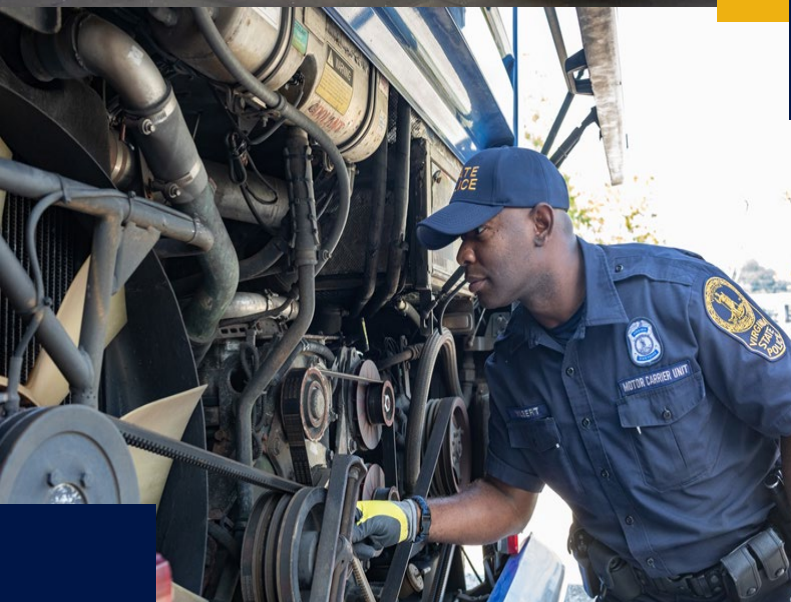


FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION

STRATEGIC PLAN

FISCAL YEARS 2021-2023



U.S. Department of Transportation

Federal Motor Carrier Safety Administration

January 2021

AGENCY 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.

COLLABORATION

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

INNOVATION

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

EXCELLENCE

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

FMCSA's **VISION** is to prevent all crashes, injuries, and fatalities, involving large trucks and buses.

FMCSA's **MISSION** is to save lives and reduce crashes and injuries by advancing large truck and bus safety through collaboration, education, research, technology, and compliance.

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Table of Contents

A Message from the Deputy Administrator.....	6
Introduction	9
Strategic Planning Approach	11
FY 2021-2023 Strategic Goals	14
Safety	16
Collaboration	19
Innovation	22
Mission Enabling Support	26
Program Evaluations	30
Program Evaluation Agenda	31
Websites	33
Abbreviations	34

A MESSAGE FROM THE DEPUTY ADMINISTRATOR



The mission of the Federal Motor Carrier Safety Administration (FMCSA) is to save lives and reduce crashes and injuries by advancing large truck and bus safety through collaboration, education, research, technology and compliance.

For more than 20 years, the approximately 1,150 dedicated FMCSA team members and our State partners have worked hard to ensure that freight and people move safely by providing safety oversight of the motor carrier industry in the United States.

I am exceptionally proud of how we responded to the unprecedented challenges posed by COVID-19. During this health emergency, our team continues to focus on the mission.

Together, we demonstrated our ability to adapt to a new operating environment by leveraging technology to develop innovative solutions that enabled us to work remotely and continue to focus on the Nation's roadway safety. Furthermore, we collaborated with the States and the motor carrier community to identify ways to provide flexibility and targeted regulatory relief to enable the industry to provide essential transportation services during the health emergency. These actions embody our core values detailed in this strategic plan – integrity, collaboration, innovation, and excellence.

Increasing safety is a shared commitment between the public and private sector. We have engaged with our industry and safety partners, working consistently to maintain the safest transportation system possible—a system of excellence that includes holding motor carriers accountable, promoting safe driving, ensuring that commercial motor vehicles are well maintained to avoid breakdowns and attendant to road hazards, and encouraging innovation to unleash sound technology to advance highway safety. We recognize that listening is critical to successful partnerships. FMCSA is committed to understanding all perspectives across the motor carrier safety community and to working closely with the members of our two advisory committees, the Motor Carrier Safety Advisory Committee (MCSAC) and the Medical Review Board (MRB). We are excited to launch a new commercial driver subcommittee of the MCSAC that will provide feedback on important issues facing the driver community.

FMCSA continues to encourage innovation—one of the U.S. Department of Transportation's top priorities—with our work on Automated Driving Systems (ADS). By leveraging innovative technology to improve commercial motor vehicle (CMV) safety, we see the potential to save thousands of lives by preventing crashes while improving productivity. We are working with industry leaders through our Tech-Celerate NOW initiative to promote and educate the broader CMV industry on the crash-reducing benefits of advanced driver assistance systems such as forward collision warning and automatic emergency braking systems. We are collaborating with the National Highway Traffic Safety Administration, the Federal Highway Administration, and the Federal Transit Administration to develop a comprehensive plan to better manage the Department's initiatives related to automated vehicles, including additional research. We enjoy an ongoing dialogue with the MCSAC members to shape the path forward on highly automated CMVs. We are also evaluating our regulatory regime to identify regulations that may need to be updated, modified, or eliminated to facilitate the safe introduction of ADS-equipped CMVs onto our Nation's roadways. We plan to continue engaging stakeholders on ADS through public



listening sessions, outreach, and meetings with industry, safety advocates, driver organizations, and the motoring public.

We operate in a dynamic environment. The goals and strategies in this plan are shaped by the Secretary's goals, feedback from listening sessions, outreach across the broad motor carrier community, safety advocates, and through employee engagement. This plan provides the framework for us to be at the forefront and drive large truck and bus safety discussions, meet our Congressional mandates, and guide our activities for the next several years. The goals of safety, collaboration, and innovation are always at the forefront for the FMCSA team. This plan also recognizes the importance of mission-enabling support which is critical to the success of the Agency. We have an incredibly talented FMCSA team and I believe we are capable and ready to face any challenge. The public expects a safe, efficient, and reliable transportation system. Together, FMCSA employees, partners, and stakeholders will continue to honor our solemn commitment to maintaining road safety for all.

Hours of Service Public Listening Sessions

FMCSA held two public listening sessions in 2019 regarding the Hours of Service (HOS) regulations. The rule provides flexibility in several areas and improves efficiency by allowing operators to shift their work and drive time to mitigate the effect of certain variables (e.g., weather, traffic, and detention times).

Representatives from the truck and bus industries, safety organizations, and members of the public attended these sessions to present comments and express their views and concerns. Driver coercion and dispatching processes were topics of discussion at both sessions.

The new HOS rule was published in June 2020 and was effective on September 29, 2020.

More information:

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



Wiley Deck
Deputy Administrator



A photograph of a long, straight asphalt road with a yellow center line stretching into the distance. The road is flanked by green grassy fields and small hills under a blue sky with scattered white clouds. A dark blue horizontal bar is overlaid on the middle of the image, containing the text "OUR ORGANIZATION" in white, bold, sans-serif capital letters.

OUR ORGANIZATION

INTRODUCTION

Federal truck safety rules were first issued in 1936 by the Bureau of Motor Carriers, a division of the Interstate Commerce Commission (ICC). When the DOT was established on October 15, 1966, the ICC's regulatory authority over truck and bus safety was transferred to DOT and delegated to the Federal Highway Administration's (FHWA) Office of Motor Carrier Safety.

The Federal Motor Carrier Safety Administration (FMCSA) was established as a separate administration within DOT on January 1, 2000, pursuant to the Motor Carrier Safety Improvement Act of 1999.

FMCSA resources and programs support its primary mission to save lives and reduce crashes and injuries by advancing large truck and bus safety through collaboration, education, research, technology and compliance. FMCSA is responsible for ensuring that motor carriers, commercial motor vehicles (CMV) and their drivers comply with all Federal Motor Carrier Safety Regulations (FMCSR) (49 CFR parts 300-399) and Hazardous Materials Regulations (49 CFR parts 100-177, 178-180). Further, to accomplish these activities effectively, FMCSA works closely with Federal, State, and local enforcement agencies; the motor carrier industry; highway safety organizations; and the public.

Who We Are

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 composed of approximately 1,150 employees of which 830 work in field offices in all 50 States, the District of Columbia, and U.S. territories. All FMCSA employees are dedicated to improving highway safety and saving lives.

FIELD OFFICES AND SERVICE CENTERS

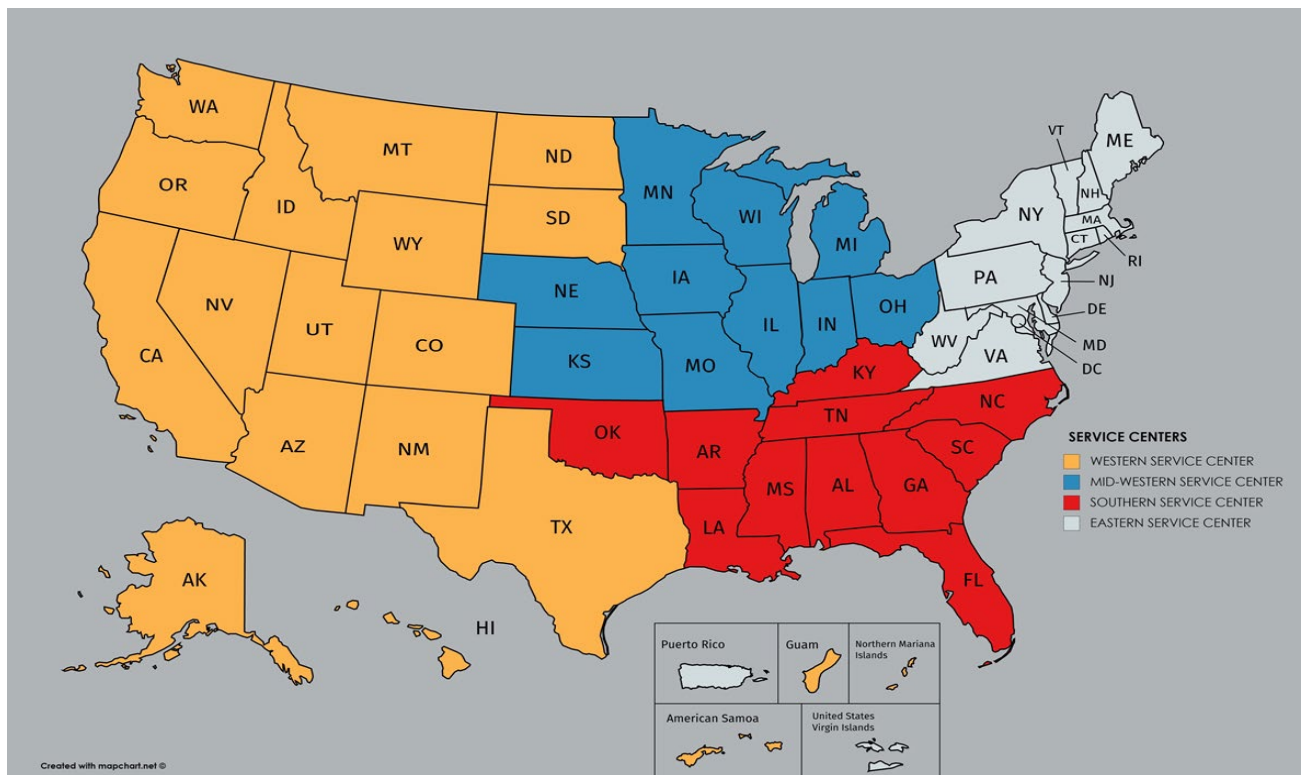


Figure 1



What We Do

FMCSA's primary responsibility is to implement programs and procedures to ensure the safe operation of motor carriers and commercial vehicles and the safety of commercial drivers and other highway users. This work improves the safety and security of the motor carrier industry, commercial drivers, and the public. FMCSA's key activities include a variety of actions that support the overall safety oversight mission.

These activities include:

- Continuing education outreach efforts and stakeholder engagement;
- Sharing best practices and developing training;
- Managing grant programs and funding to support our State partners;
- Overseeing registration, operating authority, and customer service programs;
- Managing data-driven analysis and research;
- Researching innovative safety management practices and technologies;
- Overseeing the emergency response program;
- Strengthening safety regulations while reducing unnecessary regulatory costs and burdens;
- Enforcing safety regulations;
- Developing and managing information technology (IT); and
- Conducting program evaluations.

Motor Carrier Safety Act of 1935

2020 was the 85th anniversary of the *Motor Carrier Safety Act of 1935* which started the Nation's Federal Motor Carrier Safety oversight program. The *Motor Carrier Safety Act of 1935* provided the statutory authority to the Interstate Commerce Commission to regulate truck safety. The responsibilities remained there, under the Bureau of Motor Carriers, until 1968 when they were transferred to the newly established U.S. DOT's Federal Highway Administration. In 2000, Congress established FMCSA as a stand-alone DOT agency.

Our Stakeholders

FMCSA partners with industry, safety advocates, Federal, State, local government agencies, and the public to make our Nation's roadways safe. Collaboration is necessary to accomplish the shared goal of reducing roadway crashes, specifically CMV crashes and their associated injuries and fatalities. FMCSA also maintains strong relationships with State and local agencies. FMCSA's grant funding supports more than 12,000 State and local safety professionals dedicated to improving safety on America's roadways. Grant funding to State governments and other entities comprises more than half of FMCSA's entire annual budget. FMCSA and our State partners currently conduct more than 3.4 million CMV roadside inspections, 39,000 new entrant safety audits, and 13,000 investigations each year. In addition, the State Driver



Licensing Agencies are critical to ensuring only safe drivers are licensed to operate CMVs.

FMCSA works closely with its stakeholders through the Agency's two advisory committees, the Motor Carrier Safety Advisory Committee (MCSAC) and the Medical Review Board (MRB). The MCSAC provides advice and recommendations to the FMCSA Administrator on motor carrier safety programs and regulations. The MCSAC comprises up to 25 members appointed by the Secretary for two-year terms and includes representatives of the motor carrier safety advocacy, safety enforcement, industry, and labor communities. More information about the MCSAC is available at <https://www.fmcsa.dot.gov/advisory-committees/mcsac/welcome-fmcsa-mcsac>.

The MRB was established to improve highway safety by providing expert advice on medical standards, guidelines, and research on the medical certification of CMV drivers. The MRB is composed of five non-Federal Government employee members who are appointed by the Secretary of Transportation. More information about the MRB, its membership, upcoming and past meetings and proceedings are available at <https://www.fmcsa.dot.gov/mrb>.

STRATEGIC PLANNING APPROACH

FMCSA is committed to a transparent business model that measures performance through results and outcomes. This plan establishes FMCSA's strategic goals and objectives for fiscal year (FY) 2021 through FY 2023. The GPRA Modernization Act (GPRAMA) of 2010 amended the Government Performance and Results Act of 1993 (GPRA) aligns strategic planning with the beginning of each new term of an Administration, requiring every Cabinet-level department and agency to produce a new strategic plan by the first Monday in February following the year in which the term of the President commences. The DOT's FY 2018-2022 Strategic Plan was published in February 2018 and is available at <https://www.transportation.gov/dot-strategic-plan>. This FMCSA FY 2021-2023 plan aligns FMCSA's strategies to the DOT plan.

FMCSA's strategic plan presents the long-term objectives the Agency expects to accomplish over the next three years. This plan describes a framework for long-term goals FMCSA aims to achieve, actions the Agency will take to realize these goals, and how FMCSA will most effectively use its resources to address challenges and risks that may hinder achievement of those goals. Under GPRAMA, the Office of Management and Budget (OMB) established guidance that defines the content and framework for agency strategic plans. This FMCSA strategic plan was developed in accordance with this guidance and includes the following key elements as defined by OMB:



Strategic Goals

Strategic goals are general, outcome-oriented, long-term goals for the major functions and operations of FMCSA. These goals address the broad results desired by FMCSA.

Objectives

Strategic Objectives

Strategic objectives reflect the outcomes FMCSA is trying to achieve and are tied to performance goals and indicators.

Management Objectives

Management objectives communicate improvement priorities for management functions such as strategic human capital management, information technology, and financial stewardship.

Transparent Reporting of Performance

Many factors influence the safety outcomes we aim to achieve. While we cannot control all factors, we try to anticipate them, adapt our strategies, and account for them in how we evaluate program performance. We measure safety outcomes in terms of the number of incidents resulting in death or serious injury. However, we recognize that this is not enough for effective program management. The senior leadership team of FMCSA regularly reviews Agency-specific measures. We derive program evidence from both performance measurement and evaluation studies. Historically, FMCSA has drawn performance indicators from a variety of data sources. The Agency tracks and reports on performance measures relating to safety, efficiency, and cost-effectiveness. Through our regular, and ongoing engagement with stakeholders, we will continue to provide progress updates.

Our Analysis & Information (A&I) online site is the Nation's source for reliable, proven data and analysis on FMCSA safety programs and large truck and bus industry compliance. The tools and reports in A&I inform data-driven safety decisions to improve our effectiveness and large truck and bus safety on our roadways. Our A&I site is located at <https://ai.fmcsa.dot.gov/default.aspx>.

FMCSA Motor Carrier Safety Progress Reports, quarterly updates of FMCSA and industry performance over multiple fiscal years, are posted on our website at <https://www.fmcsa.dot.gov/safety/data-and-statistics/motor-carrier-safety-progress-reports>.

Specifically, the Safety Progress Report lists the number of large truck and bus crash fatalities and injuries as well as the number of safety investigations, audits, and inspections we conduct along with our State partners.

Additionally, we will continue to develop an annual evaluation agenda, carry out objective and methodologically sound evaluations, and use the results of these evaluations to improve our programs.



STRATEGIC GOALS



FY 2021-2023 STRATEGIC GOALS

FMCSA establishes and applies standards that sustain a safe transportation system and promote efficiency within this system. FMCSA strategically aligns its resources to improve safety through:

- Enhancing safety in the transportation system;
- Collaborating with stakeholders for a common safety agenda;
- Holding ourselves and our partners accountable;
- Using technology and data to inform decisions impacting transportation safety; and
- Inspiring and energizing our workforce and partners to tackle the toughest safety challenges with innovative ideas and programs.

This strategic plan aligns with the DOT FY 2018-2022 Strategic Plan by incorporating the following four FMCSA goals:



Safety

Reduce commercial motor vehicle related fatalities and injuries;



Collaboration

Continue fostering constructive relationships across our stakeholder communities;



Innovation

Promote the adoption and deployment of new technologies and practices; and



Mission-Enabling Support

Nurture a “best-in-class” organization that attracts, retains, supports, and recognizes a diverse and talented workforce.



Figure 2 illustrates how FMCSA's strategic goals align with the DOT goals.

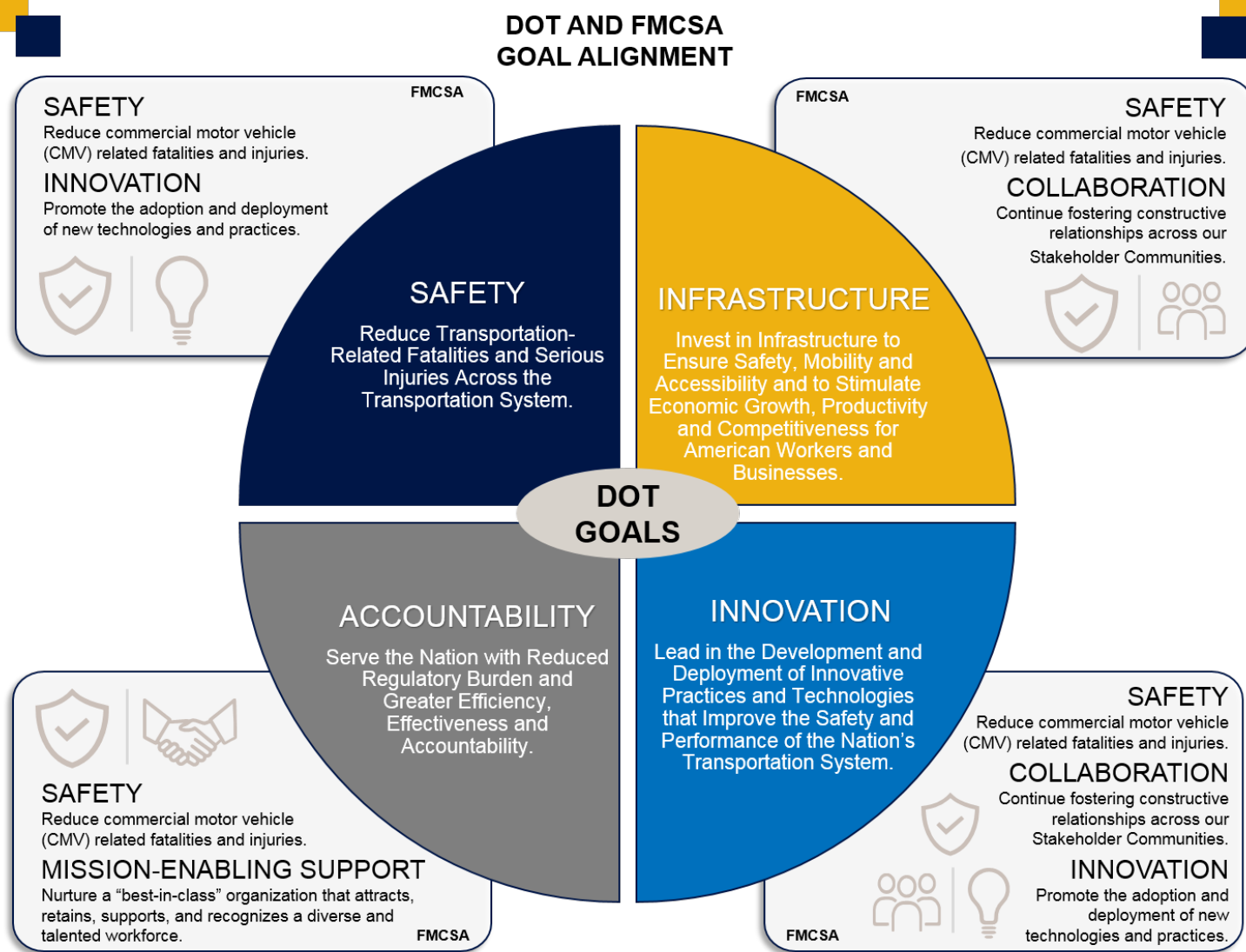


Figure 2



SAFETY

Reduce Commercial Motor Vehicle (CMV) Related Fatalities and Injuries

Safety has always been the top priority of the Department and FMCSA. The Agency supports the Department's Safety Goal by mitigating risks and encouraging behavior change emphasizing a data-driven systemic safety approach, enhanced standards and programs, and evaluations of effectiveness. FMCSA seeks to address human behaviors (e.g. distracted and impaired driving, seat belt usage, and speeding) that negatively affect safety and guide decisions through safety data compilation and analysis.

STRATEGIC OBJECTIVES

Objective #1: Promote a culture of CMV safety

Assist the regulated community in proactively tracking and improving its own safety performance management while working with States and other DOT agencies to apply safety countermeasures at roadway locations identified as having the highest potential for CMV fatalities.

Strategies:

1. Provide best practices, tools, and training to regulated entities.
2. Increase transparency and outreach efforts to improve motor carrier, driver, and service provider knowledge of FMCSA requirements and responsibilities.
3. Reduce the number of unsafe and high-risk behaviors in the motor carrier passenger and freight transportation industries utilizing a variety of tools to include: outreach, education, regulations and guidance, interventions, enforcement, and sanctions.
4. Encourage motor carrier use of advanced safety technologies, collision warning systems, on-board cameras, blind spot warning systems, automated emergency braking systems, and back up warning systems.

Objective #2: Reduce the incidence of unsafe, high-risk behavior

Identify high-risk behaviors and apply interventions to address them within the motor carrier industries by focusing on operational accountability and responsibility, overseeing Agency medical programs, implementing crash reduction plans, and conducting outreach and education that impacts highway safety.

Strategies:

1. Modify the Agency's safety oversight prioritization methodologies to more accurately identify high-risk motor carriers.
2. Continue to implement the Electronic Logging Devices (ELD) and Controlled Substances and Alcohol Clearinghouse regulations.
3. Select and apply the appropriate intervention tools to address carrier behavior.



Objective #3: Ensure only qualified drivers operate CMVs

The Agency will improve the safety of CMV drivers through improved access to driver resources and training, eliminating fraud in the Commercial Driver's License (CDL) testing and licensing processes, and preventing drivers who have tested positive for drugs or alcohol from driving CMVs. Additionally, FMCSA will encourage compliance with regulations and take enforcement actions.

Strategies:

1. Implement the Entry-Level Driver Training (ELDT) rule.
2. Continue to improve and enhance the Agency's driver medical qualifications oversight programs.
3. Utilize case studies from Agency research to promote technological advances detecting distracted and fatigued drivers.
4. Continue to increase Pre-Employment Screening Program (PSP) utilization by the industry.

Commercial Driver's License Drug and Alcohol Clearinghouse

The Clearinghouse provides FMCSA and employers with the necessary tools to identify drivers who are prohibited from operating a CMV based on DOT drug and alcohol program violations and ensure that such drivers receive the required evaluation and treatment before operating a CMV on public roads. Specifically, information maintained in the Clearinghouse enables employers to identify drivers who commit a drug or alcohol program violation while working for one employer, but who fail to subsequently inform another employer (as required by current regulations). Records of drug and alcohol program violations remain in the Clearinghouse for five years, or until the driver has completed the return-to-duty process, whichever is later.

More information:

<https://clearinghouse.fmcsa.dot.gov>



Objective #4: Improve safety oversight efficiency and effectiveness

FMCSA will identify and share the primary contributing factors of motor carrier crashes. The Agency will prioritize countermeasures and solutions to improve the quality and consistency of investigations and audits.

Strategies:

1. Continually improve and expand enforcement training for FMCSA staff and our State partners.
2. Review the CMV regulatory framework to strengthen effectiveness and to eliminate unnecessary costs and burdens.
3. Continually review and address recommendations from the Government Accountability Office, the Department's Office of the Inspector General, and National Transportation Safety Board.

Objective #5: Prevent unsafe carriers from reincarnating to operate

FMCSA seeks to prevent carriers that have been deemed unsafe from reestablishing themselves as new entities. Reincarnated carriers present extreme safety risks as they are attempting to avoid following FMCSA safety regulations. Keeping these unsafe carriers off the roads improves safety and saves lives.

Strategies:

1. Optimize the Utility for Risk-based Screening and Assessment (URSA) algorithm. The tool supports a risk-based assessment that calculates the likelihood that an applicant for operating authority was a chameleon carrier, was attempting to reincarnate, or was attempting otherwise to receive authority illicitly.
2. Complete the development of the Unified Registration System (URS) to screen all applications for registration.



COLLABORATION

Continue Fostering Constructive Relationships Across Our Stakeholder Communities

Collaboration is a critical element for both DOT and FMCSA in keeping our Nation's roadways safe. The Agency supports the Department's Safety Goal by collaborating with industry, safety advocates, State and local governments, universities, and non-profit organizations. FMCSA maintains strong relationships with grantees and works closely with the members of the MCSAC and MRB to obtain advice on developing and refining safety programs and regulations. FMCSA strives to work effectively with Federal, State, local, and industry partners and safety advocates to optimize program and grant delivery.

STRATEGIC OBJECTIVES

Objective #1: Enhance collaboration with State partners to optimize State program delivery

Grant dollars fund States' motor carrier investigations, roadside driver and vehicle safety inspections, and the identification and apprehension of traffic violators. FMCSA also provides competitive grant funding which spurs innovative ideas and supports technological advancements through high priority safety initiatives, innovative technology development, commercial driver's license program improvements, and driving training facilities. FMCSA will work with partners to adapt and modernize programs to address regulatory changes and improve uniformity in delivery.

Strategies:

1. Develop and implement Aspen inspection software modernization.
2. Transition State partnerships from grants management-focused to safety program-focused.
3. Monitor national, program-level performance metrics for MCSAP grantees.
4. Work with and train State partners to achieve safety results and evaluate their safety strategies and activities.



Objective #2: Continuously improve collaboration with industry and other stakeholders to advance safety culture

Enhance engagement with the motor carrier community to promote a culture of safety.

Strategies:

1. Provide outstanding and timely customer support via FMCSA's Customer Contact Center, the Agency's "front door" to the industry and public.
2. Engage industry to obtain input on the Agency's safety culture standards.
3. Share best practices and lessons learned.
4. Continue to listen to all perspectives from across the motor carrier safety community.

Objective #3: Ensure the motor carrier industry has access to resources that improve roadway safety

Identify resources required to improve safety and ensure adequate access to materials is provided to populations deemed as "high-risk."

Strategies:

1. Update safety management cycle outreach materials.
2. Improve systems to implement and track cooperative safety management plans.

Motor Carrier Safety Assistance Program (MCSAP)

The MCSAP is a Federal grant program that provides financial assistance to States to reduce the number and severity of crashes and hazardous materials incidents involving CMVs. The goal of the MCSAP is to reduce CMV-involved crashes, fatalities, and injuries through consistent, uniform, and effective CMV safety programs. The MCSAP is FMCSA's largest grant program, enabling State and local law enforcement agencies to utilize more than 12,000 enforcement officers to increase enforcement and safety activities nationwide.

More information:

<https://www.fmcsa.dot.gov/grants/mcsap-basic-incentive-grant/motor-carrier-safety-assistance-program-mcsap-grant>



INNOVATION

Promote the Adoption and Deployment of New Technologies and Practices

The Agency supports the Department's Innovation Goal by encouraging, coordinating, facilitating, and fostering world-class research and development to enhance the safety, security, and performance of the Nation's transportation system. FMCSA will accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and by promoting solutions that enhance safety in alignment with the Department's *Preparing for the Future of Transportation: Automated Vehicles 3.0* and *Ensuring American Leadership in Automated Vehicle Technologies: Automated Vehicles 4.0*.¹ FMCSA will partner with Federal agencies, States, and industry to accelerate the use of proven, advanced driver assistance systems and enable the safe introduction of automated driving systems-equipped CMVs.



¹ These documents can be found at <https://www.transportation.gov/av/3/preparing-future-transportation-automated-vehicles-3> and <https://www.transportation.gov/av/4>, respectively.



STRATEGIC OBJECTIVES

Objective #1: Facilitate the implementation of advanced driver assistance systems (ADAS) and automated driving systems (ADS)

Accelerate the voluntary use of ADAS and ADS designed to enhance CMV driver and public safety.

Strategies:

1. Facilitate the safe integration of ADS-equipped CMVs into the transportation network.
2. Encourage companies to invest in proven advanced safety systems such as automatic emergency braking.
3. Conduct field tests with the Agency's test fleet (pictured below) to develop new tools to support inspections of ADS-equipped CMVs.
4. Improve truck and bus safety through vehicle-based research and the deployment of CMV safety technologies.
5. Promote cybersecurity best practices for advanced technology implementation by fleets.

Preparing for the Future of Transportation

Tech-Celerate NOW: FMCSA has partnered with leading motor carrier and owner-operator industry groups to accelerate the use of ADAS by fleets and independent drivers. The team will educate and promote the safety benefits of ADAS such as automatic emergency braking for trucking fleets and independent drivers and will measure the impact of the outreach campaign in terms of ADAS adoption rates and truck crash reduction.

More information:

<https://www.tech-celeratenow.org>



FMCSA's Automated CMV Evaluation (ACE) program research vehicles.



Objective #2: Partner with internal and external research programs and the private sector to encourage innovation

Coordinate and collaborate with Departmental research programs within the National Highway Traffic Safety Administration, Federal Highway Administration, Federal Transit Administration, and Maritime Administration to deliver complementary research results providing innovative safety solutions to the American people. Leverage research investments by State agencies and other Federal agencies, such as the Departments of Defense and Energy, and by the private sector to maximize the impact of research results.

Strategies:

1. Conduct joint, cross-cutting research with other DOT agencies to ensure the widest impact and use of the results.
2. Leverage the entrepreneurial talents of the private sector to accelerate technology development and adoption by industry and State partners.
3. Use the Innovative Technology Deployment Grant program to transfer proven smart roadside technologies to State Agency partners.

North American Fatigue Management Program (NAFMP)

The North American Fatigue Management Program is a collaborative initiative to develop a comprehensive, integrated fatigue management program (FMP) for the commercial motor carrier industry through research and resulting best practices that address operator fatigue. The project includes educational and operational components designed to reduce driver fatigue, increase safety and enhance driver health.

The NAFMP developed materials, guidelines, standards and processes necessary for a motor carrier to implement a comprehensive and effective FMP. The elements of the FMP address corporate culture, education and training, sleep disorder screening and treatment, scheduling and tools, and fatigue monitoring and management technologies.

The overall NAFMP instructional program is organized as a series of ten modules, each covering required topics, directed toward specific audiences, and available both online and through traditional classroom settings. The NAFMP website <http://www.nafmp.org> includes the NAFMP training program, the NAFMP Implementation Manual, and the return on investment calculator.

There is also a joint effort between the National Institute for Occupational Safety and Health (NIOSH) and FMCSA to evaluate the effectiveness of the NAFMP. The study will determine if the NAFMP is effective regarding: 1) educating truck and bus drivers to modify their behaviors to remedy various potential sources of fatigue, and 2) meeting the needs of drivers' employers, including fleet managers, safety and risk managers, dispatchers, driver trainers, and other corporate officials.



Objective #3: Develop and implement new data collection exchanges, techniques, and tools to enhance motor carrier safety

Conduct data collection and analysis activities to support programmatic initiatives that address the safety issues most important to the industry and other stakeholders, and provide transparent and comprehensive data to promote motor carrier safety and risk management. Provide data-driven statistics and sound analytical support to allow DOT, FMCSA, States, and the larger CMV safety community to carry out their current programs or modify their programs based on data analysis.

Strategies:

1. Develop expanded data collection and disseminate data, statistics, and analyses to FMCSA programs, State partners, the motor carrier industry, and the public.
2. Monitor performance metrics to assess the completeness, timeliness, accuracy, and consistency of State-reported crash and inspection data reported to FMCSA as part of the State Safety Data Quality program.
3. Implement new analytical tools and processes to support data-driven decision making and data sharing.

Large Truck Crash Causal Factors Study (LTCCFS)

This study is planned for FY 2021-2023 and moves from crashworthiness to crash avoidance to provide vital data on the role of pre-crash factors like driving behaviors and novel technologies that might have prevented crashes. The LTCCFS expands upon the Large Truck Crash Causation Study that was completed in 2003.

Since then, there have been many changes in technology, vehicle safety, driver behavior, and roadway design. This new study will provide valuable insights into the factors contributing to the increase in large truck crashes since 2009.

FMCSA is continuing a project of merging available data sets (e.g. NHTSA, FHWA, with FMCSA) to gain a more comprehensive understanding of prior crashes. However, existing data cannot determine causal factors. The upcoming LTCCFS will fill this gap allowing FMCSA to identify, develop, and deploy countermeasures to prevent large truck crashes from occurring.



Objective #4: Conduct research on innovative solutions to promote motor carrier safety effectiveness, efficiency, and competitiveness

Promote research that enables safety and develop, identify, test, evaluate, and transfer, to the motor carrier industry and States, technology that enhances operator awareness. Through scientific safety research on driver behavior, carrier operations, and technology applications, contribute critical information about safety priorities that facilitates technology transfer to the marketplace. Effectively support the development and deployment of transformative technologies in concert with the motor carrier industry.

Strategies:

1. Develop a better understanding of commercial driver behavior as it relates to safety, and address issues affecting drivers' fitness for duty.
2. Apply the principles of safety management systems from other industries, compiling best management practices, and communicating these best practices to the industry.
3. Investigate the overall business, economic, and technical trends in the motor carrier industries to understand and respond to their impact on safety.
4. Explore the feasibility and utility of using multiple measures as a basis for calculating crash statistics and setting safety goals.



MISSION-ENABLING SUPPORT

Nurture a “Best-in-Class” Organization that Attracts, Retains, Supports, and Recognizes a Diverse and Talented Workforce

The Agency supports the Department’s Accountability Goal by supporting mission requirements to efficiently and effectively control processes, improve performance, leverage emerging technologies, reward innovation, measure outcomes, support ongoing learning, provide equal opportunity, and recognize FMCSA’s greatest resource—its people. FMCSA is only able to fulfill its mandate to save lives and reduce crashes, injuries, and fatalities involving large trucks and buses through the hard work and dedication of our team who are working to support this goal through training, facilities, technology, and administrative systems.

MANAGEMENT OBJECTIVES

Objective #1: Build a culture of organizational excellence

FMCSA will foster an innovative organizational culture that is aligned with the Agency’s mission, emphasizes organizational learning, is agile, service oriented, collaborative, transparent, accountable, provides equal opportunity, and sets leadership standards for organizational excellence.

Strategies:

1. Integrate risk management and mitigation into all operations and decision-making.
2. Implement Future of the Field recommendations to ensure personnel are equipped with tools, knowledge, and support needed to successfully implement FMCSA’s mission.
3. Provide clear and steadfast direction at all levels throughout the organization and allocate resources based on organizational priorities, cost effectiveness, and demonstrated value.
4. Establish and maintain an environment for the integrity of financial transactions and internal controls to ensure fiscal accountability while strengthening financial management and governance.
5. Promote a culture of continuous process improvement including implementing service delivery models that enhance business processes and improve the efficiency and effectiveness of mission support programs, resulting in stronger organizational performance and employee engagement within FMCSA.
6. Develop a collaborative approach to long-term human capital, operations, and employee development including succession planning; improved information systems; and comprehensive acquisitions planning, financial planning, budgeting, and reporting.



Objective #2: Ensure clear internal communication

Promote clear, thorough, and timely communications to ensure consistent execution of our programs and initiatives and a common understanding of our challenges. Reduce communication barriers to facilitate efficient and effective messaging of vital information.

Strategies:

1. Provide clear and consistent direction at all levels throughout the organization.
2. Foster greater collaboration and coordination between headquarters and field offices.
3. Strengthen the partnership between mission activities and mission enabling functions.
4. Structure FMCSA to optimize coherence, efficiency, collaboration, and alignment with organizational priorities.
5. Improve internal processes with measurable reductions in processing time for administrative functions.

Future of the field

This initiative is a key first step to a future in which all personnel will be equipped with the tools, knowledge, and support needed to successfully address the safety concerns of today and tomorrow.

The three primary goals of the initiative:

- Empower personnel, no matter what level or locality, to play a role in FMCSA's evolution.
- Leverage expertise gained from being on the frontlines.
- Innovate processes and procedures, improving the day-to-day work experience and better enabling the Agency to execute its safety mission.



Objective #3: Develop the Workforce

Recruit, train, and retain a collaborative, diverse and inclusive, technologically competent, and highly skilled workforce.

Strategies:

1. Foster an organizational culture of engagement and inclusion that ensures employees at all levels of the organization are responsible for mission outcomes, objectives, and improved organizational results.
2. Emphasize a culture of equal opportunity and personal, professional, and organizational accountability.
3. Develop and support a flexible work environment.
4. Strengthen and develop our team's intellectual capital.
5. Focus efforts on talent management by developing and implementing a strategic human capital plan that identifies new competencies, emphasizes leadership development and ongoing training and development opportunities, and addresses recruitment and retention and succession planning.
6. Design, recruit, and place positions in the workforce to meet our current and projected program delivery requirements.
7. Develop and implement broad outreach strategies to attract personnel from diverse sources to the organization, consistent with merit system principles, through strategic partnerships with affinity organizations, diverse postsecondary educational institutions, professional associations, and public, private, and non-profit sectors.

The Talent Management Program:

- Empowers employees to have more control over their professional development.
- Helps managers understand how to bring out the very best in their employees.
- Enables managers to focus hiring on those critical job skills that lead to job and team success.

This innovative program provides employees, managers and leaders with the tools and resources to develop and hire FMCSA's future workforce today. The program takes the guesswork out of professional development and hiring decisions using:

- A customized set of job-specific skills that make employees successful at their jobs.
 - Career development guides for employees to self-assess their skill levels and create a personalized, practical plan for development.
 - Skill-gap data to inform leadership on where to focus development resources for optimum results.
 - Hiring techniques and interview guides to recruit, assess and select candidates.
-



Objective #4: Enhance use of Information Technology resources

Implement technologies and common support platforms to maximize flexibility and efficient use of resources and systems.

Strategies:

1. Update administrative technologies to become more responsive and comprehensive for all mission-enabling functions.
2. Modify our public-facing information systems and enhance user interface.
3. Continue to modernize our information technology infrastructure.
4. Embrace emerging technologies and methods to increase cost savings and IT development opportunities.

Objective #5: Enhance workplace safety and efficiency for inspectors, auditors, and investigators

Develop training and resources to improve safety awareness and cultivate a wide-range of State and industry partnerships to address motor carrier safety issues, with a focus on enforcement, passenger transportation, driver licensing, and motor carrier compliance.

Strategies:

1. Enhance FMCSA personnel safety and security including efforts to contain and mitigate the spread of the coronavirus such as ensuring social distancing measures and personal protective equipment usage.
2. Implement technologies and common support platforms to maximize safety.
3. Improve our facilities along the Southern border.

Objective #6: Continue to collaborate within and among the program offices to improve delivery of the Agency's programs

Collaborate with internal program offices and subject-matter experts across Government to leverage existing authorities and processes supporting our safety mission.

Strategies:

1. Update Agency personnel performance plans to recognize collaboration and teamwork with internal and external partners.
2. Identify other agencies and authorities, with similar or related missions, to collaborate on strategies to best optimize Agency resources.



PROGRAM EVALUATIONS

How We Evaluate Our Programs

FMCSA conducts internal evaluations of our programs to obtain an objective analysis of how well our programs are working, to support management and resource allocation decisions, to identify program and process improvements, and to support performance metrics. GPRAMA requires agencies to use performance information in decision-making and holds them accountable for achieving results and improving government performance.

The Agency's Office of Policy conducts three types of internal evaluation activities to inform and improve management and performance: (1) Program Evaluations, (2) Quality Assurance Reviews, and (3) Regulatory Effectiveness Reviews.

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 an iterative 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 develop and implement regulations that are more effective and to perform retrospective analyses of rules that may be outdated, ineffective, insufficient, or excessively burdensome on the public. The agenda lists significant evaluations the Agency has planned through FY 2023.



PROGRAM EVALUATION AGENDA

STRATEGIC GOALS	PLANNED YEAR	EVALUATION	SUMMARY OBJECTIVES
COLLABORATION	2021	Motor Carrier Safety Assistance Program (MCSAP)	Evaluate the effectiveness of MCSAP. Assess State partner performance, identify best practices, and compare performance to measurable safety goals. Focus on 49 CFR part 350 – Motor Carrier Safety Assistance Program and High Priority Program.
SAFETY	2022	Skills Performance Evaluation (SPE)	Quality Assurance Review to evaluate whether the SPE is being implemented uniformly, and determine if processes and procedures are fair.
SAFETY	2023	Drug and Alcohol Clearinghouse Implementation	Evaluate the implementation of the Drug and Alcohol Clearinghouse with a focus on data reporting and stakeholder use.
INNOVATION	2024	Unified Registration System (URS)	Evaluate the effectiveness of the implementation of the URS rule.



A vintage road map of Missouri is shown in the background. The map features a network of roads in red, blue, and black, with various highway shields (e.g., 50, 70, 54, 67, 55, 65, 42, 50) and place names like 'Columbia', 'Vandalia', and 'Jefferson City'. A dark blue rectangular overlay is positioned on the left side of the map, containing the text 'ADDITIONAL INFORMATION' in white, bold, sans-serif capital letters.

ADDITIONAL INFORMATION

WEBSITES

Analysis and Information:

<https://ai.fmcsa.dot.gov/default.aspx>

CDL Drug and Alcohol Clearinghouse:

<https://www.fmcsa.dot.gov/regulations/commercial-drivers-license-drug-and-alcohol-clearinghouse>

Compliance Safety and Accountability Program:

<http://csa.fmcsa.dot.gov/>

FMCSA Bus and Passenger Carrier Safety:

<https://www.fmcsa.dot.gov/safety/passenger-safety/passenger-carrier-and-bus-safety>

FMCSA Grant Programs:

<https://www.fmcsa.dot.gov/mission/grants>

FMCSA Medical Review Board:

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

Hours of Service:

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

Household Goods Program:

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

Motor Carrier Safety Advisory Committee:

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

Motor Carrier Safety Progress Reports:

<https://www.fmcsa.dot.gov/safety/data-and-statistics/motor-carrier-safety-progress-reports>

North American Fatigue Management Program:

<https://www.fmcsa.dot.gov/advisory-committees/mcsac/north-american-fatigue-management-program>

Our Roads, Our Safety:

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



ABBREVIATIONS

A&I	Analysis and Information
ADAS	Advanced Driver Assistance Systems
ADS	Automated Driving System
CDL	Commercial Driver's License
CMV	Commercial Motor Vehicle
CSA	Compliance, Safety and Accountability
DOT	Department of Transportation
ELD	Electronic Logging Device
ELDT	Entry-Level Driver Training
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FMCSR	Federal Motor Carrier Safety Regulation
FMP	Fatigue Management Program
GPRA	Government Performance and Results Act of 1993
GPRAMA	Government Performance and Results Act Modernization Act of 2010
HHG	Household Goods
HOS	Hours of Service
IT	Information Technology
LTCCFS	Large Truck Crash Causal Factors Study
MCSAC	Motor Carrier Safety Advisory Committee
MCSAP	Motor Carrier Safety Assistance Program
MRB	Medical Review Board
NAFMP	North American Fatigue Management Program
NIOSH	National Institute for Occupational Safety and Health
NTSB	National Transportation Safety Board
OIG	Office of Inspector General
OMB	Office of Management and Budget
PSP	Pre-Employment Screening Program
SMS	Safety Measurement System
URS	Unified Registration System
URSA	Utility for Risk-Based Screening and Assessment





U.S. Department of Transportation

Federal Motor Carrier Safety Administration

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