

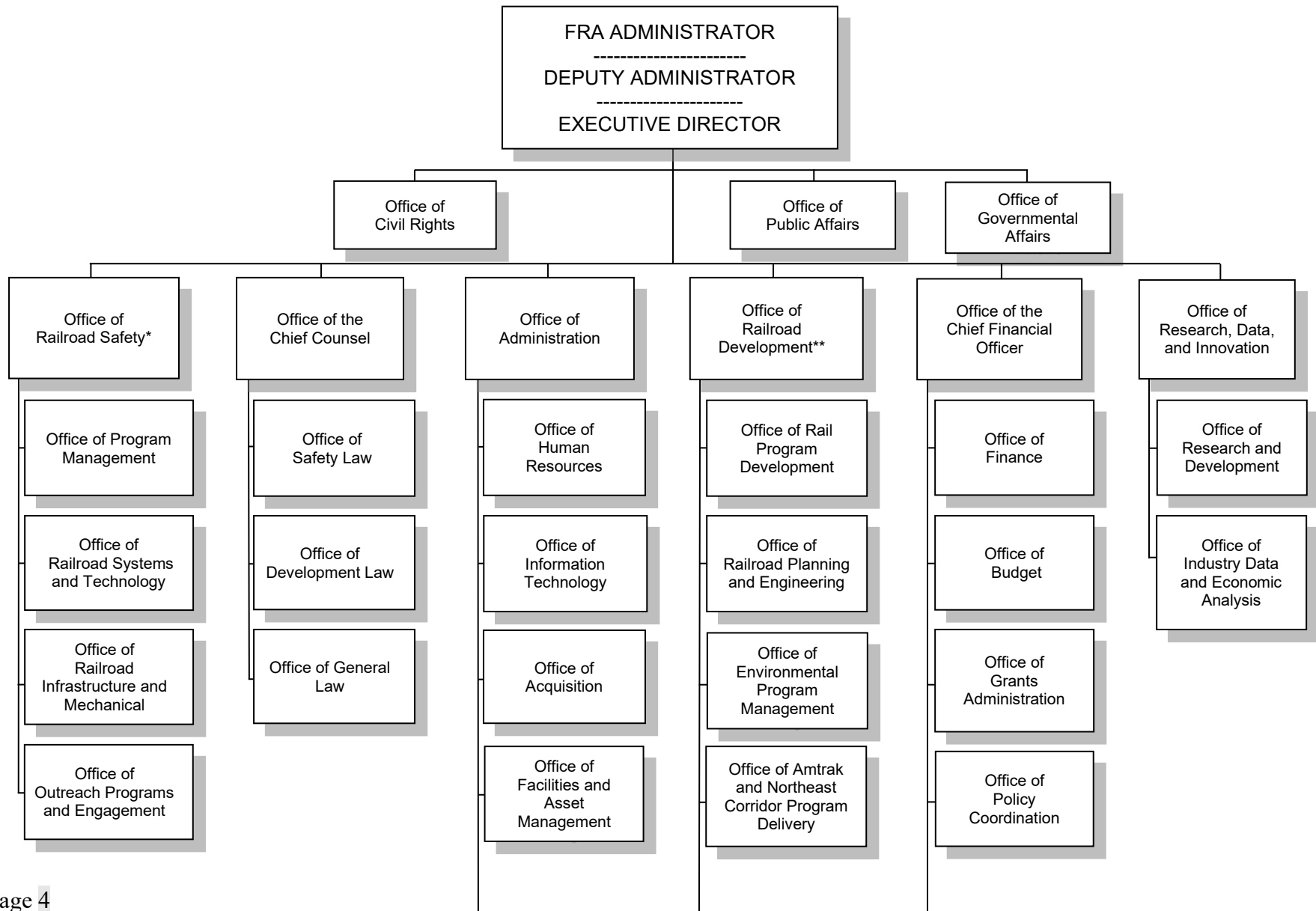
Subject: DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL, FEDERAL RAILROAD ADMINISTRATION

1. PURPOSE. This Order provides the Department of Transportation Organization Manual for the Federal Railroad Administration (FRA), to reflect new organizational realignments.
2. CANCELLATION. DOT 1100.64E, Department of Transportation Organization Manual, Federal Railroad Administration, dated 06-09-2020.
3. BACKGROUND. The Federal Railroad Administration (FRA) was created by the Department of Transportation Act of 1966 (49 U.S.C. § 103, Section 3(e)(1)), and is the consolidated successor to agencies previously housed in the Departments of Commerce and Interior and the Interstate Commerce Commission. The purpose of FRA is to promulgate and enforce rail safety regulations; administer railroad Federal financial assistance programs; advance rail project development and environmental reviews; conduct research and development in support of improved railroad safety and national rail transportation policy; and consolidate government support of rail transportation activities.
4. EXPLANATION OF CHANGE.
 - a. Office of Railroad Safety (RRS)
 - 1) Revise the Mission and Functions statements.
 - 2) Rename the Office of Data Analysis and Program Support to the Office of Program Management.
 - 3) Rename the Office of Regional Operations and Outreach to the Office of Outreach Programs and Engagement.
 - b. Office of Railroad Policy and Development (RPD)
 - 1) Revise the Mission and Functions statements.
 - 2) Rename the Office of Railroad Policy and Development to the Office of Railroad Development (RRD).
 - 3) Move the Office of Research, Development, and Technology and each Division aligned under this office to the Office of Research and Development under the newly created Office of Research, Data, and Innovation.
 - 4) Revise and reassign remaining offices, divisions and functions, and enhance capabilities to deliver mission, by redefining/creating the following subordinate offices under RRD:
 - a. Office of Rail Program Development;
 - b. Office of Railroad Planning and Engineering;
 - c. Office of Environmental Program Management;
 - d. Office of Amtrak and Northeast Corridor Program Delivery; and the
 - e. Office of Regional Outreach and Project Delivery.

- c. Office of the Chief Counsel (RCC)
 - 1) Revise the Mission and Functions statements.
 - 2) Create the new Office of Development Law.
 - d. Office of the Chief Financial Officer (RCFO)
 - 1) Revise the Mission and Functions statements.
 - 2) Create the new Office of Performance and Evaluation.
 - 3) Create the new Office of Policy Coordination.
 - 4) Rename the Office of Funds Administration to the Office of Grants Administration.
 - e. Office of Administration (RAD)
 - 1) Revise Mission and Functions statements.
 - 2) Create the new Office of Business Operations.
 - f. Create the new Office of Research, Data, and Innovation (RDI)
 - 1) Create new Mission and Functions statements.
 - 2) Create the new subordinate Office of Research and Development, moved from the former Office of Railroad Policy and Development.
 - 3) Create the new subordinate Office of Industry Data and Economic Analysis.
5. MISSION. FRA's mission is to enable the safe, reliable, and efficient movement of people and goods for a strong America, now and in the future.
6. FUNCTION.
- a. General Description. FRA is responsible for: regulating railroad safety; conducting research and development activities in support of safer and more efficient rail transportation; investigating and issuing reports concerning collisions, derailments, and other railroad accidents resulting in serious injury to persons or to railroad property; developing safety strategies to combat the causes of collisions, derailments, and other railroad accidents, as well as to reduce overall risk in the Nation's rail systems; promoting and strengthening the national rail system, including freight rail and high-speed and high-performance intercity passenger rail; leading the planning, engineering, development, and environmental assessments of rail systems and projects seeking Federal financial investment; overseeing all rail-related Federal financial investment programs and projects; maximizing positive impacts on the U.S. economy by encouraging domestic manufacturing on Federally funded rail projects through the enforcement of Buy America provisions; and strengthening local communities by supporting station-area development and strong connections among rail passenger services, intercity bus, local transit, bicycle/pedestrian, and airport facilities.
 - b. The FRA Administrator provides executive direction for the following:
 - Deputy Administrator
 - Executive Director
 - Office of Civil Rights
 - Office of Public Affairs

Office of Governmental Affairs
Office of Railroad Safety
Office of the Chief Counsel
Office of Administration
Office of Railroad Development
Office of the Chief Financial Officer
Office of Research, Data, and Innovation

7. DELEGATIONS. Delegations to the FRA Administrator. The authority delegated from the Secretary of Transportation to the FRA Administrator is codified at 49 CFR § 1.89.

8. ORGANIZATION.**FEDERAL RAILROAD ADMINISTRATION**

** Led by the Chief Safety Officer*

*** Led by the Chief Development Officer*

Office of
Business
Operations

Office of Regional
Outreach and
Project Delivery

Office of
Performance and
Evaluation

a. Administrator

- 1) Mission. The FRA Administrator, a Presidential appointee confirmed by the U.S. Senate, exercises the powers and authorities of this office as designated in 49 U.S.C. § 103(g) and delegated in 49 CFR § 1.89.
- 2) Functions.
 - a) Principal advisor to the Secretary on all matters regarding freight and passenger rail transportation.
 - b) Principal representative of the Department in relations with the Congress, other elements of government, the transportation community, and the public with respect to freight and passenger rail transportation needs, policies, programs, resources, and actions.
 - c) Provides executive direction and leadership to FRA.

b. Deputy Administrator

- 1) Mission. Assists the Administrator in the discharge of his/her responsibilities with authority to act for him/her in all matters not reserved to the Administrator. See 49 U.S.C. § 103(e).
- 2) Functions.
 - a) Participates in policy development and program decisions.
 - b) Responsible for the overall planning, direction, and control of FRA activities, and maintaining executive relationships with the Secretary, Deputy Secretary, Assistant Secretaries, other heads of operating administrations, Congress, other Federal agencies, the railroad community, and the public.
 - c) Ensures full and affirmative implementation of civil rights and equal opportunity programs, which comply with all statutory, regulatory, and policy requirements.
 - d) Develops and coordinates external and internal public affairs and communications programs, promoting awareness of policies, accomplishments, programs, and employees.
 - e) Develops and coordinates congressional and legislative programs and activities.

c. Executive Director

- 1) Mission. Provides executive leadership over the administration and operations of FRA.

2) Functions.

- a) Participates with the Administrator and Deputy Administrator in planning and establishing program policies, objectives, and priorities. Directs the development of strategic action plans and advances organizational excellence to accomplish FRA's mission.
- b) Coordinates with the Office of Human Resources (OHR) and the Chief Financial Officer (CFO) on matters impacting the FRA workforce such as determining appropriate staffing levels, executing personnel actions, and recognizing employees (including FRA's awards program).
- c) Coordinates with all offices with respect to correspondence involving the general public.
- d) Approves travel authorizations and requests for reimbursement for certain identified positions.
- e) Approves budget documents.
- f) Develops, implements, and coordinates crosscutting issues related to the achievement of FRA's mission.
- g) Ensures accountability for management actions, fiscal stewardship and accountability, and transparency in carrying out strategic priorities and operations.
- h) Recommends business process changes or improvements regarding the structure, operation, and well-being of FRA, as these elements relate to the implementation of FRA programs.
- i) Promotes ongoing quality improvement, strategic planning, fiscal responsibility, and performance measurement and evaluation.
- j) Oversees the Executive Secretariat Team, which serves as the central clearing point for written communications directed to or issued by the Office of the Administrator.

d. Office of Civil Rights

- 1) Mission. Oversees the advancement of civil rights and equal employment opportunity (EEO) for FRA. Provides advice and guidance to the Administrator and FRA officials to assist them with achieving a diverse, equitable, inclusive, and accessible workplace, maintaining an environment that is free from discrimination in any of its management policies, practices, or procedures, and administering civil rights statutes that prohibit discrimination by recipients of FRA funding, while supporting the

Agency's strategic mission. Develops and administers an FRA Civil Rights/Equal Employment Opportunity (EEO) program that complies with all statutory and regulatory requirements, and adheres to FRA and DOT policy and guidance.

2) Functions.

- a) Provides technical assistance and guidance to FRA officials and employees on all matters relating to civil rights, EEO, and disadvantaged business enterprises. Develops and distributes EEO policies, guidelines, and procedures in coordination with the Departmental Office of Civil Rights (DOCR).
- b) Manages FRA's Affirmative Employment Program to advance diversity, equity, inclusion, and accessibility in the FRA workforce.
- c) Monitors and evaluates workplace activities to ensure that equal opportunity exists for FRA employees and candidates for employment.
- d) Conducts data and trends analyses on information related to management actions (hires, separations, promotions, details, and awards) to identify barriers to diversity, equity, inclusion, and accessibility in the FRA workforce.
- e) Develops and manages civil rights and EEO training, ensuring managers and employees are trained in their rights and responsibilities in EEO, as well as the rights and remedies available under the anti-discrimination and whistleblower laws applicable to them under the No FEAR Act. Provides other training, in conjunction with OHR and DOCR, that serve as tools to proactively address potential concerns within the workforce, while developing more productive, skillful employees and effective supervisors and managers.
- f) Implements and manages all aspects of FRA's internal EEO Pre-complaint Program, including but not limited to Title VII of the Civil Rights Act of 1964 and the Rehabilitation Act of 1973, to ensure that counseling activities comply with all applicable laws and regulations. Assists the Agency with resolving complaints/concerns at the lowest level possible, which creates a safe and positive environment that contributes to increased work productivity.
- g) Assists with recruitment and outreach efforts. Administers the Minority Serving Institutions Programs, i.e., Historically Black Colleges and Universities and the Hispanic Serving Institutions, which helps establish a pipeline for careers at FRA and diversify its workforce.
- h) Implements and enforces FRA's external civil rights programs, including but not limited to Title VI of the Civil Rights Act of 1964 (including language access), Section 504 of the Rehabilitation Act, and the Americans with Disabilities Act of 1990, to ensure pre-award assessments for applicants for federal funding, as well

as compliance, monitoring, and timely investigation of complaints of discrimination and other civil rights matters pertaining to recipients and beneficiaries of FRA's financial assistance programs, e.g., the National Railroad Passenger Corporation (Amtrak).

- i) Designs, plans, and implements programs to encourage and promote minority and other disadvantaged business enterprises to participate in FRA's contracts/subcontracts processes. Ensures civil rights laws, regulations, and policies are implemented in the administration of the FRA Grants Program. Encourages recipients of FRA financial assistance to utilize disadvantaged business enterprises as part of their acquisition strategies. Supports the DOT's Office of Small and Disadvantaged Business Utilization's responsibilities.
- j) Collaborates with DOCR on the implementation of Departmental civil rights programs, policies and initiatives, and on the development of Departmental reports.
- k) Works with the Office of Human Resources and managers to ensure compliance with the provisions of DOT's Anti-Harassment Policy and that all allegations of harassment are promptly investigated, and appropriate action is taken.

e. Office of Public Affairs

- 1) Mission. Plans, organizes, develops strategy, and administers activities to promote public understanding, support, and awareness of the policies, programs, and accomplishments of FRA.
- 2) Functions.
 - a) Serves as FRA's advocate and provides leadership in managing media relations. Offers strategic advice to FRA leadership in dealing with sensitive, political, and newsworthy items, overseeing execution of such strategies from conception to final delivery. Works to ensure accurate press surrounding FRA's mission.
 - b) Provides technical support to the Office of the Administrator in the development, implementation, and analysis of public affairs and public engagement strategies.
 - c) Prepares press releases, official statements, media advisories, press briefings, fact sheets, and other materials for distribution to the media, public, industry stakeholders, and other audiences.
 - d) Prepares speeches for the Administrator, Deputy Administrator, Executive Director, and other senior FRA officials.

- e) Coordinates the personal appearances of the Administrator and Deputy Administrator at news conferences, ceremonies, and special events with media presence.
- f) Maintains FRA's branding.
- g) Compiles and distributes daily news clips of rail-related media stories; works with FRA offices, in coordination with the Office of Information Technology, to ensure that the FRA external website is accurate and up-to-date; and prepares and distributes various FRA-wide communications.
- h) Manages the overall format and presentation of the external FRA website, in collaboration with the Office of Information Technology.
- i) Serves as liaison to all FRA program offices, departmental offices, Secretary's Office of Public Affairs, other DOT operating administrations, and stakeholder groups as requested by the Administrator.
- j) Plans, organizes, coordinates, and administers activities relating to marketing and outreach to external stakeholders, customers, and partners at the national, regional and State levels in the railroad community and the public. Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify, establish, and nurture marketing partnerships. Monitors FRA's public hearings and meetings, such as those related to the Railroad Safety Advisory Committee and National Environmental Policy Act.
- k) Develops and maintains select internal and external marketing assistance and other outreach programs. Serves as the point of review for FRA's marketing tools, e.g., publications, and coordinates with FRA program offices in their outreach efforts.

f. Office of Governmental Affairs

- 1) Mission. Plans, promotes, administers, and executes activities to maintain a positive and constructive relationship with congressional members, committees, and their associated staff, as well as State, local, and Tribal governments.
- 2) Functions.
 - a) Monitors legislation impacting FRA programs and authorities; provides input on FRA positions; and interacts with members of Congress, congressional staff, and other government offices.
 - b) Coordinates FRA interaction and outreach with Congress, including finalizing testimony with the appropriate FRA offices, and monitors all FRA-related congressional hearings, including responses to Questions for the Record.

- c) Facilitates the planning and execution of all congressional testimony and official responses to inquiries received from members of Congress, their staff, or congressional committees.
- d) Manages all correspondence and communications between the FRA and members of Congress and their staff, and congressional committees.
- e) Provides guidance to FRA senior leadership and staff regarding their interactions with members of Congress and their staff, and congressional committees.
- f) Provides advice and support directly to the Administrator, Deputy Administrator, Executive Director, and other senior FRA officials.
- g) Serves as liaison on governmental affairs matters to all departmental offices, DOT's Office of Governmental Affairs, other departmental operating administrations, and stakeholder groups as requested by the Administrator.

g. Office of the Chief Counsel

- 1) Mission. The Chief Counsel serves as the principal FRA legal officer and advisor to the Administrator and FRA officials.
- 2) Functions. Sets the Office of the Chief Counsel organizational goals and objectives. Plans, directs, controls, and reports on mission activities in support of these goals and objectives. Serves as liaison on all FRA legal matters to the Office of the General Counsel. Provides executive direction over the:
 - i. Office of Safety Law;
 - ii. Office of Development Law; and the
 - iii. Office of General Law.

h. Office of Safety Law

- 1) Mission. Directly supports FRA's Office of Railroad Safety and provides legal advice and support to FRA officials on matters of safety law.
- 2) Functions.
 - a) Renders legal advice and support on the enforcement of railroad safety laws, regulations, and orders, and directs the FRA program for assessing, compromising, and collecting civil penalties for violation of those laws, regulations, and orders. Exercises authority to issue disqualification orders for safety violations that demonstrate an individual's unfitness for safety-sensitive service in the railroad industry.
 - b) Works with FRA officials, the Department of Justice, and the Office of the General Counsel in developing the DOT's legal position in administrative and

court litigation involving the enforcement of, or challenges to, railroad safety laws, regulations and orders.

- c) Develops, prepares, and provides legal interpretations of railroad safety laws, regulations, and orders in cooperation with appropriate elements within FRA. Provides legal advice to FRA personnel and support to the Office of the General Counsel on legislative activities involving railroad safety.
 - d) Provides legal assistance internally and at public hearings on railroad safety rulemaking proceedings, petitions for exemption from railroad safety laws, petitions for waiver of FRA safety regulations and orders, and applications for approval of discontinuances or modifications of signal systems.
 - e) Renders legal advice and support on FRA's investigation and reporting of accidents. Assists FRA safety personnel at public hearings held by the National Transportation Safety Board (NTSB) to investigate railroad accidents.
 - f) Provides legal assistance to FRA's engineer and conductor certification program by advising the Operating Crew Review Board, drafting decisions for the Board, representing FRA in cases before the Administrative Hearing Officer, and supporting any related litigation.
 - g) Provides legal assistance to the Railroad Safety Board.
 - h) Provides legal assistance regarding Surface Transportation Board matters.
- i. Office of Development Law
- 1) Mission. Directly supports FRA's Office of Railroad Development and provides legal advice and support to FRA officials on matters of development law.
 - 2) Functions.
 - a) Responsible for negotiation, drafting, and review of grants/cooperative agreements and other related financial assistance documents.
 - b) Provides grant lifecycle oversight and implementation legal advice.
 - c) Provides regular oversight and legal advice on all aspects of Amtrak's annual grants and operations.
 - d) Ensures all agency actions, from projects funded with FRA financial assistance to FRA safety regulations, comply with the National Environmental Policy Act, Section 4(f) of the Department of Transportation Act, the National Historic Preservation Act, and related statutes and regulations

- e) Provides legal assistance regarding the Union Station Redevelopment Corporation.
 - f) Provides legal advice to the Department's representatives on the Northeast Corridor Commission.
 - g) Provides legal advice to interstate compacts and FRA-established intercity passenger rail commissions.
 - h) Provides legal assistance regarding Surface Transportation Board matters.
 - i) Provides legal support to OST and FRA representatives on Boards, including the Amtrak Board of Directors, and Union Station Redevelopment Corporation Board.
 - j) Advises the Administrator with respect to appeals from review boards and Administrative Hearing Officer decisions.
 - k) Advises the Administrator regarding railroad bankruptcies and potential impacts from railroad labor strikes.
- j. Office of General Law
- 1) Mission. Provides legal support for all FRA operations not covered by the Office of Safety Law or the Office of Development Law.
 - 2) Functions.
 - a) Provides legal advice and support for FRA operations in areas of law including: procurement; fiscal matters; personnel law and litigation; labor relations; Federal debt collection; Privacy Act; intellectual property; equal employment opportunity; civil rights; Americans with Disabilities Act; Buy America; U.S. freight car requirements; and Federal tort claims against the agency.
 - b) Serves as the lead office for FRA's ethics program, providing yearly ethics training and review of financial disclosures, as well as providing regular advice on ethics matters and potential conflicts of interest.
 - c) Manages FRA's FOIA process.
 - d) Designates an attorney to serve as FRA's Administrative Hearing Officer.
 - e) Advises on FRA's rights and responsibilities regarding Federal control of the Transportation Technology Center at Pueblo, Colorado, and Washington, D.C.'s Union Station.
- k. Office of Railroad Development

- 1) Mission. The Chief Development Officer serves as the principal advisor to the Administrator and FRA officials on FRA's rail development activities and mission. The Office of Railroad Development (RRD) improves railroad safety, efficiency, and capacity through stewardship of all rail-related Federal investment programs and projects, including program development, planning, engineering, environmental analysis, regional customer outreach, project delivery, and oversight.
- 2) Functions.
 - a) Provides railroad development and investment advice, analysis, and support to the Office of the Administrator and other FRA officials.
 - b) Sets RRD organizational goals and objectives. Plans, directs, controls, and reports on RRD mission activities in support of those goals and objectives.
 - c) Partners and coordinates with DOT and other Federal, State, and rail-related organizations on matters associated with railroad programs, policy, planning, engineering, environmental analysis, and project delivery and oversight.
 - d) Serves as the alternate and/or staff support to the Secretary's designee on the Amtrak Board of Directors, and serves as member, alternate and/or staff support on the Northeast Corridor Commission, the State-Amtrak Intercity Passenger Rail Committee, Union Station Redevelopment Commission, and other boards, commissions, and committees, as assigned.
 - e) Serves as liaison on all rail development matters to the OST and other executive branch agencies.
 - f) Engages with rail development stakeholders.
 - g) Provides executive direction over the following offices:
 - i. Office of Rail Program Development;
 - ii. Office of Railroad Planning and Engineering;
 - iii. Office of Environmental Program Management;
 - iv. Office of Amtrak and Northeast Corridor Program Delivery; and the
 - v. Office of Regional Outreach and Project Delivery.

1. Office of Rail Program Development

- 1) Mission. Develops and manages Federal rail investment programs to advance and sustain high-performance passenger and freight rail services. This includes: coordinating program policy; grant and loan program development/oversight; program performance evaluation; guidance and capacity-building support.
- 2) Functions.

- a) Oversees policy and performance related to rail development and investment programs, which includes: (i) budget and policy formulation, (ii) program and policy studies, and (iii) performance and evaluation.
 - b) Oversees grant and loan program development and provides expertise for all rail investment programs administered by FRA, including Amtrak (NEC and National Network), directed and competitive discretionary rail grant programs, and coordination with the Office of the Secretary of Transportation (OST) on grant and credit programs; leads the grant process from Notice of Funding Opportunity (NOFO) development through project selections, and provides grant management expertise and support to project managers and others throughout the grant lifecycle, including the obligation, amendment, and close-out processes.
 - c) Oversees guidance and stakeholder capacity-building for FRA development and investment programs, coordinating among RRD subject matter experts (SMEs) and other FRA offices (RCC, RDI, and RAD, in particular) to develop and maintain: (i) guidance and SOPs, (ii) content for training, technical assistance and National Rail Institute (NRI) courses, and (iii) management, reporting and tracking systems.
- m. Office of Railroad Planning and Engineering
- 1) Mission. Provides railroad planning, operations, and engineering technical support for national and regional rail networks, corridors, and projects, to advance plans, programs and projects through their lifecycle and prepare for potential capital investment.
 - 2) Functions.
 - a) Oversees systems planning, which includes: (i) development of technical planning models, (ii) regional planning coordination, (iii) state rail planning coordination and review, and (iv) major projects oversight, guidance, and expertise.
 - b) Oversees project planning which includes: (i) travel demand modeling, (ii) operations analysis and simulation, (iii) operations and maintenance cost assessment, (iv) capital cost estimation, (v) station area planning, (vi) corridor service development planning, and (vii) right-of-way and real estate support.
 - c) Oversees project engineering, which includes: (i) engineering policy and technical expertise, and (ii) project engineering support to advance projects from conceptual design through preliminary engineering and final design.
- n. Office of Environmental Program Management
- 1) Mission. Oversees implementation of environmental laws and regulations, advises on environmental policy, including climate and sustainability initiatives, and ensures

integration of project development with environmental work, in support of rail stakeholders preparing for, participating in, and implementing Federal rail investment programs.

2) Functions.

- a) Oversees coordination of climate and energy policy across FRA in support of FRA and OST leadership.
- b) Oversees environmental policy development, which includes: (i) human and natural environmental policy, (ii) National Environmental Policy Act (NEPA) policy and regulations, and (iii) guidance and reporting coordination.
- c) Oversees environmental project review for Amtrak projects, major projects, and national projects, which includes: (i) compliance with NEPA and other environmental laws and regulations for projects with FRA action, and (ii) leading Categorical Exclusions, Environmental Assessments and Environmental Impact Statements, from determination, through review and analysis, to final agency decisions.
- d) Oversees cultural resources and preservation policy and project reviews, along with tribal and SHPO partnerships, led by the FRA Federal Preservation Officer and Deputies, which includes: (i) program development, and (ii) review, analysis, and determinations on Amtrak projects, major projects, and national projects.

o. Office of Amtrak and Northeast Corridor Program Delivery

- 1) Mission. Coordinates management and oversight of the Northeast Corridor (NEC) mainline (Boston-Washington) including all aspects of planning, project development and oversight. Coordinates management and oversight of Amtrak's service lines, asset lines, and capital programs, including financial performance, investments, policy issues, grant agreements, and other activities. Supports Amtrak, States, and other stakeholders in advancing high-performance passenger rail policy objectives and plans.

2) Functions.

- a) Oversees Northeast Corridor infrastructure planning and oversight, which includes: (i) Board management and support (NEC Commission and Union Station Redevelopment Corporation), (ii) service development and delivery oversight, (iii) development of NEC project inventory, (iv) NEC project management and oversight, (v) Washington Union Station project management and oversight, and (vi) NY/NJ Gateway program planning and project oversight, and (vii) other major NEC projects.
- b) Oversees Amtrak service line planning and oversight, which includes: (i) NEC operations, (ii) state-supported services, including State-Amtrak Intercity

Passenger Rail Committee, (iii) long distance services, and (iv) Amtrak commercial and real estate services.

- c) Oversees Amtrak asset line planning and oversight, which includes: (i) Amtrak-owned infrastructure, (ii) rolling stock and facilities, (iii) stations, and (iv) national assets, including activities funded directly through Federal grants in support of all Amtrak's service lines.

Oversees Amtrak capital program oversight, including "sole-use" projects and annual capital renewal program oversight, which includes: (i) infrastructure programs, (ii) equipment procurement, overhauls and facilities, (iii) stations and ADA program, and (iv) national asset programs, such as IT/systems.

p. Office of Regional Outreach and Project Delivery

- 1) Mission. Evaluates, implements, and oversees, within a regional, multidisciplinary team structure, the planning, design, project development, environmental analysis, construction and operations of all projects that involve Federal financial assistance or where there is a Federal interest – excluding NEC mainline and Amtrak projects managed in the Office of Amtrak and Northeast Corridor Program Delivery – to ensure effective delivery of projects. Oversees regional customer outreach to foster effective multi-state compacts, and integrated network plans, projects, and programs; and leads development, capacity-building, and relationships with regional stakeholders.
- 2) Functions.
 - a) Oversees regional customer outreach, including: (i) development and coordination of multi-state compacts, (ii) development of integrated corridor network plans, projects, and programs, and (iii) and development and leadership of stakeholders involved in regional network plans, projects and programs (e.g., State DOTs, local governments, railroads, universities, businesses and advocacy groups).
 - b) Oversees project delivery and oversight for FRA-administered projects, including mega/major projects and corridors, and national projects (excluding projects located on the NEC mainline, Amtrak "sole-use" projects, and Amtrak capital renewal projects, which are overseen by the Amtrak and Northeast Corridor Program Delivery Office), through multidisciplinary project teams of experts in planning, engineering, environmental, grants, financial, legal, safety, and other disciplines. Serves as central point of contact for project sponsors located in each of six regions and associated subregions.

q. Office of Railroad Safety

- 1) Mission. The Chief Safety Officer serves as the principal advisor to the Administrator and FRA officials on FRA's safety mission. See 49 U.S.C. § 103(f). Plans, organizes, coordinates, and administers railroad safety practices in the railroad industry and

States. Enforces all Federal laws and related regulations designed to promote the safety of railroads. Executes FRA's authority having jurisdiction responsibility for Washington, D.C.'s Union Station.

2) Functions.

- a) Provides safety advice, analysis, and support to the Office of the Administrator and other FRA officials.
- b) Cooperates and coordinates with DOT and other Federal, State, and rail-related organizations on matters associated with railroad safety issues.
- c) Administers safety programs designed to optimize safety in rail operations for the industry and the public, to encourage constituency participation, and to integrate new initiatives into FRA activities.
- d) Initiates, develops, and implements safety rules and standards.
- e) Works with other DOT modal administrations on mutually related safety issues.
- f) Chairs the Railroad Safety Board.
- g) Chairs the Railroad Safety Advisory Committee.
- h) Serves as liaison to the DOT Safety Council.
- i) Serves as liaison on all rail safety matters to OST.
- j) Serves as liaison to the Transportation Operations Center.
- k) Provides executive direction to the following offices:
 - i. Office of Railroad Systems and Technology;
 - ii. Office of Railroad Infrastructure and Mechanical;
 - iii. Office of Program Management; and the
 - iv. Office of Outreach Programs and Engagement.
- r. Office of Railroad Systems and Technology
 - 1) Mission. Promotes railroad safety through the establishment of policies, regulations, and technical standards. Develops and maintains a national rail safety compliance and enforcement program. Oversees evaluation of petitions for waivers. Identifies research and development requirements and promotes a safe and secure environment in the railroad industry. This office is comprised of the technical disciplines of signal and train control, positive train control, operating practices, and technology integration. All functions listed below are specific to these technical disciplines.

2) Functions.

- a) Develops and implements procedures to increase the effectiveness and scope of the rail safety program.
- b) Develops and executes a national compliance and enforcement program.
- c) Ensures preparedness of inspectors to fulfill their safety compliance duties.
- d) Monitors and evaluates inspection practices in railroad operations and maintenance practices.
- e) Provides direction and guidance to the RRS's staff directors, specialists and inspectors for railroad signal systems, train control, and operating practices related to inspection, enforcement, security, and accident activities.
- f) Supports district and multi-district teams during railroad oversight audits to evaluate proper implementation and execution of approved railroad safety programs, including training, system safety, risk reduction, emergency preparedness, and reporting.
- g) Initiates, develops, and implements safety rules and standards.
- h) Ensures coordination of safety enforcement policy and technical support within RRS, with other FRA offices and DOT operating administrations, and with top-level railroad officials and industry/labor organizations, including technical support of the Railroad Safety Advisory Committee (RSAC) and responses to the NTSB.
- i) Coordinates with RDI on research and development priorities, and on research to test and evaluate equipment and procedures.
- j) Coordinates with RRD on investment programs and development related to safety improvements.
- k) Identifies emerging or new technology being considered and tested by industry. Performs risk analysis of technology and its integration into the overall system and collaborates with industry to mitigate any identified risks.
- l) Provides input into rulemakings to remove obsolete rules and update existing rules to accommodate advances in technology and operating practices to improve rail safety.
- m) Provides technical support to respond to petitions for waivers of regulations related to the technical disciplines in this office.

- n) Directs and administers resource allocations systems, workload projections, and inspection coverage standards for placement of staffing resources to support inspection activities.
- s. Office of Railroad Infrastructure and Mechanical
- 1) Mission. Promotes railroad safety through the establishment of policies, regulations, and technical standards. Develops and maintains a national rail safety compliance and enforcement program. Oversees evaluation of petitions for waivers. Identifies research and development requirements and promotes a safe and secure environment in the railroad industry. This office is comprised of the technical disciplines of track, rail integrity, bridges and structures, and motive power and equipment. All functions listed below are specific to these technical disciplines.
 - 2) Functions.
 - a) Develops and implements procedures to increase the effectiveness and scope of the rail safety program.
 - b) Develops and executes a national compliance and enforcement program.
 - c) Ensures preparedness of inspectors to fulfill their safety compliance duties.
 - d) Monitors and evaluates inspection practices in railroad operations and maintenance practices.
 - e) Provides direction and guidance to the RRS's staff directors, specialists, and inspectors for railroad infrastructure (track, rail integrity, bridges, and tunnels) and motive power and equipment, and hazardous materials technical issues related to inspection, enforcement, security, and accident activities.
 - f) Supports district and multi-district teams during railroad oversight audits to evaluate proper implementation and execution of approved railroad safety programs, including training, system safety, risk reduction, emergency preparedness, and reporting.
 - g) Initiates, develops, and implements safety rules and standards.
 - h) Ensures coordination of safety enforcement policy and technical support within RRS, with other FRA offices and DOT operating administrations, and with top-level railroad officials and industry/labor organizations, including technical support of the RSAC and response to the NTSB.
 - i) Coordinates with RDI on research and development priorities, and on research to test and evaluate equipment and procedures.

- j) Coordinates with RRD on investment programs and development related to safety improvements.
- k) Keeps abreast of technical advances and maintains continuous knowledge of current industry conditions and performance.
- l) Provides input into rulemakings to remove obsolete rules and update existing rules to accommodate advances in technology and operating practices to improve rail safety.
- m) Provides technical support to respond to petitions for waivers of regulations related to the technical disciplines in this office.
- n) Plans, develops, and administers the FRA occupational safety and health program for employees. Determines need for employee occupational health support requirements and ensures essential medical services are provided.
- o) Directs and administers resource allocation systems, workload projections, and inspection coverage standards for placement of staffing resources in support of inspection activities.

t. Office of Program Management

- 1) Mission. Develops, implements, and manages a program of oversight of rail safety projects such as testing and certification of new equipment or new start freight or passenger service. Coordinates accident investigations and report preparation and publication. Coordinates continuity of operations planning and training. Oversees FRA's drug and alcohol testing program. Develops long-range rail safety program training, goals and requirements.
- 2) Functions.
 - a) Develops and administers the project management program overseeing the testing and qualification of new and novel freight and passenger rolling stock.
 - b) Provides direction and guidance to the RRS's staff directors, specialists, and inspectors for drug and alcohol technical issues related to inspection, enforcement, and accident investigation activities.
 - c) Works with the Office of Railroad Systems and Technology and the Office of Railroad Infrastructure and Mechanical in the development and implementation of enforcement and compliance initiatives.
 - d) Serves a point of contact for all incoming accident reports, disseminates all available data to accident investigation personnel and determines appropriate investigation protocol to be followed. Develops accident investigation criteria and procedures.

- e) Directs FRA's national security, emergency preparedness, and incident response program.
 - f) Coordinates accident investigation and reporting procedures in coordination with the RRS's field investigation teams.
 - g) Ensures coordination of safety enforcement policy and analytical support within RRS, with other FRA offices and DOT operating administrations, and with top level railroad officials and industry/labor organizations.
 - h) Coordinates with RSAC members, FRA, and OST in the planning and execution of all RSAC full committee, working group, and task force meetings.
 - i) Coordinates all responses to NTSB recommendations, including scheduling regular technical meetings between FRA and NTSB staff.
- u. Office of Outreach Programs and Engagement
- 1) Mission. Plans, develops, and implements outreach programs to achieve safe operations in the railroad industry. Develops communication and outreach programs that promote railroad safety and encourage voluntary participation of railroads and stakeholders to share safety data and participate in: (i) confidential close call reporting programs, (ii) grade crossing accident and trespassing prevention programs, and (iii) the blocked crossing portal. Manages communications and training opportunities with railroad industry associations and stakeholders.
 - 2) Functions.
 - a) Establishes and maintains relationships with union and railroad officials to promote cooperative efforts toward improving railroad safety.
 - b) Provides direction and guidance to the RRS's staff directors, specialists, and inspectors for grade crossing technical issues related to inspection, enforcement, and accident investigation activities.
 - c) Initiates, develops, and implements safety rules and standards.
 - d) Directs and administers the State Participation Program.
 - e) Provides direction and guidance to the nine Safety Management Teams.
 - f) Develops and manages voluntary rail safety partnership programs such as Confidential Close Call Reporting System (C3RS), Fatality Analysis Maintenance-of-way Employees and Signalmen (FAMES), and Switching Operations Fatality Analysis (SOFA).

- g) Coordinates with RDI on research and development priorities for human factors initiatives.
- h) Coordinates with RRD on investment programs and development related to safety improvements.
- i) Coordinates outreach and railroad safety training with the shortline railroad industry by leveraging partnerships with industry stakeholders and the Shortline Safety Institute.
- j) Coordinates education and outreach with Federal, State, tribal and local authorities to reduce grade crossing incidents and trespassing on railroad right of way.

v. Office of Administration

- 1) Mission. Serves as the principal consultant and advisor to FRA management on matters relating to mission support services, and the general management and organization of FRA. Provides and manages mission support programs and services in such a way as to promote operational effectiveness and efficiency, ensure compliance with public laws and Federal regulations, and support FRA's mission and goals.
- 2) Functions.
 - a) Advises and assists the Administrator on all administrative and organizational management matters as they relate to FRA's missions, programs, and objectives.
 - b) Serves as FRA's Chief Sustainability Officer.
 - c) Serves as FRA's Reconstitution Manager during Continuity of Operations events.
 - d) Serves as FRA's Working Capital Fund representative, managing FRA's participation.
 - e) Serves as the FRA Chief Human Capital Officer, ensuring FRA carries out its responsibilities for selecting, developing, training, and managing a high-quality workforce, consistent with the government-wide human capital provisions included in the Homeland Security Act of 2002.
 - f) Ensures FRA information technology is acquired and managed consistent with the Clinger-Cohen Act of 1996 and the Federal Information Technology Acquisition Reform Act of 2014 (FITARA).
 - g) Serves as FRA's Real Property Officer, ensuring owned and leased properties are managed in a manner compliant with Federal regulations and in support of FRA's mission.

- h) Serves as the Head of Contracting Authority and Competition Advocate to ensure goods and services are procured consistent with laws and regulations and that competition is obtained to the maximum extent practical.
- i) Serves as liaison to DOT's Office of Administration.
- j) Provides executive direction over the following offices:
 - i. Office of Human Resources;
 - ii. Office of Information Technology;
 - iii. Office of Acquisition;
 - iv. Office of Facilities and Asset Management; and the
 - v. Office of Business Operations.
- w. Office of Human Resources
 - 1) Mission. Directs all aspects of the FRA human resources program, which includes: workforce planning; position management; organizational development; position classification; compensation and pay administration; performance management; pre-employment and random drug testing; recruitment and placement; employee relations; labor relations; benefits; employee recognition; workforce diversity; equity; inclusion and accessibility management; personnel security; and overall personnel program automation and reporting.
 - 2) Functions.
 - a) Determines the human resources management programs support the mission of FRA and meet the respective needs of management and employees. Ensures that programs are carried out effectively, expeditiously, and efficiently, in accordance with all applicable laws, Executive Orders, policies, regulations, and standards.
 - b) Advises and consults with management concerning constructive and strategic approaches to human capital and workforce concerns.
 - c) Develops human resources policies, guidelines, and procedures.
 - d) Continuously monitors and evaluates recruitment, placement, and retention procedures and practices to ensure that FRA complies with the relevant DOT and Federal program requirements. Oversees the FRA program to ensure workforce diversity, equity, inclusion, and accessibility initiatives are aggressively pursued.
 - e) Oversees the planning, development, implementation, and administration of programs related to labor relations and employee relations. Administers the FRA performance management, employee recognition, prevention of harassment, and reasonable accommodation programs.

- f) Administers the FRA position management, workforce planning, organizational development, and position classification programs. This includes organizational structure changes, position classification audits, personnel management evaluations, and administration of statutory and regulatory requirements for position classification, pay administration, and position management.
 - g) Serves as liaison to DOT's Office of Human Resources.
- x. Office of Information Technology
- 1) Mission. Plans, develops, and administers the FRA Information Technology (IT) Program, including: Enterprise Architecture; Solutions Architecture; Data Management; Asset Management; IT Security; Web and Application Development; IT Capital Planning; IT Continuity of Operations and Disaster Response; IT support (systems, computing and wireless devices, and infrastructure, in coordination with DOT's Office of the Chief Information Officer); Agency-wide records management, including directives coordination and forms control; and implementation of applicable provisions of the Privacy Act of 1974 and E-Government Act of 2002.
 - 2) Functions.
 - a) Implements electronic government initiatives to include FRA-wide coordination, update of progress, and adherence.
 - b) Leads IT Capital Planning to ensure that IT programs and projects undertaken are selected and managed as an overall portfolio of investments and are consistent with Departmental priorities and policies.
 - c) Manages the IT Continuity of Operations and Disaster Response responsibilities to ensure that emergency procedures are followed and that the FRA Emergency Steering Group is informed and updated as to crisis situations and disaster recovery capabilities. Ensures secure communications, including National Security Information Handling.
 - d) Leads Enterprise Architecture to facilitate cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration.
 - e) Ensures compliance with DOT and Federal IT standards and regulations, including Privacy Act requirements.
 - f) Directs and administers IT security controls, Federal Information Security Modernization Act reporting, and FRA-wide IT systems certification and accreditation.
 - g) Responsible for data management and business intelligence capabilities.

- h) Manages the FRA IT infrastructure and provides program management oversight, in coordination with DOT's OCIO, of the Agency's DOT Common Operating Environment components, hardware/software, and wireless communications.
- i) Plans and directs the design and development of FRA information systems and tools.
- j) Coordinates field IT services/functions with FRA Program Managers.
- k) Ensures IT compliance with Section 508 of the Americans with Disabilities Act requirements, Web Content Accessibility Guidelines, and Worldwide Web Consortium standards.
- l) Oversees the development and management of internet and intranet sites, mobile and web applications, and content management framework.
- m) Manages the Agency-wide records management program including: electronic records management, Paperwork Reduction Act program, standard operating procedures, directives coordination, and forms control.
- n) Serves as liaison to DOT's Office of Chief Information Officer.

y. Office of Acquisition

- 1) Mission. Provides acquisition planning, contract execution, and contract administration support across FRA. Serves as liaison to DOT's Senior Procurement Executive to ensure continuous compliance with DOT acquisition guidance and policies.
- 2) Functions.
 - a) Provides acquisition guidance and support to the headquarters and field offices concerning all aspects of procurement, to include the purchase card program.
 - b) Plans, executes, administers, and closes out contracts to ensure contract awards are timely, contract administration is prudent, and funds are de-obligated from completed contracts.
 - c) Oversees FRA's compliance and involvement in the federal acquisition certification programs, monitoring bi-annual training requirements and promoting training for Contracting Officer Representatives, Program and Project Managers, and Contracting Officers/Specialists included in those programs.
 - d) Develops acquisition policies and procedures that ensure contract planning, award, and administration are consistently implemented.

- e) Participates with DOT's Senior Procurement Executive to ensure FRA acquisition processes are consistent and compliant with those of the DOT.

z. Office of Facilities and Asset Management

- 1) Mission. Plans, develops, and administers a program of management and administrative services and activities to ensure operational effectiveness, efficiency, and compliance with public laws and Federal regulations. For each of these services, develops and administers Agency-wide policies and provides support, assistance, and technical expertise to FRA headquarters and field organizations.

- 2) Functions.

- a) Manages FRA's real property inventory (owned and leased).
- b) Manages FRA's space alterations in collaboration with the General Services Administration and/or OST, as appropriate.
- c) Coordinates facility requirements and space adjustments for FRA Headquarters.
- d) Manages the FRA personal property inventory.
- e) Coordinates the preparation and execution of FRA's mail/shipping, printing, graphics and photography requirements.
- f) Serves as liaison to DOT's Office of Facilities, Information and Asset Management.
- g) Manages FRA's fleet vehicles, transportation services, and transit benefits.
- h) Ensures all FRA office space complies with applicable security requirements.
- i) Coordinates with the DOT Office of Security on facilitating FRA's emergency evaluations for Headquarters.
- j) Serves as the secondary Reconstitution Manager for FRA.

aa. Office of Business Operations

- 1) Mission. Plans, administers, and executes activities related to internal communications, project management, program analysis, financial management, contract administration, and workforce professional development.

- 2) Functions.

- a) Manages FRA's use of the DOT Working Capital Fund, in collaboration with

OST.

- b) Develops and executes professional development training for FRA's workforce; including serving as chair for the FRA, Employee Development Council.
- c) Coordinates the preparation and execution of FRA's new employee orientation.
- d) Develops and coordinates the internal communications program, including Town Halls and internal email communications with FRA staff, promoting: employee engagement; access to pertinent business information; and awareness of policies, accomplishments, programs, and current workforce topics.
- e) Provides guidance for an effective internal communications process throughout FRA, to ensure effective message delivery.
- f) Coordinates FRA internal communication events hosted by the Administrator and Deputy Administrator.
- g) Manages the overall format and presentation of the FRA intranet website, in collaboration with the Office of Information Technology.
- h) Performs program/project analysis, as needed, to ensure efficiency and operational effectiveness.
- i) Serves as project manager and assists in contract administration, at times serving as a Contracting Officer's Representative, for FRA-wide projects and contracts.
- j) Manages strategic planning and organizational performance, including the development and monitoring of annual goals and metrics, for the Office of Administration.
- k) Manages support services, including: financial management, contract management, correspondence, employee recognition, workforce development, and FOIA for the Office of Administration.

bb. Office of the Chief Financial Officer

- 1) Mission. Delivers financial, policy, and performance management services that promote sound business decisions to advance the FRA mission. Enforces compliance with the CFO Act of 1990 and ensures that financial management systems and policies are responsive to FRA requirements. Serves as the Chief Financial Officer and principal advisor to FRA leadership on all financial management matters, including: formulation and execution of FRA's budget; administration of financial systems and operations; and coordination of performance management, transportation policy, and audit programs. Serves as primary liaison with Congress, Government Accountability Office (GAO), Office of Management and Budget (OMB), Office of Inspector General (OIG), and OST regarding FRA policy and financial management.

2) Functions.

- a) Develops and implements accounting policies and procedures for FRA.
- b) Reviews and ensures quality, accuracy, and controls of all FRA financial matters according to generally accepted accounting principles, Federal budget processes, and the Government Performance and Results Act (GPRA).
- c) Maintains and updates FRA's portion of the Department's automated accounting system.
- d) Provides support and advice to FRA offices on all aspects of budgetary policies, standards, and systems.
- e) Establishes, maintains, and reports FRA performance measures, goals, and targets, in accordance with GPRA.
- f) Serves as audit liaison with OST, GAO, OMB, OIG, and Department of Treasury.
- g) Ensures compliance with the Federal Manager's Financial Integrity Act.
- h) Provides comprehensive financial management oversight of FRA's grant programs.
- i) Administers FRA's travel management and travel card programs, including overseeing the travel management system and providing policy, training, and technical assistance to FRA travelers to ensure compliance with DOT policy and the Federal Travel Regulation.
- j) Coordinates cross-agency direction, analysis and technical assistance for legislative and transportation policy proposals that affect FRA's mission.
- k) Provides support services to FRA program offices to ensure their operational effectiveness and efficiency.
- l) Provides executive direction over the following offices:
 - i. Office of Finance;
 - ii. Office of Budget;
 - iii. Office of Grants Administration;
 - iv. Office of Policy Coordination; and the
 - v. Office of Performance and Evaluation.

cc. Office of Finance

- 1) Mission. Manages and coordinates all accounting and disbursing activities within FRA. Provides oversight, review, and support of FRA programs and initiatives to more efficiently and effectively operate and improve productivity in FRA operations. Operates a system of accounting for the resources and programs of FRA. Develops, implements, and administers financial management procedures and standards; performs maintenance of FRA's accounting records residing in DOT's automated accounting system. Provides financial reports and information to FRA offices and external sources that depict the Agency's financial condition.
- 2) Functions.
 - a) Develops and implements accounting policies and procedures for FRA and serves as FRA liaison on all accounting matters.
 - b) Implements and monitors financial management plans in the areas of fund control, cash management, and debt collection, in partnership with the Office of Budget.
 - c) Maintains general ledger accounts for the preparation and issuance of all required financial management reports.
 - d) Performs analysis and reconciliation of all transactions and reports. Controls and distributes all related reports in partnership with the Office of Budget.
 - e) Performs the examination and certification function of claims received and payments made by FRA.
 - f) Serves as the CFO audit liaison with OST, GAO, OMB, and the Department of Treasury.
 - g) Develops, implements, and monitors financial management policies, procedures, and standards applicable to FRA programs. Develops and implements programs for the purposes of improving the Agency's financial management practices.
 - h) Maintains and updates FRA's portion of DOT's automated accounting system and coordinates the implementation of FRA's system changes and enhancements to the automated accounting system.
 - i) Conducts reviews of the automated accounting system and financial improvement initiatives/programs to ascertain the effectiveness and adequacy of the Agency's financial operations.
 - j) Ensures adequate internal controls are in place over FRA financial systems and ensures agency compliance with OMB Circular A-123.
 - k) Supports the Office of Budget for responses to questions from OST, OMB, and Congress.

dd. Office of Budget

- 1) Mission. Manages and coordinates all budget formulation and execution activities within FRA. Provides oversight, review, and support of FRA programs and initiatives to more efficiently and effectively operate and improve productivity in FRA operations. Develops, implements, and administers budget management procedures and standards; provides budget reports and information, to FRA offices and external sources, that depict the agency's budget condition.
- 2) Functions.
 - a) Serves as the primary liaison with Congress, OMB, OST, and OAs on budgetary matters.
 - b) Establishes controls to ensure that funds are properly used (OMB Circular A-11).
 - c) Provides guidance and direction to FRA program offices on all aspects of FRA's budgetary policies, standards, and systems.
 - d) Provides direction over the formulation and presentation of FRA's budgets, including ensuring that the OST, OMB, and congressional budget justifications align with agency strategic goals and objectives.
 - e) Administers execution procedures for: funding allocations; personnel ceiling allocations; compliance with anti-deficiency requirements; and reprogramming requirements.
 - f) Certifies funds are available and appropriate for all funding disbursements.
 - g) Coordinates with FRA offices to develop and maintain annual financial plans.
 - h) Monitors and reviews use of funds to ensure that established limits are not exceeded and that funds are executed according to financial plans.
 - i) Supports FRA senior leadership by providing regular internal management reports as defined by the CFO.

ee. Office of Grants Administration

- 1) Mission. Develops, implements, and administers financial grants management practices to ensure consistency across FRA funding programs and effective stewardship of financial resources.
- 2) Functions.
 - a) Manages use of FRA's grants management system—which provides the workflows to evaluate applications, obligate funding, and formally close

completed grants and cooperative agreements—and provides system training to FRA as necessary.

- b) Provides financial grants management policy and technical support to FRA offices.
- c) Supports RRD in soliciting grant applications by posting funding opportunity announcements on grants.gov and FRA's grants management system.
- d) Participates in FRA's routine and annual grant recipient monitoring throughout the grants lifecycle, including desk reviews and site visits, in support of RRD.
- e) Leads FRA's activities related to grant recipient Single Audit Act compliance (A-133), including responding to auditors' information requests, monitoring the Federal Audit Clearinghouse for grant recipient findings, and working with FRA offices and grant recipients to address audit findings.
- f) Coordinates with OST to provide congressional notification for selected awards and responses to multimodal grant data and information requests.

ff. Office of Policy Coordination

- 1) Mission. Coordinates the development, analysis, technical assistance, and implementation of legislation affecting the agency, working in close collaboration with relevant SMEs across FRA and the Department. Identifies policy implications and necessary actions of proposed and enacted legislation.
- 2) Functions.
 - a) Supports FRA offices in developing legislative proposals and technical assistance to advance FRA's priorities, promoting consistency, awareness, and partnership across the agency.
 - b) Works with the Office of Budget to ensure alignment among appropriations, authorizing legislation, and other agency policy proposals.
 - c) Tracks implementation of appropriations and authorizing legislative requirements, ensuring FRA staff and leadership maintain awareness of critical deadlines and milestones.
 - d) Prepares or reviews testimony, including briefing materials, exhibits, pre- and post-hearing questions, and transcripts for all congressional oversight and authorization hearings, in collaboration with the Office of the Chief Counsel, Office of Governmental Affairs, and relevant program offices.

- e) Conducts or monitors policy research in support of the assigned mission of the office.
- f) Represents FRA with OST, other operating administrations, and other internal and external stakeholders on multimodal policy initiatives.

gg. Office of Performance and Evaluation

- 1) Mission. Provides leadership and direction for the analysis and assessment of FRA's strategic and operating environment; alignment of agency mission, strategies, programs, plans, resources, and performance; and sustained attention to FRA's current and future effectiveness, including proactive risk identification and management. Oversees FRA's portfolio of external audits and recommendations, working with GAO and OIG.
- 2) Functions.
 - a) Coordinates development of the FRA strategic plan and performance goals, consistent with Federal and DOT strategic plans and goals.
 - b) With DOT and FRA executives, program officials, staff, and experts, translates long-term strategies and performance goals into multiyear and annual plans, and resource requests, coordinating with OMB, Congress, other authorities, and stakeholders, as appropriate.
 - c) Promotes alignment of FRA mission, strategies, programs, plans, and resource utilization, and recommends alternatives to increase alignment.
 - d) Provides insight into FRA's strategic environment and emerging strategic drivers. Develops recommendations and white papers on strategic challenges facing FRA and provides proactive course changes in FRA's long-term direction.
 - e) Interacts and consults with FRA offices concerning agency mission, strategies, programs, policies, resources, and objectives.
 - f) Organizes, facilitates, and provides strategic advice to FRA program offices on evidence building activities and evaluations intended to enhance agency decision-making and program effectiveness. Leads FRA contributions to the Department's Learning Agenda.
 - g) Serves as FRA's initial point of contact for audit teams and the DOT audit relations staff; advises FRA managers and staff to prepare for, cooperate with, and respond to audits; and ensures FRA responds promptly to auditors' data, document, and interview requests, and that audit findings and recommendations are fully addressed.

hh. Office of Research, Data and Innovation

- 1) Mission. Manages and coordinates: safety research and development; industry, market, and data-intelligence; economic analyses, including benefit-cost analyses in support of regulations and grants; technical capacity-building and workforce programs for the railroad industry; and FRA's international programs.
- 2) Functions.
 - a) Oversees FRA safety research and development, which includes: (i) railroad systems research, (ii) track research, (iii) rolling stock research, (iv) train control and communication research, and (v) human factors research.
 - b) Oversees industry data and economic analyses, which includes: (i) data analysis and geographic information systems, (ii) economic analysis, and (iii) industry analysis.
 - c) Oversees administration of technical capacity-building programs, including stakeholder workforce training and potential creation of a National Rail Institute for capacity building.
 - d) Oversees FRA international programs.
 - e) Provides executive direction over the following offices:
 - i. Office of Research and Development; and the
 - ii. Office of Industry Data and Economic Analysis.

ii. Office of Research and Development

- 1) Mission. Administers research, development, and demonstration programs designed to improve the safety, security, efficiency, and capacity of freight and passenger rail transportation, including intercity, commuter, and high-speed ground transportation systems.
- 2) Functions.
 - a) Directs safety research, development, and demonstration programs in all areas of railroad operations and activities in consultation and cooperation with RRS and the various entities that comprise the railroad industry.
 - b) Directs activities relating to the research, development, and demonstration programs designed to facilitate introduction of technologies to improve intercity passenger rail transportation, including high-speed rail systems, in the United States.

- c) Serves as the primary source of information for the Secretary, the Administrator, and the other offices of FRA, on the technical capabilities of rail technologies, including: legacy rail technologies, current state-of-the-art technologies, and technologies potentially applicable to railroad operations and activities.
 - d) Implements research coordinated with other modes of transportation under the auspices of the Office of the Assistant Secretary for Research and Technology. Provides technical support to the Administrator in the Administrator's role as an ex officio member of the U.S. Department of Transportation Research, Development, and Technology Planning Council.
 - e) Exercises custody over FRA's research-related assets, administering agreements for the operation of the Transportation Technology Center, research vehicles and such other research, development, and demonstration assets that may belong to FRA, or in which FRA has an interest.
 - f) Investigates means for ensuring that advances in alternative fuels, such as compressed natural gas and liquefied natural gas, are introduced in a safe manner within the railroad industry.
 - g) Coordinates FRA railroad research, development, and demonstration activities undertaken outside the U.S. by international bodies, national governments, and foreign railroads.
 - h) Provides guidance to FRA staff on technology transfer. Conducts, procures, or manages the evaluation of various projects or programs that may inform FRA's policy, processes, stakeholder guidance, and/or performance strategy.
- jj. Office of Industry Data and Economic Analysis
- 1) Mission. Assesses rail industry financial performance, investments, and policy issues, and supports railroads and other stakeholders in advancing high-performance freight rail policy objectives and plans; provides economic analyses in support of RRS regulatory actions and RRD and DOT-wide rail grant programs; oversees industry, market and data intelligence, and geographic information systems, in support of safety and development missions; coordinates FRA input on STB proceedings and activities.
 - 2) Functions.
 - a) Assesses performance of the nation's freight rail network, including: financial performance of railroads; market share; service reliability and quality; asset condition and performance; economic and community impacts; and delivery of policy goals established by Congress and the Administration.
 - b) Develops data and methodology to support multimodal freight policy decisions.

- c) Analyzes market conditions and outlook for rail-carried commodities and other industries supported by the freight rail network; assesses risks and opportunities for freight railroads; supports other offices in review of applications for financial assistance, including market sustainability of proposed investments; manages activities related to the acquisition, processing, and use of the waybill sample and other rail traffic databases.
- d) Assesses needs of short-line (Class II and III) railroads and identifies opportunities for meeting those needs where economically prudent; develops policy proposals and outreach to public sector and railroads to assist in meeting needs of Class II and III railroads; supports other offices in review of applications for financial assistance from short-line railroads.
- e) Analyzes impact of railroad mergers and acquisitions, labor-management disruptions, railroad abandonments, and other restructuring that affect the industry; assesses impact of current or proposed regulatory changes on railroad industry.
- f) Works with RCC to analyze implications of pending STB proceedings and provides support to FRA and DOT in establishing policy positions, briefs, and filings on proceedings. Represents DOT on the Railroad-Shipper Transportation Advisory Council.
- g) Supports FRA's role on DOT Freight Policy Council and National Freight Advisory Committee; works with other operating administrations to support implementation of surface transportation statutory provisions; works with other agencies to develop integrated, multi-modal approaches to current and proposed freight policy and programs.
- h) Performs the economic analyses (benefit-cost) on all FRA discretionary grants as well as the DOT-wide grant programs.
- i) Ensures an integrated approach to passenger and freight transportation policies and strategies.
- j) Identifies opportunities for operations research in evaluating the effects of changes within the National Railroad System that impact system factors such as safety, costs, efficiency, and service.
- k) Prepares benefit-cost analyses to determine the economic impact from all FRA safety regulatory proposals.
- l) Develops and administers rail safety planning, improvement and development processes and evaluation systems, including data-driven, risk-based models.

- m) Plans and supports rail safety information systems analysis, design, and development in coordination with the Office of Information Technology.

Amitabha Bose
Administrator