

Federal-aid and Grant Management Overview Territorial Peer Exchange



Federal-aid Intro



Characteristics of the FAHP

- > Federally assisted, State-administered
- Requires States to have highway agency
- > Funding tied to specific categories of roads
- States pay for maintenance
- Matching requirements
- Contract authority



Federal Responsibilities in FAHP

- > Review and approve State proposals
- > Develop regulations and guidance
- >Promulgate standards
- > Provide technical assistance
- ➤ Distribute Line of Credit
- ➤ Pay States for their eligible expenses





State and Local Responsibilities in FAHP

➤ Conceive, plan, design, initiate and construct projects

> Maintain and operate highways





Purpose of an Authorization Act

- >Authorizes Programs
- >Sets program-specific requirements
- >Authorizes "funds" (line of credit)
- >Specifies fund characteristics (formula, match, eligible activities, etc.)
- >Typically covers multiple years





Budget Authority

Appropriated Budget Authority (ABA)

- ➤ Most Federal programs operate with ABA
- Requires two acts of Congress to implement programs (Authorization and Appropriation)

Contract Authority (CA)

- > Most of FHWA programs operate with CA
- > Authorized amounts are available without further legislative action
- > Requires a provision in the law (23 USC 118(a)) and the program must receive 90% or more of its receipts from a Trust Fund.



Purpose of an Appropriations Act^{oo}

- >Funds Appropriated Budget Authority programs
- ➤ Sets an annual obligation limitation for programs with Contract Authority

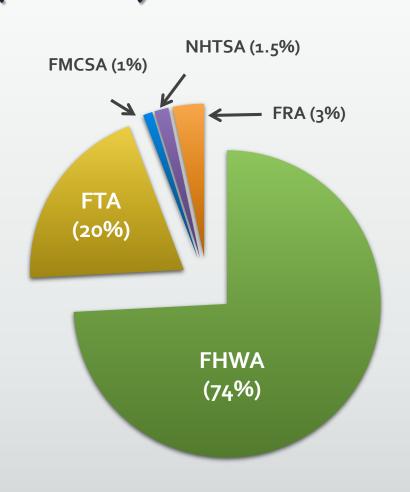


- >Sets an annual limitation for FHWA Admin funding
- Appropriates an amount of liquidating cash from the Trust funds to pay State's eligible expenses

Note: Most Federal programs are funded through appropriated budget authority, courtesy of an appropriations act. However, as the FAHP operates under contract authority, the appropriations act serves a different function for FHWA.



Fixing America's Surface Transportation (FAST) Act



- Signed into law Dec. 4, 2015
 (P.L. 114-94)
- Highways, highway safety, transit, motor carrier, and railroads
- 5-year Act FYs 2016-2020
 - \$305 B in total authorizations
 - \$226 B authorized for FAHP
 - \$70 B in transfers to keep HTF solvent







Highway Trust Fund



Highway Trust Fund (HTF)

Federal-aid Highway Act of 1956

- Provided authorizations for FY 1957 – 1969
- Established Trust Fund to collect revenues to pay for authorizations, FY 1957 – 1972

FAST Act

- Provided authorizations for FY 2016 – 2020
- Extended Highway Trust Fund through 09/30/2022





Federal Fuel Taxes



0.1 ¢

Diesel Tax: 24.4 ¢ / gallon



Trust Fund



Diesel: 21.44 ¢

Highway Account



Gas: 2.86 ¢

Diesel: 2.86 ¢

Mass Transit Account





Effective October 1, 1997



Federal Truck User Taxes

Truck Sales

• 12% of retail price for trucks over 33,000 lbs. or trailers over 26,000 lbs. GVWR

Truck Use

- Up to 55,000 lbs. No tax
- Over 55,000 lbs. \$100+\$22/1000 lbs.
 \$550 maximum

Tires

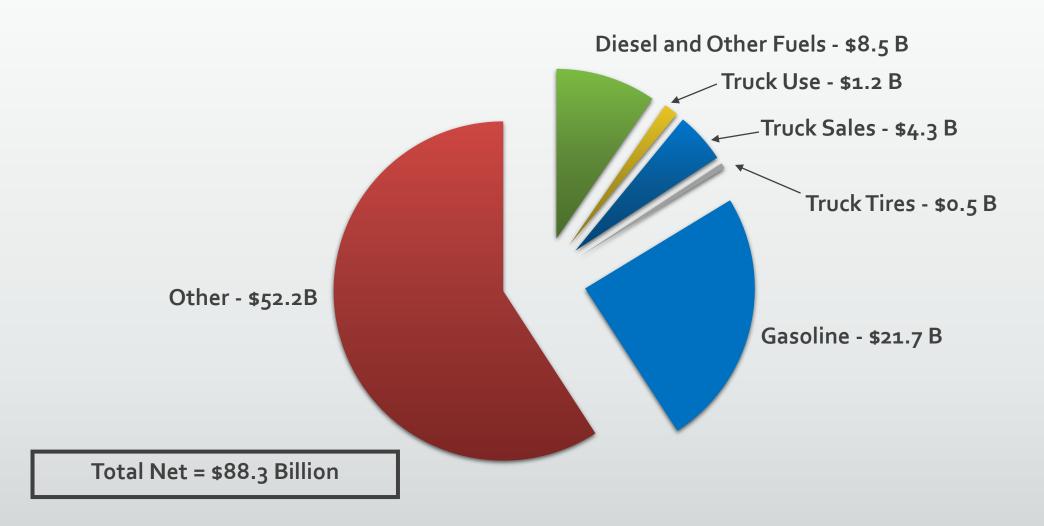
• 9.45 cents for each 10 lbs. exceeding 3500 lbs. maximum rated load capacity (4.725 cents for bias-ply or super single tire)

Effective January 1, 2005



O Pederal Highway Administration O RESOURCE CENTER

Net Highway Account Income-FY16°°°





Funds Distribution in FAHP

Apportionments

- > Distributed by formula specified in law
- ➤ Distributed on October 1st
- ➤ Withdrawn only by law
- > All States are recipients
- > 92% of Highway funds are apportioned

Allocations

- > No formula in law
- Distributed throughout year
- ➤ Discretionary (competitive) grants may be withdrawn by administrative action
- > Only some states are recipients
- ➤ Can be reserved for FHWA use (e.g. FHWA Admin, R&D)
- > 8% of Highway funds are allocated





FAST Act Apportioned Programs

- ➤ National Highway Performance Program (NHPP)
- ➤ Surface Transportation Block Grant Program (STBG)
- ➤ Congestion Mitigation & Air Quality (CMAQ)
- > Highway Safety and Improvement Program (HSIP)
- ➤ Metropolitan Planning (PL)
- ➤ National Highway Freight Program (NHFP)





- > Federal Lands Transportation Program
- ➤ Tribal Transportation Program
- ➤ Puerto Rico and Territorial Highway Program
- ➤ Work Zone Safety Grants
- ➤ Highway Use Tax Evasion
- ➤ Nationally Significant Freight & Highway Projects

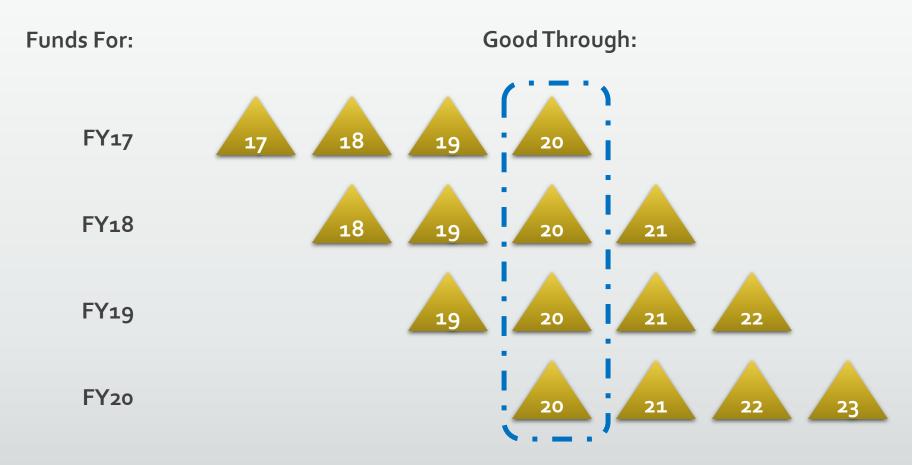


- ➤TIFIA (credit) program
- ➤ Nationally Significant Federal Lands & Tribal Projects (ABA)





Availability of Funds



Funds <u>lapse</u> if not obligated within their period of availability







Obligations



Obligations

- ➤ State Request, Federal Approval
 - Commits State's line of credit
 - Commits Federal Government to pay Federal share of eligible expenses
- ➤ Based on Best Cost Estimate
- > Protects funds from lapsing
- >Traditional point of budgetary control





Obligation Limitation

What is it?

➤ A budgetary mechanism to control Federal spending for contract authority programs

Who does it?

➤ Congress – through legislation

Why?

>To be responsive to current budget policies





Obligation Limitation - Characteristics



The obligation limitation is determined by dividing the National Limitation minus amounts reserved from distribution by total apportionments and allocations. The FY17 limitation percentage for States was 92.8% of a State's apportionment.



"Formula" Limitation is like a Fisherman's Catch Limit

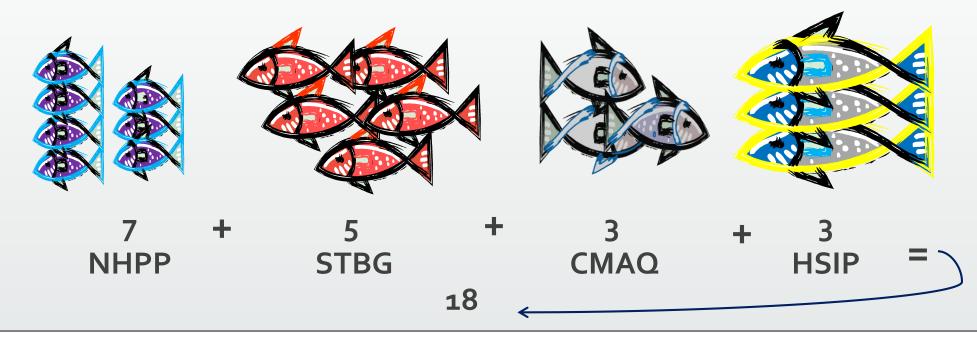








Catch any fish, but only 18

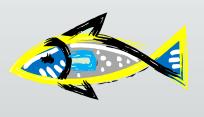


OR..... any other combination that equals 18



Left for Next FY









Laws, Statutes, Regulations, and FHWA Policy



Where to find Highway Law

Most highway law is compiled and organized (codified) into title 23, United States Code (Statute)

- Program eligibilities
- Federal share
- Apportionment formulas

Some provisions are not codified in Title 23

- Uniform Relocation Act
- Americans with Disabilities Act of 1990
- FAST Act authorization of funds
- Some project delivery provisions

Codified or not, the law is the law – FAST Act is P.L. 114-94





Laws vs Regulations

- Laws are passed by Congress and most provisions of laws are codified in the United States Code
- After laws are passed, Federal Agencies are required to issue regulations that describe how the law will be implemented. 23 CFR for the FAHP
- Someone violating a regulation is, in effect, violating the law that created it.





Other Applicable Federal Requirements

- > 49 CFR Transportation
 - Nondiscrimination
 - Disadvantaged Business Enterprises (DBE)
 - Uniform Relocation Assistance for Real Property Acquisition
- > 2 CFR 200 Uniform Requirements
- National Environmental Policy Act (NEPA)
- Clean Air Act (CAA)







- ➤ Uniform Requirements are those regulations identified in 2 CFR 200 and apply to **ALL** Federal agencies that provide awards and **ALL** recipients and subrecipients that receive Federal awards/subawards.
- Programmatic Requirements are those regulations that are applicable to the specific program of funds being used. The FAHP programmatic requirements are found in 23 CFR and 49 CFR.
- ➤ Both the Uniform and Programmatic requirements must be followed on Federal-aid projects.





Hierarchy of Law

U.S. Constitution

Federal Laws and Regulations

Federal Policy, Procedures and Directives

State Constitution and Law

State Policy, Procedures and Directives







Introduction to the Uniform Guidance (2 CFR 200)



2 CFR 200

An Introduction to the Uniform Guidance

Why Was The Uniform Guidance Created?



- ✓ Executive Order 13520 Reducing Improper Payments
- ✓ Presidential Memorandum Feb 2011

 Administrative Flexibility , Lower
 Costs, and Better Results for State,
 Local and Tribal Governments
- ✓ Council of Financial Assistance Reform (COFAR)



An Introduction to the Uniform Guidance

So.. What is the Juniform Guidance?

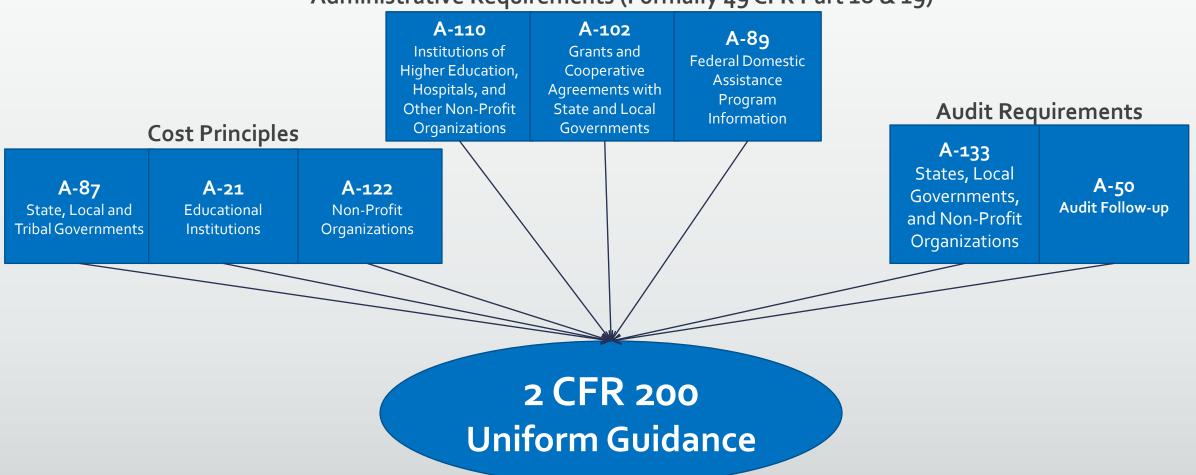
- ✓ Official Name Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards
- ✓ OMB Uniform Guidance that combines 8 previous Federal grant regulations into ONE comprehensive guidance.
- ✓ Codified at 2 CFR 200





An Introduction to the Uniform Guidance

Administrative Requirements (Formally 49 CFR Part 18 & 19)







An Introduction to the Uniform Guidance

To Whom Does the Uniform Guidance

Apply?



- ✓ The Uniform Guidance applies to:
 - to Federal agencies that make Federal awards to non-Federal entities
 - To non-Federal entities that receive Federal grant funds.



Yes, the Uniform Guidance applies to FHWA, State DOTs, Local and Tribal Governments!





An Introduction to the Uniform Guidance

When Did the Uniform Guidance Become Effective?



FHWA policy and guidance impacted by the Uniform Guidance is currently being developed and updated.

DECEMBER

26

2014

"The Uniform Guidance's administrative requirements and cost principles applies to new federal awards issued by federal awarding agencies on or after December 26, 2014."

The Uniform Guidance's audit requirements will apply to audits of non-federal entity fiscal years beginning on or after December 26, 2014.



An Introduction to the Uniform Guidance

The Uniform Guidance is divided into six parts:

- ➤ Subpart A—Acronyms and Definitions
- ➤ Subpart B—General Provisions
- ➤ Subpart C—Pre-Federal Award
 Requirements and Contents of Federal
 Awards
- Subpart D—Post-Federal Award Requirements
- ➤ Subpart E—Cost Principles
- ➤ Subpart F—Audit Requirements

It also includes 11 appendices. Of particular note to FHWA is:

➤ Appendix VII—States and Local Government and Indian Tribe Indirect Cost Proposals.







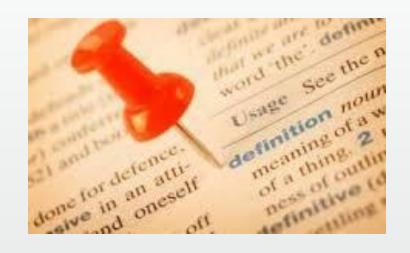
2 CFR 200 Should vs. Must

- Not in definitions
- COFAR: "should" does not signify "must"
- > Should indicates a best practice suggestion



2 CFR 200: Subpart A A Few Essential Definitions

- ➤ 2 CFR 200.69 Non-Federal entity means a state, local government, Indian tribe, institution of higher education (IHE), or nonprofit organization that carries out a Federal award as a recipient or subrecipient.
- ➤ 2 CFR 200.86 Recipient means a non-Federal entity that receives a Federal award directly from a Federal Agency.
- ➤ 2 CFR 200.93 Subrecipient means a non-Federal entity that receives a sub award from a pass-through entity to carry out part of a Federal program. A subrecipient may also be a recipient of Federal awards directly from a Federal agency.







Contractor vs. Subrecipient

- > 2 CFR 200.23 Contractor is an entity that receives a contract as defined in §200.22 Contract
- ➤ 2 CFR 200.22 Contract means a legal instrument by which a non-Federal entity purchases property or services needed to carry out the project or program under a Federal award.
- ➤ 2 CFR 200.38 Federal Award means Federal financial assistance that a non-Federal entity receives directly from a Federal awarding agency or indirectly from a pass-through entity.
- ➤ 2 CFR 200.92 Subaward means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program.

A FAHP Project
Agreement as well as a related sub-recipient award issued to an LPA is considered a Federal Award.





2 CFR 200: Subpart B General Provisions

200.100 Purpose

Establish uniform administrative requirements, cost principles, and audit requirements for non-Federal entities

No additional or inconsistent Requirements

200.101 Applicability

The Uniform Guidance applies to Federal agencies that make Federal awards to non-Federal entities

Terms and
Conditions flow
down to subawards to subrecipients





2 CFR 200: Subpart B General Provisions

- > 200.102 Exceptions
- No EXCEPTIONS for ANY audit requirement
- Administrative Requirements and Cost Principles Only in unusual circumstances
- OMB Approval 2 CFR 1201
- More restrictive guidance but no less restrictive (unless required by statute)





2 CFR 200: Subpart B **General Provisions**

>200.111 English Language



>200.112 Conflict of Interest



Agencies must have policy in place

>200.113 Mandatory Disclosures



 Written disclose of violations of law involving fraud, bribery or gratuity violation affecting the award



FHWA already established conflict of interest policy in 23 CFR 1.33





FAHP Project Authorization Process



2 CFR 200: Subpart C Pre-Federal Award Uniform Requirements

Federal awarding agencies decide upon the appropriate

instrument for the award:

Four instrument Types:

- 1. Grant Agreement
- 2. Cooperative Agreement
- 3. Contract
- 4. Fixed Amount Award

A **cooperative agreement** requires substantial involvement in carrying out the activity of the award

A **Fixed Amount Award** cannot be used in programs which require a mandatory cost sharing or match. A Fixed Amount Award may not reflect actual costs incurred.

A **contract** is an instrument by which a non-Federal entity purchases property or services needed to carry out the project or program under the Federal award





- Title 23 U.S.C. $106(\alpha)(2)$ requires States to enter into a formal project agreement with FHWA for each Federal-aid project.
- ► 23 CFR 630 Subpart A Project Authorization and Agreements
 - §630.106(a)(1) State DOTs must obtain an authorization to proceed from FHWA before beginning work on any Federal-aid project.
 - · Authorization is provided only for the phase of work that is ready to proceed
 - §630.106(α)(2) FHWA will issue authorization to proceed through or after execution of a formal project agreement with the State.

2 CFR 200: Subpart C Pre-Federal Award Requirements



Federal Award Information

- 1. Recipient Name
- 2. DUNS number
- 3. FAIN Number
- 4. Federal Award Date
- 5. Period of Performance Start and End Date
- 6. Amount of Federal Funds obligated
- 7. Total amount of Federal Amount Obligated
- 8. Total amount of the Federal award

- Budget Approved by the Federal Awarding Agency
- 10. Total Approved Cost Sharing or Matching where applicable
- 11. Federal Award Project Description
- 12. Name of Federal Awarding Agency and Contact Information
- 13. CFDA Number and Name
- 14. Identification of where the award is R&D
- 15. Indirect Cost rate for the Federal Award





23 CFR 630.108 Preparation of Agreement



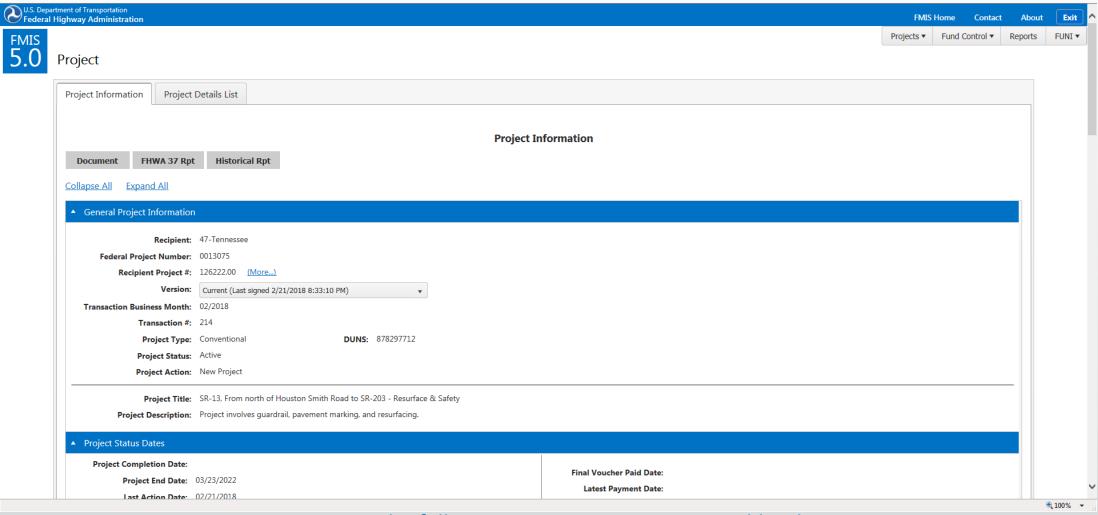
Additional Data Elements that must be included in the Project Agreement

- 1. A description of each project location including State and project termini;
- 2. The work covered by the agreement;
- The Federal-aid share of eligible costs expressed as either a pro rata percentage or a lump sum set forth in $\S630.106(f)(1)$;
- 4. A statement that the State accepts and will comply with the agreement provisions set forth in $\S630.112$;
- 5. A statement that the State stipulates that its signature on the project agreement constitutes the making of the certifications set for in §630.112; and
- 6. Signatures of officials from both the State and FHWA, and the date executed.
- 7. The project agreement should also document, by comment, instances where:
 - State is applying credits (e.g. toll credits, bridge credits 23 USC 144(e)(3)
 - The project involves unique matching requirements (e.g. tapered match, donations)
 - The State is claiming finance related costs for bond and other debt instrument financing.



Fiscal Management Information System (FMIS) Preparation of Agreement





Review the full Agreement in Participant Workbook





Post Federal Award Requirements

Period of Performance

Imposes a period when project cost can be incurred and still be eligible for reimbursement.

Period of Performance:
From Start Date
(Project effective
authorization) to End
Date (determined by
SDOT based on
estimated project
schedule)



FHWA Guidance



Period of Performance: Project Agreement Start Date

Agreement Start Date: The date when FHWA authorizes the project to incur costs for the authorized phase and scope of work.

- > Each phase should be authorized and funds obligated only when that phase is ready to proceed
 - Authorizing multiple phases at the same time should not occur as this prematurely obligates funds for work not yet ready to proceed
- > Phase of work should not be authorized until applicable Federal requirements are met (e.g. NEPA, ROW) and work is ready to proceed in a reasonable period of time.



O RESOURCE CENTER

FHWA Guidance

Period of Performance: Project Agreement End Date

Agreement End Date: The final date when the recipient/subrecipient may incur costs on a Federally funded project.

- End date should be selected based upon the schedule of the of the scope of work under agreement, not to the completion of the entire "project" if it will be authorized in multiple phases.
- > Selection of a reasonable end date should include time consideration for finalizing billing documentation and ensuring all Federal requirements are met.
- > The end date should **NOT** include future project work or phases that may be added to the project agreement at a later date and is not currently authorized.
- > As work is added to a project agreement, the end date may be modified.
- > Final costs must be billed and all obligations liquidated within 90 days of the agreement end date unless an extension is requested by the State DOT and approved by the FHWA.





Project Funds Management

Purpose



To provide an understanding of obligation management and recommended best practices on implementing key project funds management principles.



Project Funds Management Guide for State Grants



Project Funds Management Guide for State Grants

- Summarizes current statutes, regulations, and polices for project funds management – Does not provide new polices or regulations!
- Applies to projects authorized in FMIS (Highway Trust Fund Programs)
- Does not cover all types of projects or situations!





The guide defines the expectations and requirements for:

- Properly authorizing projects
- Properly obligating funds
- Reasonable Period of Performance
- Federal Funds align with Current Project cost estimates
- Effective project monitoring
- Promptly closing projects in FMIS
- Records retention





The **Guide** has been revised to:

- Current references and guidance of 2CFR 200
- Provide detailed guidance on project agreement end date and project closeout
- Address a number of issues identified since initial implementation
- Address corrective actions from a number of OIG and improper payment findings





Authorizing Federal Projects

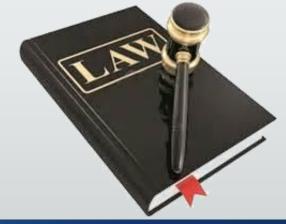


Federal and State laws and regulations <u>have</u> been met

Proper authorization

- 23 U.S.C
- 49 U.S.C
- 2 CFR 200 requirements
- 23 CFR 630 applicable requirements
- Principles of Appropriation Law
- Others

applies to Advanced Construction (AC) Projects





Project authorization

with Conditions

- Used only when necessary
- Well documented
- Do not violate any law or regulations
- Should be documented when the conditions have been met





What is a Project Agreement

Contractual agreement between the State DOT and the FHWA

- Federal prerequisites have been met
- Other Federal requirements will be completed





Properly Authorizing a Project

- Authorized before work starts or advertised
- Clearly defined <u>project title</u>, <u>description</u>
 and <u>scope of work</u> for the applicable phase (PE, ROW, CONS)
- Period of performance (PoP) is identified
- Federal Share is established





Properly Authorizing a Project

- Funding must be supported by a documented accurate and current cost estimate
- Only authorized "ready to proceed" phases/projects
- Non-participating cost should be identified
- Signed by an authorized State representative and a minimum two FHWA individuals





Obligations and AC Authorizations





What is an obligation?



A legal liability of the Federal Government to pay for goods or services

- There is a documented binding agreement
- Agreement between Federal agency and grant recipient
- Obligation is for authorized and legal purposes



What is a proper FHWA Project obligation?

- Clearly defines the eligible scope of the work
- Contains the obligation (funds) amount necessary for the work
- Obligation is supported by current project cost estimate
- Complies/meets Federal requirements:
 - 23 CFR 630.106 Initial authorizations
 - 23 CFR 630.110 Project Modifications
 - 23 CFR 635 Part C Physical Construction
 - FMIS Manual
 - Others







- State or Local Governments use their own funds for the project
- Projects are programmed the same as other Fed-aid
- Project is authorized by FHWA in the same manner as a regular Federal-aid project
- All Federal provisions must be followed
- The authorization does not constitute any commitment of Federal Funds on the project
- The FHWA will not reimburse the State until the project is converted
- Converting an AC project obligates Federal funds



Obligating funds Prohibited Practices

- Obligating funds before project is ready to start/proceed
- Protecting funds from lapsing at year-end
- Obligating funds only to use all obligation limitation
- Authorizing projects for LPAs solely to reserve Federal funds for a future project





De-obligating funds Prohibited Practices

- De-obligating funds from solely to free them up,
 replace them with other funds, or use AC (Reverse AC)
- De-obligating funds solely for the purpose of meeting FHWA's performance goal for inactive obligations
- De-obligating funds from projects with no expenditures but leaving an obligation of a token obligation of Federal funds







Monitoring of Federal Projects





Monitoring Obligations

"An internal control component used to asses the quality of project administration over time and compliance with applicable laws and regulations"

2018 OCFO Memorandum: Project Funds Management Guide for State Grants/GAO Standards for Internal Control in the Federal Government, 2014.



Monitoring Obligations

If project is not progressing promptly, the project should be withdrawn or closed (if appropriate).





Monitoring Obligations

Periodic Reviews

To adjust or modify project agreement (by State DOT) to reasonably <u>reflect the current cost</u> <u>estimate</u>

- Maintain Federal share as originally authorized or adjusted at bid award
- Use of AC for maximize flexibility on a project



Inactive Obligations





Projects with no expenditures in the previous **12 months** or longer

"State DOT's should explain the facts and circumstances causing the project inactivity"

Beyond State DOT's control Examples:

- Litigation
- Unforeseen utility relocations
- Catastrophic events
- Unforeseen environmental concerns



Inactive Obligations



Quarterly Testing of Inactive Obligations



Inactive Obligation is **proper** if it aligns with the State DOT's documented current cost estimate and demonstrates that the project activity is occurring that requires the remaining amount of obligated funds.



An obligation is **improper** if the State DOT cannot provide adequate justification to explain why the project is stalled or is not under contract, and the division office believes the project will not proceed within a reasonable schedule.

Inactive Obligations



Improper obligation has been detected and:

No action taken by State DOT within a reasonable timeframe?

Obligation is not supported by a documented cost estimate?

The inactive obligation is not beyond State DOT's control?

Unilateral De-obligations by the FHWA Division Office

- FHWA Division office has the authority to unilaterally de-obligate a project
- Division is required to notify State
 DOT In writing 30 days to respond
- Explanation should be provided in the FMIS Division Remarks



Standard Operating Procedures (SOPs)



Monitoring

An internal control tool to implement:

- a) effective project funds management,
- b) adequate project delivery systems and,
- c) stewardship and oversight policy agreements
- SOPs should describe monitoring responsibilities and timeframes
- SOP are kept up-to-date
- Easy to follow
- Available for staff





Closing Projects in FMIS





When is a project considered completed?

- State DOT submits request to FHWA
- When work is accepted

 All required work/deliverables and administrative actions have been completed
- Contractor is released from responsibility
- Final payment has been made
- Unexpended funds has been de-obligated
- Final documentation completed and retained

Within 90 days of the project agreement end date

Follow procedures established on your Division/State SO agreement and SOPs





Records Retention

3 years

Begins when the final voucher is submitted in FMIS and required documentation is submitted to FHWA





Can a project be re-opened?



- If eligible additional cost were identified during audit process
- If there is an appeal if a contractor claim or litigation
- If ineligible costs are identified during audit process
- Record retention period restarts (if there is a change is the obligation or expenditure amount)

Improper Payments



Improper Payments Policy Improper Payment Elimination and Recovery Improvement Act (IPERIA)

- > IPERIA is an annual review performed by external auditors
- > Transactions are randomly selected in all states
 - Transactions are selected from project billings in FHWA Current Bill system
 - If State is not in auditor sample, then they will be in FHWA sample
- > FY15 & FY16 IPERIA testing resulted in increased focus Agency wide
 - FY15 \$479 million in improper payments and 1.08% rate
 - FY16 \$111 million in improper payments and 0.26% rate
 - Fy17 \$133 million in improper payments and 0.30% rate
 - Goals: Less than \$100 million and less than 0.25% rate

Improper Payments



What is an improper payment

- > An improper payment is one that is:
 - made to an incorrect recipient
 - an incorrect amount (e.g. incorrect Federal share)
 - not in accordance with Federal laws, regulations, or terms and conditions of the Federal award
 - for ineligible, unallowable, or unauthorized goods or services (includes charging to incorrect program code, improvement type/activity)
 - insufficiently documented



Improper Payments



Monitoring Credit Transactions

- > Credits may identify potential weaknesses in a project or financial system and/or poorly designed or implemented internal controls
- > Proper credit transactions may include:
 - Correcting ineligible funding sources
 - Correcting incorrect Federal share
 - Recoveries due to:
 - Contractor liquidated damages or failed materials
 - Failure to meet Federal requirements
 - Administrative or clerical errors found during project audit or review
 - Repayments due to PE 10-year or 20-year ROW rules



FWHA Oversight Activity



Financial Integrity Review & Evaluation (FIRE) Program

- > FIRE is a risk-based financial management oversight program that each Office in FHWA is required to execute.
- > Supports FHWA's annual assurances, certifications, and financial reporting
- > FIRE components are performed annually:
 - Administrative Self-Assessment
 - Obligation Management Review (Inactive Projects)
 - Improper Payments/Billing Transaction Testing
 - Single Audit Review and Reporting
 - Financial Management Review (Based on Risk)



FWHA Oversight Activity



Compliance Assessment Program (CAP)

The purpose of CAP is to help provide reasonable assurance that Federal-aid highway projects comply with key Federal requirements.

- > Implemented each year for a pre-determined population of projects
- ➤ Core Question Guide Required
 - Compliance questions for key regulatory requirements
- ➤ Corporate Review Guide Used if necessary for national review
 - Used when conducting a national review of current or potential risk areas
- ➤ Technical Review Guide Optional
 - Optional guides for program and technical specialist (e.g. Contract Admin, NEPA, ROW)









Contact Information:

Follow-up Questions or Assistance:

➤ FHWA Resource Center, Finance Team Email RC-TST-Finance@dot.gov

➤ Bob Eatmon, RC Financial Specialist

Email: robert.eatmon@dot.gov

Phone: 720-879-1219

