

I. THE U.S. DEPARTMENT OF TRANSPORTATION

As a global leader in transportation, the U.S. Department of Transportation (DOT) plays an important role in providing safe, secure, and reliable transportation to all Americans. We are a Cabinet-level agency headquartered in Washington, D.C., with offices in every State and most major metropolitan areas, employing nearly 57,000 dedicated public servants with a variety of backgrounds and professional expertise. We work closely with our international partners, other Federal agencies, State and local transportation agencies, Tribal governments, infrastructure owners and airport authorities, railroad companies and other private industries, trade and industry associations, safety advocacy groups, academia, and private citizens to address increasingly complex transportation issues. Many of our employees live and work in offices outside the Washington, D.C. region, where we closely coordinate our efforts with others who have a stake in the decisions the Secretary of Transportation makes every day.

Mission

Our mission is to,

Serve the United States by ensuring a safe, efficient, accessible, and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.¹

Values

The values that guide us in our work every day are professionalism, teamwork, and customer focus.

- ❖ As accountable public servants, professionalism means that we exemplify the highest standards of excellence, integrity, and respect in the work environment.
- ❖ Teamwork means that we support each other, respect differences in people and ideas, and work together in One DOT fashion.
- ❖ Customer focus means that we strive to understand and meet the needs of the Department's customers through service, innovation and creativity; because we are dedicated to delivering results that matter to the American people.

DOT Organization

When the DOT was established in 1967, the Congress consolidated more than 30 transportation agencies and functions, including the U.S. Coast Guard, Bureau of Public Roads, and Federal Aviation Agency, under the first Secretary of Transportation Alan S. Boyd.² Today, DOT is composed of the Offices of the Secretary of Transportation, the Office of the Inspector General, 10 Operating Administrations, and the Surface Transportation Board.³

The Operating Administrations are listed below. More information about DOT is available at <http://www.dot.gov/about> and at the Web sites of each Operating Administration.

Federal Aviation Administration (FAA)

Federal Highway Administration (FHWA)

Federal Motor Carrier Safety Administration (FMCSA)
Federal Railroad Administration (FRA)
Federal Transit Administration (FTA)
Maritime Administration (MARAD)
National Highway Traffic Safety Administration (NHTSA)
Pipeline and Hazardous Materials Safety Administration (PHMSA)
Research and Innovative Technology Administration (RITA)
Saint Lawrence Seaway Development Corporation (SLSDC)

Key Legislation

The Congress passed several important pieces of transportation legislation in the 112th session that provided new authorities and funding for DOT programs. The key pieces of legislation referenced in this strategic plan include:

- ❖ *Moving Ahead for Progress in the 21st Century Act of 2012, P.L. 112-141 (MAP-21)*, which continues funding for Federal-aid highways, highway safety programs, and transit programs, and places a new emphasis on setting national surface transportation performance goals and improving transportation decision-making through a performance-based approach; and
- ❖ *FAA Modernization and Reform Act of 2012, P.L. 112-95*, which continues funding for critical FAA programs and provides the continuity needed to maintain National Airspace System (NAS) operations and to implement the Next Generation Air Transportation System (NextGen). This legislation was preceded by the *NextGen Air Transportation System and Air Traffic Control Modernization Act* and the *Airport and Airway Extension Act*.

II. INTRODUCTION

Overview

In 2017, we will reach an important milestone with the 50th anniversary of the U.S. DOT. While much has changed in our society during the past half-century, the mission of the DOT remains as relevant today as it was when the Department was created.

The U.S. population is projected to increase to 332 million by 2017, a 70 percent increase since 1967.⁴ The national economy is on the rebound and personal travel continues to increase, albeit at a somewhat slower pace than prior to the 2008 recession. Industries and consumers depend increasingly on the reliable and timely flow of goods and services within and across our Nation's borders.

Population growth in cities and mega-regions is placing a strain on existing transportation systems and creating demand for more transportation choices. The increasing amount and availability of information, as well as more rapid emergence and adoption of new technologies, is transforming all aspects of our daily life including how we travel to work and spend our leisure time.

In response to these trends, this second edition of the DOT strategic plan, *Transportation for a New Generation*, outlines the approach that we are undertaking to achieve our strategic goals and implement the President's priorities for Fiscal Year (FY) 2014-2018. We are acting under the authorities that the Congress and the President have provided the Secretary of Transportation.

Strategic Goals

Our strategic goals are presented below:

- ❖ Safety - Improve public health and safety by reducing transportation-related fatalities and injuries;
- ❖ State of Good Repair - Ensure the U.S. proactively maintains 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 by integrating transportation policies, plans, and investments with coordinated housing and economic development policies to increase transportation choices and access to transportation services for all; and
- ❖ Environmental Sustainability - Advance environmentally sustainable policies and investments that reduce carbon and other harmful emissions from transportation sources.

In reaffirming these five strategic goals, we continue to reimagine what the transportation system can be in this decade while continuing to fulfill the Department's long-standing mission, providing support for critical federal interagency goals including preparedness and defense readiness, and setting priorities for our most important management objectives. A brief description of each strategic goal is provided in the following paragraphs.

Safety

Improving transportation safety remains DOT's top priority. Our goal is to bring a department-wide focus to reducing transportation-related fatalities and injuries. In this plan, we highlight the need to promote roadway safety for all users; combat distracted driving and other dangerous behaviors; implement a new Federal role in transit safety; and carry out strategies for addressing the most serious safety risks in aviation and other surface transportation modes.

State of Good Repair

Recent reports on the condition of important facilities—highways, bridges, transit systems, passenger rail, and airports—reveal that many fall short of a state of good repair and thus compromise the safety, capacity, and efficiency of the U.S. transportation system.⁵ In this plan, we will bring a strong programmatic emphasis and new resources to improving and sustaining the condition of our infrastructure. We will encourage our State government and industry partners to make optimal use of existing capacity, minimize life-cycle costs, and apply sound asset management principles throughout the system.

Economic Competitiveness

Our goal is to support the U.S. economy by fostering strategic investments that will serve the traveling public and facilitate freight movement in the future. Our central strategies for achieving maximum economic returns on our policies and investments include leading the development of high-speed and intercity passenger rail and a competitive air transportation system; increasing travel time reliability in freight-significant highway corridors; improving the performance of freight rail and maritime networks; advancing transportation interests in targeted markets around the world; encouraging the adoption of new technologies; and creating a dynamic workforce.

Livable Communities

Over the past 50 years, transportation spending has often been poorly coordinated with other infrastructure investments, resulting in residential communities where access to job opportunities and amenities is inadequate and expensive. In this plan, we describe how we will pursue coordinated, locally focused policies and investments that increase transportation choices and access to transportation services for all Americans.

Environmental Sustainability

Transportation is crucial to our economy and our quality of life, but building, operating, and maintaining transportation systems clearly have significant environmental impacts on air, water, and natural ecosystems. The transportation sector is a significant source of greenhouse gases (GHG), accounting for about 27 percent of total U.S. GHG emissions in 2011. Our environmental sustainability chapter describes how we will address these challenges through strategies such as promulgating fuel economy standards for cars and trucks, promoting more environmentally sound construction and operational practices, and expanding opportunities for shifting freight from less fuel-efficient modes to more fuel-efficient modes.

FY 2014-2018 Strategic Goal Framework

While our goals have not changed, this second edition of *Transportation for a New Generation* includes strategic objectives, or sub-goals, that clarify how we will meet these broad strategic goals by linking the outcomes we seek to the programs and functions we perform every day. In addition, we have adopted strategic objectives for important interagency responsibilities that DOT contributes to in the areas of emergency preparedness and national defense, as well as small business assistance. Our goal for organizational excellence is redefined to address the highest-priority management objectives of the Department.

Together with the strategic goals, the strategic objectives make up the organizing framework for the FY 2014-2018 Strategic Plan as shown in Figure 1. The framework includes 5 mission-aligned strategic goals, an organizational excellence goal, and other supporting strategic objectives. Associated with these goals are 17 strategic objectives (e.g., Sustain Assets).

How This Plan Is Organized

The next seven chapters highlight the five mission-oriented strategic goals, the organizational excellence strategic goal and objectives, and the other supporting strategic objectives in the framework. Within each chapter, the challenges facing the Nation and DOT are briefly described. The goal and associated strategic objectives are also stated at the beginning of each chapter section. Next, the cross-modal and modal strategies we will adopt are presented after brief descriptions of a particular aspect of the challenge, e.g., transit fatalities. The relationships between the strategies and the strategic objectives are depicted in Table A. The performance goal(s) and indicator(s) that are associated with each strategic objective are listed in tables following the discussion of the Departmental strategies. The External Risk Factors that we believe influence our ability to meet the strategic objectives, performance goals and indicators during the next four years are also discussed.

Why Is This Revision Necessary

The *GPRA Modernization Act* requires federal agencies to update their strategic plans at the start of a Presidential term. The law places an increased emphasis on the use of strategic plans as a driver of the annual performance plans and budgets, and performance and financial accountability reports that we prepare and submit to Congress each year.

Beginning with the FY 2015 budget cycle, annual performance plans, budgets, and reports will demonstrate how DOT and its partners will achieve these strategic goals and objectives at the level of funding authorized and appropriated by the Congress. In addition, the Offices of the Secretary and the Operating Administrations will base their internal operating decisions, in part, on the more immediate results they will realize for the strategic objectives and their associated performance goals and indicators.

Figure 1. Strategic Goal Framework for FY 2014-2018.

Strategic Goals	Strategic Objectives
SAFETY	Improve safety of system
STATE OF GOOD REPAIR	Maintain or improve operating conditions
	Sustain assets
ECONOMIC COMPETITIVENESS	Enhance productivity and growth
	Increase foreign markets
	Improve system efficiency
	Create dynamic workforce
LIVABLE COMMUNITIES	Enhance quality of life
	Expand access and choice
ENVIRONMENTAL SUSTAINABILITY	Promote energy efficiency
	Mitigate environmental impacts
	Adapt to climate change
ORGANIZATIONAL EXCELLENCE	Develop human capital
	Improve information systems and financial management
SECURITY, PREPAREDNESS, AND OTHER SUPPORTING OBJECTIVES	Ensure effective response
	Meet national security needs
	Expand small business opportunities

Table A. Relationships between Strategies and Strategic Objectives by Goal.

Strategic Objective	Strategies
<p>IMPROVE SAFETY OF SYSTEM - Improve the safety of the transportation system by addressing behavioral, vehicle, and infrastructure safety issues through prevention, mitigation, and response using innovative and effective partnerships, programs, and resources.</p>	<p>Reduce motor vehicle fatalities and injuries.</p> <p>Reduce fatalities and injuries in aviation..</p> <p>Reduce railroad fatalities and injuries.</p> <p>Reduce transit fatalities and injuries.</p> <p>Reduce fatalities and injuries in hazardous materials transportation.</p> <p>Reduce pipeline fatalities and injuries.</p> <p>Reduce fatalities and injuries from illegal drug use and alcohol misuse.</p>
<p>MAINTAIN OR IMPROVE OPERATING CONDITIONS Maintain or improve the availability, reliability, and performance of the Nation's transportation infrastructure, equipment, and facilities by ensuring that they are functioning as designed within their useful lives.</p>	<p>Improve the condition of highway infrastructure through strategic investment.</p> <p>Improve the condition of airport runways.</p> <p>Improve the condition of transit systems.</p> <p>Reduce AMTRAK's State of Good Repair backlog.</p>
<p>SUSTAIN ASSETS - Reduce the costs of sustaining the Nation's transportation infrastructure, equipment, facilities, and technology by instilling proven asset management practices through partnerships with other governmental agencies and infrastructure owners.</p>	<p>Foster and maintain partnerships.</p>
<p>ENHANCE PRODUCTIVITY AND GROWTH - Improve the contribution of the transportation system to the Nation's productivity and economic growth by supporting strategic, multi-modal investment decisions and policies that reduce</p>	<p>Improve the contribution of the transportation system to the Nation's economic growth.</p> <p>Foster a competitive air transportation system that is</p>

Strategic Objective	Strategies
costs, increase reliability and competition, satisfy consumer preferences more efficiently, and advance U.S. transportation interests worldwide.	responsive to consumer needs.
INCREASE FOREIGN MARKETS - Increase foreign market access and opportunities for American business overseas by eliminating barriers to trade in transportation-related goods and services; and spur the development of export-related jobs through federal transportation investments, global transportation initiatives, and cooperative research efforts.	Advance U.S. transportation-related economic interests in targeted markets around the world.
IMPROVE SYSTEM EFFICIENCY - Improve the efficiency of the Nation's transportation system through transportation-related research, knowledge sharing, and technology transfer.	Improve research, knowledge sharing, and technology transfer business processes.
FOSTER DYNAMIC WORKFORCE - Foster the development of a dynamic and diverse transportation workforce through partnerships with the public sector, private industry, and educational institutions.	Build a dynamic national transportation workforce.
ENHANCE QUALITY OF LIFE - Enhance quality of life in all communities by directing federal investments in infrastructure improvements towards integrated planning approaches that more efficiently meet transportation, land use, and economic development needs.	Increase access to convenient and affordable transportation choices.
EXPAND ACCESS AND CHOICE – Expand convenient, safe, and affordable transportation choices for all by emphasizing greater public engagement, fairness, equity, and accessibility in transportation investment plans, policy guidance, and programs.	Improve coordination of human services centered transportation. Increase access for persons with disabilities.
PROMOTE ENERGY EFFICIENCY - Reduce foreign oil-dependence and carbon emissions through research and deployment of new technologies including alternative fuels, and by promoting more energy-efficient modes of transportation.	Reduce carbon emissions, improve energy efficiency, and reduce dependence on oil.
MITIGATE ENVIRONMENTAL IMPACTS - Avoid	Reduce transportation-related air,

Strategic Objective	Strategies
and mitigate transportation-related impacts to climate, ecosystems, and communities by helping partners make informed project planning decisions through an analysis of acceptable alternatives, balancing the need to obtain sound environmental outcomes with demands to accelerate project delivery.	water, and noise pollution and impacts on ecosystems.
ADAPT TO CLIMATE CHANGE - Promote infrastructure resilience and adaptation to extreme weather events and climate change through research, guidance, technical assistance, and direct federal investment.	Increase the use of environmentally sustainable practices in the transportation sector. Ensure infrastructure resilience.
DEVELOP HUMAN CAPITAL - Build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by making DOT a workplace of choice through employee empowerment and engagement, learning and development, succession planning, workplace flexibilities, and a healthy and safe workforce.	Enable human capital solutions.
IMPROVE INFORMATION TECHNOLOGY (IT) AND FINANCIAL MANAGEMENT - Advance secure and innovative information systems and technology platforms that protect against cyber threats and support the efficient use of information and data for financial management.	Enable innovative information technology and cyber security solutions. Improve financial performance.
ENSURE EFFECTIVE RESPONSE - Mitigate the impacts to transportation due to all hazards by developing effective response planning and training for leaders and responders.	Enable emergency preparedness.
MEET NATIONAL SECURITY NEEDS- Meet transportation needs for national security through interagency cooperation with the Departments of Defense, State, Homeland Security, and State and local agencies	Enable national security.
EXPAND SMALL BUSINESS OPPORTUNITIES - Expand opportunities for small and disadvantaged businesses in the transportation sector.	Expand opportunities for small and disadvantaged businesses in the transportation sector.