

*Federal Lands Highway*

# **Business Plan**

**2003-2007**

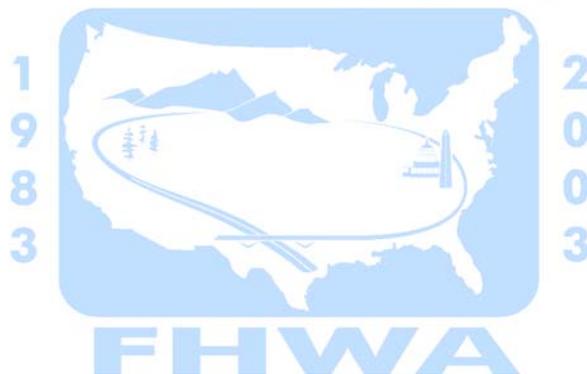
*“Improving transportation access  
to and within  
Federal and tribal lands . . .”*



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## Federal Lands Highway



## Preface

This Federal Lands Highway (FLH) Business Plan outlines multi-year actions to guide FLH's success from FY 2003 through FY 2007. It highlights specific and thoughtfully chosen improvement initiatives for the next 5 years, as well as a lengthy list of important daily duties. It also describes our Six Key Business Measures, which keep us ever-mindful of our focus on customer and partner satisfaction. This Business Plan is used to develop our annual Performance Plan, as well as our detailed work plans, called Unit Action Plans.

## The Federal Lands Highway Organization

Our organization consists of a Headquarters Office in Washington, DC, and three Field Divisions (Sterling, Virginia; Lakewood, Colorado; and Vancouver, Washington). Headquarters is responsible for program development, policy and direction, and the administration of the policies in cooperation with the Federal Land Management Agencies. Headquarters is also responsible for the administration of the Indian Reservation Roads Program, in cooperation with the Bureau of Indian Affairs. The Divisions are staffed to perform program development, planning and project coordination, road and bridge design, construction supervision, technical assistance, training, technology deployment, and related administration support.



## Historical Background

Our organization and its predecessors have a long history of being sufficiently flexible to meet changing expectations of its customers and partners. Starting in 1916, with what is now the Forest Highway Program, and expanding in 1926 with a requirement to provide transportation access for the



National Park Service, FLH currently provides transportation engineering and related services in all 50 States, the District of Columbia, Puerto Rico, and the Virgin Islands. We deliver context sensitive design solutions to more than a dozen Federal, State, and local partners. FLH has been and continues to be the "*transportation partner of choice*" for more than 80 years.

Today, the Federal Government maintains jurisdiction over approximately 30 percent of the Nation's area. This includes some 590,000 miles of roads and highways that are the responsibility of Federal Land Management Agencies, such as the Departments of Agriculture (Forest Service), Defense (Military Traffic Management Command and Corps of Engineers), and Interior (National Park Service, Fish and Wild Life Service, Bureau of Indian Affairs, Bureau of land Management, and Bureau of Reclamation).

**In 1982 the United States Congress established a single FLH Program as part of the Department of Transportation's Federal Highway Administration. Its purpose was, and continues to be:**

- 1. To ensure effective and efficient funding and administration for a coordinated program of public roads and bridges;**
- 2. To provide needed transportation access for Native Americans; and**
- 3. To protect and enhance our Nation's natural resources.**

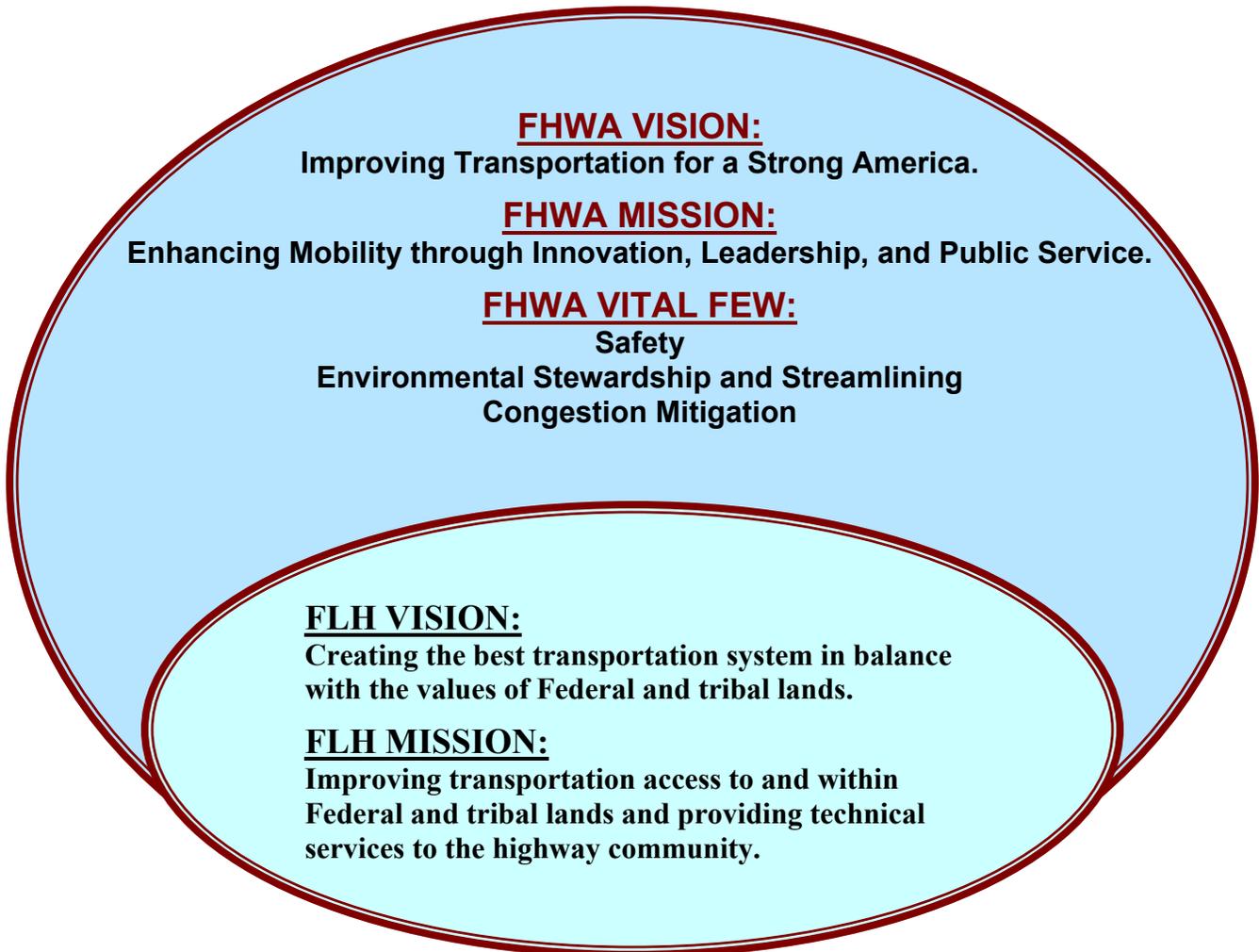
## Our Partners and Customers

The FLH Program is undertaken in partnership with the Department of Interior (*National Park Service, Fish and Wildlife Service, Bureau of Indian Affairs, Bureau of Land Management, and Bureau of Reclamation*), Department of Agriculture (*Forest Service*), and Department of Defense (*Military Traffic Management Command and Corps of Engineers*) in cooperation with appropriate State and local transportation agencies. Naturally, the ultimate customer is the American public who benefit from transportation improvements on Federal and tribal lands.



## **Contributions to FHWA**

FLH makes a significant contribution to the success of the Federal Highway Administration (FHWA). Most of our Improvement Initiatives (page 5) and daily duties (page 6) are supportive of **FHWA's Vital Few**.



In addition to providing support for FHWA's Strategic Goals and Vital Few, FLH is responsible for administering an annual highway program of more than \$750 million. Our 600 plus Federal employees deliver more than \$300 million in construction contract awards annually. Currently, we outsource more than 500 work years to create the required capacity to meet customer needs.

## **Our Commitment to Improve**

Our entire organization is committed to continuous improvement and organizational excellence. Over the next 5 years, we plan to improve our business results and organizational excellence through the following strategies:

### **BUSINESS IMPROVEMENT INITIATIVES**

- ⦿ **Improve the safety of transportation on Federal and tribal lands.**
- ⦿ **Streamline the environmental process by improving the timeliness and effectiveness of our relationship with Federal and State agencies.**
- ⦿ **Work with Federal Land Management Agencies to ensure that transportation planning is an integral part of their planning processes.**
- ⦿ **Improve the accountability of all parties involved in project management, which results in a more stable program of projects.**

### **ORGANIZATIONAL EXCELLENCE INITIATIVES**

- ⦿ **Improve the workload and capability of our employees through improved workload and workforce planning.**
- ⦿ **Improve our financial accountability and the management of funds.**
- ⦿ **Define, develop, and implement electronic program monitoring and assessment tools to provide better information for organizational management and improvement.**
- ⦿ **Update our policy guidance and implement a process to maintain national policies related to operations.**

## Our Everyday Business

In the regular course of daily duties, every employee contributes to one or more of the following:

<p><b>PROGRAM ADMINISTRATION</b></p>	<ul style="list-style-type: none"> <li>• Develop legislative recommendations and interpret statutory provisions related to FLH programs</li> <li>• Provide advocacy for and technical assistance to Federal agencies and Tribal Governments</li> <li>• Promote Management System development and implementation</li> <li>• Conduct engineering and related studies to ensure best use of limited funds</li> <li>• Provide administrative and supportive services</li> <li>• Promote context sensitive design/solutions</li> <li>• Provide stewardship and oversight on construction projects</li> <li>• Improve annual update on condition of roads and bridges</li> <li>• Provide transportation planning assistance</li> <li>• Provide assistance to Foreign Governments</li> <li>• Improve quality of life on tribal lands</li> </ul>
<p><b>PROJECT DELIVERY</b></p>	<ul style="list-style-type: none"> <li>• Plan, design, and construct scenic roads</li> <li>• Improve roadway geometrics and consistency</li> <li>• Improve signs and traffic markings</li> <li>• Minimize roadside hazards</li> <li>• Improve roads to design standards</li> <li>• Provide seamless intermodal transfer facilities</li> <li>• Improve traffic operations at spot locations</li> <li>• Implement ADA access improvements as part of delivery of engineering services</li> <li>• Implement alternative transportation solutions to reduce congestion</li> <li>• Provide support for natural disasters through the ERFO Program</li> <li>• Implement Intelligent Transportation Systems</li> <li>• Minimize impacts on Federal lands when securing materials to construct transportation projects</li> </ul>
<p><b>PROFESSIONAL DEVELOPMENT</b></p>	<ul style="list-style-type: none"> <li>• Support FHWA's career training program and other Federal Agency needs</li> <li>• Attract, develop, and retain skilled employees</li> <li>• Train non-FHWA engineers</li> <li>• Provide opportunities to develop and enhance leadership skills</li> </ul>
<p><b>TECHNOLOGY DELIVERY</b></p>	<ul style="list-style-type: none"> <li>• Evaluate and report on new technologies</li> <li>• Promote and implement new technologies</li> <li>• Proactively participate in technology forums</li> <li>• Showcase new technologies</li> </ul>

## Dedicated Employees – Our Greatest Asset

Unquestionably, FLH has become respected and well-known for its focus on customers and partners. Yet, our greatest asset continues to be our employees. One of our biggest challenges and, at the same time, one of our prime opportunities is to attract and retain talented and dedicated employees. There is no doubt that the FLH Leadership Team remains committed to their greatest asset. As we continue to improve program administration and project delivery, every employee can look forward to challenging and rewarding opportunities to improve important core competencies.



## Challenges and Opportunities for the Future

A variety of evidence, especially the high growth in travel and tourism, tells us that the future needs for transportation services on Federal and tribal lands will continue to grow. Our challenge is to prepare ourselves to support our partners as they respond to these growing needs.

As part of the preparation, the FLH Leadership Team has provided two critically important documents: (1) the *FLH Futures Paper*, which presents a vision of the future, including several anticipated challenges, that helps employees prepare for shifting transportation needs; and (2) the *FLH Benchmarking Study*, which provides implicit guidelines and recommendations for shaping our sustained success. We will continue to implement the recommendations of the Benchmarking Study, while keeping in mind the anticipated world described in the Futures Paper.

## Federal Lands Highway's Key Business Measures

High performing organizations measure their performance with fact-based information and analysis. The following Six Key Business Measures are our dashboard of organizational success—to provide focus, alignment, and accountability:

<b>PERFORMANCE MEASURE</b>	<b>UNIT</b>	<b>BASELINE (3 yr. average)</b>	<b>FY 2007 TARGET</b>
<b>Program Delivery Costs</b>	<b>Percent of funds to deliver projects to construction*</b>	<b>35%</b>	<b>&lt;25%</b>
<b>Percent of Funds Obligated</b>	<b>Percent of obligations completed during FY**</b>	<b>60%</b>	<b>80-85%</b>
<b>Federal Lands Highway Employee Survey Results</b>	<b>Score 0 to 100</b>	<b>60.1</b>	<b>&gt;65</b>
<b>Program Administration Customer Satisfaction</b>	<b>Score 0 to 100</b>	<b>72.9</b>	<b>&gt;85</b>
<b>Project Development Customer Satisfaction</b>	<b>Score 0 to 100</b>	<b>82.4</b>	<b>&gt;85</b>
<b>Completed Project Customer Satisfaction</b>	<b>Score 0 to 100</b>	<b>84.5</b>	<b>&gt;85</b>

\*New definition for this measure began in FY 2002.

\*\*New definition for this measure established in FY 2002.