FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION

2012-2016 STRATEGIC PLAN

Preventing Crashes... SAVING LIVES

Raising the Bar to Entry

Requiring to Maintain High Safety Standards

Removing High Risk Carriers & Drivers

U.S. Department of Transportation

Federal Motor Carrier Safety Administration

Table of Contents

List of Figures

List of Tables

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Anne S. Ferro, FMCSA Administrator

Safety as Highest Priority

"In carrying out its duties, the Administration shall consider the assignment and maintenance of safety as the highest priority, recognizing the clear intent, encouragement, and dedication of Congress to the furtherance of the highest degree of safety in motor carrier transportation."

MCSIA P.L. 106-159 Dec. 9, 1999, Title I, Sec. 101, §113(b)

Letter from the Administrator

I am proud to present the *Federal Motor Carrier Safety Administration's (FMCSA or Agency) 2012-2016 Strategic Plan*. This is the Agency's second strategic plan since the inception of FMCSA in 2000 and is based on the direction set forth in the United States Department of Transportation's (DOT) Strategic Framework and Roadway Safety Principles (RSP). In order to be open and transparent, FMCSA requested public comment on the draft Strategic Plan through listening sessions, a *Federal Register* notice, and an on-line IdeaScale Community. We received much useful feedback and considered all of the comments, which resulted in changes to this Strategic Plan. Our mission is clear. We are committed to saving lives by reducing crashes, injuries, and fatalities involving commercial motor vehicle (CMV) transportation. I, along with all of FMCSA's employees, seek to achieve that mission and the purposes set forth in our authorizing legislation.

The successes we have realized in reducing crashes, injuries, and fatalities are great, but there is more to be done. Every life is precious, and even one fatality is one too many. This new Strategic Plan is our road map that charts our course for the next five years. It directs how we will use our resources to achieve greater success in saving lives. This Strategic Plan focuses on the people who work to ensure the safest possible CMV industry. We will continue to strengthen our partnerships with Federal, State, local, tribal, and foreign governments; reach out to all stakeholders–our citizens, the industry and related associations, drivers, victims and advocacy groups; and collaborate effectively with other DOT safety agencies. Working together, we hope to eliminate crashes, injuries, and fatalities involving CMVs.

Our strategy is based on establishing a strategic framework that places safety as the highest priority of the Agency. That framework shapes our efforts into four Strategic Focus Areas: CMV "Safety 1st" Culture, Exponential Safety Power (Safety[x] Power), Comprehensive Data Utilization and Leveraging Technology, and One FMCSA. It employs three core principles or Safety Goals: raise the bar to enter the motor carrier industry; maintain high safety standards to remain in the industry; and remove high-risk carriers, drivers, and service providers from operation. I am committed to these core principles, and firmly believe that the values on which this Strategic Plan is built are those our dedicated workforce embodies. I eagerly look forward to serving with each of you to fulfill the goals identified in this Strategic Plan. Together we will Raise the Safety Bar!

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Part I.
INTRODUCTION

The Federal Motor Carrier Safety Administration (FMCSA or Agency) was established within the Department of Transportation (DOT) on January 1, 2000, pursuant to the Motor Carrier Safety Improvement Act (MCSIA) of 1999 (Public Law 106–159). Prior to this legislation, motor carrier safety responsibilities were under the jurisdiction of the Federal Highway Administration.

FMCSA resources and activities contribute to and support its mission of promoting safe CMV operations and reducing large truck and bus crashes, injuries, and fatalities. The Agency will accomplish its mission through education, regulation, enforcement, research, and innovative technology, thereby achieving a safer transportation environment. Additionally, FMCSA is responsible for ensuring that commercial vehicles comply with all Federal Motor Carrier Safety Regulations (FMCSRs) and Hazardous Materials Regulations (HMRs). Further, to accomplish these activities effectively, FMCSA is expected to work closely with Federal, State, and local enforcement agencies, the motor carrier industry, highway safety organizations, and the public.

The FMCSA's mission statement reflects its mandate.

Reduce crashes, injuries, and fatalities involving CMV transportation through education, innovation, regulation, enforcement, financial assistance, partnerships, and full accountability.

The Agency has adopted a vision for the future that moves towards zero CMV crashes, injuries, and fatalities:

Save lives by striving toward a crash-free and fully accountable CMV transportation life-cycle.

THE AGENCY IS GUIDED BY FOUR CORE VALUES:

1 Commitment to Excellence

We strive for excellence and seek to provide the highest level of service by embracing our mission with the utmost energy and enthusiasm.

2 Innovation & Data Driven

We seek new ways to accomplish our responsibilities and achieve extraordinary results by delivering creative, forward-looking, and data-driven solutions in advancing our mission.

3 Collaboration for Success

We work as a team, furthering our goals and strategies by valuing the commitment and contributions of our many partners and stakeholders to achieve mission success.

4 Integrity First

We uphold the highest standards of equality, integrity, and ethical behavior. Through our actions, we earn the respect and trust of our peers, partners, customers, and the American people.

FMCSA's Organization and Responsibilities

The FMCSA is headquartered in Washington, DC and is led by an Administrator appointed by the President of the United States and confirmed by the Senate. FMCSA is comprised of approximately 1,100 employees, of whom nearly 900 work in field offices throughout all 50 States, the District of Columbia, and Puerto Rico. All FMCSA employees are dedicated to roadway safety and saving lives. Figure 1 shows the four FMCSA Service Centers, States, and headquarters with field offices in each State, D.C., and Puerto Rico.
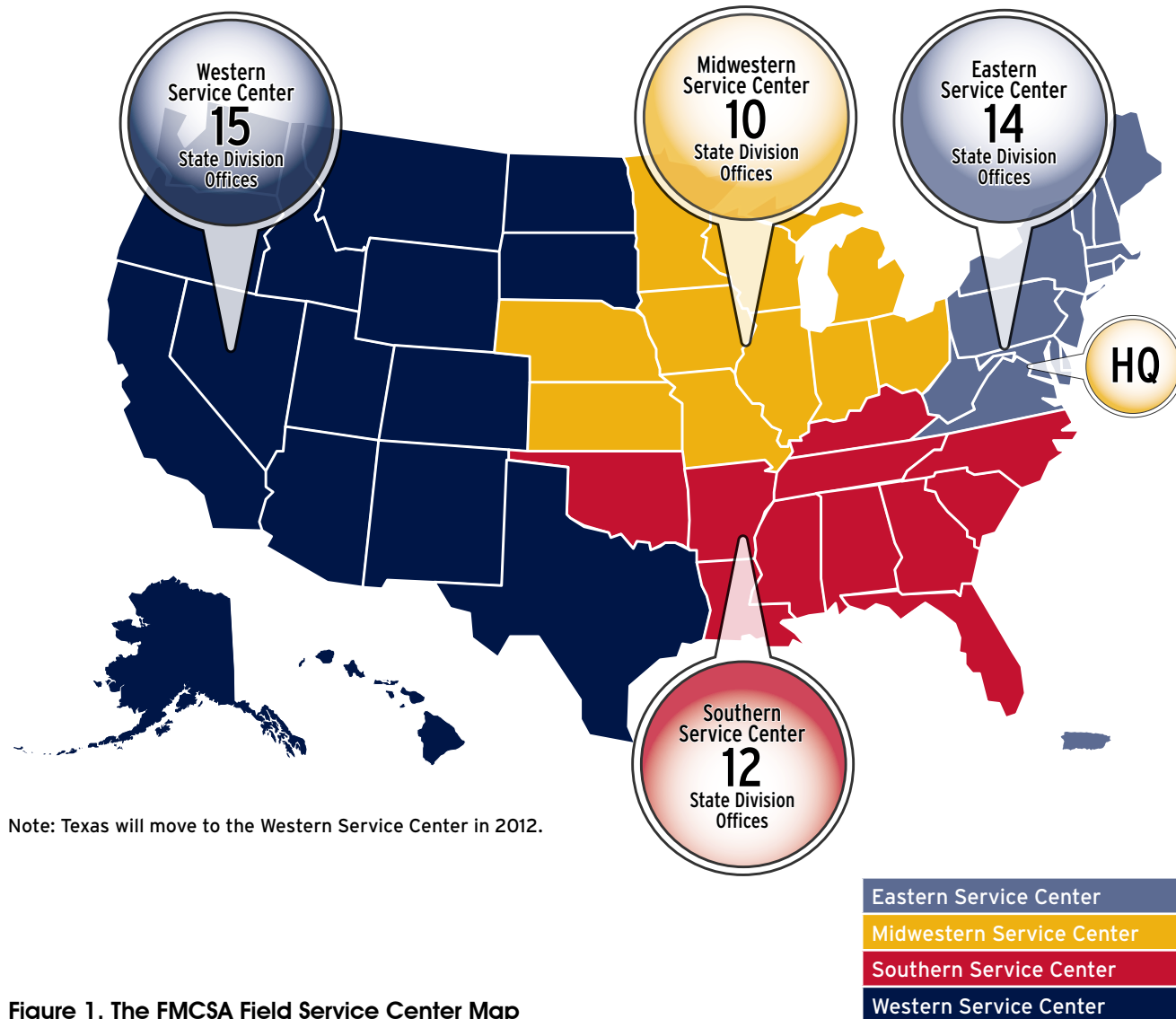
Western Service Center
15 State Division Offices

Midwestern Service Center
10 State Division Offices

Eastern Service Center
14 State Division Offices

HQ

Southern Service Center
12 State Division Offices

Note: Texas will move to the Western Service Center in 2012.

Eastern Service Center
Midwestern Service Center
Southern Service Center
Western Service Center

Figure 1. The FMCSA Field Service Center Map

The FMCSA's responsibilities fall into two main categories:

- creating and enforcing rules and regulations, and
- managing registration and licensing procedures for commercial carriers and drivers.

Together, these areas improve the safety and security of the motor carrier industry, commercial drivers, and the general public who travel on America's roadways. FMCSA's key activities extend beyond enforcement and include a variety of actions that support the overall mission.

Table 1 illustrates how FMCSA identifies challenges and requirements, develops and implements activities and programs, and measures results and outcomes. Major Agency programs such as the Compliance, Safety, Accountability (CSA) enforcement model, passenger carrier and household goods (HHG) reviews, New Entrant vetting and safety audits, grants management, and commercial enforcement activities are the tools we use to achieve our results and outcomes.
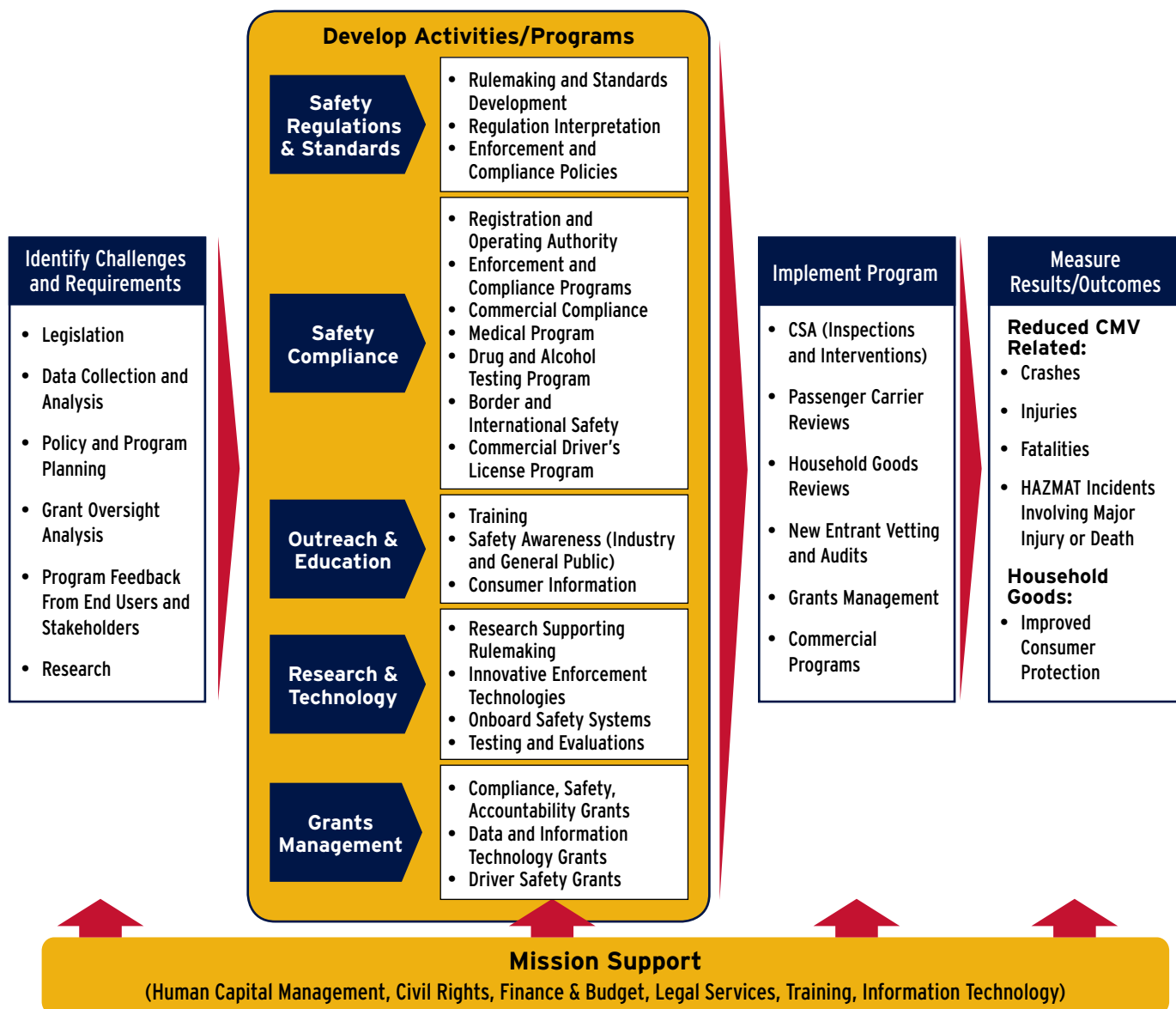
Develop Activities/Programs

Safety Regulations & Standards
- Rulemaking and Standards Development
- Regulation Interpretation
- Enforcement and Compliance Policies

Safety Compliance
- Registration and Operating Authority
- Enforcement and Compliance Programs
- Commercial Compliance
- Medical Program
- Drug and Alcohol Testing Program
- Border and International Safety
- Commercial Driver's License Program

Outreach & Education
- Training
- Safety Awareness (Industry and General Public)
- Consumer Information

Research & Technology
- Research Supporting Rulemaking
- Innovative Enforcement Technologies
- Onboard Safety Systems
- Testing and Evaluations

Grants Management
- Compliance, Safety, Accountability Grants
- Data and Information Technology Grants
- Driver Safety Grants

Identify Challenges and Requirements
- Legislation
- Data Collection and Analysis
- Policy and Program Planning
- Grant Oversight Analysis
- Program Feedback From End Users and Stakeholders
- Research

Implement Program
- CSA (Inspections and Interventions)
- Passenger Carrier Reviews
- Household Goods Reviews
- New Entrant Vetting and Audits
- Grants Management
- Commercial Programs

Measure Results/Outcomes

Reduced CMV Related:
- Crashes
- Injuries
- Fatalities
- HAZMAT Incidents Involving Major Injury or Death

Household Goods:
- Improved Consumer Protection

Mission Support
(Human Capital Management, Civil Rights, Finance & Budget, Legal Services, Training, Information Technology)

Table 1. Key Activities that Contribute to the Ability to Achieve Results

FMCSA's Force Multiplier: Partnerships/Collaborations

The FMCSA maintains a strong relationship with its State and local grantees; the Agency understands that cooperation is needed to accomplish the shared goal of reducing roadway crashes, specifically CMV crashes and their associated injuries and fatalities. The grantor-grantee partnership is, and will continue to be, vitally important to FMCSA if it is to fully achieve its safety mission of reducing CMV crashes, injuries, and fatalities. Specifically, while FMCSA employs approximately 1,100 staff members dedicated to CMV safety, its State and local grantees employ more than 12,000 safety professionals who are dedicated, either part-time or full-time, to improving CMV safety on America's roadways. Additionally, grant funding to State and local entities currently comprises more than half of FMCSA's entire annual budget. As a result, State and local grantees of FMCSA currently conduct more than 3.4 million of the 3.5 million CMV roadside inspections conducted each year; more than 34,000 of the 38,000 new entrant safety audits conducted each year; and more than 6,000 of the 16,000 compliance reviews conducted each year.

A large number of stakeholders contribute to the success of FMCSA's efforts to reduce CMV crashes, injuries, and fatalities. FMCSA relies on all of these stakeholders to support its safety mission, making this a combined priority in the CMV industry. Safety advocacy groups, industry, associations, and other Federal government partners play a vital role in the safety of the motoring public and the accomplishment of FMCSA's goals.

CMV Industry Profile

The FMCSA regulates approximately 500,000 active interstate motor carriers, including 12,000 passenger carriers, and seven million active commercial driver licensees (CDL holders). In 2009, the Department estimates that these companies operated 11.8 million large trucks and buses, traveling over 288 billion vehicle miles. Total miles traveled by all vehicles grew 12.3 percent over the past 10 years. Large truck- and bus-related mileage grew 43.7 percent from 1999 to 2009. In addition, the number of large trucks and buses registered increased 38.7 percent over this time period.

Even with this continued growth in commercial vehicle traffic, there was a 29 percent reduction in fatalities in crashes involving large trucks and buses, from 5,539 in 2005 to 3,944 in 2010. This resulted in the lowest number of fatalities from crashes involving large trucks and buses since fatal crash data collection began in 1975. The rate of injuries in crashes involving large trucks and buses has also declined over the last two decades. The decline in injuries and fatalities is due in part to the safety efforts of FMCSA and its partners.[1] However, external factors such as demographics, economic conditions, gas prices, and the increased use of public transportation has also had an impact on the reduction of injuries and fatalities.

CMV Transportation Life-Cycle

Through implementation of this Strategic Plan, FMCSA envisions a new comprehensive direction to achieve a greater reduction in crashes, injuries, and fatalities. The greatest potential for creating the safest CMV industry lies in focusing outreach, oversight, and enforcement resources on the entire CMV transportation life-cycle. The CMV transportation life-cycle concept focuses on the specific responsibilities that all parties involved in the transport and logistics supply chain have for making improvements in any number of safety factors. This holistic view of safety includes factors such as CMV and passenger-vehicle driver behavior, compliance systems, quality of roads, and vehicle technologies. All elements of the CMV transportation life-cycle need to be aware of their impact on CMV safety, take responsibility for that impact, and be held accountable.

While a "safety 1st" culture is necessary in order to further reduce CMV-related crashes, injuries, and fatalities, FMCSA recognizes that CMV transportation impacts society in other ways. FMCSA strives to address these concerns by reducing and mitigating the risk associated with transportation of hazardous materials, advancing national security interests through CMV transportation efforts at our borders and intermodal ports, and enforcing statutory and regulatory provisions to protect the household goods (HHG) transportation consumer (i.e., individuals hiring professional movers).

Strategic Planning Approach

The strategic planning process provided the Agency with a valuable opportunity to reach out across the Department to a full range of DOT safety agencies, external partners and stakeholders; FMCSA employees, including the Administrator and her senior management team; the various program offices in headquarters; and frontline field staff responsible for delivering the mission on a daily basis. Additionally, in

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1 All data points referenced in this section can be found on FMCSA's website: http://www.fmcsa.dot.gov/facts-research/research-technology/mission/ra.htm. The 2009 data is the most current actual data.

ANNUAL TARGETS

The DOT has set a 2012 Roadway Fatality Rate Goal of 1.05 fatalities per 100 million total vehicle miles traveled (VMT). FMCSA has set a 2012 Large Truck and Bus Fatality Rate Goal of 0.117 per 100 million total VMT. These annual targets are updated periodically to take into consideration economic and technology changes and other external factors.

keeping with FMCSA's commitment to coordinate its actions and initiatives with those of the Department, FMCSA has developed this Strategic Plan in concert with the DOT Roadway Safety Principles (RSP) including:

- Collaboration for Roadway Safety,

- Safer Behaviors,

- Safer Vehicles,

- Safer Roadways,

- Empower Communities, and

- Accountability and Managing for Results.

While implementing this Strategic Plan, FMCSA will remain accountable to the Department's Strategic Framework and RSP.

Such opportunities for integration and coordination across DOT safety agencies and FMCSA offices remind us of the importance of our people in achieving our mission. It is no mistake that our core values, such as Commitment to Excellence, Collaboration for Success, and Integrity First, are people-focused. FMCSA considers each and every employee as our most valuable resource. As such, the Agency is dedicated to their safety and development to ensure every employee understands his or her role in the Agency's mission of reducing CMV-related crashes, injuries, and fatalities.

The Department's Strategic Framework defines its overall strategic goals. Each DOT Operating Administration develops its own Strategic Framework to support the highest goals of the Department. This FMCSA Strategic Plan contains four Focus Areas that align with the DOT goals.

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Part II.

STRATEGIC FOCUS AREAS AND GOALS

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The public looks to FMCSA to establish and apply the standards that sustain a safe CMV transportation system and promote efficiency within this system. In order to meet the public's expectations, FMCSA is strategically aligning its resources to raise the safety bar through:

- Enhancing safety in every aspect of the CMV transportation system from warehouse to roadway to boardroom;

- Leveraging stakeholders in a common CMV safety agenda;

- Ensuring accountability, quality data, and leveraged technology for informed decisions impacting CMV transportation safety; and

- Inspiring and energizing our workforce and partners to tackle our toughest CMV safety challenges with new innovative ideas and programs.

The Agency has grouped our organizational goals in this five-year Strategic Plan under the following four Focus Areas:

- CMV "Safety 1st" Culture

- Exponential Safety Power (Safety^X Power)

- Comprehensive Data Utilization and Leveraging Technology, and

- One FMCSA

Each organizational goal is detailed in the following pages to showcase our strategies for the future.

CMV "Safety 1st" Culture

The FMCSA supports the Department's Safety Strategic Goal by delivering comprehensive safety programs and promoting operating standards focused on fostering safety as the highest priority within the CMV transportation industry, including all entities that control or influence the operation of CMVs in the transportation life-cycle. We recognize that, while safety is FMCSA's highest priority, the Agency must also foster other important societal goals including transportation security and consumer protection within the CMV transportation industry.

The FMCSA will strengthen and intensify various programmatic elements that will have the ultimate effect of raising the bar on CMV safety across the transportation life-cycle, fostering a safety culture in the industry embracing individual and corporate accountability. This approach ensures that FMCSA's presence in safety outreach, oversight, and enforcement is highly effective and consistent with our three core principles and safety goals as they relate to entering the CMV industry, maintaining high standards and accountability when providing service, and removing high-risk carriers, drivers, and service providers from operation.

The FMCSA will achieve its goal to raise the bar to enter the motor carrier industry through new credentialing standards to include effective vetting, educating, and testing elements for all regulated entities. These standards will

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"SAFETY 1st" CULTURE

Goals	Strategies	Outcomes

Raise the Bar

Develop and deliver programs focused on identifying CMV safety deficiencies by:
- Developing new credentialing standards
- Increasing efforts to combat fraud within the CDL process
- Updating driver safety fitness standards

Maintain Safety Standards

Establish progressive enforcement strategies and sanctions to remove unsafe entities from the CMV transportation system by:
- Identifying legislative and regulatory authority gaps
- Enhancing and providing improvement tools to regulated entities
- Expanding our role in education and traffic enforcement to non-CMV operators
- Continuing commercial enforcement to protect the consumer during a household goods move

Remove High-Risk Entities

Enhance and promote safe driving programs and policies that address company and driver behavior through:
- Creating and applying appropriate interventions and enforcement sanctions
- Continuing work on the Carrier Safety Fitness Determination rulemaking
- Pursuing a Driver Safety Fitness Determination rulemaking
- Creating comprehensive prioritization systems

Outcomes:

Prevent poor carriers from reincarnating to operate

Ensure only qualified drivers are behind the wheel of a CMV

Address safety issues of a greater segment of the industry

Improve enforcement effectiveness and efficiency

Reduce the number of unsafe and high-risk behaviors

Figure 2. "Safety 1st" Culture Goals by Strategies and Outcomes

promote an understanding of and compliance with FMCSA safety, hazardous material (HAZMAT), and commercial regulations. Additionally, the Agency will develop and promulgate a driver safety fitness standard and associated driver monitoring process.

Strategies for raising the bar to enter the CMV industry focus on application process changes, including rejection of incomplete applications, annual application submissions, and system enhancements to catch data inconsistencies. A major system enhancement expands the use of an automated vetting process as part of the new applicant screening process for all new carriers. Additionally, defining successor liability standards will strengthen the Agency's application process to identify and prosecute reincarnated carriers who are trying to avoid fines and out-of-service orders.

Further, the Agency will complete rulemaking to revise 49 CFR Part 385, Safety Fitness Procedures, in accordance with the Agency's major new initiative, Compliance, Safety, Accountability (CSA). Through this rulemaking FMCSA would establish safety fitness determinations based on safety data from crashes, inspections, and violation history rather than the old compliance review. This will enable the Agency to assess the safety performance of a greater segment of the motor carrier industry with the goal of further reducing large truck and bus crashes, injuries, and fatalities.

As part of the Agency's ongoing effort to address driver fatigue, FMCSA will work on a rulemaking that considers revisions to RIN 2126-AA89 (Electronic On-Board Recorders for Hours of Service Drivers) to require motor carriers to install and operate Electronic On-Board Recorders (EOBRs).

Based on comments received, the Agency will consider updating standards drivers must meet, improve and standardize training programs that training institutions must use and metrics they must meet, and promote periodic refresher training to include any updates to the FMCSRs and the HMRs. The Agency will also address concerns about New Entrants. FMCSA will be undertaking an in-depth review of the New Entrant program to create a more sound business plan for the Agency and for New Entrants that puts safety first.

The FMCSA will achieve its goal to maintain high safety standards to remain in the industry by identifying gaps in resources or authorities that prevent FMCSA from reaching certain elements of the CMV transportation life-cycle (e.g.,

entities touching highway movement of freight: shippers, receivers, brokers, freight forwarders) that may have a detrimental effect on safety through their actions.

Further, the Agency will create a comprehensive prioritization system based upon safety and risk analysis to drive FMCSA intervention efforts. This will include a single, unified, prioritization list based upon easily updateable algorithms that cover each segment of our regulated industry, e.g., passenger, HAZMAT property, and HHG carriers, as well as shippers, including intermodal freight, brokers, drivers, and cargo tank manufacturers or repair facilities. This system will also necessitate improving the tools regulated entities need to proactively track, measure, and improve their own safety performance.

Additionally, FMCSA recognizes that CMVs are not the only vehicles nor are CMV drivers the only drivers on our nation's roads. Therefore, FMCSA is working to help influence all drivers operating in and around CMVs and develop education programs for high-risk drivers operating around CMVs (e.g., young, aging, and aggressive drivers). Our current effort is the *Ticketing Aggressive Cars and Trucks* (TACT) partnership with State law enforcement.

The future of FMCSA's regulatory compliance program is CSA: Compliance, Safety, Accountability (formerly CSA 2010: Comprehensive Safety Analysis 2010). In contrast to the Agency's previous compliance and enforcement model, CSA reaches more carriers with a performance-based measurement system, an array of safety interventions, and a transparency that increases accountability of all parties. CSA will improve the effectiveness of the Agency's compliance and enforcement programs. The ultimate goal is to eliminate large truck and bus crashes, injuries, and fatalities, while more efficiently using the resources of FMCSA and its State partners. CSA will help the Agency assess the safety performance of a greater segment of the industry and intervene earlier with more carriers to change unsafe behaviors.

A second initiative that FMCSA is launching in support of maintaining high standards is the National Registry of Certified Medical Examiners for the medical practitioners who perform CMV driver physical qualification examinations in the United States. This is a critical component of FMCSA's deployment of a comprehensive, national, commercial driver medical oversight program based on the FMCSRs. Upon implementation, an estimated 40,000 commercial driver medical examiners would require training through FMCSA partnerships with national organizations, as well as testing and certification. The Agency will populate, maintain, and oversee the registry, monitoring medical examiner qualifications and performance.

FMCSA recently issued an Hours of Service (HOS) rule that will better address fatigue. Based on comments received, the Agency will address fatigue concerns that include stress and how it impacts fatigue. The "Impact of Driver Compensation on CMV Safety" Study will survey carriers to determine how they compensate their drivers and what impact their compensation package has on safety.

Most carriers, drivers, and vehicles operate safely and within FMCSA regulations. However, FMCSA must identify and then remove operators who pose a safety risk to the public. The Agency will continue to provide driver inspection and violation information to motor carriers more expeditiously through its enhanced Pre-employment Screening Program (PSP). Additionally, the Agency will examine the feasibility of a driver safety fitness determination to further identify unsafe drivers who should not be in the industry. Through our Safety Fitness Determination rulemaking the Agency will change the way motor carriers are assessed and rated. This rule will propose changes that will allow the Agency to more quickly remove unsafe carriers from operation.

The Agency supports the Department's Economic Competitiveness goal through its Household Goods commercial enforcement program. This program protects the American consumer by preventing unfair and deceptive acts and practices in the

INITIATIVE SPOTLIGHT ON RAISING THE BAR TO ENTRY

The new Unified Registration System (URS) will replace three current identification and registration systems with a single, on-line, Federal system. All motor carriers, property brokers, and freight forwarders engaged in the interstate transportation of property or passengers will be required to register with FMCSA and periodically update the information provided on a newly proposed registration form. The new system will consolidate and simplify current Federal registration processes and increase public access to data about interstate and foreign motor carriers, property brokers, and freight forwarders.

interstate household goods industry. FMCSA will work, including rulemaking, to increase consumer protection through increased accountability of rogue moving companies, which will lead to a reduction in consumer complaints of moving fraud.

Finally, as long as the Agency receives the necessary resources to achieve these goals, FMCSA expects to produce the following outcomes:

- Prevent poor carriers from reincarnating to operate,
- Ensure only qualified drivers are behind the wheel of a CMV,
- Address safety issues of a greater segment of the industry,
- Improve enforcement effectiveness and efficiency, and
- Reduce the number of unsafe and high risk behaviors.

Exponential Safety Power (SAFETY^X POWER)

The Agency further supports the Department's Safety Strategic Goal by establishing new partnerships and developing policies and programs promoting opportunities to collaborate with all stakeholders on CMV safety interventions. FMCSA will improve its efficiency by building a coordinated network of safety stakeholders to advance a common safety agenda.

The FMCSA's smartphone application will help consumers make informed decisions prior to traveling on a particular carrier. The SaferBus App will give travelers quick, streamlined access to the Agency's safety data to

SAFETY^X POWER

Goals	Strategies	Outcomes
New & Enhanced Partnerships	**Establish new partnerships and enhance collaboration with existing partners as a force-multiplier supporting FMCSA's regulatory compliance focus by:** • Fostering a broader array of partnerships to address CMV transportation issues such as enforcement, driver medical standards, drug and alcohol testing, passenger transportation, driver licensing, and consumer protection • Expanding grant application opportunities and increasing FMCSA's financial assistance flexibility • Improving FMCSA's rulemaking process by seeking opportunities to increase transparency and participation • Enhancing consumer protection with new mobile device applications like the SaferBus App • Promoting increased outreach, public information campaigns, targeted education initiatives, and compliance incentives to a broader array of partners (e.g. judicial, shipper, broker, insurance, medical, and educational communities) to expand the reach and impact of FMCSA's safety and other messages	Promote greater public involvement at all levels Ensure high-risk populations receive education that positively impacts roadway safety and the CMV industry Increase issuance of financial assistance awards to non-traditional recipients Expand partnering efforts with new stakeholder groups to improve rulemakings and implementation of new initiatives
Effective & Focused Communication	**Implement communication/outreach strategies that promote improved compliance through informed and transparent decision-making by:** • Expanding the use of listening sessions, new media (including social networking sites), and similar tools to facilitate an environment of enhanced openness and public participation • Continuing to promote compliance incentives for motor carriers to use advanced safety technologies (e.g., electronic on-board recorders (EOBRs), collision warning systems, on-board view-ahead cameras, stability control systems, crash-imminent braking, and back up warning systems) • Initiating outreach to increase motor carrier, driver, and service agent knowledge of FMCSA drug and alcohol requirements and responsibilities, including those resulting from the CDL Drug and Alcohol Clearinghouse	

Figure 3. Safety^X Goals by Strategies and Outcomes

help them make informed decisions about choosing a safe motorcoach when booking a trip. To strengthen feedback loops, the SaferBus App will link to FMCSA's National Consumer Complaints (NCC) Database to enable the filing of complaints from a mobile device. This real-time feedback about safety violations or other substantive complaints will help FMCSA more effectively execute its oversight responsibilities.

The FMCSA will achieve its goal to establish new partnerships and enhance collaboration with existing partners and use them as a force multiplier in support of FMCSA's regulatory process. The Agency will enhance participation through fostering non-traditional partnerships to address CMV transportation issues. These include driver medical standards, passenger transportation, driver licensing, and consumer protections. By expanding the use of listening sessions, new media such as social networking sites, and similar tools, the Agency expects to build a coordinated network of safety stakeholders to advance the Agency's CMV "Safety 1st" Culture strategic focus area.

Based on comments received, the Agency will explore new outreach and education activities that promote safety awareness in the education community and new ways of providing safety materials to carriers affordably. The Agency will also continue to work with States to address consistency issues in enforcement application and uniformity.

Finally, as long as the Agency receives the necessary resources to achieve these goals, the Agency expects to produce the following outcomes:

- Promote greater outreach and public involvement at all levels of the FMCSA business process,

- Ensure high-risk populations receive education that positively impacts roadway safety and the CMV industry,

- Increase issuance of financial assistance awards (grants) to a broader array of recipients (e.g., school educators and driver education programs, local enforcement, safety outreach organizations), and

- Expand partnering efforts with new stakeholder groups (e.g., medical review officers, substance abuse professionals, laboratories, collectors, consortia, third party administrators, shippers, receivers, and brokers) to improve rulemakings and implementation of new initiatives.

Comprehensive Data Utilization & Leveraging Technology

Data and technology utilization is critical in supporting the Department's Safety Strategic Goal by improving standards and systems to identify, collect, evaluate, and disseminate real-time performance data to all employees, customers, partners and stakeholders. FMCSA will leverage research and emerging technologies to positively impact CMV safety.

The FMCSA programs, rules, and oversight activities aim to reduce the number of injuries and fatalities associated with CMV crashes. FMCSA uses data collected from motor carriers, Federal and State agencies, and other sources to monitor motor carrier compliance with the FMCSRs and HMRs. This data is also used to evaluate the safety performance of motor carriers, drivers, and vehicle fleets. The Agency uses the data to characterize and evaluate the safety experience of CMV operations to help Federal safety investigators focus their enforcement resources by identifying the highest-risk carriers, drivers, and vehicles. With the implementation of CSA, FMCSA will use data even more extensively in its mission to continually improve CMV transportation safety.

The FMCSA will achieve its goal of being the authoritative source for comprehensive CMV-related data to drive decision-making and support the safety culture through assembling and sharing comprehensive safety information collected by FMCSA in a single CMV transportation safety data system that is easily accessible to all partners and

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INITIATIVE SPOTLIGHT ON GRANT FLEXIBILITY

Restructuring FMCSA's grant program under the three umbrella grant programs (listed below) will allow for greater flexibility, diverse participation, and the ability to redirect funds based on National, State, and local needs.

- Compliance, Safety, and Accountability Program

- Data and Technology Grant Program

- Driver Safety Grant Program

DATA/TECHNOLOGY

Goals	Strategies	Outcomes
Quality Data	**Be the authoritative source for comprehensive CMV-related data to drive decision-making and support CMV "Safety 1st" Culture through:** • Enhancing data quality management to ensure the most accurate, timely, relevant, and complete data possible • Protecting data from unauthorized access and safeguarding PII in accordance with Federal mandates, while allowing motor carriers to effectively access their safety and driver data • Assembling and sharing comprehensive safety information collected by FMCSA in a single CMV transportation safety data system that is easily accessible to all partners and stakeholders • Pursuing access to relevant external data sources, including naturalistic data, to develop new regulations that address high-risk driving behaviors	Improve access to high quality safety data collected and disseminated through a single CMV transportation safety system Increase number of fleets that have incorporated a driver-focused safety culture centered around driver risk factors
Risk & Safety Research	**Conduct and use transformative research that focuses on risk factors and safety technology to inform and enhance FMCSA's programs and priorities by:** • Expanding research on CMV driver risk factors to support rulemaking and to promote a health, wellness, and safety culture in motor carriers and drivers • Identifying, testing, and deploying smart roadside technologies in partnership with Federal, State, and local safety agencies • Accelerating the deployment of onboard safety systems by promoting the benefits to fleets and insurance carriers and testing next-generation onboard safety systems in partnership with technology providers and other DOT agencies	Increase market penetration of onboard safety systems Increase deployment of electronic data exchange and smart roadside technologies

Figure 4. Comprehensive Data Utilization and Leveraging Technology Goals by Strategies and Outcomes

stakeholders. The Agency will pursue access to relevant external data sources, including naturalistic data, to develop new regulations specific to high-risk driving behaviors. The Agency will enhance data quality management to ensure the most accurate, timely, relevant, and complete data possible. Additionally, FMCSA will protect data from unauthorized access and safeguard personally-identifiable information (PII) in accordance with Federal mandates, while allowing motor carriers to effectively access their safety and driver data.

The Agency's goal to perform transformative research focusing on risk factors and safety technologies that inform FMCSA's programs and priorities, and ultimately support deployment of those technologies, will be met by expanding research on CMV driver risk factors to support rulemaking and to promote a safety and wellness culture in the CMV industry. FMCSA will also accelerate the deployment of onboard safety systems by promoting the benefits to fleets and insurance carriers and test next generation onboard safety systems in partnership with technology providers and other USDOT agencies. Further, FMCSA will identify, test, and deploy smart roadside technologies in partnership with State CMV safety agencies and other Federal agencies.

Based on comments received, we are looking at crash causation and how new smart roadside technologies can be beneficial to reducing crashes, injuries, and saving lives. FMCSA will continue to invite comments from industry and other stakeholders in determining the feasibility of these technologies.

Finally, as long as the Agency receives the necessary resources to achieve these goals, the Agency expects to produce the following outcomes:

• Improve access to high quality safety data collected by FMCSA and disseminate it through a single CMV transportation safety data system,

- Increase the number of fleets incorporating a driver-focused safety culture centered on driver risk factors, including health, wellness, safety, and fatigue management programs,

- Increase market penetration of on-board safety systems (e.g., adaptive cruise control, forward collision warning, lane departure warning, crash imminent braking, and stability control systems), and

- Increase deployment of electronic data exchange and smart roadside technologies.

One FMCSA

The FMCSA supports the Department's Organizational Excellence strategic framework and seeks to improve the strategic management of programs and human capital within FMCSA. The Agency seeks to build and sustain a diverse workforce

ONE FMCSA

Goals	Strategies	Outcomes
Retention	**Attract, develop, and retain talented employees through a comprehensive human capital strategy by:** • Determining staffing needs, consistently defining candidate qualifications and developing a recruitment strategy that targets highly-qualified, diverse applicants from employee groups with low participation rates at FMCSA and fills open positions in a timely manner • Developing processes and tools for capturing and transferring institutional knowledge, including workforce development and succession planning • Fostering a discrimination-free environment that promotes professional growth and offers career opportunities within our organization, including effective and equitable training opportunities for all employees • Expanding work-life balance opportunities and access to health, wellness, and safety programs to make FMCSA an employer of choice	Achieve highest effectiveness of employees Achieve a diverse workforce with increased employee retention rates
Proactive Mission-Centric Organization	**Create a proactive, mission-oriented organization through the design and prioritization of FMCSA policy, processes, rulemaking agenda, and legislative changes by:** • Developing and implementing a mission-oriented organizational structure • Identifying outdated/conflicting legislation and regulation through data/research • Developing standardized FMCSA business processes in support of our mission by defining the operating baseline, initiating process improvement reviews, and documenting a continuous improvement program for all policies, processes, and programs	Improve overall health and safety of all employees Promote efficient, effective, and timely internal communications
Clear Internal Communication	**Promote clear, thorough, and timely internal communications to ensure common understanding and consistent execution of FMCSA programs through:** • Creating and implementing FMCSA standards for timeliness, frequency, and responsiveness of communications between and among leadership staff in both headquarters and field offices • Ensuring that key regulatory initiatives, guidance, and policy provisions are effectively vetted among headquarters and field personnel and continually monitored and managed by the appropriate community of practice, and that implementation issues are considered early in the policy-making process	Achieve recognition as one of the *Top 10 Best Places to Work in the Federal Government*
Environmental Sustainability	**Advance environmentally sustainable policies and investments that reduce carbon and other harmful emissions by:** • Carrying out activities that support Executive Order 13514	Reduce carbon footprint and GHG emissions

Figure 5. One FMCSA Goals by Strategies and Outcomes

INITIATIVE SPOTLIGHT ON LEVERAGING TECHNOLOGIES

Technologies, such as electronic on-board recorders (EOBRs), assist the Agency in identifying non-compliant carriers and enforcing the hours-of-service regulations. EOBRs have many advantages, including reducing the paperwork burden for carriers currently using paper records of duty status, while enhancing the Agency and State hours-of-service oversight capabilities and heightening compliance standards. The Agency will continue to look at additional opportunities for leveraging technology and increase the overall safety of the CMV industry.

The new SaferBus App takes advantage of wireless application technologies to provide the consumer with access to passenger carrier safety data as well as the ability to report real-time safety violations or other substantive complaints.

to develop and lead the innovative solutions to the CMV safety, security, and transportation challenges of today and tomorrow.

The FMCSA will also enhance policies and procedures to improve efficiency and standardized operations across the Agency. FMCSA plans to expand the document management system for tracking and monitoring processes and regulatory interpretations. The Agency will identify and eliminate outdated and conflicting regulations, and will use a multi-disciplinary team approach for implementing and evaluating the effectiveness of key regulatory initiatives, guidance, and policy provisions. This approach reinforces the Agency's commitment to providing timely and accurate communications to internal and external stakeholders.

The FMCSA will achieve its goal to create a proactive, mission-centric organization through the redesign and prioritization of FMCSA policy, processes, rulemaking agenda, and legislative changes. This will be accomplished through the development and implementation of an organizational structure that supports FMCSA's mission delivery. We will standardize FMCSA business processes in support of our mission by defining the operating baseline and initiating and documenting a continuous improvement program for all processes and programs. Furthermore, the Agency will use data and research to identify, update, or eliminate outdated and conflicting legislation, regulations, and processes (e.g., eliminate operating authority and other outdated economic regulations; simplify Part 386; harmonize Parts 383 and 384).

The Agency's goal is to attract, develop, and retain talented employees through a comprehensive human capital strategy. This goal will be met by determining staffing needs, consistently defining candidate qualifications, and developing a recruitment strategy that targets highly-qualified, diverse applicants and fills open positions in a timely manner. FMCSA will also develop processes and tools for capturing and transferring institutional knowledge, including succession planning, while fostering an environment that promotes professional growth and offers career opportunities within our organization, including effective training. The Agency will also expand work-life balance opportunities and access to health and wellness programs to promote employee well being.

The FMCSA will meet its goal of promoting clear, thorough, and timely internal communications to ensure common understanding and consistent execution of FMCSA programs. The Agency will create and implement FMCSA standards around timeliness, frequency, and responsiveness of communications between and among FMCSA leadership and staff in both field and headquarters offices. FMCSA will ensure that key regulatory initiatives, guidance, and policy provisions are effectively vetted among headquarters and field personnel, continually monitored and managed by the appropriate community of practice, and implementation issues are considered early in the policy-making process.

The FMCSA supports the Department's Environmental Sustainability goal through compliance with President Obama's October 5, 2009, Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance." FMCSA will work to:

- Increase energy efficiency;

- Reduce greenhouse gas (GHG) emissions;

- Eliminate waste and prevent pollution;

- Leverage acquisitions to foster markets for sustainable technologies and environmentally preferable materials;

- Operate high-performance sustainable buildings;

- Strengthen the livability of the communities in which FMCSA facilities are located; and

- Involve our employees in the achievement of these goals.

The FMCSA will develop and implement strategies that integrate EO 13514 goals with FMCSA's activities to optimize performance and minimize implementation costs. We will continue to encourage Web/video conferencing, collaboration, and dissemination to reduce staff travel requirements.

The Agency will continue its paperwork reduction efforts through utilization of electronic publication and filing platforms. Additionally, FMCSA will promote electronics stewardship by:

- Ensuring procurement preference for Electronic Product Environmental Assessment Tool-registered, Energy Star, and Federal Energy Management Program-designated electronic products;

- Establishing and implementing policies to enable power management, duplex printing, and other energy-efficient or environmentally preferable features on all eligible electronic products;

- Employing environmentally sound practices with respect to the disposition of all excess or surplus electronic products; and

- Establishing policies to extend the useful life of electronic equipment.

The use of paper will be greatly reduced by shifting to electronic publications where possible, moving to electronic platforms instead of ferrying paper documents around the Department, and, when printing is required, using sustainable products and approaches.

The Agency will work to reduce GHG emissions by continuing to replace its vehicle fleet with environmentally-friendly vehicles, including hybrids and those using alternative fuels. Additionally, the Agency will continue to encourage the use of teleworking and alternative work schedules to reduce congestion and pollution.

The FMCSA will maximize recycling and use of recycled materials to minimize our carbon footprint.

Finally, as long as the Agency receives the necessary resources to achieve these goals, the Agency expects to produce the following outcomes:

- Ensure managers and staff are talented, knowledgeable, and accountable in an efficient and effective performance culture,

- Achieve a diverse workforce with increased employee retention rates,

- Improve overall health and safety of all employees,

- Reduce risk to our border employees,

- Promote efficient, effective, and timely internal communications,

- Ensure strong fiscal accountability through effective internal controls and sound fiduciary practices,

- Achieve recognition as one of the *Top 10 Best Places to Work in the Federal Government,*

- Achieve Model Equal Employment Opportunity Program status in accordance with the Equal Employment Opportunity Commission's management directive, and

- Meet the initiatives outlined in EO 13514.

INITIATIVE SPOTLIGHT ON FMCSA'S HIRING PROCESS

- Standardize the hiring process and related procedures across FMCSA

- Focus on recruiting a highly-qualified and diverse pool of candidates

- Develop and disseminate targeted recruitment messages highlighting the benefits of working for FMCSA

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Part III.
ACCOUNTABILITY

The FMCSA managers are held to high accountability standards and the Agency is driven to achieving results through:

- Measuring performance,

- Managing for results, and

- Transparent reporting of performance.

The FMCSA is committed to a results-oriented transparent business model that measures performance through managing for results and reporting outcomes. FMCSA will strive to build a high-performance business process capable of addressing the challenges of the 21st century. The American people deserve a government that works, where the public interest is the highest priority, the impact of government spending is transparent and held to high, objective standards, and where results and good management matter.

The Agency expects managers to operate in a professional manner as they report the status of high priority goals and focus areas. It is in the spirit of the Office of Management and Budget's direction that we have fashioned this strategic approach to address accountability through results-oriented performance measuring, and managing for results. Therefore, FMCSA managers will be accountable for:

- Setting outcome-based goals, measuring results, and tracking key milestones,

- Monitoring human capital strategies and commitments,

- Identifying factors that influence and affect trends,

- Adopting and implementing cogent strategies based on analysis of performance and other relevant data, and

- Exercising prudent fiscal management and oversight.

Measuring Performance

In addition to using data to make smarter day-to-day decisions, FMCSA collects and monitors program data and analyzes data trends to assist the Agency in measuring strategic progress and proactively identifying areas that may need a course correction. FMCSA will establish performance measures and develop annual performance reports that will provide information about our progress in achieving its Government Performance and Results Act (GPRA) and GPRA Modernization Act (GPRAMA) long-term and short-term (annual) goals. These reports will explain where and why progress is being made and problems are being encountered. Additionally, these reports will make every effort to link Agency outputs to our outcome goals.

Information on driver crash and inspection histories is available to carriers through the PSP to assist them in hiring safe drivers. Carrier registration data captured in the Motor Carrier Management Information System (MCMIS) is used in the new applicant screening process for passenger and HHG carriers. It is used to identify reincarnated carriers that attempt to continue operations after having been put out of business for unsafe operations, and will be expanded for use with a larger portion of the new entrant population.

Managing for Results

The FMCSA uses data to make smarter day-to-day decisions and determines the impact that its various projects and rules have on decreasing crashes, injuries, and fatalities by conducting regular program evaluations and regulatory effectiveness reviews. FMCSA uses data to obtain an objective analysis of how well its programs

STATE SAFETY DATA QUALITY

The FMCSA relies on key data reported by States for successful program development, and this data will become even more important as part of CSA. The number of States with a data quality rating of "good" has increased from 24 in December 2004 to 43 States in December 2011. FMCSA will continue to provide support for improvements in State safety data through its State Data Improvement Program (SaDIP) grants.

THE INTERVENTION MODEL

The CSA Intervention Model is an analytic model designed to measure the effectiveness of roadside inspections and traffic enforcement in terms of crashes avoided, injuries mitigated, and lives saved. This model is based on the premise that inspections and other enforcement initiatives directly contribute to the reduction in crashes by discovering and correcting defects before they result in a crash and indirectly contribute to the reduction in crashes by modifying carriers' behavior by increasing awareness of potential FMCSA intervention.

are working, to support management and resource allocation decisions, to identify program and process improvements, and to support performance metrics. It is only by conducting regular assessments of its programs and rules that FMCSA can determine which ones have the greatest impact on achieving its safety mission.

The Agency conducts three types of internal evaluation activities to inform and improve management and performance, and to comply with Executive Order 13563, Improving Regulation and Policy Review.

Program Evaluations are Agency self-assessments done to determine how effectively key programs are achieving their intended goals. They are objective, systematic studies that answer questions about program performance and results. Program evaluations are part of a cycle that promotes continuous programmatic improvement, as depicted in Figure 6.

Quality Assurance Reviews provide management officials with a level of assurance that major Agency processes and procedures are consistently applied and achieving their intended goals and strategies.

Regulatory Effectiveness Reviews improve FMCSA's ability to write more effective rules and perform retrospective analysis of rules that may be outdated, ineffective, insufficient, or excessively burdensome on the public.
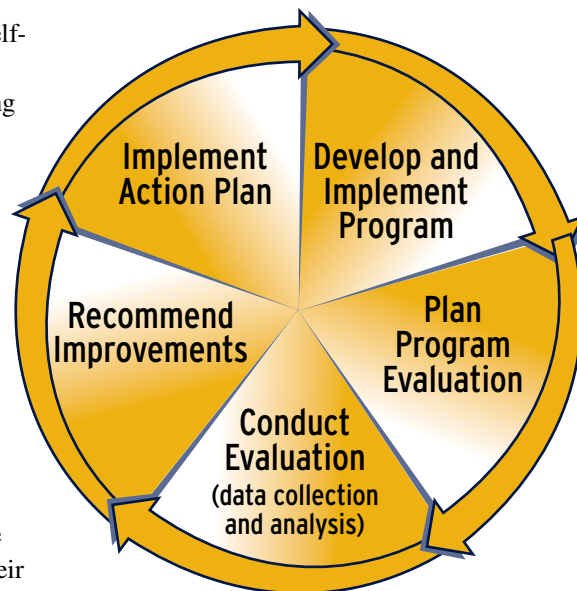

Figure 6. Program Evaluation Cycle

Transparent Reporting of Performance

A critical component of managing for results is communicating the results of FMCSA's programmatic and regulatory evaluations, developed internally and externally, and sharing the results with our stakeholders and partners.

Transparency is defined by the Merriam Webster dictionary as easily detected or seen through.

In implementing this Strategic Plan, FMCSA plans to establish an organizational dashboard with milestones dedicated to tracking and measuring progress against each strategic goal and focus area included in this plan. FMCSA senior leaders will use this dashboard to more accurately assess strategic progress and to inform decisions. This dashboard will allow for continued focus on implementation activities in light of competing priorities and influence how FMCSA distributes scarce resources between competing priorities. FMCSA is committed to communicating its progress by contributing to DOT's annual performance report.

The FMCSA plans to actively evaluate its programs to ensure they are functioning optimally, efficiently, and effectively.

Focus Area	Year	Title	Intended Results
Safety 1st Culture	2012	New Entrant Safety Assurance Program	Evaluate the effectiveness of the program in light of sweeping regulatory changes initiated in 2010 designed to "raise the bar to enter the industry."
Safety 1st Culture	2013	Motorcoach Operations	Identify motorcoach performance compared to statutory requirements and national/international industry safety best practices. Identify opportunities to improve program safety and assess the impact of any key rulemaking.
Exponential Safety Power (Safety^X Power)	2014	Motor Carrier Safety Assistance Program	Evaluate the performance and effectiveness of FMCSA's largest grants. Assess State partner performance measures and identify best practices to improve their effect on strategic safety goals.
One FMCSA	2015	Grants Management Review	Evaluate the effectiveness of certain FMCSA grants like the Commercial Vehicle Information Systems and Networks (CVISN) or the Safety Data Improvement Program (SaDIP). Review would focus on compliance with statute and an effectiveness review centered on performance measurement.
Safety 1st Culture	2016	Compliance Safety Accountability	Evaluate the effectiveness of the program following several years of full implementation.

Table 2. Program Evaluation Agenda by Focus Area, Year, Title, and Intended Results

Additional FMCSA Safety Information/Websites

FMCSA Compliance Safety and Accountability Program
http://csa.fmcsa.dot.gov/default.aspx

FMCSA Bus and Passenger Carrier Safety Information
http://www.fmcsa.dot.gov/safety-security/pcs/Index.aspx

FMCSA Hours-of-Service Rules and Regulations
http://www.fmcsa.dot.gov/rules-regulations/topics/hos/index.htm

FMCSA Household Goods Program
https://www.protectyourmove.gov/

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ACRONYMS

CDL .... Commercial Driver's License

CSA .... Compliance, Safety, Accountability

CMV .... Commercial Motor Vehicle

CVISN .... Commercial Vehicle Information Systems and Network

DOT .... Department of Transportation

EOBRs .... Electronic On-Board Recorders

EPEAT .... Electronic Product Environmental Assessment Tool

FEMP .... Federal Energy Management Program

FMCSA .... Federal Motor Carrier Safety Administration

FMCSRs .... Federal Motor Carrier Safety Regulations

GHG .... Greenhouse Gas Emissions

GPRA .... Government Performance and Results Act

HAZMAT .... Hazardous Material

HMRs .... Hazardous Materials Regulations

HOS .... Hours of Service

MCMIS .... Motor Carrier Management Information System

MCSIA .... Motor Carrier Safety Improvement Act

PII .... Personally-Identifiable Information

PSP .... Pre-employment Screening Program

RSP .... Roadway Safety Principles

SaDIP .... Safety Data Improvement Program

Safety^X Power .... Exponential Safety Power

SFD .... Safety Fitness Determination

TACT .... Ticketing Aggressive Cars and Trucks

URS .... Unified Registration System

VMT .... Vehicle Miles Traveled

U.S. Department of Transportation

**Federal Motor Carrier Safety
Administration**