

# ***Strategic Planning Discussion with the Motor Carrier Safety Advisory Committee***

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# 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

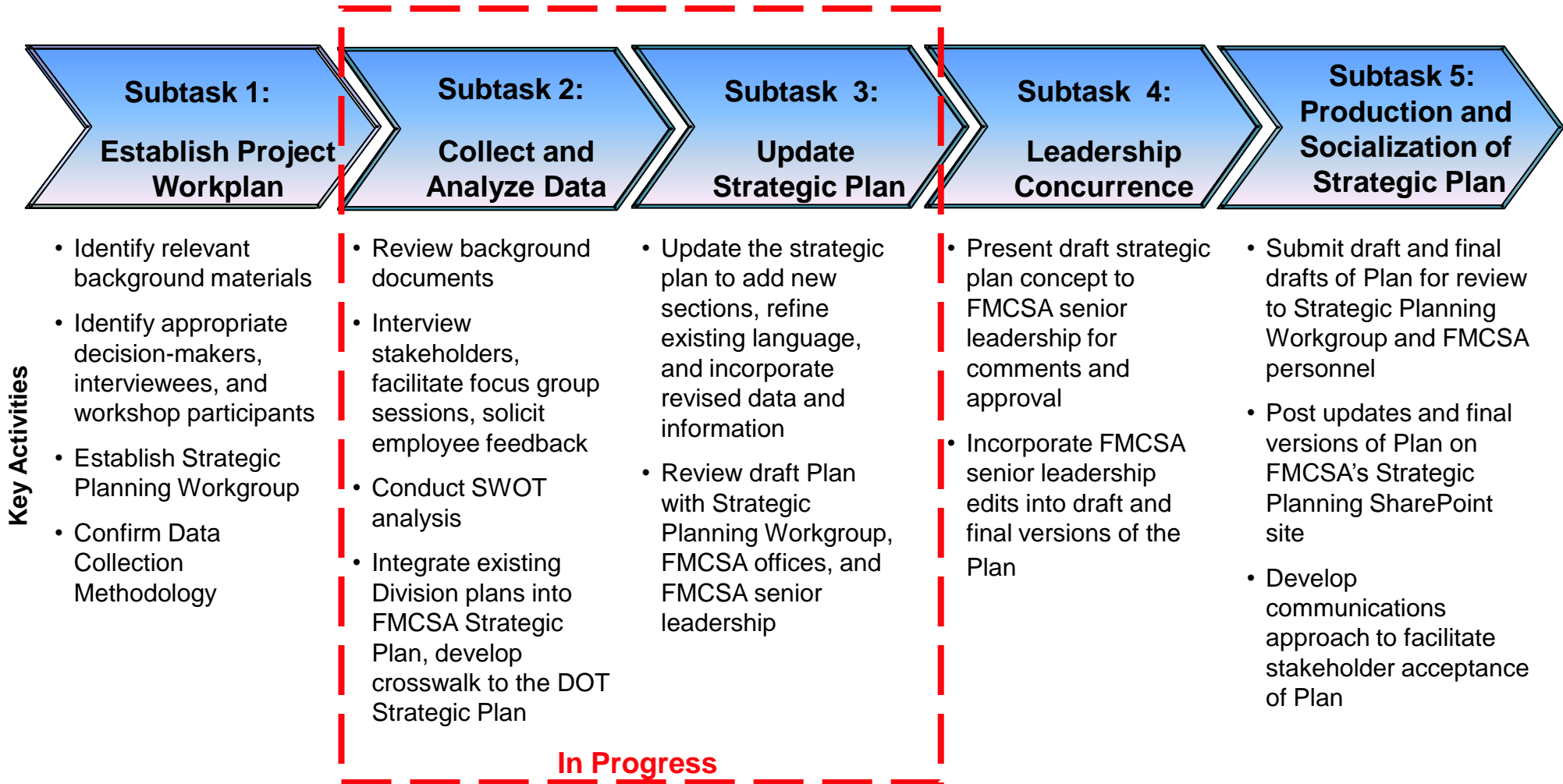
- Identify opportunities and proposed strategies for
  - Addressing FMCSA challenges and threats;
  - Partnering with State partners, stakeholders and the motoring public to promote CMV safety
  - Creating an environment that encourages the ongoing sharing of information between the Agency and stakeholders

# 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



# *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

### Industry

**Mid-American  
Trucking Show**  
Louisville, KY  
March 2010

### Safety Advocacy

**Lifesavers 2010**  
Philadelphia, PA  
April 2010

### State Enforcement Partners

**Commercial Vehicle  
Safety Alliance**  
San Antonio, TX  
April 2010

**MCSAP Leadership  
Meeting**  
San Antonio, TX  
April 2010



# *Discussion of Preliminary Findings*

# Key themes based upon analysis of FMCSA's Strengths, Weaknesses, Opportunities, and Threats

## SELECTED FINDINGS OF KEY THEMES

	Helpful	Harmful
Internal	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▶ Mission Orientation</li> <li>▶ External Partnerships</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▶ Institutional Processes</li> <li>▶ Communication and Coordination</li> </ul>
External	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▶ Outreach</li> <li>▶ Data Management</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▶ Shifting Requirements/Resources</li> <li>▶ Industry Factors</li> </ul>

# Strengths: Areas where the Agency is excelling and on which it can build

## FMCSA Strengths - Key Themes\*

1

### Mission Oriented

- ▶ 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

2

### External Partnerships

- ▶ 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?

# Threats: Potential barriers to FMCSA's achievement of its long-term vision

## 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 [FMCSAStrategicPlan@dot.gov](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.*