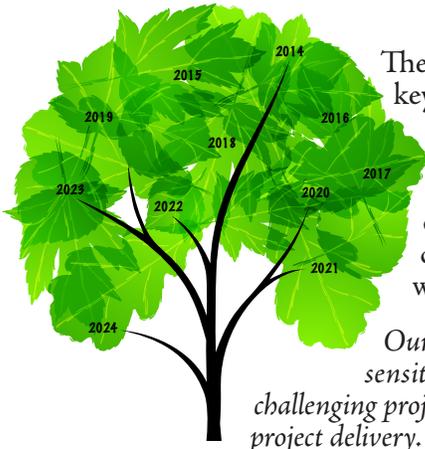


# Federal Lands Highway Business Plan





The Federal Lands Highway (FLH) organization is an integral part of FHWA providing key leadership in improving transportation within Federal and Tribal Lands. The FLH organization is an instrumental demonstration arm of FHWA helping to ensure innovations and technologies will perform in the manner expected. FLH is also an important part of strengthening the knowledge, skills and abilities of FHWA through our direct involvement in all aspects of planning, project development, as well as project delivery. Some of our unique responsibilities, listed below, highlight who we are and what we do.

*Our niche is the design and construction of aesthetic roadways and bridges in environmentally sensitive areas that are often themselves historical and cultural resources. Our forte is to manage challenging projects with a variety of partners and stakeholders. We are skilled facilitators focused on project delivery.*

*With our status as a Federal partner in program and project delivery we bring the program and project delivery authority for oversight, NEPA compliance and procurement.*

*Our partners include Federal Agencies who own and maintain transportation infrastructure while fulfilling their primary mission for the preservation and protection of the our Nation's natural and cultural resources. We jointly administer programs with these agencies and they rely on us for our expertise in transportation planning, project management and all the technical engineering competencies needed for road and bridge projects. They may also seek our assistance to understand road and bridge system condition.*

*We work with Tribes, who are sovereign nations, for whom transportation means needed community infrastructure; e.g., roads to residences, schools, businesses, etc. In administering programs jointly with the Bureau of Indian Affairs or directly with Native American Tribes, our role is one of stewardship and oversight of Tribal Program funds and that the Tribes are provided with the technical assistance and guidance to be successful in carrying out their transportation program.*

*We provide transportation related technical assistance to Federal Agency and Tribal partners. As such we are an advocate for FLMAs and Tribal Governments with FHWA. We help strengthen relationships between units of Federal Lands Management Agencies and State Departments of Transportation; or across Federal Lands Management Agencies.*

*We find innovative solutions that meet both the missions of FHWA and our partner agencies. Implementing these innovative solutions also affords FHWA the opportunity to learn firsthand how the solutions work.*

*We enrich FHWA with our practical, hands-on knowledge and expertise.*

The FLH vision for the future is guided by this 10-Year FLH Business Plan. We believe that we will meet the challenges and realize all opportunities of the next ten (10) years through the strategic guidance and direction of this Business Plan. In addition to the strategic guidance of our Business Plan we anticipate attracting, developing, and maintaining a skilled workforce along with setting, measuring, and achieving performance-based goals for our programs.

This Plan will be updated with significant program or Agency strategic or significant emphasis changes as necessary and will be used in the development of individual unit (Division) Action Plans.



## Vision

To be the *partner of choice* to Federal Lands Management Agencies and Tribes. We will implement innovative transportation solutions that provide access to and through public lands.



## Mission

*Improving* transportation to and within Federal and Tribal Lands by providing technical services to the highway/transportation community, as well as *building accessible and scenic roads* that ensure the many national treasures, within our Federal Lands, can be enjoyed by all.



## Values

The values of FHWA are the center of all our actions. Our employees are the most valued asset in our organization and are the key component to our continued success.

*Collaboration* — We maximize our collective talents through teamwork and partnerships based on mutual trust, respect, support, cooperation, and communication.

*Personal Development* — Through a wide variety of learning opportunities, we nurture the development and use of leadership, technical, and professional skills in all of our employees

*Integrity* — Ethics, fairness, and honesty define the way we perform and conduct ourselves. We have the courage to be both innovative and make tough decisions.

*Public Service* — We are committed to the pursuit of professional excellence; motivated by serving the public interest and providing high quality products and timely services.

*Respect* — We value individual diversity and the unique strengths, skills, expertise, and background of our employees. We treat others in a polite and courteous manner.

*Family* — We support, care about, listen to, and respond to employees and their individual needs.



## Principles

Guiding Principles for the Federal Lands Organization

- To adjust programs, strategies and initiatives to stay relevant to FLMAs as their respective organizations and goals change.
- To aspire to exceed our customers' expectations.
- To strive for consistency in how we deliver our programs.
- To deliver engineering and mission support services.
- To respect the sovereignty of all federally recognized Tribes.

## The Four Businesses of Federal Lands



### **Program Administration**

Manage and ensure accountability of funds entrusted to FLH by providing policy, procedures and oversight of our programs. (Supports System Performance, Program Delivery and Corporate Capacity FHWA Goals)

- ✦ Develop legislative recommendations and interpret statutory provisions related to FLH programs.
- ✦ Establish and ensure implementation of each agency's roles and responsibilities for jointly administered programs.
- ✦ Lead the implementation of FLMA transportation management systems and transportation planning including documentation of road and bridge conditions.
- ✦ Assist FLMAs in consideration of multimodal solutions during the planning and project development processes.
- ✦ Develop multi-year programs of projects in coordination with our partners through comprehensive transportation planning, implementation of management systems, and using performance-based management principles to ensure the best use of limited funds.
- ✦ Deliver financial, contracting/acquisition, personnel, information technology, administrative and general support services.
- ✦ Procure construction and Architect/Engineer contracts.
- ✦ Provide program and technical assistance to Tribes
- ✦ Mitigate risk through Stewardship and Oversight activities.

#### **Goals:**

- ✦ Leverage Highway Trust Fund dollars through coordination with Federal partners, Tribes, State DOTs, local agencies and across FHWA.
- ✦ Lead our partners toward risk based and performance management programs.
- ✦ Influence FHWA administrative policies and systems so that Federal Lands operations are more efficient.
- ✦ Increase national awareness for all the surface transportation assets of the Federal and Tribal estate.

#### **Indicators:**

- ✦ Increase the number of dollars delivered by expanding customers and partners.
- ✦ Risk based and performance management principles are the norm for us.
- ✦ FHWA Condition and Performance Report accurately portrays transportation on Federal Lands.
- ✦ Increase awareness of FLH capabilities and accomplishments with our partners and throughout FHWA.
- ✦ Receive organizational recognition and regularly benchmark our organization with our peers.
- ✦ Decrease in Single Audit findings related to Tribal Transportation activities.

#### **Strategies:**

- ✦ Translate performance management objectives between those of FLMAs for facilities including roads and bridges with those of FHWA for transportation systems. (Objectives may include those for assessment management, risk management, and program performance management.)
- ✦ Facilitate cross-agency performance management collaboration and information sharing.
- ✦ Implement Interagency Agreements to the satisfaction of all signatories.
- ✦ Regularly review programs for improvements (include partners wherever feasible) implement appropriate recommendations.
- ✦ Engage in all new or significant business updates to DOT systems.
- ✦ Consolidate and ensure consistency of activities across Federal Lands for greater efficiency and effectiveness.
- ✦ Enhance contracting capability to prepare us for a diverse and dynamic program of projects.



## Project Delivery

Deliver competitive, value-added transportation engineering and related services for the planning, design, construction, emergency repair and maintenance/improvements of transportation facilities serving Federal, State, local, Tribal and foreign lands. Provide transportation engineering and delivery services to traditional and non-traditional partners. (Supports System Performance and Program Delivery FHWA Goals)

- ✦ Design and construct scenic and context sensitive roads and other transportation facilities.
- ✦ Improve roadway geometrics and consistency.
- ✦ Improve traffic operations.
- ✦ Improve roadway and roadside safety.
- ✦ Minimize impact to, and improve natural environments, where appropriate.
- ✦ Provide ready, proven support for rapidly restoring roadways after natural disasters.
- ✦ Conduct engineering and related technical and environmental studies to ensure best use of funds.
- ✦ Provide project management leadership and expertise throughout project life cycle ensuring delivery of projects within scope and budget and on schedule.
- ✦ Maintain budget and cost information for all project levels and activities.

### Goals:

- ✦ Develop a project delivery model that adjusts to the constantly changing needs of partners.
- ✦ Leverage the type of niche projects (e.g., multi-state, multiple stakeholders, environmentally-sensitive) that FLH is known for delivering.
- ✦ Constantly improve delivery model and resource balancing to further streamline delivery.

### Indicators:

- ✦ Streamline project delivery to exceed our partner's expectations.
- ✦ Maximize a strong and vibrant delivery program.
- ✦ All of FHWA understands our capabilities and is a strong advocate of our services.
- ✦ Use of A/E consultants varies to meet fluctuating program requirements; maximize the use of our internal staff.

### Strategies:

- ✦ Champion creativity and business acumen to deliver services in a more consistent, efficient and effective manner.
- ✦ Professionally carry out project delivery mission to reduce costs, retain customers, and expand our market share.
- ✦ Outreach to non-traditional partners, e.g., Federal and State Agencies with which we do not have a program or funded relationship) to provide technical expertise for their transportation infrastructure.
- ✦ Be forward thinking and on the forefront of industry in all aspects of project delivery.
- ✦ Strengthen accountability for delivery of projects within scope, schedule and budget on timelines established throughout the planning and program development processes.
- ✦ Identify appropriate project risks and optimize opportunities for success.
- ✦ Optimize Federal Lands use of internal resources.





## Innovation & Technology Deployment

As the project delivery arm of the FHWA, we are committed to integrating innovation and technology deployment into our project delivery efforts. (Supports National Leadership FHWA Goal)

- ✦ Determine the value and benefits of technology and innovation in all that we do; by field testing, demonstrating and applying FHWA's priority initiatives.
- ✦ Work with FLMAs to encourage the use of proven highway technologies; taking into consideration their appropriate use on Federal and Tribal lands.
- ✦ Share our engineering expertise and innovative processes with other federal agencies and foreign governments.
- ✦ Represent FHWA and DOT as technical experts on international requests for assistance.

### Goals:

- ✦ Enhance the deployment of technologies and innovations in partnership with appropriate offices of FHWA, Federal Agency partners, Tribes and transportation industry.
- ✦ Institutionalize a culture where our people are exploring and deploying technologies and innovations on our projects.

### Indicators:

- ✦ Federal Lands is a leader in FHWA for technological implementation.
- ✦ Evidence that "bottoms up" implementation of technology is pervasive.

### Strategies:

- ✦ Become a valued and equal partner within FHWA for innovation and technology deployment and receive funding for these activities.
- ✦ Champion the use of innovations and technologies, including field testing, with after-implementation experiences documented and shared.
- ✦ Leverage ideas and funding with our federal partner agencies including maximizing the Coordinated Technology Implementation Program (CTIP).
- ✦ All FLH employees are engaged in deployment of innovations and technologies.



## Professional Development

Federal Lands provides FHWA engineers and other technical professionals practical experience and training in a hands-on engineering work environment in a variety of technical disciplines. While developing FLH employees, we provide a source of technical capacity to other offices of FHWA. We also function as a “pipeline” to FHWA by providing a trained pool of technically-competent engineers and others to advance their careers throughout the agency. (Supports Corporate Capacity FHWA Goal)

- ✦ Deliver transportation engineering, environmental and planning expertise and deploy a wide-range of technical services to Federal agencies, States, counties and Tribes.
- ✦ Enhance agency technical expertise by augmenting FHWA's disciplines knowledge. (Disciplines include procurement, accounting and transportation planning as well as highway design, construction, contract administration and management, and other technical disciplines.)
- ✦ Actively engage in the success of FHWA's career training program (i.e. Professional Development Program (PDP) and clearinghouse).
- ✦ Encourage cross training, hosting opportunities within FLH and providing FLH employees time in other FHWA offices, so that employees may compete successfully for positions elsewhere within FHWA.
- ✦ Increase our involvement in the FHWA discipline support system.
- ✦ Provide trainers for National Highway Institute (NHI) courses.
- ✦ Encourage membership on AASHTO and TRB subcommittees and other professional associations.
- ✦ Deliver professional development and technical assistance to FLMAs, State, local, and Tribal personnel, FHWA staff, and international visitors.
- ✦ Attract, develop, and retain skilled employees.
- ✦ Provide opportunities to develop and enhance leadership skills.
- ✦ Encourage professional licenses and certifications.
- ✦ Regularly update succession plans and workforce plans.

### Goals:

- ✦ Obtain and maintain core competencies to ensure the success of Federal Lands in a changing environment.
- ✦ Be viewed by FHWA as the source of professional capacity for all appropriate disciplines and management.

### Indicators:

- ✦ Rotations and exchanges commonly occur between FLH and Federal-aid offices.
- ✦ On-the-job training for new FHWA employees, in appropriate occupational series, is conducted by Federal Lands personnel.
- ✦ Partner requests for rotational assignments and knowledge sharing services are entertained.
- ✦ Federal Lands employees accepting positions elsewhere in FHWA.

### Strategies:

- ✦ Increase developmental assignments within FHWA and with our partners (FLMAs and other DOT modes) to expand core competencies.
- ✦ Identify structured developmental assignments within FLH during initial 5 years of all new FHWA hires.
- ✦ Federal Lands Discipline Champions and sponsors are seen as active players in the FHWA Discipline Support System.
- ✦ Improve the competencies of our employees.
- ✦ Increase the diversity of the FLH organization.



