

FISCAL YEARS 2015 - 2018

FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION
STRATEGIC PLAN



U.S. Department of Transportation
Federal Motor Carrier Safety Administration

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**The Mission of the Federal Motor Carrier
Safety Administration is to
prevent crashes, injuries and fatalities
involving large trucks and buses.**

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LETTER FROM THE ADMINISTRATOR



I am proud to present the Federal Motor Carrier Safety Administration's (FMCSA) Strategic Plan for Fiscal Years (FY) 2015-2018. This is FMCSA's third strategic plan since its inception in 2000. The U.S. Department of Transportation's (DOT) Strategic Plan and Roadway Safety Principles set forth the direction of this Strategic Plan

As the lead Federal government agency responsible for regulating and providing safety oversight of Commercial Motor Vehicles (CMV), FMCSA's mission is to reduce crashes, injuries and fatalities involving large trucks and buses. I, along with all FMCSA personnel, seek to achieve that mission and the purposes set forth in our authorizing legislation.

In the four years since the publication of the last strategic plan, FMCSA implemented several innovative programs that contribute to our safety mission. In FY2014, we implemented the National Registry of Certified Medical Examiners (NRCME) program. The NRCME program requires training, testing, and certification of all healthcare professionals responsible for conducting medical examinations for the Nation's nearly 7 million active interstate truck and bus drivers. To date, more than 48,000 healthcare professionals have been certified to conduct driver medical exams and issue medical certifications. Between May 2014 and May 2016, Certified Medical Examiners completed more than 10 million examinations.

In 2013 and 2014, all FMCSA field staff participated in an intensive 4-day Enhanced Investigative Techniques (EIT) training program. We initially developed this training for the Motorcoach Safety Initiative, known as Quick Strike, in 2013 that produced impressive safety results. The Quick Strike investigations had a 75 percent enforcement rate, a 26 percent average vehicle out of service (OOS) rate, and resulted in the issuance of 14 Imminent Hazard OOS orders to passenger carriers. Our State partners received EIT training in 2015.

From FY2012 through FY2015, FMCSA completed more than 130,000 New Entrant Safety Audits, issued over 85,000 warning letters to potentially unsafe carriers, and conducted more than 67,000 carrier compliance investigations. Furthermore, FMCSA, with its State partners, conducted almost 3.5 million roadside inspections annually from 2012 through 2015.

Our successes in reducing CMV crashes, injuries, and fatalities on our Nation's roadways are notable, but there is more to be done. Every life is precious, and even one fatality is one too many. This updated Strategic Plan is our road map into the future. It charts our course through FY2018. It also directs how we will prioritize our resources to carry out the Agency's mission.

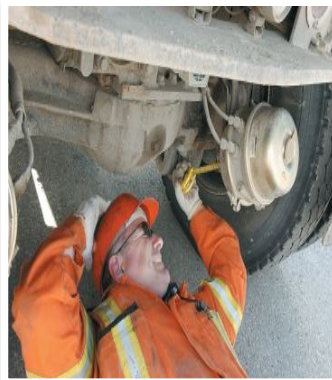
In this Strategic Plan, we focus on the people who work each day to ensure we have the safest possible transportation system in the world. We will continue to strengthen our partnerships with Federal, State, local, tribal, and foreign governments; reach out to stakeholders, including our citizens, law enforcement, the industry, drivers, victims and advocacy groups, on a regular basis; and collaborate effectively with other U.S. DOT agencies. Working together, we hope to eliminate crashes, injuries, and fatalities involving interstate motor carriers and intercity passenger carriers.

We place safety as the highest priority of the Agency by concentrating our effects on four Strategic Focus Areas: "Safety 1st" Culture, Exponential Safety Power (Safety^X Power), Comprehensive Data Utilization and Leveraging Technology, and One FMCSA. Additionally, we apply three core principles to our work: 1) raise the bar to enter the motor carrier industry; 2) require high safety standards to remain in the industry; and 3) remove high-risk carriers, drivers, and service providers from operation. To this end, 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.

Together the devoted men and women of FMCSA, along with our partners, will work hard every day to ensure that safe trucking moves our economy forward and safe bus operations move our loved ones. Ultimately, with this Strategic Plan, we will continue our laser focused efforts on saving lives of those traveling on our nation's roads and highways.



T.F. Scott Darling, III





2012- 2014 HIGHLIGHTS

FMCSA has realized numerous accomplishments over the past three years. The following are highlights of our 2012- 2014 performance.

U.S.-Mexico Cross-Border Trucking Pilot Program - Between October 14, 2011, and October 10, 2014, FMCSA conducted the United States-Mexico Cross-Border Long-Haul Trucking Pilot Program to evaluate the ability of Mexico-domiciled motor carriers to operate safely in the United States beyond the municipalities and commercial zones along the United States-Mexico border. The Pilot Program was part of FMCSA's implementation of the North American Free Trade Agreement cross-border long-haul trucking provisions.

Pedestrian and Bicycle Safety Initiative - FMCSA recognizes the importance of improving pedestrian and bicycle safety and participates in the Department's *Safer People, Safer Streets* initiative. There were 4,884 pedestrians killed in traffic crashes in the United States in 2014, an increase of 3.1 percent from 2013. On average, a pedestrian was killed every 2 hours in traffic crashes. DOT field office employees worked with transportation agencies and conducted road safety assessments in every State. FMCSA led the Washington State efforts. One of the objectives was to identify and remove barriers to improving non-motorized safety.

Motor Carriers' Drug and Alcohol Testing - FMCSA conducted a drug and alcohol strike force from April 28 through May 9, 2014. The strike force prioritizes motor carriers in violation of Federal drug and alcohol testing requirements and drivers who move from carrier to carrier to evade Federal drug and alcohol testing and reporting requirements. During the two-week national strike force, nearly 150 Federal investigators examined the drug and alcohol safety records of commercial drivers employed by bus and truck companies, including school bus drivers, interstate passenger carriers, hazardous material transporters and general freight long-haul trucking companies. Investigators identified 205 commercial bus and truck drivers and 138 companies operating in violation of drug and alcohol regulations. Civil penalties were issued to all of the commercial driver's license (CDL) holders and companies identified in the national strike force. In addition, approximately 145 of the drivers may be barred from operating a commercial motor vehicle by their State Driver's Licensing Agency for failing to adhere to Federal drug and alcohol regulations.

Bakken Oil Fields - The increasing commercial transportation of crude oil from the Bakken oil fields combined with the increasing commercial transportation to support and service the oil fields has created safety concerns for Federal and State agencies. FMCSA, PHMSA, and FRA partnered with three State agencies – the North Dakota Highway Patrol, the Montana Department of Transportation, and the Montana Public Service Commission – to conduct a Multi-Agency Strike Force Operation (MASFO) in North Dakota's and Montana's Bakken Oil fields. The MASFO ran from April 28, 2014 to May 2, 2014. It included 42 Federal and State personnel conducting safety activities across 16 locations in North Dakota and Montana. The safety activities included driver inspections, vehicle inspections, cargo tank inspections (highway), tank car inspections (rail), crude oil sampling and railroad grade crossing education.

Veteran Commercial Motor Vehicle Training Grants - FMCSA awarded \$1 million in grants in FY2014 to nine technical and community colleges across the country to help train veterans and their families for jobs as commercial bus and truck drivers. \$2.3 million in grants were awarded in FY2015 to 13 technical and community colleges. The funding is provided through FMCSA's Commercial Motor Vehicle - Operator Safety Training (CMV-OST) grant program. These grants are intended to help recruit, train and place veterans and their spouses in good jobs that are in high demand. Graduates of these training programs are continuing to serve our Nation by ensuring that the goods and products we depend on are delivered professionally, efficiently and, most importantly, safely.

PART I

INTRODUCTION

FMCSA was established within the Department of Transportation on January 1, 2000, pursuant to the Motor Carrier Safety Improvement Act 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 programs are focused on and support its primary mission to reduce crashes, injuries and fatalities involving large trucks and buses. 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 (FMCSR) and Hazardous Materials Regulations (HMR). 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 Agency has adopted a strategy for fulfilling this mission that includes:

- Developing and enforcing data-driven regulations that balance motor carrier (truck and bus companies) safety with efficiency;
- Harnessing safety information systems to focus on higher risk carriers in enforcing the safety regulations;
- Targeting educational messages to carriers, commercial drivers, and the public; and
- Partnering with stakeholders including Federal, State, and local enforcement agencies, the motor carrier industry, safety groups, and organized labor on efforts to reduce bus and truck-related crashes.



THE AGENCY IS GUIDED BY FOUR CORE VALUES:

Integrity

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.

Knowledge

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.

Collaboration

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.

Excellence

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

FMCSA's Organization and Responsibilities

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; over 850 of them 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 Regional Service Centers, States, and headquarters with field offices in each State, District of Columbia., and Puerto Rico.

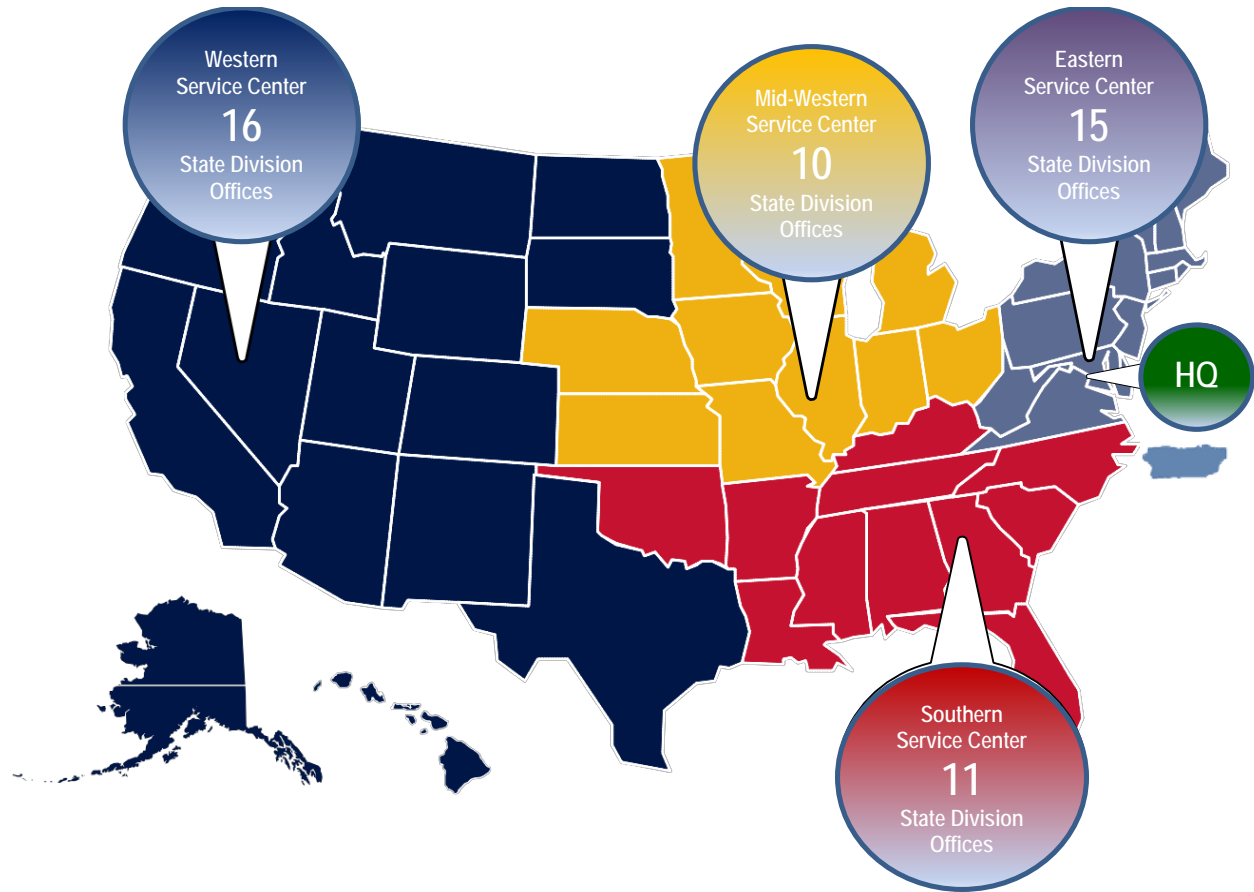


Figure 1 FMCSA Field Service Center Map

FMCSA's responsibilities fall into two categories:

- Creating and enforcing safety rules and regulations, and
- Implementing procedures and programs to ensure the safety of motor carriers, commercial vehicles, and drivers.

Together, this work improves 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. These activities include:

- Emergency Response Program;
- Developing and governing Information Technology;
- Data driven research and enforcement;
- Conducting program evaluations;

MAP KEY
Headquarters
Eastern Service Center
Midwestern Service Center
Southern Service Center
Western Service Center

- Advocating DOT sustainability;
- Continuing education and outreach efforts; and
- Robust stakeholder participation – round tables, listening sessions, schools, travel agencies.

FMCSA’s Partnerships and Collaborations

FMCSA partners with industry, safety advocates and State and local governments to keep our Nation’s roadways safe. FMCSA also maintains strong relationships with its 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. FMCSA employs more than 1,000 people in all 50 states and the District of Columbia, all dedicated to motor carrier and CMV safety. FMCSA’s State and local grantees employ more than 12,000 safety professionals who are dedicated, either part-time or full-time, to improving safety on America’s roadways. Grant funding to State governments and other entities currently comprises more than half of FMCSA’s entire annual budget. As a result, State and local government grantees currently conduct more than 3.4 million CMV roadside inspections, 32,000 new entrant safety audits, and 7,000 investigations each year.

FMCSA works closely with the Motor Carrier Safety Advisory Committee (MCSAC). MCSAC provides advice and recommendations to the Administrator of the Federal Motor Carrier Safety Administration on motor carrier safety programs and motor carrier safety regulations. The MCSAC is comprised of 20 members appointed by the Administrator for 2-year terms and includes representatives of the motor carrier safety advocacy, safety enforcement, industry, and labor communities.

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 motor carrier industry. Safety advocacy groups, associations, and other Federal government partners also play a vital role in the safety of the motoring public and the accomplishment of FMCSA’s goals.

Industry Profile

FMCSA regulates all registered CMVs that operate interstate or that carry hazardous materials (HM). As of December 2015, 551,150 interstate motor carriers and intrastate HM motor carriers had recent activity operating in the United States. The Department estimates that there were over 11 million U.S. registered large trucks and buses, traveling more than 296 billion vehicle miles in 2014. Total miles traveled by all vehicles have remained steady over the past 10 years.

Over a ten-year period, 2005 through 2014, the number of large trucks involved in fatal crashes decreased from 5,240 to 3,903, a drop of 26%. Also, the number of buses involved in fatal crashes decreased from 278 in 2005 to 234 in 2014, a decrease of 16%.

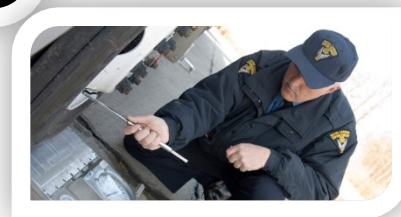
The decline in fatal crashes and injury crashes is due in part to the safety efforts of FMCSA and its partners. External factors such as economic conditions, gas prices, and the increased use of public transportation has also had an impact on the reduction of injury and fatal crashes.



Transportation Life-Cycle

Through implementation of this Strategic Plan, FMCSA advances its comprehensive direction to achieve a reduction in crashes, injuries, and fatalities. The greatest potential for creating the safest transportation industry lies in focusing outreach, oversight, and enforcement resources on the entire transportation life-cycle. The transportation life-cycle concept focuses on the specific responsibilities that all parties involved in the transportation and logistics supply chains have for making improvements in any number of safety factors. This holistic view of safety includes factors such as driver behavior, compliance systems, quality of roads, and vehicle technologies. All elements of the transportation life-cycle need to be aware of their impact on 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 transportation impacts society in other ways. FMCSA strives to address these concerns by reducing and mitigating the risk associated with transportation of passengers and hazardous materials, advancing national security interests through transportation efforts at our borders and intermodal ports, and enforcing statutory and regulatory provisions to protect individuals hiring professional movers.



Strategic Planning Approach

The strategic planning process provided the Agency with a valuable opportunity to engage a variety of stakeholders. Additionally, in 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;
- Community Empowerment; 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 are people-focused. FMCSA considers our employees our most valuable resource. As such, the Agency is dedicated to their safety and development to ensure that each 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.

PART II

STRATEGIC FOCUS AREAS AND GOALS

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

- Enhancing safety in every aspect of the transportation system from warehouse to roadway to boardroom;
- Leveraging stakeholders in a common safety agenda;
- Ensuring accountability, quality data, and leveraged technology for informed decisions impacting transportation safety; and
- Inspiring and energizing our workforce and partners to tackle our toughest safety challenges with new innovative ideas and programs.

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

- “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.



“SAFETY 1ST” Culture

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 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 transportation industry.

FMCSA will strengthen and intensify various programmatic elements that will have the ultimate effect of raising the bar on safety across the transportation life-cycle, fostering a safety culture in the industry by 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:

1. Raising the bar for entry;
2. Maintaining high standards and accountability; and
3. Removing high-risk carriers, drivers, and service providers from operation.

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 promote an understanding of and compliance with FMCSA safety, hazardous material (HM), and commercial regulations. FMCSA raised the bar to enter the motor carrier industry through the new Unified Registration System and the requirement for biennial updates. 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.

Objectives and Strategies

Raise the Bar	<p>Develop and deliver programs focused on identifying safety deficiencies by:</p> <ul style="list-style-type: none"> Developing new medical standards. Increasing efforts to combat fraud within the CDL process. Establishing entry level driver training requirements. Improving the motor carrier registration process.
Maintain High Safety Standards	<p>Establish progressive enforcement strategies and sanctions to remove unsafe entities from the transportation system by:</p> <ul style="list-style-type: none"> Fully implementing the Agency’s enforcement authority. Enhancing and providing tools to support safe drivers and companies. Expanding our role in education and traffic enforcement to non-CMV operators. Continuing enforcement to protect consumers during household goods move.
Remove High-Risk Entities	<p>Enhance and promote safe driving programs and policies that address company and driver behavior through:</p> <ul style="list-style-type: none"> Creating and applying appropriate interventions and enforcement sanctions. Completing the Carrier Safety Fitness Determination rulemaking. Enhancing comprehensive risk based prioritization systems.

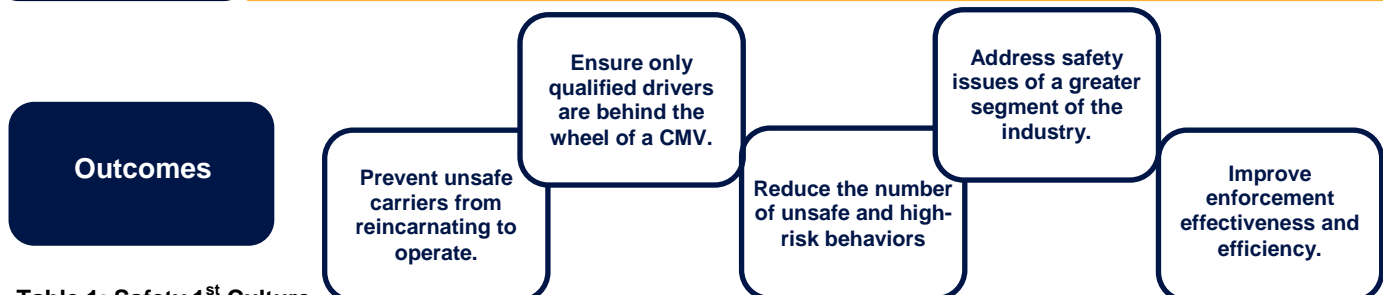


Table 1: Safety 1st Culture

To more efficiently and effectively use the Agency's resources, the implementation of Phase III of the Agency's Compliance, Safety, Accountability (CSA) program will be completed during this period. Upon completion, all States will be trained and able to use all of the interventions developed for the CSA program to take appropriate enforcement action against unsafe motor carriers and drivers. Additionally, the Agency is revising the new entrant safety audit program to allow for offsite safety audits for new motor carriers that are showing evidence of compliance. This new process will allow the States to complete more safety audits in the mandated timeframes. See more at <https://csa.fmcsa.dot.gov/about/>.

Further, the Agency will complete and begin implementing a rulemaking to revise 49 CFR Part 385, Safety Fitness Procedures, a critical aspect of CSA. Through this rulemaking, FMCSA would establish safety fitness determinations based on safety data from inspections and violation history rather than just a comprehensive investigation. 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. See more at <https://www.fmcsa.dot.gov/regulations/rulemaking/2015-33153>.

As part of the Agency's ongoing effort to address driver fatigue, FMCSA published a final rule requiring the use of Electronic Logging Devices (ELD). The final rule established minimum performance and design standards for ELDs; requirements for the mandatory use of these devices by drivers currently required to prepare hours of service (HOS) records of duty status; requirements concerning HOS supporting documents; and measures to address concerns about harassment resulting from the mandatory use of ELDs. The ELD rule is being implemented in three phases. See more at <https://www.fmcsa.dot.gov/hours-service/elds/implementation-timeline>.





The North American Fatigue Management Program (NAFMP) is a collaborative initiative to develop a comprehensive, integrated Fatigue Management Program (FMP) for the commercial motor carrier industry. Key aspects of the NAFMP are training modules tailored for motor carrier officials, safety managers, drivers, and driver families to provide information for each individual involved in the transportation system. FMCSA has partnered with Transport Canada and several Canadian Provinces to combat the safety risks associated with fatigued driving. Through this partnership, FMCSA developed guidelines and training materials that enable motor carriers to implement a comprehensive FMP and means of delivering a FMP to motor carriers throughout North America. FMCSA will continue its research and educational efforts designed to reduce fatigued driving. See more at: <http://www.nafmp.org/en/>.

FMCSA will continue its focus on motorcoach safety and will be prioritizing enforcement on motor carriers with unsafe drivers. Agency staff will continue to use EIT to delve deeper into a motor carrier's operations and identify safety risks. FMCSA recognizes that CMVs are not the only vehicles nor are CMV drivers the only drivers on our Nation's roads. The Agency continues to encourage law enforcement to take action against all drivers operating unsafely in and around CMVs. In addition, FMCSA provides training for law enforcement personnel who do not engage with CMVs regularly so that they are able to safely stop CMVs and their drivers when operating unsafely.

Another initiative that FMCSA launched in support of maintaining high standards is the National Registry of Certified Medical Examiners (NRCME) 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. Over 48,000 commercial driver medical examiners are currently registered on the NRCME. The Agency will oversee the registry, monitoring medical examiner qualifications and performance. By 2018, all medical examinations reported to FMCSA through the NRCME will be transmitted directly to the State Drivers Licensing Agencies and will reduce the frequency of medical qualification fraud as well as the paperwork burden on both drivers and States. See more at <https://nationalregistry.fmcsa.dot.gov/NRPublicUI/home.seam>.

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). See more at <https://www.fmcsa.dot.gov/safety/research-and-analysis/pre-employment-screening-program-ppsp-mobile-application>.

The Secretary of Transportation launched a pedestrian and bicycle initiative, “*Safer People, Safer Streets*,” to promote design improvements to ensure safe and efficient routes for pedestrians and bicycles, promote behavioral safety, and provide education to help individuals make safer travel choices. The Department will be doing more over the next year to address non-motorized safety issues and help communities create safer, better connected bicycling and walking networks. DOT will be rolling out a variety of new resources, issuing new research, and highlighting existing tools for a range of transportation professionals. FMCSA and other DOT modes are participating in the effort. This includes engaging safety experts, existing and new stakeholders, local officials, and the public on a range of targeted strategies to help us get these materials into use and encourage safety in and around our streets, including bus stops, transit stations, and other multi-modal connections. The initiative also encourages vehicle safety by drawing on current crash-avoidance technologies to alert motorists to the presence of bicycles and pedestrians. See more at <https://www.transportation.gov/safer-people-safer-streets>.

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

- Prevent unsafe carriers from reincarnating to continue operations;
- 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^XPOWER)

The Agency further supports the Department's Safety Strategic Goal by strengthening existing relationships, establishing new partnerships, and developing policies and programs promoting opportunities to collaborate with all stakeholders on safety issues. FMCSA will continue to build a coordinated network of safety stakeholders to advance a common safety agenda.

The Agency's reauthorization includes a new grants structure to improve the award and management of the grants by the States and FMCSA. The consolidation of grants will reduce the administrative burden of the States, allowing them to focus on their enforcement programs.

FMCSA will achieve its goal to leverage 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 motor carrier transportation issues. These include driver medical standards, passenger transportation, driver licensing, and consumer protections. By expanding the use of listening sessions, social media, and similar tools, the Agency expects to build a coordinated network of safety stakeholders to advance the Agency's "Safety 1st" Culture strategic focus area.

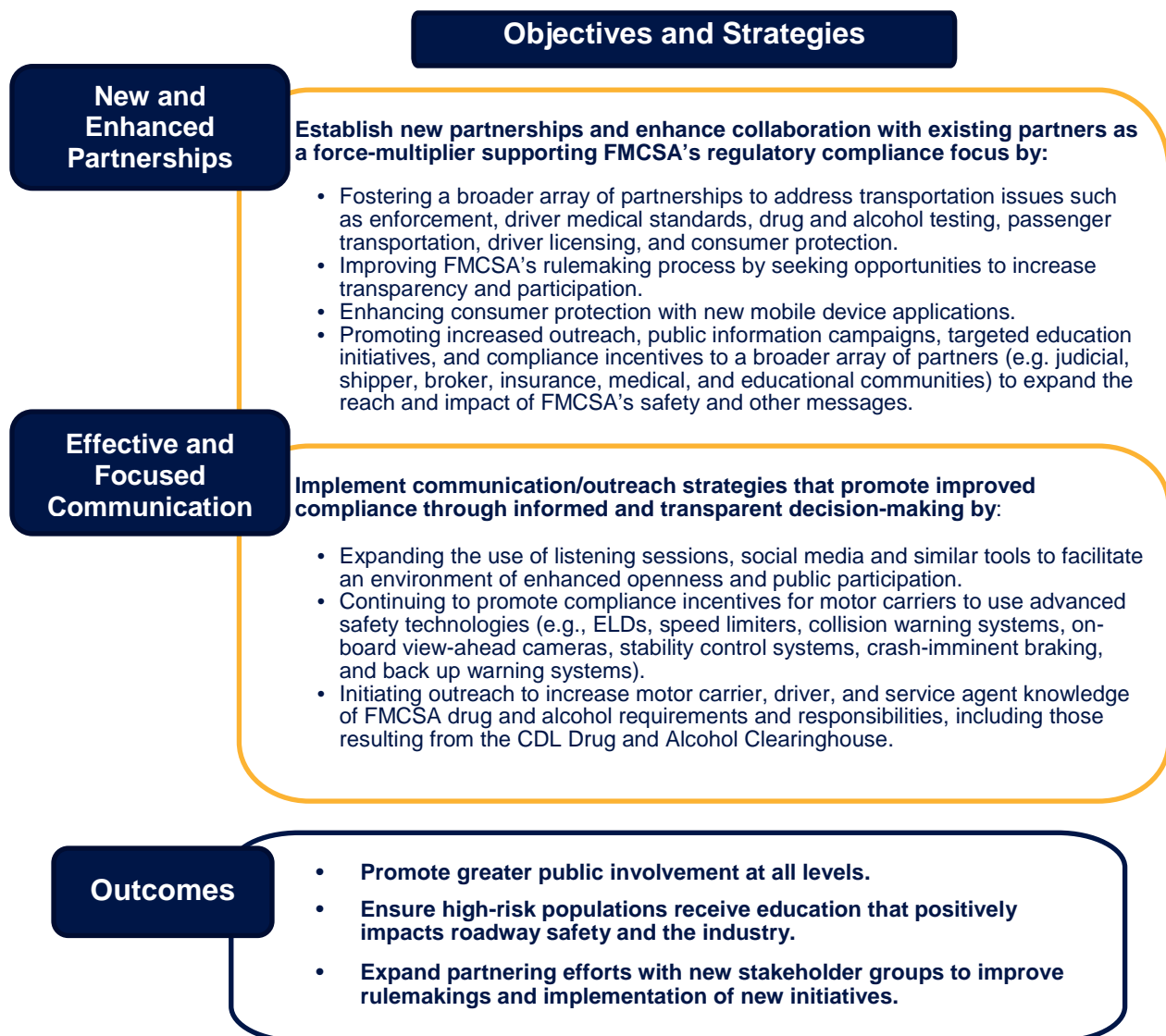


Table 2: Safety^X Power

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 FMCSA business process;
- Ensure high-risk populations receive education that positively impacts roadway safety and the transportation industry; 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; energy product producers; colleges, church and tour groups) 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 safety.

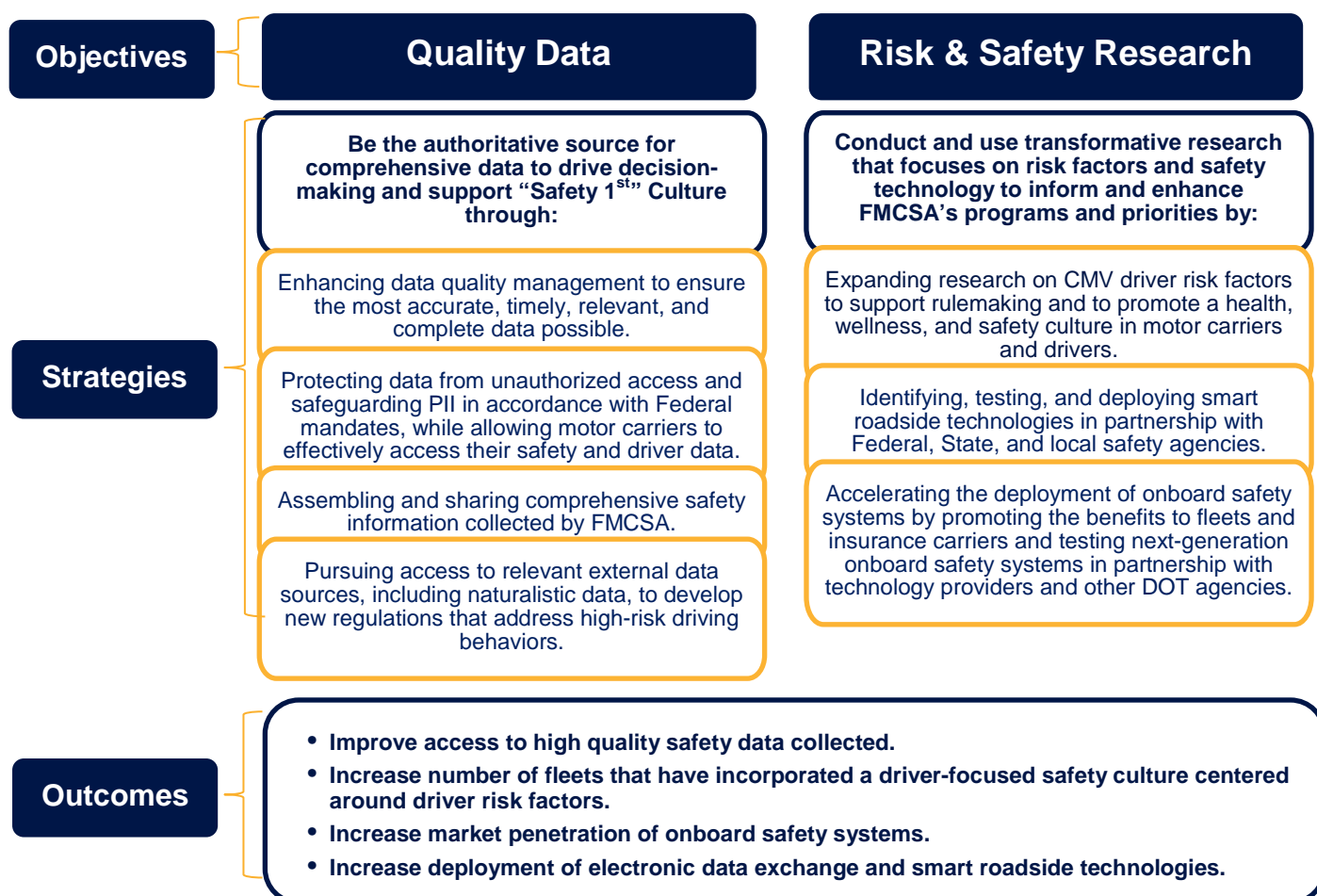


Table 3: Comprehensive Data Utilization & Leveraging Technologies



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 motor carrier operations to help Federal safety investigators focus their enforcement resources by identifying the highest-risk carriers, drivers, and vehicles. FMCSA will continue to use data extensively in

its mission to continually improve transportation safety.

FMCSA will achieve its goal of being the authoritative source for comprehensive data to drive decision-making and support the “Safety 1st” culture through assembling and sharing comprehensive safety information collected by FMCSA and making it accessible to partners and 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 motor carrier 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 DOT agencies. Further, FMCSA will identify, test, and deploy smart roadside technologies in partnership with State safety agencies and other Federal agencies.

Through the Beyond Compliance initiative, FMCSA is considering how voluntary safety technologies and programs should be included in the Agency’s assessment of a motor carrier’s safety record. Information garnered through this program will help identify best practices for broader use in the motor carrier community.

Finally, as long as FMCSA 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;
- 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

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

Objectives and Strategies

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.
- Use the results of the Agency’s Employee Viewpoint Surveys to identify improvement opportunities and make positive organizational changes.

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.

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.

Environmental Sustainability

Advance environmentally sustainable policies and investments that reduce carbon and other harmful emissions by:

- Carrying out activities that support Executive Order 13693.

Outcomes

Achieve highest effectiveness of employees.

Achieve a diverse workforce with increased employee retention rates.

Improve overall health and safety of all employees.

Promote efficient, effective, and timely internal communications.

Achieve recognition as one of the Top 10 Best Places to Work in the Federal Government.

Reduce carbon footprint and GHG emissions.

Table 4: One FMCSA



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.

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.

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.

FMCSA supports the Department's Environmental Sustainability goal through compliance with Executive Order 13693, "Planning for Federal Sustainability in the Next Decade." 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; and
- Involve our employees in the achievement of these goals.



The Department published the 2015 Strategic Sustainability Performance Plan in June 2015. You may find the plan at <https://www.transportation.gov/mission/sustainability/2015-dot-strategic-sustainability-performance-plan>. FMCSA will implement strategies presented in the plan that integrate EO 13693 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. FMCSA will continue to 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 13693.

Part III

ACCOUNTABILITY

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 all employees to operate in a professional manner and provide a high level of customer service as they implement and deliver the Agency's programs. It is with these expectations that we have fashioned this strategic approach to address accountability through results-oriented performance measuring, and managing for results. To be successful, 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 is used in the new applicant screening process for passenger and household good (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

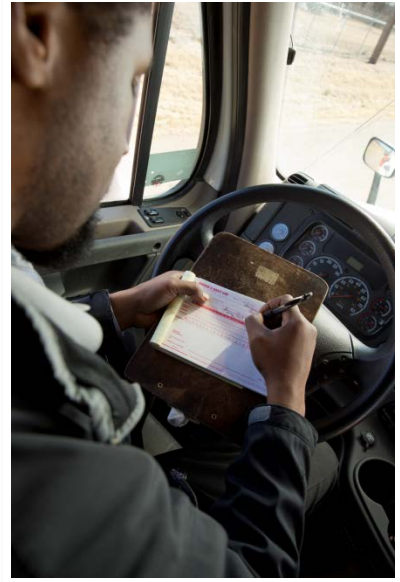
FMCSA uses data to make smarter day-to-day decisions and determines the impact that its various projects and rules have on decreasing crashes, injuries, and fatalities by conducting regular program evaluations and regulatory effectiveness reviews. FMCSA uses data to obtain an objective analysis of how well its programs 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. Executive Order 13563 can be found here: <https://cms.dot.gov/regulations/executive-order-13563>.

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.

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.



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.

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 which can be found at <https://www.transportation.gov/mission/budget/dot-budget-and-performance-documents>.

“Each day we will work hard to ensure that safe trucking moves our economy and safe bus operations move our loved ones.”

T.F. Scott Darling III, FMCSA Administrator

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

Program Objectives and Results



Table 5: Program Evaluation Agenda



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

<https://www.fmcsa.dot.gov/regulations/hours-of-service>

FMCSA Household Goods Program

<https://www.protectyourmove.gov/>

National Registry of Certified Medical Examiners

<https://nationalregistry.fmcsa.dot.gov/NRPublicUI/home.seam>

FMCSA Motor Carrier Safety Advisory Committee

<https://www.fmcsa.dot.gov/advisory-committees/mcsac/welcome-fmcsa-mcsac>

FMCSA Medical Review Board

<https://www.fmcsa.dot.gov/mrb>

North American Fatigue Management Program

<http://www.nafmp.org/en>

Our Roads, Our Responsibility

<http://www.fmcsa.dot.gov/ourroads>



ACRONYMS

Acronym	Definition
CDL	Commercial Driver's License
CSA	Compliance, Safety, Accountability
CMV	Commercial Motor Vehicle
DOT	Department of Transportation
EIT	Enhanced Investigative Techniques
ELD	Electronic Logging Devices
FMCSA	Federal Motor Carrier Safety Administration
FMCSR	Federal Motor Carrier Safety Regulations
FMP	Fatigue Management Program
FY	Fiscal Year
GHG	Greenhouse Gas Emissions
GPRA	Government Performance and Results Act
GPRAMA	GPRA Modernization Act
HHG	Household Goods
HM	Hazardous Material
HMR	Hazardous Materials Regulations
HOS	Hours of Service
MASFO	Multi-Agency Strike Force Operation
MCSAC	Motor Carrier Safety Advisory Committee
NAFMP	North American Fatigue Management Program
NRCME	National Registry of Certified Medical Examiners
OOS	Out of Service Rate
PII	Personally-Identifiable Information
PSP	Pre-employment Screening Program
RSP	Roadway Safety Principles
Safety ^x Power	Exponential Safety Power



“Since FMCSA was established 15 years ago, the number of lives lost in commercial motor vehicle-related crashes has decreased 26 percent. These numbers represent progress, but the sad fact remains that more than 4,000 people die each year in crashes with large trucks and buses. This is too many, and we at FMCSA are always looking for new and innovative ways to drive this number toward zero.”

T.F. Scott Darling III, FMCSA Administrator



U.S. Department of Transportation
Federal Motor Carrier Safety Administration

1200 NEW JERSEY AVE. SE, WASHINGTON, DC 20590 | 1-800-832-5660 | WWW.FMCSA.DOT.GOV

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