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1-1A INDOT Organization

CHAPTER ONE

INDOT Organization

This Chapter discusses the organization and functions of those entities within the Indiana Department of Transportation which interact with the Production Management Division. The Chapter provides the following:

1. a brief discussion of each division operating under its respective deputy commissioner; and

2. a brief discussion of field operations.

1-1.0 ORGANIZATIONAL CHART

Figure 1-1A, INDOT Organization, shows the organization of the Indiana Department of Transportation as of July 2007.

1-2.0 COMMISSIONER

The commissioner has been appointed by the Governor to oversee all aspects and work of the Department.

1-3.0 BUSINESS AND ASSETS MANAGEMENT DEPUTY COMMISIONER

This deputy commissioner oversees the Office of Research and Development.

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

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

The office includes the Transportation Systems, Pavement Materials, and Structures and Construction Research teams.

1. Transportation Systems Team. The team's responsibilities are as follows:

   a. conducts research in pavement management, bridge management, congestion management, safety management, pavement performance modeling, traffic engineering, intelligent transportation systems, highway safety, system modeling, and overall transportation management systems;

   b. provides statistical, roadway data processing, and analysis support for INDOT;

   c. coordinates research results and new proven technologies implementations;

   d. oversees pavement-friction testing, the skid-accident-reduction program, and identifies potential wet-weather accident sites for INDOT;

   e. oversees pavement evaluation using ground penetrating radar which determines thickness of pavement layers and identifies deficient pavement joints;

   f. conducts and oversees policy related research studies; and

   g. provides truck weigh-in-motion data analyses for pavement design and transportation analyses.

2. Pavement Materials Team. The team's responsibilities are as follows:

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

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

   c. direct operation of the Falling Weight Deflectometer Calibration Center for pavement deflection testing;

   d. direct operation of the Accelerated Pavement Testing Facility;

   e. direct operation of the Research Laboratory ;

   f. conduct field and forensic investigations of pavements; and

g. facilitate technology transfer within and outside the Department.

3. Structures and Construction Research Team. The team's responsibilities are as follows:

a. provide electronic and electrical support to INDOT's specialized testing systems and various research projects;

b. design, develop, and upgrade electronic computer-controlled test systems, which collect data that supports contracts, resurfacing priorities, safety programs, and various State and Federal programs;

c. conduct and oversee research and testing associated with structures, construction, contracts, hydraulics, and environmental issues including the reuse of waste materials;

d. provide technical support to research projects in regards to field evaluations and laboratory testing; and

e. provide support in planning and operation of the INDOT / JTRP research program.

1-4.0 CHIEF OF STAFF

The Chief of Staff oversees the overall operations of the Contract Administration, Communications, Employee Safety, and Local Programs divisions.

1-4.01 Contract Administration Division

The division includes the offices of Office Administration, Estimating, Contracting, and Prequalification Engineering.

1-4.01(01) Office Administration

The office serves as a clearinghouse for all information supplied to media outlets. It provides uniformity and control over the content of such information.

1-4.01(02) Office of Estimating

The office includes the Construction Cost, and Bid Review and Estimating teams.

1. Construction Cost Team. The team's responsibilities are as follows:

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

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

2. Bid Review and Estimating Team. The team's responsibilities are as follows:

    a. preparing the Engineer's Estimates;

    b. conducting contract lettings;

    c. reviewing bids to determine a low bidder for each contract;

    d. determining that the low bidder is in accordance with the Department's contracting requirements; and

    e. awarding contracts to such lo bidders.

1-4-01(03) Office of Contracting

The office includes the Consulting Services, Document Control, and Local Program Assistance teams.

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

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

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

    c. accumulates, summarizes, and distributes consultant evaluation data;

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

e. estimates and negotiates fees and schedules for plan-development contracts;

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

g. receives, logs, and distributes submittals to and from the Production Management Division's Roadway Review and Bridge Engineering teams, and consultants, for all INDOT projects.

2. Document Control Team. The team prepares the contract documents, prepares the engineer's estimate and administers the highway contract lettings. More specifically, the team is responsible for the following:

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

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

3. Local Program Assistance Team. BRUNO CANZIAN

1-4.01(04) Office of Prequalification Engineering

The office is responsible for the prequalification of contractors desiring to bid on contracts for the construction and maintenance of State-maintained routes and bridges.

1-4.02 Communications Division

The division oversees the work of the offices of Public Information, Graphic Arts, and Local Service.

1-4.02(01) Public Information Office

The office represents public information and public relations. Most of the personnel are located in the Central Office. A communications officer is assigned to Northwest Indiana, working out of the Governor's satellite office in Gary.

The office's primary responsibility is media relations. Secondary responsibilities include public inquiries and correspondence for the Governor and state legislators with regard to INDOT issues.

A stills photographer is assigned to the unit to document major events such as groundbreakings, road openings, or bridge dedications.

The office handles internal communications and certain special events such as INDOT's booth at the State Fair.

1-4.02(02) Graphic Arts Office
JOHN JACKSON

1-4.02(03) Local Service Office
LYLE SADLER

The office includes the General Public and Service Providers teams.

1-4.03 Employee Safety Division
CALVIN LEE

1-4.04 Local Programs Division

The division develops policy, procedures, and guidelines regarding its offices of Aviation, Rails, Transit, and Local Programs. The division is responsible for managing the state's aviation, rails, public transportation, and includes teams responsible for each program. The division provides technical assistance to elected officials and entities which provide public transportation and operate airports. The division inspects and regulates the aviation and rail modes.

1-4.04(01) Office of Aviation
KEVIN RECTOR

1-4.04(02) Office of Rails
MICHAEL RILEY

1-4.04(03) Office of Transit
LARRY BUCKEL

1-4.04(04) Office of Local Programs
RICK WHITNEY

1-5.0 DISTRICT OPERATIONS AND TRAFFIC MANAGEMENT DEPUTY COMMISSIONER

This deputy commissioner oversees the work of the Traffic Management Centers, Technology Deployment, Traffic Control Systems, and Public Safety Operations divisions.

1-5.01 Traffic Management Centers Division

The division is responsible for all activities associated with INDOT's two Traffic Management Centers (TMC) in Gary and Indianapolis, utilizing the devices deployed by the Technology Deployment Division and operating the Hoosier Helper Freeway Service Patrol. Each TMC includes a Communications Team and an Operations Team.

1-5.02 Technology Deployment Division

The division is responsible for the design, maintenance, and successful operation of ITS field devices.

1-5.03 Traffic Control Systems Division

The division is responsible for coordinating with the districts to maximize the efficiency of traffic signal systems on INDOT's non-freeway arterials.

1-5.04 Public Safety Operations Division

The division is responsible for incident management as it relates to public-safety agencies outside of INDOT, most notably law enforcement, fire departments, emergency medical services, and the Indiana Department of Homeland Security, as well as partnering with law enforcement to ensure that commercial vehicle weight laws are enforced, thus protecting INDOT's investment in infrastructure.

1-6.0 DISTRICT DEPUTY COMMISSIONERS

Each such deputy commissioner coordinates the activities of one of the six districts in the State, identified as follows:

1. Crawfordsville, west central;
2. Fort Wayne, northeast;
3. Greenfield, east central;
4. LaPorte, northwest;
5. Seymour, southeast; and
6. Vincennes, southwest.

1-6.01 Districts

The districts are further divided into a total of 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 that district's geographic boundaries. Each district office develops and oversees construction projects; addresses traffic control issues such as traffic signals, signs, and speed limits; and tests the materials used in construction projects to ensure that quality materials are used. Each district office also resolves environmental concerns and maintenance operations in its area. More specifically, the responsibilities of each district office 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.

1-6.02 Typical District Organization

Each district office is organized as outlined below.

1. Business and Human Resources Division
    a. Finance Accounting Office
    b. Personnel Office
    c. Business Consulting Office
    d. Facilities and Environment Program Office
2. Planning and Programming Division
    a. Program Management Office
    b. Environmental Scoping Office
    c. System Assessment Office
        (1) Permits Team
        (2) Traffic Team
        (3) Bridge Inspection Team
3. Public Information Division
4. Safety and Health Program Division
5. Production Division
    a. Surveying Office
    b. Real Estate and Right of Way Office
    c. Design Office
        (1) Two Design Teams
        (2) Central Office Virtual Design Team
        (3) Consultant Services Office
6. Highway Management Division
    a. Construction Office
    b. Testing Office
    c. Traffic Office
    d. Roadway Services Office

1-7.0 FINANCE DEPUTY COMMISSIONER

This deputy commissioner oversees the work of the Project Accounting, Budgeting, and Procurement; Accounting; Cost Accounting and Audits; and Business Information and Technical Systems divisions.

1-7.01 Project Accounting, Budgeting, and Procurement Division

The division is responsible for maintaining the financial record for INDOT, controlling the financial activities of all other 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 is responsible for developing and implementing a fiscal plan which maximizes the financial resources of INDOT to enable the effective operations of the State'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 also 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 division performs the activities as follows:

1. developing and monitoring the Department's operating budget;

2. continually monitoring the Department's goals and ensuring that budgets are in place to meet the goals;

3. maintaining liaison with the State Budget Agency;

4. assisting in all cost/benefit analyses;

5. preparing revenue forecasts;

6. prepares statistical studies on critical funding issues;

7. develops models to determine the availability of highway funding in the future; and

8. assists in preparing cost-benefit analyses of proposal expenditures.

The division includes the offices of Project Accounting, Budget, and Procurement.

1-7.01(01) Office of Project Accounting

The office performs the activities as follows:

1. developing and monitors the construction budget;

2. programming the allocation of obligation authority for Federal-aid highway projects;

3. scheduling highway projects for construction;

4. coordinating lettings;

5. coordinating FMIS;

6. analyzing and improving TRNS • PORT; and

7. maintaining the production scheduling system.

1-7.01(02) Office of Budget

The office is responsible for the development of the Department's annual and biennium budgets. It provides fiscal assistance, constraints, and guidelines to all business units and programs within the Department.

1-7.01(03) Office of Procurement

The office annually acquires approximately $70 million in goods or services for INDOT customers as follows:

1. ensuring that procurements are conducted in accordance with 105 IAC 12;

2. developing a productive and motivated procurement team;

3. improving procurement processes on a continuous basis;

4. educating procurement agents on all facets surrounding procurement policies;

5. optimizing all resources to timely acquire goods and/or services for INDOT customers; and

6. employing innovative technologies throughout the Department.

The office works with each of the district and sub district locations, the Toll Road, and all Central Office divisions.

1-7.02 Accounting Division

This division includes the offices of Accounts Payable, and Fiscal Analysis and Reporting.

1-7.02(01) Office of Accounts Payable

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

1. maintaining procedures and assisting local office personnel with processes from recording attendance to distributing payroll as issued by the Auditor of State;

2. coordinating 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;

3. working closely with benefit (insurance) companies and employees to resolve related problems;

4. implementing and enforcing policy related to routine leave time (vacation, sick, personal) and coordinating special leave considerations as approved by the Human Resources Division or State Personnel Department; and

5. coordinating and facilitating the allocation of labor costs to various activities and projects to document and qualify eligible costs for reimbursement.

1-7.02(02) Office of Fiscal Analysis and Reporting

The office performs the activities as follows:

1. developing and recommending new fiscal policies and policy changes;

2. analyzing and interpreting existing and proposed Federal and State legislation;

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

4. monitoring sanctionable programs and taking necessary actions to avoid penalties;

5. coordinating activities related to AASHTO; and

6. monitoring media resources to identify critical information pertaining to transportation, and apprising management as appropriate.

1-7.03 Cost Accounting and Audits Division

The division serves external vendors or customers in conjunction with assisting INDOT operating divisions and other State agencies or elected officials with financial concerns and processes.

The division includes the offices of Cost Accounting and Financial Auditing.

1-7.03(01) Office of Cost Accounting

The office coordinates its activities as follows:

1. receiving and recording all revenue due the Department, which includes billing and collection for services or products, provided by various INDOT locations;

2. maintaining procedures and coordinating all processes from the reservation of INDOT's budget to payment of amounts due vendors for services or materials received by district and division staffs; and

3. performing and coordinating 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, or LPA sources;

1-7.03(02) Office of Financial Accounting

The office primarily serves the financial information needs of INDOT staff and other entities primarily within the governmental environment. The office is responsible for the activities as follows:

1. maintaining and operating the Department's accounting system which records all financial activity, controls the districts' or divisions' spending, and addresses the reporting needs of both management and operational staff;

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

3. performing 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.

1-7.04 Business Information and Technical Systems Division

The division manages the collection, security, and delivery of electronic data. It serves the business and support units and districts by providing information solutions that enable timely delivery of data-driven decisions.

1-8.0 BUSINESS INFORMATION TECHNOLOGY SYSTEMS DEPUTY COMMISSIONER

This deputy commissioner oversees the work of the District Information Technical Support, Business Operations, Application Development, I. T. Architecture and Data, M I. S. Planning Projects, and Network/Communications DataVoice Communications divisions.

1-8.01 District Information Technical Support Division
MIKE WOOD

1-8.02 Business Operations Division

The division provides 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.

1-8.03 Application Development Division

The division includes the offices of Enterprise and Web Applications, CADD Development and Support, GIS Development and Support, and Highway Management Applications.

1-8.03(01) Office of Enterprise and Web Applications

The office performs the activities as follows:

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.

1-8.03(02) Office of CADD Development and Support

The duties of the office include the installation and support of INDOT's selected CAD, Bridge, and Road Design software and applications to any users within INDOT divisions. This office also develops custom training material and trains those same users in the use of the CAD and Design software. This office is responsible for the development of many custom tools within the CAD and Design software environment. The office is also tasked with communicating with Central Office and district users to help with the development of a unified set of CAD standards. The office is then responsible for implementing those CAD-related standards into the CAD environment to ensure that those standards are followed throughout INDOT. The office also provides access to all of the INDOT CAD Standards to the ACEC community. The office must also stay up to date on the latest versions of the CAD and Design software to guarantee that INDOT is near the leading edge in the CAD and design worlds.

1-8.03(03) Office of GIS Development and Support
JOEL BUMP

1-8.03(04) Office of Highway Management Applications

The office's duties include the following:

1. providing resources to interact with accounting, payroll, procurement, human resources, and legal functions;

2. providing general clerical support for the division.

3. providing 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;

4. providing support for electronic connections to the Federal Highway Administration, ADVANTIS, CompuServe, the Internet, and other State agencies;

5. providing resources for Computer Security, Business Recovery, and the Help Desk;

6. providing support for the bid analysis and management system, TRNS • PORT (formerly BAMS), and coordinating responsibilities for the Construction Management and Resource Management Systems;

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

8. providing Business Process Reengineering Skills.

1-8.04 I. T. Architecture and Data Division
IRFAN ALVI

1-8.05 M. I. S. Planning Projects Division
GEORGE BRASHEAR

1-8.06 Network/Communications, DataVoice Communications Division
STEVEN SWINFORD

1-9.0 HIGHWAY MANAGEMENT DEPUTY COMMISSIONER

This deputy commissioner oversees the work of the Construction Management, Facilities and Equipment Management, Highway Operations, and Production Management divisions.

1-9.01 Construction Management Division

The division includes the offices of State Construction, Construction Technical Support, and Materials Management.

1-9.01(01) Office of State Construction

The office's responsibilities are to establish construction specifications, standards, policies, and procedures, including those related to materials management.

1-9.01(02) Office of Construction Technical Support

The office's responsibilities are as follows:

1. review application of established policies and procedures in the districts;

2. provide support to the districts for issues involving contract claims, change orders, and time extension; and

3. support district construction operations and other divisions with technical expertise.

1-9.01(03) Office of Materials Management

The office works to develop, inspect, and test materials used in the construction and maintenance of highways to ensures that INDOT uses the most efficient and effective products. Specifically, the office provides the direction for engineering, inspection, and testing of construction and maintenance materials.

More specifically, the services that are provided are as follows:

1. ensuring Statewide uniformity and quality of materials;

2. providing direction to district testing engineers;

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

5. developing the specifications and special provisions for experimental materials or procedures used on each Department contract.

The office includes the Administration and Building Services Administrative Support, Aggregate Geology, Asphalt, Chemical Laboratory, Computer Support, Concrete, and Miscellaneous Materials teams.

1. Administrative and Building Services Administrative Support Team. The team is responsible for support to the division in the areas of budgeting, purchasing, accounts payable, personnel payroll, inventory, forms management, supplies, mailing and shipping, telecommunications, reproduction, safety/security coordination, clerical assistance, property management, motor pool, and related activities. The team acts as a liaison and compliance unit between other divisions, other organizations, private contractors, and the general public regarding the above-listed areas of administrative activity.

2. Aggregate Geology Team. ROBERT REES

3. Asphalt Team. MICHEAL PRATHER

4. Chemical Laboratory Team. DHIREN THAKRAR

5. Computer Support Team. RAETTE WILSON

6. Concrete Team. TONY ZANDER

7. Miscellaneous Materials Team. KENNY ANDERSON

1-9.02 Facilities and Equipment Management Division

The division includes the offices of Facilities and Equipment.

1-9.02(01) Office of Facilities

STEVE MC AVOY

1-9.02(02) Office of Equipment

LARRY GOODE

The office includes the EMS System, Equipment Support, and Motor Pool teams.

1-9.03 Highway Operations Division

The division includes the offices of Logistical Support, Traffic Engineering, and Maintenance Administration.

1-9.03(01) Office of Logistical Support

The office is responsible for the following:

1. supporting and assisting the districts and other divisions with materials, supplies, and equipment;

2. supporting the Division and the districts in administrative, business, and contract support functions;

3. supporting the districts in maintenance and traffic functions;

4. supporting the districts in maintenance management, traffic management, facilities management, equipment management, and communications functions;

5. operating the Department motor pool; and

6. being responsible for all fixed asset inventory;

The office includes the Sign Fabrication and Warehouse Stores teams.

1-9.03(02) Office of Traffic Engineering

The office is responsible for the following:

1. establishing traffic policies and procedures;

2. monitoring compliance with these policies in the districts;

3. guiding the districts' traffic operations; and

4. supporting the districts with signs, signal equipment, and snow plow parts;

5. developing and implementing 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.

The office includes the Work Zone Safety and Traffic Control teams.

1-9.03(03) Office of Maintenance Administration

This office is responsible for the following:

1. establishing maintenance policies and procedures;

2. monitoring compliance with these policies in the districts; and

3. guiding the districts' maintenance operations.

The office includes the Snow and Ice Program, Emergency Operations Program, Work Management, and Permits teams.

1-9.04 Production Management Division

The division is responsible for detailed project design up to project advertisement. This is accomplished either through in-house design personnel or through a consultant.

The division includes the offices of Aerial Engineering, Environmental Services, Geotechnical Services, Project Management, Public Hearings, Real Estate, Roadway Services, and Structural Services.

1-9.04(01) Office of Aerial Engineering

The office includes the Survey and Photogrammetry teams.

1. Survey Team. The team performs the route survey work needed for plan development of highway improvement projects that are administered by the Production Management Division. The team'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 Design Teams. 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 a Design Team;

    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 team does not perform aerial survey work, which is available instead from aerial survey consultants and/or the Photogrammetry Team;

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

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

    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 team;

    i. purchasing and maintaining equipment used by the team, 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.

2. Photogrammetry Team. STEPHEN ASHBY

1-9.04(02) Office of Environmental Services

The office is responsible for assessing the environmental impact of a proposed project and ensuring that INDOT operates in compliance with all relevant environmental laws and regulations as well as waterway permitting.

The office includes the Environmental Policy, Ecology and Permits, and Cultural Resources teams.

1. Environmental Policy Team. The multi-disciplinary team of scientists, biologists, archaeologists, historians, geologists, and landscape architects provides the expertise necessary for the development of an INDOT project. The functions of the team include the following:

a. ensuring compliance with the National Environmental Policy Act for each Department project that is Federally funded and compliant with relevant State environmental regulations;

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

c. developing a plan to mitigate environmental impacts;

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

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

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

g. conducting the necessary technical analyses for air, noise, water, and biological impacts for each Department project;

h. obtaining waterway permits; and

i. developing landscaping for each INDOT project.

These responsibilities are fulfilled either by performing the work in-house or by reviewing and evaluating the work of a consultant.

The team provides a variety of services to the Division and other INDOT divisions and districts in the development of a highway project.

2. Ecology and Permits Team. The team is responsible for all landscaping and environmental mitigation activities for each project. The team's activities include the following:

a. preparing the landscaping design for each in-house project;

b. reviewing consultant-designed landscaping projects;

c. providing technical support for erosion control issues;

d. conducting construction field reviews for landscaping work;

e. monitoring contractor warranties for landscaping work;

f. preparing specifications and special provisions for landscaping work;

g. preparing wetland mitigation design for each in-house project; and

h. 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).

3. Cultural Resources Team. CHRIS KOEPPEL

1-9.04(03) Office of Geotechnical Services
ATHAR KHAN

The office includes the Geotechnical Operations Team, and three Design teams.

1-9.04(04) Office of Project Management

The office is responsible for providing oversight and coordination services for special types of projects such as Design-Build projects. In addition, the office is responsible for evaluating the Project Management System (PMS) to identify potential improvements to the System.

The office includes the Major Projects and Project Management teams.

1. Major Projects Team. The team's responsibilities 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 riverboat sites' transportation requirements;

    f. administering the Central Office employee incentive program.

2. Project Management Team. LOUIS FEAGANS

1-9.04(05) Office of Public Hearings

The primary duties and responsibilities of the office are to coordinate, facilitate, and document project-specific public involvement activities for each INDOT project. As a stipulation, each transportation project receiving federal funding must undergo formal public involvement activities, such as formal public hearings, paid legal advertising, impacted-area property-owner notification, and solicitation of public comment. Also, timely public meetings, small focus group meetings, electronic notification, and announcement-posting and other activities may be required as needed depending on the level of project being developed. The documentation of these activities is certified by the office and forwarded to FHWA for review and further documentation to ensure that both federal and State requirements have been met for each project in INDOT's production schedule.

The office also has staff whose job responsibilities require them to provide proactive engagement of the stakeholders for a number of select projects which require a more intensive approach due to project scope and complexity. The office has four project facilitators who are responsible for stakeholder engagement for each IPOC-level project. Their duties include the production and

development of project newsletters, small group presentations, and timely correspondence with project stakeholders.

1-9.04(06) Office of Real Estate

The office coordinates all activities to obtain the right of way necessary for each INDOT project. This may be necessary for the construction of a new highway or widening an existing highway. The office determines the quantity and value of all land, and the 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 office also provides assistance to cities, towns, and counties in their land-acquisition efforts for local-agency road and street projects.

The office includes the Utilities, Railroads, Property Management, Administrative Services, Acquisition teams, and Region teams for the North, Central, and South regions.

1. Utilities Team. The team performs utility coordination work required for plan development of each highway-improvement project administered by the division. The team 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 each highway-improvement project 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. However, the team will provide expertise and review for such projects with reimbursable utility expenses as necessary;

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

    d. obtaining cost estimates and securing agreements with reimbursable utilities, 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.

2. Railroads Team. The team is responsible for the following:

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

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 each highway project;

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

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.

3. Property Management Team. The team is responsible for the following:

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

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

c. in coordination with the Design Teams, preparing the detailed right-of-way plans and special provisions related to right of way;

d. providing coordination among the organizational units of the Office of Real Estate, the Division, and Federal Highway Administration on the preparation and approval of right-of-way plans;

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

f. 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

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

The team is also responsible for the valuation of interests in real property to be acquired by the Department, including the following:

a. developing appraisal policies, procedures, and guidelines;

b. providing technical education for training staff appraisers;

c. arranging services for outside fee appraisers when needed;

d. providing technical assistance to staff and fee appraisers;

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

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

g. reviewing appraisals and appraisal reviews prepared for Department and local public agency projects;

h. reviewing all appraisals prepared for the Department; and

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

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

4. Administrative Services Team. The team is responsible for providing the administrative support services necessary for the Office of Real Estate. Its responsibilities include the following:

a. maintaining the official files and records of the Office of Real Estate and to provide right-of-way information as requested;

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

c. monitoring attendance, payroll, employee benefits, and travel reimbursement;

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

e. maintaining statistical records and preparing necessary reports;

f. providing assistance to local governments on land acquisition if State or Federal funds are involved;

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

h. coordinating inventory, office equipment, and expendable supplies.

5. Acquisition Team. The team is responsible for the acquisition phase of acquiring property for the Department. It is responsible for the following:

a. developing negotiation policies, procedures, and guidelines;

b. providing education and training for staff negotiators;

c. reviewing and approving negotiated settlements for right-of-way parcels;

d. coordinating the processing of right-of-way parcels for condemnation; and

e. implementing the process for special property acquisition by the Department.

In addition, the team provides liaison and coordination among the organizational units of the Office of Real Estate, the division, and Federal Highway Administration on right-of-way negotiations. The team coordinates actions to resolve damage claims from landowners.

The team is also 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:

a. developing policies, procedures, and guidelines for property management;

b. processing claims for payment of right-of-way settlements;

c. obtaining mortgage releases;

d. administering surplus property inventory; and

e. processing reimbursement of tax payments.

6. Region Teams. The North Region Team is responsible for the Fort Wayne and LaPorte districts. The Central Region Team is responsible for the Crawfordsville and Greenfield districts. The South Region Team is responsible for the Seymour and Vincennes districts.

1-9.04(07) Office of Roadway Services

The office includes the Roadway Engineering Standards Team, three Roadway In-House Design teams, two Roadway Review teams, and the Traffic Review Team.

1. Roadway Engineering Standards Team. The team is responsible for revising, adding and/or deleting standard documents for project development, plan design, surveying, and road design as required. Such documents include the appropriate portions of the following:

   a. INDOT *Standard Specifications*,
   b. Supplemental Specifications,
   c. Recurring Special Provisions,
   d. INDOT *Standard Drawings*, and
   e. *Indiana Design Manual*.

   The team coordinates with other Department entities when changes to these standard documents are required, and it annually distributes revised or new standard documents. The team also periodically issues Design Memoranda on design issues until the *Indiana Design Manual* can be revised.

2. Roadway In-House Design Teams. The teams are responsible for all capital improvement projects for which the teams serve as the lead for in-house-designed project development. This includes roadway and combination roadway-bridge projects. The functions of each team include the following:

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

b. coordinating all activities necessary for the design of each in-house-designed project (e.g., surveying, environmental evaluation, geotechnical, right-of-way, traffic engineering);

c. providing design support as required on each project for which another team is lead (e.g., roadway approaches for a bridge rehabilitation project, traffic engineering project); and

d. providing technical assistance to local jurisdictions on roadway issues.

3. Roadway Review Teams. The teams are responsible for all capital improvement projects for which the teams serve as the lead for consultant-designed-project development. This includes roadway and combination roadway-bridge projects. The functions of each team include the following:

a. reviewing each consultant-designed project including the technical review of each local public agency project;

b. coordinating all activities necessary for the design of a consultant-designed project (e.g., surveying, environmental evaluation, geotechnical, right-of-way, traffic engineering);

c. providing design support as required on each project for which another team is lead (e.g., roadway approaches for a bridge rehabilitation project, traffic engineering project); and

d. providing technical assistance to local jurisdictions on roadway issues.

4. Traffic Review Team. The team is primarily responsible for the review and design of traffic engineering projects, e.g., intersections, interchanges, signals, signs, lighting, and Intelligent Transportation System projects. The team is responsible for all capital improvement projects for which the section serves as the lead unit, and provides a variety of traffic engineering to other Department teams. The functions of the team include the following:

a. developing signing and pavement marking practices and their standard designs for each Department project;

b. developing traffic signals and highway lighting practices and their standard designs for each Department project;

c. preparing/reviewing consultant-designed plans, quantities, special provisions, etc., to advance each traffic engineering or ITS project to advertisement;

d. providing traffic engineering support as required on each projects for which another Division team is lead; and

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

1-9.04(08) Office of Structural Services

The office includes the Hydraulics Team, Design Resources Team, three Bridge Engineering teams, and the Bridge Rehabilitation and Ratings Team.

1. Hydraulics Team. The team is responsible for the hydrologic and hydraulic analyses for roadway drainage appurtenances and bridge waterway openings. The team'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 (Roadway Design, Roadway Review, or Bridge Engineering teams) 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. determining field surveying needs for hydraulic analyses and working with the district offices to secure the field information;

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

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

2. Design Resources Team. The team is responsible for revising, adding, or deleting standard documents for hydraulics and structural design as required. Such documents include appropriate portions of the following:

   a. INDOT *Standard Specifications*,
   b. Supplemental Specifications,
   c. Recurring Special Provisions,
   d. INDOT *Standard Drawings*, and
   e. *Indiana Design Manual*.

   The team coordinates with other Department units when changes to these standard documents are required, and it annually distributes revised or new standard documents. The team also periodically issues Design Memoranda on design issues until the *Indiana Design Manual* can be revised.

3. Bridge Engineering Teams. The teams are responsible for each capital improvement project for which the teams serve as the lead for project development. The functions of each team include the following:

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

   b. reviewing each consultant-designed project including the technical review of each local public agency project;

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

   d. providing design support as needed on each project for which another team is lead (e.g., road project, traffic engineering project); and

   e. providing technical assistance to local jurisdictions on bridge issues.

4. Bridge Rehabilitation and Ratings Team. The team is responsible for the review and design of each bridge-rehabilitation project (e.g., repair, widening). The team is responsible for each capital improvement project for which the team serves as the lead unit. The team provides a variety of bridge-rehabilitation services to other Department entities. The team is responsible for all bridge-loading services. The functions of the team include the following:

a. developing bridge-rehabilitation practices and standard designs for each applicable Department project;

b. preparing/reviewing consultant-designed plans, quantities, special provisions, etc., to advance each project to advertisement;

c. providing bridge-rehabilitation support as needed on each project for which another Department entity is lead; and

d. preparing and providing load rating information as needed.

1-10.0 HUMAN RESOURCES DEPUTY COMMISSIONER

This deputy commissioner oversees the work of the 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 the Office of Payroll and Benefits and the Office of Internal Affairs.

1-10.01 Office of Payroll and Benefits

The office's duties include the following:

1. reviewing employee classifications;

2. reviewing recruitment differentials and providing salary computations;

3. answering technical questions regarding classification and staffing concerns;

4. maintaining active and inactive employee files;

5. verifying employment records; and

6. maintaining staffing reports for INDOT.

1-10.02 Office of Employee Development

The office includes the Training, Employment/Affirmative Action, and Labor Relations teams.

1. Training Team. The team 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.

2. Employment/Affirmative Action Team. The team's duties include the following:

    a. enforcing the employment policy;

    b. overseeing recruitment and hiring practices;

    c. assisting applicants during the employment process;

    d. coordinating the community outreach process;

    e. investigating internal complaints on discrimination; and

    f. administering the Americans with Disabilities Act program.

3. Labor Relations Team. The team's duties include the following:

    a. offering guidance to managers and employees on various human-resource policies and procedures (e.g., Employee Manual, work rules, union settlement, work leaves, discipline); and

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

1-11.0 LEGAL DEPUTY COMMISSIONER AND CHIEF LEGAL COUNSEL

This deputy commissioner oversees the work of the Internal Affairs, Legal Services, and Economic Opportunity Divisions, and is the Department's Chief Legal Counsel.

1-11.01 Internal Affairs Division

The 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 offices of Audits and Investigations, the division maintains an effective monitoring and reporting system. It prevents, detects, and identifies trends, improprieties, and irregularities throughout the Department, by promoting loss control and improved operational efficiency thus enhancing the public trust.

1-11.02 Legal Services Division

The 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 all divisions and districts;

2. investigating the legality of Department 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; and

8. conducting administrative hearings.

1-11.03 Economic Opportunity Division

The 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 includes the offices of DBE Certification and Contract Compliance.

1-11.03(01) Office of DBE Certification

The office serves as a resource for Disadvantaged Business Enterprises (DBE), by conducting trade shows, seminars, and workshops. It directs the activities of each consultant that works one on one with each DBE to provide technical, managerial, and financial assistance. There are also programs that assist youths in construction- and highway-related work. It is responsible for Minority Business Development/Participation, and Equal Employment Opportunity/On-the-Job Training.

1-11.03(02) Office of Contract Compliance

The office ensures the compliance of contractors related to State and Federal laws.

1-12.0 PLANNING OPERATIONS DEPUTY COMMISSIONER

This deputy commissioner oversees the work of the Freight Mobility, Planning, and Public-Private Partnership divisions.

1-12.01 Freight Mobility Division

The division partners with freight providers and distribution-logistics centers to enhance the State's role as a logistics and transportation hub for not only the Midwest, but for the United States as whole, while reinforcing the State's position as a leading manufacturing center and supporting overall economic development efforts as related to transportation.

1-12.02 Planning Division

The 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.

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.

The division includes the offices of Pavement Engineering, Roadway Safety and Mobility, Systems Analysis and Planning, Technical Services, and Urban and Corridor Planning.

1-12.01(01) Office of Pavement Engineering

The office performs the following:

1. develops and implements pavement management systems for INDOT;

2. collects pavement condition information on State highways;

3. makes decisions on pavement performance;

4. maintains the Roadway Reference Post System;

5. produces the Road Reference Physical Feature Inventory Books; and

6. provides ride and condition data for pavements.

1-12.01(02) Office of Roadway Safety and Mobility

The office summarizes crash data to determine crash rates by road systems and functional classification.

It includes the Safety and Mobility teams.

1. Safety Team. The team performs the following:

   a. provides crash summaries by location for projects under study by the Production Management Division's Office of Environmental Services and for use by the districts and the Planning Division to aid in project selection and prioritization; and

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

2. Mobility Team. PAUL SCHMIDT

1-12.01(03) Office of Systems Analysis and Planning

The office includes the Bridge Management Team. It performs the following:

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

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

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

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

1-12.01(04) Office of Technical Services

The office includes the Research and Documents Library, Bridge Inventory, GIS / Mapping Cartography Operations, Roadway Inventory, Technology Services, and Traffic Monitoring teams.

1. Research and Documents Library Team. The team's members are available to all personnel within INDOT, plus consulting engineering firms, law firms, outside agencies, and the general public, to serve as a customer-service team providing information from various plans and files. The team is responsible for the following:

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

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

c. processing plans and paperwork to be transmitted from the Production Management Division to the Contract Administration Division for the letting process;

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

e. processing all printing requests and plans between various divisions and the Department of Administration's print shop;

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

g. processing outgoing mail; and

h. performing miscellaneous errands as required.

2. Bridge Inventory Team. The team 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 other INDOT 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.

3. GIS / Mapping Cartography Operations Team. KEMBERLY WALLACE

4. Roadway Inventory Team. The team is responsible for the following:

a. Road Inventory.

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

(2) Periodically physically inventories road miles or 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 INDOT highways, roads and streets inventories current 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 the 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 (MPOs);

(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 part of the team records and maintains a comprehensive chronological record of all State-highway construction improvements and provides historical pavement cross section data.

5. Technology Services Team. ERIK KRAG

6. Traffic Monitoring Team. The team does the following:

a. collects and analyzes traffic counts on all INDOT routes on a regular basis;

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

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 the State's MPOs; and

f. cooperates with the Roadway Inventory Team to facilitate timely FHWA documentation requirements.

The team is also responsible for processing the permits as follows:

a. oversized or overweight superload permits;

b. right-of-way permits; and

c. outdoor-advertising-sign permits.

1-12.01(05) Office of Urban and Corridor Planning

The office includes the Urban and MPO, Corridor and Long Range, Feasibility Engineering, and Modeling and Forecasting teams.

1. Urban and MPO Team. (vacant)

2. Corridor and Long Range Team. STEPHEN SMITH

3. Feasibility Engineering Team. The team 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 each added-lane project to preserve its efficiency.

4. Modeling and Forecasting Team. The team provides technical planning support and service for various INDOT offices and teams. The team is responsible for the following:

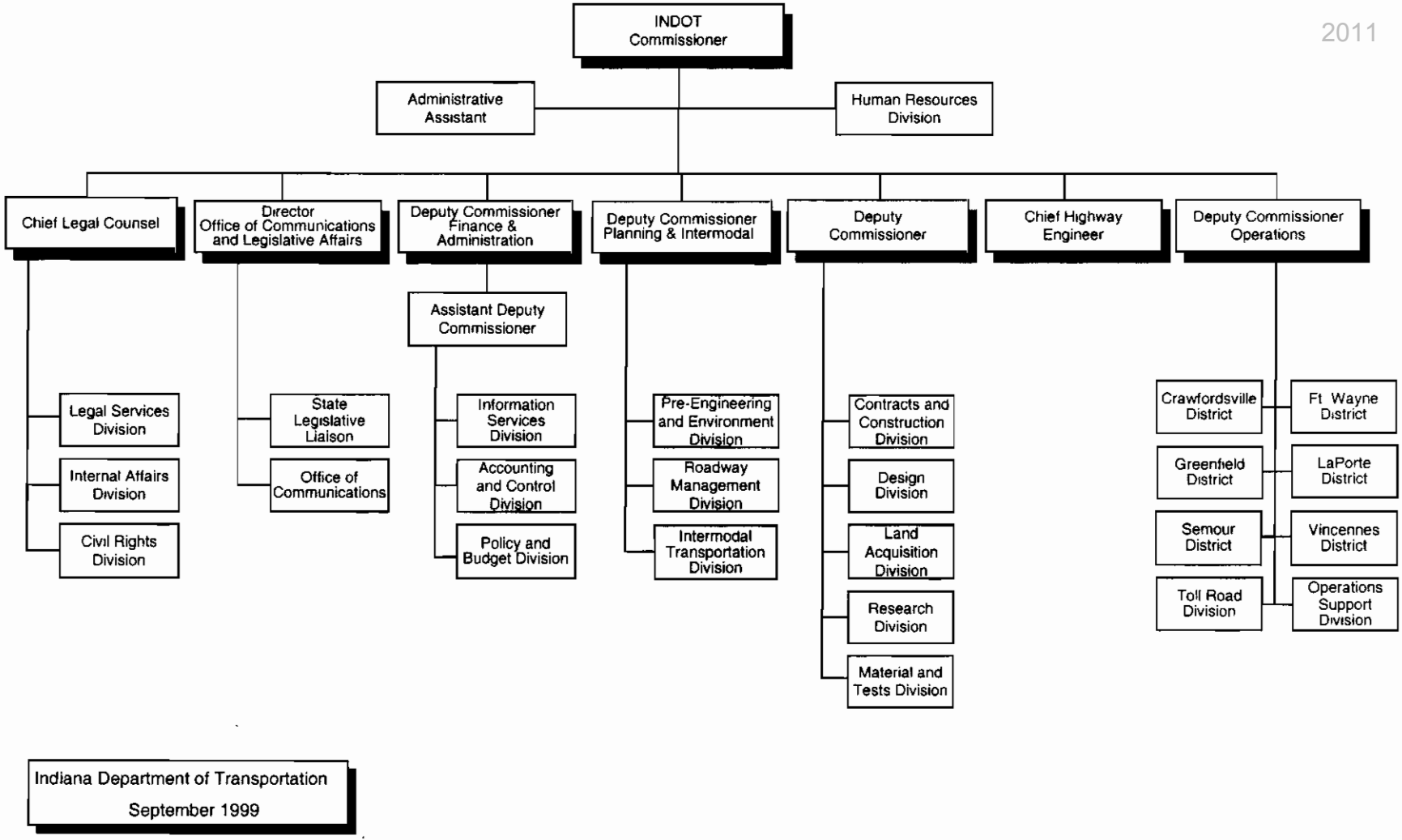
   a. providing certified traffic forecasts such as Traffic Forecasting ESALs, Minors, and Specials;

   b. Travel Demand Modeling activities, including testing proposed added-travel-capacity improvements alternatives, evaluating new highway alignments, bypasses, and new interchange locations;

   c. system-wide evaluation of project benefit and cost; and

   d. emissions modeling for identified non-conforming air quality areas not under the jurisdiction of a MPO.

1-12.03 Public-Private Partnerships Division
RICK SMUTZER



INDOT ORGANIZATION

Figure 1-1A