Strategic Planning Discussion with the Motor Carrier Safety Advisory Committee

Tretha Chromey
Alexandria, VA
June 10, 2010
Today’s Purpose

- **Objectives**
  - Present the FMCSA’s Strategic Planning effort
  - Present the Preliminary Findings
  - Obtain input from the MCSAC on creative solutions to address issues that may impact FMCSA’s long-term strategic success

- **Outcomes**
  - Identify opportunities and proposed strategies for
    - Addressing FMCSA challenges and threats;
    - Partnering with State partners, stakeholders and the motoring public to promote CMV safety
    - Creating an environment that encourages the ongoing sharing of information between the Agency and stakeholders
FMCSA is developing its FY 2010-2015 Strategic Plan

The strategic planning effort seeks to:

- Articulate FMCSA’s mission to promote safe commercial motor vehicle (CMV) operation and reduce truck and bus crashes by:
  - Raising the bar to enter the motor carrier industry;
  - Maintaining high safety standards to remain in the industry; and
  - Removing high-risk carriers, drivers and service providers from operating.

- Achieve a safer and more secure transportation environment through shared responsibilities with the Agency’s partners

- Remain transparent by effectively communicating FMCSA’s priorities, overall performance, and continuous improvement
Overview of Strategic Planning Effort
Systematic approach to FMCSA’s Strategic Plan update

Subtask 1: Establish Project Workplan
- Identify relevant background materials
- Identify appropriate decision-makers, interviewees, and workshop participants
- Establish Strategic Planning Workgroup
- Confirm Data Collection Methodology

Subtask 2: Collect and Analyze Data
- Review background documents
- Interview stakeholders, facilitate focus group sessions, solicit employee feedback
- Conduct SWOT analysis
- Integrate existing Division plans into FMCSA Strategic Plan, develop crosswalk to the DOT Strategic Plan

Subtask 3: Update Strategic Plan
- Update the strategic plan to add new sections, refine existing language, and incorporate revised data and information
- Review draft Plan with Strategic Planning Workgroup, FMCSA offices, and FMCSA senior leadership

Subtask 4: Leadership Concurrence
- Present draft strategic plan concept to FMCSA senior leadership for comments and approval
- Incorporate FMCSA senior leadership edits into draft and final versions of the Plan

Subtask 5: Production and Socialization of Strategic Plan
- Submit draft and final drafts of Plan for review to Strategic Planning Workgroup and FMCSA personnel
- Post updates and final versions of Plan on FMCSA's Strategic Planning SharePoint site
- Develop communications approach to facilitate stakeholder acceptance of Plan

Key Activities

In Progress
Methodology and Progress
Data collection analysis of documents relevant to Plan update

**DOCUMENT REVIEW**

- High-level review performed on background documents and information relevant to plan update
- Documents reviewed range in publication date from 2006 to 2009
- The team performed research on the transportation industry environment and applied experiential insights of critical factors FMCSA must address

### DOT and FMCSA Prior/Current Strategic Plans
- DOT Strategic Plan (Draft)
- FMCSA 2006-2011 Strategic Plan
- Intelligent Transportation Systems (ITS) Strategic Plan

### Other FMCSA Strategic Documents
- FMCSA Division Effectiveness Study
- FMCSA Organizational Assessment
- Motor Carrier 2025 Study Final Report

### Oversight Reports
- U.S. Government Accountability Office (GAO) Reports
- DOT Office of Inspector General (OIG) Reports
- NTSB Reports and Recommendations

### Transportation Industry Reports
- AASHTO Safety Leadership Forum: Reducing Fatalities by Half
- Short-term Transportation Performance Issues Briefing
Stakeholder listening sessions enable FMCSA to collect data from external sources

EXTERNAL LISTENING SESSIONS

Members of the Strategic Planning Team:

- Attended four conferences/industry association meetings, where the public provided valuable input to be used in the formation of the 2010-2015 Plan
- Facilitated open forum listening sessions with external stakeholders including CMV industry representatives, safety advocacy groups, and State enforcement partners
- Obtained high level feedback on mission, vision, goals, performance measures, future trends, and impediments
Discussion of Preliminary Findings
Key themes based upon analysis of FMCSA’s Strengths, Weaknesses, Opportunities, and Threats

SELECTED FINDINGS OF KEY THEMES

<table>
<thead>
<tr>
<th>Helpful</th>
<th>Harmful</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td><strong>External</strong></td>
</tr>
<tr>
<td><strong>Helpful</strong></td>
<td><strong>Harmful</strong></td>
</tr>
<tr>
<td>Strengths</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>Mission Orientation</td>
<td>Institutional Processes</td>
</tr>
<tr>
<td>External Partnerships</td>
<td>Communication and Coordination</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>Outreach</td>
<td>Shifting Requirements/Resources</td>
</tr>
<tr>
<td>Data Management</td>
<td>Industry Factors</td>
</tr>
</tbody>
</table>
Strengths: Areas where the Agency is excelling and on which it can build

- Staff and external stakeholders support FMCSA's current safety mission
- External stakeholders view safety as a communal activity requiring partnership among all stakeholders, including FMCSA, States, and others
- Strong working relationship between Division Offices and State agencies
- State partners support program development and performance measurement
- External stakeholders express that FMCSA is generally responsive

Discussion Questions

- What data should be used to measure FMCSA’s progress toward achieving its safety mission?
- What can FMCSA do to expand or enhance relationships with State agencies, safety partners, and other stakeholders?

*NOTE: These examples do not represent an all-inclusive list of supporting evidence identified during through data collection*
Weaknesses: Obstacles that prevent FMCSA from conducting activities and optimizing capabilities effectively

FMCSA Weaknesses - Key Themes*

1. Institutional Processes
   - Breakdowns/bottlenecks occur at key business process decision points
   - Delays in funding disbursements and lack of flexibility to grantees impact program delivery and effectiveness

2. Communication and Coordination
   - Breakdowns in information flow/program coordination across the Agency and among DOT modes; between FMCSA and stakeholders; etc.
   - Central information repository is limited and needs to be expanded; single reliable points of contacts for external stakeholders; multiple levels of expertise need to be available for various types of stakeholder needs;

Discussion Questions

- What steps could FMCSA take to improve communication and coordination with external audiences?
  - i.e., message content, methods and frequency of communication
- What would make it easier for external parties to contact FMCSA and receive timely and accurate information?

*NOTE: These examples do not represent an all-inclusive list of supporting evidence identified during through data collection
Opportunities: Strategies that FMCSA can develop in executing its programs more effectively

**FMCSA Opportunities - Key Themes**

1. **Outreach**
   - Provide more resources to carriers to educate drivers and promote compliance
   - Expand educational outreach to passenger vehicle drivers

2. **Data Management**
   - Provide more robust data on drivers and carriers
   - Measure, track, and monitor foreign-driver safety performance
   - Help carriers to shift voluntarily to paperless driver records/vehicle data
   - Facilitate movement toward integration of data systems

**Discussion Questions**

- What could help FMCSA to improve outreach to drivers, carriers and the motoring public?
- What available data could FMCSA collect that could help in achieving the Agency’s goals?
### FMCSA Threats - Key Themes

#### 1. Shifting Requirements and Resources
- Economic constraints may lead to Federal and State funding reductions, impacting program implementation difficult
- Inadequate resources (e.g., IT systems, staff, facilities) to execute and sustain operations, especially if FMCSA’s mission is expanded
- Lack of consistency in State legislation and regulations governing CMV operations

#### 2. Industry Factors
- Difficulty in attracting and retaining quality personnel in CMV industry
- Standards required to deny/revoke operating authority of new carriers differ among States
- Shifting population and demographic trends (e.g., aging population, freight traffic)
- Emergence of new “hot button” issues (e.g., distracted driving, HOS, chameleon carriers)

### Discussion Questions
- Aside from increasing funding, what could FMCSA do to address resource constraints?
- What proactive steps could FMCSA take to respond to shifting trends (e.g., economic, demographic, driver health and wellness)?
Closing Remarks and Next Steps
Next Steps

› The MCSAC’s feedback is an integral part of ensuring that FMCSA’s strategic plan reflects its thoughts, ideas, and values

› Additional interviews will be held with the following:
  – FMCSA Headquarters representatives
  – U.S. DOT Operating Administration stakeholders
  – External stakeholders at a public listening session in Washington, DC

› Additional questions and comments may be sent to
  [FMCSA Strategic Plan](mailto:FMCSAStrategicPlan@dot.gov)
Backup slide
(Optional)
The Department of Transportation is updating its overall strategic plan for FY 2010–15 as well

- The DOT’s draft plan currently focuses on six strategic goals:
  - **Safety:** Improve public health and safety by reducing transportation-related fatalities and injuries.
  - **State of good repair:** Ensure the U.S. proactively maintains its critical transportation infrastructure in a state of good repair.
  - **Economic competitiveness:** Promote transportation policies and investments that bring lasting and equitable economic benefits to the Nation and its citizens.
  - **Livable communities:** Foster livable communities through place-based policies and investments that increase transportation choices and access to transportation services.
  - **Environmental sustainability:** Advance environmentally sustainable policies and investments that reduce carbon and other harmful emissions from transportation sources.
  - **Organizational excellence:** Develop a diverse and collaborative workforce that will enable the Department to advance a transportation system that serves the Nation’s long-term social, economic, security, and environmental needs.