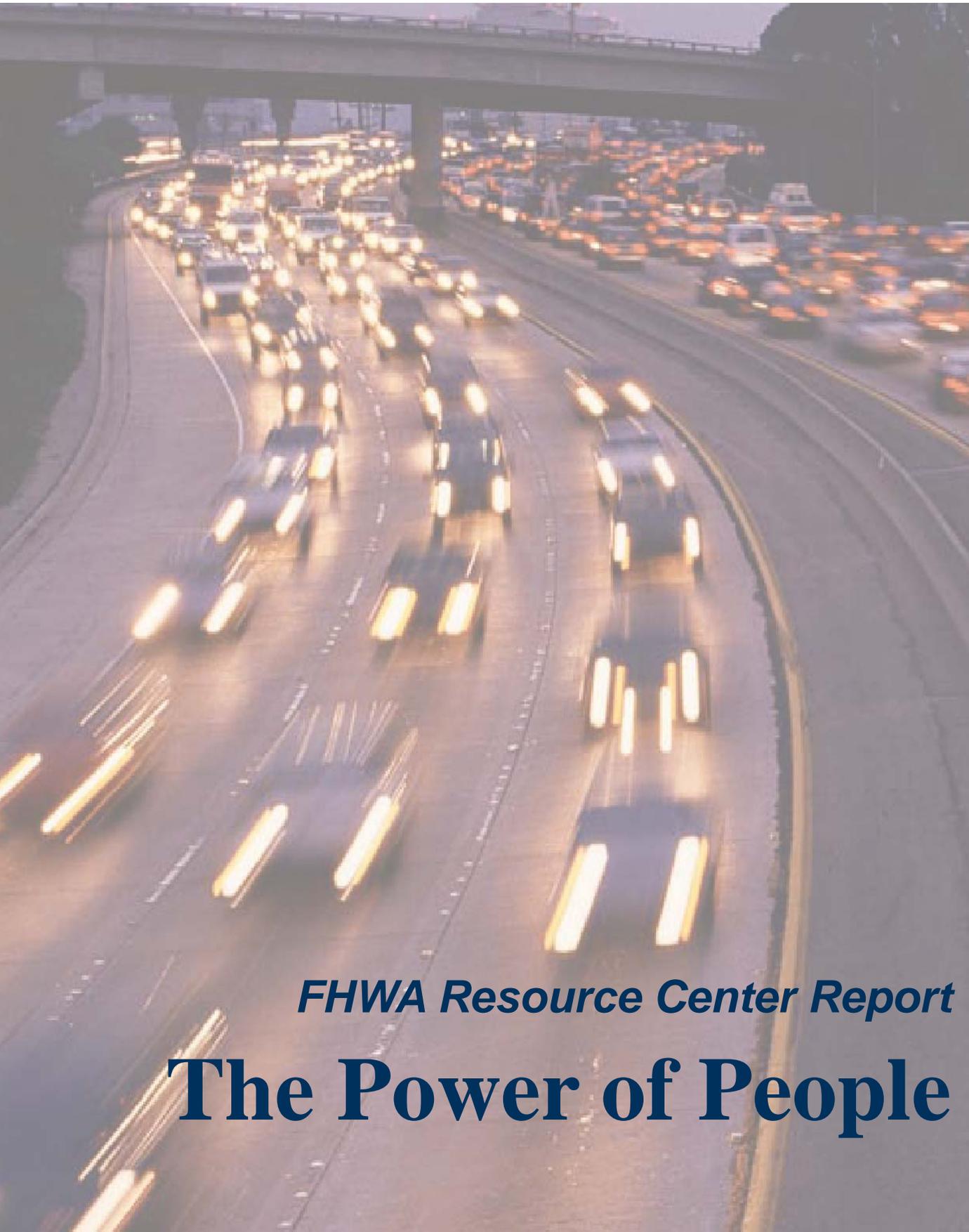


FY 2008



FHWA Resource Center Report
The Power of People

The Power of People: The FHWA Resource Center Report

FY 2008

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From the Desk of the FHWA Resource Center Director

The Resource Center Builds on the FHWA's Corporate Structure in FY 2008

At the end of each fiscal year, the Federal Highway Administration's (FHWA) Resource Center takes the opportunity to reflect on where it has been and where it is headed in the future. As Acting Director of the FHWA Resource Center, I am pleased to present you with our annual report, *The Power of People*, which provides a glance at our organization's accomplishments for fiscal year (FY) 2008.

In many ways the FHWA functions like a corporation. It brings together more than 2,200 highly skilled employees to accomplish its mission of creating the best transportation system in the world for the American people. The agency also employs efficient business processes to deliver high-quality products, services, and information to its customers and the Nation.

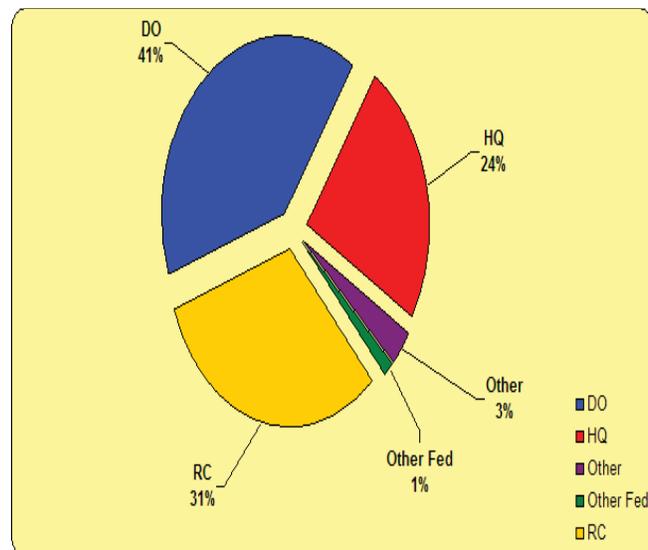
Within this corporate structure, the FHWA Resource Center reaches out to all the FHWA Headquarters and field units to advance transportation technologies and solutions through training, technical assistance, technology deployment, and partnerships. Our technical specialists help the FHWA Headquarters and field units solve problems, develop policy, deliver training, and find solutions to troubling and sometimes high-profile problems. We don't wear just one hat. We understand and respond to the agency's wide variety of needs. This way of doing business helps ensure that work is done consistently across all 52 FHWA division offices and that the FHWA's highest priorities are met.

Providing Solutions and Advancing Transportation

Because of our role as a leader in advancing transportation technologies and solutions, the FHWA Resource Center has always been a forward-thinking organization. Like a good chess player, our goal is to anticipate and prepare for the next move. We respond quickly to sudden changes, anticipate new trends, and avert crises before they happen.

Along these lines of being forward thinking and acting, when we wrote this report, we decided to use the framework of the agency's new strategic goals, even though we were writing about our FY 2008 accomplishments. It wasn't a big surprise that our work for FY 2008 fit so well within the FY 2009 strategic goal areas. In the pages to follow, you'll read about how the teams of the FHWA Resource Center achieved many successes in the new strategic areas of national leadership, program delivery, system performance, and corporate capacity.

Serving A Diverse Customer Base



Who are our customers?

One third of our time is spent working with FHWA division offices (including FLH), 18 percent is in service to HQ (including TFHRC & NHI staffs) and roughly 26 percent of our work is devoted to visionary leadership tasks and completing internal, mission support activities required of the FHWA Resource Center. We have served all of the States (thru the division offices) and did so with 100,000 hours of service--This service ranged from 202 hours in Vermont to 7,648 hours in California.

Building Relationships through Leadership

In the area of national leadership, for example, the Resource Center helped the agency address climate change, delivered training on freight initiatives, and led an effort to implement a national geotechnical improvement program. In program delivery, we helped States improve their civil rights programs and assisted State DOTs in verifying the accuracy and reasonableness of project costs estimates.

Delivering Training Across the Nation

Total number of courses delivered in FY '08	400
Total number of people trained in FY '08	14,358

The FHWA Resource Center also prides itself on its working relationship with division offices, States, Headquarters, and local partners. A powerful methodology our staff uses to encourage growth and sharing is hosting discipline networks. The networks typically involve the assembly of professionals from around the country to enhance their discipline skill set and receive guidance and leadership on new ways of doing business.

Establishing Networks and Conducting Reviews

Total number of networks convened in FY '08	104
Total number of program reviews conducted in FY '08	78

Additionally, the FHWA Resource Center takes great strides to provide assistance with program delivery and stewardship. In program delivery, we helped States improve their programs and assisted State DOTs in verifying the accuracy and reasonableness of project costs estimates. Numerous FHWA Resource Center staff members also led or became involved with division office program reviews.

We played a pivotal role in advancing the agency's 2009 systems performance goal, which calls for achieving a safe, secure, reliable, and efficient highway system. For example, after the August 2007 collapse of the I-35W bridge in Minneapolis, MN, the FHWA Resource Center's Structures Technical Service Team, in consultation with the Headquarters Office of Bridge Technology, spearheaded an effort to finalize the update of the *Recording and Coding Guide for the Structure Inventory and Appraisal of the Nation's Bridges*. This update will help to ensure that bridge inspectors can more clearly follow the guide during inspection and inventory activities.

In advancing the agency's corporate capacity goal, the FHWA Resource Center co-chaired the 2008 Environmental Conference in Washington DC., developed training to help division offices ensure they follow efficient business processes, and provided guidance on how States can better meet Federal financial management requirements.

All of these accomplishments combined made FY 2008 a truly remarkable year for the FHWA Resource Center. I urge you to take some time out of your busy schedules to read *The Power of People* and see for yourself how the FHWA Resource Center has built on FHWA's corporate structure. Since joining the FHWA Resource Center in February 2008, it's been exciting to be a part of such a successful organization. I know the future holds a lot of change and even greater opportunities for us to help the FHWA meet its goals.

If you want more information about anything in this report, or want to bring an RC workshop or assistance to your office, please contact me or the appropriate team leader. The RC contact list can be found in the appendix.



Amy Lucero
Acting Resource Center Director

The FHWA Resource Center: **An Integral Part of the Agency's Program Delivery Staff**

For the past 10 years, the FHWA Resource Center has served as an integral unit of the Federal Highway Administration. The Resource Center employs a staff of highly-skilled and motivated technical experts who work closely with the FHWA Headquarters and field offices to advance the agency's goals and objectives.

Working from five offices throughout the United States – Atlanta, GA; Baltimore, MD; Lakewood (near Denver), CO; Olympia Fields (near Chicago), IL; and San Francisco, CA – the FHWA Resource Center staff can be called into action at any time, anywhere, and under any circumstances to help the FHWA and its partners attain their surface transportation goals and objectives.

In 2008, the FHWA Resource Center was organized into 15 teams: Administration, Air Quality, Civil Rights, Communications and Marketing, Construction & Project Management, Environment, Finance Services, Geotech & Hydraulics, Information & Management, Innovative Finance, Operations, Pavement & Materials, Planning, Safety & Design, and Structures. As the year came to a close, the FHWA Resource Center saw the Innovative Finance team realigned with a new Office of Innovative Program Delivery in Headquarters, and the Information & Management team joining the newly established Program Performance Improvement Team reporting directly to the Directors of Field Services. In addition, we welcomed the Knowledge Applications Team into the FHWA Resource Center and are anxious to begin a new alignment with the National Highway Institute and the National Partnership Programs under our new Director of Technical Services.

Vision and Mission

The Resource Center is a leader in advancing transportation technologies and solutions through four types of activities:

- Technical assistance
- Technology deployment
- Training
- Partnerships

The FHWA Resource Center's goal is to help accomplish the agency's mission by providing leadership, expertise, resources, and information to the FHWA division offices and Headquarters. The Resource Center also provides service to transportation industry customers and partners at all governmental levels in coordination with its division office partners.

The FHWA Resource Center works to transfer knowledge, technology, and best practices to enable the division offices and Headquarters to deliver the Federal-aid and Federal Lands Highway programs in the most efficient and technologically advanced manner. All of the FHWA organizational units work together and use aligned performance plans to achieve common goals.

Making a Difference:
The Work of Our Staff

Making a Difference:
**The Work of
Our Staff**



**Federal Highway Administration
FY 2009 STRATEGIC GOALS:**

**National Leadership
Program Delivery
System Performance
Corporate Capacity**



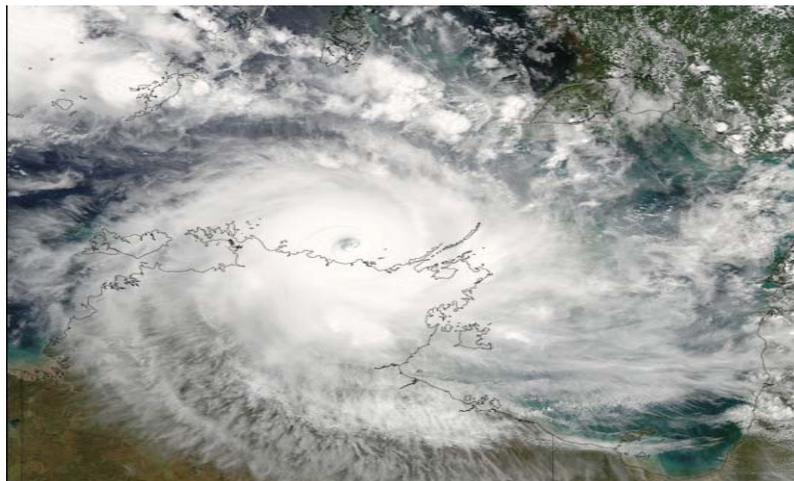
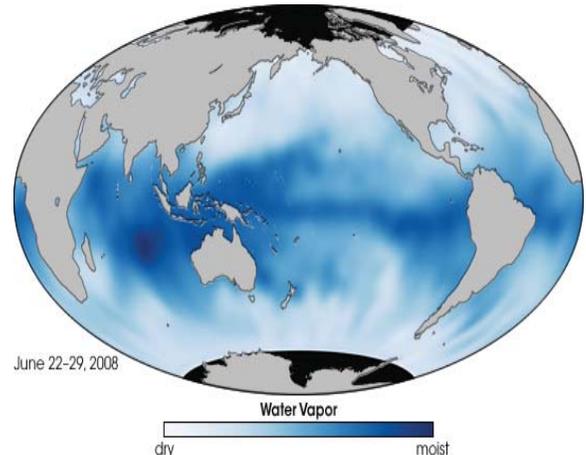
FHWA Strategic Goal: NATIONAL LEADERSHIP

Air Quality TST Continues to Play Vital Role in Climate Change

Climate change remained a high priority for the Federal Highway Administration (FHWA) this fiscal year, with the FHWA Resource Center's Air Quality Technical Service Team (TST) collaborating with FHWA Headquarters, the Environmental Protection Agency (EPA) and other partners on several initiatives.

The Air Quality TST played a key role in the FHWA's policy considerations for addressing climate change. Team members assisted the FHWA Headquarters staff and worked directly with various States in projecting future greenhouse gas emissions from transportation sources. The team also helped develop policy options to address climate change in the next surface transportation reauthorization bill.

Air Quality TST staff also contributed to the FHWA's groundbreaking Gulf Coast study of potential impacts of climate change on transportation systems. The team also briefed the agency's Associate Administrator for Planning, Environment and Realty on greenhouse gas analysis techniques. Team staff assisted the FHWA Headquarters staff with a review of proposals submitted under a Broad Agency Announcement for research into various climate and energy topics.



Climate change may cause more flooding of roads, and other transportation facilities, especially in coastal areas, because of rising sea levels and surges brought on by more intense storms.

Air Quality team members assisted in the testing and troubleshooting of the EPA's new Mobile Vehicle Emission Simulator (MOVES) model, currently the most advanced tool available for greenhouse gas emissions analysis.

An Air Quality team member identified an error with MOVES' energy calculation methodology for light-duty vehicles, and the EPA was able to correct the error in the model. The team, in consultation with the EPA, also developed hands-on training on the MOVES model in Georgia, Illinois, Minnesota, Nevada, and North Carolina.

Additional MOVES training will be offered in several other States in FY 2009.



Virtual Freight Team Shifts into Overdrive with New Training Courses

The FHWA Resource Center's Planning Technical Service Team (TST), in collaboration with several FHWA Headquarters offices, continued its leadership role in developing and delivering various freight initiatives and projects. Several of these initiatives were accomplished through the Virtual Freight Team (VFT), a cross-disciplinary internal FHWA group formed in 2004 to develop and deliver technical assistance, training, and technology deployment to customers and partners.

The VFT brings together the knowledge and skills of the Office of Freight Management and Operations (HOFM), and the Office of Planning (HEP) – both located in Headquarters – and the FHWA Resource Center. Several other FHWA Resource Center TSTs – in particular Environment, Innovative Finance, and Operations – are also key VFT members.

FY 2008 was an especially successful year for the VFT. The team either completed or is in the process of completing the development and delivery of several new training courses. *Integrating Freight in the Transportation Planning Process* (NHI-139006) became available to customers in April 2008 after a major joint effort involving the FHWA Resource Center and Headquarters. The self-paced Web course provides information on freight transportation trends, identifies key stakeholders, and discusses issues that affect the integration of freight with the transportation planning process. The course covers how to best incorporate various freight perspectives into the transportation planning process in a way that achieves a safe and efficient transportation system.

Another course currently available, *Advanced Freight Planning* (NHI-139003), expands on topics covered in *Integrating Freight in the Transportation Planning Process* and presents techniques and strategies for planning, programming and implementing freight transportation projects and plans. It also highlights noteworthy practices to illustrate the range of freight-related projects and helps provide a knowledge foundation on logistics and supply chain issues.

“This is a great example of how the Resource Center collaborates with the rest of FHWA and its partners in pursuit of our transportation strategic goals,” said Planning TST Leader Lisa Randall.

“We’re a conduit to the rest of the agency. We’re partnering across multiple agency units to attain success.”



A third course, *Linking Freight with Planning and the Environment* (NHI-139005), is a 2-day course that teaches participants how to integrate freight and environmental considerations into project planning, programming, and development. The course is organized around the phases of transportation planning and programming, such as needs identification and plan development, as well as project programming, development, and implementation. The course uses case studies and hands-on exercises to illustrate a range of options for integrating environmental considerations in each phase.

A *Freight Security Awareness Workshop* is under redevelopment and expected to be available in early FY 2009. This workshop will provide an overview of transportation security and freight security issues and roles, from a planning and operations perspective. The course highlights security initiatives and focuses on how transportation agencies can incorporate security-related issues and programs within their traditional, day-to-day transportation planning and operations activities. Also, a freight financing workshop and guidebook are expected to be available in FY 2009.



Resource Center Team Launches Effort to Update National Geotechnical Improvement Program

Since the early 1970s, the FHWA's geotechnical specialists have worked at the forefront of the development and implementation of a national geotechnical improvement program, which periodically tracks major achievements, documents technology transfer, and implements new activities.

In each decade since the 1970s, the National FHWA Geotechnical (NFG) Team, which consists of geotechnical specialists from the FHWA Headquarters and field offices, has developed a report titled *The National Geotechnical Engineering Improvement Program*, which summarizes the state-of-the-practice of geotechnical engineering in the United States. This report has led to numerous findings and the deployment of innovative technologies, such as micropiles, soil nailing, continuous flight auger piles, and Load and Resistance Factor Design (LRFD).

In FY 2008, the FHWA Resource Center's Geotechnical & Hydraulics Technical Service Team (TST) took the lead in making the next major update of the improvement program. The team first completed a national geotechnical survey, which included responses from 41 State departments of transportation (DOTs). The surveys measured the national state of geotechnical practices. They identified best practices and assessed changes in FHWA's geotechnical program since 1998 – when the last report was published.



An updated National Geotechnical Engineering Improvement Program will benefit projects like this recent slope stabilization project along the Beartooth Highway in Montana.



Recent slope stabilization work was completed on the Beartooth Highway in Montana.

The FHWA Resource Center's geotechnical specialists assisted with compiling and analyzing the survey data, gathered information on current practices at Federal and State agencies, reviewed National Cooperative Highway Research Program and Transportation Research Board reports, and interviewed FHWA, State DOT, and private-industry geotechnical specialists.

Through this process, the NFG Team, which includes members of the FHWA Resource Center, Headquarters, Federal Lands Highway Division, and research offices, will develop the next National FHWA Geotechnical Improvement Program. The program will provide a roadmap for addressing the future needs of the geotechnical industry. Action items will be developed and divided into short- and long-term tasks capable of meeting FHWA customer and partner needs.



Innovative Finance Team Helps Speed Transportation Projects through Public-Private Partnerships

One of the ways the Federal Highway Administration (FHWA) is reducing congestion on our Nation's highways is through public-private partnerships (PPPs), which allow States to collaborate with the private sector in filling funding gaps, thereby accelerating completion of large surface transportation projects. The FHWA Resource Center's Innovative Finance Technical Service Team (TST) played a pivotal role this fiscal year in advancing PPPs by providing a wide variety of advice and services to the FHWA's customers.

The Innovative Finance TST supported the Office of the Secretary of Transportation, FHWA Headquarters, and division offices in advancing PPP training, providing technical assistance, conducting program and process reviews, performing project monitoring and tracking, and speaking at various national and regional PPP conferences and workshops. Much of the team's efforts focused on providing training and technical assistance for three types of PPP financing: Private Activity Bonds (PABs), Grant Anticipation Revenue Vehicle (GARVEE), and Transportation Infrastructure Finance and Innovation Act (TIFIA).

The PABs, which are sold as tax-exempt notes to encourage private investment in major transportation projects, are attractive financing approaches for PPPs because developers and operators gain access to lower interest rates, which can significantly lower the overall cost of project capital. The Innovative Finance TST provided services to some 16 PPP projects that used this financial instrument. Some of the larger projects included the Port of Miami Tunnel, the Missouri Department of Transportation's Safe and Sound Bridges project, the Virginia Department of Transportation's Capital Beltway HOT Lanes project, and the Texas Department of Transportation's I-635 LBJ Freeway.



GARVEE bonds, a debt service tool that is based on a pledge of future Federal-aid reimbursements, generate up-front capital to build major highway projects more quickly than with traditional pay-as-you-go funding. The Innovative Finance TST provided advice and technical assistance to four States receiving nearly \$1.1 billion in GARVEE bonds. Those States included Maryland, North Carolina, Georgia, and Arizona.

The TIFIA provides PPPs with three types of financial assistance: direct loans, loan guarantees, and lines of credit. The TIFIA funds are often the subordinate or secondary financing source in a PPP, with commercial bank loans and other types of bonds serving as the primary financing. In some PPPs, the TIFIA loans and the PABs are part of the overall financial package.

The Innovative Finance TST provided training, seminars, workshops, and direct expert assistance on TIFIA financing for numerous PPP projects throughout the United States, including the Port of Miami Tunnel, the \$917 million Central Texas Turnpike, the \$140 million SR 125 Toll Road in Southern California, Maryland's \$516 million Intercounty Connector, and the \$600 million Knik Arm Bridge in Anchorage, AK.

All of these PPPs are large, complex projects that required sound financial guidance of the type the Innovative Finance Team provided throughout FY 2008.



FHWA Strategic Goal: PROGRAM DELIVERY

Structures Team Conducts Process Reviews for Minneapolis' I-35 Bridge Replacement

The FHWA Resource Center's role as an integral part of the agency was demonstrated in the aftermath of the I-35W bridge collapse in Minneapolis, MN. Following the rescue and recovery effort of the August 1, 2007, collapse, the Minnesota Department of Transportation (MNDOT) and the FHWA immediately began planning for the bridge's reconstruction. While the MNDOT and the FHWA quickly assembled a project delivery team, Federal Highway Administrator Mary Peters released \$377 million in emergency relief funds. A contractor was subsequently hired to design and build a 1,216-foot precast segmental bridge on an accelerated construction schedule.



I-35W Bridge in Minneapolis, MN, shortly after the tragic collapse, August 1, 2007.

Because a project of this magnitude requires extraordinary resources, the FHWA Resource Center's Structures Technical Service Team was called in to perform a series of on-site process reviews of the MNDOT's quality control and quality assurance procedures for the bridge's design, segment fabrication, segment erection, and post-tensioning, and grouting. The reviews involved examination of documents and construction inspection procedures, along with interviews with key project personnel. The reviews provided the MNDOT, its prime contractor and the FHWA's Minnesota Division Office with observations, comments, and recommendations for improvement.



Opening day for new St. Anthony Falls (I-35W) Bridge, September 18, 2008, from south end.

The new bridge, which was renamed the I-35W St. Anthony Falls Bridge, opened on September 18, 2008, more than 3 months ahead of schedule.

Environmental Team Completes Work on Effective Tribal Consultation Case Study

In November 2006, the Environment Technical Service Team began a unique project to encourage transportation agencies to improve consultation with 12 American Indian Tribes that have ancestral ties to North Dakota. Called the Section 106 Programmatic Agreement (PA) for Tribal Consultation in North Dakota, this landmark agreement stipulated precisely how the FHWA and the North Dakota Department of Transportation (NDDOT) would consult with the 12 tribes regarding transportation projects throughout the State.

The project's focal point was the development of *In Their Own Light: A Case Study in Effective Tribal Consultation*, which features in-depth tribal perspectives on effective consultation practices and provides additional tribal consultation resources for the transportation community. The case study was completed and published in April 2008. The NDDOT, with assistance from the FHWA Resource Center and the North Dakota Division Office, is producing a companion video and DVD titled *Commitment Beyond Compliance*.

In addition to describing the history and context of the North Dakota PA, the case study offers a broad overview of the regulatory and cultural context for tribal consultation. The case study also shares the lessons the tribes, the division office, and the NDOT have learned from building lasting relationships and fostering an atmosphere of mutual respect and trust. The case study offers an approach to tribal consultation that other State departments of transportation, FHWA division offices, and tribes can adapt to their own needs.



Cost-Estimate Reviews Help States Increase Accuracy of Project Costs

SAFETEA-LU requires financial plans for all Federal-aid projects costing \$500 million or more to be approved by the U.S. Secretary of Transportation based on “reasonable assumptions” in project costs. But what if these reasonable assumptions are off the mark? When this happens, the public can become skeptical and even angry, and transportation agencies – nationwide – can lose credibility.

To make these project cost estimates more accurate, the Federal Highway Administration has been helping State departments of transportation (DOTs) verify the accuracy and reasonableness of project cost estimates through a process called cost-estimate reviews (CERs). For the past several years the FHWA Resource Center’s Construction and Project Management Technical Service Team (TST) has partnered with the Infrastructure Office of Program Administration’s Major Project Team to help complete several of these reviews.

A CER typically involves first getting an understanding of the project scope and schedule, the current cost estimate, and the current status of the project. The CER team then reviews relevant documents and reports. Next, the State representatives explain their approach to developing the project cost estimate. During each of these sessions, the risks and opportunities are identified and discussed.

The review team next selects probability curves that best model the uncertainties associated with the estimate components. A *Monte-Carlo* simulation, which uses random numbers to draw samples from input probability distributions, is performed to determine the reliability of the total project cost estimate. The results of the probability analysis are used to determine the reasonableness of the risk-contingency factors in the estimate.

The Construction & Project Management TST assisted with 14 CERs in FY 2008. One was completed in February 2008 for the north San Antonio, TX, Loop 1604 project. The objective of the review was to verify the accuracy and reasonableness of the total cost estimate to complete the project. Another objective was to develop a probability range for the current cost estimate that reflects the project’s current design stage. The review team included staff from the Texas Division Office, as well as the Texas DOT and its consultants.

During the review, the team identified risks and opportunities and conducted a *Monte-Carlo* risk assessment of the cost estimate. On the last day, the team gave a presentation to State and Federal management on the review findings, which concluded that the key project risks included the availability of funding, viability of tolling revenues to justify construction of some segments, project timing, and the rate of escalation.

Another CER was completed in January 2008 for the San Diego Managed Lane Project. The objectives of this review were to, first, verify the accuracy and reasonableness of the total cost estimate to complete the project and, second, develop a probability range for the current cost estimate that reflects the project’s current design stage and construction. The review team included staff from the California Division Office and the California Department of Transportation.



Following the same process, the review team next identified risks and opportunities and conducted a *Monte Carlo* risk assessment of the cost estimate. On the final day, the team gave a close-out presentation of the review findings to State and Federal management. The review concluded that the key project risks included the cost of construction change orders due to design sequencing, available contingencies and the rate of cost escalation.

The Construction & Project Management TST also helped complete CERs for the 11th Street Bridges in Washington, DC; U.S. 301 in Delaware; a 10-mile extension of the President George Bush Turnpike near Dallas, TX; an I-10 HOV lane project in the Baldwin Park and Covina areas east of Los Angeles; and Doyle Drive reconstruction in San Francisco.

See **PROJECT** on page 9



PROJECTS from page 8

Other projects included the I-75 reconstruction in Dayton, OH; I-465 West Leg in Indianapolis, IN; U.S. 101 reconstruction north of San Francisco; I-465 West Leg in Indiana; U.S. 41 reconstruction in Wisconsin; replacement of the Kozciusko Bridge in Queens, NY; reconstruction of I-215 in San Bernardino, CA; reconstruction of I-70/I-71 in Columbus, OH; and reconstruction of Powers Boulevard in Colorado Springs, CO.

Feedback from division offices and State DOTs indicates that the time and effort spent participating in the CERs is beneficial. Each of the reviews typically requires a week or more of staff preparation and several weeks for the FHWA team to write the final report. The reviews have provided major project managers with a tool to help better manage, understand, and identify risks that have significant impact on the total project costs. Another important benefit to the project delivery team is that the output can be used to better communicate with the public. A typical comment from customers after a completed review is, "Can you come back again next year after we have further developed the project?"

Civil Rights Team Helps Complete Assessments to Ensure States Deliver Quality Highway Programs

The Civil Rights Technical Service Team (TST), in partnership with the Headquarters Office of Civil Rights (HCR), completed a major agency initiative in FY 2008 that helped State transportation agencies implement and improve their civil rights programs. This effort was in alignment with the FHWA's second FY 2009 strategic goal of ensuring that agency "programs are delivered with effective oversight and stewardship for system stakeholders and customers."

The initiative, called the **Civil Rights Baseline Assessments**, helps the FHWA division offices and State transportation agencies improve the administration and implementation of such civil rights programs as the Americans with Disabilities Act/ Section 504, Contractor Compliance, Disadvantaged Business Enterprise, Equal Employment Opportunity, and Title VI. The Civil Rights TST and the HCR staff completed assessments in half of the States in FY 2007 and the remainder of States in FY 2008.

The assessments used a team approach involving specialists from HCR, the FHWA Resource Center, and division offices. Three-person teams, with the division office civil rights representative serving as team leader, spent 3-5 days in each State over the past 2 years conducting the assessments. They highlighted areas of program strengths and opportunities for improvements, ultimately leading States to deliver the highest quality Federal-aid program that meets all civil rights legal requirements.

The Civil Rights TST and the HCR jointly published a booklet, **The Baseline Assessment Guidebook**, to ensure consistency and uniformity in conducting the assessments. The booklet contains baseline assessment guidelines, technical assistance tools, as well as questions and answers for each civil rights program and the required FHWA report forms.

"This was a major undertaking because so many of the divisions don't have full-time civil rights specialists," said Civil Rights TST Leader Teresa Banks.

"This effort was a classic example of how collaborations among the division offices, the Resource Center, and Headquarters can achieve an important objective. We have gained opportunities to enhance knowledge and understanding of Federal and State civil rights program requirements."



Communications Team Facilitates Delivery of Product Demonstration Showcases

For the past 2 years, the FHWA Resource Center Communications and Marketing Technical Service Team (TST) has partnered with other Resource Center (RC) technical service teams, division offices, and other partners to sponsor Product Demonstration Showcases.

A Product Demonstration Showcase (PDS) is an information exchange mechanism that helps facilitate technology transfer at the local level. The PDS is typically a day long event in which interested transportation officials meet together to fully immerse themselves in a transportation technology. The event includes expert speakers, demonstrations of the technology, Q&A sessions, and usually a tour of a project site where the technology is being used.

Federal, State and metropolitan planning organizations have developed PDSs in recent years to help ease the financial, professional and political risk local public agencies face when committing funds to implement new technologies. The Communications Team facilitated six PDSs in FY 2007 and 2008.



The Washington State Department of Transportation conducted a corridor study to address safety concerns on US 195 from Hatch Road to I-90.

A typical PDS took place in Vancouver, WA, when the Communications & Marketing TST partnered with the Safety TST, a host of national organizations, and other State and local agencies to present a 1-day PDS on the Washington State Corridor Safety Program. This program works to reduce collisions on roadways using low-cost, short-term solutions through partnerships with engineering, law enforcement, education, and emergency services organizations. The PDS coincided with the National Association of County Engineers (NACE) Conference. The PDS focused on the City of Vancouver's rural and urban corridors. Speakers covered topics including how a project is coordinated and completed from engineering, law enforcement, public awareness, outreach and education perspectives. Site visits to the rural and urban corridors allowed participants to see the program in action.

The Communications and Marketing TST also collaborated with the FHWA Resource Center's Operations TST, the American Association of State Highway and Transportation Officials (AASHTO), and several local partners in delivering three PDSs on the Maintenance Decision Support Systems (MDSS). The MDSS is a powerful software application that brings together a full-range of information on weather, road conditions, and maintenance to help State and local highway departments make sound winter maintenance decisions.

Sixteen State DOTs and several municipalities, including the City of Ontario, Canada, participated in the PDSs. Each of these PDSs was strategically delivered in different parts of the country to help in information sharing. The locations included Omaha, NE, King of Prussia, PA, and Boise, ID. Transportation disciplines attending the PDS included State research directors, maintenance directors, maintenance support, and city engineers.



Getting ready for the snowstorm! Attendees participate in Maintenance Decision Support System PDS in King of Prussia, PA, in advance of the AASHTO Eastern Snow and Ice Conference in September 2008.



FHWA Strategic Goal: **SYSTEM PERFORMANCE**

Safety & Design TST Continues Support of Highway Safety 'Focus States'

In support of the country's goal to reduce the national highway fatality rate from 1.5 deaths per 100 million vehicle miles traveled to 1.0, the FHWA's Office of Safety and the FHWA Resource Center's Safety and Design Technical Service Team (TST) launched the "focused approach to safety" in 2004.

One component of the "focused approach" involved the FHWA identifying 16 States with the greatest opportunity for reducing highway fatalities. These "opportunity States," as they were termed, have fatality rates above the national average of 1.5 deaths per 100 million vehicle miles traveled. The FHWA also identified "focus" States for roadway departure, intersection, speed, and pedestrian safety. The FHWA encouraged these focus States to identify and apply strategies to address their particular highway safety issues.

The Safety and Design TST invested considerable resources in FY 2008 to advance focus State safety initiatives. For example, in the area of intersection safety, the Safety and Design TST developed a new hands-on technology deployment tool called Intersection Safety Reviews. The first day of the 2-day workshop involves examining the latest intersection safety measures and seeing how other States are effectively using these techniques. The second day consists of field reviews of targeted intersections to familiarize State department of transportation engineers about the latest intersection safety techniques.

In the area of pedestrian safety, the Safety and Design TST delivered more than 45 workshops in pedestrian focus States. The team helped instruct three separate workshops:

- Developing a Pedestrian Safety Action Plan (2-day),
- Designing for Pedestrian Safety (2-day), and
- Planning, and Designing for Pedestrian Safety (3-day).

Information about these workshops may be found at <http://www.walkinginfo.org/training/pdps>. The team is also now offering 1- and 2-day "building sessions" that help focus States develop pedestrian safety action plans.

In the area of roadway departures, the team has provided focus States with field reviews and recommendations on areas where there are high rates of run-off-the-road crashes.

The team has also provided these States with a 1-day training course on how to implement state-of-the-art countermeasures, such as installing rumble strips, tapered shoulder edges to reduce severe pavement drop offs (the Safety Edge), and high-friction pavement surfaces on horizontal curves

In August 2008, the National Highway Transportation Safety Administration announced that highway fatalities in the United States during 2007 were 41,059 -- a drop of 1,649 deaths compared with 2006. That means five fewer people died each day on our Nation's highways in 2007. This statistic represents a historic low rate of 1.37 deaths per 100 million vehicle miles traveled. Though it is difficult to identify the precise reasons for such dramatic improvement, efforts like the focus States approach and other safety programs could be paying off.



Bicyclists and pedestrians at Stanford University are enjoying new safety improvements on campus, including construction of two new bike-pedestrian roundabouts.



Operations Team Takes Lead in Deploying ACS-Lite to State and Local Partners

Outdated traffic signal timing contributes significantly to fuel consumption and congestion on our Nation's major highways, arterials, and local roads. The Federal Highway Administration's (FHWA) Adaptive Control Software-Lite (ACS-Lite) is an emerging technology that has shown promise in reducing traffic congestion through improved traffic signal timing.

The technology behind adaptive signal systems has been researched extensively since the early 1990s and has been evaluated in more than 25 field deployments in the United States. In spite of its solid performance relative to traditional time-of-day systems, adaptive systems are in use at less than 1 percent of the traffic signals in the United States.

Cost is the primary barrier preventing the wide deployment of adaptive systems. ACS-Lite seeks to break that barrier by leveraging the infrastructure of closed-loop systems as an upgrade, requiring little additional equipment to existing systems. Closed-loop systems control an estimated 90 percent of the traffic signals in the United States. A public-private partnership was formed with four traffic signal controller vendors to ensure that ACS-Lite would function with a variety of products.



Over the past several years, the FHWA Resource Center's Operations Technical Service Team (TST) has engaged in a variety of activities to help increase the deployment of ACS-Lite in the field. The TST has been providing information about the virtues of ACS-Lite through a series of presentations and workshops at local, regional, and national meetings and conferences, including the 2008 Transportation Research Board Conference in Washington D.C. For example, the Operations TST delivered 12 presentations in 10 States in FY 2007.

In FY 2008, the Operations TST delivered four 1-day workshops and another six presentations at national, regional, and local professional meetings, provided assistance to potential deploying agencies, and hosted ACS-Lite exhibits during the Institute of Traffic Engineers annual meeting and at TRB. The team also published articles in the Washington LTAP Newsletter and in the December 2008 *Journal of Public Works and Infrastructure*. In addition, the Operations TST helped a State DOT complete an ACS-Lite evaluation on a major highway. The study found that ACS-Lite operations, when compared to existing timing plans, would result in travel time savings ranging from 14-24 percent.

This year, the Operations TST has helped take ACS-Lite to the next level by working closely with FHWA's Office of Operations and the Office of Research, Development, and Technology to designate ACS-Lite as a market-ready technology (MRT). The agency's MRT designation indicates this is a technology or innovation that has proven benefits and is ready for immediate implementation. The FHWA often allocates additional resources and expertise to help States and other partners deploy MRTs in the field.

The Operations TST is also partnering with the planning and delivery (in 2009) of an ACS-Lite product demonstration showcase (PDS) in Houston, TX. A PDS is an information exchange mechanism that helps facilitate technology transfer at the local level, through on-site presentations.

Additional information about ACS-Lite can be found at http://fhwa.dot.gov/acs_lite/index.htm.



Resource Center Provides Support to FHWA's Congestion Initiative

For 3 years now, the Federal Highway Administration has led a national effort to reduce the Nation's traffic congestion. The Texas Transportation Institute, in its *2007 Urban Mobility Report*, said congestion caused each urban American to travel 38 hours more and to purchase an extra 26 gallons of gasoline in 2005.

The national strategy, called the **Congestion Initiative**, has employed several high-priority programs over the past 2 years to help reduce congestion on the Nation's highways, including developing urban partnerships, converting high-occupancy vehicle (HOV) lanes to high-occupancy toll (HOT) lanes, reducing bottlenecks, improving the 511 traveler information system, reducing delays due to crashes and stalls, minimizing workzone delays, and improving traffic signal timing.



The FHWA Resource Center has played a key role in all of these efforts since the Congestion Initiative was first announced in May 2006, with the Operations Technical Service Team (TST) taking the lead. Several other TSTs, including Construction & Project Management, Environment, Planning, and Communications & Marketing, provided expertise to the effort in their respective disciplines.

The Operations TST, for example, supported the City of San Francisco's urban partnership initiative regarding a traffic analysis for a proposed congestion pricing program on Doyle Drive, one of the main approaches to the Golden Gate Bridge. The team also assisted the cities of Miami, Seattle, and Minneapolis with various reviews and workshops on converting HOV to HOT lanes. The team provided training, gave presentations and delivered technical assistance to an HOV pooled-fund study meeting in Massachusetts, a Transportation Research Board committee, and a Florida conference on managed lanes. The team also provided training and technical assistance on numerous efforts throughout the country to reduce traffic bottlenecks.

To help reduce delays resulting from crashes and stalls, the Operations TST provided a wide variety of training and technical assistance on various traffic incident management (TIM) programs and policies. For example, the team helped the Tennessee Division Office provide assistance to the City of Chattanooga on its TIM policy, pertaining to performance measures, equipment requirements, and how to train operators. The team also facilitated TIM sessions at the Congestion Summit in Boston as part of the Massachusetts Governor's Traffic Safety Initiative and also presented technical information at Indiana's Quick Clearance Executive Session.



To reduce delays in workzones, the Operations TST promoted the workzone planning and analysis tool QuickZone in Arizona, Illinois, Nebraska, and Wisconsin. The team also provided workzone training in four other States and completed a workzone process review in Pennsylvania. In addition, the team continued providing assistance to the Headquarters Office of Transportation Operations in implementing workzone rules on safety and mobility and on temporary traffic control devices.



Pavement & Materials Team helps Advance Pavements QA Programs

The Federal Highway Administration (FHWA) Office of Pavement Technology and the Resource Center's Pavement & Materials Technical Service Team (TST) completed a national assessment to establish a new national performance measure for the quality assurance of pavements. The goal of this new measure is to benchmark and track the potential for waste, fraud and abuse. The new measure also will serve as a tool for FHWA field offices to identify areas of risk and obtain appropriate resources and services.

In late 2007, the Office of Pavement Technology and the Pavement & Materials TST formed an assessment team to evaluate the strengths and weaknesses of FHWA Division and State DOT pavements quality assurance (QA) programs. The QA assessment team evaluated two previous FHWA efforts. The first was the 2007 national review known as Quality Assurance in Materials and Construction, which evaluated FHWA's oversight of State DOT quality assurance programs. The second effort involved the QA stewardship reviews that have been conducted annually since 2003. These reviews assessed individual State DOT quality assurance program practices and procedures.



Using data from both efforts, the QA assessment team developed a questionnaire that was used in interviews with FHWA field offices. The questionnaire asked 18 questions covering such areas as contractor quality assurance and agency acceptance, independent assurance, dispute resolution, lab accreditation, and personnel qualification and certification. The QA assessment team next analyzed the questionnaire results and developed a list of recommendations.

The study divided QA programs into three general categories. "Advanced systems" were those with highly developed quality assurance programs. "Intermediate systems" substantially demonstrated effective quality assurance programs. "Opportunity systems" demonstrated weaknesses in their construction and materials quality assurance programs. The assessment determined that nine programs were advanced, 34 were intermediate and the remaining nine were opportunity systems. The assessment covered the 50 States, the District of Columbia and the Commonwealth of Puerto Rico.

The QA assessment made recommendations on quality assurance baseline performance values for inclusion in FHWA's FY 2009 Strategic Implementation Plan and how agencies, regardless of their rankings, can target areas for improvement. The results of the assessment will be used to develop local action plans to work with State agencies to improve QA programs, identify critical gaps that can be addressed nationally, and promote promising best practices across the country.



In FY 2009, the Office of Infrastructure and the Pavement and Materials TST will be rolling out new training, an online manual of practice, reference materials and software tools to better assess and improve QA programs. In addition, a multi-year performance improvement target will be developed in FY 2009 to help prioritize the FHWA efforts at the local and national levels. The overall goal will be to improve the effectiveness of State QA programs across the country, to produce quality highway products, and to minimize or eliminate any existing risk.

Structures TST Spearheads Effort to Update FHWA Bridge Coding Guide

Since the August 2007 I-35W bridge collapse in Minneapolis, MN, more attention than usual has been focused on the condition of the Nation's 600,000 bridges.

One tool that Federal, State, and local agencies use in inspecting their bridges is the Federal Highway Administration issued *Recording and Coding Guide for the Structure Inventory and Appraisal of the Nation's Bridges*. All bridge owners and operators are required to use the guide in determining bridge ratings and submitting that data to the National Bridge Inventory.

The FHWA Resource Center's Structures Technical Service Team, in collaboration with the FHWA's Headquarters Office of Bridge Technology, spearheaded an effort to finalize the most recent update to the coding guide. An agencywide team was assembled to examine all of the guide's text and suggest possible changes. Technical terms were clarified, some codes were changed, old language was cleared up, and new illustrative figures were added. The team also sought to make the guide easier for bridge inspectors to follow.

The team received more than 2,000 comments after seeking feedback from stakeholders around the country through a draft version of the new guide. The team is now responding to all 2,000 comments and preparing a final draft by the end of calendar year 2008. Once completed, the Office of Bridge Technology will coordinate implementation of the changes with the American Association of State Highway and Transportation Officials. The document will provide bridge owners and operators with a new guide based on current and future paradigms for data modeling.





FHWA Strategic Goal: CORPORATE CAPACITY

Finance Services Team Converts Financial Managers Boot Camp to Web-Based Training

Sound financial management is a key function of any successful organization. For the past 2 years, the Finance Services Technical Service Team (TST), in conjunction with the Office of the Chief Financial Officer (OCFO), has helped FHWA division offices follow efficient business processes through a new training program called *The Financial Managers Boot Camp*.

This series of courses helps ensure that newly hired FHWA division office financial managers and specialists attain success in their new jobs. The boot camp is designed to give financial management staff an intensive introduction to the FHWA and the laws, regulations, and policies governing the financial management program.

The Finance Services TST spent most of FY 2007 designing, developing, and launching the training program. The training was so successful and popular the team spent most of FY 2008 converting much of the program into Web-based training. Creating this supplemental training helps minimize travel and meet growing demand. The course covers four phases.

Phase 1 includes an on-sight visit by an FHWA Resource Center or Headquarters financial management specialist, who provides a basic overview of Federal laws, regulations, and policies governing the Federal-aid program. The OCFO assigns a mentor during this phase.

Phase 2 involves the division office specialist traveling to FHWA's Headquarters for orientation. The duration of this training depends on the division office's requirements, financial manager's knowledge and skills, and available resources. Participants are introduced to the legislative and regulatory process and receive hands-on training in the area of financial accountability and project funds management.

Phase 3 consists of a developmental assignment in another FHWA Division office. During this phase the financial manager or specialist receives hands-on training from a mentor.

Phase 4 includes a joint billing review assisted by an FHWA Resource Center financial management specialist. The participant helps the review team determine the scope of the review, develop the review plan, perform other preliminary steps, conduct the review, and write the final report. Supplemental Web-based training is an important component of all four phases.

The following boot camp courses are now available as webinars and Web-conference training:

- 23 USC & SAFETEA-LU
- SAFETEA-LU Training Plan
- Financial Management Contacts
- Grants Management
- Cost Principles
- Single Audit – OMB Circular A-133
- Internal Controls – OMB Circular A-123
- Ethics in Government
- Financial Managers Guide to the FIRE Order
- State Counterparts (Developed for each Division individually)
- The Financial Managers Took Kit
- Appropriations Law (self-paced Web training)

The Finance Services TST won an FHWA Administrator's Award in 2007 for its efforts in developing and implementing the boot camp curriculum. Information about The Financial Managers Boot Camp can be found at <http://rc.fhwa.dot.gov/bootcamp/index.htm>

Planning TST Launches Series of Web-based Training Courses for FHWA Planners



To enhance the professional development of our agency's planners, the FHWA Resource Center's Planning Technical Service Team (TST), with the help of several other TSTs, spearheaded a major initiative in FY 2008 to deliver a series of Internet-based training courses.

Called **Planning on the Web** (POW), the internal training courses, which last about 90 minutes to two hours, include two types of computer-assisted instruction. Web conference training (WCT) is instructor-led and delivered via a combination of videoconferencing, the Internet and telephone. Web-based training (WBT) is self-paced computer instruction using narration, text, and other interactive techniques.

The Planning TST started POW in FY 2007 when the team received initial training from the Knowledge Application Team (KAT), a unit within the Office of Professional and Corporate Development that provides training and resources for Web-based instruction. The KAT took the Planning TST through a series of "sandbox" exercises in which team members developed in-depth skills on how to develop and deliver WCT and WBT training.

One of the sandbox exercises led to the development and delivery of the course Performance Measures for Transportation Planning, which was piloted in October 2007 and offered in January 2008. Another sandbox exercise became the course known as *A Day in the Life of a FHWA Planner*, which provides an overview of important FHWA contacts and resources for new planners. That self-paced webinar can be found at <http://fhwa.acrobat.com/dayinalife>.

The Planning TST spent the remainder of FY 2008 delivering a wide variety of additional planning Web-based courses through the POW initiative, including Modeling 101, Transportation Data 101, Public Private Partnerships and Transportation Planning, Public Involvement and Public Participation, and Land Use and Transportation Planning. The POW sessions are available on the Planning Community of Practice (CoP) and the Planning TST Intranet site at <http://rc.fhwa.dot.gov/planning/powpresentations/index.cfm>.





Environment Team Co-Chairs Biennial Environmental Conference

Every 2 years since 2004, the Federal Highway Administration (FHWA) has sponsored an environmental conference that brings together Headquarters and field office personnel and other practitioners from around the country to share and learn from one another about current environmental practices.

The FHWA Resource Center's Environment Technical Service Team (TST) co-chaired this year's Environmental Conference held June 17-19, 2008, in Washington DC. The Environment TST played a vital role in planning the conference, developing the program, and delivering training in the days preceding the event.

Some 250 transportation and environmental professionals attended the conference. Forty-seven FHWA division offices were represented, as were nine Headquarters offices, three Federal Lands Highway division field offices, three Legal Services field divisions, and a wide assortment of other Federal, State, tribal, academic, and private-sector organizations.

Conference topics addressed a wide-range of environmental issues including global climate change, improving the National Environmental Policy Act (NEPA) documentation, Section 4(f), fiscal constraint, historic preservation, context-sensitive solutions, air quality, wetlands, and the reauthorization of SAFETEA-LU, which expires on September 30, 2009. Six plenary sessions addressed priority issues such as SAFETEA-LU Section 6002, which provides for efficient environmental reviews for project decisionmaking. Eighteen breakout sessions allowed attendees to participate in more in-depth discussions that best suited their interests and needs.

One new feature of the 2008 conference was a series of pre-conference training sessions held on the day prior to the conference opening. Based on attendance and conference evaluations, the pre-conference training was a big success.

Other FHWA Resource Center TSTs, including Air Quality and Innovative Finance, assisted with teaching the workshops and seminars. Each participant could attend two of the five ½-day training workshops or a full 1-day advanced training seminar on the confluence of Section 106 of the National Historic Preservation Act and transportation decisionmaking. The ½-day sessions included the Air Quality 101 Workshop, Environmental Impacts for Innovative Finance Projects, and Managing the NEPA Process.

Another new conference feature was the ***Environmental Marketplace*** – an exhibit hall filled with program booths and activities. For example, the marketplace offered roundtable discussions hosted by subject-matter experts from various FHWA programs and other partner agencies, including the American Association of State Highway and Transportation Officials as well as the U.S. Institute for Environmental Conflict Resolution. The marketplace provided an alternative to formal conference presentations, serving as a venue for more focused discussions and information exchanges in small, informal groups.



Transportation and environmental professionals attended the 2008 Environmental Conference in Washington, D.C.

Safety and Design Team Leads Creation of P.E. Prep Course



QUIET PLEASE!



**EXAM IN
PROGRESS**

One strategy within the FHWA's fourth strategic goal of Corporate Capacity is the commitment to professional development, which includes "incentive programs to encourage continuing education and professional certification."

The FHWA Resource Center took steps toward achieving this goal when it developed, under the leadership of the Safety and Design Technical Service Team (TST), a unique course in FY 2008 to help FHWA employees prepare for the Professional Engineer's (P.E.) licensing exam.

A P.E. is to engineering what a CPA is to accounting. It's an additional credential that demonstrates advanced knowledge and skills in the engineering profession. Obtaining a P.E. license requires passing a difficult and challenging 8-hour exam that covers all aspects of engineering. The exam normally can't be taken until at least 4 years after graduating from an accredited engineering college, and most engineers wait considerably longer before taking the exam.

When six Safety & Design TST members wanted to get their P.E. licenses, the team started a pilot program, which provided the examinees with short presentations in four engineering disciplines covered in the exam. After finishing the pilot, four of the six engineers passed the exam.

This success prompted a second and more comprehensive pilot targeted at any FHWA employee who wanted to take the exam. Diverse groups of engineers were invited to participate in the development of a new course, called the P.E. Study Preparation Course. The course is entirely Web-based to keep costs low, and functions like an informal study group or employee peer group. Presenters share their personal stories, experiences and tips in mastering course materials.

Seven technical service teams participated in presenting materials in eight technical areas – geotechnical, hydraulics, structures, design, pavements, operations, construction and statistics for engineers. An effort is now underway to incorporate the course into the National Highway Institute curriculum.

This team's effort has been recognized with an Administrator's Strive for Excellence Innovation Award in 2008.

"When engineers decide to take the exam, they are on their own in gathering materials, enrolling in review courses and preparing for the exam," said Safety & Design TST Leader Patrick Hasson.

"There wasn't any uniform system or readily available guidance within the agency to support our engineers in preparing for the PE."



Information & Management Team develops New Tools to Enhance Program Review Process

Improving efficient business processes are essential to the FHWA's program delivery. Developing tools that meet the agency's needs to use data and information effectively is a large part of achieving this vital strategy goal. The FHWA Resource Center's Information & Management Technical Service Team (TST) spent much of FY 2008 developing two such tools that helped develop, write, and track program reviews. These tools provided an improved process and a way to capture and use valuable information.

The first tool is called *Review Writer*, a Microsoft Office Word™ template that provides all of the elements and components that each review should contain. Those components include an Executive Summary, Purpose/Objective, Scope, Observations/Recommendations, and Successful Practices.

The template also provides guidance on and examples of each report element and component while the writer is preparing the report. The template provides a consistent layout and format that allows the transfer of work to others, increases productivity, and provides a consistent foundation for continuous review writing improvements. The *Review Writer* provides a data collection system so that field office management can track and manage recommendations and follow-up actions identified in the final program review report.

The second tool is called *Review Tracker*, a Microsoft Office Access™ database that captures all of the information from the *Review Writer* report and puts it into a local database, which is searchable by specific elements, components, and disciplines. The *Review Tracker* archives and makes available all program review information by year, discipline or specific report element. The Information & Management Team is pursuing a national database that will extract data such as "successful practices" from the local *Review Tracker* applications and provide the same searchable capability on the national and agency levels.

The *Review Tracker* also has a charter development module that allows the review team leader to develop, plan, edit, and monitor the entire review process. The module provides reports on review activities, team member responsibilities, and data collection processes and procedures as described in the charter. These tools provide the FHWA staff with a consistent approach to the development and delivery of effective program reviews.

The Information & Management Team began work on the *Review Writer* and *Review Tracker* in December 2007 and launched a pilot in 11 States in the summer of 2008. Once the pilot is complete and final improvements are made, both tools are expected to be fully implemented some time in FY 2009.





Finance Services Team Helps State DOTs Ensure Financial Management Systems Meet Federal Requirements

Another strategy within FHWA's fourth strategic goal of Corporate Capacity is developing and implementing financial information systems "to track, display, and manage appropriated and contributed funds and investments."

The Finance Services Technical Service Team (TST) played a key role in advancing this strategy when it collaborated with FHWA Headquarters and State DOT partners to develop a Web site that contains information States need to meet Federal financial management requirements. The new Web site is called the **State DOT Financial Systems Exchange**.

The need for the Web site arose because some States were inadvertently launching new accounting systems that did not meet Federal-aid requirements. As a result, these States encountered difficulties requesting and supporting FHWA reimbursements. Further, SAFETEA-LU requires that the FHWA perform annual reviews of State DOT financial management systems as they relate to Federal-aid projects.

These two circumstances brought about the need to develop a mechanism through which the FHWA and State DOTs could share and exchange information about financial management systems.

Beginning in late 2007, the Finance Services TST, Headquarters' Office of the Chief Financial Officer, and State DOTs began collaborating on development of a community-of-practice Web site.

The site offers discussions, references to conference and government documents, and a directory of key financial management staff at the FHWA and State DOTs. The reference area posts presentations, resources on Federal-aid requirements, and helpful Web site links. The discussion area allows users to share and exchange best practices, view an events calendar, and collaborate on work in progress.



Since it became operational in March 2008, the Web site has seen heavy usage. The Web site has been instrumental in the successful implementation of new systems. At least 17 State DOTs are in some stage of implementing new financial management systems and several more are considering new systems. The State DOT Financial Systems Exchange Web site can be found at: <http://knowledge.fhwa.dot.gov/cops/finsys.nsf/home>.



**The success of the
FHWA Resource Center
was made possible through
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The FHWA Resource Center
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Adding Value:
RECOGNIZED SUCCESS



Adding Value:
**Recognized
Success**



***“All of these
accomplishments combined
made FY 2008 a truly
remarkable year for the
FHWA Resource Center.”
Amy Lucero,
Acting Resource Center Director***

Recognized Success

The success of the FHWA Resource Center was made possible through the skills and dedication of its 168 employees. The FHWA Resource Center employees have repeatedly gone the extra mile to provide the best possible customer service. Their efforts have been recognized through the following awards:

Secretary's Award winners:

- *Melvin Harris, Program Assistant, Certificate*
- *Frank Julian and George Merritt, Safety Engineers, as part of the FHWA Retroreflectivity Team, which was selected for a Transportation Safety Award*

Administrator's Award winners:

- *Robert Clark, Finance Services Team Leader, Superior Achievement Award*
- *Peter Eun, Safety Engineer, Superior Achievement Award*
- *Debbie Gwaltney, Knowledge Applications Team, Superior Achievement Award*
- *Larry D. Owen, RC Webmaster, Superior Achievement Award*
- *Frederick Werner, Innovative Finance Specialist, Superior Achievement Award*
- *Professional Engineers Licensing Program Team, Strive for Excellence Innovation Award (members from the Resource Center: Naser Abu-Hejleh, Shay Burrows, Mark Doctor, Rob Elliot, Peter Eun, James Ferron, Dan Ghery, Deborah Gwaltney, Keith Harrison, Patrick Hasson, John McFadden, and Christopher Wagner)*
- *Jocelyn Jones and Lisa Randall, Planning Specialist and Planning TST Leader (respectively), as part of the Freight Professional Development Program Team, Strive for Excellence Team Award*
- *Daniel Alzamora, Rich Barrows, and Scott Anderson, Geotechnical Engineers and Geotechnical & Hydraulics TST Leader (respectively), as part of the Retaining Wall Inventory Team, Strive for Excellence Team Award*
- *David Grachen, Environmental Specialist, as part of the Surface Transportation Project Delivery Pilot Program Implementation Team, Strive for Excellence Team Award*
- *Jerry Blanding, Eric Brown, Mike Claggett, Jeff Houk and Karen Perritt as part of the InterCounty Connector Team, Strive for Excellence Team Award*

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