## TEXAS DEPARTMENT OF TRANSPORTATION 2025-2026 EDUCATIONAL SERIES

# TRANSPORTATION TECHNOLOGY

- TxDOT Technology Partnerships
- Emerging Technology Strategies
- Connected, Automated, and Autonomous Vehicles and Advanced Aerial Systems
- Cooperative and Automated Transportation and Intelligent Transportation Systems

**Texas Department of Transportation (TxDOT):** Public website offering information and resources for drivers, businesses, government officials, and anyone interested in learning about TxDOT.

**TxDOT 2025-2026 Educational Series:** Focuses on key transportation issues affecting TxDOT and Texas.

Texas Department of Transportation™

# OVERVIEW

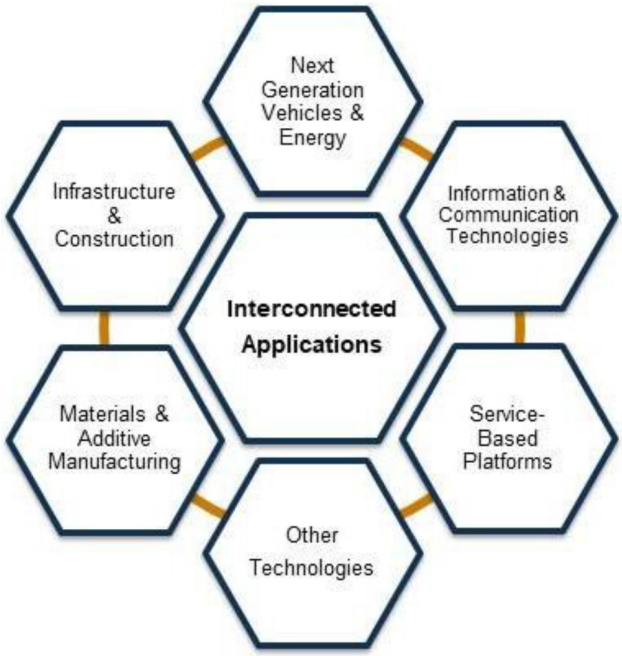
In recent sessions, the Texas Legislature authorized the Texas Department of Transportation (TxDOT) to examine and evaluate innovative transportation technologies that may reduce costs and traffic congestion, promote highway and general transportation safety, and increase economic productivity statewide. In an era of ever-evolving technological and mobility advances and pushes from state and federal policymakers to increasingly deploy such technologies, TxDOT and its transportation and technology partners have undertaken efforts to embrace opportunities and work through challenges inherent in applying technology and innovations to help solve transportation challenges.

# TxDOT TECHNOLOGY PARTNERSHIPS

TxDOT facilitates and participates in various technology-related groups and partnerships with industry and regional and local transportation entities. The three key partnership organizations described below — the Texas Technology Task Force, the Texas Innovation Alliance acting as the Texas State Transportation Innovation Council, and the Connected and Automated Vehicles (CAV) Task Force — provide key platforms for TxDOT to collaboratively consider and plan for future technology-related developments of impact to the Texas transportation system.

TTTF

TEXAS TECHNOLOGY
TASK FORCE




## TEXAS TECHNOLOGY TASK FORCE

In 2013, the Texas Legislature first authorized TxDOT to examine and evaluate innovative transportation technologies for the purposes of reducing costs, reducing traffic congestion, promoting safety, and increasing economic activity, leading to the creation of the Texas Technology Task Force.

TxDOT established the Texas Technology Task Force to develop and guide a vision for a future Texas transportation system that uses technology-based solutions to move people and goods more efficiently. The Transportation Technology Task Force identifies emerging technologies in the development life cycle and considers many forms of technology as outlined in the figure below. The Task Force holds quarterly meeting to hear from subject matter experts on emerging technologies and prepares a Technology Utilization report annually. The Transportation Technology Task Force members include representatives from private industry, public agencies, and research institutions, including the North Central Texas Council of Governments, the Central Texas Regional Mobility Authority, Securing America's Future Energy, the Alliance for Automotive Innovation, Southwest Research Institute, the University of Texas at Austin's Center for Transportation Research, Steudle Executive Group, and Blue Fjord Leaders.

## TEXAS INNOVATION ALLIANCE AND STATE TRANSPORTATION INNOVATION COUNCIL

In March 2016, TxDOT and the Federal Highway Administration (FHWA) signed the charter to establish the Texas State Transportation Innovation Council, a consortium of state and local governments to expedite the deployment of technologies included in the Federal Highway Administration Every Day Counts program. The Council's vision is to foster a collaborative culture for the rapid implementation of ready-to-deploy and beneficial innovations and technologies that will efficiently deliver a safe and effective transportation system to the people of Texas. Membership includes representation from federal, state, and local government, as well as private partners including the Federal Highway Administration TxDOT and other Texas state agencies, Metropolitan Planning Organizations, tolling authorities, and transportation and innovation industry groups, among others.

In October 2016, following submissions from several Texas cities to the U.S. Department of Transportation Smart City Challenge, TxDOT convened teams representing 10 Texas cities and three Texas research institutions to identify ways

https://txstic.org/index.cfm#ABOUT

to build on this momentum to implement transportation innovations in Texas. The teams discussed options to advance Smart State collaboration, encourage public-private dialogue, and galvanize key leadership to develop innovative solutions to the state's mobility challenges. Texas cities pledged to engage in open dialogue with each other, with Texas research institutions, and with the public and private sectors.

Also in 2016, resulting from the U.S. Department of Transportation Smart City Challenge, TxDOT created the Texas Innovation Alliance (TIA) to convene Texas cities committed to addressing mobility challenges through innovation and technology deployments. Teams representing geographic areas come together to share best practices and discuss options to advance emerging technology, encourage public-private dialogue, and galvanize key leadership to develop innovative solutions to the state's mobility challenges.

In 2023, TxDOT consolidated the Texas Innovation Alliance acting as the Texas State Transportation Innovation Committee due to their many similarities. The audience for both groups included federal, state, local government, and private partners. As the programs matured, it became apparent that many Texas Innovation Alliance and Texas State Transportation Innovation Committee efforts—event themes and participants, stakeholders, and partners — were duplicative. During quarterly meetings, knowledge and on-the-ground experience gleaned from using new technologies are shared among representatives from state and local government, research institutes, and private industry. In addition to representing as the Texas - State Transportation Innovation Committee, Texas Innovation Alliance coordinates for the annual TxDOT Innovation Invitation, bringing transportation industry experts together to for an emerging technology showcase, local government innovation project presentations, and informative panels to learn how emerging technology supports the safe and efficient movement of people and goods in Texas.

## CONNECTED AND AUTONOMOUS VEHICLES TASK FORCE

In January 2019, TxDOT established the CAV Task Force at the direction of Texas Governor Greg Abbott. The Task Force is the central point for connected and autonomous vehicle advancement in Texas. In addition to representatives from local and state governmental entities, the Task Force includes representatives from various segments of the connected and autonomous vehicle industry, including partners involved with original equipment manufacturing, autonomous vehicle start-ups, advanced aerial systems, intelligent transportation systems, mobility as a service, transit, telecoms, and research. The Task Force serves as a one-stop resource for information and coordination on all ongoing connected and autonomous vehicle projects, investments, and initiatives in Texas. In addition to documenting public and private entity efforts and facilitating partnerships, the Task Force hosts industry forums and provides reports on lessons learned to facilitate progress and encourage increased collaboration.

TxDOT maintains a keen interest in the progress of connected and autonomous vehicles as they have the potential to greatly reduce the number of crashes and traffic fatalities, as well as improve roadway safety over time. Connected and autonomous vehicles also provide opportunities to reimagine personal and commercial mobility, potentially enhancing the quality of life for all Texans. For example, connected and autonomous vehicle technology could enable greater mobility for those who rely on others for their transportation to health care and routine appointments, such as the elderly and people with disabilities.

The Task Force will continue to collaborate with companies to pursue innovative ideas around connected and autonomous vehicle technology in a business-friendly way. It will also build on state legislation governing how connected and autonomous vehicles can operate in the state. Starting in 2020, the task force has created six

subcommittees that address specific areas of interest to Texas. These subcommittees focus on the following issues:

- Data, Connectivity, Cyber Security, and Privacy;
- Education, Communication, and User Needs;
- Safety, Liability, and Responsibility;
- Licensing and Registration;
- Freight and Delivery; and
- Future Workforce and Economic Opportunities.

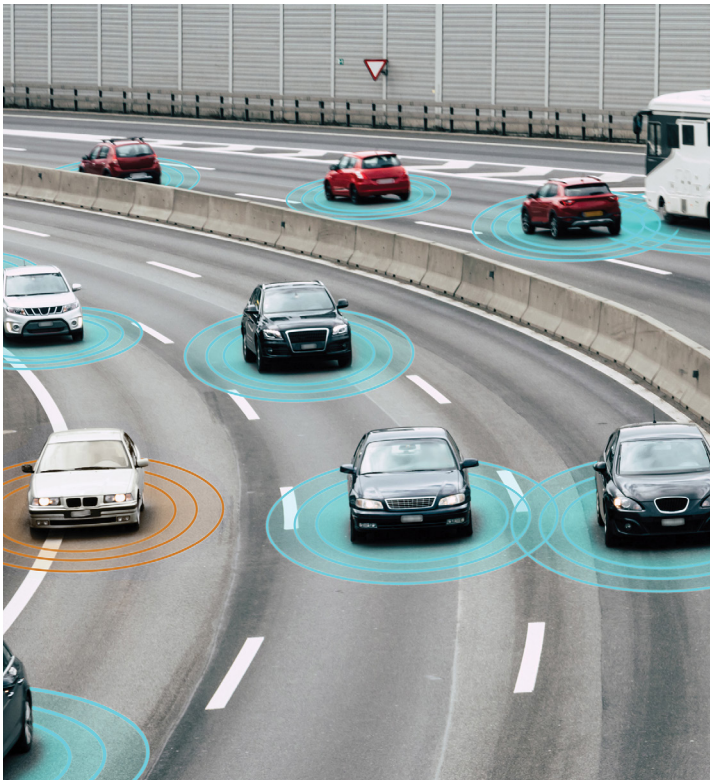
The Task Force has adopted three reports, which can be found on its comprehensive website. These reports provided a list of opportunities for the Texas Legislature and Governor's Office to consider as connected and autonomous vehicle technologies advance in Texas.

These efforts will ensure that Texas is prepared for the safe and successful deployment of connected and autonomous technologies statewide.

TxDOT uses new information gained from these groups to strategize and influence the development of TxDOT's Long Range Strategic Plan and other supporting strategies and programs.

**Connected and Autonomous Vehicle Task Force**

https://www.txdot.gov/about/programs/innovative-transportation/connected-automated-vehicles-task-force.html



# EMERGING TECHNOLOGY STRATEGIES

TxDOT has established several internal working groups to prepare the agency for an array of new advanced technologies being developed across the ever-changing transportation landscape. Specific focus areas include, but are not limited to, emerging transportation technologies, cooperative and automated transportation, freight network technology and operations, cellular vehicle-to-everything technology, and the connectivity needed to support all of these advancements such as broadband.

## EMERGING TRANSPORTATION TECHNOLOGIES

TxDOT recognizes that although new technologies emerge at a rapid pace, certain underlying principles must be applied to each. Specifically, within TxDOT, each new technology requires data management, robust planning exercises, project and program development, and business processes support. Having identified these principles as common across all new transportation technology, TxDOT maintains a starting point to address everything from advanced aerial systems to blockchain security to innovative lane configurations. The following discusses several emerging technology efforts and opportunities including the emerging technology intake process, third-party mapping, and SMARTTrack project.

The emerging technology intake process is a method by which TxDOT explores new vendor products and services through interviews, research, and cross department collaboration. The process began in Spring of 2023 and has reviewed numerous vendors of which one pilot purchase order has been executed and there are currently four posted solicitations. The process has streamlined procurement steps aby including both the pilot and potential statewide deployment, eliminating the need for a second procurement. The procurements may also be awarded to multiple vendors, increasing competition.

A notable success communicating work-zone information and road closures is the coordination between TxDOT and third-party mapping companies. TxDOT is the first state department of transportation to have all five major mapping companies consume road closure and work-zone information. Google, Waze, Here, TomTom, and Apple currently receive TxDOT data through free Application Programming Interface (APIs) from the mobile application feeding DriveTexas.org, the mapping tool available on TxDOT.gov. This information also feeds the Federal Highway Administration's Work Zone Data Exchange.

The University of Texas at Austin is working with regional transportation partners to design and construct a three-tier test track, the Texas SMARTTrack at the University of Texas Pickle Research Campus in Austin. Texas SMARTTrack will address cutting edge testing needs of the public and private sector related to infrastructure centric emerging technologies that enhance Safety and Mobility for all users of transportation infrastructure and facilitate development and adoption of Connected and Autonomous Vehicles. Texas SMARTTrack will be a neutral research and testing center which establishes independence for a standardized vetting process for all vendors. It is a platform for public-private collaboration on technology solutions and a proving ground to vet these technology solutions. Texas SMARTTrack is proposing a flexible design to simulate transportation conditions from rural to urban, and low to high speeds, on both open and closed testing loops.

## FREIGHT NETWORK TECHNOLOGY AND OPERATIONS

Based on a recommendation from the 2018 Texas Freight Mobility Plan, TxDOT developed the Statewide Freight Network and Technology Operations Plan. TxDOT recognizes that roadway infrastructure investments alone will not meet the freight system's stakeholder needs related to safety, economic competitiveness, asset preservation and utilization, mobility and reliability, and multimodal connectivity. In addition, TxDOT recognizes that emerging technology applications can improve freight system efficiency, improve logistics reliability, reduce freight industry costs, and improve safety.

The plan outlines 12 technology-based strategies, six of which were advanced to Concept of Operations, to help improve freight transportation safety and mobility in Texas. The Concepts of Operations include:

- Automated Vehicle Infrastructure, Connected Signing, and Data Concept of Operations
- Blocked Rail Crossing Traffic Management System Concept of Operations
- High-Resolution Advanced Freight Traveler Information System Concept of Operations
- Safety Warning Detection System Concept of Operations
- Smart Freight Connector Concept of Operations
- Statewide Traffic Operations Center Concept of Operations

Since 2023, TxDOT has been working to advance some of the recommendations and Concepts of Operations identified within the plan.

## BROADBAND DEPLOYMENT

Fiber optics, cellular connectivity and other broadband technologies provide the backbone for communication among TxDOT assets. TxDOT must consider two networks: (1) a traffic network, which connects traffic signals, dynamic message signs, cameras, and other Intelligent Transportation Systems (ITS) assets; and (2) TxDOT's internal business network, which enables TxDOT staff to perform normal business functions. While TxDOT maintains several connected assets across the state, the agency and the state face an ongoing need to cover broadband access gaps and extend services to the traveling public. To achieve this goal, TxDOT includes broadband connectivity in its construction projects, when feasible and appropriate, and seeks funding opportunities with public and private partnerships. One significant change to TxDOT's approach to broadband recently originated from Senate Bill 507 (87th Regular Session, 2021), which allows broadband providers wider access to state highway right-of-way. This change aims to help broadband providers expand their networks and provide more services to Texans across the state. By simultaneously encouraging the sharing of duct banks and exploring partnership opportunities, both TxDOT and the private sector can better collaborate to reduce individual costs. To facilitate coordination of TxDOT broadband efforts, TxDOT launched a broadband program in the fall of 2023. Additionally, the Texas Legislature created the Broadband Development Office under the Texas Comptroller of Public Accounts, which offers new opportunities for TxDOT to collaborate and seek funding for broadband deployment with the Broadband Development Office and other agencies.

# CONNECTED, AUTOMATED, AND AUTONOMOUS VEHICLES, AND ADVANCED AERIAL SYSTEMS

## CONNECTED, AUTOMATED, AND AUTONOMOUS VEHICLES

While people often categorize and reference connected and automated vehicles as a single entity, connected vehicles and automated vehicles are distinct and separate technologies. Connected vehicle technology enables vehicles to receive and share mobility and safety information between vehicles, people, other roadway users, and transportation management systems. Automated vehicles are those in which at least some aspects of a safety-critical control function, such as steering, throttle, or braking, occur without direct driver input. Autonomous vehicles do not require a driver to operate as all driving functions are controlled by the vehicle itself.

Autonomous vehicle types currently include freight trucks, passenger vehicles, advanced aerial systems for packages low-speed shuttles, low-speed delivery vehicles, personal delivery devices (sidewalk robots), and others. The Society of Automotive Engineers created a document, Taxonomy and Definitions for Terms Related to Driving Automation Systems for On-Road Motor Vehicles, which provides a classification, with detailed definitions, for six levels of driving automation, ranging from no driving automation (Level 0) to full driving automation (Level 5), and their operation on roadways. This document is utilized by the AV industry and those involved in automated vehicles technology use as a standard. Driving automation levels 4 and higher indicate fully autonomous vehicle capabilities.

TxDOT regularly provides connected, automated, and autonomous vehicle-related comments and input on proposed legislation and rulemaking to the U.S. Department of Transportation and its offices, including the National Highway Transportation Safety Administration and the Federal Highway Administration through the federal government's daily publication, the Federal Register, as well as to the United States Congress.

# SAE J3016™ LEVELS OF DRIVING AUTOMATION™

**Learn more here:** sae.org/standards/content/j3016_202104



| | SAE LEVEL 0™ | SAE LEVEL 1™ | SAE LEVEL 2™ | SAE LEVEL 3™ | SAE LEVEL 4™ | SAE LEVEL 5™ |
|---|---|---|---|---|---|---|
| What does the human in the driver's seat have to do? | **You are driving** whenever these driver support features are engaged – even if your feet are off the pedals and you are not steering | | | **You are not driving** when these automated driving features are engaged – even if you are seated in "the driver's seat" | | |
| | **You must constantly supervise** these support features; you must steer, brake or accelerate as needed to maintain safety | | | When the feature requests, you must drive | These automated driving features will not require you to take over driving | |
| | **These are driver support features** | | | **These are automated driving features** | | |
| What do these features do? | These features are limited to providing warnings and momentary assistance | These features provide steering **OR** brake/ acceleration support to the driver | These features provide steering **AND** brake/ acceleration support to the driver | These features can drive the vehicle under limited conditions and will not operate unless all required conditions are met | | This feature can drive the vehicle under all conditions |
| Example Features | • automatic emergency braking<br>• blind spot warning<br>• lane departure warning | • lane centering **OR**<br>• adaptive cruise control | • lane centering **AND**<br>• adaptive cruise control at the same time | • traffic jam chauffeur | • local driverless taxi<br>• pedals/ steering wheel may or may not be installed | • same as level 4, but feature can drive everywhere in all conditions |



## TEXAS CONNECTED FREIGHT CORRIDORS PROJECT

Enhancing freight operations improve mobility, reliability, and safety while reducing environmental impacts for both freight operations and for others traveling in freight corridors.

The Texas Connected Freight Corridors project focuses on I-35 (extending the freight corridor to Laredo, Texas), I-45, and I-10 corridors that make up the Texas Triangle. The project deployed vehicle-to-vehicle and vehicle-to-infrastructure technology applications in commercial vehicles to address the greatest safety and mobility needs of the state. The project builds the necessary infrastructure and communications for developing connected automated vehicle technology.

In the near term, freight partner trucks will receive more timely and accurate information about traffic and roadway conditions that affect safety and mobility, such as work zones, vehicle crashes, upcoming traffic queues, wrong-

way drivers, pedestrians in the roadway, and unsafe weather conditions, including low visibility. The truck operators will also experience benefits from smarter traffic intersections around their distribution centers, which will enable the vehicles to interact with traffic signals to reduce truck idling time. This benefits the environment and saves money for freight operators.

In the long term, as more and more trucks use the technology, travel times will decrease, fuel efficiency will

increase, and safety will improve. The Texas Connected Freight Corridors project uses the following connected vehicle technology:

Vehicle-to-Infrastructure

- In-vehicle Traveler Information
- Work Zone Warning
- Signal Timing for Pedestrians and Bikes
- Truck Signal Priority
- Wrong-Way Driving

## CONNECTED CAR DATA

Many vehicles today directly report telematics data back to their manufacturers on a continuous basis. This data—potentially including everything from vehicle speed and heading to whether seatbelts are latched, or windshield wipers are on—should be anonymized. Some original vehicle manufacturers make the data available for purchase. TxDOT is exploring the use of this anonymized data to gain insights on roadway activity, which were otherwise impossible to determine and understand prior to the availability of connected car data. Through an enterprise-level contract with leading data providers and partnerships with Texas Universities, TxDOT is responsibly acquiring the data to solve use cases and produce tools. The goal of this work is to equip TxDOT with near real-time roadway conditions to enable effective issue identification, earlier incident management, improved response times, and aid future project planning. One example of such work underway is validation of connected vehicle data to conduct remote spot speed studies. This effort hypothesizes the granular connected vehicle information can be a surrogate for observing traffic from the side of the road with a side-fire radar or hand-held radar gun, when overlayed with other information such as weather data. This effort can increase efficiency of speed studies while decreasing safety hazards both for TxDOT staff and contractors as well as the traveling public.

## ADVANCED AERIAL SYSTEMS

TxDOT has developed processes to use advanced aerial systems when such technology would improve safety, reduce data collection costs, and improve data quality. Activities in which TxDOT could use advanced aerial systems, include emergency response assistance, traffic incident management, construction monitoring, topographic mapping, drainage analysis, bridge inspections, and pavement forensics. Currently, TxDOT is in the process of developing a new advanced aerial system training program throughout TxDOT's regional districts and divisions to equip TxDOT employees with the tools to strategically and effectively use advanced aerial technology in their daily job functions.

TxDOT is also working with industries using advanced aerial systems to plan for when these systems operate more broadly providing services for people, businesses, and governments, and incorporating them into the overall mobility environment. A key facet of this work includes the Urban Air Mobility Advisory Committee, which was established by Senate Bill 763 (87th Legislative Session, 2021). After the Urban Air Mobility Advisory Committee was statutorily abolished in 2023, the Legislature continued the Committee's work by creating the Advanced Air Mobility Advisory Committee through Senate Bill 2144 (88th Legislative Session, 2023) and tasked it with similar objectives. Advanced Air Mobility (AAM) – defined by the Federal Aviation Administration as a transportation system that transports people and property by air using advanced aircraft technology – comprises a broad range of innovative aeronautical technologies, including vertical take-off and landing (VTOL) aircraft, electric aircraft, and transformative air traffic management systems. Urban Air Mobility (UAM), a subset of Advanced Air Mobility, envisions a future aviation transportation system that employs highly automated aircraft, such as drones, to transport passengers or cargo at relatively low altitudes in urban and suburban areas. In anticipation of plans to continue testing and eventually implement this technology, industry stakeholders in Texas and across the country are working with public and private partners to study potential changes to state law to facilitate the Advanced Air Mobility industry's development, safety, and regulatory framework.


# COOPERATIVE AND AUTOMATED TRANSPORTATION AND INTELLIGENT TRANSPORTATION SYSTEMS

## COOPERATIVE AND AUTOMATED TRANSPORTATION PROGRAM

TxDOT adopted the Cooperative and Automated Transportation Program to prepare the transportation system for all facets of the system to work together to maximize safety and efficiency. This program proposes agency policies, strategies, pilot projects, and deployments for interoperable intelligent infrastructure to connect vehicles to everything (V2X). The program serves as a clearing house for information and educational material for TxDOT staff. Cooperative and Automated Transportation developments including the I-45 Innovation Corridor, I-35 Advancement Alliance, a federal V2X award grant, are among several Texas efforts to move the program forward.

The I-45 Innovative Corridor is the first pilot project established by the Cooperative and Automated Transportation Program. It consists of a 216-mile segment of I-45 between Dallas and Houston and serves as an opportunity to deploy new technologies as a proving ground in real-world applications. The project involves three TxDOT Districts (Dallas, Bryan, and Houston). Three automated vehicle freight companies are conducting autonomous test pilots along this stretch of highway, creating opportunities to cater new technology efforts to both AV applications as well as human drivers. An early implementation of Cooperative and Automated Transportation technology on I-45 are commercial vehicle alerts. Freight vehicles equipped with electronic logging systems receive messages when congestion or sudden slowdowns are detected ahead. Early metrics show that alerted drivers do slow down within 5 miles of receiving a message.

The I-35 Advancement Alliance is the realization of interoperable digital infrastructure on this transcontinental connected corridor through Texas, Oklahoma, Missouri, Kansas, Iowa, and Minnesota. This corridor will employ the transportation expertise of the states collectively to enable resource sharing, joint testing, economies of scale, and interoperability, while applying best practice protocols to improve safety and efficiency along the corridor and promote cooperative planning. The purpose is to ensure transportation agencies are prepared for the growing technology wave and demand for intelligent transportation systems to be deployed on the nation's highways. Expertise and preparedness for these new technologies and the associated policy choices must be developed within and among transportation agencies with input and feedback from the end users. The implementation of systems based on national standards should increase interoperability, ensure cost effective procurement in a competitive environment, and improve the effectiveness of systems across the nation.

Additionally, the Texas Transportation Institute was awarded a $20 million grant for Saving Lives with Connectivity: Accelerating V2X Deployment. The project includes several V2X concepts in the Houston and Bryan/College Station districts. The grant work ties together a variety of concepts for digital infrastructure, road hazard information, flood warning information, and in-vehicle messaging.

Traffic Management Systems improve safety and mobility, reduce congestion, and save lives. Traffic signals at intersections are an example of traffic management systems that have been around for decades. TxDOT is continually upgrading traffic signal equipment to utilize the latest technology in computing, sensing, and communication. For instance, traffic signal progression can improve safety and efficiency at intersections by connecting traffic signal controllers and associated equipment to computer networks to ensure that traffic signals perform at their maximum effectiveness. This connectivity allows traffic engineers to utilize high-resolution data from signal controllers to evaluate signalized intersections and determine areas in need of improvement.

Intelligent Transportation Systems improve transportation safety and mobility and enhance productivity by integrating communication technologies into the roadway system to communicate incidents, travel times, emergencies, and other key information to motorists. Examples of intelligent transportation systems include closed-circuit television (CCTV) cameras, Dynamic Message Signs, portable changeable message signs, detection devices and coordination with Transportation Management Centers.

Evolution of Intelligent transportation systems referred to as Cooperative and Automated Transportation systems also include more recent advances in technology that better inform drivers and enable them to make safer, more coordinated, and smarter use of transportation networks. This includes enhanced networking and software to communicate and operate the systems that enhanced digital and physical infrastructure. Cooperative and Automated Transportation embodies an Intelligent Transportation System that also includes vehicle-to-vehicle technology, where vehicles communicate with one another; vehicle-to-infrastructure technology, in which infrastructure transmits messages directly to vehicles; and vehicle-to-everything technology, which builds on the previous two technologies.


## LOOKING FORWARD

TxDOT monitors state and federal rules and legislation, studies and implements effective intelligent transportation systems, and is in partnership with several technology groups. Through these efforts, TxDOT is engaging in emerging technologies to allow TxDOT to better plan for a more technological future. The goal of these efforts is to prepare TxDOT to implement future transportation solutions as laws and technology swiftly change.

## MISSION

Connecting you with Texas.

## VISION

A forward thinking leader delivering mobility, enabling economic opportunity, and enhancing quality of life for all Texans.


## VALUES

### PEOPLE

People are the Department's most important customer, asset, and resource. The well-being, safety, and quality of life for Texans and the traveling public are of the utmost concern to the Department. We focus on relationship building, customer service, and partnerships.

### ACCOUNTABILITY

We accept responsibility for our actions and promote open communication and transparency at all times.

### TRUST

We strive to earn and maintain confidence through reliable and ethical decision-making.

### HONESTY

We conduct ourselves with the highest degree of integrity, respect, and truthfulness.

## PRIORITIES

### SAFETY

Design, build, operate, and maintain our transportation system with safety as our #1 priority.

### DELIVERY

Responsible program execution throughout the transportation life cycle (planning, design, construction, maintenance, and operations).

### INNOVATION

Forward-thinking, technology-focused, fostering a culture of continuous improvement.

### STEWARDSHIP

Professional, responsible stewards of resources.