

Public Roads Administration

Notes used by H. S. Fairbank at the Lecture Course for Foreign Visitors, Auditorium, Federal Works Agency Building, May 23, 1949.

Definition of Planning

Not the preparation of detailed plans for roads or bridges immediately to be built - though this is a part, a final culmination of planning.

Not the storing up of a number of such detailed plans ready for opportune future execution - though this may occur as an outgrowth.

Not the devising of so-called master plans, as for the street plan of a city or the highway systems of a country - Though this certainly is expected to grow out of the effort.

Not the formulation of period programs in the sense of the Russian 5-year plans - though this too, in a form consistent with our institutions and modes of procedure, is certainly visualized as an outcome of the undertaking.

It is:

1. A mapping of the strategy of a war upon the existing inefficiency of highway transportation.
2. A definition of the general objectives to be achieved by the coordinated action of multiple agencies; some public U. S. , States, cities counties - Chief executives, legislatures, highway departments, motor vehicle administrations, police; some private - civic and trade associations, vehicle manufacturers, transporters, shippers, the road-using public, and mass of the citizenry.
3. The amassing and digestion of facts (intelligence), and plotting of the general directions to be taken by the competent leadership and initiative of each agency and group toward the defined objectives.
4. The supply of specific guidance as needed for the planning of detailed operations at any time and in any area of the coordinated attack to assure a consistency of standard and policy making for effectual integration with the mass effort.

In Short -

It is - in the war against highway transportation inefficiencies - what the combined general staffs of the allied nations and the supreme headquarters of the allied expeditionary forces did to plan and assure the success of allied arms in the recent world war.

By way of preface

Fundamentals (some) - axiomatic

May think them self evident and unnecessary of statement

They are stated at this outset of the discussions of planning simply to make sure that we start from a common conception of basic ideas.