

**VILLAGE OF LEONARD
OAKLAND, COUNTY
MICHIGAN**

**Title VI
Non Discrimination Plan
January 30, 2015**

Prepared by: Village of Leonard

Table of Contents

INTRODUCTION.....	2
II. NON-DISCRIMINATION POLICY STATEMENT.....	3
III. GOVERNANCE, BOARDS, AND COMMITTEES.....	4
IV. VILLAGE OF LEONARD TITLE VI ASSURANCES.....	5
V. TITLE VI COMPLIANCE RESPONSIBILITIES	6
VI. TITLE VI SELF MONITORING AND REVIEW PROCESS.....	6
VII. PROGRAM GROUPS.....	7
A. Data Collection and Analysis.....	7
B. Plan and Policy Development.....	7
C. Plan Implementation	7
D. Membership/External Affairs.....	7
E. Internal Support.....	7
VIII. GENERAL PROGRAM ADMINISTRATION.....	8
Data Collection Procedures.....	8
B. Title VI Complaint Procedures	8
C. Training Program	10
D. Public Dissemination.....	10
IX. PUBLIC PARTICIPATION.....	10
X. LIMITED ENGLISH PROFICIENCY.....	12
A. Four Factor Analysis.....	13
B. Safe Harbor Stipulation.....	15
XI. PLAN IMPLEMENTATION	15

APPENDICES:

Appendix A: Title VI Complaint Form

Appendix B

Appendix C: Standard Contracting Language

Appendix D: VILLAGE OF LEONARD Contract Assurances

I. INTRODUCTION

The Village of Leonard was established in 1886 as an incorporated Village under the General Law Village Act of Michigan. We are accountable to our residents and property owners pursuant to all applicable laws. Citizens are represented at VILLAGE OF LEONARD through their local elected officials. Funding for VILLAGE OF LEONARD is provided by property taxes, Michigan Revenue Sharing, certain lawful Transportation and federal and state grants and donations.

The Village of Leonard supports local planning through its technical, data, and intergovernmental resources. The Village of Leonard's plans improve the quality of the Village's water, make the transportation system safe and effective, provide local services, and spur economic development.

The Village of Leonard is responsible for Village Road and transportation planning in cooperation with the Road Commission for Oakland County and the Southeast Michigan Council of Governments. Under the federal Water Pollution Control Act and the Clean Air Act, the Village utilizes the regional resources responsible for both water and air quality. As an Oakland County Community Development and Block Grant participating community, the Village of Leonard administers local CDBG programs under the auspices of the Oakland County CDBG program which is responsible for specific housing and land use planning elements as authorized by the U.S. Department of Housing and Urban Development.

VILLAGE OF LEONARD is governed by a Village Council of local elected officials. Staff is organized into two categories: Village administration and Department of Public Works. The Village administration includes a part time Administrative assistant to provide point of contact access for public contact and assistance.

The Village of Leonard's ethic along with state and federal regulation require that the Village meets the provisions of Title VI of the Civil Rights Act. The primary function of this Title VI Plan is to address Title VI requirements, specifically how those requirements are addressed in the Village of Leonard activities and operations.

II. NON--DISCRIMINATION POLICY STATEMENT

The Village of Leonard (VILLAGE OF LEONARD) assures that no person shall, on the grounds of race, color, national origin, or sex, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 (P.L. 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. VILLAGE OF LEONARD further assures every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not. Furthermore, VILLAGE OF LEONARD will not exclude persons based on age, religion, or disability. More specifically, VILLAGE OF LEONARD assures that efforts will be made to prevent discrimination through the impacts of its programs, policies, and activities on minority and low income populations. Additionally, VILLAGE OF LEONARD will take reasonable

steps to provide meaningful access to services for persons with Limited English Proficiency. In the event VILLAGE OF LEONARD distributes federal-aid funds to any recipient, the VILLAGE OF LEONARD will include Title VI language in all written agreements and will monitor for compliance. VILLAGE OF LEONARD's Title VI Coordinator is responsible for initiating and monitoring Title VI activities, preparing required reports, and other VILLAGE OF LEONARD responsibilities as required by 23 Code of Federal Regulation (CFR) 200 and 49 Code of Federal Regulation 21. Complaints of discrimination under Title VI will be promptly addressed by the VILLAGE OF LEONARD Title VI Coordinator.

Coordinator: Michael J McDonald
President
January 30, 2015

III. GOVERNANCE, BOARDS, AND COMMITTEES

VILLAGE OF LEONARD Officers

VILLAGE OF LEONARD's officers are made up of a President, President pro tem, Clerk and Treasurer for the VILLAGE OF LEONARD. There are four elected Trustees that also serve staggered four year terms and are responsible for the overall operations of the Village and oversee all financial and statutory obligations as may be required.

Bylaws and policies require that all operations are in compliance with applicable laws and regulations. The elected officials may also participate in other lawful memberships in local committees and commissions.

VILLAGE OF LEONARD Village Council

The Village Council provides input and takes action on VILLAGE OF LEONARD's major Village plans.

It consists of all delegates and alternates from VILLAGE OF LEONARD member governments and education institutions. All elected officials in the community and other Village stakeholders are encouraged to attend the Village Council meetings; the meetings are open to all of the public pursuant to Open Meetings Act and the Freedom of Information Act. Only the elected President and four Trustees can vote. The Village Council meets once each month of the year, on the second Monday of each month. The regular chamber for the meeting is at Rowland Hall, 23 East Elmwood, Leonard, Michigan.

VILLAGE OF LEONARD Executive Committee

The Village Council conducts the main policy-committee work of the organization. The Village Council monitors the operation of VILLAGE OF LEONARD. As the chief working committee of VILLAGE OF LEONARD and the financial control body for the organization, it proposes, discusses, and reviews Village related studies, and plans and takes action on policies and legislative positions.

VILLAGE OF LEONARD Advisory Councils and Task Force Committees

VILLAGE OF LEONARD's decision making process reflects the mission of the organization which is to improve the efficiency and effectiveness of the Village's local governance as well as the quality of life in Leonard. All VILLAGE OF LEONARD policy decisions are made by local elected officials, ensuring that Village policy reflect the interests of residents in the community which include any and all constituencies. The decision making process is enriched through input from Planning Commissions, residents, Village Engineers for technical advisory, Village Attorney for legal assistance capability and comments from the general public.

Voting

All formal action that is not otherwise provided for by the Local Ordinances and Federal or State law is done by a vote of the Village Council. Generally following Robert's Rules of Order the Village Council will only meet in public at a Regular Meeting or Special Meeting called in accordance with State of Michigan law, at such appointed time as place as may provide access and public comment before voting.

5

IV. VILLAGE OF LEONARD TITLE VI ASSURANCES

Pursuant to the requirements of Section 22(a) of the Federal Highway Act of 1968, VILLAGE OF LEONARD, desiring to avail itself to the benefits of Chapter 1, Title 23, United States Code, and as a condition to obtaining the approval of the State of Michigan for all programs for projects as provided for in Title 23, United States Code, Section 105(a), hereby gives its assurance that employment in connection with all proposed projects approved, will be provided without regard to race, color, religion, sex, age, or national origin.

More specifically, and without limiting the above general assurance, VILLAGE OF LEONARD, gives the following specific assurances:

1. VILLAGE OF LEONARD will establish an equal opportunity program in furtherance of the above general assurance, which shall include a system to ascertain whether contractors and subcontractors are complying with their equal employment opportunity contract obligations and the degree to which such compliance is producing substantial progress on the various project sites in terms of minority group employment.
2. VILLAGE OF LEONARD's transportation program shall include effective procedures to assure that discrimination on the grounds of race, color, religion, disability, sex, age, or national origin will not be permitted on any project and if discrimination exists at the time this assurance is made it will be corrected promptly.
3. VILLAGE OF LEONARD will, on its own initiative, take affirmative action, including the imposition of contract sanctions and the initiation of appropriate legal proceedings under any applicable state or federal law to achieve equal employment opportunity on federal aid highway projects and will actively cooperate with the Federal Highway

Administration in all investigations and enforcement actions undertaken by the Federal Highway Administration.

4. VILLAGE OF LEONARD hereby agrees that its own employment policies and practices with regard to VILLAGE OF LEONARD employees any part of whose compensation is reimbursed from Federal funds will be without regard to race, color, religion, disability, sex, age, or national origin.

5. VILLAGE OF LEONARD shall include the advertised specifications notification of the specific equal employment opportunity responsibilities of the successful bidder as those responsibilities are currently defined and required by the Federal Highway Administration. See Appendix B for standard contracting language concerning non discrimination.

V. TITLE VI COMPLIANCE RESPONSIBILITIES

The Title VI Coordinator is responsible for ensuring implementation of the Title VI plan. The Coordinator will be responsible for the overall management of the day-to-day administration of the Title VI Plan. The current information for this individual is as follows:

Michael J McDonald, Title VI Coordinator
VILLAGE OF LEONARD
23 E Elmwood Street
Leonard, Michigan, 48367-0789
Phone: (248) 628-7380
Email: villageofleonard@gmail.com
Village Website: www.villageofleonard.org

The Title VI Coordinator is responsible for Title VI compliance and is assigned the responsibility for implementing, monitoring, and ensuring VILLAGE OF LEONARD's compliance with the Title VI regulations. The Title VI responsibilities are as follows:

1. Process Title VI complaints received by VILLAGE OF LEONARD. Reference Complaint Procedures for additional information regarding complaints processing.
2. Review internal policies and practices and where applicable, incorporate procedures to ensure compliance with Title VI.
3. Conduct periodic training programs on Title VI for employed staff.
4. Develop Title VI information for dissemination to the general public and entities to which VILLAGE OF LEONARD may be required or best served to do so.
5. Identify, investigate, and eliminate discrimination when found to exist.

Responsibilities of Other Staff Members

In addition to the Title VI Coordinator, other staff members share responsibility for day-to-day administration of the Title VI program, including implementation of the plan and the Title VI compliance, program monitoring, reporting, and education within an applicable group, as described in the Program Groups section of this document.

VI. TITLE VI SELF MONITORING AND REVIEW PROCESS

VILLAGE OF LEONARD's Title VI plan implementation relies on a preventive team approach to Title VI compliance, meaning that staff are aware of the Title VI protections and are working proactively to ensure organizational compliance. VILLAGE OF LEONARD's Village Council reviews and monitors the maintenance of data showing impacts of VILLAGE OF LEONARD programs and activities on protected groups; monitors and/or oversees the implementation of established decision making criteria; monitors and annually reviews minority representation; oversees public involvement; and oversees data collection.

VII. PROGRAM AGENT

A. Data Collection and Analysis

The goal of this agent is to collect, assemble, analyze, and map data using GIS data to increase the understanding of the Village and provide core information for plan and policy development and implementation.

Major work items include the 2015 Village Master Plan forecast, collection and analysis of economic data in support of Village planning and economic development efforts, and transportation asset management data collection.

B. Plan and Policy Development

The goal of this agent is to develop plans and policies to enhance decision making affecting the Village and ensuring the Village has access to federal and state departments.

Major work items include the development of the Village transportation plan, the development and administration of the transportation improvement program locally and communicating it to regional planning sources, planning for sustainable infrastructure, economic development activities, and general planning.

C. Plan Implementation

The goal of this agent is to enhance Village prosperity and quality of life by implementing adopted plans and policies through local government technical assistance, working through partners and shaping federal and state programs to meet Village needs.

Work includes providing assistance to local users with Complete Streets, access management, safety planning, governmental efficiency, local government collaboration, implementation of green infrastructure, local stormwater management compliance, implementation of projects in the transportation improvement plan including public transportation improvements.

D. Membership/External Affairs

This agent enhances the effectiveness of VILLAGE OF LEONARD's planning and

intergovernmental functions by fostering relationships with its other communities, the media, other partners and by maintaining the decision making process and providing local services. Major activities include VILLAGE OF LEONARD's routine publications, "Village of Leonard Newsletter", maintenance of VILLAGE OF LEONARD's Web site and social media programs, facilitation of Village Council meetings, and membership/support of the North Oakland Transportation Authority program and other public information and outreach activities. Also included here is membership in appropriate organizations which advocate goals shared in this policy and broadened interests, including the Michigan Municipal League.

E. Internal Support

The internal support agent provides administrative and technical support, such as accounting, for VILLAGE OF LEONARD's planning, implementation, and intergovernmental functions. The agent may be or include the Village President and such persons as may be called upon to carry out the goals of this policy.

VIII. GENERAL PROGRAM ADMINISTRATION

A. Data Collection Procedures

VILLAGE OF LEONARD collects data on a regular basis with regard to public meetings; public information dissemination; public notification of hearings, meetings, and policy actions; and requests for information services processed by administrative officers and staff in the form of verbal and written reports.

All information regarding discrimination complaints and the resolution of those complaints is collected, recorded, and filed by the Title VI Coordinator.

B. Title VI Complaint Procedures

The following pertains to Title VI complaints regarding the federally funded programs of the Village of Leonard. For Title VI complaints against other agencies which do not include the Village of Leonard, or if you believe you have suffered housing or employment discrimination, please contact the appropriate agency.

Title VI, 42 U.S.C. §2000d et seq., was enacted as part of the Civil Rights Act of 1964. At the heart of the regulation is the statement that: No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. VILLAGE OF LEONARD has in place a Title VI Complaint Procedure, which outlines a process for local disposition of Title VI complaints and is consistent with guidelines found in Chapter VII of the Federal Transit Administration Circular 4702.1A, dated May 13, 2007. If you believe that VILLAGE OF LEONARD's federally funded programs have discriminated your civil rights on the basis of race, color, or national origin you may file a written complaint by following the procedure outlined below:

1. Submission of Complaint.

Any person who feels that he or she, individually or as a member of any class of persons, on the basis of race, color, or national origin has been excluded from or

denied the benefits of, or subjected to discrimination caused by VILLAGE OF LEONARD may file a written complaint with VILLAGE OF LEONARD's Village Council through the Village Clerk. A sample complaint form is available in hard copy from the Village officers and is attached as Appendix A. Such complaints must be filed within 180 calendar days after the date the discrimination occurred. If you could not reasonably be expected to know that the act was discriminatory within the 180 day period, you have 60 days after you became aware to file your complaint. Note: Upon request, assistance in the preparation of any necessary written material will be provided to a person or persons who are unable to read or write. The complaint form will be found on the organization website: <http://www.villageofleonard.org>

Signed complaints should be mailed to:
Village Council of Leonard
Village Clerk
PO Box 789
Leonard, MI 48367

2. Referral to Review Agents.

Upon receipt of the complaint, VILLAGE OF LEONARD's Clerk shall immediately inform the coordinator who shall evaluate and investigate the complaint, in consultation with a VILLAGE OF LEONARD attorney. If necessary, the Complainant shall meet with the Coordinator and/or designated official to further explain his or her complaint. The staff shall complete their review no later than 45 calendar days after the receipt of the complaint. If more time is required, the Coordinator shall notify the Complainant of the estimated timeframe for completing the review. Upon completion of the review, the Coordinator shall make a recommendation regarding the merit of the complaint and whether remedial actions are available to provide redress. Additionally, staff may recommend improvements to the processes relative to Title VI, as appropriate. Staff shall forward their recommendations to the Village President for Village Council concurrence. If the Village Council concurs, he or she shall issue the written response to the Complainant.

Note: If a Title VI complaint is received on a Michigan Department of Transportation (MDOT) related contract against VILLAGE OF LEONARD, MDOT will be responsible for conducting the investigation of the complaint. Upon receipt of a complaint filed against VILLAGE OF LEONARD, the complaint and any pertinent information will be immediately forwarded to the MDOT, Office of Civil Rights Programs.

3. Request for Reconsideration.

If the Complainant disagrees with the Village Council response, he or she may request reconsideration by submitting the request, in writing, to VILLAGE OF LEONARD's Clerk within 10 calendar days after receipt of the response. The request for reconsideration shall be sufficiently detailed to contain any items the Complainant feels were not fully understood by VILLAGE OF LEONARD's Coordinator and/or Village Council.

The Coordinator will notify the Complainant of his or her decision either to

accept or reject the request for reconsideration within 10 calendar days after receipt of the reconsideration request.

4. Appeal.

If the request for reconsideration is denied, the Complainant may appeal VILLAGE OF LEONARD's Coordinator or Council's response by submitting a written appeal to the VILLAGE OF LEONARD Council no later than 10 calendar days after receipt of VILLAGE OF LEONARD's Coordinator's written decision rejecting reconsideration.

5. Submission of Complaint to the State of Michigan Department of Transportation.

If the Complainant is dissatisfied with the resolution of the complaint, he or she may also submit a written complaint within 60 days after the alleged date of discrimination to the State of Michigan for further investigation.

Michigan Department of Transportation
Office of Civil Rights
Van Wagoner Building
425 W. Ottawa Street
P.O. Box 30050
Lansing, MI 48909

A copy of the complaint form can be found in Appendix A.

C. Training Program

VILLAGE OF LEONARD strives to further the goal of ongoing professional development, management assists in developing the professional skills of staff through various methods. The use of any of these methods is tied to VILLAGE OF LEONARD's mission to ensure fiscal accountability, and include:

- 1) Village Council and staff participation
- 2) In-house and online training, Webinars, seminars, and conferences
- 3) VILLAGE OF LEONARD will assist staff in maintaining and/or advancing their professional skills through dues and fee assistance for work-related courses
- 4) Enhanced work assignments stressing communication and human resource management

D. Public Dissemination

A copy of the Title VI plan will be published on the VILLAGE OF LEONARD Web site for persons with Internet access to download and will be available upon request by calling (248) 628-7380. The plan will be translated for LEP persons upon request. All administrative staff and VILLAGE OF LEONARD Village Council members will receive a copy of the plan.

IX: PUBLIC PARTICIPATION

The VILLAGE OF LEONARD is strongly committed to providing information to citizens regarding its transportation plans and programs and other quality of life issues that impact Village residents. We also encourage citizens to participate in plan development and implementation. VILLAGE OF LEONARD strives to ensure that adequate information is available for interested parties who want to evaluate and have an impact on its programs. VILLAGE OF LEONARD provides public hearings and makes presentations to citizen's groups to ensure that citizen views are heard on transportation planning and project-related issues.

Our public involvement activities revolve around five goals:

- **Educate** to raise awareness of the planning process, to communicate how and when to get involved, and to illustrate good government practices.
- **Help** local officials meet their public involvement obligations.
- **Encourage** specific individual actions to help carry out planning work.
- **Solicit** input/feedback from the public to influence planning work.
- **Continue** to improve through ongoing evaluation.

Taken together, these activities provide village residents and the public with complete information, timely notice of meetings, full access to key decisions, and support for early and continuing involvement in every aspect of the planning and decision making process at VILLAGE OF LEONARD.

VILLAGE OF LEONARD's *Public Participation Plan* details the specific ways in which the VILLAGE OF LEONARD works to achieve these five public involvement goals.

X: LIMITED ENGLISH PROFICIENCY

The VILLAGE OF LEONARD will develop a Limited English Proficiency (LEP) Plan to help identify reasonable steps to provide language assistance for LEP persons seeking meaningful access to VILLAGE OF LEONARD's programs as required by Executive Order 13166. A LEP person is one who does not speak English as their primary language and who has a limited ability to read, speak, write, or understand English.

This plan details procedures on how to identify a person who may need language assistance, the ways in which assistance may be provided, training staff, how to notify LEP persons that assistance is available, and information for future plans updates. In developing the plan while determining VILLAGE OF LEONARD's extent of obligation to provide LEP services, VILLAGE OF LEONARD undertook a four factor analysis which considers the following:

- 1) The number or proportion of LEP persons eligible in the Village served or likely to encounter a VILLAGE OF LEONARD program, activity, or service;
- 2) the frequency with which LEP individuals come in contact with a VILLAGE OF LEONARD program;
- 3) the nature and importance of the program activity or service provided by VILLAGE OF LEONARD to the LEP population; and

4) the resources available to VILLAGE OF LEONARD and overall costs to provide LEP assistance. A brief description of these considerations is provided in the following section.

A. Four Factor Analysis

1.) The number or proportion of LEP persons eligible to be served or likely to encounter a VILLAGE OF LEONARD program, activity, or service.

VILLAGE OF LEONARD examined the 2007-2009 American Community Survey from the

U. S. Census Bureau data and determined that approximately 8 people or 2 percent of the population in the Village between the ages of five to 64 years of age reported that they speak English “less than very well.”

Past experience in working in the Village indicates that there are no apparent concentrations of Hispanic and Arabic speaking individuals, who do not speak English well throughout the Village.

2.) The frequency with which LEP individuals come in contact with a VILLAGE OF LEONARD program, activity, or service.

VILLAGE OF LEONARD assesses the frequency at which staff has or could possibly have contact with LEP persons. This includes documenting phone inquiries and surveying public meeting attendees. The Village has recorded no requests for a language interpreter at any public meetings and zero requests for translated VILLAGE OF LEONARD documents.

Programs, services, and activities that have potential impact for LEP persons include, but are not limited to:

- Public involvement and public engagement meetings/hearings for constructions projects affecting LEP communities or individuals
- Transit sub-recipients
- Real estate transactions/condemnation
- Internet access: Web sites must be accessible to LEP persons
- Requests for certifications, licenses
- Phone communications: notices/greetings in languages other than English

3.) The nature and importance of the program activity or service provided by VILLAGE OF LEONARD to the LEP population.

As the Village’s planning agency responsible for coordinating the transportation planning process, VILLAGE OF LEONARD must make sure that all segments of the population, including LEP persons, have been involved or have had the opportunity to be involved with the planning process. The impact of proposed transportation investments on underserved and underrepresented population groups are part of the evaluation process. VILLAGE OF LEONARD provides oversight and helps ensure that LEP and other protected classes of persons are not overlooked in the transportation planning process.

VILLAGE OF LEONARD's main function is to support cooperative, comprehensive, and continuing transportation planning as outlined in the federal transportation acts. In doing so, VILLAGE OF LEONARD participates in two main documents: the Long-Range Transportation Plan (LRTP) and the Transportation Improvement Program (TIP) through SEMCOG. The LRTP provides direction for transportation investments out to 20 years in the future. The TIP is a program or schedule of short-range transportation improvements and activities intended to be implemented through a combination of Federal, State, and local funding. LEP persons, low-income, minority populations, the elderly, and the disabled must be considered in these processes.

4.) The resources available to VILLAGE OF LEONARD and overall costs to provide LEP assistance.

VILLAGE OF LEONARD assessed its available resources that could be used for providing LEP assistance. This included identifying what staff and volunteer language interpreters are readily available, how much a professional interpreter and translation service would cost, which documents should be translated, taking an inventory of available organizations that VILLAGE OF LEONARD could partner with for outreach and translation efforts, examining which financial and in-kind sources could be used to provide assistance, and what level of staff training is needed.

B. Safe Harbor Stipulation

Federal law provides a "Safe Harbor" stipulation so that recipients can ensure with greater certainty that they comply with their obligations to provide written translations in languages other than English. A "safe harbor" means that if a recipient provides written translations in certain circumstances, such action will be considered strong evidence of compliance with the recipient's written translation obligations under Title VI.

The failure to provide written translations under the circumstances does not mean there is noncompliance, but rather provides a guide for recipients that would like greater certainty of compliance than can be provided by a fact-intensive, four factor analysis. For example, even if a safe harbor is not used, if written translation of a certain document(s) would be so burdensome as to defeat the legitimate objectives of its program, it is not necessary. Other ways of providing meaningful access, such as effective oral interpretation of certain vital documents, might be acceptable under such circumstances.

Strong evidence of compliance with the recipient's written-translation obligations under 'safe harbor' includes providing written translations of vital documents for each eligible LEP language group that constitutes 5 percent or 1,000, whichever is less, of the population of persons eligible to be served or likely to be affected or encountered. VILLAGE OF LEONARD's translation of other documents, if needed, can be provided orally.

This safe harbor provision applies to the translation of written documents only. It does not affect the requirement to provide meaningful access to LEP individuals through competent oral interpreters where oral language services are needed and are reasonable.

XI. PLAN IMPLEMENTATION

The VILLAGE OF LEONARD will work to ensure that all staff has been trained and understands the significance of Title VI as it relates to the organization and their daily responsibilities, develop a Title VI Web document (www.villageofleonard.org) that will function as a resource for individuals seeking information, translate the Title VI document and complaint form in Spanish, develop a stand-alone LEP plan that includes a list of employees with second language abilities for easy reference, and order LEP cards from the Federal Highway Administration.