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1-1A INDOT Organization

CHAPTER ONE

INDOT ORGANIZATION

Chapter One discusses the organization and functions of those units within the Indiana Department of Transportation which interact with the Design Division. The Chapter presents:

1. a brief discussion on each Division outside of the Office of Highway Development; and

2. a brief discussion on each Section within each Division in the Office of Highway Development.

1-1.0 ORGANIZATIONAL CHART

Figure 1-1A, INDOT Organization, presents the organization of the Indiana Department of Transportation as of September 1999.

1-2.0 UNITS NOT UNDER DEPUTY COMMISSIONER

This Section briefly describes the functions of those INDOT units not under the Deputy Commissioner.

1-2.01 Office of Communications and Legislative Affairs

1-2.01(01) State Legislative Liaison

The State Legislative Liaison is responsible for working with the Indiana State legislature to develop transportation-related legislation. The Liaison also provides input to the Federal government on transportation-related issues on behalf of the State of Indiana.

1-2.01(02) Office of Communications

The Office of Communications is comprised of personnel, representing public information and public relations. Most of the personnel are located in the Central Office; one Communications Officer is assigned to Northwest Indiana, working out of the Governor's Gary, Indiana satellite office.

Media relations is the primary responsibility of the Communications Section. Secondary functions include public inquiries and correspondence for the Governor and State Legislators with regard to INDOT issues. A still photographer is assigned to the unit to document major events such as groundbreakings, road openings and bridge dedications.

The Public Relations Director handles internal communications and certain special events such as INDOT's Booth at the Indiana State Fair.

1-2.02 Chief Legal Counsel

1-2.02(01) Legal Services Division

The Legal Services Division is responsible for serving as legal counsel for the Department. Specifically, the Division's responsibilities include, but are not limited to the following:

1. providing legal advice and assistance to the divisions and Districts within the Department,
2. investigating the legality of agency actions and validity of public complaints,
3. drafting proposed legislation and administrative rules,
4. researching and interpreting the law,
5. preparing legal opinions,
6. attending and testifying at legislative committee hearings,
7. providing litigation support,
8. conducting administrative hearings, and
9. performing related duties.

1-2.02(02) Internal Affairs Division

The Internal Affairs Division is responsible for developing and managing programs designed to ensure compliance with INDOT policies, procedures and regulatory standards. The Division

provides professional internal audits, investigations and other security-related services to ensure responsible management control of INDOT assets. The Division also operates and manages the Department Employee Safety program. Through its three Sections (Internal Audit, Employee Safety and Internal Security), the Internal Affairs Division maintains an effective monitoring and reporting system and prevents, detects and identifies trends, improprieties and irregularities throughout the Department, promoting loss control and improved operational efficiency thus enhancing the public trust.

1-2.02(03) Civil Rights Division

The Civil Rights Division includes the areas as follows:

1. Contract Compliance;
2. Title VI/Special Projects;
3. Supportive Services;
4. Minority Business Development/Participation; and
5. Equal Employment Opportunity/On-the-Job Training.

The Civil Rights Division manages the internal and external Title VI (Civil Rights), Title VII, Title VIII (Land Acquisition) and Americans with Disabilities Act (ADA) issues. The Division ensures the compliance of contractors related to State and Federal laws. Achieving the 5% goal is essential to meeting the minority participation set in the Indiana Administrative Code. The Division also serves as a resource for Disadvantaged Business Enterprises (DBE), by conducting trade shows, seminars, workshops and directing the activities of a consultant that works one on one with the DBE's to provide technical, managerial and financial assistance. There are also two programs that assist youths in construction and highway related work.

1-2.03 Finance and Administration

1-2.03(01) Accounting and Control Division

The Accounting and Control Division is responsible for maintaining the financial record for INDOT, controlling the financial activities of divisions, and providing financial services to INDOT employees, customers and vendors. The Division's activities include issuance of paychecks, reimbursement of employees' travel expenses and paying INDOT vendors. The Division includes three sections as follows:

1. Accounting Operations Section. Accounting Operations serves external vendors/customers in conjunction with assisting INDOT operating divisions and other State agencies or elected offices with financial concerns and processes. This Section coordinates the activities as follows:

   a. Receives and records all revenue due the Department, which includes billing and collection for services or products, provided by various INDOT locations;

   b. maintains procedures and coordinates all processes from the reservation of INDOT's budget to payment of amounts due vendors for services or materials received by district and division staff; and

   c. performs and coordinates with all program managers the activities related to the financial aspects of project control from project authorization through final closeout, including those projects funded by FHWA, Bond and LPA sources;

2. Accounting Systems Section. Accounting Systems primarily serves the financial information needs of INDOT staff and other entities primarily within the governmental environment. This Section is responsible for the activities as follows:

   a. maintains and operates the Department's accounting system which records all financial activity, controls the district/divisions' spending, and addresses the reporting needs of both management and operational staff;

   b. performs audits of railroad, utility and consulting invoices to ensure adherence to agreement provisions and FHWA regulations; and

   c. performs various financial management activities related to financial statements, overhead rates, financial analyses and special reports to meet the needs of INDOT, including its divisions, districts and various other entities with financial interest.

3. Payroll Section. Payroll serves all employees and those organizations significant to addressing payroll and insurance concerns. The Section coordinates and performs activities of primary interest to all INDOT employees, including the following:

   a. maintains procedures and assists local office personnel with processes from recording attendance to distributing payroll as issued by the Auditor of State;

   b. coordinates with the Human Resources Division to guide local payroll clerks in assisting INDOT employees with their rights and responsibilities related to insurance and other benefits;

c. works closely with benefit (insurance) companies and employees to resolve related problems;

d. implements and enforces policy related to routine leave time (vacation, sick, personal) and coordinates special leave considerations as approved by the INDOT Human Resources and/or State Personnel Department; and

e. coordinates and facilitates the allocation of labor costs to various activities and projects to document and qualify eligible costs for reimbursement.

4. Procurement Section. Procurement acquires approximately $70 million dollars in goods and/or services for INDOT customers as follows:

a. ensures that procurements are conducted in accordance with 105 IAC 12,

b. develops a productive and motivated procurement team,

c. improves procurement processes on a continuous basis,

d. educates procurement agents on all facets surrounding procurement policies,

e. optimizes all resources to timely acquire goods and/or services for INDOT customers, and

f. employs innovative technologies throughout the Department.

The Procurement Section works with each of the 43 INDOT District and Subdistrict locations, Toll Road, and all divisions in the Central Office.

1-2.03(02) Information Services Division

The Information Services Division provides INDOT with the technical resources needed to assist the Department in planning, budgeting and implementing approved information technology projects. Typical projects include procurement and installation of personal computers and associated software. Additional PC-related activities include installation and support for Local Area Networks.

Larger scale projects, where data processing is mainframe based, include Outlook, Land Acquisition Management System, Road Inventory and Scheduling. These applications are

supported by Division staff. Resources are provided to allow customers to interact with the Division to identify their needs and solve problems that occur while using computer applications.

The Information Services Division performs the following activities.

1. Application Development. Services include the following:

    a. develop/implement/support mainframe-based applications (Land Acquisition System, Physical Feature Inventory System, Permit Sales Systems, etc.);

    b. provide resources to assist INDOT customers in defining application requirements (primarily mainframe applications); and

    c. provide analyst resources to the Department to assist in defining their information technology requirements.

2. Information Center. Services include the following:

    a. acquire and install various hardware/software for the personal computer and Local Area Network Platform;

    b. provide resources to support Outlook and other Departmentally selected software products (Windows 95, Microsoft Word, Office 97, Local Area Network E-mail, etc.);

    c. serve as primary liaison with the remote offices to lend assistance in providing them with the appropriate information technology tools and support; and

    d. provide database administration and training for associated products.

3. Administrative Support. Services include the following:

    a. provide resources to interact with accounting, payroll, procurement, human resources and legal functions; and

    b. provide general clerical support for the Division.

4. Operations. Services include the following:

    a. provide the technical and operational resources to support the mainframe computing utility. This includes data entry, computer operations, mainframe network support, systems software and production scheduling functions;

b. provide support for electronic connections to the Federal Highway Administration, ADVANTIS, COMPUSERVE, INTERNET and several State agencies;

c. provide resources for Computer Security, Business Recovery and the Help Desk;

d. provide support for the bid analysis and management system, TRNS•PORT (formerly BAMS), and coordinate responsibilities for the Construction Management and Resource Management Systems;

e. lead a work group to develop new applications development strategies to take advantage of new methods of developing and deploying business systems with client/server; and

f. provide Business Process Reengineering Skills.

1-2.03(03) Policy and Budget Division

The Policy and Budget Division is responsible for developing and implementing a fiscal plan which maximizes the financial resources of INDOT to enable the effective operations of Indiana's transportation facilities while ensuring that optimal resources are devoted to State and local transportation infrastructure investment. This is accomplished by providing financial information and fiscal planning guidance and services.

The responsibilities of the Division include developing the construction and operating budgets, monitoring and administering the overall agency budget, scheduling Federal-aid construction projects, managing the allocation of obligation authority for projects, developing revenue forecasts and developing recommendations for Departmental positions on fiscal matters. The Policy & Budget Division includes the following four sections.

1. Policy Section. This section performs the activities as follows:

a. develops and recommends new fiscal policies and policy changes;

b. analyzes and interprets existing and proposed Federal and State legislation (e.g., TEA-21);

c. coordinates INDOT's response to national transportation surveys and requests for comments on vital issues;

d. monitors sanctionable programs and takes necessary actions to avoid penalties;

e. coordinates activities related to AASHTO; and

f. monitors media resources to identify critical information pertaining to transportation and apprises management as appropriate.

2. Scheduling Section. This section performs the activities as follows:

a. develops and monitors the construction budget,
b. programs the allocation of obligation authority for Federal-aid highway projects,
c. schedules highway projects for construction,
d. coordinates lettings,
e. coordinates FMIS,
f. analyzes and improves TRNS • PORT, and
g. maintains the production scheduling system.

3. Economist Section. This section performs the activities as follows:

a. prepares revenue forecasts,
b. prepares statistical studies on critical funding issues,
c. develops models to determine the availability of highway funding in the future, and
d. assists in preparing cost-benefit analyses of proposal expenditures.

4. Budget Section. This section performs the activities as follows:

a. develops and monitors the Department's operating budget,

b. continually monitors the Department's goals and ensures budgets are in place to meet the goals,

c. maintains liaison with the State Budget Agency, and

d. assists in all cost/benefit analyses.

1-2.04 Planning and Intermodal Transportation

1-2.04(01) Environment, Planning and Engineering Division

The Environment, Planning and Engineering Division is responsible for developing the scope of work (conceptual level improvement plan) for construction projects to provide a safe, cost-effective and environmentally sound transportation system. The division also assesses the environmental impact of proposed projects and ensures that INDOT operates in compliance with all relevant environmental laws and regulations. The division includes the four sections as follows:

1. Engineering Assessment;
2. Environmental Assessment;
3. Environmental Services; and
4. Hearings Section

The division's multi-disciplinary team of engineers, biologists, archaeologists, economists, geologists, chemists and resource managers provides the expertise necessary for the development of all INDOT projects. The functions of the division include the following:

1. at the project-specific level, identifying deficiencies, developing and assessing alternative improvement strategies and selecting a proposal (recommendation) that forms the Engineer's Report (Scope of Work) charged specifically with the Engineering Assessment Section;

2. ensuring compliance with the National Environmental Policy Act for Department projects that are Federally funded and compliance with relevant State environmental regulations;

3. securing Section 4(f) and Section 6(f) approvals;

4. developing a plan to mitigate environmental impacts;

5. determining the need for early coordination with other State and Federal agencies and initiating contacts;

6. identifying contaminated sites and determining the need for special provisions;

7. ensuring Department compliance with Section 106 for historical and archaeological sites;

8. conducting the necessary technical analyses for air, noise, water and biological impacts for Department projects; and

9. conducting public hearings, etc.

These responsibilities are fulfilled either by performing the work in-house or by reviewing and evaluating the work of a consultant. See Chapters Five and Seven for more discussion on the responsibilities of the division. In addition to preliminary project development, the division is responsible for the following:

1. Long-Range Planning. The division prepares transportation studies and identifies, selects and prioritizes long-range transportation projects. This includes preparation of the Statewide Multi-Modal Transportation Plan and the Intermodal Management System. Considerable coordination is provided with local governments.

2. National Highway System. The division is responsible for the evaluation and designation of the National Highway System (NHS).

3. Route Transfers. The division performs analyses of the highway system and planned projects to determine which routes merit designation as State-level highways and which routes should be relinquished to local governments.

1-2.04(02) Roadway Management Division

The Roadway Management Division is responsible for the collection, analysis and reporting of traffic statistical data and for traffic projections, crash data, bridge inspection data, roadway physical feature inventory (including local road inventory), roadway functional classification, Highway Performance Monitoring System (HPMS) and road life history. It also oversees the development and implementation of Statewide management systems of pavement, bridge, congestion, safety and traffic monitoring. See Chapter Four for more discussion on the roadway management systems administered by the Roadway Management Division.

The following discusses the responsibilities of the units within the Roadway Management Division.

1. Traffic Statistics Unit. This unit does the following:

    a. collects and analyzes traffic counts on all Interstates, U.S. Routes and State Routes on a regular basis;

    b. develops county and interstate traffic flow maps and publishes an AADT County Flow book annually;

c. provides data collection and analysis of vehicular characteristics and usage associated with specific highway segments through the use of telemetry and weigh-in-motion stations;

d. develops seasonal adjustment and growth factors;

e. provides special traffic projections to support other INDOT divisions and Indiana Metropolitan Planning Organizations; and

f. cooperates with the Highway Inventory and Systems Unit to facilitate timely FHWA documentation requirements.

2. Highway Inventory Systems Unit. This unit is responsible for the following:

a. Road Inventory.

(1) Updates Indiana maps showing the State highway system and local road inventories;

(2) Periodically physically inventories road kilometers and monitors usages of the local roads; and

(3) Provides updated maps to various customers and local government agencies.

b. Functional Classification.

(1) Classifies and keeps current INDOT highways, roads and streets inventories according to the character of service they are intended to provide;

(2) Makes recommendations to the Federal Highway Administration (FHWA) on how roads should be classified based on the data provided;

(3) Defines usage that any particular road or street should provide in servicing the flow of traffic through a highway network;

(4) Maintains urban area boundary limits for all thirteen urbanized areas and sixty-eight small urban areas; and

(5) Provides vital information for both tort claims and crash records.

c. Highway Performance Monitoring System (HPMS).

(1) Analyzes data submitted to, or collected by, Highway Inventory and Metropolitan Planning Organizations (MPO's);

(2) Validates various HPMS elements through on-site inspections; and

(3) Enters data into edit files that enable revisions or additions into the HPMS master file.

This information is incorporated into the annual HPMS submittal before forwarding to the FHWA.

d. Roadlife. This unit records and maintains a comprehensive chronological record of all State highway construction improvements and provides historical pavement cross section data.

3. Congestion Management System Unit. This unit performs the following:

a. defines what congestion is, where it occurs and where it potentially might occur in the future; and

b. investigates demand management and operational movements before adding lanes and incorporates these ideas into any added lane projects to preserve their efficiency.

4. Safety Management System Unit. This Unit summarizes crash data to determine crash rates by road systems and functional classification.

5. Crash Analysis Unit. This unit performs the following:

a. provides crash summaries by location for projects under study by Preliminary Engineering and for use by the Districts and Planning to aid in project selection and prioritization; and

b. provides collision diagrams for high-frequency crash locations and Statewide maps showing fatal crash locations.

6. Pavement Management Unit. This unit performs the following:

a. develops and implements pavement management systems for INDOT;
b. collects pavement condition information on State highways;

c. makes decisions on pavement performance;
d. maintains the Roadway Reference Post System;
e. produces the Road Reference Physical Feature Inventory Books; and
f. provides ride and condition data for pavements.

7. Bridge Inspection Unit. This unit performs the following:

a. collects, reviews, maintains and files the Bridge Inspection/Inventory data for all State and county bridges;

b. analyzes the bridge data and makes necessary recommendations to the districts and other divisions;

c. monitors the bridge inspection frequencies for all public bridges and for bridges that require special inspection;

d. provides guidance to the District Bridge Inspection Engineers and Consultants;

e. furnishes the National Bridge Inventory data and other bridge information to divisions, FHWA, universities and the public;

f. generates the annual bridge inspection/inventory report to FHWA; and

g. provides assistance and guidance to understand the bridge inspection/inventory codes and terminologies.

8. Bridge Management Unit. This unit performs the following:

a. develops and implements a bridge management system for all publicly owned bridges (INDOT and local);

b. serves as a decision support tool that supplies data analysis;

c. uses mathematical models to make predictions and recommendations; and

d. proposes schedules for bridge programs within policy and budget constraints.

The division is responsible for developing and establishing the Department's Transportation Construction Programs (TCP) by soliciting the various project nominations and evaluating each project for program eligibility and fundability. The division proposes the three-year Indiana Statewide Transportation Improvement Program (INSTIP) and project directory. This involves

coordination with the local governments, the district offices and the Metropolitan Planning Organizations.

1-2.04(03) Intermodal Transportation Division

The Intermodal Transportation Division is responsible for managing the State's public transportation, aviation, local transportation, transportation enhancements and railroad programs. The division provides technical assistance to elected officials and companies which operate the various modes of transportation. The division includes the Sections of Public Transit, Local Transportation, Railroad and Aeronautics. The division has responsibility for promoting and regulating these various modes of transportation. For transportation enhancement projects, the division is responsible for the development of eligible projects under the Federal enhancement set-aside provision in 23 USC 133(d)(2) for local jurisdictions and the Department. Projects include bicycle/pedestrian facilities, landscaping, historic preservation, archaeological studies, etc. The division coordinates planning; develops policies, guidelines and procedures, and ensures Federal and State requirements are met.

1-2.05 Chief Engineer

The Chief Engineer represents the Department both locally and nationally at seminars, conferences and meetings on issues primarily related to highway design and construction. The Chief Engineer serves on AASHTO and various other committees that are evaluating or addressing issues that are of interest or critical to the highway industry.

The Chief Engineer may serve as a resource and advisor to the Commissioner, Legislature or Governor regarding various highway transportation related issues.

Some of the items that the Chief Engineer approves by signature include the following:

1. contracts with cities, counties and towns where the Department contributes funds toward specific projects;

2. INDOT *Standard Drawings*;

3. INDOT *Standard Specifications* and Supplemental Specifications;

4. *Indiana Manual of Uniform Traffic Control Devices*;

5. sole source or special procurements up to $50,000 and regular or emergency procurement requisitions for divisions under the Chief Engineer's operational control;

6. land acquisition claim vouchers;

7. orders initiating eminent domain proceedings;

8. utility and railroad contracts and instruments regarding reimbursement arising from highway projects;

9. construction change orders exceeding 20% of the original construction cost or each 10% increase thereafter or greater than $500,000;

10. construction contracts;

11. changes in limited access right-of-way; and

12. unofficial detour policy agreements.

The Chief Engineer may also join in the settlement of contractor claims disputes.

1-2.06 Deputy Commissioner - Operations

1-2.06(01) Districts

The Office of Operations in the INDOT Central Office coordinates the activities of the seven districts in the State as follows:

1. Crawfordsville;
2. Fort Wayne;
3. Greenfield;
4. LaPorte;
5. Seymour;
6. Vincennes; and
7. Toll Road.

The first six district offices listed are further divided into 37 subdistricts which oversee general maintenance such as snow and ice removal, pothole patching, sealing, mowing and minor paving. Each subdistrict has three or four maintenance units which are responsible for

maintenance of a specific geographic area. Each subdistrict employs mechanics who maintain INDOT's vehicle and equipment fleet.

The basic function of each district office is to provide the necessary field services for the Department within its geographic boundaries. The districts develop and oversee construction projects, address traffic control issues such as traffic signals, signs and speed limits, and test the materials used in construction projects to ensure that quality materials are used. The districts also resolve environmental concerns and maintenance operations in their area. More specifically, the responsibilities of the district offices include the following:

1. operating and maintaining the State highway system;

2. providing construction inspection for Department construction projects;

3. nominating projects for capital improvements and identifying the preliminary project scope of work;

4. reviewing requests for private access onto the State highway system;

5. serving as liaison between the local governments and the Department's Central Office;

6. performing field surveys;

7. performing field tests for highway construction projects;

8. participating in public hearings and public information meetings;

9. reviewing and commenting on the proposed traffic control plan during construction; and

10. responding to public inquiries.

1-2.06(02) Operations Support Division

The Operations Support Division performs the following:

1. establishes maintenance and traffic policies and procedures;
2. monitors compliance with these policies in the districts;
3. guides the district's operations for maintenance and traffic; and
4. supports and assists the districts and other divisions with materials, supplies and equipment.

The Operations Support Division includes the sections as follows:

1. The Administrative Support Section supports the Division and the districts in administrative, business and contract support functions; operates the Department motor pool; and is responsible for all fixed asset inventory;

2. The Highway Support Section supports the districts in maintenance and traffic functions;

3. The Management Support Section supports the districts in maintenance management, traffic management, facilities management, equipment management and communications functions;

4. The Logistic Support Section supports the districts with signs, signal equipment and snow plow parts; and

5. Intelligent Transportation Systems Section is responsible for INDOT activities in the development and implementation of the Intelligent Transportation System (ITS). The basic objective of ITS is to effectively use existing transportation infrastructure through the use of state-of-the-art equipment and transportation technologies.

1-2.06(03) Toll Road District

The Toll Road District is responsible for the construction, maintenance, repair and operation of the Indiana Toll Road (I-80 / I-90) projects. It is charged with formulating, developing and recommending a continuing long-range toll road plan and short-term improvement programs and communicating planning information to the public, interested agencies and organizations. The Toll Road District is responsible for the services as follows.

1. toll collections;
2. road operation;
3. administration; and
4. toll road management.

1-2.07 Human Resources Division

The Human Resources Division is responsible for compensation, training, employment, affirmative action (internal complaints) and labor relations for INDOT. The activities

undertaken by the division include coordination of employee recruitment and hiring and the direction of training activities for INDOT employees. The division includes four sections as follows:

1. Compensation Section. Activities include the following:

    a. reviews employee classifications;
    b. reviews recruitment differentials and provides salary computations;
    c. answers technical questions regarding classification and staffing concerns;
    d. maintains active and inactive employee files;
    e. verifies employment records; and
    f. maintains staffing reports for INDOT.

2. Training Section. This section administers, coordinates and facilitates INDOT's training and employee development programs such as the following:

    a. leadership training;
    b. Graduate Engineer Development Program;
    c. cooperative education/internships;
    d. educational assistance;
    e. Indiana Higher Education Telecommunications Systems (IHETS);
    f. Certified Technician Program; and
    g. National Highway Institute courses.

3. Employment/Affirmative Action Section. Activities include the following:

    a. enforces the employment policy;
    b. oversees recruitment and hiring practices;
    c. assists applicants during the employment process;
    d. coordinates the community outreach process;
    e. investigates internal complaints on discrimination; and
    f. administers the ADA program.

4. Labor Relations Section. Activities include the following:

    a. offers guidance to managers and employees on various human resource policies and procedures (e.g., employee handbook, work rules, union settlement, work leaves and discipline); and

    b. responds to employee complaints and union grievances at the third step of the complaint process.

1-3.0 DEPUTY COMMISSIONER

This Section briefly describes the functions of the divisions and sections under the responsibility of the Deputy Commissioner.

1-3.01 Design Division

After the Engineer's Report (Project Scope of Work) has been determined by the Environment, Planning and Engineering Division, the Design Division is responsible for detailed project design up to project advertisement. This is accomplished either through in-house design personnel or through a consultant.

1-3.01(01) Plan Development Sections

The Plan Development Sections are responsible for all capital improvement projects for which the Sections serve as the lead for project development. This includes roadway, bridge, and combination roadway/bridge projects. The functions of the sections include the following:

1. designing and preparing the detailed design plans, quantities, special provisions, etc., to advance the project to advertisement;

2. reviewing consultant-designed projects including the technical review of Local Public Agency (LPA) projects;

3. coordinating all activities necessary for the design of in-house projects (e.g., surveying, environmental evaluation, geotechnical, right-of-way, hydraulics, traffic engineering);

4. providing design support as needed on projects for which another Department unit is lead (e.g., roadway approaches for bridge rehabilitation projects, traffic engineering projects); and

5. providing technical assistance to local jurisdictions on roadway and bridge issues.

1-3.01(02) Engineering Services Section

The Engineering Services Section provides a variety of services to the Division of Design and other INDOT divisions and districts in the development of a highway project. The following summarizes the responsibilities of the section.

1. Hydraulics. The Hydraulics Unit is responsible for the hydrologic and hydraulic analyses for roadway drainage appurtenances and bridge waterway openings. The unit's responsibilities include the following:

    a. developing INDOT policies and procedures on hydraulics (e.g., hydrologic methods, bridge and culvert hydraulics, design of closed drainage systems);

    b. providing hydraulics input to the project lead units (e.g., Plan Development Sections) as needed during project development;

    c. working with district offices to respond to public inquiries on drainage problems;

    d. working with local jurisdictions and the Federal Emergency Management Administration (FEMA) on the administration of the National Flood Insurance Program (NFIP);

    e. securing those permits and certifications related to the State's waterways and water resources (e.g., U.S. Coast Guard Section 9, U.S. Corps of Engineers Section 404);

    f. determining field surveying needs for hydraulic analyses and working with the district offices to secure the field information;

    g. coordinating as necessary with State and Federal agencies responsible for hydraulic-related activities (e.g., the Indiana Department of Natural Resources); and

    h. providing technical assistance on hydraulics as needed to other Department units and local jurisdictions (e.g., for LPA projects).

    See Part IV for more discussion on the responsibilities of the Hydraulics Unit. See Chapter Nine for more discussion on hydraulic-related permits and certifications.

2. Surveying. The Surveying Unit performs the route survey work needed for plan development of highway improvement projects that are administered by the Design Division. The unit's responsibilities include the following:

    a. developing policies and practices for INDOT route surveying work;

b. performing route survey work using its own staff or consultants for in-house design work and some consultant projects that are administered by the Plan Development Sections. In general, the unit does not perform survey work for district-designed projects or for local public agency projects, does not review survey work performed by consultants, and does not perform right-of-way staking for construction;

c. performing control traverse surveys to establish the existing centerline or survey baseline for a specific project, and providing that information in electronic format to the project designer in the Plan Development Sections;

d. locating all physical evidence of property in the field and, in conjunction with other field survey information, preparing a route survey plat;

e. optionally, providing ground control work and other ground survey work needed to complement aerial survey data. The Unit does not perform aerial survey work, which is available instead from aerial survey consultants and/or the Photogrammetry Unit in the Graphics Engineering Section of the Information Services Division;

f. maintaining INDOT survey data and coordinate systems for a reference or base for the surveys conducted for a highway project;

g. maintaining records of field survey work performed by the unit;

h. coordinating with the National Geodetic Survey office and with the Indiana Office of the State Geodetic Advisor on general issues for INDOT and on items specific to work performed by the unit;

i. purchasing and maintaining equipment used by the unit and, where feasible, coordinating the purchase of equipment for other divisions and the districts to foster uniformity of equipment among all users and obtain group volume discounts on purchases; and

j. providing technical assistance on surveying as needed to other divisions and districts, and to local public agencies where feasible.

See Part III for more discussion on surveying.

3. Utilities. The Utilities Unit performs utility coordination work needed for plan development of highway improvement projects that are administered by the Design Division. The Utilities Unit is responsible for the following:

   a. developing policies and practices for the accommodation of utilities and telecommunication facilities within INDOT right-of-way;

   b. coordinating highway improvement projects with affected utilities. In general, this does not include district-designed projects, local public agency projects, or stand alone traffic projects for signs, signals or lighting that are performed by the Specialty Projects Section. However, on those projects the Utilities Unit will provide expertise and review as needed for projects with reimbursable utility expenses;

   c. reviewing, evaluating and approving utility relocation plans submitted by utility companies;

   d. obtaining cost estimates and securing agreements with utilities, which are reimbursable, for the relocation and adjustment of their facilities as required to accommodate highway construction; and

   e. receiving and processing bills from utility companies for reimbursable utility work.

   See Chapter Ten for more discussion on utilities.

4. Railroads. The Railroad Unit is responsible for the following:

   a. coordinating projects with affected railroads, including all INDOT projects and local agency projects administered by INDOT, and administering all INDOT stand-alone rail crossing safety improvement projects;

   b. reviewing, evaluating and approving plans and estimates submitted by railroad companies;

   c. obtaining cost estimates and preparing agreements with railroads for construction and/or adjustment of railroad facilities for highway projects;

   d. preparing agreements with local agencies and with railroads for stand-alone rail crossing safety improvement projects;

e. receiving and processing bills from railroad companies for reimbursable railroad work;

f. obtaining rail crossing inventory and accident data from the Federal Railroad Administration, and assisting in the update of the inventory data;

g. performing predicted accident calculations for rail crossings, and identifying and prioritizing potential rail crossing safety improvement projects; and

h. providing engineering and technical expertise on rail crossings to the Intermodal Rail Section, other divisions, districts and local public agencies.

See Chapter Eleven for more discussion on railroads.

5. Landscaping. The Landscaping Unit is responsible for all landscaping and environmental mitigation activities on all Department projects. The unit's activities include the following:

a. preparing landscaping designs for in-house projects;
b. reviewing consultant-designed landscaping projects;
c. providing technical support for erosion control issues;
d. conducting construction field reviews for landscaping items;
e. monitoring contractor warranties for landscaping items;
f. preparing specifications and special provisions for landscaping items; and
g. preparing wetland mitigation designs for in-house projects.

1-3.01(03) Consultant Services Section

The Consultant Services Section coordinates scheduling and plan submittal distribution for in-house and consultant plan development activities and negotiates and administers consultant design contracts. The Consultant Services Section performs the activities as follows:

1. reviews and updates schedules for in-house and consultant plan development activities;

2. prepares project lists for advertisement in Professional Services Bulletins;

3. accumulates, summarizes and distributes consultant evaluation data;

4. prepares consultant data reports for use in consultant selection;

5. estimates and negotiates fees and schedules for plan development contracts;

6. initiates Purchase Orders and reviews and approves consultant invoices; and

7. receives, logs and distributes submittals to and from the Plan Development Sections and consultants for all INDOT projects.

1-3.01(04) Specialty Projects Section

The Specialty Projects Section is primarily responsible for the review and design of traffic engineering projects (e.g., intersections, interchanges, signals, signs, lighting, Intelligent Transportation System (ITS)) and bridge rehabilitation projects (e.g., repair and widening). The Section is responsible for all capital improvement projects for which the section serves as the lead unit, and the section provides a variety of traffic engineering and bridge rehabilitation services to other Department units. The functions of the section include the following:

1. developing signing and pavement marking practices and standard designs for Department projects;

2. developing traffic signal and highway lighting practices and standard designs for Department projects;

3. developing bridge rehabilitation practices and standard designs for Department projects;

4. for traffic engineering, Intelligent Transportation System (ITS) and bridge rehabilitation projects, preparing/reviewing consultant-designed plans, quantities, special provisions, etc., to advance the project to advertisement;

5. providing traffic engineering and bridge rehabilitation support as needed on projects for which another Department unit is lead; and

6. providing support on major issues related to maintenance of traffic during construction and serving as a partner in the TMP process.

See Parts VII and VIII for more discussion on traffic engineering issues. See Chapter Seventy-two for more discussion on bridge rehabilitation.

1-3.01(05) Administration Section

The Administration Unit within the Administration Section is available to all personnel within the Design Division to perform a variety of administrative, clerical and technical support functions. The unit is responsible for the following:

1. managing division personnel;

2. developing and reviewing the division budget;

3. administering and reviewing the division payroll and accounting procedures;
4. preparing and processing purchase orders and payment vouchers (for procurement of supplies, equipment, travel, etc.);

5. monitoring division fixed assets inventory;

6. scheduling meetings and conference rooms;

7. maintaining the division personnel files;

8. processing incoming and outgoing mail; and

9. performing miscellaneous errands as needed.

The Records Unit within the Administration Section is available to all personnel within INDOT, consulting engineering firms, law firms, outside agencies and the general public to serve as a customer service unit providing information from various plans and files. The unit is responsible for the following:

1. maintaining a variety of division files including project files, design computation files, survey files, etc.;

2. storing as-designed plans (original and microfilm) and reproducing plans for distribution;

3. processing plans and paperwork between the Design Division and Contracts and Construction Division for the letting process;

4. processing construction changes, field checks and final right-of-way plans during the project development phase;

5. processing all printing requests and plans between the division and the Department of Administration's print shop;

6. researching plans, files and survey books in response to requests for information from outside agencies, INDOT personnel, law firms, consulting engineering firms, general public, etc.;

7. processing outgoing mail (UPS);

8. procuring the office supply inventory and the maintenance of office equipment; and

9. performing miscellaneous errands as needed.

1-3.02 Land Acquisition Division

The Land Acquisition Division coordinates all activities to obtain the right-of-way necessary for INDOT transportation projects. This may be necessary for the construction of a new highway or widening an existing highway. The division determines the quantity and value of all land, improvements and damages for each piece of property according to established laws and procedures. Each acquired property is obtained by purchase or through the court process by right of eminent domain. The division also provides assistance to cities, towns and counties in their land acquisition efforts for local agency road and street projects.

1-3.02(01) Engineering Section

The Engineering Section is responsible for the following:

1. obtaining title and encumbrance evidence for properties to be purchased by the Department;

2. securing right-of-way cost estimates and other information for route studies, program funding, environmental studies, etc.;

3. in coordination with the Plan Development Sections, preparing the detailed right-of-way plans and special provisions related to right-of-way;

4. providing coordination among the organizational units of the Land Acquisition Division, Design Division and Federal Highway Administration on the preparation and approval of right-of-way plans;

5. issuing authorizations for initiating the various phases of right-of-way acquisition work;

6. preparing legal descriptions, plats and exhibits for use in property deeds and other documents and agreements used in the purchase or disposal of real property; and

7. obtaining information for and preparing access control plans and access control resolutions for Department approval.

See Part IX for more discussion on the preparation of right-of-way plans.

1-3.02(02) Appraisal Section

The Appraisal Section is responsible for the valuation of interests in real property to be acquired by the Department. It is responsible for the following:

1. developing appraisal policies, procedures and guidelines;

2. providing technical education for training staff appraisers;

3. arranging services for outside fee appraisers when needed;

4. providing technical assistance to staff and fee appraisers;

5. attending field checks and preparing cost estimates for future projects;

6. appraising excess land parcels for land being sold by the Department;

7. reviewing appraisals and appraisal reviews prepared for the State and Local Contracts Unit;

8. reviewing all appraisals prepared for the Department; and

9. determining the compensation that should be paid for each parcel of real property to be acquired.

Appraisals and reviews are prepared following Uniform Appraisal Standards for Federal Land Acquisitions, Uniform Standards of Professional Appraisal Practice and Indiana Statutes.

1-3.02(03) Buying Section

The Buying Section is responsible for the acquisition phase of acquiring property for the Department. It is responsible for the following:

1. developing negotiation policies, procedures and guidelines;
2. providing education and training for staff negotiators;
3. reviewing and approving negotiated settlements for right-of-way parcels;
4. coordinating the processing of right-of-way parcels for condemnation; and
5. implementing the process for special property acquisition by the Department.

In addition, the Buying Section provides liaison and coordination among the organizational units of the Land Acquisition Division, Design Division and Federal Highway Administration on right-of-way negotiations, and the Section coordinates actions to resolve damage claims from landowners.

1-3.02(04) Acquisition Assistance Section

The Acquisition Assistance Section is responsible for providing relocation assistance to displaced property owners. In addition, the section is responsible for the management of property acquired for highway construction, which involves the following:

1. developing policies, procedures and guidelines for property management;
2. processing claims for payment of right-of-way settlements;
3. obtaining mortgage releases;
4. administering surplus property inventory; and
5. processing reimbursement of tax payments.

1-3.02(05) Land Acquisition Services Section

The Land Acquisition Services Section is responsible for providing the administrative support services necessary for the Land Acquisition Division. Its responsibilities include the following:

1. maintaining the official files and records of the Land Acquisition Division and to provide right-of-way information as requested;

2. filing deeds and other recordable documents with the applicable public offices;

3. monitoring attendance, payroll, employee benefits, travel reimbursement;

4. arranging for microfilming of files, plans, maps, etc.;

5. maintaining statistical records and preparing necessary reports;

6. providing assistance to local governments on land acquisition when State and/or Federal funds are involved;

7. processing right-of-way claim vouchers and coordinating land acquisition schedules; and

8. coordinating division inventory, office equipment and expendable supplies.

1-3.03 Contracts and Construction Division

The Contracts and Construction Division is responsible for a variety of support services to Department functions.

1-3.03(01) Standards Section

The Standards Section is responsible for revising, adding and/or deleting standard documents as required. Such documents include the following:

1. INDOT *Standard Specifications*,
2. Supplemental Specifications,
3. Recurring Special Provisions,
4. INDOT *Standard Drawings*, and
5. *Indiana Design Manual*.

The section coordinates with other Department units when changes to these standard documents are required, and it distributes revised or new standard documents for lettings after each March 1 and September 1. The Standards Section also periodically issues Design Memoranda on design issues until the *Indiana Design Manual* can be revised.

1. Permit Services Unit. The Permit Services Unit is responsible for processing the permits as follows:

a. oversized and/or overweight superload permits;
b. right-of-way permits; and
c. outdoor advertising sign permits.

2. Special Projects Unit. The Special Projects Unit is responsible for the Department's Total Quality Management Program and for oversight on Design-Build Projects.

The goals of the Total Quality Management Program include the following:

a. developing an education curriculum for design, development and construction personnel;
b. determining the causes for INDOT change orders;
c. implementing a new automated project evaluation system;
d. building and maintaining the INDOT constructability program;
e. supervising the river boat site's transportation requirements;
f. developing a process for INDOT Design-Build projects; and
g. administering the Central Office employee incentive program.

In addition, the Special Projects Unit in coordination with the Project Management Section, is responsible for evaluating the INDOT Project Management System (PMS) to identify potential improvements to the System.

The Special Projects Unit also provides oversight and coordination services for special types of projects such as Design-Build Projects.

1-3.03(02) Contract Services Section

The Contract Services Section is responsible for the prequalification of contractors desiring to bid on contracts for the construction and maintenance of State routes and bridges. The section prepares the contract documents, prepares the engineer's estimate and administers the highway contract lettings. More specifically, the Contract Services Section is responsible for the following:

1. properly identifying the Department and FHWA codes, funding splits, etc., for all contract items;

2. preparing the Proposal for each contract identifying the location, scope and requirements of the contract;

3. receiving orders and shipping documents for lettings and other manuals to INDOT customers;

4. preparing the Engineer's Estimates; and

5. performing all necessary administrative work for contract bid letting.

1-3.03(03) Project Management Section

The Project Management Section is responsible for ensuring that assigned projects are developed according to the schedule. The section's oversight begins in the Preliminary Engineering/ Environmental Phase of project development and ends when the project is let. The section is generally responsible for large, capital intensive projects.

1-3.03(04) Field Construction Section

The Field Construction Section's responsibilities are as follows:

1. establish construction and traffic policies and procedures;

2. monitor compliance with these policies in the districts;

3. guide the district's operations for construction and traffic; and

4. support and assists the districts and other divisions with technical expertise.

1-3.04 Research Division

The Research Division conducts research and administers the INDOT research program. To fulfill this responsibility, the research program coordinates, on behalf of the Department, with Indiana universities and associations, Indiana industry and national affiliations for expertise and technical assistance in solving INDOT's transportation problems.

The Research Division is also responsible for performing specialized pavement and research testing for various programs and needs within INDOT. This includes friction testing, deflection testing, accelerated pavement testing, etc. The division also tracks implementation and reports

on savings achieved. The division also assists the Department in information transfer and new technology introduction through its Technology Transfer Program.

1-3.04(01) Transportation, Safety and Management Systems Section

This section's responsibilities are as follows:

1. conduct research in traffic engineering, intelligent transportation systems, highway safety, computer modeling, pavement performance and transportation management systems;

2. provide statistical support for the Department;

3. provide data processing support and analysis;

4. coordinate research results implementation for the Department; and

5. oversee pavement friction testing and identifies potential wet-weather accident sites for the Department.

1-3.04(02) Pavement, Materials and Accelerated Testing Section

This section's responsibilities are as follows:

1. conduct and/or oversees research into the structural performance of pavements and bridges and the materials used in their construction, rehabilitation and maintenance;

2. provide deflection testing and analysis for undersealing, cracking and seating and overlay design;

3. direct operation of the Accelerated Pavement Testing Facility;

4. operate the Research Laboratory;

5. conduct field investigations of pavements and bridges; and

6. facilitate technology transfer within and outside the Department.

1-3.04(03) Research and Special Programs Support Section

This section's responsibilities are as follows:

1. provide technician and technical support to research programs;
2. perform specialized pavement and research testing;
3. maintain and upgrades specialized testing equipment; and
4. provide support to the facilities unit.

1-3.04(04) Electronic/Electrical Engineering Support, Environment and Applied Research Section

This section's responsibilities are as follows:

1. provides electronic and electrical support to research projects;

2. designs, develops and upgrades electronic computer-controlled test systems, which collect data that supports contracts, resurfacing priorities, safety programs and various State and Federal programs;

3. conducts and oversees research and testing associated with environmental issues including the reuse of waste materials; and

4. conducts research of an applied nature to enable the Department to improve various technical operations.

1-3.05 Materials and Tests Division

The Materials and Tests Division works to develop, inspect and test materials used to construct and maintain highways. It ensures that INDOT uses the most efficient and effective products to make the best use of State tax dollars. Specifically, the Materials and Tests Division provides the direction for engineering, design, inspection and testing of construction and maintenance materials.

More specifically, the division is responsible for the following:

1. ensuring Statewide uniformity and quality of materials;

2. providing direction to district materials and test engineers;

3. providing engineering advice and service to INDOT on inspection testing and materials design issues;

4. providing engineering advice to INDOT on issues relating to suitability, quality and strength of materials for transportation purposes (including special field investigations to determine the cause of poor performance);

5. performing subsurface investigations for Department projects (e.g., for bridge foundations, earth slope stability, bearing capacities);

6. determining the pavement design for Department projects;

7. conducting non-destructive testing on existing pavements to determine the bearing capacity of the existing pavement structure;

8. performing tests on existing bridge decks to determine, for example, the salinity of the concrete; and

9. developing the specifications and special provisions for any experimental items used on Department projects.

The division includes the following sections: Quality Assurance, Geotechnical, Materials Services, Materials Engineering, and Administrative Services.