public Lands Highway (Forest Highway Program), Refuge Road Program, and Indian Reservation Roads (IRR) Program in addition to non-FLH programs such as Defense Access Roads Program and Emergency Relief for Federally Owned Roads (ERFO).

Program Delivery is the core of our business. Our business delivery in FY 2009 focused predominantly on our financial accountability and stewardship roles to effectively and efficiently manage taxpayer dollars.

FLH's efforts resulted in 863 miles of road improvement and 44 new or improved bridges.

Major Results — Business Measures:

Program Delivery Costs for 2009 were 26.1%

Percent of Funds Obligated (Note: PLHD funds were distributed in January 2010): Corporately, FLH obligated 79% of its funds. At the Division level, the obligation rate was 96%.

Project Development Satisfaction: FLH's technical design practices received a higher level of satisfaction during 2009, 85.6% compared to a score of 83.1% in 2008.

Completed Project Satisfaction: FLH's construction practices received a higher level of satisfaction during 2009 as reflected by a score of 87.6%, compared to 86.9% in 2008.

Major Results — Core Mission Areas:

Program Administration

Between FLHP funds and all the other Title 23 and non-Title 23 funds, FLH had authority to spend over \$1.6 billion! Of the authorized FLHP funds, 45.1% for the IRR program; 23.2% for the Park Roads Program; 19.1% for the Forest Highway Program; 9.9% for the Public Lands Discretionary Program; and 2.8% for the Refuge Roads Program.

FLH devoted 939.0 work years of effort to deliver its program. This number reflects 126.3 administratively-funded positions, 539.5 project-funded positions, and 273.2 work years outsourced.

This number translates into 29% outsourcing.

Project Delivery

FLH had 444 active design projects (62 Recovery Act) worth \$2,206 million (\$309 million Recovery Act) and 227 active construction projects (33 Recovery Act) worth \$1,489 million (\$100 million Recovery Act). A total of 122 construction contracts were awarded worth \$501 million (\$100 million Recovery Act) and 75 construction projects worth \$173 million were completed.

FLH invested \$1.7 million in 2009 and completed major initiatives supporting technology development, technology transfer, and technical assistance.

Organizational Excellence

Cross-divisional teams made improvements in the following categories:

Human Capital Planning, IRR Program, Data Management, Funding Transfers – Reimbursable Authority

We provided 2,754 hours of technical assistance and provided training to 2,313 individuals.

In FY 2009, the core FLH program increased by 7% moving from \$968 million in FY 2008 to \$1.033 billion during FY 2009.

Engineering is underway on many other projects for future delivery, and FLH will continue to share its technical expertise by responding to increased requests for technical assistance.



View from the site of a new bridge construction site on the Foothills Parkway, TN

Appropriations, Obligations & Allocations

Documenting and Tracking Funding Levels

FLH is entrusted with many different types of funds. The majority are authorizations through DOT's transportation legislation, specifically Title 23, Section 204, which is the Federal Lands Highway Program. These funds are summarized in Table 1A and more specific information for each category is displayed in Tables 1B-1E (See pgs. 10-14).

FLH also has direct responsibility for the Emergency Relief for Federally Owned Roads (ERFO), a subset of the overall Emergency Relief (ER) program from Title 23, Section 125. Other funds under Title 23 Authority are received from other Federal agencies as well as State and local governments. These funds are accounted for in Table 1F (See pg. 16-17).

In addition, FLH receives non Title 23, non-FLHP funds for the Defense Access Road Program (DAR), the operations and maintenance of roads that support the Minuteman Missile System and other projects. These funds are displayed in Table 2 (See pg. 18).

FLH supports many different program and funding areas. The FLHP funding categories are: Indian Reservation Road and Bridge Programs; Park Roads and Parkways; Public Lands Highway; Forest Highways; Public Lands Highway Discretionary; Refuge Roads.

Table 1A — Title 23 Appropriations, Allocations & Obligations						
FLH Programs	Authorization/Allocation Made Available	Program Changes *	Prior Year Funds **	Total Funds Available	Total Obligations	Amount Carried Over into FY10
Indian Reservation Roads (IRR)	\$ 447,750,000	\$ (28,656,000)	\$ 98,832,622	\$ 517,926,622	\$ 463,306,048	\$ 54,620,574
Indian Reservation Road Bridge Program (IRRBP)	\$ 14,000,000	\$ (896,000)	\$ 241,589	\$ 13,345,589	\$ 13,135,511	\$ 210,078
Park Roads and Parkways (PRP)	\$ 238,800,000	\$ (15,283,200)	\$ 2,749,240	\$ 226,266,040	\$ 218,705,268	\$ 7,560,772
Public Lands Highway (PLH)						
Forest Highway (FH)	\$ 197,010,000	\$ (18,608,640)	\$ 13,016,223	\$ 191,417,583	\$ 154,784,111	\$ 36,633,472
Public Lands Highway Discretionary (PLH-D)	\$ 101,490,000	\$ (9,495,360)	\$ 71,356,322	\$ 163,350,962	\$ 28,647,689	\$ 134,703,273
Public Lands Highway — Transportation Planning (PLH-TP)	\$ -	\$ 9,000,000	\$ 1,490,149	\$ 10,490,149	\$ 9,749,340	\$ 740,810
Refuge Roads Program (RRP)	\$ 28,855,000	\$ (1,846,720)	\$ 9,626,292	\$ 36,634,572	\$ 31,664,170	\$ 4,970,402
TOTAL	\$1,027,905,000	\$ (65,785,920)	\$ 9,626,292	\$1,159,431,517	\$ 919,992,137	\$ 239,439,380

* FLHP reductions include .50% reduction for Lake Tahoe MPO Set-aside per 23 USC 134(f)(3)(C)(ii)(II) and a lop-off of 6.4% per SAFETEA-LU Section 1102(f).

** Prior Year Funds Made Available include prior year carryover and August redistribution

Appropriations, Obligations & Allocations

The Indian Reservation Roads (IRR) Program provides funding which may be used by Indian tribal governments, the Bureau of Indian Affairs (BIA), and the FHWA for the planning, design, construction, or reconstruction of designated public roads that provide access to or within an Indian reservation, Tribal lands, Indian communities, and Alaska native villages. In 2009, the IRR system consisted of 40,041 miles of public roads owned by the BIA and Tribal governments, 18,485 miles of State public roads and 53,443 miles of County/Urban public roads. The IRR Bridge Program (IRRBP) was established as a “set-a-side” within the IRR program in TEA-21. In FY 2005, a separate IRRBP was created in SAFETEA-LU to fund bridge replacement or rehabilitation and to also provide funding for design. The IRR Bridge System consists of 940

bridges located on BIA or Tribal routes and another 7,100 bridges located on the other public roads referenced.

Funding — During FY 2009, the funds available for obligation for the IRR Program were \$517.9 million. Funds available for the IRR Bridge Program were \$13.3 million (See Table 1B). The actual obligated amount was \$463.3M, or 89% of the IRR program; for the IRRBP program, \$13.1M, or 98% was obligated.

FHWA Tribes who received IRR funds in FY09 — Alaska: Chickaloon Native Village; Chilkoot Indian Association; Healy Lake Village; Eyak Village; Hoonah Indian Association - ANTTTC; Wrangell Cooperative Association - ANTTTC; Yakutat Tlingit Tribe - ANTTTC; King Island Native Community

Table 1B — Indian Reservation Road (IRR) Program

	IRR Program	Obligations	Balance	IRRBP Program	Obligations	Balance
Fund Availability						
Authorized Amount *	\$ 447,750,000	\$ -	\$ -	\$ 14,000,000	\$ -	\$ -
FLHP Reductions **	\$ (28,656,000)	\$ -	\$ -	\$ (896,000)	\$ -	\$ -
Prior Year Funds Made Available ***	\$ 98,832,622	\$ -	\$ -	\$ 241,589	\$ -	\$ -
Total Available for Use	\$ 517,926,622	\$ -	\$ -	\$ 13,345,589	\$ -	\$ -
Distribution of Funds						
Amount Distributed to Federal Lands Highway Divisions:						
Eastern Federal Lands	\$ 1,220,000	\$ 1,062,993	\$ 157,007	\$ -	\$ -	\$ -
Central Federal Lands	\$ 41,233,951	\$ 40,540,539	\$ 693,412	\$ 364,597	\$ 349,794	\$ 14,803
Western Federal Lands	\$ 459,760	\$ 426,903	\$ 32,857	\$ -	\$ -	\$ -
Amount Distributed to AZ****	\$ 1,800,000	\$ 1,003,614	\$ 796,386	\$ -	\$ -	\$ -
Amount Distributed to BIA	\$ 427,321,365	\$ 420,272,000	\$ 7,049,365	\$ 12,980,992	\$ 12,785,717	\$ 195,275
Amount Distributed for August Redistribution	\$ 45,000,000	\$ -	\$ 45,000,000	\$ -	\$ -	\$ -
Unallocated	\$ 891,546	\$ -	\$ 891,546	\$ 1	\$ -	\$ 1
TOTAL	\$ 517,926,622	\$ 463,306,048	\$ 54,620,573	\$ 13,345,589	\$ 13,135,511	\$ 210,079

* IRR authorized amount reflects a .50% reduction for Lake Tahoe MPO Set-aside per 23 USC 134(f)(3)(C)(ii)(II)

** IRR and IRRBP reductions reflect a lop-off of 6.4% per SAFETEA-LU Section 1102(f).

*** Prior Year Funds Made Available include prior year carryover and August redistribution

**** AZ: Arizona Federal-aid Division Office

Appropriations, Obligations & Allocations

- AN TTC; Native Village of Tetlin; King Cove; Craig Community Association; CCTHITA - Central Council of the Tlingit and Haida Tribes of Alaska; CCTHITA - Saxman; CCTHITA - Douglas; Petersburg Indian Assoc.; Naknek Native Village; Manley; Tuluksak; Kasigluk Traditional Council; Fort Yukon; Anvik Village; Kasaan Native Village; Ketchikan; Ruby; Egegik; **Pacific:** Smith River Rancheria; **Great Plains:** Standing Rock Sioux Tribe; Oglala Sioux Tribe; Turtle Mountain; **Rocky Mountain:** Fort Peck Tribes; **Southern Plains:** Pawnee Nation; **Eastern Oklahoma:** Cherokee Nation; Osage Nation; **Southwest:** Ramah Navajo Chapter; Ohkay Owingeh (San Juan Pueblo); Acoma Pueblo; Zuni; Jemez; Ysleta Del Sur; Jicarilla; Isleta; **Western:** Gila River Tribe

AN TTC — All Nations Tribal Transportation Consortium, LLC

CCTHITA — Central Council of the Tlingit and Haida Indian Tribes of Alaska

The Park Roads and Parkways (PRP) Program provides funding which may be used by the National Park Service (NPS) and FHWA for planning, design, construction, or reconstruction of designated public roads that provide access to or within National Parks, recreation areas, historic areas, and other units of the National Park System. The Park Road System consists of 8,000+ miles of public roads owned by the NPS.

Funding — During FY 2009, the funds available for obligation were \$226.3 million (See Table 1C). The actual obligated amount was \$218.7M, or 97% of the PRP program.

Table 1C — Park Roads and Parkways (PRP) Program

	PRP Program	Obligations	Balance
Authorized Amount *	\$ 238,800,000		
FLHP Changes **	\$ (15,283,200)		
Prior Year Funds Made Available ***	\$ 2,749,240		
Subtotal Available for Use	\$ 226,266,040		
Distribution of Funds			
Amount Distributed to Federal Lands Highway Divisions:			
Eastern Federal Lands	\$ 60,046,003	\$ 60,166,741	\$ (120,738)
Central Federal Lands	\$ 93,528,250	\$ 92,212,504	\$ 1,315,746
Western Federal Lands	\$ 23,804,245	\$ 23,273,933	\$ 530,312
Amount Distributed to FHWA Office of Environment and Planning	\$ 10,000	\$ 10,000	\$ -
Amount Distributed to National Park Service	\$ 48,877,542	\$ 43,042,089	\$ 5,835,453
Amount Distributed for August Redistribution	\$ -	\$ -	\$ -
Unallocated	\$ -	\$ -	\$ -
TOTAL	\$ 226,266,040	\$ 218,705,268	\$ 7,560,772

* PRP authorized amount reflects a .50% reduction for Lake Tahoe MPO Set-aside per 23 USC 134(f)(3)(C)(ii)(II)

** PRP reductions reflect a lop-off of 6.4% per SAFETEA-LU Section 1102(f)

*** Prior Year Funds Made Available include prior year carryover and August redistribution

Appropriations, Obligations & Allocations

The **Public Lands Highway (PLH) Program** is comprised of two components, namely, the PLH Discretionary Program and the Forest Highway Program. The PLH Discretionary program is primarily administered by FHWA's Office of Infrastructure. However, FLH administers the Forest Highway Program. The PLH allows for the use of funds for transportation planning activities. These funding amounts are distributed to FLMAs that do not have dedicated funding sources for transportation services.

Forest Highway Program (Part 1 of 2) — The Forest Highway (FH) Program, first authorized in 1916, provides funding for selected transportation projects providing access to, within or adjacent to National Forests and Grasslands. Sixty-six percent of PLH funds are available for Forest Highways. Approximately 29,000 miles of State, local and federally-owned public roads are designated as Forest Highways.

The FLH Divisions administered approximately 94% of the FLH design and construction projects and performed the corresponding oversight. The FLH Divisions maintain the inventory and condition assessments for most of the FH roads.

Funding — During FY 2009, the funds available for obligation were \$191.4 million (See Table 1D). The actual obligated amount was \$154.8M, or 81% of the FH program.

Public Lands Highway Discretionary (Part 2 of 2) — The PLH Discretionary Program was created in 1930. The intent of the program is to improve access to and within the Federal Lands of the Nation. Thirty-four percent of the PLH category funds, as reflected in SAFETEA-LU, are available for the PLH Discretionary Program. FHWA solicits for candidates and selects projects for funding based on applications received for this program. However, this program is heavily earmarked and is subject to reductions such as lop offs. FLH and FLMAs administer approximately 45% of the funds.

Funding — During FY 2009, the funds available for obligation were \$163.4 million (See Table 1D). The actual obligated amount was \$28.6M, or 18%. “(Note: PLHD funds were distributed in Jan 2010)”

	PLH Discretionary
Authorized Amount *	\$ 101,490,000
FLHP Changes **	\$ (6,495,360)
Transportation Planning Set-aside ***	\$ (3,000,000)
Prior Year Funds Made Available ****	\$ 71,356,322
Total Funds Available for Use	\$ 163,350,962
Distribution of Funds	
Amount Distributed to Federal Lands Highway Divisions:	
Eastern Federal Lands	
Central Federal Lands	
Western Federal Lands	
Amount Distributed to the FHWA Office of Environment and Planning	\$ -
Amount Distributed to U.S. Forest Service	\$ -
Amount Distributed to Bureau of Indian Affairs	\$ 1,301,100
Amount Distributed to National Park Service	\$ 1,949,794
Amount Distributed to U.S. Fish and Wildlife Service	\$ 922,625
Amount Distributed to U.S. Army Corps of Engineers	\$ -
Amount Distributed to Bureau of Reclamation	\$ -
Amount Distributed to Bureau of Land Management	\$ -
Amount Distributed to Army	\$ -
Amount Distributed to Navy	\$ -
Amount Distributed to Military Surface Deployment and Distribution Command	\$ -
Amount Distributed to Tennessee Valley Authority	\$ -
Amount Distributed to States	\$ 27,130,602
Amount Distributed for August Redistribution	\$ 103,102,684
Unallocated	\$ 21,007,108
TOTAL	\$ 163,350,962

* PLH authorized amount reflects .50% reduction for Lake Tahoe MPO Set-aside per 23 USC 134(f)(3)(C)(ii)

** PLH reductions reflect a lop-off of 6.4% per SAFETEA-LU Section 1102(f)

*** Planning funds are made available from PLHD and FH Programs. Planning column shows distribution in

**** Prior Year Funds Made Available include prior year carryover and August redistribution.

Appropriations, Obligations & Allocations

Table 1D — Public Lands Highway (PLH) Program

Obligations	Balance	Forest Highway	Obligations	Balance	Planning ***	Obligations	Balance
		\$ 197,010,000			\$ -		
		\$ (12,608,640)			\$ -		
		\$ (6,000,000)			\$ 9,000,000		
		\$ 13,016,223			\$ 1,490,149		
		\$ 191,417,583			\$ 10,490,149		
\$ 661,545	\$ 460,609	\$ 22,167,308	\$ 19,700,519	\$ 2,466,789	\$ 294,500	\$ 228,683	\$ 65,817
\$ 3,423,562	\$ (129,323)	\$ 48,336,364	\$ 47,608,172	\$ 728,192	\$ 100,000	\$ 100,074	\$ (74)
\$ 1,009,543	\$ 2,511,112	\$ 76,135,767	\$ 67,796,575	\$ 8,339,192	\$ -	\$ 3,500	\$ (3,500)
\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 10,000	\$ 10,000	\$ -
\$ -	\$ -	\$ 19,648,844	\$ 19,648,844	\$ -	\$ 1,678,400	\$ 1,678,400	\$ -
\$ 449,387	\$ 851,713	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 412,495	\$ 1,537,299	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 912,605	\$ 10,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,994,933	\$ 1,910,764	\$ 84,169
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 419,369	\$ 251,718	\$ 167,651
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,871,909	\$ 2,871,909	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,291,200	\$ 1,291,200	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 598,114	\$ 242,066	\$ 356,048
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,011,025	\$ 1,011,025	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -
\$ 21,778,553	\$ 5,352,049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ 24,386,145	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 21,007,108	\$ 713,155	\$ -	\$ 713,155	\$ 70,699	\$ -	\$ 70,699
\$ 28,647,689	\$ 31,600,588	\$ 191,417,583	\$ 154,784,111	\$ 12,247,328	\$ 10,490,149	\$ 9,749,340	\$ 740,809

(II).
 information on these set-aside funds.

Appropriations, Obligations & Allocations

The **Refuge Roads (RRP) program**, first authorized in 1998, provides funds for the maintenance and improvement of public roads that provide access to or within a unit of the National Wildlife Refuge System. The U.S. Fish and Wildlife Service (FWS) manages and maintains approximately 4,800 miles (paved and unpaved) of public use roads, 87 public use bridges, and over 5,400 miles of roads for administrative use.

Funding — During FY 2009, the funds available for obligation were \$31.7 million (See Table 1E). The actual obligated amount was \$27.7 million or 88%.



Gulf Island National Seashore, FL

Table 1E — Refuge Roads (RRP) Program

	RRP Program	Obligations	Balance
Authorized Amount *	\$ 28,855,000		
FLHP Changes **	\$ (1,846,720)		
Prior Year Funds Made Available ***	\$ 9,626,292		
Subtotal Available for Use	\$ 36,634,572		
Distribution of Funds			
Amount Distributed to Federal Lands Highway Divisions:			
Eastern Federal Lands	\$ 4,731,459	\$ 4,613,492	\$ 117,967
Central Federal Lands	\$ 6,954,993	\$ 7,026,320	\$ (71,327)
Western Federal Lands	\$ 1,160,980	\$ 1,045,935	\$ 115,045
Amount Distributed to the FHWA Office of Environment and Planning	\$ 10,000	\$ 10,000	\$ -
Amount Distributed to U.S. Fish and Wildlife Service	\$ 20,000,000	\$ 18,968,423	\$ 1,031,577
Amount Distributed for August Redistribution	\$ 3,600,000	\$ -	\$ 3,600,000
Unallocated	\$ 177,140	\$ -	\$ 177,140
TOTAL	\$ 36,634,572	\$ 31,664,170	\$ 4,970,402

* RRP authorized amount reflects a .50% reduction for Lake Tahoe MPO Set-aside per 23 USC 134(f)(3)(C)(ii)(II)

** RRP reductions reflect a lop-off of 6.4% per SAFETEA-LU Section 1102(f).

*** Prior Year Funds Made Available include prior year carryover and August redistribution

Appropriations, Obligations & Allocations

Other Title 23 Authority Funding — FLH administers additional important transportation funds from programs outside the core FLHP. FLH-related programs in which we receive and manage transportation appropriations governed by U.S.C. Title 23 include Emergency Relief for Federally Owned Roads (ERFO), and many other programs, displayed on Table 1F.

Emergency Relief for Federally Owned Roads — Other Highway Trust Fund — The Office of Federal Lands Highway also administers the ERFO Program. Specifically the scope and breadth of FLH's involvement in the ERFO Program is captured on the next page along with specific funding data for the other program areas. (See Table 1F pgs 16-17)

The intent of the ERFO Program is to help pay the unusually heavy expenses associated with the repair and reconstruction of Federal roads and bridges

seriously damaged by a natural disaster over a wide area. Restoration in-kind to pre-disaster conditions is the predominate type of repair. The ERFO Program provides assistance for roads that have been defined as Federal roads; Forest Highways, Forest Development Roads, Park Roads and Parkways, Indian Reservation Roads, Public Lands Highways (Refuge Roads), and Public Lands Development Roads.

Funding — During FY 2009, the funds available for obligation were \$240.1 million (See Table 1F). These numbers reflect a string of disasters that have hit over the last couple of years and the corresponding funds to cover the associated program of projects. During FY 2009 we continued to work on closing out older projects and positioning ourselves to be able to respond quickly to disasters.



Hurricane Storm Damage, Pensacola, FL

Appropriations, Obligations & Allocations

	Amount Made Available	Prior Year Funds Made Available*	Subtotal Available for Use	Eastern Federal
Recovery Act	\$ 580,250,000		\$ 580,250,000	\$ 85,753,207
Emergency Relief (ERFO)	\$ 66,214,157	\$ 173,942,779	\$ 240,156,936	\$ 17,515,462
Section 1602, High Priority Projects	\$ -	\$ 11,181,213	\$ 11,181,213	\$ 3,969,971
Section 378, Miscellaneous Projects	\$ -	\$ 8,142,225	\$ 8,142,225	\$ 6,931,846
Section 1118, NCPD & CBI**	\$ -	\$ -	\$ -	\$ -
Section 1214, Federal Activities	\$ -	\$ -	\$ -	\$ -
Section 162, Scenic Byways Program	\$ 145,920	\$ -	\$ 145,920	\$ -
FY 2004 Appropriations Section 115	\$ -	\$ 4,638,788	\$ 4,638,788	\$ 5,303
FY 2005 Appropriations Section 117	\$ -	\$ 4,410,618	\$ 4,410,618	\$ 800,719
FY 2006 Appropriations Section 112	\$ -	\$ 2,688,745	\$ 2,688,745	\$ -
Bridge Discretionary	\$ -	\$ 18,339	\$ 18,339	\$ 18,339
Baltimore Washington Parkway/Cumberland Gap	\$ 98,850		\$ 98,850	
Transportation Improvements (SAFETEA-LU Sec. 1934)	\$ 2,842,400	\$ 15,213,068	\$ 18,055,468	\$ 6,730,018
Surface Transportation Program Transportation Enhancements	\$ 2,200,106	\$ -	\$ 2,200,106	\$ -
Surface Transportation Program	\$ 2,085,399	\$ -	\$ 2,085,399	\$ 4,470,675
Projects of National and Regional Significance	\$ 16,848,000	\$ 5,943,532	\$ 22,791,532	\$ 22,791,532
High Priority Projects (SAFETEA-LU Sec. 1702)	\$ 64,793,911	\$ -	\$ 64,793,911	\$ 10,918,915
Lake Tahoe Metro Transportation Planning	\$ 4,768,920	\$ 10,000	\$ 4,778,920	\$ -
Equity Bonus Program	\$ 2,950,385	\$ -	\$ 2,950,385	\$ 2,950,385
Highway Bridge Program	\$ 1,547,246	\$ -	\$ 1,547,246	\$ 1,260,000
National Highway System (Including Territories)	\$ 8,161,718	\$ 6,564,954	\$ 14,726,672	\$ 23,152,597
Paul S. Sarbanes Transit in Parks	\$ 855,685	\$ -	\$ 855,685	\$ -
Section 129, Public Law 110-161	\$ 656,600	\$ -	\$ 656,600	\$ -
Section 162, JFK Center Road and Plaza	\$ 4,753,328	\$ -	\$ 4,753,328	\$ 4,753,328
Section 1940, Going to the Sun Road	\$ -	\$ -	\$ 4,678,863	\$ -
Section 330 (or 344), Surface Transportation Project	\$ -	\$ 2,101,735	\$ 2,101,735	\$ 324,714
Technology	\$ 67,000		\$ 67,000	\$ -
TOTAL Non-FLHP Funding	\$ 759,239,626	\$ 234,855,996	\$ 998,774,484	\$ 192,347,011

* Prior Year Funds Made Available include prior year carryover and August redistribution

** National Corridor Planning and Development Program (NCPD) & Coordinated Border Infrastructure Program (CBI)

Appropriations, Obligations & Allocations

Table 1F — Other Funds (Title 23 Non-FLHP funds)

— Distribution of Funds —							
Lands	Central Federal Lands	Western Federal Lands	Other FHWA	Other Federal Agencies	Unallocated	Total	Obligations
	\$ 106,235,836	\$60,378,202		\$ 167,868,617	\$ 160,014,138	\$ 580,250,000	\$ 221,773,662
	\$ 8,887,153	\$69,655,511	\$ -	\$ 101,672,869	\$ 42,425,941	\$ 240,156,936	\$ 20,222,441
	\$ -	\$-	\$ 120,000	\$ 83,000	\$ 7,008,242	\$ 11,181,213	\$ -
	\$ -	\$-	\$ -	\$ -	\$ 1,210,379	\$ 8,142,225	\$ 1,086,242
	\$ -	\$-	\$ -	\$ -	\$ -	\$ -	\$ (11,771)
	\$ -	\$-	\$ -	\$ -	\$ -	\$ -	\$ (5,614)
	\$ 145,920	\$-	\$ -	\$ -	\$ -	\$ 145,920	\$ 145,493
	\$ 1,366,287	\$460,693	\$ -	\$ 126,924	\$ 2,679,581	\$ 4,638,788	\$ 1,556,915
	\$ 1,763,982	\$1,843,984	\$ -	\$ -	\$ 1,934	\$ 4,410,618	\$ 2,139,336
	\$ -	\$2,688,745	\$ -	\$ -	\$ -	\$ 2,688,745	\$ 190,033
	\$ -	\$-	\$ -	\$ -	\$ -	\$ 18,339	\$ 16,870
					\$ 98,850	\$ 98,850	\$ (401,150)
	\$ 11,124,901	\$200,549	\$ -	\$ -	\$ -	\$ 18,055,468	\$ 13,004,641
	\$ 2,200,106	\$-	\$ -	\$ -	\$ -	\$ 2,200,106	\$ 2,200,106
	\$ -	\$300,000	\$ -	\$ -	\$ (2,685,276)	\$ 2,085,399	\$ 2,081,613
	\$ -	\$-	\$ -	\$ -	\$ -	\$ 22,791,532	\$ 22,159,921
	\$ 42,052,779	\$10,081,556	\$ -	\$ 1,463,375	\$ 277,287	\$ 64,793,911	\$ 37,011,656
	\$ 4,778,920	\$-	\$ -	\$ -	\$ -	\$ 4,778,920	\$ 4,714,306
	\$ -	\$-	\$ -	\$ -	\$ -	\$ 2,950,385	\$ 2,625,637
	\$ -	\$-	\$ -	\$ -	\$ 287,246	\$ 972,754	\$ 1,055,727
	\$ -	\$-	\$ -	\$ -	\$ (8,425,925)	\$ 14,726,672	\$ 14,673,611
	\$ 855,685	\$-	\$ -	\$ -	\$ -	\$ 855,685	\$ -
	\$ -	\$-	\$ -	\$ -	\$ 656,600	\$ 656,600	\$ -
	\$ -	\$-	\$ -	\$ -	\$ -	\$ 4,753,328	\$ 165,100
	\$ -	\$15,780,958	\$ -	\$ 730,000	\$ (11,832,095)	\$ 4,678,863	\$ 3,870,627
	\$ -	\$-	\$ -	\$ -	\$ 1,777,021	\$ 2,101,735	\$ 1,746,600
	\$ -	\$-	\$ -	\$ -	\$ 67,000	\$ 67,000	\$ (51,891)
	\$ 179,411,568	\$ 161,390,198	\$ 120,000	\$ 271,944,785	\$ 193,560,922	\$ 998,199,992	\$ 351,970,112

Appropriations, Obligations & Allocations

Non Title 23 Authority Funding — Defense Access Road (DAR) & Air Force Operations and Maintenance (O&M) Programs

The DAR Program provides a means for the military to pay the cost of public highway improvements necessary to mitigate an unusual impact of a defense activity. An unusual impact could be a significant increase in personnel at a military installation, relocation of an access gate, or the deployment of an oversized or overweight military vehicle or transporter unit.

Funding — Under the DAR program, FHWA is authorized (23 U.S.C. Section 210) to construct or improve highways with funds transferred from the Department of Defense appropriations. During FY 2009, 28 projects

expected to cost approximately \$151M in military construction funds, were in various stages of design and construction throughout the country. These projects are administered by the FLH Divisions and our Federal Highway Federal-aid Divisions.

The Department also provides O&M funds to States having gravel-surfaced roads that support the Minuteman Missile System. O&M funds are allocated based upon needs identified by the U.S. Air Force in cooperation with the States and the FHWA. When requested by States, projects are designed, constructed and administered directly by the FLH Divisions.

Table 2 — Non Title 23 Non FLHP funds

FLH Programs	Defense Access Roads	Operations & Maintenance	Other Non-FLHP Non Highway Trust Funds	Total
Authorization/Allocation/Made Available	\$ 130,434,334	\$ 21,800,000	\$ -	\$ 152,234,334
Program Reductions	\$ -	\$ -	\$ -	\$ -
Prior Year Funds	\$ -	\$ -	\$ -	\$ -
Total Available for Use	\$ 130,434,334	\$ 21,800,000	\$ -	\$ 152,234,334
TOTAL Obligations	\$ 61,617,772	\$ 21,675,247	\$ -	\$ 83,293,019



Saddle Road, Hawaii

Activities

Strategic Implementation Plan: How We Did

Our key initiatives, measures and results tied to FHWA goals for 2009.

Goal #1 — National Leadership

Program Effectiveness Measures

Innovation: Implement innovative solutions to transportation challenges in key areas

Funding Measure: Leverage our program by increasing the percent of annual awards comprised of non-FLHP funds.

Performance Target: 25% Results: 42%; include Recovery Act — 62%

Context Sensitive Solution Measure: Increase the CSS self assessment score.

Performance Target: 4.2 Results: 4.2

Technology Measure: Measures effectiveness of FLH Technology Deployment (TD) program by increasing number of technologies deployed; ensuring that TD products have wide-reaching applicability and results are publicized/shared between FHWA and FLMA's.

Performance Target: 70% Results: 91.6%

Improvement Initiatives

Delphi Transformation: Support the OST-led Delphi Transportation initiative by committing resources to four existing teams charged to define the functional and technical requirements of Oracle financials that will be used by DOT.

Performance Target: Integration of FLH's requirements in next generation of Delphi System. FLH will evaluate the cost-benefit of participating in the OST initiative to help decide if a long-term commitment is warranted.

Results: FLH is represented on the OST Grants Management Team and is awaiting guidance from the Chief Financial Office (CFO) on the creation and launch of new teams. We will continue to communicate regularly with the CFO to stay apprised of status and reinforce our commitment to be represented on teams under the new structure.

Expanded Reauthorization Support and Outreach: Support reauthorization efforts to more broadly share information and solicit partner input regarding core program elements.

Performance Target: 1) Action Plan developed for expanded outreach; 2) Educate and leverage larger constituency base regionally in support of the FLHP with public and private stakeholders; and 3) Communicate more effectively with regional partners and strive for consistency in message.

Results: We updated the National Stakeholders Calendar to include meeting opportunities where we can engage with partners and where we can tell our story. In addition, we solicited feedback from the Divisions and partners on the Livability initiative and Performance-based proposals and developed a proposal to address these issues. These efforts will continue in FY 2010.

IRR Program: Expand FLH's role as we undertake a more direct "on the ground" role with the Tribes that opt to work directly with FHWA in lieu of the BIA.

Performance Target: 1) Indian Reservation Roads Advisory Committee established and implemented; 2) Using the Alternative Duty Location (ADL) program, align the IRR Program Coordinators to more efficient and practical locations to better serve the Indian tribes working under agreements with FHWA; and 2) Ensure at least one field visit by IRR program managers for every active Tribal Agreement.

Results: The IRR Advisory Group, which is comprised of representatives from the Headquarters and field offices, held two meetings. One of the goals of the Group is to develop strategies to better communicate between FHWA offices to deliver the IRR Program as well as other transportation programs. Utilizing the ADL Program, the team was able to fill critical vacancies in locations that better aligned with program needs, including two Recovery Act positions filled to serve the northwestern Tribes. A number of field visits were conducted; however, site visits were limited due to an increase in the number of Tribes. As an alternative, IRR Team members met with Tribes during face-to-face meetings, conferences or regional meetings.

Goal #2 — System Performance

Safety: Reduce injury and fatal crashes

National Measure: Reduce injury and fatal crashes in the 30 parks with the most injury and fatal crashes.

Performance Target: 10% reduction by FY 2012

Results: NPS is reviewing final draft of NPS Traffic Safety Report, which will allow for future focused efforts in specific NPS regions and parks.

Activities

Project Measure: Reduce injury and fatal crashes on all NPS, FH, and Tribal projects.

Performance Target: 10% reduction by FY 2012 Results: FLH Safety

Team is developing a method to use crash reduction factors as a surrogate for actual crash numbers. This system will begin no later than 2011.

Tribal Initiative: Number of tribes initiating safety programs

Performance Target: 4 tribes Results: 14 tribes completed

Congestion: Reduce delays in selected parks, forests, refuges, and other public lands

Measure: Employ new congestion mitigation strategies on Federal Land Management Agencies' transportation facilities

Performance Target: 2 locations Results: Implemented various congestion mitigation strategies on 13 projects that contributed to "potential" delay reduction of movements throughout the Federal Lands.

Infrastructure: Maintain and improve condition of transportation infrastructure serving Federal and Indian Land

Road Measure: Number of lane miles improved for the entire program of projects FLH works on.

Performance Target: 1,223 lane miles Results: 863 lane miles
(neither the target nor the results include IRR mileage)

Bridge Measure: Decrease the number of structurally deficient bridges on inventory each year.

Performance Target: 42 or more bridges Results: 44 bridges

Performance Based System and Management: Review FLH's Program Delivery Measures by benchmarking other organization, revalidating existing measures against the new FHWA foal areas, and identify any gaps/opportunities that will help measure outcomes of our program.

Performance Target: Based on preliminary benchmarking and outreach efforts with publication organizations and partners: 1) provide recommendations on FLH's performance metrics that align with the agency's direction, and 2) develop and institute a process where FLH and our core partners are coordinating the submission of program performance data to support the Government and Performance Results Act.

Results: This effort tracks with the progress of the entire agency and transportation community. During the last Federal Agency Coordination Team meeting in June, the team agreed to develop a White Paper on the state of performance measures in FLH. The paper will identify the current status, gaps and opportunities for the future. This effort will extend into FY 2010.

Bridge Inspection Program: Validate that all public, federally owned bridges are reflected in the National Bridge Inspection Standards (NBIS). In addition, survey some of our Federal partners to better understand their inspection methodologies and to validate that all bridges open to the public are being inspected properly and in a timely manner.

Performance Target: Continue to work with all FLMAs with public bridges to identify strategies to ensure bridges are reflected in NBIS.

Results: FLH identified 19 Federal Agencies with publically-accessed bridges. For 13 of those agencies, FLH either did not perform any of their bridge inspections or in the case of two agencies inspected a very small portion of their bridges on a request basis. However, for all 13 agencies, FLH staff developed stronger relationships with the agency's bridge coordinators with the goal of encouraging compliance with requirements for submitting bridge inspection data. During FY 2009, 12 of the 13 agencies submitted bridge inspection data to FHWA to be included in the NBIS.

In FY 2009, FLH increased its percentage of bridge inspections performed by staff from 25% to 33%.

Bridge Management Program: Improve the condition of the NPS bridge inventory through the use of a systematic method of evaluating the condition of bridges and cost of rehabilitation.

Results: FLH continued to work with the NPS FLHP Coordinators to better utilize our bridge management services, which resulted in verbal commitments from NPS to direct more funding to bridge repair and maintenance. NPS regions were encouraged to make increased use of the prioritized listing of recommended work so that it becomes an effective resource to help define the scope of their bridge program.

Goal #3 — Program Delivery

Data Management: Improve efficiency of storing and sharing planning data (e.g., Road Inspection Program (RIP), Bridge Inspection Program (BIP), Wall Inventory Program (WIP), GIS data, maybe safety & accident, etc.) among Divisions and Headquarters.

Activities

Performance Target: Consolidated storage and sharing of planning data by 9/30/09

Results: Data Management Team demonstrated RIP, BIP and WIP databases to Board of Directors (BOD) for approval of the Engineering Data Management Team (EDM Team) work plan — the effort was well received by the BOD. The demonstration illustrated the existing ability to share RIP, BIP, and WIP databases. A Data Management Plan template was developed and incorporated into the online Data Catalog, which provides the necessary metadata for mainstreaming the data in FLH decisions. A draft Data Policy was developed to instruct Data Owners to maintain the Data Catalog. In addition, the Team continued to populate the Data Catalog and added key word searching tool to enhance search function. Competing high priority IT projects (certification and accreditation (C&A) Process, Email migration, etc.) has resulted in the team not being able to complete fully cataloging databases, finalizing the data management policy and the data management plan.

Environment: Improve the quality and streamline the delivery of NEPA process

Quality Measure: Improve score of Environmental Collaboration Survey

Performance Target: 84% or greater Results: 91.1%

Streamlining Measure: Reduce average time for Environmental Impact Statement (EIS) document delivery

Performance Target: EIS, <42 months; 10% of EIS projects in EDTS/schedules met 90%

Results: There were no Records of Decision (ROD's) signed for projects tracked under this measure.

There are very few EIS projects in development since very few FLH projects warrant an EIS.

Planning: Enhance decision making through development of long-range transportation plans

Planning Measure: Percent of long-range agency plans, with transportation components, implemented regionally or by tri-agency, as appropriate for FLHP.

Performance Target: 20% Results: 18%

Overall Program Measures

Partner Satisfaction: Results of three surveys (Program Administration, Project Development and Completed Project) focus on the delivery of the FLH Program

Performance Target: 85% or better Results: 85%

Percent of Funds Obligated: Cumulative obligation rates for core FLHP programs

Performance Target: 95% or greater Results: 96%

Percent Funds "On the Ground": Percent of dollars expended on road improvements minus program delivery costs, e.g. advance planning, preliminary engineering, and construction engineering

Performance Target: 75% or greater Results: 73.9%

Goal #4 — Corporate Capacity

Funding Transfers — Reimbursable Authority: Develop a guide to address reimbursable authority for engineering services and construction to help understand the mechanisms for transferring funds to and from other agencies.

Performance Target: Identify acceptable methods for efficient funding transfers from other agencies, including development of guidance for: 1) use of reimbursable authority with Federal agencies in lieu of transferring funds in advance, 2) ability to "invoice in advance" when executing reimbursable or interagency agreements, eliminates need for using reimbursable authority, and 3) application of administrative takedown.

Results: A Funding Transfer Team was established in early FY 2009, with representatives from the FLH Divisions and the Chief Financial Office (CFO). The Team's goal was to develop a guide to address reimbursable authority for engineering services and construction to better understand the appropriate mechanism for transferring funds to and from other agencies. An "FLH Funds Transfer Guide" was developed, which included extensive coordination with FHWA's Legal Counsel and the National Park Service. The guide is scheduled to be issued to the Divisions in October 2009.

Activities

Overall Program Measures

Employee Satisfaction: Employee Survey focuses on job satisfaction of FLH employees

Performance Target: 70% or greater Results: 67.5%

The following activities represent ongoing FLH-wide initiatives from the Strategic Implementation Plan.

Corporate Initiatives

Human Capital Planning (HCP): Implement HCP and integrate into everyday business through the Human Resources Unit.

Results: Divisions developed consistent PD and recruitment packages for designer and project engineers; Migrated to new LMI workforce model software and trained staff

Business Application Steering Committee (BASC): Develop and implement the Enterprise Architecture standards, security requirements and data models.

Results: Two pre-procurement Major Business Investments forwarded to BASC for consideration (WFL Project Management system and Use of Materialized Views from FHWA Business Intelligence Data Warehouse); Policy Guidance issued by Associate Administrator on BASC procedures and approval process

Stewardship and Oversight: Implement S&O Agreements

Results: Agreements were not finalized and this activity will carry over to FY 2010

ERFO: Implement recommendations from program review and update ERFO Manual.

Results: Updated the ERFO Manual based on comments from FLH and FLMAs; Continued Disaster Closeout Reconciliation with FLH and FLMAs; Completed a Memorandum of Understanding between EFLHD and the FS (Region 9) to provide assistance as needed in preparing Damage Survey Reports (DSRs)

Program Reviews: Conduct IRR Review in Southwest Region. Conduct IT Review to identify opportunities to better leverage resources across units (human capital, hardware, software).

Results: IRR Reviews conducted in BIA Western and Northwest regions
IT Review delayed until FY 2010

Risk Management: Conduct risk assessments with USFS and USFWS. Explore improvements to FLH Risk Assessment process in preparation for 2010 findings.

Results: There was no activity on this initiative in FY 2009 due to Stewardship and Oversight coordinator vacancy and lack of USFS resources. This initiative will carry over into FY 2010.

Financial Oversight: Conduct FIRE Reviews and issue FMFIA certifications in June and September. Issue Project Reconciliation policy and procedures. Pending approval, transition to new burdening process and reporting methodology.

Results: FIRE Toolkit finalized and website updated; reviews completed in all Divisions; FMFIA certifications completed in June and September; Project Reconciliation policy guidance issued; Developed list of Business Intelligence Reports for reporting requirements; Policy guidance developed for new Burdening Process to begin in FY 2010; Implemented Financial Assessment Team recommendations

Roadway Inventory Program (RIP): Inventory and condition of partnering agencies Road System.

Results: Cycle 4 Route ID Meetings and Manual Data Collection completed in 84 parks; Cycle 4 Automated data collection completed in 79 parks; Final Cycle 4 data and reports delivered to 43 parks

Asset Management: Identify additional opportunities to assist at least on Federal Lands Management Agency with quantifying their transportation related assets.

Results: Created FHWA/NPS Transportation Asset Management Team to oversee all management systems; Created 5 FHWA/NPS Teams with Project Agreements (Data Integration, Congestion Management, Safety Management, Transportation Asset Management, and Traffic Data Programs); Developed Statement of Work for Pilot project for the Forest Service Land Between the Lakes; Developed Statement of Work for Pilot project for FWS project optimization project for Region 2 for the FWS; Worked with Pavements Section to develop decision trees for unpaved roads to be run in Stantec software for use with FWS and FS

Activities

Pavement Management System (PMS): Develop pavement preservation system for the partnering agencies Road System.

Results: Annual Deferred Maintenance (DM) analysis completed for NPS; PMS database updated to reflect FMSS/RIP alignment changes; Developed enhanced scoring mechanism for project programming

Geographic Information Systems (GIS): Develop a tool to view and analyze FLMA management system information to assist with decision making, and help to manage their transportation assets.

Results: Developed security measures to require login access to NPS data; Assisted NPS with work on their Safety Management System (database design and development of procedures to locate crashes spatially for 35 parks); Created maps to display FLH Recovery Act projects in economically distressed areas

Engineer's Estimate/Bid/Award/Construction System (EEBACS): Research and recommend software to assist in the estimating, bidding, award, and progress payment of construction projects.

Results: Completed development of the Design and Acquisition Modules; Performed second level testing of Construction Module and developer resolved issues found during testing; Developed draft users' manuals for the Design and Acquisition; Documented EEBACS operation procedures and protocols; Reviewed certification and accreditation (C&A) requirements and developed plan for going through the C&A process

Graphic Design and Outreach: Develop informational materials highlighting FLH/FHWA projects and programs. Provide assistance and support in the elevation of FLH image in print, web, and video presentation.

Results: Completed FLH display designed for general educational use, and recruitment, suitable for indefinite use in general outreach efforts; Special presentations developed for meetings, conferences and events; Created & launched Recovery Act page for internet; Redesigned FHWA Leadership Development Academy (LDA) Program and award package for 3 graduating classes; Provided technical assistance for high profile projects in providing information to the public via the internet; Designed & implemented upgrades to FLH external web-pages

Discipline Management: Manage technical disciplines within FLH. In Fiscal Year 09, FLH moved toward a new structure for supporting technical disciplines with three primary responsibilities: 1) represent FLH on FHWA

discipline efforts, 2) coordinate interaction within FLH, and 3) coordinate policy issues

Results: Shared best practices and leveraged experiences with Discipline counterparts; Served on agency wide task groups, AASHTO Technical Committees, and NCHRP Panels; Developed FHWA Discipline Support Work Plans; Planned and participated in FHWA Discipline Support Conferences

The following activities were reported by the Federal Lands Technical Specialists (TSL's), our subject area experts in: Project Management; Pavement & Materials; Safety; Design; Construction; Planning; Finance; Procurement; Structures; Hydraulics; Environment; and Geotechnical.

Project Management:

The Technical Specialist for the Project Management Discipline represents FLH on FHWA discipline efforts, and coordinates policy issues related to Project Management. The following activities were reported in support of the National Leadership, Program Delivery, and Corporate Capacity Goals:

- Assisted in developing the presentation and participated with EFL during a two day peer exchange with Rhode Island Department Of Transportation on how project management information systems enhance program delivery.
- Assisted in presentations to the FHWA Turner Fairbank Research Center leadership during their pursuit of using the same Deltek software that EFL uses for their Project Management Information System/PrMS.
- Prepared the FLH Project Risk Management Policy and Risk Register template and posted on the FLHnet.
- Facilitated part of the EFL Foothills Parkway Bridge 8 in Great Smoky Mountain National Park (FOOT 8E17) Project Value Engineering/ Value Analysis Workshop during development of the project's Risk Management Register.
- Participated in the FHWA Discipline Support System initiative as co-champion of the FHWA Construction and Project Management Discipline.
- Worked with George Mason University to coordinate and develop a laboratory course to educate engineering students on the process for delivering highway projects

Activities

Pavement & Materials:

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

Material Specification Development—

- Developed or updated numerous specifications in FY 2009 and began initiatives to improve specifications for the future.
- The team developed a protocol and draft specification for warm mix asphalt (WMA).
- Sections 409, Asphalt Surface Treatment and 410, Slurry Seal were also evaluated and improved.
- A study for improving field quality assurance on cold in-place recycling projects was initiated, and evaluation of reclaimed asphalt pavement (RAP) use in hot-mix asphalt was initiated.

Pavement Management Improvements—

Developed a “sliding scale” process for delivery of candidate project lists for the NPS.

Technology Transfer—

A study on polymer modified asphalt emulsion was completed.

Safety:

The FLH Safety Team completed several efforts in FY 2009 that will increase the level of safety on future roadway projects and on other FLMA roadways. The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

- One example was the development and crash testing of a new stone masonry wall. The Safety Team suggested to the NPS that we should try developing and crash testing a low height stone masonry wall to minimize view shed encroachment caused by currently used higher roadside barriers. Through computer simulations, a 22-inch wall was deemed feasible and was then designed, constructed, and fully crash tested. The wall passed all crash tests at test level 2, which will allow its use on 45 mph facilities.
- The Safety Team has also begun development and testing of an end terminal for the aesthetic steel-backed rail. No crash worthy end terminal currently exists for that commonly used rail system.

- The Safety Team has been very active with the Native American tribes to increase safety on their roads. In the past year, the team led or assisted in the efforts to complete ten tribal safety plans and two tribal road safety audits as well as sponsored four tribal safety summits.
- The Safety Team is working with the NPS to develop safety studies at the national, regional, and park level. A national safety report is being finalized, as well as a pilot safety study in Delaware Water Gap National Recreation Area. This initiative will show analysis capabilities when full crash data is available and will target safety improvements to address high crash locations.

Design:

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

- Supported FHWA Discipline Support system on 7 focus areas (developed 2-year work plan and FHWA-wide Design Discipline survey)
- Worked with FLH Engineering Systems
- FP-12 update design team formed (*FP-12 refers to a Federal Project Standard Specifications Guide*)

Construction:

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals or (all 4 Goals?):

- Supported FHWA Discipline Support on 7 focus areas (developed 2-year work plan and FHWA-wide Construction Discipline survey), as well as provided support for Discipline Conference and Training
- Construction Manual draft completed and posted on FLHNet
- FP-12 update construction team formed
- Improved contract modification processes and procedures reflected in the Procurement Request Information System Management (PRISM) and Federal Procurement Data System (FPDS)
- Implemented electronic construction feedback system (database)

Planning:

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

- Provided support to the updates of the General Management Plans

Activities

(GMPs and Comprehensive Conservation Plans (CCPs) update cycles.

- Initiated the following Long Range Transportation Plans (LRTP's):
FH (GA, VA, MN, CO, UT, NV, CA, OR, MT, AK)
NPS (Northeast Region, Intermountain Region and Alaska Region); *FWS* (Regions 1 and 7) and 3 (Midwest)
- Comprehensive Conservation Plans (CCPs): Transportation studies to support CCP development in Savanna /Pinckney Island; Sheldon; Charles M. Russell; Ridgefield and Bombay Hook

Finance:

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

- Financial Assessment Team — Recommendation plan approved and initially implemented.
- Recovery Reports — reports available and utilized
- Process Reviews — Burden, Rapid Approval & State Payment System (RASPS) and Information, Planning, and Consultation (IPaC) system reviews completed
- Reimbursable Authority — dedicated resources provided by Enterprise Service Center and draft policy and procedure developed
- Financial Integrity Review (FIRE)/Project Reconciliation policy issued

Procurement:

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

- Developed and implemented reporting guidance on use of Recovery Act funds
- Received approval for blanket waiver to compete requirements for construction requirements below competitive threshold for Recovery Act projects
- Coordinated Purchase Card Review with Office of Acquisition Management
- Coordinated reporting of all Federal Funding Accountability and Transparency Act data for OST with Divisions

Structures:

The Federal Lands Structures Discipline performs bridge inspection, bridge asset management, and bridge design services that address the needs of our

federal agency partners. The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

Bridge Inspection —

- Increased the percentage of inspections performed by the FLH Bridge Inspection Staff from 25% to 33%.
- Performed (through A/E contract) the first ever in-depth inspection of the Memorial Bridge bascule span
- At the urgent request of the Air Force, performed inspections of 11 bridges along missile transport routes in Nebraska, Colorado, and Wyoming.

Bridge Management —

- Identified 19 Federal Agencies with publically-accessed bridges, developed stronger relationships, and encouraged them to comply with requirements for submitting their bridge inspection data.
- Received Bridge Inspection data from 12 agencies
- Worked with NPS FLHP Coordinators to better utilize our bridge management services and communicated a need for a higher level of funding dedicated to bridge repair and maintenance.

Bridge Design —

- Procured design-build services for bridge construction on a Recovery Act project on the Foothills Parkway
- Continued to provide support for bridge-related issues on major projects that are either being done as design-build or A/E design (Fairfax County Parkway and Fort Belvoir).
- Began design on the replacement of a significant steel bridge in Yellowstone National Park

Hydraulics:

The following activities were reported in support of the National Leadership; System Performance; Program Delivery & Corporate Capacity Goals:

- Aquatic Organism Passage Design Guidelines for Roadway Culverts: This guideline provides a coherent, engineering approach to sizing culverts for AOP. The procedure compares sediment mobility characteristics in the natural channel to those in the culvert over a full range of discharges, rather than using existing channel dimensions,

Activities

to size the structure. Furthermore, it requires no information on organism capabilities or behavior to complete a design.

- Hydraulics Toolbox Software: Version 1.0 of the Toolbox for roadway drainage design was released on April 30, 2009. Version 1.0 contains analysis and design modules for hydrology, open channel hydraulics, weir hydraulics, curb and gutter hydraulics and inlet capture, and retention basin sizing and flood routing.
- Culvert Assessment Tool: The assessment tool identifies parameters and associated criteria for evaluating and rating the condition and performance characteristics of existing concrete, metal, plastic, masonry, and even wooden culverts. This tool is needed accurately scope the project development needs for repairing, rehabilitating, or replacing culverts on FLH projects.
- Riprap Specification and Testing Method: The FLH riprap specification received a wholesale change and, for the first time, includes quantitative provisions to accurately control the production and placement of rock riprap through sampling and testing. The spec has been implemented as a Special Contract Requirement in all 3 Divisions pending incorporation into the 2012 standard specifications.

Each of the above accomplishments represents a unique advancement and will improve the efficiency and effectiveness of developing and delivering FLH projects. In addition, each has gained national attention and is expected to be endorsed by the FHWA, Federal-aid Division as recommended practice.

Environment Discipline:

The following activities were reported in support of the National Leadership; System Performance; Program Delivery & Corporate Capacity Goals:

- Wrote the FHWA Record of Decision (ROD) for the Department Of Interior Cordova Oil Spill Response Facility Environmental Impact Statement (EIS).
- Presented the National Environmental Policy Act (NEPA)/FLH Environment Process training course to 30 WFL employees.
- Served as the lead Environment resource for the Indian Reservation Roads (IRR) program.
- Provided training at the National Tribal Transportation Conference in Oklahoma City.

- Presented at the Bureau of Indian Affairs (BIA) Road Engineers Conference in Denver.
- Presented at the BIA Pacific Region Tribal Conference in Grand Mound, WA.
- Provided training at the FHWA IRR Tribal Workshop in Anchorage.
- Provided project management and environmental compliance technical assistance to 15 Tribes. Led project coordination and wrote NEPA documents for 8 IRR projects.
- Initiated and led a Coordinated Technology Improvement Project (CTIP) project on “Green Roads”.
- Convened a multi-agency steering committee and directed case study field reviews on three FLH construction projects.
- Led FP-12 updates to multiple sections of the FP-03. Coordinated updates with the 3 FLH Divisions and the FLHP partners.
- Led the FLH Context Sensitive Solutions (CSS) Team. Planned and conducted a CSS implementation survey with our FLHP partners. Promoted CSS activities within the Divisions. Completed the FLH CSS self-assessment and achieved the performance target in the FY 2009 FLH Strategic Implementation Plan (SIP).
- Served as the FLH Champion on the FHWA Environment Discipline Support Team.
- Produced the FHWA Environment Discipline Support Action Plan.
- Participated in planning and conducting the FHWA Planning-Environment, Air Quality, Realty (PEAR) conference.

Geotechnical:

The discipline champion and Team leads conduct a conference call on a monthly basis to share discipline information and coordinated efforts.

The following activities were reported in support of the National Leadership; System Performance & Program Delivery Goals:

- Created and implemented a strategic plan for the geotechnical role of the FP 12 development.
- Updated National Highway Institute (NHI) mechanically stabilized earth (MSE) Wall Design Course with Load Resistance Factor Bridge Design (LRF) conversion.

Activities

- Developed a database and archive of all past FHWA geotech reports and training manuals for the Divisions and FHWA HQ Geotechs
- Provided draft 2009 National Geotechnical Engineering Improvement Program (NGEIP) Review and Comments
- Provide management technical support and instruction for NHI MSE courses 132042, 132043, 132080

FLH-Wide Activities—

The following inventory and inspection programs are funded through the FLHP program (and occasionally through interagency agreements using non-FLHP funds) in cooperation with our FLMA partners. The collected information is used to plan and prioritize programs and projects and is also used as a high-level measure of the condition of the various FLMA road systems. FLH provides inventory, inspection and reporting support for over 25,000 miles of public roads. Additional FLH-Wide activities include corporate initiatives and technical discipline specialist efforts.

Table 3 — FLH-Wide Activities Resource Usage

Program Activities	FLH Expenditures \$	FLH Work Years*	Contract Services Performed \$	Contract Work (FTE)**
Roadway Inventory Program (RIP)	\$ 1,288,600	8.0	\$ 1,094,065	8.5
Eastern Federal Lands — NPS RIP	\$ 786,800	6.0	\$ 667,150	5.0
Central Federal Lands — FWS RIP	\$ 237,800	0.8	\$ 420,100	1.8
Forest Highway — RIP	\$ 264,000	1.2	\$ 6,815	1.8
Headquarters — Indian Reservation Roads	\$ -	0.0	\$ -	0.0
Total Bridge Inspection Program	\$ 818,000	5.5	\$ 1,294,000	1.0
Bridge Inspection Program (BIP) — NPS	\$ 750,000	5.0	\$ 1,200,000	1.0
BIP — Navy	\$ 65,500	0.5	\$ 25,000	0.0
BIP — U.S Department of Agriculture	\$ 1,500	0.0	\$ 56,000	0.0
BIP — U.S. Army Corps of Engineers	\$ 1,000	0.0	\$ 13,000	0.0
Geographic Information Systems (GIS)	\$ 32,175	1.0	\$ 107,685	1.0
Pavement Management Systems	\$ -	0.0	\$ -	0.0
Bridge Management Systems	\$ 500,000	3.0	\$ -	1.0
Asset Management	\$ 150,000	0.8	\$ 375,490	0.0
Human Capital Planning	\$ -	0.0	\$ -	0.0
Engineer's Estimate/Bid/Award/ Construction System (EEBACS)	\$ 90,576	0.8	\$ 133,872	0.2
FP12**	\$ 33,467	0.2	\$ -	0.0
Graphic Design and Outreach	\$ 4,500	1.0	\$ -	0.0
Total Corporate Activities	\$ 2,917,318	20.	\$ 3,005,112	11.8

Activities

Table 3 continued — FLH-Wide Activities Resource Usage

Program Activities	FLH Expenditures	FLH Work Years *	Contract Services Performed \$	Contract Work (FTE)***
Project Management	\$ 1,880	1.00	\$ -	0.0
Materials/Pavements	\$ 29,940	1.20	\$ 160,888	0.0
Safety	\$ 11,071	0.70	\$ 17,322	0.0
Design	\$ -	0.25	\$ -	0.0
Construction	\$ -	0.25	\$ -	0.0
Planning	\$ -	0.25	\$ -	0.0
Finance	\$ -	0.25	\$ 395,422	2.0
Procurement	\$ -	0.25	\$ -	0.0
Structures	\$ 3,800	0.25	\$ -	0.0
Hydraulics	\$ 6,375	0.27	\$ 10,099	0.1
Environment	\$ 1,217	0.25	\$ -	0.0
Geotechnical	\$ -	0.25	\$ -	0.0
Total Disciplines	\$ 54,283	5.00	\$ 583,731	2.1

* Work years shown is for all "000" and "GOE" employees; Expenditures are FLH program dollars only, does not include General Operating Expense (GOE) dollars; FLH work years includes GOE and 000

** FP 12: Manual (update to FP-03) Standard Specifications for Construction of Roads and Bridges on Federal Highway Projects;

*** Full-Time Equivalent (FTE)

Activities

Program Delivery for FY 2009 —

Table 4 includes work completed by the Federal Lands Divisions, utilizing either in-house staff or through contract. This accounted for the entire total

remaining funds available for obligations allocated to the Divisions in Tables 1A and 2 (located on pgs. 9 & 18)

Table 4 — Program Delivery					
Item	Measure	FY Totals	Eastern Federal Lands	Central Federal Lands	Western Federal Lands
1	Total Current / Active project Design Amount (\$M)	\$2,217	\$ 738	\$ 941	\$ 537
2	Total Advertised Contract Value (\$M)	\$ 656	\$ 160	\$ 388	\$ 108
3	Designs Completed (#)	129	35	62	32
4	Total Engineering Estimated Value (\$M)	\$ 579	\$ 103	\$ 381	\$ 95
5	Preliminary Engineering Expenditures (\$M)	\$ 73	\$ 21	\$ 27	\$ 25
6	Preliminary Engineering (%)	13%	21%	7%	27%
7	Construction Projects Advertised (#)	133	38	61	34
8	Total Current/Active Project Designs (#) (includes Designs Completed, see line Item 3 above)	444	168	169	107
9	Construction Contracts Awarded (#)	122	36	52	34
10	Total Award Value (\$M) Actual contract amount	\$ 501	\$ 109	\$ 295	\$ 97
11	Active Construction contracts (#)	227	89	99	39
12	Total Current/Active Contract Amount (\$M)	\$1,489	\$ 400	\$ 751	\$ 338
13	Construction Contract Completed (#)	75	31	17	27
14	Total Completed Contract Amount (\$M)	\$ 173	\$ 78	\$ 52	\$ 43
15	Construction Contract Payments (\$M)	\$ 434	\$ 124	\$ 186	\$ 123
16	Construction Engineering Expenditures (\$M)	\$ 42	\$ 10	\$ 19	\$ 13
17	Annual Construction Engineering Administration (%)	10%	8%	10%	11%

Activities

Human Capital Allocation and Usage —

Table 5 provides a snapshot of the number and type of work years (used) to deliver the FLH Program in 2009.

Table 5 — Human Capital Allocation and Usage				
Full-Time Equivalent (FTE)				
Personnel Type	Total Project Work Years Effort	Corporate Activities (Items on Table 3)	Disciplines (Items on Table 3)	Total FLH Work Years (Sum of preceding columns)
Full-time Equivalent 95X Allocation	124.0			
Full-time Equivalent 95X/All Other	3.0			
Full-time Equivalent 000 Allocation	565.0			
TOTAL Allocation	692.0	0.0	0.0	0.0
Full-time Equivalent 95X Used	114.9	4.5	5.1	124.5
Full-time Equivalent 000 Used	503.4	1.8	0.2	505.4
All Other 95X	1.8	0.0	0.0	1.8
All Other 000	16.0	0.0	0.0	16.0
TOTAL Allocation Used	636.1	6.3	5.3	647.7
Overtime 000	15.8	0.0	0.0	15.8
Professional Development Program (PDP) Participants (work done for FLH only)	2.3	0.0	0.0	2.3
Contract Work Years — Engineering, Technical, and Administrative Support	273.2	0.0	0.0	273.2
TOTAL Work Years Used	927.4	6.3	5.3	939.0

Activities

Project Delivery Expenditures and Human Capital Utilization —

Table 6 shows the overall expenditures and human capital used by FLH for project delivery. Total Human Capital usage includes internal Full-Time Equivalent (FTE), other agency resources acquired through Reimbursable Agreements, and private sector resources secured through contract. While the distribution of work years of effort that are not directly charged to a project is subjective, this table is intended to account for all work years, both internal and external, that contribute to the delivery of the FLH program. It does not include work years of effort for other agencies when the funds are allocated directly to those agencies.



On-site at Grand Teton National Park, WY



Scoping Bureau of Indian Affairs Project, AK



Culvert Assessment, Wawona Road, Yosemite National Park, CA

Activities

Table 6 — Project Delivery Resource Usage (Does not include FLH-wide Efforts — See Table 3)

Program Activities	FLH Expenditures \$	FLH Work Years	A/E Engineering Contract \$	Total Contract Work Years	Reimbursable Agreements for work performed by others
Program Administration, Transportation Planning & Studies					
Eastern Federal Lands	\$ 774,300	16.3	\$ 1,355,000	17.00	\$ -
Central Federal Lands	\$ 1,118,120	8.6	\$ 779,060	5.98	\$ -
Western Federal Lands	\$ 746,819	9.7	\$ 160,354	4.65	\$ 7,538
TOTAL	\$ 2,639,239	34.6	\$ 2,294,414	27.63	\$ 7,538
Project Development/Design for Awarded Projects: PE Expenses for projects awarded in this fiscal year					
Eastern Federal Lands	\$ 3,040,012	31.6	\$ 437,597	2.80	\$ -
Central Federal Lands	\$ 3,726,978	27.3	\$ 3,367,562	25.91	\$ 14,927
Western Federal Lands	\$ 2,246,152	18.7	\$ 1,877,877	18.20	\$ 179,869
TOTAL	\$ 9,013,142	77.6	\$ 5,683,035	46.91	\$ 194,796
Project Development/Design for Future Projects: PE Expenses for projects awarded for outyears					
Eastern Federal Lands	\$ 9,136,665	89.5	\$ 6,487,239	41.45	\$ -
Central Federal Lands	\$ 7,960,044	57.8	\$ 6,553,147	46.27	\$ 3,001,197
Western Federal Lands	\$11,077,275	73.9	\$ 3,684,025	35.94	\$ 5,183,052
TOTAL	\$28,173,983	221.2	\$16,724,412	123.65	\$ 8,184,248
Construction Engineering					
Eastern Federal Lands	\$ 8,894,431	64.0	\$ 729,993	-	\$ 6,614
Central Federal Lands	\$13,316,270	58.5	\$ 5,618,044	36.19	\$ 7,689
Western Federal Lands	\$11,204,036	62.6	\$ 1,812,814	17.78	\$ 276,085
TOTAL	\$33,414,737	185.0	\$ 8,160,851	53.97	\$ 290,388
Other Engineering Administered by Federal Lands					
Eastern Federal Lands	\$ 128,870	1.4	\$ 187,510	-	\$ -
Central Federal Lands	\$ 196,526	0.9	\$ 689,369	5.40	\$ -
Western Federal Lands	\$ 3,302	1.6	\$ 272,265	1.74	\$ 60,431
TOTAL	\$ 328,698	3.9	\$ 1,149,144	7.14	\$ 60,431
Subtotals Eastern Federal Lands	\$21,974,277	202.69	\$ 9,197,339	61.24	\$ 6,614
Subtotals Central Federal Lands	\$26,317,937	153.16	\$17,007,182	119.75	\$ 3,023,813
Subtotals Western Federal Lands	\$25,277,584	166.50	\$ 7,807,335	78.30	\$ 5,706,974
GRAND TOTALS	\$73,569,799	522.35	\$34,011,856	259.30	\$ 8,737,401

Activities

FLH Project Delivery Summary —

Table 7 tracks project delivery, both fiscally and with non-monetary accomplishments, by FLH programs.

Table 7 — FLH Project Delivery Summary														
	Active Design Projects		Active Construction Projects		Completed Construction Projects									
Funding Source	(to Table 4)		(to Table 4)		(to Table 4)	Lane Miles of Road Improved				Square Feet of Bridge Improvement		Number of Bridges Improved		
	# total for year	\$ M=EE*	# total for year	\$ M = award amount + mods**	#	\$ M=Final amount	3R***	4R****	New	Gravel	Rehab	New	Rehab	New
Park Roads and Parkways (PRP)														
Eastern Federal Lands	89	\$ 308.39	48	\$ 180.72	19	\$ 48.52	41.48	-	6.89	-	38,865	15,583	5	2
Central Federal Lands	50	\$ 255.01	22	\$ 220.50	7	\$ 27.90	40.51	1.79		0.05	-	-	-	-
Western Federal Lands	19	\$ 178.92	11	\$ 110.94	5	\$ 12	0.25	0.25	0.75	-	576	-	1	-
TOTAL PRP	158	\$ 742.32	81	\$ 512.17	31	\$ 88.0	82.24	2.04	7.64	0.05	39,441	15,583	6	2
Forest Highway (FH)														
Eastern Federal Lands	10	\$ 19.73	4	\$ 7.80	3	\$ 7.91	0.58	3.73	-	-	-	15,836	-	6
Central Federal Lands	37	\$ 263.18	18	\$ 187.40	3	\$ 6.64	6.60	43.01	-	-	-	5,478	-	2
Western Federal Lands	50	\$ 218.61	15	\$ 170.29	4	\$ 20	25.74	51.78	-	-	-	14,705	-	4
TOTAL FH	97	\$ 501.53	37	\$ 365.48	10	\$ 34.8	32.92	98.52	0.00	0.00	0	36,019	0	12
Public Lands Discretionary (PLD)														
Eastern Federal Lands	4	\$ 22.30	2	\$ 37.38	-	\$ -	-	-	-	-	-	-	-	-
Central Federal Lands	4	\$ 16.64	4	\$ 15.60	-	\$ -	-	-	-	-	-	-	-	-
Western Federal Lands	4	\$ 14.28	1	\$ 18.67	-	\$ -	-	-	-	-	-	-	-	-
TOTAL PLD	12	\$ 53.22	7	\$ 71.64	-	\$ -	0.00	0.00	0.00	0.00	0	0	0	0

* EE — Engineer Estimate

** mods — contract modifications

*** 3R — Overlay and Safety Improvements

**** 4R — Full Reconstruction

Activities

Table 7 continued — FLH Project Delivery Summary														
	Active Design Projects		Active Construction Projects		Completed Construction Projects									
Funding Source	(to Table 4)		(to Table 4)		(to Table 4)		Lane Miles of Road Improved				Square Feet of Bridge Improvement		Number of Bridges Improved	
	# total for year	\$ M=EE*	# total for year	\$ M = award amount + mods	#	\$ M=Final amount	3R**	4R***	New	Gravel	Rehab	New	Rehab	New
Refuge Roads (RR)														
Eastern Federal Lands	19	\$ 13.72	7	\$ 14.36	1	\$ 0.47	-	1.31	-	-	-	-	-	-
Central Federal Lands	11	\$ 22.61	9	\$ 11.31	2	\$ 2.29	17.20	-	-	1.68	-	-	-	-
Western Federal Lands	2	\$ 0.03	4	\$ 3.29	4	\$ 5.35	22.31	-	-	-	-	-	-	-
TOTAL RR	32	\$ 36.36	20	\$ 28.96	7	\$ 8.1	39.51	1.31	0.00	1.68	0	0	0	0
Indian Reservation Roads (IRR)														
Eastern Federal Lands	-	\$ -	-	\$ -	-	\$ -	-	-	-	-	-	-	-	-
Central Federal Lands	10	\$ 10.60	-	\$ -	-	\$ -	-	-	-	-	-	-	-	-
Western Federal Lands	-	\$ -	-	\$ -	-	\$ -	-	-	-	-	-	-	-	-
TOTAL IRR	10	\$ 10.60	0	\$ -	-	\$ -	0.00	0.00	0.00	0.00	0	0	0	0
Recovery Act — Park Roads and Parkways (RA-PRP)														
Eastern Federal Lands	2	\$ 9.92	2	\$ 6.96	-	\$ -	-	-	-	-	-	-	-	-
Central Federal Lands	16	\$140.29	13	\$14.10	-	\$ -	-	-	-	-	-	-	-	-
Western Federal Lands	3	\$ 31.05	2	\$17.25	-	\$ -	-	-	-	-	-	-	-	-
TOTAL RA-PRP	21	\$181.26	17	\$38.31	-	\$ -	0.00	0.00	0.00	0.00	0	0	0	0
Recovery Act — Public Lands Highway-Forest Highway Program (RA-PFH)														
Eastern Federal Lands	-	\$ -	-	\$ -	-	\$ -	-	-	-	-	-	-	-	-
Central Federal Lands	12	\$ 46.58	7	\$17.72	-	\$ -	-	-	-	-	-	-	-	-
Western Federal Lands	7	\$ 40.26	2	\$ 6.21	-	\$ -	-	-	-	-	-	-	-	-
TOTAL RA-PFH	19	\$ 86.84	9	\$23.93	-	\$ -	0.00	0.00	0.00	0.00	0	0	0	0
Recovery Act — Refuge Roads (RA-RR)														
Eastern Federal Lands	5	\$ 10.67	1	\$ 1.31	-	\$ -	-	-	-	-	-	-	-	-
Central Federal Lands	4	\$ 3.29	3	\$ 0.36	-	\$ -	-	-	-	-	-	-	-	-
Western Federal Lands	1	\$ 0.82	-	\$ -	-	\$ -	-	-	-	-	-	-	-	-
TOTAL RA-RR	10	\$ 14.78	4	\$ 1.67	-	\$ -	0.00	0.00	0.00	0.00	0	0	0	0

Activities

Table 7 continued — FLH Project Delivery Summary

Funding Source	Active Design Projects		Active Construction Projects		Completed Construction Projects									
	(to Table 4)		(to Table 4)		(to Table 4)		Lane Miles of Road Improved				Square Feet of Bridge Improvement		Number of Bridges Improved	
	# total for year	\$ M=EE*	# total for year	\$ M = award amount + mods	#	\$ M=Final amount	3R**	4R***	New	Gravel	Rehab	New	Rehab	New
Recovery Act — Other (RA - Other)														
Eastern Federal Lands	1	\$ 6.40	1	\$ 4.24	-	\$ -	-	-	-	-	-	-	-	-
Central Federal Lands	6	\$ 9.56	2	\$ 32.18	-	\$ -	-	-	-	-	-	-	-	-
Western Federal Lands	5	\$ 10.40	0	\$ -	-	\$ -	-	-	-	-	-	-	-	-
TOTAL RA — Other	12	\$ 26.36	3	\$ 36.42	-	\$ -	0.00	0.00	0.00	0.00	0	0	0	0
Emergency Relief for Federally Owned Roads (ERFO)														
Eastern Federal Lands	10	\$ 7.69	10	\$ 12.47	6	\$ 20.21	9.08	0.20	-	119.87	294	1,818	1	1
Central Federal Lands	6	\$ 29.90	11	\$ 12.56	2	\$ 1.05	0.56	-	-	-	-	-	-	-
Western Federal Lands	12	\$ 42.77	3	\$ 9.71	13	\$ 4	4.25	0.75	0.50	-	-	8,323	-	2
TOTAL ERFO	28	\$ 80.36	24	\$ 34.75	21	\$ 25.5	13.89	0.95	0.50	119.87	294	10,141	1	3
All Others Non FLHP														
Eastern Federal Lands	28	\$ 339.52	14	\$ 134.48	2	\$ 0.56	-	-	-	-	-	-	-	-
Central Federal Lands	13	\$ 143.58	10	\$ 239.33	3	\$ 13.90	-	6.46	-	105.20	-	-	-	-
Western Federal Lands	4	\$ (10.40)	1	\$ 1.87	1	\$ 2	93.36	-	-	-	-	-	-	-
TOTAL All Others	45	\$ 472.70	25	\$ 375.67	6	\$ 16.30	93.36	6.46	0.00	105.20	0	0	0	0
Eastern Totals	168	\$ 738.34	89	\$ 399.72	31	\$ 77.66	51.14	5.23	6.89	119.87	39,159	33,237	6	9
Central Totals	169	\$ 941.24	99	\$ 751.06	17	\$ 51.78	64.87	51.26	-	106.93	-	5,478	-	2
Western Totals	107	\$ 526.75	39	\$ 338.23	27	\$ 43.36	145.91	52.78	1.25	-	576	23,028	1	6
GRAND TOTAL	444	\$2,206.3	227	\$1,489.0	75	\$ 172.8	261.92	109.27	8.14	226.80	39,735	61,743	7.0	17.0

Activities

Small and Disadvantaged Business Utilization —

Tables 8A and 8B outline FLH’s support of the goals of the Department of Transportation’s Small and Disadvantaged Business Office. Their mission is

to promote successful partnerships which result in an inclusive and effective small business procurement process.

Table 8A is a procurement summary for all of FLH.

Table 8a — Procurement Summary (\$ Amount)							
Category	Construction Contracts	Service Contracts	A/E Contracts	Small Purchases*	Total	Goal in Percent	Actual in Percent
Eastern Federal Lands	\$106,426,382	\$ 1,009,876	\$ 5,627,884	\$ 3,444,266	\$116,508,408		100%
Central Federal Lands	\$286,669,704	\$ 2,774,600	\$ 18,740,016	\$ 1,304,899	\$309,489,219		100%
Western Federal Lands	\$ 97,115,940	\$ 5,780,780	\$ 7,969,772	\$ 2,524,362	\$113,390,853		100%
TOTAL Program	\$490,212,025	\$ 9,565,256	\$32,337,672	\$ 7,273,527	\$539,388,480		100%
Large Business							
Eastern Federal Lands	\$ 72,596,042	\$ -	\$ 5,627,884	\$ 340,000	\$ 78,563,926		67%
Central Federal Lands	\$163,261,087	\$ 1,955,441	\$17,777,119	\$ 659,586	\$183,653,233		59%
Western Federal Lands	\$ 59,635,193	\$ 76,738	\$ 6,686,054	\$ 1,212,703	\$ 67,610,688		60%
TOTAL Large Business	\$295,492,321	\$ 2,032,179	\$30,091,057	\$ 2,212,289	\$329,827,847		61%
Small Business							
Eastern Federal Lands	\$ 33,830,340	\$ 1,009,876	\$ -	\$ 3,104,266	\$ 37,944,482	38%	33%
Central Federal Lands	\$123,408,617	\$ 819,159	\$ 962,897	\$ 645,313	\$125,835,986	38%	41%
Western Federal Lands	\$ 7,480,747	\$ 5,704,041	\$ 1,283,718	\$ 1,311,659	\$ 45,780,165	38%	40%
TOTAL Small Business	\$194,719,704	\$ 7,533,076	\$ 2,246,615	\$ 5,061,238	\$209,560,633	38%	39%

* Small Purchases — Includes supplies, equipment and GSA small purchases of services

Activities

Table 8B — Small Business Summary (\$ Amount)

Category	Construction Contracts	Service Contracts	A/E Contracts	Small Purchases*	Total	Goal in Percent	Actual in Percent
Small Business							
Eastern Federal Lands	\$ 33,830,340	\$1,009,876	\$ -	\$3,104,266	\$ 37,944,482	38%	32.6%
Central Federal Lands	\$123,408,617	\$ 819,159	\$ 962,897	\$ 645,313	\$125,835,986	38%	40.7%
Western Federal Lands	\$ 37,480,747	\$5,704,041	\$1,283,718	\$1,311,659	\$ 45,780,165	38%	40.4%
Program Total	\$194,719,704	\$7,533,076	\$2,246,615	\$5,061,238	\$209,560,633	38%	38.9%
Small Disadvantaged							
Eastern Federal Lands	\$ 2,394,325	\$1,009,876	\$ -	\$ 505,843	\$ 3,910,044	19%	3.4%
Central Federal Lands	\$ 28,690,924	\$ 784,559	\$ 962,897	\$ 52,394	\$ 30,490,774	19%	9.9%
Western Federal Lands	\$ 7,611,627	\$4,120,960	\$ 81,000	\$ 10,933	\$ 34,400,818	19%	30.3%
Program Total	\$ 38,696,876	\$5,915,396	\$1,043,897	\$ 569,170	\$ 68,801,635	19%	12.8%
HUBZone**							
Eastern Federal Lands	\$ 5,791,084	\$ -	\$ -	\$ 227,258	\$ 6,018,342	9%	5.2%
Central Federal Lands	\$ 47,516,302	\$ -	\$ -	\$ -	\$ 47,516,302	9%	15.4%
Western Federal Lands	\$ 22,027,546	\$ -	\$ -	\$ 8,742	\$ 53,534,644	9%	47.2%
Program Total	\$ 75,334,933	\$ -	\$ -	\$ 236,000	\$107,069,289	9%	19.9%
Women Business Enterprise							
Eastern Federal Lands	\$ 2,097,635	\$ -	\$ -	\$1,596,212	\$ 3,693,847	5%	3.2%
Central Federal Lands	\$ 10,448,053	\$ 509,559	\$ -	\$ 33,003	\$ 10,990,615	5%	3.6%
Western Federal Lands	\$ 10,773,531	\$2,107,850	\$ -	\$ 295,981	\$ 14,684,462	5%	13.0%
Program Total	\$ 23,319,219	\$2,617,409	\$ -	\$1,925,196	\$ 29,368,925	5%	5.4%
Service-Disabled Veteran-Owned Small Business							
Eastern Federal Lands	\$ -	\$ -	\$ -	\$ 774,953	\$ 774,953	3%	0.7%
Central Federal Lands	\$ 4,335,647	\$ 275,000	\$ -	\$ 10,482	\$ 4,621,129	3%	1.5%
Western Federal Lands	\$ -	\$1,605,372	\$ -	\$ 22,783	\$ 5,396,082	3%	4.8%
Program Total	\$ 4,335,647	\$1,880,372	\$ -	\$ 808,218	\$10,792,164	3%	2.0%

* Small Purchases — Includes supplies, equipment and GSA small purchases of services

** HUBZone is a United States Small Business Administration (SBA) program for small companies that operate and employ people in Historically Underutilized Business Zones (HUBZones).

Activities

Professional Development — Training and Technical Assistance Provided

Almost 2,300 individuals outside of FLH received professional development training from FLH in 2009. These individuals were provided hands-on experience in construction and project development activities such as

highway design, bridge design, environment, soils and materials, safety and planning. In addition, FLH employees provided over 2,700 hours of technical assistance to FLMA's, as well as FHWA, State DOT's, counties and the public.

Table 9 — Professional Development Summary*

Training Provided	# of Participants Trained	# of Hours of Technical Assistance
Eastern Federal Lands	50	704
Central Federal Lands	828	1,506
Western Federal Lands	1,435	544
TOTAL	2,313	2,754

* This includes any training or technical assistance provided to other FHWA offices (including PDP training assignments), Federal agencies, state or local governments or others (foreign governments, etc.).



Accomplishments

Major Accomplishments

Examples of our success both as Division-wide teams and as individual Division Offices within each of the FHWA goal areas for 2009.

Goal #1 — National Leadership

Innovation

The FLH Context Sensitive Solution (CSS) Team reached its targeted measure by using the FHWA CSS-self-assessment tool. A combination of CSS activities were also used, including participating in a CSS workshop hosted by the Office of Research, Development and Technology to develop an R&D strategy focused on CSS principles; conducting formal CSS training in 2 divisions; conducting a survey with FLHP partners to assess implementation of CSS in FLH; and active participation on the FHWA CSS Team.

EFL Technical Services staff is working to address climate change impacts on the Nation's Refuge Road System through a pilot program targeting the Northeast coast. FLH was asked by the USFWS to develop strategies and a planning tool to help Refuges adapt to changes such as rising sea levels and increased precipitation and flooding. The plans for the program were revealed in July 2009. The scheduled completion date is May 2010, for a more detailed description of this effort see pg 64.

Coordinated Technology Implementation Program

The FLH technology program is responsible for deploying, promoting, demonstrating, evaluating, and implementing new and improved technological advances. This program is carried out in three ways: 1) technology deployment, 2) technology transfer, and 3) technical assistance.

Technology Funding (see also Figure 7 pg. 59)

FLH invested nearly \$1,809,000 in this important mission area during FY 2009. The funding for technology development and deployment in FLH is allocated from the Coordinated Technology Implementation Program (CTIP). The CTIP is a cooperative technology deployment and sharing program between FLH and Federal Land Management Agencies (FLMA) to provide a forum for identifying, studying, documenting and transferring technology to the transportation community. In partnership with the FLMAs, the program is funded through contributions from the Indian Reservation Roads, Forest Highways, and Refuge Roads Programs. In FY 2009, this funding was allocated through a theme based method, which resulted in a more focused approach for making investments in the FLH technology program.

Technical Assistance and Outreach

The FLH Technology Deployment Engineers continue to provide technical assistance and outreach to FLMAs, State DOTs, and local transportation agencies. In FY 2009, members of the technology team served on Transportation Research Board panels, University Transportation Center advisory groups, and provided technical expertise to Local Technical Assistance Program (TTAP) and Local Tribal Assistance Program (LTAP) centers.

In addition to publishing 4 articles in FHWA's Public Roads Magazine, the FLH Technology Deployment team also distributes FLH technology-related publications and articles to the transportation community through LTAP/LTAP centers.

Technology Deployment Team Articles
Best Management Practices for Chemical Treatment Systems for Construction Stormwater and Dewatering <i>Publication Number: FHWA-WFL/TD-09-001</i>
Placement of Warm Mix Asphalt on the East Entrance Road of Yellowstone National Park <i>Publication Number: FHWA-WFL/TD-09-002</i>
Polymer Modified Asphalt Emulsions: Composition, Uses and Specifications for Surface Treatments <i>Publication Number: FHWA-CFL/TD-09-001</i>
Portable Seismic Property Analyzer Identification of Asphalt Pavement Layers <i>Publication Number: FHWA-CFL/TD-09-002</i>

Technology Deployment by Division

EFL completed the development of an aesthetic Steel-Backed Timber (SBT) guardrail terminal meeting Test Level (TL) 2 criteria for a nominal impact speed of 70 km/h (45 mph). Full scale crash testing to validate the Test Level-2 design (45 mph speed) began in August 2009, with 5 successfully completed crash tests indicating passing results using The National Cooperative Highway Research Program (NCHRP) Report 350 safety performance criteria. The final report is anticipated in December 2009.

CFL completed 4 technology deployment projects in FY 2009 and published 2 technical reports as highlighted in Table 1. Portable Seismic Property Analyzer (PSPA) was evaluated to rapidly and nondestructively measure

Accomplishments

thickness and *in situ moduli* of asphalt pavement layers (in situ moduli: PSPA measures strength values of pavement on the ground in a non-destructive way, versus having to take a core for testing in a laboratory). A guide was developed for the use of polymer modified asphalt emulsions in surface treatment applications; specifically chip seals, slurry surfacing, and cape seals.

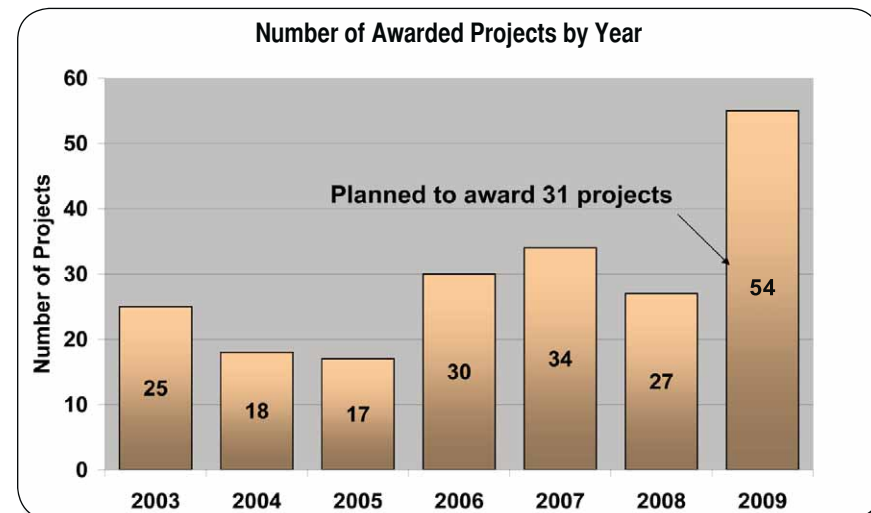
A major CFL Technology Deployment achievement was the 2008 Road Dust Management Practices and Future Needs Conference held November 13-14, 2008 in San Antonio, Texas. The conference offered a national perspective on research, construction, maintenance, and vendors, and focused on four key areas: environmental impacts of dust suppressants, topical dust suppression, soil stabilization, and planning and design for the future. As the first conference of its kind, this networking event brought together federal, state, local, and private researchers; vendors; practitioners; and environmental groups to present, discuss, and prioritize current and future road dust management best practices and to create a “road map” for the future. It culminated in the development of a strategic plan that includes performance measures, protocols, education, outreach, and the formation of a strong network of constituents.

WFL completed 4 technology projects and produced two publications. A report on warm mix asphalt was based on successful application at Yellowstone National Park near the Continental Divide. The best management practices guide for chemical systems was developed to support ongoing projects. WFL also started a project to develop best management practices for green roads on federal lands. This project, working in conjunction with University of Washington, will develop guidelines for developing more sustainable infrastructure solutions to provide access to federal lands. WFL continues to be a national leader in the use of native plants on roadside revegetation and in FY 2009, conducted a domestic scan to document the best practices for successful native revegetation throughout the country. This approach developed by WFL has been widely adopted by other federal and state agencies, as well as selected as a focus technology by AASHTO Technology Implementation Group. WFL also completed a national scan for recreational traffic monitoring with federal, state, and local transportation agencies.

Efficiency through Technology

In FY 2009, CFL continued to use technology to advance its program. One area that has resulted in shorter project development timelines and less resources has been the utilization of Google Earth and RIP data for our

smaller or less complicated Repair, Rehabilitate, Resurface or (3R) type projects. These tools have allowed the project team to prepare accurate contract documents without the extensive time and resource utilization of traditional survey or data collection methods. The plans are produced to



Accomplishments

the resolution and accuracy needed for the design team and stakeholders to conduct on the ground review and data verification as well as identifying areas requiring field adjustments, safety improvements or other on the ground engineering decisions. This approach to our 3R programs has significantly reduced project development timelines and costs.

Project Delivery Innovation and Streamlining

CFL has had success consolidating several of its more dispersed and or smaller programs. This includes the OMAD, Pavement Preservation and BLM programs. These programs are handled by individual project managers for development and delivery from concept through completed construction.

One specific time and cost saving strategy has been the implementation of Multiple Award Task Order Construction Contracts for this work. This facilitates innovation and streamlining in terms of delivery processes, resource utilization through contract strategies and opportunities for construction, in addition to the ability to quickly handle large fluctuations in program levels and late fiscal year requests for obligation of one year program funds. Under this contracting mechanism, a competitive Brooks Act procurement process is used to secure several firms with pre-established contract maximums and with prices negotiated for the many typical work items. Then, as the program needs become known, fee proposals are requested from these contract holders to then introduce competitive pricing. The prices are evaluated and the work is awarded. Thus, a firm fixed price construction contract is in place. The timeline for development, procurement and award of contracts is greatly reduced and minimizes the use of resources for repetitive work as well as a significant reduction on engineering costs to deliver the contract.

Financial Management Assessment

In order to gain a better perspective on FLH's financial policy and legal issues, an independent team of experts conducted an assessment of FLH's financial processes. As part of this assessment, the Team conducted interviews with FLH staff to ensure a broad understanding of financial policy and field implementation issues and concerns. The Team also examined the financial management processes and procedures across FLH to determine: (1) where inconsistencies in interpretation of policy may exist, (2) where duplication of efforts may occur, (3) where best management practices could be better shared, and (4) how coordination and communication between Headquarters, the three Divisions, and the Office of the Chief Financial Office (OCFO) can be improved.

The Team's findings and 16 recommendations were documented in a final report submitted to FLH Leadership. An FLH/OCFO team was established and tasked with developing a Recommendation Action Plan. The Team made significant progress over the last year in developing strategies which helped to strengthen relationships among FLH's internal staff and the OCFO. In addition, the Team developed financial policy guidance, documented financial management processes and procedures, and clarified expectations throughout the organization.

Partner Outreach

In recent years, EFL has reached beyond the program to our partner agencies through site visits, feedback sessions on project and program status and technical support. This past year we visited seven parks in the NPS Northeast Region, meeting with Superintendent and Park staff to discuss recent or upcoming projects. We met with the new Regional Director of the NPS National Capital Region to establish a relationship and discuss program priorities. EFL also conducted a field review with the FS Eastern Region staff at the site of a Recovery Act project at the Monongahela National Forest in West Virginia. These visits afforded an opportunity for open discussion and interaction with our partners, a chance to meet face to face and hear their concerns, needs and their agencies' priorities for the coming year.

A testament to the history of our long standing partnership, a number of former and current employees were honored to attend the Great Smoky Mountains National Park 75th Anniversary Reunion this summer. This event celebrated the very special relationship with this park, spanning several generations of NPS and EFL employees.

FHWA Excellence in Highway Design Awards

The Excellence in Highway Design Biennial Awards is an FHWA national program to recognize exemplary design processes and practices. Awards are given in eleven categories covering urban and rural highways and freeways, structures, ancillary transportation facilities, congestion mitigation, and the project development process. The projects are judged by a team of professionals from FHWA, state DOT's, and the consultant community.

(See <http://www.fhwa.dot.gov/eihd/2008/> for more information).

WFL submitted three projects in the "Rural Highways: Highways" category and three projects in the "Traveler Services" category. These projects highlighted a portion of the office's best work during the previous two years. WFL won all three awards given under the "Rural Highways: Highways" category.

Accomplishments



Yellowstone National Park, East Entrance Road, WY



Lowell Covered Bridge, OR



Beartooth Highway, MT

Yellowstone East Entrance Road won the Award of Excellence and both Beartooth Highway and Flowery Trail received Honorable Mentions. WFL also won the Award of Excellence in the “Traveler Services” category for the Lowell Covered Bridge enhancement project.

EFL submitted a project in Category 6 “Structures Costing less than \$10 Million”. The Foothills Parkway project referred to as Bridge 8 won second place (Honorable Mention) in Category 6. The project objective was to construct a parkway that provided scenic and inspiring panoramic views of the Great Smoky Mountains National Park in Tennessee. The design and construction of Bridge 8 — a small, but critical, portion of the Foothills Parkway — was, extremely complicated. At roughly 300 feet in length, the bridge contained a portion of a circular curve, and two spiral transitioning curves in opposite directions. This climbing, twisting, and turning were necessary to fit the structure to the mountain thus minimizing impact to the environment by preserving existing vegetation and topography. The masonry finish of the bridge was designed to compliment the naturally occurring rock outcroppings of the site and the exposed concrete surfaces were colored dark gray to blend into the shadows of the mountain.

Accomplishments

The result being that the structure blended into the environment when viewed from the valley below.



Foothills Parkway Bridge 8, TN

Goal #2 - System Performance

Safety Considerations During Project Planning and Development

On June 11, 2009, the recommendations from an internal review were documented in a report “Consistency in Safety-Related Design Decisions on Federal Lands Highway Jobs”. The report was approved by the FLH Leadership Team and the recommendations were disseminated to the three Division Offices for implementation. A common theme throughout the report was for FLH to more fully integrate safety considerations into all aspects of the planning and development of projects. In addition, the report identified potential areas of improvement, not only related to safety consistency, but also in advancing safety in general.

Congestion Management

EFL coordinated with its partners to identify the following sites for congestion mitigation: Cuyahoga Valley National Recreational Area, Delaware Water Gap National Recreational Area, Gateway National Recreational Area,

Acadia National Park, Government of the U.S. Virgin Islands, Gulf Islands National Seashore, and Cape Cod National Seashore.



Acadia National Park, ME

Various strategies were used such as increasing and implementing alternative transportation (i.e. bike, pedestrian, transit, ferries, etc.); additional enhancements were made (i.e. widening of roads, construction of new sidewalks, additional parking) to reduce delays and to facilitate ease for public access during special events.

Web-Based Geographic Information System (GIS) — (e-GIS)

CFL developed and began implementation of a GIS-based data storage and display tool that will provide automated reporting for U.S. Fish & Wildlife Service (FWS) road inventory and facilities asset data.

CFL is also developing a module that is designed as a web-based, multi-user, program visualization and reporting tool for our Emergency Relief for Federally Owned Roads (ERFO) Program. It will store and display, in real time, all aspects of ERFO program management and project delivery. This tool will allow CFL staff as well as our partners to have access to this data through the web.

Accomplishments



Images from e-GIS



Federal Lands GIS Team

The FLH GIS team accomplishments for fiscal year 2009 included the preparation of an FLH-wide Corporate Activity White Paper for the FLH Board of Directors. The purpose of this paper was to: (1) Frame the issues related

to creating and using a coordinated Geographic Information System for all FLH; (2) Provide a summary of the history and current activities related to use of GIS within FLH and the achieved benefits for using a coordinated FLH GIS; (3) Relate the FLH GIS Team vision moving forward as GIS becomes a corporate activity within FLH; (4) Show resource and budgetary needs for GIS activities.

The overriding goal stressed in the paper was to maintain and enhance the GIS systems used for managing information about the Federal Lands Management Agency (FLMA) transportation resources associated with their road systems and to provide appropriate access to that information within FLH and the FLMAs to achieve mutual mission goals. Accomplishments conveyed in the GIS team white paper were as follows:

- Completion of linear referencing of FLMA roads for the National Park Service paved roads, U.S. Fish and Wildlife roads, and U.S. Forest Highway routes nation-wide and storing the data for FLH-wide use in a SDE geodatabase.
- Presentation made at National GIS-T Conference about FLH efforts to spatially locate NPS STARS crash data utilizing GIS and specially developed GIS applications.
- Assisted with the development of Transportation Improvement Program (TIP) maps placed on public website to assist with public notification and involvement with the FLH program of projects.
- Prepared and posted maps showing locations of ARRA Projects on FLH internet page to allow for public knowledge and involvement with the roadway projects scheduled for ARRA work within FLH Divisions (maps are updated monthly to agree with the FHWA RADS program).
- Created an NPS transportation-related GIS website (active within FHWA only at this time) which brings together all data from the NPS management systems (RIP and Pavement Management, BIP, traffic, safety), and eventually the NPS internal maintenance systems. The compilation of this information and relation of it to actual geographic locations makes it much easier to use. Efforts are underway to make this site accessible to our FLMA partners.
- Working with Asset Management Planning to create a Transportation Planning Geodatabase to analyze management systems data for use in planning highway work — LRTP.

Accomplishments

- Working with the FLH Safety Team and NPS Asset Management to create a Barrier Inventory, to include spatial locations of the barriers related to the GIS linear referenced routes.
- Assisting the NPS Safety Management group with methodologies for assisting Park law enforcement to geo-locate crash locations using GIS and GIS tools.

Goal # 3 - Program Delivery

Overall Program Delivery

FLH in FY 2009 had an exceptional year not only delivering the FLHP program, but also delivering a non-FLHP program of almost equal size. Additionally, we were able to deliver a significant portion of the ARRA money that was allocated to FLH. These projects will help the Federal Land Management Agencies and the Nation reduce the outstanding backlog of transportation improvement needs. The planning we have undertaken to assure we have a cadre of technical experts, trained employees, and available contract resources enabled us to achieve another record delivery year.

NPS Barrier Inventory Program

CFL completed development of a Barrier Inventory Program for the NPS. The inventory took into account barrier definitions, locations, condition, functionality and resources required to address substandard facilities.

While many historic guardwalls in National Parks likely do not meet current engineering crashworthiness performance criteria, their cultural/historic value is accounted for. Consideration of both “absolute” safety and cultural/historic value was a significant challenge for the project team. The Guardwall Inventory Program (GIP) methodology is unique in that both perspectives are addressed.

Determining the significance of all barriers was completed before field work began, allowing all remaining work to be conducted during a field visit. Three roadway categories were defined to quantify the roadway’s cultural and historic features, as well as roadway use. During field visits, static information was collected for each barrier as well as the types of physical distresses present. A risk assessment was completed for each barrier. From the safety perspective, the functionality of barriers and other safety related factors were addressed in this methodology. The risk assessment combined exposure variables and the potential risk if a barrier was to be impacted. The outcome of the risk assessment was a risk score for each barrier.

Roadway categories and the risk score were incorporated by the establishment of unique risk thresholds for each roadway category. In essence, more risk will be tolerated in traditional park roads while less risk will be tolerated in urban parkways. Work orders can be drafted to repair or replace any barriers with deficiencies, when the risk falls above a given threshold. The whole system has been piloted and will be used to inventory thousands of barriers Park Service wide.



Safety Engineer, Zion National Park, UT

Long Range Transportation Planning

With Western Federal Lands transportation planners at the lead, federal land management agencies in Alaska (National Park Service, U.S. Fish and Wildlife Service, U.S. Forest Service, and the Bureau of Land Management) together with the Alaska Department of Transportation and Public Facilities (ADOT&PF) are undertaking a pioneering effort to develop a multi-agency LRTP for federal lands in the state. This plan will facilitate the identification and prioritization of needed transportation improvements.

Accomplishments

It will provide the basis for transportation plans in each FLMA unit that are truly seamless with the overall Alaska transportation system.

The mission statement developed for this plan is to implement a regional LRTP that fulfills Alaska's federal land management agency's common strategies for transportation that remains compatible with individual land management agency missions in partnership with the Alaska Department of Transportation and Public Facilities.

The multi-agency approach to regional transportation planning allows agencies to strategically address issues of common interest in their geographic area, such as climate change, building livable communities, safety and asset management as well as the strong multi-modal aspect of travel in Alaska.

Because of our long standing support relationship with each agency and our ability to share pertinent information between them Western Federal Lands is in a unique position to facilitate this multi-agency strategic planning effort. We are also in an advantageous position to deliver projects of mutual benefit to multiple partners.

This plan will:

- Identify key transportation issues and strategies to address them in a policy level document
- Complete federal planning requirements and meet the individual transportation planning needs of each agency
- Provide a sound process for facilitating multi-jurisdictional communication and coordination among federal land management agencies and the State of Alaska

Expanded use of Design-Build Contracting

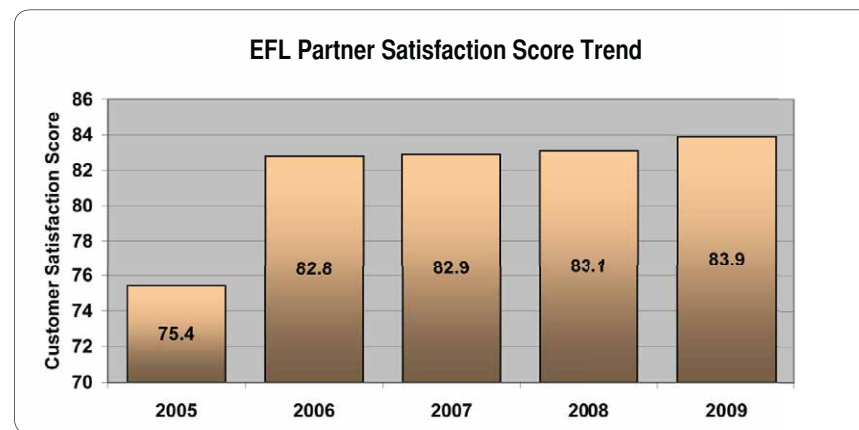
EFL has expanded its use of the design-build method of contracting. The advantage is that stages of design & construction can happen simultaneously reducing project delivery time. Design-build weighs technical competence, design proposal & cost to determine the best value to the government. We have been successful in delivering extremely important and high profile projects via this method.

In FY 2009 three design-build projects were initiated. Two projects, Phase 3 of the Fairfax County Parkway, Virginia, and the construction of Bridge 2 on the Foothills Parkway, Tennessee (an ARRA Project) are highly complex and very high cost construction projects. The third, a small bridge replacement project in the Chattahoochee National Forest, Georgia, utilized a low-bid,

design-build method for quick delivery of a small contract where multiple suitable options for replacement can be considered using prefabricated elements. Design-build has become an accepted and standard delivery practice in many states. Because of the ever growing demand for emergency project delivery, EFL sees this quick method as a promising delivery tool. This method enables smaller design and construction contractors to develop design-build capability for small projects. All three projects have been authorized and are expected to be awarded in early FY 2010.

Partner Satisfaction

Eastern Federal Lands is committed to serving the needs of our partners and customers. A Partner Feedback Report was developed as a tool to provide a summary of feedback related to our program and project delivery, propose actions to improve, and to report on significant accomplishments. In FY 2009, the following improvement actions were taken: implementation of the Quality Business System for improving process documentation, better coordination between design and construction, focus on obtaining permits to ensure timely delivery of projects, regular communication and reporting on project status. As a result of these improvements we have exceeded our target of 80% satisfaction in providing services to our partners.



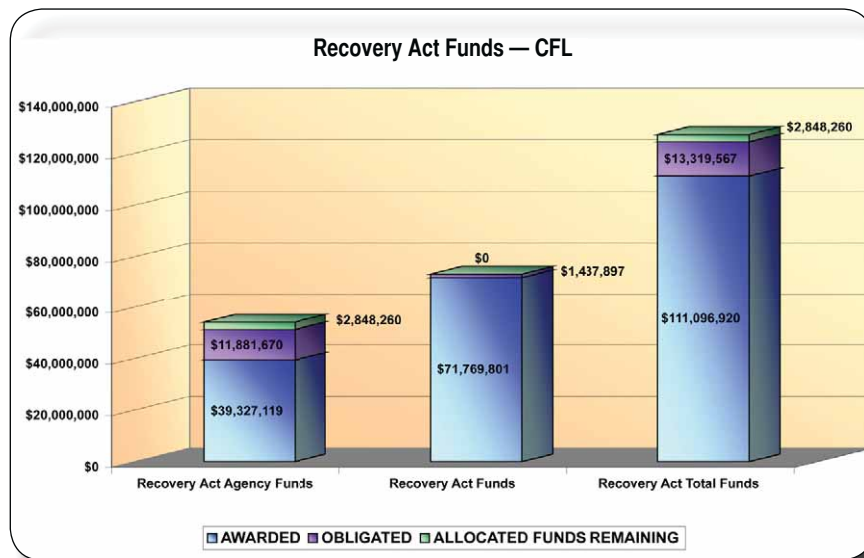
Project Management/Project Delivery (Leveraging)

In FY 2009, CFL awarded 54 construction projects for a total of \$295.0 million. In addition, in FY 2009, CFL obligated an additional \$85.8 million

Accomplishments

for construction contracts to be awarded in early FY 2010. This delivered program represented a significant increase in number and amount of awarded construction contracts from previous years due to past CFL shelf ready project capacity, bidding environment and Recovery Act funding. In FY 2009, CFL delivered a significant amount of non-FLHP funded projects totaling \$119.3 million.

A significant accomplishment in FY 2009 was the delivery of FLHP Recovery Act 6, and Agency Recovery Act projects. CFL successfully awarded all FLHP Recovery Act projects (RRP, FH and PRP program areas) in FY 2009. This accounted for awards totaling \$71.8 million and obligations of \$1.4 million. In addition, CFL assisted other FLMA partners in delivery of Agency Recovery Act funded projects. CFL awarded \$39.3 million and obligated an additional \$11.9 million of Agency Recovery Act funded projects totaling \$124.4 million. Agency Recovery Act funded projects were developed and delivered with the NPS and BLM.

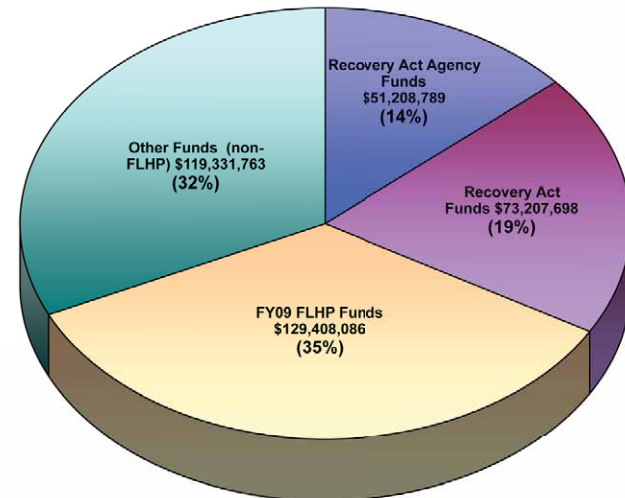


Program Administration/Acquisitions

During FY 2009, CFL produced \$295.0 million in construction awards (54 total projects). Compared to FY 2008 (with construction awards totaling \$131.7 million), this amounts to a 224 percent monetary increase over

the previous year. Efficiency was improved by getting ahead of the Small Business market research by a few months, and being able to advertise the projects shortly after check-in. CFL's Project Managers also played a key role by leading the sole source negotiating teams (11 projects). Additionally, seven projects were delivered using three Multiple Award Task Order Contracts that were awarded during FY 2008.

Leveraging of Funds — CFL
(Broad categories of funding sources Awarded plus obligations)



Emergency (ERFO) Assistance

In the Fall of 2004, Hurricane Ivan swept through the Pensacola Florida area and caused major damage to both J. Earle Bowden Way and Fort Pickens Road. In January 2005, FHWA approved for ERFO eligibility a Program of Projects, to include reconstruction of both roadways. In June/July of 2005, the rebuilt roadways were severely damaged yet again by two more tropical storms and a hurricane. Approximately \$13.5 million had already been spent on reconstruction. It is estimated that over \$60 million of funds from various sources over the last 10 years, had been expended on subsequent roadway repairs due to storm damage.

EFL in partnership with the NPS and the Florida Department of Transportation implemented a "sacrificial roadway system" that would have a much lower initial cost. Several different alternative types of "sacrificial

Accomplishments

sections” were built to assist in the study of performance during future storms. A solution was identified and, in 2009, both J. Earle Bowden Way and Fort Pickens Road were reopened to public traffic amid much local interest, participation, and enthusiasm. Visitation to the Gulf Island National Seashore had dropped from 4.9 million visitors per year to 1.7 million. A major tourist route and link to several communities is finally restored and designed to better accommodate future storms and repair.



Gulf Island National Seashore, FL

Innovative Use of Cofferd Dam

A technique was applied on a WFL South Century Drive Project in Oregon that resulted in minimizing disturbance to the environment.

A proposal was submitted by our contractor to use a water-filled cofferdam to facilitate the dewatering work in order to build the MSE retaining wall and rockery wall at Indian Creek Pond, the proposal was accepted by contract modification as a viable solution. The process would use the AquaDam water filled cofferdam, in lieu of the large machine placed sandbags and plastic lining originally in the contract.

The contract required that all work involving dewatering for retaining wall work at the pond be limited to a 3-week duration, from the time dewatering began during the in-water work period, between July 1 to October 15. The benefit in using the water filled cofferdam was that it lowered the chance of creating turbidity in Indian Creek Pond which outlets into Fall River. This helped ensure that the turbidity requirements outlined in Section 107 and the 401 Water Quality permit with the U.S. Army Corps of Engineers were met.

The process of spreading the cofferdam across the pond while slowly filling it with water resulted in the cofferdam gently coming to rest on the bottom of the pond and therefore minimizing disturbance to the pond bottom. This process was most certainly less disturbing than the process of setting approximately 68 individual 1-cubic yard sandbags (weighing 1.3 tons each) on the bottom of the pond.



Indian Creek Pond, OR

Twin Arches on Colorado River Bridge Complete

The twin rib concrete arches were completed on August 10, 2009 by the CFL office. They are the longest concrete arches in the Western Hemisphere. Each arch is 1,060 feet in length and almost 900 feet above the River. Remaining work on the project includes the completion of the spandrel columns, superstructure and bridge deck. The Hoover Dam Bypass project

Accomplishments

remains on the original \$240,000,000 million budget and is scheduled to open in the Fall of 2010.



Hoover Dam Bypass, AZ & NV

Flowery Trail Corridor Completed

WFL recently completed the reconstruction of one of the last primary FH routes in the state of Washington. The Flowery Trail Forest Highway, which is an east-west route passage located approximately 50 miles north of Spokane, Washington, was completed after over 10 years of effort. The project, which began in 1997, was completed in 2007 under 5 construction contracts for a total amount of \$35 million. The 20 plus mile route facilitates travel between Northeast Washington and Northern Idaho through the Colville National Forest between the communities of Chewelah and Usk, Washington. The eastern half of the route prior to construction was a one lane unimproved gravel road that was the only access to a local public recreational ski area. The route required several miles of very heavy grading in mountainous terrain and several key fish passage drainages. Over the 10-year period of

design and construction, a significant portion of the WFL workforce was involved to complete the improvement of this route.



Flowery Trail, WA

Transportation Planning Innovation Award

The Indian Reservation Road Project Planning Board Game and FLH were awarded the first FHWA Transportation Planning Innovation Award. The board game is a new and innovative tool developed by the Lummi Nation in Washington for Tribal leaders, planners, and policy makers to learn how to fulfill all federal requirements for planning for projects funded through the IRR program. The game enables new planners to simulate all aspects of project pre-planning. As they work their way through the game, players become aware of how each project detail affects the overall end result. The game shows the consequences of players' actions as well as inactions. For instance, in securing funding for Indian reservation roads, planners must present a long-range transportation plan and a legal resolution on road ownership. If these two requirements are missing, federal funding will not be provided. By

Accomplishments

the end of the game, planners have a better understanding of how to fulfill all of the federal requirements to end up with a successful project.



WFL celebrates opening at Grand Teton National Park

In August 2009, WFL's Division Engineer attended the Grand Teton National Park Pathways Celebration at the Park Headquarters in Moose, WY. The ceremonies were presided over by the Park Superintendent with comments from U.S. Senator John Barrasso of Wyoming, commemorating the opening of an eight-mile-long segment of the multi-use pathway between Moose and South Jenny Lake.

The Pathway has become very popular with the public and especially the local community since it opened in late May — under budget and ahead of schedule. This project is the first phase of a multi-use pathway in the Park that will eventually connect from Moose to the town of Jackson, WY, to the south. Another future segment will extend five miles from South Jenny Lake to the North Jenny Lake area of the Park.

WFL is currently developing a design and contract package for the six-mile-long segment from the Gros Ventre River to Moose.

Pathways funding is Congressionally designated through the Public Lands Highway Discretionary Program.



Grand Teton National Park, WY

GOAL #4 - Corporate Capacity

Leadership Development Academy (LDA)

The Leadership Development Academy (LDA) a major component of our Corporate Capacity goal is designed to stimulate self-awareness, self-management, and to provide a skill set for building better working relationships amongst our employees. The primary focus of the LDA is education and the development of emotional intelligence. The culture within Federal Lands and the Federal Highway Administration, has been largely a technical one. Emphasis in the past has been on achieving an educational background and excellence in the engineering disciplines. We've come to realize that an even more important dynamic in the workplace are the interpersonal relationships.

Accomplishments

Technical expertise, leadership skill and awareness of emotional intelligence are equally important in achieving success.

The six-month program focuses on listening skills, motivation, team building, problem solving, and managing change. Participants from every grade level are invited to apply. Once accepted into the program they work within teams preparing projects, reading and reviewing leadership books, and doing individual interviews and shadowing assignments with leaders in their communities.

The LDA originated within Federal Lands and is now in its 6th year. This year the FLH Division Offices each hosted a class with a combined total of 67 graduates. The program has grown to encompass the entire USDOT and FHWA community. This is also the first year that the Federal-aid Divisions have sponsored a class with a scheduled graduation date of Spring 2010. The positive influence of the Leadership Development Academy on the development of our future leaders has been recognized and we are very proud to witness the growth and endorsement of it as a FHWA wide program.

Professional Development Program

As FHWA leaders continued to emphasize the importance of thinking corporately as we make decisions and improve our processes, FLH and the Office of Human Resources worked together to develop a proposal to ensure that FLH plays a more integral role in training new FHWA engineers. The proposal, which allows for concentrated training in the design and construction programs, as well as an assignment in a Federal-aid Division Office, will help the agency's future engineers better understand the role of Federal-aid and Federal Lands. Final implementation of this proposal will occur in FY 2010.

Cross-Training in Federal Lands Highway

As FHWA explores ways to more effectively deliver training to the organization, FLH offered an opportunity for a 4-6 month cross-training assignment in the FLH Division Offices through the agency's Temporary/Development Clearinghouse Program. Applications were solicited through a competitive process and 5 candidates from Federal-aid Division Offices were selected to participate in assignments in the areas of construction and design.

Training and Development

In 2009 WFL continued its commitment to training and development by providing employee training in many formats to both WFL employees and other

FHWA employees. Employees were able to take web based courses, attend classroom training and conferences, and participate in rotational assignments and other on the job training.

Western had thirty-three Student Temporary Employment Program (STEP) and Student Career Employment Program (SCEP) students on 3-6 month assignments in the following disciplines: Construction, Roadway Design, Survey, Materials, Environment, Program and Planning, Information Technology, and Technology Deployment. In addition, Western provided three Professional Development Program (PDP) participants with assignments, in Design and Construction. Two individuals from Federal-aid offices received 3 month training assignments, in Construction and in Safety. Western also hosted two Summer Transportation Internship Program for Diverse Groups (STIPDG) students with 6 week assignments in Planning and GIS.



SCEP Employee, Bridge Inspection, Mt Ranier, WA

Accomplishments

Internally, under the Crossroads program 4 employees were cross trained in Bridge Design, Federal-aid, and Program and Planning. There were also two additional less formal rotational training assignments during the year. Western also hosted a Leadership Development Academy with sixteen Western employees, three Washington Division and three Oregon Division employees.

Western provided 68 formal training opportunities in 2009, beyond the standard classroom training to include annual discipline training in Construction, Roadway Design, Technical Services, Project Management and Scheduling, Contracting Officer Technical Representative (COTR) and Contracting Officer training, and various leadership courses.

CFL has begun a new series of one-year rotating developmental assignments within their Acquisitions Team this year, which has helped with the successful delivery of contracts during a very busy timeframe, as well as broadening our cross-discipline capabilities.

George Mason University (GMU) Course Program

EFL collaborated with the Civil, Environmental and Infrastructure Engineering (CEIE) Department at George Mason University (GMU) to develop a Pilot Training Program to be taught by EFL employees at their Division Office in Sterling, Virginia.



A Photogrammetry lesson

GMU believes this collaboration will enhance the student's education by providing specialized instruction in highway design and construction. This program enables EFL to establish close ties with this academic community to positively effect the education and experiences of civil engineering students.

The Pilot Training Program is a one-semester laboratory course that combines short lectures, and hands-on experience with the tools and processes used from planning through construction; environment, project management, survey and mapping, preliminary and final design, geotechnical, pavements, hydraulics, bridge design, materials, and construction disciplines. In June 2009, the course received accreditation and classes began in September 2009 with seven students enrolled.

Integrated STEP/SCEP In-Processing Procedures at CFL

Steps were taken at CFL to further streamline in-processing for new student hires. Each year we bring in a number of students through the STEP/SCEP program to augment our inspection staff and provide learning opportunities. This influx of new hires impacts CFL's Professional Development Team (PDT), as well as the Lakewood Administrative Services Team (LAST) as they are integral to the hiring process and new employee orientation.

In early 2009, as students were beginning to coordinate their school schedules with our project assignments, the Construction Branch worked collaboratively with the students, PDT and LAST to bundle groups of students and provide a few combined mini-sessions to cover the in-processing procedures required to bring them on board. The students were provided packets of information containing the consolidated paperwork from both CFL and LAST to allow them to complete in advance as much of the paperwork as possible. These efforts allowed the students to network and assist each other with the paperwork, and significantly minimized the efforts of both PDT and LAST as compared to individual sessions with each student.

Career Intern and Development Program (CDP)

Within the next 5 years, 44 CFL employees are or will be eligible for retirement. The Futures Team was chartered to guide CFL efforts to replenish the organization by attracting new, entry level, employees through the SCEP/STEP and Career Development Program (CDP) and guiding their development to permanent CFL employees. The SCEP/STEP program cooperates with colleges, universities, and technical institutions to develop students by assigning work projects which compliment their academic studies. These are typically summer jobs. CDP participants enter into a full time 2-year

Accomplishments

program. The Career Development Program focuses on enhancing core engineering skills through rotational assignments in Design and Construction. These are augmented with related assignments in the technical disciplines to ensure the integration of our organization's staff across branch boundaries. The intent is to create a Career Development Pool such that the pool includes employees at different phases of the program thus ensuring continuous and steady placement and recruitment rather than in waves where strategic placement may not be as efficient.

Employees are supervised by a branch chief, receive independent coaching and mentoring, and are developed through on the job training assignments with a goal of quickly advancing them to be billable. The program is relatively new in development and is still undergoing refinement; however, we are confident it will be a success.

During FY 2009, CFLHD hired 12 new employees into our Career Development Program under an FCIP appointment bringing the total number of participants in the program to 15.



Consultant Project Engineer Training

During May, 2009, the CFL Construction Branch hosted a 2-day training course for consultant Project Engineers (PEs) to provide the consultant PEs with the skills necessary to effectively administer CFL construction projects

during the upcoming construction season. This was due to the increase in workload resulting from the Recovery Act. Over the course of the summer, four projects were managed by consultant PEs. There are currently four consulting firms that CFL has under contract to provide construction management services, which we had representation from each firm with a total of eight individuals in attendance to learn specific elements to aid them in administering projects for CFL.

In addition, FHWA staff were given guidance to provide additional opportunities to consultant inspectors that demonstrate the potential ability to help develop their skills to effectively manage projects. Given the projected program for FY 2010, the training course and consultant inspection staff will become vital to further expand our cadre of capable individuals and further leverage our workforce.



Recruitment Efforts at EFL

Recruitment has been a priority these past few years at EFL. We were very successful in hiring 38 full time permanent employees during FY 2009. Seven critical positions were filled while also addressing the under-representation of the Hispanic community within FHWA. As a result of our successful recruitment efforts, Eastern Federal Lands received the Secretary's EEO/Affirmative

Accomplishments

Action Award this year for EEO recruitment. We were also able to hire a total of 13 students under the FHWA Student Career Employment Program.



Employee Satisfaction Survey at EFL

The All Employee Survey results from 2007 and 2008 were analyzed and improvement actions were identified recognizing employees and career advancement. To address employee concerns, we had updated the award procedures including educating our employees on how the awards are managed within the division. For career advancement, the supervisors specifically discussed future plans during each employee's mid-year discussion and documented the results, including a complete analysis. A process was also developed to ensure all employees are given a chance for opportunities in other offices. As a result of communicating with employees, providing survey results feedback, and identifying a few improvement actions; our employee satisfaction score has been raised from 60.6 (2007) to 69.6 (2009). This is the highest score EFL has ever achieved.

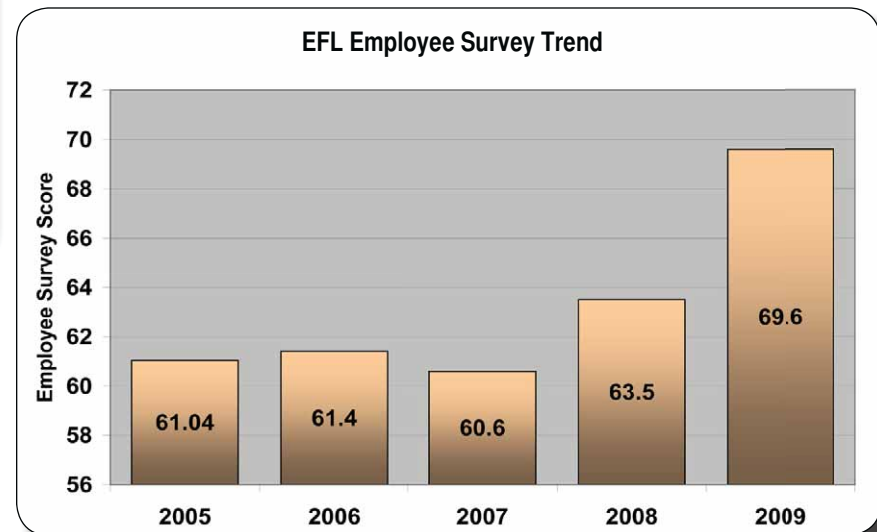
Asbestos Removal, ADA Compliant at WFL

When the WFL building was constructed in early 1930, the use of asbestos in building materials was commonplace. A relatively large amount of asbestos containing material was still in place in the WFL building. In FY 2009 WFL removed asbestos throughout the main building. Approximately 120 yards of

asbestos containing material was safely abated from floor coverings, ceilings, and thermal insulation systems. Ceilings and floor coverings removed during abatement were replaced as part of the asbestos abatement project.

Reduce, Reuse, Recycle — Cost Savings at WFL

Streamlining and cost savings in our operations is also a priority. In FY 2009, the contracts for the janitorial and landscape services at WFL were changed. Requirements and measures associated with janitorial and landscape services were refined. As a result of these efforts the cost for janitorial and landscape services has decreased. The decrease amounts to approximately \$15,264 per year.



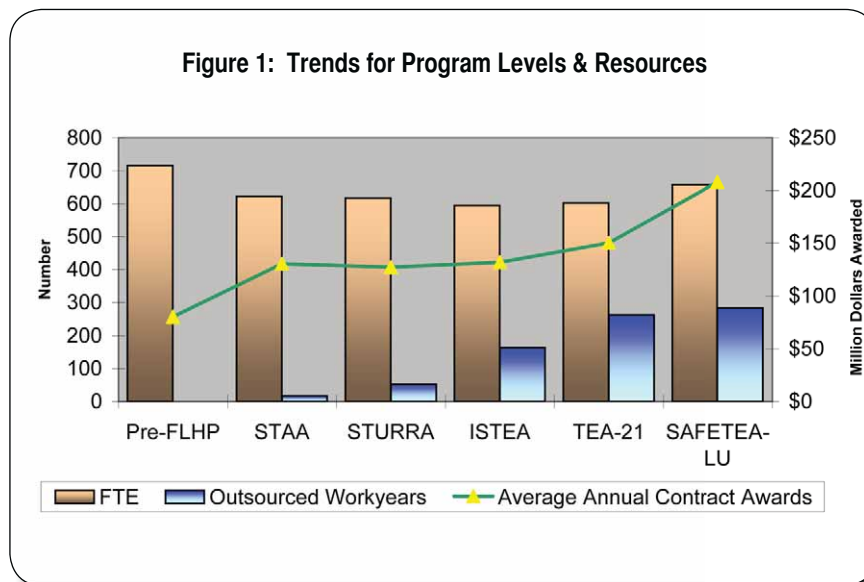
Sustainability

WFL continues to decrease energy and water consumption as well as increase its recycle rate. In FY 2009 WFL energy use decreased by 6.4% as compared to FY 2008 usage and is 10.6% less than the FY 2003 baseline energy use values. WFL has exceeded water use decrease goals established in the Federal Energy Management Program Executive Order 13423 by decreasing water use by 25.7%. In FY 2009 WFL eliminated the use of non-recycled paper in office printers and copiers. WFL continues to divert more than 50% of its refuse to recyclable sources.

Trend Analyses

Trends for Program Levels and Resources

Figure 1 displays the trend of the annual program delivered by FLH (contract awards) compared to work years of effort required. The programs: Indian Reservation Roads, Park Roads and Parkways, Forest Highways, and Wildlife Refuge Roads have continually grown during the last authorizations. To maintain levels of service to the growing programs without comparable increases in our Federal workforce, the Federal Lands Office has increased the use of consultant and service contracts. The mechanisms used for obtaining consultant and service contracts are those of the Federal Acquisition Regulations for cost efficiency and best value to the government. Program levels expressed as annual contract award dollars, Full Time Equivalent (FTE), and contracted workyears are shown below.

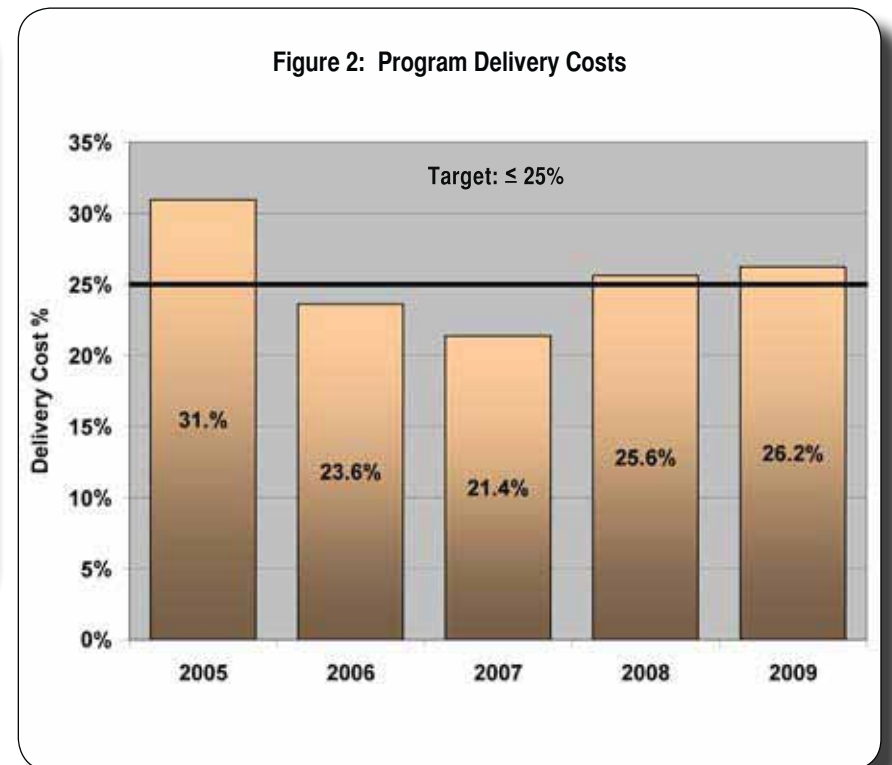


Note: This data is based on information in Table 4 and Table 5. Contract Award value has been adjusted by the Composite Price Trend for Federal-aid Highway projects, 1986 is base year.

Program Delivery Costs

Annual data include expenditures on advance planning, preliminary engineering (PE) and construction engineering (CE). This represents the cost of delivering our program to our partners. Data for previous years was recalculated based on corrected information. The trend data in the chart below shows a stable trend in our delivery costs for the last 2 years.

Since 2001, FLH has provided our partners increased services in the areas of transportation planning, environmental compliance, safety, traffic operations, intelligent transportation systems and management systems.



Trend Analyses

Percent of Funds Obligated

Annual data includes total allocations and obligations at the end of the fiscal year for the four major FLH programs: PLH, PRP, RRP, and IRR. The percent of funds obligated is a reflection of the efficiency of using or spending the funds.

In anticipation of an upcoming authorization, some funds are held back to ensure sufficient engineering is available to fund salaries in the year of the authorization (in the event of a “delayed” legislation). We have two ways of reporting annual obligations — total division obligations or total Federal Lands Highway obligations. The figure below displays both methods.

Project Development Customer Satisfaction

Annual data includes customer satisfaction scores in FLH’s management practices, project development elements, technical design elements, final design, and an overall rating. The chart below shows that in FY 2009 Project Development satisfaction exceeded our target rating of 85%. A rating between 70 and 80 percent is considered good. Yearly fluctuations of 3-4 percent most likely reflect nuances in specific projects. All four categories experienced a raise in their scores from 2008 to 2009. All but one of the categories had an increase of 3 or more points. This leads to greater confidence that the responses fully represent the customers’ views.

Figure 3: Percent of Funds Obligated

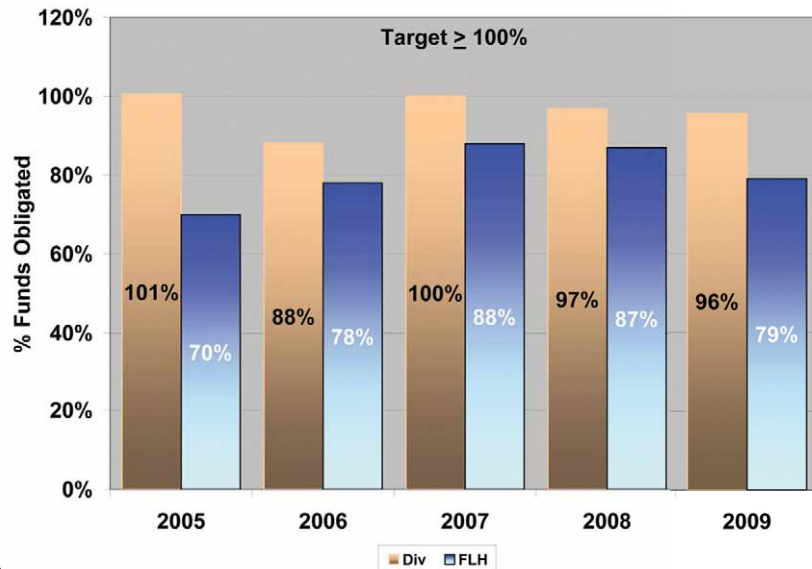
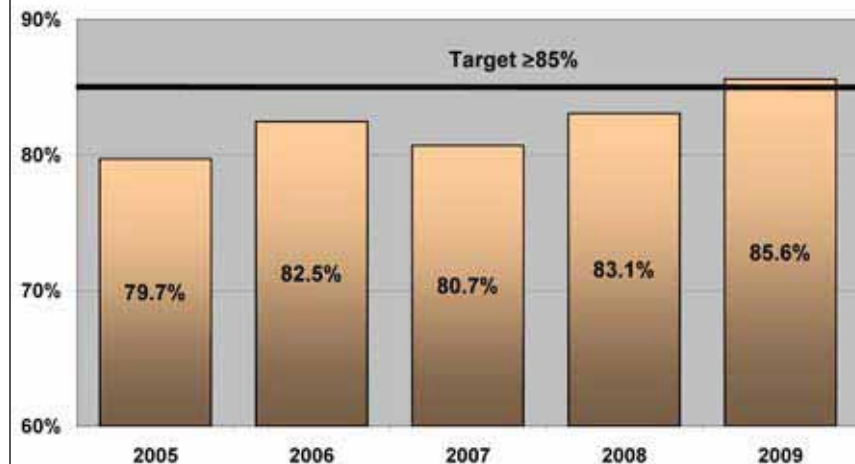


Figure 4: Project Development Customer Satisfaction

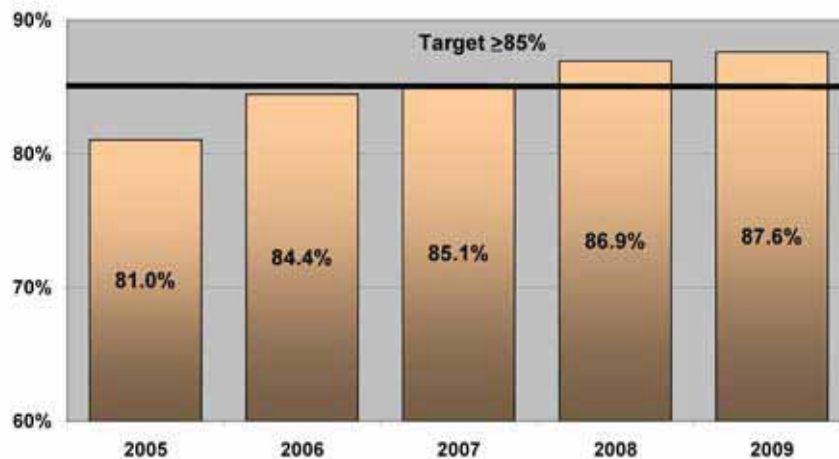


Trend Analyses

Completed Project Customer Satisfaction

Annual data includes customer satisfaction scores in FLH's management practices, completed project elements, completed project aesthetics, conditions during construction, environmental sensitivity, and overall rating. The chart shows that until 2007, completed project satisfaction has remained under the target rating of 85%; however, for the last three years we have exceeded the target. A rating of 80 to 90 percent is considered excellent. Five of the six categories were equal to or greater than the mean score received in 2008. The greatest increase was realized in the Management Practices Category — an increase of 4.0. This leads to greater confidence that the responses fully represent the customers' views.

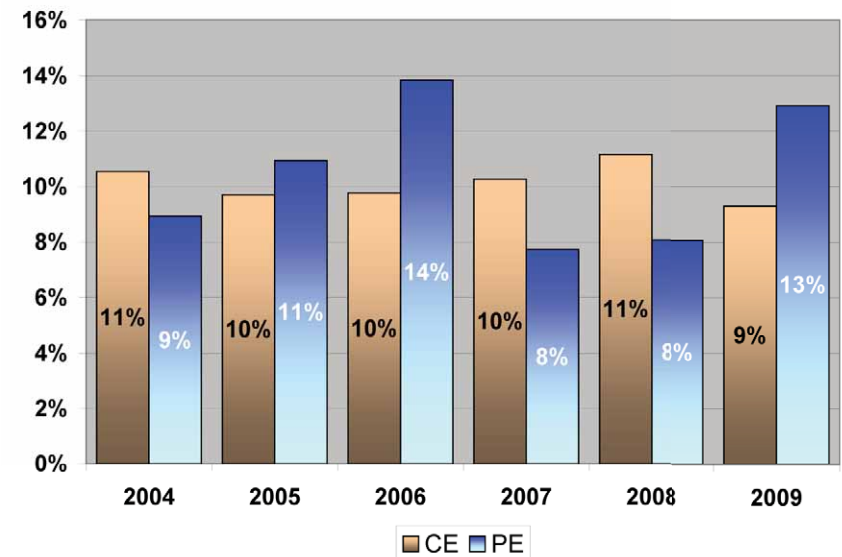
Figure 5: Completed Project Customer Satisfaction



Engineering Costs over Time

This chart shows preliminary engineering and construction engineering costs for projects completed in each fiscal year. The chart shows a fluctuation in PE costs over the years, with an increase of 5% this year. This can be attributed to the work that was done to prepare our Recovery Act projects for obligation in FY 2009. Our CE costs fluctuate slightly over the last few years, which can be attributed to various inflation factors such as material prices, salaries, benefits, etc.

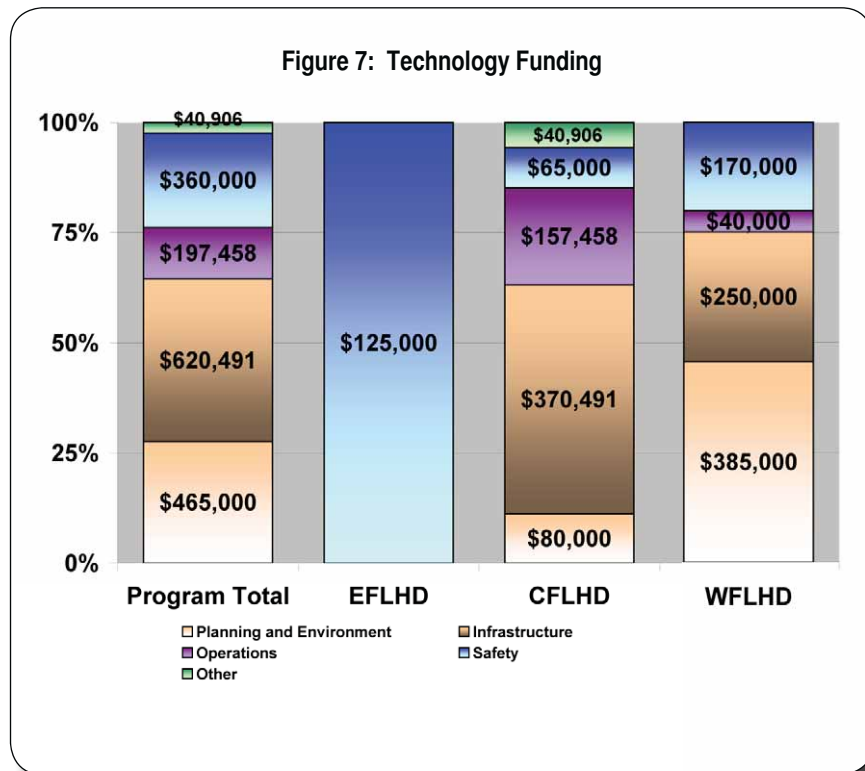
Figure 6: Engineering Costs over Time



Trend Analyses

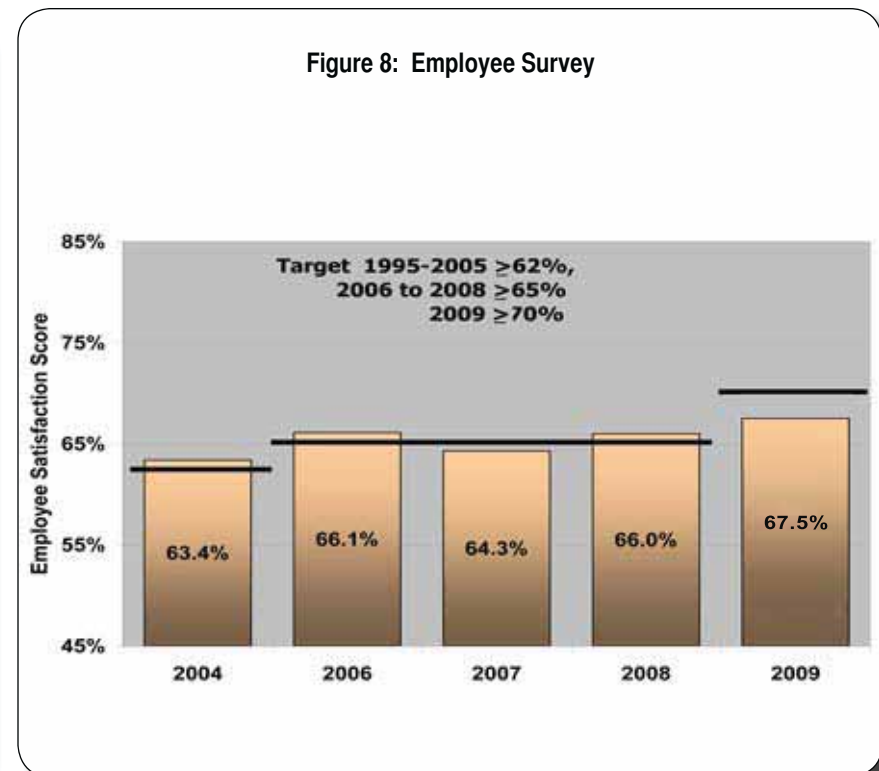
Technology Funding *(see also narrative pg. 40)*

The FLH technology program consists of developing, promoting, demonstrating, evaluating, and implementing new and improved technological advances. This program is carried out in three ways: Technology development; Technology transfer and Technical assistance. FLH invested nearly \$1,809 million in this important mission area during FY 2009. The funding for technology development and deployment in FLH comes from two sources: Coordinated Technology Implementation Program (CTIP) and Technology Deployment and Initiatives Partnership Program (TDIPP). The CTIP is a cooperative technology deployment and sharing program between FLH and Federal Lands Management Agencies to provide a forum for identifying, studying, documenting and transferring technology to the transportation community. The program is funded through contributions from Indian Reservation Roads, Forest Highways, and Refuge Roads Programs. This information is based on one year only.



Employee Survey

FLH conducted biannual surveys until 2006 and will no longer conduct a separate all employee survey. The survey results shown for 2009 are from the FHWA biannual survey. The survey includes customer satisfaction scores in eight categories: job quality, communication flow, senior support, organizational structure, customer focus, learning and development, workgroup management, and work life quality. The 2009 satisfaction score of 67.5% was the highest it has ever been.



Trend Analyses

Condition Assessment Reports

Condition Assessment Reports track the condition of roads and bridges for the four major FLH programs: Indian Reservation Roads (IRR); Park Roads and Parkways (PRP); Forest Highway Program (FH); and Refuge Road Program (RRP). Included within this section are road condition charts by program. The chart will show the percentage of roads by program. Percentages are classified by Pavement Condition Rating (PCR) ranged (i.e., Good =100-85, Fair = 84-61 and Poor = 60-0). The charts also show the average PCR by year.

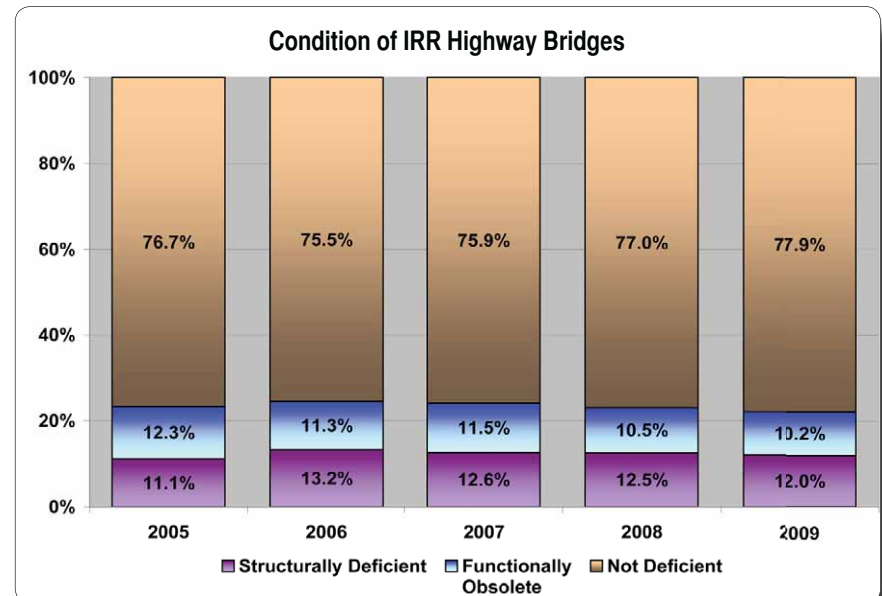
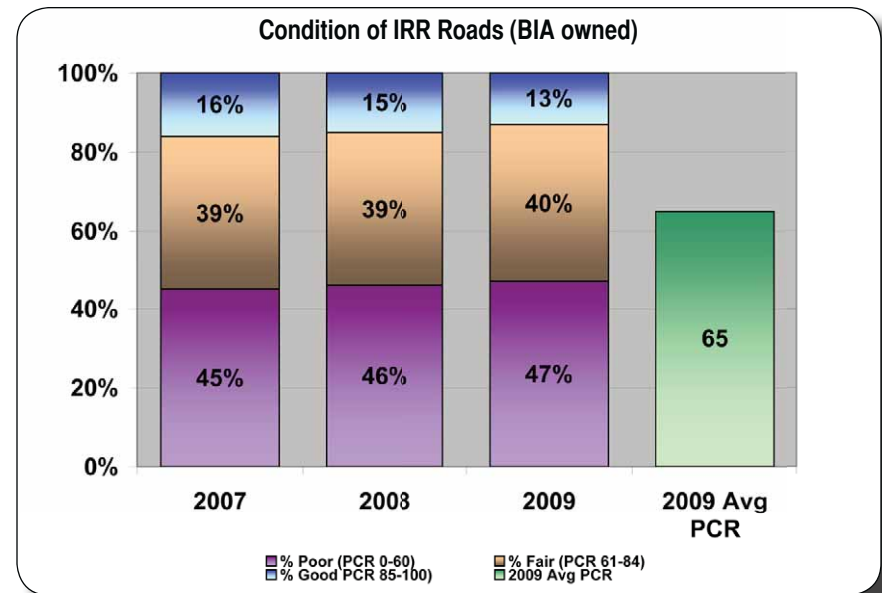
Bridge condition data is collected by FLH for the PRP program and is provided for all FLH programs. Bridge conditions are reported with two types of deficiency: structurally deficient and functionally obsolete, which are added together to get the total deficiency. Structural deficiency is determined primarily by the National Bridge Inspection (NBI) structural condition codes that assess bridge deck, superstructures, substructures, culvert and retaining walls, structural condition and waterway adequacy. Functional obsolescence is determined primarily by functional aspects such as bridge geometry and clearances. Any bridge classified as structurally deficient is excluded from the functionally obsolete category.

Indian Reservation Road Program —

For the Indian Reservation Roads the BIA/DOT Area offices and Indian tribal governments collect the data annually. There are nationally accepted methods (assigning values of 0-5) used to indicate the road condition that corresponds to a range of conditions from “Poor” to “Good”.

Road Condition Assessments: The BIA has performed condition assessments on 30,091 miles of roads in FY 2009. The chart below displays the condition of BIA owned roads in 2007, 2008 and 2009 as well as the Average Pavement Condition Rating in FY 2009. The last three years data trend shows 2 percent increase in “Poor” and 3 percent decrease in “Good” road conditions.

Bridge Condition Assessments: The existing bridges were inspected, rated and reported in the National Bridge Inspection database by the States’ Bridge Inspection Program (BIP). Trend data shows over the last 5 years bridge conditions exhibit mild fluctuations with no significant changes. As shown, in 2005-2009 the percentage of IRR bridges deficient or obsolete were 23.4%, 24.7%, 24.1%, 22.9% and 22.2%, respectively.



Trend Analyses

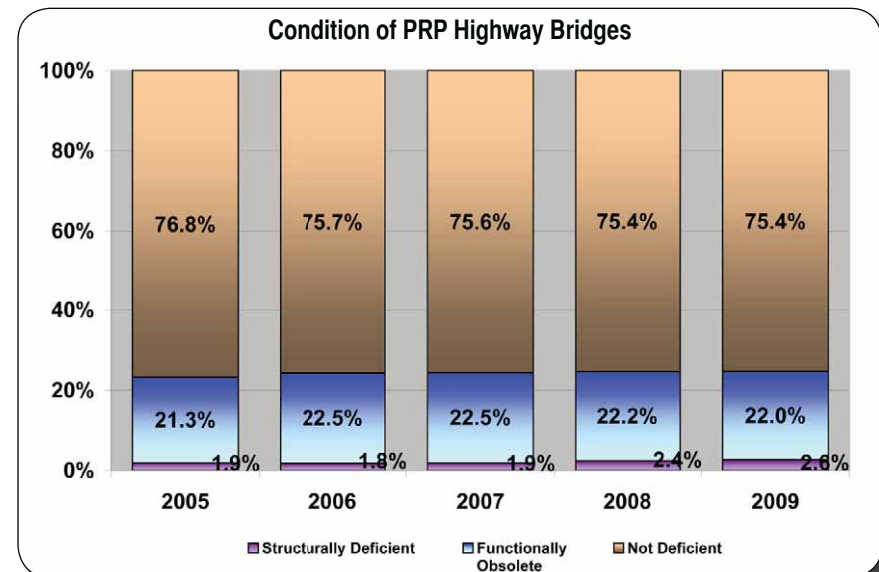
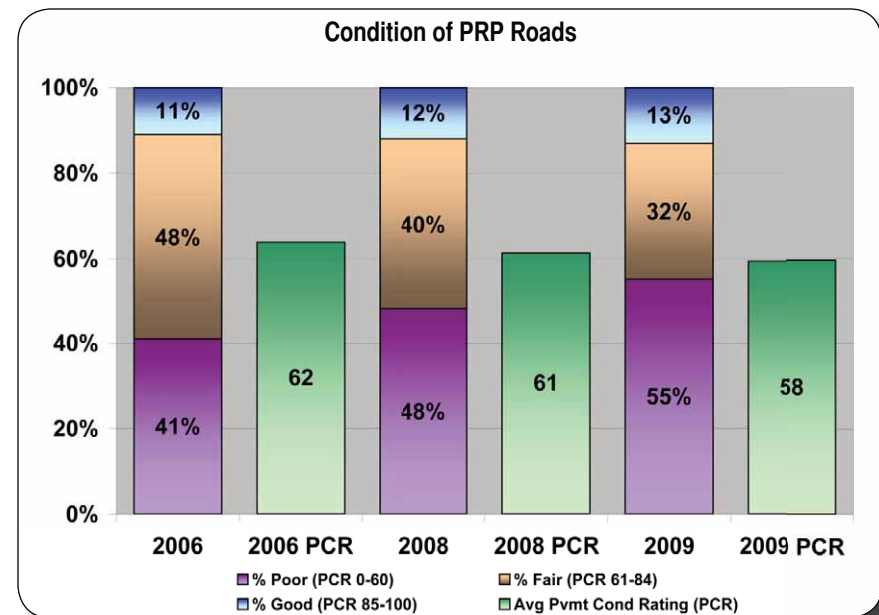
Park Roads and Parkway Program —

For the Park Roads and Parkways, program data is collected by FLH over a 3-year cycle. Using the ARAN or automatic road analyzer vehicle, data is collected for crack detection, rut measurement, roughness, geometrics, and global positioning information. This data is used to formulate a PCR.

The utilization of the pavement management system (PMS) Software makes it possible to report more realistic and reliable road network condition. In the past, road network conditions were estimated and reported by using “as-collected” pavement condition data obtained through NPS Roadway Inventory Program (RIP). Thus, the pavement condition of each segment of roadway is assumed to be constant until a subsequent RIP inspection is performed on that roadway segment. This method of reporting pavement condition data is imprecise due to the fact that the pavement conditions is most likely to decline because of traffic loads and debilitating environmental conditions. In lieu of using “as-collected” data for condition estimation, the PMS Software utilizes pavement performance model (condition deterioration trend curve) for each pavement segment so that pavement condition is projected to take account for deterioration since previous RIP inspection and rehabilitation thereby making it possible to estimate an accurate snapshot of the pavement condition at any given year. This projected condition estimation is a more rational and dependable method of determining pavement conditions for each year.

Road Condition Assessments: FLH continued updating the RIP Program for PRP. Following the completion of Cycle 3 in 2004, the data was analyzed in the PMS via the pavement model. The PMS analysis mirrors the dynamic conditions over multiple years instead of static conditions from the base year of collection in the cycle. The conditions of PRP roads chart shows there is a striking downward trend of PCR values from 2006 to 2009. In addition, chart shows significant increase in the percentage of roads in poor condition.

Bridge Condition Assessments: The existing bridges were inspected and rated by FLH under the NPS BIP. Compared to States and other Federal Agencies, the NPS has a low percentage of structurally deficient bridges and a high percentage of functionally obsolete bridges; the latter is primarily due to the NPS roadway standards and emphasis on historical preservation. As shown, in 2005-2009 the percentage of PRP bridges deficient or obsolete were 23.2%, 24.3%, 24.4%, 24.4% and 24.6%, respectively.



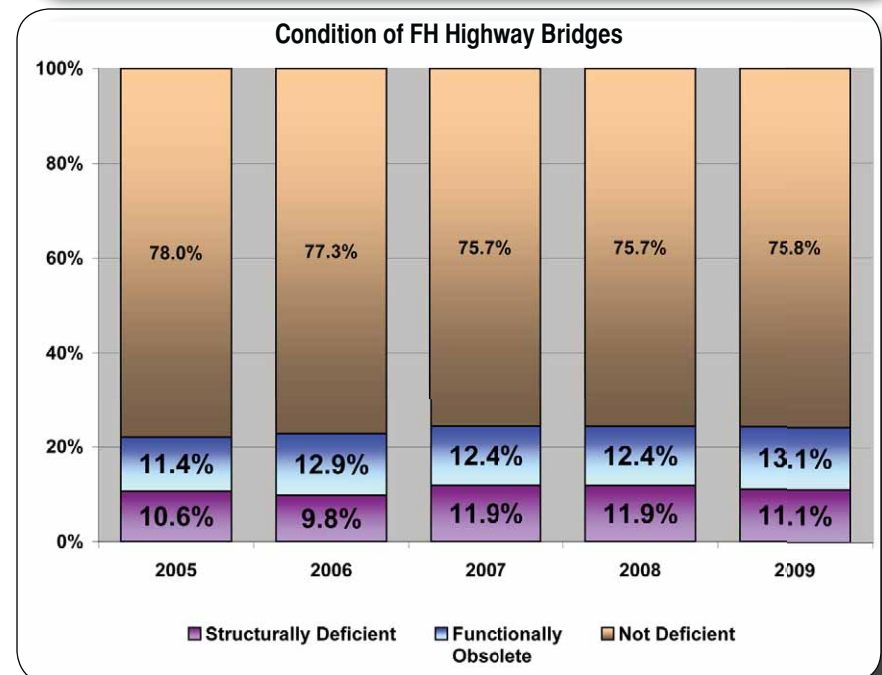
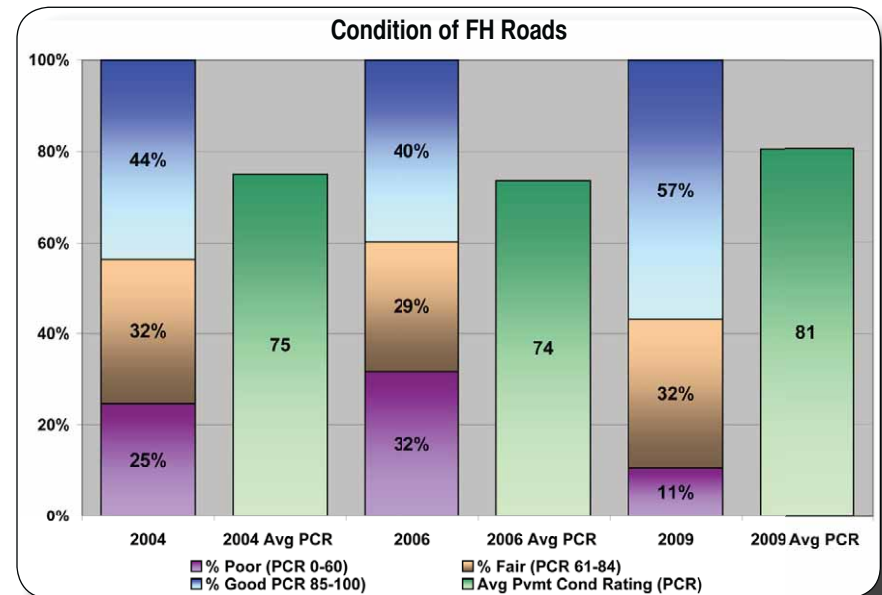
Trend Analyses

Forest Highway Program —

For the Forest Highway program in Western and Central U.S., data is primarily provided by state and county governments. The RIP Program performed an independent, comprehensive, and objective road inventory condition survey for all the designated Forest Highways and paved Forest Service Roads in the 23 states and territory of Puerto Rico of the Eastern Region (R9) and Southern Region (R8) of the U.S. Forest Service. The PCR is a combination of the collected distresses or Surface Condition Rating (SCR) and the International Ride Index (IRI) providing a weighted value for each (60/40, respectively) and calculated to present a normalized 1-100 scale where the higher value is equal to a better overall pavement condition.

Road Condition Assessments: FLH continued updating the RIP for Forest Highways. The following data shows, between 2004 and 2009, the overall trend is improving in the condition of the paved Forest Highways. The condition of Forest Highway roads chart shows significant increase in PCR values from 2006 to 2009. However, in FY 2009, the road condition information was only available from the Western states. The chart reflects the partial road condition data in 2009.

Bridge Condition Assessments: The existing bridges were inspected, rated and reported in the National Bridge Inspection database by the States' BIP. Trend data show that over the last 5 years Forest Highway bridge conditions exhibit mild fluctuations with no significant changes. As shown, in 2005-2009 the percentage of FH bridges deficient or obsolete were 22.0%, 22.7%, 24.3%, 24.4% and 24.2%, respectively.



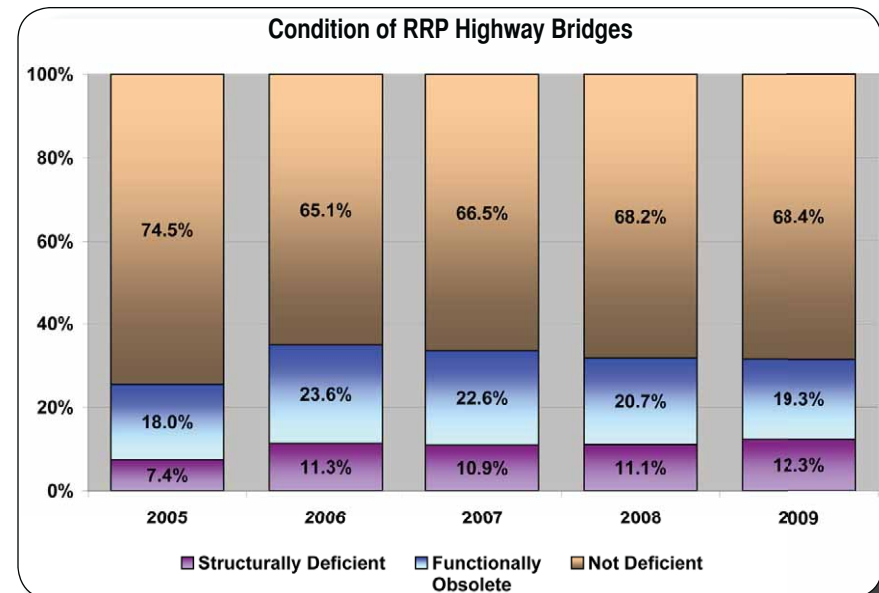
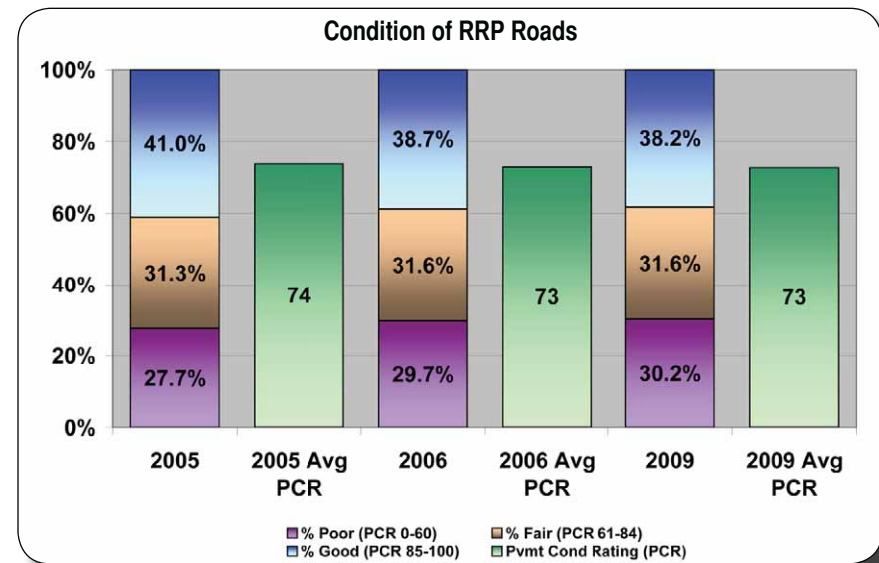
Trend Analyses

Refuge Road Program —

The Refuge Road Program data is manually collected by FLH and based on a Remaining Service Life (RSL) system for distress identification. Therefore, this data set is more subjective. The PCR is a combination of the collected distresses normalized to a 1-100 scale, where the higher the value the better the overall condition.

Road Condition Assessments: The following graph reflects the change in condition for the public access roads on the FWS system. Between 2005 and 2009, the data reveals a marginal decline in the condition of the paved RRP Highways.

Bridge Condition Assessments: Trend data show that over the last five years RRP highway bridge conditions reflect slight fluctuations. The total deficiencies are 10-15% higher than other programs. As shown, in 2005-2009 the percentage of RRP bridges deficient or obsolete were 25.4%, 34.9%, 33.5%, 31.8% and 31.6%, respectively.



Looking Ahead

As we look forward to 2010 we are not only gearing up for new challenges but making headway on many initiatives that have been identified by the DOT, FHWA and the Office of the President.

Looking Ahead To The Recovery Act

Of course, the Recovery Act and authorization of national transportation legislation this coming year has our focused attention. We were pleased to see a progress report from the FHWA Administrator that documents significant FHWA-wide progress under the Recovery Act. The Administrator, Victor Mendez noted that just nine months ago, we were starting with zero projects and zero dollars and expressed his gratitude for our combined commitment to making the Recovery Act a success. We look forward to building a stronger transportation system and continuing our work to stimulate the Nation's economy.

Looking Ahead To Climate Change Adaptation

FHWA is seeking information associated with climate change adaptation efforts for 2010. For transportation, adaptation to climate change impacts refers to changes in the way infrastructure is planned, designed, constructed, operated and maintained to reduce vulnerability to climate change effects. Adaptation decreases transportation's vulnerability, or increases its resilience to, projected changes in climate such as higher high temperatures, changes in precipitation patterns, higher sea levels and changes in the intensity of storms.

Federal Lands is already at work on a goal to develop a detailed tool to help plan for future anticipated climate change impacts to the USFWS transportation infrastructure. The Project focusing on Refuge Roads in particular is titled "Adapting the Nation's Refuge Roads System to Climate Change" it



Looking Ahead

was introduced at the 2009 Summer Meeting of the Transportation Research Board's Environmental Analysis and Transportation Committee held at the USFWS National Conservation Training Center (NCTC) in Shepherdstown, West Virginia, on July 13-16, 2009.

The rationale for the pilot is that many U.S. Fish and Wildlife Service (USFWS) Refuges are particularly vulnerable to climate change impacts because of their proximity to coastal areas and large rivers. The USFWS is starting to consider climate change impacts in project planning decisions and regional planning efforts and has requested Federal Lands assistance in helping them to assess, categorize and quantify risks to USFWS transportation infrastructure posed by climate change. They asked FLH to develop strategies and a planning tool to help Refuges adapt to changes such as rising sea levels and increased precipitation/flooding.

The overall approach to this effort will be to create a GIS database to identify/prioritize climate change risks, research and cost out adaptation strategies to apply to those risks, develop adaptation plans for selected representative Refuges and extrapolate these plans to estimate climate change impact costs to the Refuge system regionally and nationwide. The data used in the planning tool will be able to be adjusted and refined in order for USFWS planners and management to run alternative scenarios to help plan for climate change impacts. The scheduled completion date is May 2010.

Looking Ahead To FHWA Every Day Counts Initiatives

The Every Day Counts initiatives designed to transform the way FHWA does business — both externally in transportation systems, and internally in the way we operate daily has already developed within Federal Lands. These initiatives focus on three broad areas: Shortening Project Delivery; Accelerating Technology and Innovation Deployment; and Going Greener.

Federal Lands has noted several efforts that support these initiatives within the body of this report and we will continue to build on them. We have addressed safety and mobility and have significantly reduced impact to the public in our project planning & delivery. We have also shared our design philosophy of context sensitivity and noted our reduced impact on the environment. Recently, there have been many developments in our Division Offices that support the Going Greener Initiative that we'd like to share with you as we work toward furthering this effort into the coming year.

Going Greener —

Asbestos Free, ADA Compliant at WFL

WFL's main building is now free of approximately 120 yards of asbestos containing material. *(See Accomplishments section pg 53)*

Reduce, Reuse, Recycle — Cost Savings at WFL

Requirements and measures associated with janitorial and landscape services at WFL were refined and changed resulting in significant savings to the Division. *(See Accomplishments section pg 53)*

Sustainability

WFL continues to decrease its use of energy and water as well as increase its recycle rates. *(See Accomplishments section pg 53)*

The Green Initiative —

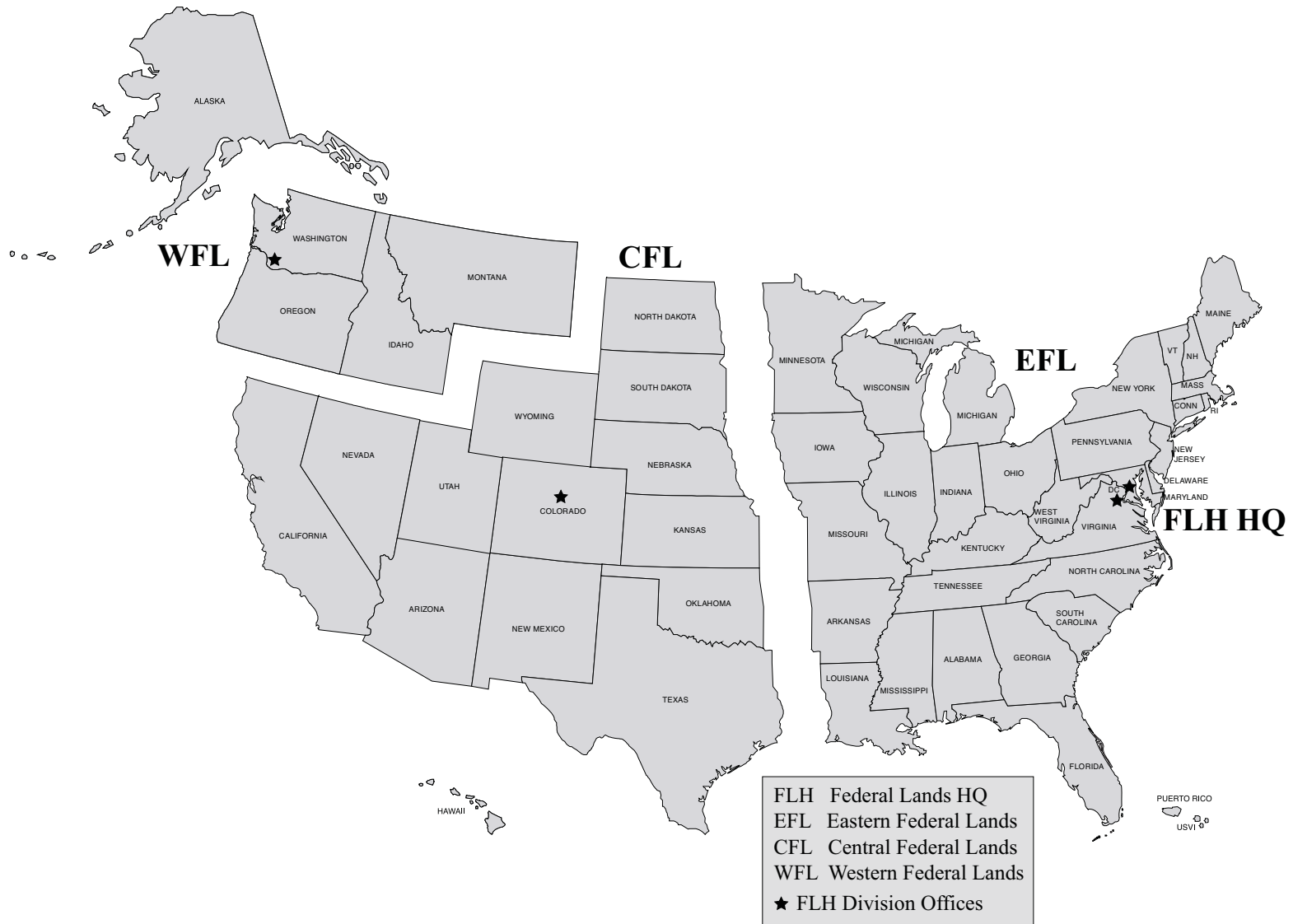
The Green Initiative was the project of a Leadership Development Academy (LDA) team comprised of EFL, HQ and Resource Center staff. This team became more and more inspired as they delved into the subject of being "green". They found large amounts of varied resources on the web and elsewhere, and worked together to compile a good mix of information to create a web product that serves as a reference point for FLH & FHWA employees and their families. The website is designed to be a resource for employees and includes information for "Being Green" at work and at home.

The site contains numerous suggestions, tips on duplex printing & recycling, "green links", breaking news, and testimonials. It succeeds in making "Being Green" a fun thing, and has already received positive attention from Headquarters staff. The web site is located at www.eflnet.efl.fhwa.dot.gov/-subsites/greenteam or <http://169.135.226.20/subsites/greenteam>.

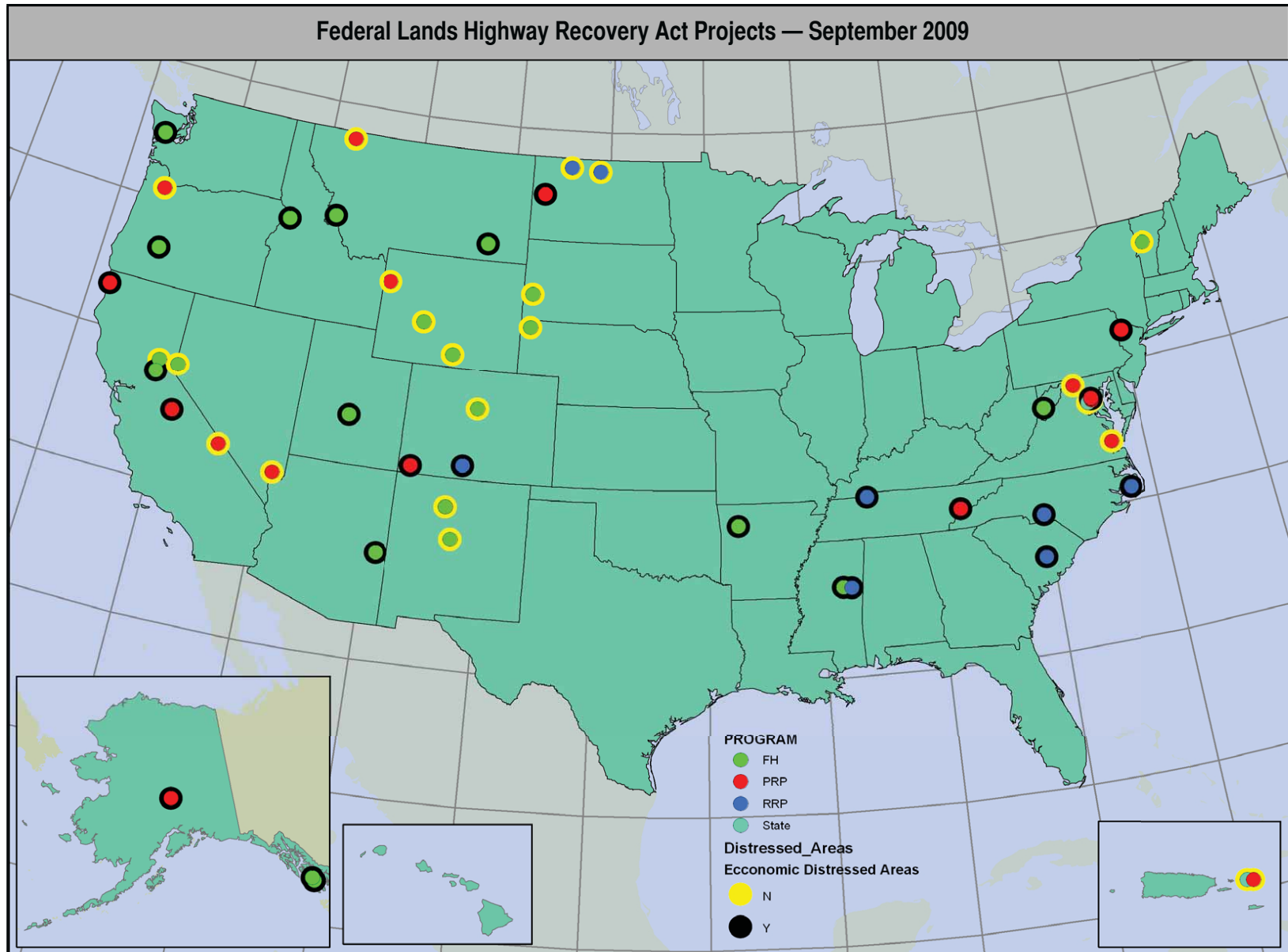
The Green Initiative will continue to be a focus within Federal Lands both through the website, and through activities occurring throughout the coming year, focused on instilling awareness and stimulating new ideas.

Appendix A

Map depicting Division locations (referenced on pg. 4)



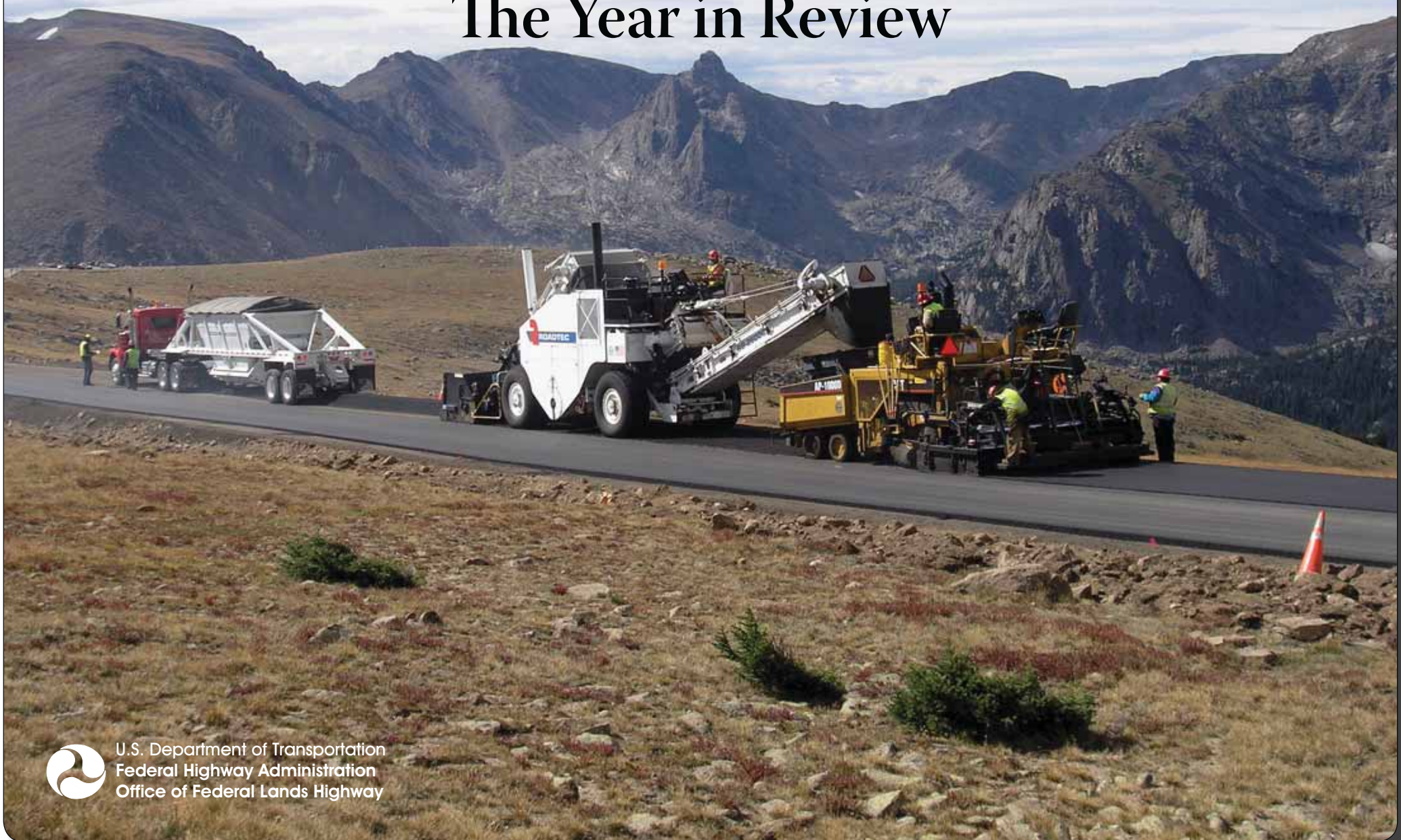
Map depicting Federal Lands Highway Recovery Act projects nationwide (referenced on pg. 6)



The Federal Lands Highway Program

2009

The Year in Review



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