



Department of
Transportation

STRATEGIC PLAN

"New Ideas for a Nation on the Move"

Fiscal Years
2006 – 2011





THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590



September 2006

My fellow employees:

I am pleased to present the United States Department of Transportation's Strategic Plan for Fiscal Years 2006 – 2011. This Plan builds upon our progress in improving transportation in the United States and shows how we will work together to lay the foundation for a new transportation model that will be needed to support America's economy in future years.

President George W. Bush and I recognize that transportation improves our quality of life and fuels the engine of economic growth. We understand the nexus between continued investment in infrastructure and our Nation's prosperity. But today this connection is compromised by challenges facing our transportation system, and there is a gap between the demand for transportation services and investments to meet that demand. Although the economy is robust and jobs are being created, this growth cannot be sustained without a safe, reliable and efficient transportation system.

When implemented, this Strategic Plan will place America's transportation sector on a trajectory leading to a more technologically sophisticated network capable of moving larger volumes of people and goods with higher levels of safety, more reliably, and more efficiently than we have today. We start this journey by reaffirming our commitment to improved transportation safety — the Department's premier goal. This Strategic Plan describes how we will target our safety initiatives to improve safety levels and take advantage of technological advances.

For the first time in our history, we have made congestion reduction a strategic goal. We launched the *National Strategy to Reduce Congestion on America's Transportation Network*, to signal a new era of Federal leadership in the transportation sector. We will integrate congestion reduction as a priority throughout our programs and apply our expertise and resources to help our partners throughout the sector utilize their existing networks better and add capacity where it can reduce congestion.

We recognize that our international work contributes to America's prosperity by enabling access to foreign markets. This Strategic Plan addresses global connectivity where transportation plays a central role. We will liberalize transportation markets, expand the capacity of freight and passenger transportation systems, and practice positive engagements with foreign partners to improve system linkages on both the foreign and domestic sectors of the transportation chain.

We will work to achieve a balance between environmental challenges and a safe and efficient transportation network. Current data reveal that transportation is exerting pressure on the environment world-wide, and commercial and personal transportation are projected to increase in the future. This Strategic Plan describes how we will reduce pollution and other adverse effects from transportation to protect the environment.

We have introduced a new area of strategic interest comprising issues that have become salient in the post-9/11, post-Hurricane Katrina era — Security, Preparedness and Response. It is critical for all transportation providers to define their roles in preparation for emergencies that may affect the viability of the transportation sector.

Finally, we cannot achieve our strategic goals without vision, leadership, customer focus and a culture that values teamwork, innovation and continuous improvement. This is an era when partnerships between government and industry will be needed to achieve our goals. By working together we will achieve results that benefit taxpayers and the Nation. I appreciate your work in developing this Strategic Plan and urge you to put it into action building on the substantial progress we have made in improving transportation in the United States.

A handwritten signature in black ink that reads "Maria Cino".

Maria Cino
Acting Secretary

TABLE OF CONTENTS

INTRODUCTION	3
DOT VALUES	5
THE DOT MISSION	7
OVERVIEW OF THE DOT STRATEGIC PLAN	9
SAFETY STRATEGIC GOAL	11
Outcomes	11
Strategies	11
Performance Measures	16
External Factors	17
REDUCED CONGESTION STRATEGIC GOAL	19
Outcomes	19
Strategies	19
Performance Measures	24
External Factors	26
GLOBAL CONNECTIVITY STRATEGIC GOAL	29
Outcomes	29
Strategies	29
Performance Measures	32
External Factors	33
ENVIRONMENTAL STEWARDSHIP STRATEGIC GOAL	35
Outcomes	35
Strategies	35
Performance Measures	39
External Factors	39
SECURITY, PREPAREDNESS AND RESPONSE STRATEGIC GOAL	41
Outcomes	41
Strategies	41
Performance Measures	45
External Factors	46
ORGANIZATIONAL EXCELLENCE GOAL	47
Outcomes	47
Strategies	47
Performance Measures	51
External Factors	51
PROGRAM EVALUATION	53
OVERVIEW OF DOT LEGISLATIVE AUTHORITIES	59
SCHEDULE FOR MAJOR PROGRAM AUTHORIZATIONS	63



INTRODUCTION

“NEW IDEAS FOR A NATION ON THE MOVE”

As President George W. Bush has clearly recognized, safe, efficient transportation systems are essential to America's continued economic vitality, our ability to compete in a global economy, and most importantly, to the quality of life of all Americans. The United States' economy out-paced the economies of other major industrialized nations in 2005. During the latest quarter, the economy grew at an impressive 4.8 percent and no sector of the economy experienced more robust growth than the transportation sector. But that sustained growth requires some serious rethinking about the way that we build, finance, manage, and maintain the transportation systems that move our people and our economy. In celebrating the 50th Anniversary of the Interstate Highway System, we recognize that the transportation networks that have served our Nation very well in the past must rise to even greater challenges in the future.

Today, our vital transportation infrastructure is showing signs of aging. We are experiencing increasing congestion on our highways, railways, airports and seaports. We are robbing our economy of productivity and our citizens of quality time with their families. In some cases, this is the result of systems and structures that are more suited to a bygone era than to the 21st century. Our mission can still be described by the words of President Dwight D. Eisenhower 50 years ago. He said that building the system would be “a journey, not a destination.” Now that journey is more complex. It takes us around the globe moving people and goods 24/7, and linking us to distant places in real time through the Internet. It is clearly time for *“New Ideas for a Nation on the Move.”*

This Strategic Plan describes the Department of Transportation's new ideas through goals, strategies and the results we will achieve to improve the United States transportation sector. We have set policy goals in five strategic areas: Safety, Reduced Congestion, Global Connectivity, Environmental Stewardship, and Security, Preparedness and Response. We describe our goals for making DOT a more effective Federal agency in our chapter on Organizational Excellence.

SAFETY

Improving safety throughout the transportation network remains DOT's premier goal. We are making significant strides to reduce transportation-related fatalities and injuries, despite increasing exposure to safety risk from demographics, globalization and economic activity. This Strategic Plan outlines the steps we will take to raise safety levels throughout the Nation and internationally.

REDUCED CONGESTION

In May 2006, the Department announced an innovative *National Strategy to Reduce Congestion on America's Transportation Network*. This initiative signals a new era of Federal leadership in the transportation sector and, for the first time in DOT's history, makes congestion reduction a strategic goal. DOT's *National Strategy to Reduce Congestion* provides a framework for dramatically improving the performance of

America's transportation system, and introduces new approaches to fund and manage the system in the years ahead.

GLOBAL CONNECTIVITY

The globalization of the American economy has put pressure on our ports, borders, and airports. Our Global Connectivity goal addresses international transportation issues with two synergistic strategies. One strategy is directed toward opening international transportation markets; the other is directed toward improving essential, intermodal transportation linkages. Both are needed to achieve outcomes that will yield better global connectivity and a more competitive and efficient global marketplace.

ENVIRONMENTAL STEWARDSHIP

We will continue to work toward a balance between environmental challenges and the need for a safe and efficient transportation network. Current data reveal that transportation is exerting significant pressure on the environment world-wide. Commercial and personal transportation have grown substantially in recent years and are projected to increase in the future despite higher prices for petroleum and warnings about climate change. Our Environmental Stewardship goal describes how we will reduce pollution and other adverse effects from transportation to protect the environment.

SECURITY PREPAREDNESS AND RESPONSE

This Strategic Plan introduces an area of strategic interest comprising transportation issues that have become more acute in the post-9/11, post-Hurricane Katrina era — Security, Preparedness and Response. We believe it is essential for all transportation service providers to consider their future roles and responsibilities in emergencies that affect the viability of the transportation sector. We recognize that the first element of facing a challenge is to prepare for it, and preparing involves many different activities: policymaking, reviewing and validating intelligence, planning, building capabilities, training, and exercising scenarios. Our Security, Preparedness and Response goal puts those elements in place to prepare us to deal with both expected and unexpected future emergencies.

ORGANIZATIONAL EXCELLENCE

Finally, we cannot achieve our strategic goals without vision, leadership and a culture of teamwork, collaboration and continuous improvement. We resolve to be leaders in pursuing best practices and achieving results that benefit taxpayers and the Nation. Our central management strategy for achieving organizational improvement will be delivering the results described in this Strategic Plan and full implementation of the President's Management Agenda (PMA).

The Department of Transportation looks forward to working with the Congress and with our public and private sector partners to facilitate a transportation system that is unparalleled in its safety and in its contributions to America's economic vitality and quality of life through "*New Ideas for a Nation on the Move.*"



DOT VALUES

PROFESSIONALISM

As accountable public servants, we exemplify the highest standards of excellence, integrity, and respect in the work environment.

TEAMWORK

We support each other, respect differences in people and ideas and work together in ONE DOT fashion.

CUSTOMER FOCUS

We strive to understand and meet the needs of our customers through service, innovation and creativity. We are dedicated to delivering results that matter to the American people.



THE DOT MISSION

“The national objectives of general welfare, economic growth and stability, and the security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States.”¹

THE UNITED STATES DEPARTMENT OF TRANSPORTATION

DOT occupies a leadership role in global transportation. With 53,500 employees stationed in the U.S. and around the world, the Department is dedicated to improving transportation by making it safer, less congested, better connected, environmentally friendly and fully operational in all conditions. Since its first official day of operation in 1967, DOT’s transportation programs have evolved to meet the economic demands of the Nation.²

The Bush Administration has proposed \$65.6 billion in budgetary resources for fiscal year 2007 to support major investments in transportation that are vital to the health of our economy and the American way of life. These resources will address the needs of our current system in a responsible way, while laying the groundwork for America's transportation in the future. As transportation needs grow and change, we will work with our partners to provide safe and reliable transportation services that are innovative, that work better and that cost less.

Today, DOT is comprised of the Office of the Secretary, the Surface Transportation Board,³ the Office of the Inspector General and 10 operating administrations.

- Federal Aviation Administration
- Federal Highway Administration
- Federal Motor Carrier Safety Administration
- Federal Railroad Administration
- Federal Transit Administration
- Maritime Administration
- National Highway Traffic Safety Administration
- Saint Lawrence Seaway Development Corporation
- Pipeline and Hazardous Materials Safety Administration
- Research and Innovative Technology Administration

¹ Section 101 of Title 49, United States Code.

² A summary of the legislative authorities that direct DOT’s various missions and programs appears in the chapter “Overview of DOT Legislative Authorities.”

³ With passage of the Interstate Commerce Commission Termination Act of 1995 (P.L. 104-88, December 29, 1995), Congress established the Surface Transportation Board within DOT, effective January 1, 1996. While formally part of DOT, the Board is decisionally independent of DOT and by law “...shall not be responsible to or subject to the supervision or direction...of any other part of the Department of Transportation.” (49 U.S.C. 703(c).



OVERVIEW OF THE DOT STRATEGIC PLAN

MISSION

The national objectives of general welfare, economic growth and stability, and the security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States.

STRATEGIC GOALS

SAFETY: Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries.

REDUCED CONGESTION: Reduce congestion and other impediments to using the Nation's transportation system.

GLOBAL CONNECTIVITY: Facilitate an international transportation system that promotes economic growth and development.

ENVIRONMENTAL STEWARDSHIP: Promote transportation solutions that enhance communities and protect the natural and built environment.

SECURITY, PREPAREDNESS AND RESPONSE: Balance transportation security requirements with the safety, mobility and economic needs of the Nation and be prepared to respond to emergencies that affect the viability of the transportation sector.

ORGANIZATIONAL GOAL

ORGANIZATIONAL EXCELLENCE: Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda.



SAFETY STRATEGIC GOAL

“Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries”

OUTCOMES

1. Reduction in transportation-related deaths
2. Reduction in transportation-related injuries

STRATEGIES

Improving safety throughout the transportation network is the premier goal of the Department of Transportation and we are making significant strides in each mode. The story of improvements in transportation safety can be told as a story of technology reducing the opportunity for human error. For example, with airline simulator training, pilots gain ‘real’ experience flying through and out of wind shear in a risk-free environment. Below we present discussions of our central safety strategies by mode.

HIGHWAY SAFETY

Signed on August 10, 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) provided the groundwork for new, innovative activities to support highway traffic safety. Our ability to work with States to develop and implement data-driven, workable, and self-sustaining highway safety programs is key to the overall success in achieving a reduction in highway safety fatalities.

To accomplish these reductions, DOT provides grants to States and local communities and supports research, demonstrations and countermeasure programs designed to prevent motor vehicle crashes and reduce their associated economic costs. While these programs have saved tens of thousands of lives, projections for highway fatalities and injuries show us that much more needs to be done in behavioral and vehicle safety to improve safety on our roads.

As part of a comprehensive highway safety program, we will assist States with the development of Strategic Highway Safety Plans (SHSP). SAFETEA-LU provides States with added flexibility to use safety program funds for projects on all public roads and publicly owned pedestrian and bicycle paths, as well as to focus efforts on implementation of a State SHSP. States are required to collect data, analyze highway safety problems and produce a list of projects to be funded based upon the data analysis.

We will also concentrate efforts on reducing the severity of crashes through roadway infrastructure and operational improvements. Planned activities include funding improvements to the national infrastructure and promoting better geometric design, utilizing more durable pavement markings, installing more visible roadside signs, and increasing skid-resistant roadway surfaces to enhance safety. The continued use of Road

Safety Audits assists communities with safety improvements during the construction of new roadways and reconstruction of existing roadways.

In the behavioral area, we will focus on the delivery of data-driven countermeasures, public information and education materials and activities, and State grant programs aimed at:

- increasing occupant protection use;
- reducing alcohol and drug-related fatalities;
- reducing motorcycle fatalities;
- promoting effective speed management;
- prolonging older driver mobility as long as medically practicable;
- promoting parental roles in effective driver education curricula; and,
- maintaining the integrity of driver licensing processes.

As these behavioral programs mature, we are faced with the challenge of reaching audiences that are more resistant to safety messages. Our future behavioral efforts will therefore focus on harder-to-reach and under-served populations.

With respect to vehicle safety, the introduction of technology into motor vehicles is occurring at an ever-increasing rate, providing consumers with more choices in safety, ease-of-use, and entertainment. In addition to its traditional vehicle research, rulemaking, enforcement, and safety defect investigations, DOT will assess the lifesaving benefits of emerging technologies as they enter the vehicle fleet. In fiscal year 2008, DOT will promulgate a final rule to include New Car Assessment Program (NCAP) ratings on the sales stickers of new vehicles, as mandated by SAFETEA-LU, providing consumers with more information on the safety of new vehicles at the point of sale.

TRUCK SAFETY

About 12 percent of all motor vehicle fatalities in the U.S. involve crashes with large trucks – nearly 5,000 of the 42,800 highway fatalities involved commercial vehicles in 2005. It is particularly challenging to bring down the number of fatalities for these motor carriers, because truck miles traveled are increasing faster than vehicle miles.

DOT is committed to reducing the number of crashes and to saving more lives through programs and partnerships with other government agencies, industry and the public. Aggressive enforcement of Federal Motor Carrier Safety Regulations is our primary strategy for improving truck safety levels. We target high risk carriers through field activities such as compliance reviews, safety audits, and roadside inspections. One of the most important strategies is increased focus on the role of drivers in preventing crashes. The Large Truck Causation Study and other analyses show that influencing driver behavior is the biggest factor in crash prevention. While our traditional focus has been on improving the safety of motor carrier companies, this research shows that there are gains to be had from an increased focus on drivers. Therefore this is one of the primary areas where DOT seeks future improvements in truck safety. We will also conduct educational programs by partnering with States and other agencies to heighten public awareness of best highway safety practices for commercial motor vehicles and passenger vehicles.

TRANSIT SAFETY

Public transportation is the safest mode of surface transportation. Nationwide, in 2004, there were only 168 transit-caused fatalities, and according to the National Safety Council, riding a bus is 47 times safer than traveling by car, and traveling by train is 23 times safer than traveling by car. The challenge for DOT is to reduce still further the number of transit-related fatalities and injuries even as the total number of people using transit increases.

Our central strategy to accomplish this goal is to integrate safety and security throughout every aspect of public transit. This broad strategy includes: planning, design, operation and maintenance; effective and responsive training for transit personnel; technical assistance and oversight for transit operators; safety research and technology development; supporting effective drug and alcohol programs; and working with States to implement State safety oversight of rail fixed route systems.

AVIATION SAFETY

The safety of commercial aviation remains a high priority. In the last three years, there were only 0.017 fatal accidents per hundred thousand takeoffs – the equivalent of one fatal accident per 5.9 million flights. The number of serious runway incursions, instances where a plane comes too close to another plane or vehicle on the ground, has also decreased. However, the fatal accident rate for general aviation, especially for Alaska, remains a concern. To address this, we continue education of the pilot community and deploy new technologies. Further, mistakes made when directing air traffic – also known as operational errors – remain a concern. We will work to improve aviation safety by systematically addressing operational vulnerabilities to reduce risk and improve airport infrastructure, safety management program awareness, runway safety training and new procedures.

RAILROAD SAFETY

Every day, trains in America travel more than 1.5 million miles to transport passengers to their destinations and deliver goods to the marketplace. America's rail system is a vast network of over 233,000 miles of track that serve as arteries for commerce and connections for local communities. To support America's economic growth, increased demands are being placed on our rails – in the form of more trains on our tracks than ever before. Amid a strong economy and increased demand for rail services, in 2005, the train accident rate declined. Data comparing 2005 with 2004 show that the number of train accidents per million train miles decreased 2.1 percent, while rail-related casualties decreased by 1.9 percent. The total number of highway-rail grade crossing fatalities declined 8.5 percent and the grade crossing collision rate reached an all-time record low of 3.76 per million train-miles.

Preliminary data also reveal that human-factors – the leading cause of all train accidents – decreased 3.4 percent in 2005. Trespassing remains the largest single cause of rail-related fatalities accounting for 55 percent of the total that same year.

Our strategy for improving rail safety is to continue to implement the *National Rail Safety Action Plan* that was launched in 2005 to target the most frequent and highest-risk causes of train accidents and accelerate research into new technologies that can improve rail safety levels. Many elements of the plan have been implemented, including pilot projects to test technology to identify small cracks in rail joints, monitor track switch

positions in nonsignaled or dark territory, and provide timely hazardous materials information to emergency responders.

Federal inspectors will study data to identify potential problem areas that need more attention before an accident occurs, and DOT will launch two new automated track inspection vehicles, tripling the number of track miles inspected annually. In addition, a proposed Federal rule to reduce the most common human errors that lead to train accidents will be issued. For economic progress to continue, safety must remain the core principle that guides operations on our Nation's rail system.

PIPELINE SAFETY

Pipelines transport and supply almost two-thirds of the fuel to heat, cool, and operate America's homes, cars, and businesses through a network of nearly 2.3 million miles of pipes, most of which are buried underground. While serious pipeline incidents — those causing death or injury — have declined by more than 50 percent over the past 20 years, several challenges remain.

To continue improving pipeline safety levels, we are targeting three main strategic initiatives: managing risk and integrity, sharing responsibility, and providing effective stewardship. Our entire regulatory approach is focused on integrity management: driving defects out of the system before they become failures. DOT is partnering with organizations like the Common Ground Alliance and the National Association of State Fire Marshalls to identify and promote best practices for damage prevention, one of the major causes of serious pipeline incidents. Working with Federal and State partners, we play a key stewardship role in assuring high national safety standards and helping to guide permitting for energy facilities.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our safety outcomes and to execute the specific strategies presented below. The schedule for executing our safety strategies extends from fiscal year 2006 through fiscal year 2011. All strategies presented below support both safety outcomes.

SAFETY STRATEGIES FOR ALL MODES

1. Sponsor and conduct research to address the causal factors and risks in accidents, to anticipate future safety risks, and to determine the most effective ways of mitigating the consequences of transportation accidents in all modes.
2. Promote voluntary information sharing on accident causes, precursors, and mitigation strategies among the people in government and industry best able to act on that information.
3. Support safety rulemaking by assessing the potential safety impacts of new transportation technologies, vehicles, infrastructure, concepts, designs, and operational procedures in all modes.
4. Sponsor and participate in conferences, seminars and meetings at which transportation consumers and providers can share advances in safety technology, regulation, and procedures.

5. Use DOT web sites to communicate information on best safety practices, educational materials, consumer information and other materials relating to safety.
6. Improve safety in all modes through outreach, education, enforcement, collaboration with public and industry safety partners, demonstration programs, consumer information, and strategic media usage.
7. Provide and collaborate in safety training for transportation professionals, continuously updating the training to reflect advances in the state-of-the-art and state-of-the-practice and to meet changing training needs.
8. Develop and utilize comprehensive programs that make use of safety-related data to evaluate the impact of new vehicle and infrastructure technologies, focus inspection activities, prioritize and address risks, and assess enforcement techniques.
9. Optimize DOT's operational effectiveness through continuous implementation of best practices and innovations in enforcement in all modes.
10. Assess the benefits of crash avoidance and crashworthiness capabilities, upgrade standards, use consumer information to improve safety performance and increase the proper use of crash avoidance and protection equipment.
11. Support the deployment of enhanced emergency medical and 9-1-1 systems.

MODE-SPECIFIC SAFETY STRATEGIES

12. Conduct a comprehensive compliance enforcement program to assure that vehicles and equipment comply with Federal motor vehicle safety standards, and conduct a comprehensive defects investigation and recall program to assure that safety defects for motor vehicles and equipment are identified and corrected or kept off the road.
13. Improve motor carrier driver credentialing and licensing systems by enforcing standards for commercial drivers' licenses and establishing connectivity and data sharing of commercial driver records across all States.
14. Accelerate research on rail tank-car structural integrity and on fatigue in the rail industry and identify promising technologies for reducing the risk of train accidents in 'dark' or nonsignaled territory where hazardous materials are transported.
15. Provide guidance and technical assistance to the State agencies responsible for safety oversight of rail transit systems, monitor the compliance with the requirements of the State Safety Oversight Rule for Rail Fixed Guideway Systems, and encourage a collaborative approach between the Federal and State agencies and rail transit system operators.
16. Test materials used in transit vehicles for fire/life safety and update guidelines to reflect advances.
17. Continue the evolution toward a performance-based National Aerospace System by using a space-based navigation system and on-board technologies that allow aircraft greater flexibility in navigating airspace more safely and efficiently.

18. Design, develop and implement a Safety Management System for the delivery of air traffic services that complies with the International Civil Aviation Organization’s requirements.
19. Protect pipelines from excavation damage – the leading cause of all serious incidents – through stronger State and national damage prevention programs, a national 811 system for notifications, new technology, and collaboration with the Common Ground Alliance to develop best practices for damage prevention and to toughen State laws to provide for enforcement against violators.
20. Implement integrity management practices to identify and repair corrosion and other defects in pipeline systems before failure, and extend integrity management to gas distribution systems where four out of every five serious pipeline incidents occur.

PERFORMANCE MEASURES

Table 1 depicts the relationship between DOT’s safety outcomes and the performance measures that will show our progress in achieving them.

TABLE 1. SAFETY OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
<ol style="list-style-type: none"> 1. Reduction in transportation-related deaths 2. Reduction in transportation-related injuries 	<ul style="list-style-type: none"> - Highway fatalities per 100 million vehicle miles traveled (VMT). 2011 Target is 1.0 highway fatalities per 100 million VMT. - Highway fatalities involving large trucks per 100 million truck vehicle miles traveled (TVMT). 2011 Target is 1.65 fatalities per 100 million TVMT. - U.S. commercial air carrier fatal accident rate. 2011 Target is to reduce the three year rolling average fatal accident rate below 0.010 per 100,000 departures. - Number of fatal general aviation accidents. 2009 Target is 319. 2011 Target TBD. - Rail-related accidents and incidents per million train miles. 2011 Target is 17.84 per million train miles. - Transit fatalities per 100 million passenger-miles traveled. 2011 Target is 0.448 per 100 million passenger miles traveled. - Number of serious incidents for natural gas and hazardous liquid pipelines. 2011 Target is 36 serious incidents. - Number of serious hazardous materials transportation incidents. 2011 Target is 448. - Number of serious HAZMAT incidents involving commercial motor vehicles. 2011 Target is 436.

EXTERNAL FACTORS

Several external factors could significantly affect our ability to achieve our safety goals. Although it is impossible to predict which of these factors, or which combination of factors, will tip the balance in our ability to produce results, we present both negative and positive factors we believe will play an important role in the years covered by this Strategic Plan.

DEMOGRAPHIC TRENDS

Demographic trends work against our ability to achieve our safety goals. Most transportation-related fatalities and injuries occur on the Nation's roads and highways and demographic trends make it increasingly difficult to reduce these fatalities and injuries. Within the next 25 years, the U.S. population is estimated to grow to 364 million, up from 282 million in 2000. Vehicle miles of travel (VMT) is projected to increase by approximately 60 percent from 2000 to 2030 leading to much higher numbers of highway crashes and fatalities. Protecting segments of the population who remain at heightened risk – including teenage and older drivers, pickup drivers and rural residents – will require targeted safety programs. Significant increases in the older population – the number of people between the ages of 65 and 84 will increase by 114 percent from 2000 to 2050 – will pose highway and motor vehicle safety challenges, whether older Americans are drivers or passengers. Finally, the steady influx of immigrants from around the world will also add complexity to the traffic safety challenge requiring us to be innovative in adapting our safety strategies, materials and approaches to reach these cultures.

GROWTH IN THE MOTOR CARRIER INDUSTRY

Truck traffic has been growing at a faster rate than overall vehicle traffic. Currently, trucks carry 75 percent of the Nation's commerce based on the value of the goods and more than two-thirds of these goods based on weight. In the future, large trucks will likely be an increasing part of the traffic stream and will make a greater contribution to safety problems. An increase in truck traffic is an external factor that will challenge the safety goal of reducing large-truck related fatalities and injuries.

DRIVER SHORTAGES

Approximately 2.5 million truck drivers worked in the U.S. during 2004. However, demand for truck and bus drivers is growing and potential driver shortages in the motor carrier industry may tempt some companies to use a higher percentage of new or unskilled drivers to meet increasing demands. Lack of qualified drivers is an external factor that may adversely impact efforts to reduce large truck and bus-related crashes.

ECONOMIC CYCLES

Economic cycles are external factors that can increase pipeline safety risk. Economic growth normally brings an increase in commercial and residential development, which increases the probability of excavation or outside force damage to pipelines – a major factor in pipeline safety. On the other hand, economic and budget pressures can negatively influence the priorities of pipeline safety partners – the States – for implementing and enforcing pipeline safety measures. Financial pressures on the pipeline industry can diminish the resources available to support safe operating and maintenance practices.

TECHNOLOGY

Current and emerging technologies are external factors that can significantly help us achieve our safety goals. New technologies add additional layers of safety that can help avoid and mitigate crashes. In 2005, for example, new technology allowed the FAA safely to cut in half required vertical separations between aircraft thereby increasing airspace capacity and reducing the risk of collision.

Technologies improve levels of highway safety. These include adaptive cruise control, brake assist, anti-lock braking systems, advanced airbags, backing up warning sensors, drowsy driver monitoring, warning devices for specific types of impending crashes (rear-end, lane/road departure, intersection), and systems that take control of the vehicle such as electronic stability control, rollover prevention and alcohol detection.

Additional occupant protection improvements, including advanced vehicle structures, safety belt/ignition-interlock systems, airbags and other interior protection features will reduce injuries and fatalities when crashes do occur. Immediately after impact, onboard communications could automatically notify rescue services of a crash, its location, and probable extent of injuries based on onboard sensors. The proliferation of traffic video surveillance in urban areas and mobile telephone communications could increase the chance of a 9-1-1 call, and possibly reduce response time by emergency personnel. Enhanced 9-1-1 technologies could also spur similar improvements in rural and suburban communities.

Technologies will play expanded roles in managing primary crash incidents and preventing avoidable secondary crashes. Devices that record onboard sensor data about crash circumstances and the behaviors of each involved vehicle help experts understand what happened and lead to vehicle, roadway design, and driver/operator training improvements. Other technologies that could help improve safety include computer simulators, biometrics, smart card driver licenses, and vehicle performance diagnostics.

Current developments in licensing car and truck drivers may also improve our ability to reduce transportation-related fatalities and injuries. Licensing is undergoing scrutiny because of traffic safety and homeland security issues. Recognition that the driver's license not only allows one to drive, but also provides a means for identifying an individual, has led to debate on the role of the license and licensing bodies in the U.S. Data exchange between State and Federal law enforcement agencies may reduce the large numbers of suspended, unlicensed, and uninsured motorists who are disproportionately involved in crashes. The AAA Foundation for Traffic Safety reported that 20 percent of all fatal crashes involved at least one driver who did not have a license.⁴ Of those with invalid licenses, 28 percent had received three or more suspensions or revocations before their crashes.⁵

⁴ Unlicensed to Kill: The Sequel. AAA Foundation for Traffic Safety. Washington, D.C. January 2003. <http://www.aaafoundation.org/pdf/UnlicensedToKill2.pdf>

⁵ Ibid.



REDUCED CONGESTION STRATEGIC GOAL

“Reduce congestion and other impediments to using the Nation’s transportation system”

OUTCOMES

1. Reduction in urban congestion
2. Increased transportation capacity resulting from public private transportation partnerships
3. Increased use of integrated Intelligent Transportation System (ITS) networks and new incident management approaches
4. Reduced impediments to the efficient movement of freight over the transportation network, especially at key freight gateways
5. Meet new and growing demands for air transportation services through 2011 and beyond
6. Increased access for all Americans
7. Longer lasting, high performance transportation infrastructure

STRATEGIES

Whether it takes the form of commuters and trucks stalled in traffic, cargo on the docks at overwhelmed seaports, or airplanes circling crowded airports, congestion is costing America an estimated \$200 billion a year.⁶ Americans spend 3.7 billion hours and 2.3 billion gallons of fuel each year in traffic jams and waste \$9.4 billion as a result of airline delays. Even worse, congestion takes valuable time out of every day – time that could be spent with families, friends, and neighbors.

To address this situation, the Department has adopted *The National Strategy to Reduce Congestion on America’s Transportation Network*. This initiative has made congestion relief a top priority and directed the following actions.

First, DOT will focus on our largest metropolitan areas and seek ‘Urban Partnership Agreements’ with as many cities as are willing to participate. These agreements will call for new variable pricing programs designed to spread traffic flows throughout the day and to get more throughput from existing highways. The agreements will also provide for more efficient and responsive bus systems that tailor services specifically for rush-hour commuters; speed up the review process for highway projects underway; and seek commitments from major employers in the region to allow more of their employees to adopt flexible schedules and telecommute. All of these measures are designed to improve traffic flow and thus reduce congestion.

⁶ Excerpts from former Transportation Secretary Norman Y. Mineta’s May 16, 2006 address to the National Retail Federation.

Second, DOT will encourage more States to find ways to open their transportation infrastructure to private investment opportunities. State budgets are stretched thin, and gasoline taxes are becoming untenable as long-term sources of funding. At the same time, major financial institutions and their clients are expressing their willingness to invest billions of dollars in roads and airports. DOT will begin discussions with local officials and transportation consumers about the growing role that the private sector can and should play in transportation decision-making and investment. Our goal will be to expand the list of States that have flexible laws to permit greater private-sector involvement in transportation projects to meet the growing demand for infrastructure and ultimately to reduce congestion.

Third, DOT will focus the Intelligent Transportation Systems (ITS) program to encourage more communities to adopt technologies and practices designed to help drivers avoid backups and cut the traffic tie-ups caused by construction and fender benders. Almost half of all traffic congestion is caused by construction and crash incidents. DOT will invite the country's technology leaders to join a new Transportation Technology Forum. This forum will bring innovation and energy to build the world's most technologically sophisticated transportation system. DOT will promote effective traffic incident management approaches such as full service patrols, quick clearance policies, and quick clearance laws. DOT will also encourage the use of improved highway design and construction procedures, innovative quality assurance practices, innovative materials, and asset management practices to reduce onsite repairs, rehabilitation, and reconstruction, thus reducing non-recurring congestion created by construction work zones.

These steps will improve the performance of our existing systems by providing additional capacity during peak traffic periods and better traffic management. But there is still a need for large-scale investments in physical infrastructure to address growing demand. These investments must be targeted to areas where they are needed most – including major, multi-State, multi-use trade and travel corridors. Therefore, DOT will embark upon a competitive process to select three to five 'Corridors of the Future'⁷ projects that have the greatest potential to relieve traffic, based on projected growth patterns.

These projects face enormous organizational and funding challenges. We will set ambitious permitting schedules for these projects, identify new financing options to fund them, and fast-track these projects for Federal dollars to get them moving from the drawing board to completion faster than ever before – without sacrificing environmental protections. We will work to expedite completion of the most significant highway capacity projects currently underway that hold the greatest potential for reducing congestion and bottlenecks. To the maximum extent possible, the Department will commit discretionary resources and expertise to support these actions, potentially including the Open Roads Pilot Program funds if appropriated in Fiscal Year 2007. In addition we will utilize existing Federal program authorities such as the authority under SAFETEA-LU that established a Surface Transportation Policy and Revenue

⁷ Corridors of the Future: A transportation corridor is defined as a geographic area between two points linking multiple centers, and moving people and freight. This definition includes both the transportation infrastructure and the new and existing development that surrounds the infrastructure. DOT will run a corridor competition to select three-five major corridors in need of long-term investment and will convene a multi-state process to advance project development. Source: Congestion Work Group Action Plan.

Commission tasked with finding solutions that not only raise revenue for highway and transit projects, but also reduce the costs of congestion.

Fourth, we will deploy even more Departmental resources into Southern California to bring together State, local, and private-sector officials to relieve bottlenecks affecting freight coming from and heading to every corner of the country. We will convene a joint border transportation task force with the Department of Homeland Security (DHS) to accelerate some of the most significant transportation investments at our borders. We will work with our partners on the Committee on the Marine Transportation System (CMTS) to implement the President's Ocean Action Plan to improve Federal marine transportation system coordination and policy development. We will engage America's major companies in a sustained dialogue about the future of our transportation system. Finally, we will take steps to improve aviation capacity by modernizing the aviation system and we will propose new ways to support the Airport and Airway Trust Fund to match funding for aviation services to the demand.

DOT will implement the *National Strategy* to target congestion. We will use our people, our resources, and our expertise to help our partners at the State and local levels use their existing transportation networks better and to add capacity where it makes the most sense, developing better policy choices to reduce congestion. We will fully integrate congestion reduction as a priority in SAFETEA-LU, rulemaking and guidance issued by the Department.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for reducing congestion and to execute the strategies presented below. The schedule for executing our Reduced Congestion strategies extends from fiscal year 2006 through fiscal year 2011.

DOT NATIONAL STRATEGY

1. National Strategy to Reduce Congestion (Supports all outcomes)
 - a. Relieve urban congestion in model cities by implementing a broad congestion pricing or variable toll demonstration; creating or expanding express bus service; securing agreements from major area employers to establish or expand telecommuting and flex scheduling programs; and expediting completion of the most significant highway capacity programs that hold the greatest potential for reducing congestion and bottlenecks.
 - b. Unleash private sector investment resources by encouraging States to enact legislation enabling them to enter into infrastructure agreements with the private sector; overcoming institutional resistance to reform through education, demonstrations and relationship building with State agencies and private investors/developers; and utilizing existing Federal program authorities, including the major surface transportation law, SAFETEA-LU, to encourage formation of public-private partnerships.
 - c. Advance low-cost operational and technological improvements that increase information dissemination and incident response capabilities by: encouraging States to utilize their Federal-aid formula funds to improve

operational performance, including providing better real-time traffic information; emphasizing congestion reducing technologies in the implementation of the ITS program; promoting best practices; and identifying private sector partnering and financing opportunities to improve incident and intersection management.

- d. Accelerate the development of multi-State, multi-use transportation corridors – ‘Corridors of the Future’ by holding a competition to select three to five major growth corridors in need of long-term investment; convening a multi-State process to advance project development and seek alternative financial opportunities; and fast-tracking major congestion reducing corridor projects that received funding in SAFETEA-LU.
- e. Target major freight bottlenecks and expand freight policy outreach by: transforming DOT’s Gateway Team in Southern California into a larger Intermodal Team to convene the region’s diverse freight stakeholder community to forge consensus on immediate and longer-term solutions; engaging shippers from the retail, manufacturing, agricultural and technology sectors, as well as freight carriers and logistics firms, through a series of ‘CEO Summits’ structured around DOT’s National Freight Policy Framework; and, establishing a senior-level DHS-DOT border congestion team to prioritize operational and infrastructure improvements at the Nation’s most congested border crossings.
- f. Improve and provide a future funding framework by: designing and deploying the Next Generation Air Transportation System – a modernized aviation system with greater capacity and less congestion.

RESEARCH STRATEGIES

2. Conduct and sponsor research to relieve congestion in urban, metropolitan and suburban areas, at freight gateways and in aviation systems and to develop workable solutions to recurring causes of congestion. (Supports outcomes 1 through 6)
3. Conduct and sponsor research to extend the life of existing transportation infrastructure, advance the use of next generation technologies and make effective use of combinations of modes in moving people and goods. (Supports all outcomes)
4. Conduct and sponsor research to improve the planning, operation, maintenance and management of transportation services and assets and to improve transportation services for underserved areas and populations. (Supports all outcomes)
5. Collaborate with industry, State DOTs, and academicians to develop valid and reliable data concerning all aspects of congestion. (Supports all outcomes)
6. Advance the Nation’s transportation research capabilities through fellowships, grants and cooperative research with other Federal agencies, universities, the private sector, and State and local government. (Supports all outcomes)

CAPACITY MANAGEMENT STRATEGIES

7. Provide outreach, training and technical assistance to encourage partner agencies to apply asset (i.e., pavements, runways, bridges, tunnels, roadway safety hardware) management systems, principles and techniques along with economic evaluation and tradeoff analysis to improve decision-making from the planning phase through the engineering, operations and maintenance phases. (Supports outcomes 1,5, and 7)
8. Advocate and encourage the design, construction, preservation, and rehabilitation of highway structures with standards, materials, and practices that provide longer and more reliable performance, through programs such as Accelerated Construction Technology Transfer and Highways for Life. (Supports outcomes 1,4, and7)
9. Modify aircraft separation standards to increase airspace capacity and allow more efficient use of airspace. (Supports outcomes 5 and 6)
10. Proactively ensure that partner organizations are effectively integrating system management and operations into project and program delivery decisions by encouraging the adoption of best practices and the systematic use of performance measures to monitor and improve transportation system performance. (Supports all outcomes)
11. Promote the enforcement of size and weight requirements on the National Highway System (NHS), and the assessment of heavy vehicle impacts on the NHS. (Supports outcomes 1, 4 and 7)
12. Collaborate with partner organizations to explore use of public private partnerships and non-traditional revenue sources for the delivery of transportation facilities and promote greater use of tolling, pricing and related innovative finance mechanisms, and reduce highway use tax evasion. (Supports outcomes 2, 4, and 7)
13. Promote the use of automated systems that provide more accurate and timely information for all aviation users. (Supports outcomes 5 and 6)
14. Work with State and local government, and others within DOT to plan and implement cost-shared port development projects to optimize the efficient movement of cargo through ports, similar to the port expansion project in Anchorage, Alaska and planned projects in Hawaii. (Supports outcome 4)

TABLE 2. REDUCED CONGESTION OUTCOMES, PERFORMANCE MEASURES AND MILESTONES
(CONTINUED)

OUTCOMES	PERFORMANCE MEASURES AND MILESTONES
<p>4. Reduced impediments to the efficient movement of freight over the transportation network, especially at key freight gateways</p> <p>5. Meet new and growing demands for air transportation services through 2025 and beyond</p> <p>6. Increased access for all Americans</p> <p>7. Longer lasting, high performance transportation infrastructure</p>	<p><u>Freight Milestones</u></p> <ul style="list-style-type: none"> - Key gateways named. - Agreements on needed gateway improvements completed. - Fulfill the President’s Ocean Action Plan for the Comprehensive Marine Transportation System . - National Freight Policy Framework implemented. <p><u>Freight Performance Measure</u></p> <ul style="list-style-type: none"> - Pipeline system capacity lost due to incidents, corrective action orders and other issues. 2011 Target TBD. <p><u>Meet Air Transportation Demand Performance Measures</u></p> <ul style="list-style-type: none"> - Through FY 2011, achieve an 88.76 percent on-time arrival for all flights arriving at the 35 Operational Evolution Plan (OEP) airports, equal to no more than 15 minutes late due to National Airspace System (NAS) related delays. - Achieve an average daily airport capacity of 104,338 arrivals and departures per day by FY 2008 and maintain through FY 2011 at the 35 Operational Evolution Plan (OEP) airports. <p><u>Increased Access Performance Measures</u></p> <ul style="list-style-type: none"> - Percent of bus fleets compliant with the ADA. 2011 Target is 100 percent. - Percent of key rail stations compliant with the ADA. 2011 Target is 100 percent. - Number of employment sites that are made accessible by Job Access and Reverse Commute transportation services. 2011 Target TBD. - Average time to respond to household goods mover complaints from consumers. 2011 Target is less than 24 hours. <p><u>High Performance Transportation Infrastructure Performance Measures</u></p> <ul style="list-style-type: none"> - Percent of travel on the National Highway System (NHS) meeting pavement performance standards for good ride. 2011 Target is 62 percent. - Percent of deck area on NHS bridges rated deficient, adjusted for average daily traffic. 2011 Target is 19 percent

EXTERNAL FACTORS

Several external factors could significantly affect our ability to reduce congestion. Although it is impossible to predict which of these factors, or which combination of factors, will tip the balance in our ability to produce results, we present those we believe will play an important role in the years covered by this Strategic Plan.

GLOBALIZATION

Globalization generally refers to the expansion of global linkages, the organization of social life on a global scale, and the growth of a global consciousness. People around the world are more connected to each other than ever before. Information and money flow more quickly than ever. International travel is more frequent and international communication is commonplace. Goods and services produced in one part of the world are increasingly available in all parts of the world. Although these links are not new, they are more pervasive than in the past.

As an external factor, globalization reinforces the need for highly efficient connections where the U.S. and international transportation networks meet. Where connections are inefficient congestion develops. As traditional low-cost manufacturing countries increase their standards of living, manufacturing may switch to other parts of the world. These changing trade patterns often lead to congestion because of shifts in the use of U.S. ports and inland distribution systems. As a result, existing ports and intermodal facilities are bypassed, while underutilized ports and systems suddenly need significant expansion. Globalization demands flexibility in the transportation network and flexibility demands investment in infrastructure. Pressures on transportation services and infrastructure from globalization will affect our ability to reduce congestion.

THE ECONOMY

Cyclical and long-term changes in economic activity have a strong impact on discretionary personal travel and shipment of goods, affecting demand for transportation infrastructure and services. Economic growth spurs new commercial and residential developments, increases travel and trade, creates bottlenecks and strains the capacity of the infrastructure. Conversely, economic stagnation reduces development, travel, and trade. Economic stagnation also shifts demand for transportation from higher cost to lower cost services.

Economic growth shifts the pattern of transportation in important ways. As incomes grow, people tend to buy more expensive goods, with a higher value per unit weight. The higher value of these goods means that the time they spend in transit is more costly to the shipper, so the shipper is more willing to pay extra for more expedited forms of transportation. As a result, air freight has been the fastest growing form of freight transportation over the past decade, with trucking close behind. Even in rail transportation, the most rapidly growing cargo has been high-value, expedited intermodal freight.

Truck traffic as well has been growing at a faster rate than overall vehicle traffic. Currently, trucks carry 75 percent of the Nation's commerce based on the value of the goods and more than two-thirds of these goods based on weight. An expanding economy with the resultant increase in port, air, rail and truck traffic is an external factor that will challenge the goal of reducing traffic congestion.

The increase in high-value cargoes means that transportation costs are a smaller percentage of the overall delivered cost of the product. Consequently, shippers can afford to locate their production at a greater distance from the ultimate consumer, to save on production costs. The result has been the growth of global outsourcing that has characterized the U.S. economy for the past quarter-century. This in turn has had tremendous effects on the transportation system, placing a greater burden on the international supply chain – marine carriers, ports, and intermodal rail – to deliver the goods. The nodal points in this supply chain have become increasingly congested.

Economic growth has also changed the nature of demand for passenger travel. As people's incomes have grown, they have traveled more, but their choice of mode of travel has shifted increasingly to air travel. Air passenger travel is a service with a high income-elasticity of demand – people buy proportionately more of it as their incomes grow. Over the past 20 years, as real incomes have risen by roughly 100 percent, airline passenger-miles have increased by 146 percent, highway passenger travel has grown by 49 percent, and population has grown by 28 percent. Thus, the economy is an external factor that can significantly affect our ability to achieve our goal to reduce congestion in many ways.

DEMOGRAPHIC TRENDS

Demographic trends work against our ability to reduce congestion. Within the next 25 years, the U.S. population is estimated to grow to 364 million, up from 282 million in 2000. Vehicle miles of travel (VMT) is projected to increase by approximately 60 percent from 2000 to 2030 leading to increased congestion as passenger vehicles and trucks compete for space on our roads and highways. Significant increases in the older population – the number of people between the ages of 65 and 84 will increase by 114 percent from 2000 to 2050 – will pose highway congestion challenges as retirees take to the road for recreation and travel.

OBSTACLES TO INTERMODALISM

Persistent obstacles to efficient intermodal connections in the U.S. such as the high cost of intermodal infrastructure projects, localized opposition to new transportation development, and the stovepipe organizational structure of public transportation agencies impede our ability to improve U.S. connection points to the global transportation network. If this situation persists, the intermodal network will continue to experience erratic service reliability. Intermodal congestion will get worse and capacity constraints will slow the ability of the transportation network to recover from any adverse events – such as Hurricane Katrina. Unless addressed, obstacles to intermodalism could affect our ability to achieve our reduced congestion goal.

TECHNOLOGY

Deployment of technologies such as vehicle performance diagnostics, automated tolling, driver warnings about weather, road hazards and bottlenecks, vehicle self-help measures, 511 traveler telephone information, and GPS systems including wireless notifications to repair services should reduce dangerous highway breakdowns and help relieve congestion. Widespread deployment of ITS and other related technologies will not only relieve congestion, but also make travel on the highway system more reliable and predictable. In short, transportation technology is a positive external factor that is likely to help reduce congestion.



GLOBAL CONNECTIVITY STRATEGIC GOAL

“Facilitate an international transportation system that promotes economic growth and development”

OUTCOMES

1. Reduced barriers to trade in transportation goods and services
2. Safer, more efficient and cost effective movement of passengers and cargo throughout international and domestic transportation systems, including U.S. ports of entry, modal and intermodal supply chains
3. Sustained international leadership in promoting U.S. transportation policies
4. Enhanced competitiveness of U.S. transport providers and manufacturers in the global marketplace
5. Harmonized and standardized regulatory and facilitation requirements in the international arena
6. Expanded opportunities for all businesses in the transportation sector, especially small, women-owned and disadvantaged businesses.

STRATEGIES

International trade in transportation goods and services plays an important role in the Nation’s economic well-being. In 2004, the U.S. traded \$329.9 billion in transportation goods and \$133.5 billion in transportation services. Over 1.9 billion tons of international freight, valued at \$2.3 trillion, moved to and from the U.S. in 2004. Over 24 million containers were transported into the U.S. in 2004 — 10 million by ocean vessels and 14 million by truck and rail from Canada and Mexico, illustrating the challenge of maintaining transportation security while facilitating efficient freight flows. Further, 338 million inbound and outbound trips were made between the U.S. and other countries in 2004, compared to 315 million trips in 1990, with same-day travel between the U.S. and Canada or Mexico accounting for the majority of these trips. International freight volumes at these levels represent a significant source of stress on our domestic transportation system.

The globalization of the American economy has put pressure on our ports, borders, and airports. Many of the Nation’s most important infrastructure facilities (truck terminals, port facilities, rail yards, and airports) are located in major urban areas. When combined with increasing local traffic, greater volumes of international freight and passenger traffic will result in more congestion and delay and, as a result, higher shipping and travel costs. Continued restrictions that prevent access to foreign markets for transportation services are harmful to U.S. commercial interests. Unless new technologies and operating procedures are adopted, heightened security requirements will increase transit times for passenger and freight movements, which would result in higher operating costs for

transportation operators and higher costs for U.S. shippers and the traveling public. Higher transportation costs would make it more difficult for U.S. businesses to compete in international markets.

We will undertake several tasks to improve the safety, security, and efficiency of international transportation systems and the Nation's gateways. We will liberalize international transportation markets; expand the capacity of our freight and passenger transportation systems; improve intermodal connections; and ensure the adoption of new technologies, procedures, and infrastructure improvements. We will also improve Federal marine transportation system coordination and policy development, and practice positive engagement with foreign partners to improve system linkages on both the foreign and domestic sectors of the transportation chain.

Our strategies to address international transportation issues and networks in the global economy have two synergistic thrusts. One is directed toward opening international transportation markets; the other is directed toward improving essential, intermodal transportation linkages. Both are needed to achieve outcomes that will yield better global connectivity and a more competitive and efficient global marketplace. Adopting a coordinated and strategic domestic and international intermodal approach is central to DOT's role of promoting more efficient international transportation systems and improved global connectivity.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for global connectivity and to execute the strategies presented below. The schedule for executing our global connectivity strategies extends from fiscal year 2006 through fiscal year 2011.

STRATEGIES FOR OPENING INTERNATIONAL MARKETS

1. Through negotiations and other means work with our trading partners to seek further liberalization of international transportation markets. (Supports outcomes 1,4 and 6)
2. Participate bilaterally, regionally or in international organizations at the ministerial and working levels to advocate worldwide adoption of harmonized standards and regulations and to promote improved global safety levels and regulatory oversight. (Supports all outcomes)
3. Support Presidential initiatives that seek to achieve greater international outreach for transportation programs. (Supports outcome 3)
4. Invest in the capabilities of the Department's international program staff by recruiting a multilingual transportation workforce and developing core competencies in subjects related to international transportation. (Supports all outcomes)
5. Work with international development agencies to provide technical assistance, training, and support for technology transfer to foreign transportation stakeholders such as the *Safe Skies for Africa* and *Third Border* initiatives and the Iraq and Afghanistan assistance programs. (Supports outcomes 1, 3, 4 and 6)

6. Develop and engage in international science and technology activities and exchanges, such as those led by the Departments of State and Commerce and bilateral cooperative activities such as those with Japan and South Korea. (Supports outcomes 3, 4, and 6)
7. Conduct and sponsor research leading to harmonized international standards, improved cross-border collaboration, and global leadership for U.S. transportation providers. (Supports all outcomes)
8. Provide technical assistance, implement technology exchange, encourage collaboration and capacity building, and identify opportunities to share resources among border agencies, other key U.S. and international partners and in established and emerging markets (i.e., Latin America, China, India, Japan, Europe, Russia, Kuwait, Iraq and Afghanistan). (Supports all outcomes)
9. Foster the continued development of competent civil aviation authorities worldwide that meet international safety oversight standards. (Supports outcomes 2, 3, and 5)
10. Work with key international partners to implement safety enhancements that will improve world-wide aviation safety while enabling the transfer of aeronautical products, technologies and services. (Supports all outcomes)

STRATEGIES FOR IMPROVING ESSENTIAL INTERMODAL TRANSPORTATION LINKAGES

11. Promote global interoperable seamless operations in cooperation with international partners. (Supports outcome 2)
12. Support and conduct research on issues concerning intermodal and international transportation. (Supports outcome 2)
13. Accelerate the use of technologies such as ITS and space-based applications at intermodal connectors, international border crossings and gateways to reduce congestion and streamline freight and passenger movements. (Supports outcome 2)
14. Assure the Department's effective participation in the Administration's *Automated Commercial Environment and International Trade Data System* to improve safety and security and to reduce congestion at ports of entry. (Supports outcome 2)

PERFORMANCE MEASURES

Table 3 presents the relationship between our Global Connectivity outcomes and the performance measures that will track our progress toward that goal.

TABLE 3. GLOBAL CONNECTIVITY OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
<p>1. Reduced barriers to trade in transportation goods and services</p>	<p><u>Reduced Barriers to Trade</u></p> <ul style="list-style-type: none"> - Number of international negotiations conducted annually to remove market distorting barriers to trade in air transportation. Target is 10/year or 50 by 2011. - Number of new or expanded bilateral and multilateral aviation agreements completed. Target is 3/year or 15 by 2011. - Number of potential air transportation consumers (in billions) in international markets between the U.S. and countries with open skies agreements. 2011 Target is 3.11 billion. - Number of proceedings to award U.S. carriers newly available international route rights. 2011 Target is 13.
<p>2. Safer, more efficient and cost effective movement of passengers and cargo throughout international and domestic transportation systems, including U.S. ports of entry, modal and intermodal supply chains</p>	<p><u>Efficient Movement of Passengers and Cargo</u></p> <ul style="list-style-type: none"> - Through 2011, maintain the U.S. St. Lawrence Seaway system and lock availability at 99 percent - Number of freight corridors with an annual decrease in the average buffer index rating. 2011 target will be determined in 2007 - Travel time reliability at NHS border crossings. Baselines and 2011 targets to be determined in FY 2007. - Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by 2011.
<p>3. Sustained international leadership in promoting U.S. transportation policies</p>	<p><u>Sustained International Leadership</u></p> <ul style="list-style-type: none"> - Secure a yearly increase of 20 percent in intellectual and financial assistance for international aviation activities from the United States and international government organizations, multilateral banks and industry. Annual Target is \$2.4M.

TABLE 3. GLOBAL CONNECTIVITY OUTCOMES AND PERFORMANCE MEASURES
(CONTINUED)

OUTCOMES	PERFORMANCE MEASURES
4. Enhanced competitiveness of U.S. transport providers and manufacturers, in the global marketplace	<p><u>Enhanced Competitiveness</u></p> <ul style="list-style-type: none"> - Number of technology/information exchange agreements that promote the U.S. highway transportation industry. 2011 Target is three new or expanded agreements. - Dollar value of overseas contracts awarded to U.S. companies as a result of FTA's promotional activities. 2011 Target is \$50M.
5. Harmonized and standardized regulatory and facilitation requirements in the international arena	<p><u>Regulatory and Facilitation Requirements</u></p> <ul style="list-style-type: none"> - Number of countries with improved safety regimes achieved through well targeted U.S. technical assistance. 2011 Target is five countries. - By 2011, expand the use of Next Generation Air Transport System (NGATS) performance based systems or concepts to five priority countries. - Percent of hazmat proposals in which the U.S. prevails in international organizations. 2011 Target is 65 percent.
6. Expanded opportunities for all businesses in the transportation sector, especially small, women-owned and disadvantaged businesses	<p><u>Business Opportunity</u></p> <ul style="list-style-type: none"> - Percent of total dollar value of DOT direct contracts awarded to women owned businesses. 2011 Target is 5.1 percent of total DOT Contracting Dollars or exceed government-wide achievement by at least 25 percent. - Percent of total dollar value of DOT direct contracts awarded to small disadvantaged businesses. 2011 Target is 14 percent of total DOT Contracting Dollars or exceed government-wide achievements by at least 25 percent.

EXTERNAL FACTORS

Globalization and economic cycles are external factors that could significantly affect our ability to achieve our global connectivity goal.

GLOBALIZATION

Globalization generally refers to the expansion of global linkages, the organization of social life on a global scale, and the growth of a global consciousness. People around the world are more connected to each other than ever before. Information and money flow more quickly than ever. International travel is more frequent and international communication is commonplace. Goods and services produced in one part of the world are increasingly available in all parts of the world. Although these links are not new, they are more pervasive than in the past.

In the United States, international trade represents a significant share of GDP. The *"World Fact Book"* published by the Central Intelligence Agency ranks the United States first in the world in imports and fourth in exports. While international trade is usually the primary meaning of globalization, personal international travel for business and leisure is a significant trend in the globalization of transportation.

As an external factor, globalization reinforces the need for opening international transportation markets and for highly efficient intermodal connections where the U.S. and international transportation networks meet. Continued growth in demand for port throughput – around 10 percent a year – and an increase in new vessel capacity as carriers respond to growing demand are expected. Globalization demands flexibility in the transportation network and flexibility demands investment in infrastructure. Pressures on transportation services and infrastructure from globalization may affect our ability to achieve our global connectivity goals.

THE ECONOMY

Cyclical and long-term changes in domestic and international economic activity have a strong impact on discretionary personal travel and shipment of goods, affecting demand for transportation infrastructure and services. Economic growth spurs commercial development, increases travel and trade, creates bottlenecks and strains the capacity of the infrastructure. Conversely, economic stagnation reduces development, travel, and trade. Economic stagnation also shifts demand for transportation from higher cost to lower cost services.

Economic growth shifts the pattern of transportation in important ways. As people's incomes grow, they tend to buy more expensive goods, with a higher value per unit weight. The higher value of these goods means that the time they spend in transit is more costly to the shipper, so the shipper is more willing to pay extra for more expedited forms of transportation. As a result, air freight has been the fastest growing form of freight transportation over the past decade, with trucking close behind.

The increase in high-value cargoes means that transportation costs are a smaller percentage of the overall delivered cost of the product. Consequently, shippers can afford to locate their production at a greater distance from the ultimate consumer, to save on production costs. The result has been the growth of global outsourcing that has characterized the U.S. economy for the past quarter-century. This in turn has had tremendous effects on the transportation system, placing a greater burden on the international supply chain – marine carriers, ports, and intermodal rail – to deliver the goods.

Economic growth has changed the nature of demand for passenger travel. As people's incomes have grown, they have traveled more, but their choice of mode of travel has shifted to air travel with both domestic and international destinations. Air passenger travel is a service with a high income-elasticity of demand – people buy proportionately more of it as their incomes grow. Over the past 20 years, as real incomes have risen by roughly 100 percent, airline passenger-miles have increased by 146 percent, highway passenger travel has grown by 49 percent, and population has grown by 28 percent. Thus, the economy is a significant external factor that can affect our ability to achieve our global connectivity goal.



ENVIRONMENTAL STEWARDSHIP STRATEGIC GOAL

“Promote transportation solutions that enhance communities and protect the natural and built environment”

OUTCOMES

1. Reduction in pollution and other adverse environmental effects from transportation and transportation facilities
2. Streamlined environmental review of transportation infrastructure projects

STRATEGIES

Current data reveal that transportation is exerting significant pressure on the environment worldwide. Commercial and personal transportation have grown substantially in recent years and are projected to increase in the future despite higher prices for petroleum and warnings about climate change. Over the past 20 years however, contributions of emissions from on-road mobile sources relative to all emissions have been rapidly declining. The downward trend in on-road mobile source emissions is expected to continue through 2030 as a result of the introduction of cleaner engines and fuels. Though solid progress has been made to reduce airborne threats, more needs to be done to improve air quality. At the current rate of growth, transportation’s share of human-produced greenhouse gas (GHG) emissions in the U.S. is projected to increase from 28 percent currently to 36 percent by 2020.

DOT is working to achieve a balance between environmental challenges and the need for a safe and efficient transportation network. DOT’s *National Strategy to Reduce Congestion on America’s Transportation Network* recognized the environmental impact of congestion. The *Strategy* cited emissions from trucks stalled in traffic and from airplanes circling over crowded airports as adverse environmental effects resulting from congestion.

In 2006, the Department asked the Congress to take prompt action to authorize the reform of fuel economy standards for passenger automobiles for the first time. The Administration has shown strong leadership on fuel economy. The Department raised the light truck and sport utility vehicle standards twice in the last four years, including a rulemaking that will save nearly 11 billion gallons of gasoline, eliminate incentives to make lighter, and therefore more dangerous vehicles, and encourage all manufacturers to deploy fuel saving technologies.

DOT established the Center for Climate Change and Environmental Forecasting (the Center) in 1999 to be the focal point within DOT for information and technical expertise on transportation and climate change, and for coordinating related research, policies, and actions. The Center promotes comprehensive multimodal approaches to reduce GHG emissions and to prepare for the effects of climate change on the transportation system.

DOT also participates in the Administration's Climate Change Science Program (CCSP) and Climate Change Technology Initiative. One of DOT's efforts is focused on how to best provide climate science information to transportation decision makers. DOT's Climate Center is conducting one of the 21 synthesis and assessment projects under the CCSP: *Impacts of Climate Variability and Change on Transportation Systems and Infrastructure - Gulf Coast Study*. This work, which has three phases, will also fulfill a requirement of Section 106 of the Global Climate Research Act. Phase I will be completed by the fourth quarter of fiscal year 2007.

RESOURCES

Below we present our strategies for achieving our environmental stewardship goals. The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for environmental stewardship and to execute the strategies presented below. The schedule for executing these strategies extends from fiscal year 2006 through fiscal year 2011.

STRATEGIES TO IMPROVE TRANSPORTATION INFRASTRUCTURE REVIEWS

1. Exercise leadership in implementing President Bush's Executive Order 13274, *Environmental Stewardship and Transportation Infrastructure Project Reviews* by:
 - Expediting environmental reviews of high-priority transportation infrastructure projects;
 - Closely linking implementation of the Executive Order with congestion reduction initiatives; and
 - Advancing environmental stewardship through cooperative actions with project sponsors to promote protection and enhancement of the natural and human environment in the planning, development, operation, and maintenance of transportation facilities and services. (Supports both outcomes)
2. Use constructive and timely approaches to resolving conflicts when they arise over the use, conservation, and restoration of the environment, natural resources and public lands consistent with the August 2004, Executive Order on Cooperative Conservation and the accompanying Memorandum on Environmental Conflict Resolution. (Supports outcome 2)
3. Conduct and support research on ways to improve the environmental review process to achieve the timely delivery of transportation infrastructure projects. (Supports outcome 2)
4. Provide guidance, training, and assistance to ensure that State and Metropolitan Planning Organizations (MPO) are equipped to meet transportation conformity requirements, especially in newly designated non-attainment areas. (Supports outcome 2)
5. Encourage State departments of transportation to reinforce Context Sensitive Solutions (CSS) policy, facilitate training in CSS, and promote visibility for State CSS projects. (Supports both outcomes)

6. Provide guidance and technical assistance to demonstrate the benefits of including ecosystem-based measures and approaches in transportation development. (Supports both outcomes)
7. Develop and meet schedules for Environment Impact Statements (EIS) and Environmental Assessments (EA) for Federal-aid projects; work with States aggressively to reduce delays linked to State actions and non-actions; and improve planning-National Environmental Policy Act (NEPA) linkages via policies, training and workshops. (Supports outcome 2)
8. Work proactively with Tribes, States, local governments, industry and other transportation stakeholders to seek integrated approaches to resolving transportation issues, support community needs and give full consideration to local environmental conditions. (Supports both outcomes)
9. Facilitate streamlined processes for environmental permits to enable pipeline operators to make critical repairs in their systems. (Supports both outcomes)

STRATEGIES TO REDUCE ADVERSE ENVIRONMENTAL EFFECTS FROM THE TRANSPORTATION SECTOR

10. Identify and address disproportionately high and adverse human health and environmental effects of transportation policies and programs on minority and low-income populations. (Supports both outcomes)
11. Work with Congress to reform fuel economy standards for passenger automobiles that are cost effective, based upon sound science, and safeguard vehicle occupants. (Supports outcome 1)
12. Provide funding, guidance and information to State and local transportation agencies and other stakeholders on topics such as: diesel engine retrofits, idle-reduction technologies, congestion mitigation projects, and other cost-effective measures that reduce emissions; improve storm water mitigation and control; preserve and bank wetlands and habitats; and link the planning process with environmental review processes; wildlife protection; noise mitigation and controls; and historic preservation. (Supports outcome 1)
13. Focus on climate change initiatives with State and local transportation planning agencies through outreach, information sharing, capacity building, and other collaborative efforts. (Supports outcome 1)
14. Conduct and support research to understand the various impacts of transportation infrastructure and services on the natural and built environment. (Supports both outcomes)
15. Support the President's Hydrogen Fuel Initiative through research on fuel distribution and delivery infrastructure, transportation of associated hazardous materials, and vehicle safety. (Supports outcome 1)
16. Create incentives to avoid, reduce or mitigate the adverse environmental effects that can accompany transportation services and facilities. (Supports outcome 1)
17. Foster dialogue, education and communication about transportation alternatives and choices that improve compatibility between transportation and communities

- and encourage consideration of the full range of transportation options, including non-motorized transportation such as pedestrian and bicycle travel, to address mobility and environmental challenges. (Supports both outcomes)
18. Publish timely information on best practices in mitigating transportation's impact on communities and the natural environment using secure Web-based technologies. (Supports both outcomes)
 19. Collaborate with State and local emergency responders to simulate or exercise emergency response plans concerning environmental incidents in transportation. (Supports outcome 1)
 20. Invest in the capabilities of the DOT workforce by hiring individuals with education and experience related to the nexus of transportation, energy and the environment such as urban and regional planning, economic development, environmental sciences and environmental law. (Supports both outcomes)
 21. Improve DOT-owned or controlled facilities for the benefit of host communities by energy conservation, preventing pollution, recycling, using recycled products, and cleaning up contaminated facilities. (Supports outcome 1)
 22. Develop better technologies and analytical tools to evaluate and reduce aircraft noise and emissions. (Supports outcome 1)
 23. Work at the International Civil Aviation Organization (ICAO) to foster international aviation environmental standards; and to recommend practices and guidance materials that are technically feasible, economically reasonable, provide measurable benefits and take interdependencies between emissions and noise into account. (Supports outcome 1)
 24. Implement integrity management practices in hazardous liquid pipelines to identify and repair corrosion and material/weld defects—the leading causes of spills in high consequence areas—before the pipe fails. (Supports outcome 1)

PERFORMANCE MEASURES

Table 4 presents the relationship between our Environmental Stewardship outcomes and the performance measures that we will use to measure our progress toward that goal.

TABLE 4. ENVIRONMENTAL STEWARDSHIP OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
<p>1. Reduction in pollution and other adverse environmental effects from transportation and transportation facilities</p> <p>2. Streamlined environmental review of transportation infrastructure projects</p>	<p><u>Reduction in Pollution</u></p> <ul style="list-style-type: none"> - Percent of DOT facilities characterized as ‘No Further Remedial Action’ under the Superfund Amendments Reauthorization Act. 2011 Target is 94 percent. - Minimize the number of areas in a transportation conformity lapse. 2011 Target is 6 or fewer areas. - Number of exemplary ecosystem initiatives (EEI). 2011 Target is 70 EEI in at least 20 areas. - Number of hazardous liquid pipeline spills in high consequence areas. 2011 Target is 46. - Percent reduction in the number of people in the U.S. who are exposed to significant aircraft noise levels. 2011 Target is -9 percent. <p><u>Streamlined Review</u></p> <ul style="list-style-type: none"> - Median completion time for all Environmental Impact Statements (EIS) and Environmental Assessments (EA). 2011 Target TBD.

EXTERNAL FACTORS

Both demographic trends and obstacles to intermodalism could affect our ability to achieve our environmental stewardship goal in the years covered by this Strategic Plan.

DEMOGRAPHIC TRENDS

Demographic trends work against our ability to achieve our environmental goal of reducing pollution and other adverse environmental effects from transportation. Within the next 25 years, the U.S. population is estimated to grow to 364 million, up from 282 million in 2000. Vehicle miles of travel (VMT) is projected to increase by approximately 60 percent from 2000 to 2030 leading to more emissions even with vehicles that are increasingly fuel efficient. Travel by air for leisure and business purposes is also expected to increase with resulting pollution from aircraft emissions and noise. Because of demographic pressures, trucks will be an increasing part of the traffic stream and will make a greater contribution to environmental problems.

OBSTACLES TO INTERMODALISM

Persistent obstacles to efficient intermodal connections in the U.S. such as the high cost of intermodal infrastructure projects, localized opposition to new transportation development, and the stovepipe organizational structure of public transportation agencies impede our ability to improve connection points within the U.S. and to the global transportation network. If this situation persists, intermodal congestion, which increases air pollution from transportation sources, will get worse.



SECURITY, PREPAREDNESS AND RESPONSE STRATEGIC GOAL

“Balance transportation security requirements with the safety, mobility and economic needs of the Nation and be prepared to respond to emergencies that affect the viability of the transportation sector”

OUTCOMES

1. Expert transportation sector intelligence
2. Preparedness for emergencies affecting the transportation sector
3. Effective response to emergencies affecting the transportation sector

STRATEGIES

We have defined our *Security, Preparedness and Response* Strategic Goal to address challenges that seem greater than any we have faced in our history – challenges from terrorism and challenges from nature.

We address *Security* against the background of 9/11. Modern weapons give terrorists a tremendous amount of leverage in wreaking damage and havoc throughout the transportation network. In the London attack on July 7, 2005, just a handful of individuals disrupted one of the world's great metropolitan transit systems. Our security strategies recognize that the transportation network must not only move millions of people and tons of cargo daily but also must remain a vital link for Department of Defense mobilization requirements. In this regard, we will continue to work closely with the Department of Homeland Security to assess and reduce the vulnerabilities of transportation services and infrastructure to terrorist or criminal attacks while ensuring the mobility needs of the Nation for personal travel and commerce.

We address *Preparedness* and *Response* against the background of one of the most catastrophic natural disasters in American history – Hurricane Katrina. Transportation was critical in the Katrina evacuation considering the fact that well over a million people had to move out of the area rapidly. More people migrated after Katrina than in any other previous mass migration in American history except for the Dust Bowl, which took place over a period of decades and not over a period of a few days.

Against this backdrop, our *Security, Preparedness and Response* strategies address the challenges we anticipate in coming years. We recognize that the first element of facing a challenge is to prepare for it, and preparing involves many different activities – policy making, reviewing and validating intelligence, planning, building capacity, training, and exercising scenarios. Our strategies put those elements in place to prepare us to deal with both expected and unexpected emergencies.

Our emphasis on planning is well founded: experience tells us that if you do not have a proper plan, improvisation is not going to provide the answer that you need when you are in the middle of the catastrophe. From the same standpoint, our strategies integrate our

authorities and capabilities across the Department. A mode by mode, or stovepipe response would produce far less than a totality of effort.

Having a good plan, however, is no guarantee that evacuations, for example, will be carried out smoothly, particularly mass evacuations that involve many different agencies at all levels of government. Our strategies call for joint exercises in which plans are tested against different scenarios to determine if cooperating agencies can become accustomed to working together and can assess how their plans address various contingencies. Our strategies address security, preparedness, and response in a comprehensive, coordinated, multi-modal approach.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for Security, Preparedness and Response and to execute the strategies presented below. The schedule for executing these strategies extends from fiscal year 2006 through fiscal year 2011.

SECURITY STRATEGIES

1. Work with the Operating Administrations to communicate and validate timely, relevant, expert intelligence analysis that focuses preparedness efforts, supports operational response, supports international programs, and informs technical requests from the Intelligence and Law Enforcement Communities. (Supports outcomes 1 and 2)
2. Work with the Operating Administrations to develop a security policy framework that will ensure preparedness, mitigate the consequences of transportation sector emergencies, and support the Department's mission. (Supports outcomes 1 and 2)
3. Fulfill DOT commitments to international partners and agreements, such as the Security and Prosperity Partnership for North America, and the North Atlantic Treaty Organization (NATO). (Supports all outcomes)
4. Maintain DOT responsibility for oversight of national security initiatives affecting the maritime transportation system within the Maritime Administration. (Supports all outcomes)
5. Maintain government-owned sealift assets and provide assured access to commercial sealift and related commercial intermodal assets for use in defense mobilizations and national emergencies. (Supports all outcomes)
6. Develop and implement actions to work aggressively on closing identified security program gaps and emergency operation gaps throughout the transportation system. (Supports all outcomes)
7. Work with the States, the Department of Defense, Surface Deployment and Distribution Command, State military offices, and applicable military units to identify and address the highway infrastructure and operational requirements that support National defense and deployment needs. (Supports outcomes 1 and 2)
8. Represent government and industry stakeholders within the civil community in the identification of U.S. Space-Based Position, Navigation, and Timing (PNT) needs and requirements, the promotion, coordination and leveraging of PNT

capabilities across the civil community, and in the development of backup position and timing capabilities that can support critical infrastructure applications within the U.S. (Supports all outcomes)

9. Develop, promote and enforce performance-based national and international hazardous materials security standards. (Supports outcomes 1 and 2)

CYBER SECURITY STRATEGIES

10. Make information technology (IT) a strategic enabler for the Department to provide critical capabilities for secure, efficient storage and transfer of information. (Supports outcome 2)
11. Evolve and mature the DOT Information Assurance Program to comply fully with the Federal Information Security Management Act. (Supports outcome 2)
12. Begin a phased integration of logical access controls into DOT processes through DOT Common Identity Standards in support of Homeland Security Presidential Directive (HSPD)-12. (Supports outcome 2)
13. Integrate effective IT security programs with critical business functions and systems to protect the confidentiality, integrity and availability of mission critical information. (Supports all outcomes)

PREPAREDNESS STRATEGIES

14. Work with the Office of the Secretary and Operating Administrations to:
 - a. Develop multi-modal metrics to measure progress against each of the three new outcomes under this strategic goal by October 1, 2008. (Supports all outcomes)
 - b. Establish and maintain emergency operations staffing, special teams and capabilities to respond effectively to incidents and fulfill our commitments under Homeland and National Security Presidential Directives and the National Response Plan. (Supports all outcomes)
 - c. Provide complete, consolidated and accurate information about the impacts of incidents on the transportation system, for distribution to stakeholders and other government agencies. (Supports all outcomes)
 - d. Assure continuity of operations, support continuity of government, and maintain emergency operations surge staffing and response capabilities to respond effectively to incidents and fulfill our commitments under Homeland and National Security Presidential Directives and the National Response Plan. (Supports all outcomes)
15. Regularly review hazmat transportation security measures using risk-based analyses to determine whether additional requirements are necessary and whether there are opportunities to moderate our regulatory posture wherever possible. (Supports all outcomes)
16. Conduct hazmat field inspections, research, partnerships, and education through a coordinated approach that ensures the security of the transportation sector. (Supports all outcomes)

17. Conduct and support research to reduce the vulnerability of transportation systems and to improve their ability to prepare for and recover from attacks, natural disasters, and emergencies. (Supports all outcomes)
18. Provide security training for transportation professionals, continuously updating the training to reflect advances in the state-of-the-art and state-of-the-practice and to meet changing training needs. (Supports outcomes 2 and 3)

RESPONSE STRATEGIES

19. Develop and maintain plans, procedures, training and exercises that prepare the Department to respond to incidents whether security related or natural disasters. (Supports outcomes 2 and 3)
20. Provide transportation assistance during disasters to other Federal agencies, States and local governments under the National Response Plan to reduce loss of life, suffering and property damage. (Supports outcome 3)
21. Implement the public transit emergency management program in coordination with other DOT elements and other Federal agencies to ensure responsiveness to emergency transportation needs. (Supports outcomes 2 and 3)
22. Sponsor programs which ensure that local emergency responders have timely access to hazardous materials information carried by all modes, and provide training and tools to help responders react effectively. (Supports outcome 3)

PERFORMANCE MEASURES

Table 5 shows the relationship between our Security, Preparedness and Response outcomes and the milestones and performance measures that will measure our progress toward that goal.

TABLE 5. SECURITY, PREPAREDNESS AND RESPONSE OUTCOMES, PERFORMANCE AND MEASURES MILESTONES

OUTCOMES	PERFORMANCE MEASURES
<ol style="list-style-type: none"> 1. Expert transportation sector intelligence 2. Preparedness for response to emergencies affecting the transportation sector 3. Effective response to emergencies affecting the transportation sector 	<p>Target: DOT will develop quantitative performance measures for <u>each</u> of the three outcomes by October 1, 2008. DOT has set milestones for developing these measures as follows:</p> <ul style="list-style-type: none"> - Develop multi-modal performance measures for each of the four outcomes by September 30, 2007 - Conduct a trial performance period to field test and calibrate the performance measures between October 1, 2007 and September 30, 2008 - Implement final performance measures for each of the four outcomes October 1, 2008 <p><u>Hazmat Emergency Response Measures</u></p> <ul style="list-style-type: none"> - Number of Emergency Response Guidebooks distributed. 2008 Quadrennial Target is 2.4M - Number of first responders trained - Annual target is 180,000. - Number of emergency response plans completed. Annual target is 5,000. - Number of hazmat employees trained. Annual target is 100,000. <p><u>Defense Mobilization Measures</u></p> <p>Percentage of DoD required shipping capacity complete with crews available with mobilization timelines. Target: through 2011, maintain the timely availability of DoD required shipping capacity at 94 percent.</p> <p>Percentage of DoD designated commercial ports available for military use within DoD established readiness timelines. Target: through 2011, maintain the timely availability of DOD required commercial strategic port facilities at 93 percent.</p>

EXTERNAL FACTORS

The most significant external factors that could affect our ability to achieve our security, preparedness and response strategic goal are an Asian Flu Pandemic or major disruptions to transportation caused by natural disasters, terrorists or criminals.

FLU PANDEMIC

Globalization and the resulting highly integrated transportation networks make it possible for infectious diseases to spread rapidly from one region of the world to another. The outbreak of an infectious disease in one part of the world may have serious economic and financial consequences for transportation firms operating in the region. While the spread of any infectious disease would cause a serious disruption in world commerce and travel, concern is now focused on an Avian Flu Pandemic. The outbreak of a highly infectious disease such as the Avian Flu could strain all segments of our economy and all modes of transportation.

DOT has plans in place to sustain its critical business operations through a combination of teleworking (to promote social distancing) and working on-site for those functions that cannot be performed via telework. DOT will work with the Departments of State and Homeland Security as well as with State and local governments for prioritized delivery of critical system and services nationwide. Nevertheless, a flu pandemic is an external factor that could impact our ability to achieve our strategic goals.

DISRUPTIONS FROM NATURAL DISASTERS, TERRORISTS AND CRIMINAL ATTACKS

Natural disasters such as hurricanes, tornados, earthquakes and floods demonstrate that the government needs to be ready to collaborate and cooperate in new and innovative ways to cope with such events effectively. Similarly, terrorist and criminal attacks on transportation systems can disrupt passenger transportation and the flow of cargo, particularly vital commodities such as food, medicines and petroleum products. Major transportation fuel supply disruptions could occur in pumping or transporting crude oil, in refining crude oil and in the distribution and delivery of fuels. Damage to large segments of roadway, tunnels, or bridges, as well as to waterway transport, rail freight movement, and transit services are all plausible risks. Electricity supply disruptions, such as major blackouts or brownouts, could sharply affect the operation of certain transport sectors, particularly aviation, rail, and transit. Reliance on information technology makes the Department itself, and thus its ability direct recovery efforts, more vulnerable when blackouts occur. The 2005 hurricane season dramatically revealed how enormous peak burdens were placed on the nation's transportation system when millions of people attempted to vacate or relocate in a narrow window of time. Primarily the roadway system, but also mass transit, rail, air and other modes can be severely burdened by such events. Disruptions from natural disasters, terrorists and criminal attacks will challenge our ability to achieve our goals.



ORGANIZATIONAL EXCELLENCE GOAL

“Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda”

OUTCOMES

1. Achieved strategic management of human capital goals
2. Achieved competitive sourcing goals
3. Achieved financial performance goals
4. Achieved budget and performance integration goals
5. Achieved E-government goals
6. Achieved Real property goals

STRATEGIES

We cannot achieve our strategic goals without vision, leadership and a culture of teamwork, collaboration and continuous improvement. We shall be leaders in pursuing best practices and achieving results that benefit taxpayers and the Nation. Our central management strategy for achieving organizational improvement will be delivering the results described in this Strategic Plan and full implementation of the President's Management Agenda (PMA).

Program oversight and stewardship are critical and ongoing objectives for DOT. We will continue to focus resources on activities that ensure that every Federal dollar is well spent and that program operations and processes are efficient and streamlined. For example, monitoring the cost, schedule, and performance of Federal-aid transportation infrastructure projects, especially major projects costing over \$500 million, are critical to identify problems and initiate action to mitigate risks. The monetary threshold was lowered by SAFETEA-LU, which had the immediate effect of increasing the number of *Major Projects requiring Project Management and Financial Plans* from 21 to 37. In addition, more than 80 potential major projects are currently in the environmental review stage.

To make DOT the most desirable place to work in the Federal Government and the internationally recognized focal point for transportation core competencies, we must face and address a number of challenges in the years ahead. Most critically, we must attract the best, the brightest and the most diverse workforce and inspire a new generation of innovators in transportation. Each of us has the responsibility to help DOT become the employer of choice not only within the transportation sector but also within the Federal Government.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for Organizational Excellence and to execute the strategies presented below. The schedule for executing our organizational strategies extends from fiscal year 2006 through fiscal year 2011.

LEADERSHIP STRATEGIES

1. Exert leadership throughout the Department by setting clear strategic goals, being accountable for achieving results, and maintaining a strong customer focus. (Supports all outcomes)
2. Identify critical customer and partner satisfaction issues and develop specific actions to address these issues. (Supports all outcomes)
3. Continuously assess and improve the leadership competencies of DOT executives and managers at all levels to maximize program effectiveness. (Supports all outcomes)
4. Coordinate, prioritize and manage the Department's research portfolio and expedite implementation of cross-cutting innovative technologies through the Department's RD&T Planning Council. (Supports all outcomes)
5. Consistently apply the President's R&D Investment Criteria—relevance, quality, and performance – to all DOT-sponsored and in-house research. (Supports all outcomes)
6. Avoid undue delay in rulemaking proceedings by establishing Department-wide priorities and schedules, coordinating rulemaking actions, providing rulemaking process training, and adopting best practices. (Supports all outcomes)
7. Develop and execute plans to improve the protection of DOT people, facilities, information, and equipment from intentional harm and to perform the essential functions of the Department even when key facilities are temporarily unavailable or unusable due to natural disasters or intentional harm. (Supports all outcomes)

HUMAN CAPITAL AND WORKFORCE DIVERSITY STRATEGIES

8. Sustain a work environment free from discrimination by identifying and enforcing equal employment and diversity performance standards at the management level and enforcing disciplinary measure towards any employee that violates equal employment opportunity laws. (Supports all outcomes)
9. Conduct workforce planning to identify both mission and workforce trends, assess mission-critical core competencies, and implement plans to close gaps through vigorous learning and knowledge management approaches, targeted recruitment, and succession planning. (Supports outcome 1)
10. Improve the quality, timeliness and availability of workforce information and implement the workforce development plan established under the Department's Management Directive 715 Program that will result in a workforce of highly qualified individuals from diverse race/national origin/gender groups and individuals with disabilities. (Supports all outcomes)

11. Identify and utilize opportunities for career development, conduct and analyze employee satisfaction surveys, and target specific strategies to address these issues. (Supports outcome 1)
12. Sustain a learning environment that drives continuous improvement in performance through knowledge management, training, performance evaluation, coaching and mentoring. (Supports outcome 1)
13. Increase awareness and use of Alternative Dispute Resolution (ADR) to resolve conflicts by providing training on the benefits of such programs, creating incentives for the use of ADR by impacted parties, and requiring its use, where possible and appropriate. (Supports outcome 1)

COMPETITIVE SOURCING STRATEGIES

14. Achieve organizational and economic efficiencies by competing commercial functions between public and private entities. (Supports outcome 2)
15. Find the best business solutions to accomplish the Department's mission through world-class acquisition and grants business processes. (Supports outcomes 2, 4, and 5)

FINANCIAL, BUDGET AND PERFORMANCE INTEGRATION STRATEGIES

16. Foster a results-oriented workforce through performance management and awards systems that link individual/team/unit performance to organizational goals and results through meaningful measures, and that make appropriate distinctions on the basis of contribution. (Supports outcomes 1 and 4)
17. Provide relevant and reliable financial information that links resources and results to program managers for their use in improving performance and accountability. (Supports outcomes 3 and 4)
18. Work closely with partner organizations to measure and improve program delivery capability at State and National levels, with a focus on improving program risk assessment, fiscal constraint, financial stewardship and oversight responsibilities. (Supports outcomes 3 and 4)

INFORMATION TECHNOLOGY STRATEGIES

19. Mature, institutionalize and operationalize Enterprise Architecture Processes throughout the Department to improve operational efficiency, information sharing and utilization of information resources. (Supports all outcomes)
20. Implement E-government initiatives and lines of business such as Business Gateway, Grants.gov, Geospatial One-Stop, E-Rulemaking, and the financial management line of business to enable faster, simpler and more efficient ways for citizens, States, local governments, industry and other stakeholders to transact business with DOT. (Supports outcome 5)
21. Undertake a rigorous analysis of the contribution of IT to each strategic goal to identify opportunities to support mission performance and demonstrate how IT contributes to program productivity. (Supports all outcomes)

PRIVACY OF PERSONALLY IDENTIFIABLE INFORMATION (PII) STRATEGIES

22. Review technical, administrative and physical security safeguards for systems that contain PII, and develop remediation plans to mitigate risks determined during annual safeguards review. (Supports all outcomes)
23. Work closely with other agencies to share ideas and resources for managing and protecting PII, increase user awareness of responsibilities for protecting the Department's PII data assets, and incorporate government best practices. (Supports all outcomes)
24. Institutionalize strong data protection practices throughout the Department by providing business owners and those responsible for privacy and security with the tools and knowledge necessary to protect PII. (Supports all outcomes)

REAL PROPERTY ASSET MANAGEMENT STRATEGIES

25. Develop and execute plans to ensure real property assets are accurately accounted, maintained, and managed. (Supports outcome 6)
26. Ensure property inventories are maintained at the right size, cost, and condition to support agency missions and objectives. (Supports outcome 6)

PERFORMANCE MEASURES

Table 6 depicts the relationship between our Organizational Excellence outcomes and the performance measures that will measure our progress toward that goal.

TABLE 6. ORGANIZATIONAL EXCELLENCE OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
<ol style="list-style-type: none"> 1. Achieved strategic management of human capital goals 2. Achieved competitive sourcing goals 3. Achieved financial performance goals 4. Achieved budget and performance integration goals 5. Achieved E-government goals 6. Achieved Real property goals 	<p>Performance for outcomes 1-6 will be based upon PMA Scorecard Standards for Success.</p> <p>Percent of major Federally funded transportation infrastructure projects with less than 2 percent annual growth in the project completion milestone as reported in the finance plan. 2011 Target is 90 percent.</p> <p>Percent of finance plan cost estimates for major Federally funded transportation infrastructure projects with less than 2 percent annual growth. 2011 Target is 90 percent.</p> <p>For major DOT systems, the percentage of cost goals established in the acquisition project baselines that are met. 2011 Target is 90 percent.</p> <p>For major DOT systems, the percentage of scheduled milestones established in the acquisition project baselines that are met. 2011 Target is 90 percent.</p>

EXTERNAL FACTORS

DOT workforce departures are the primary external factors that could affect our ability to achieve our organizational goal. Anticipated retirements and the move to a new headquarters building may have a significant impact within DOT’s management levels during the next few years. Many employees are now eligible to retire, especially in the Federal Highway Administration, which has the largest concentration of retirement-age managers. The pending retirements will affect institutional knowledge and memory. Moreover, the aging workforce may require retraining to close the skills gap to function successfully in a future environment with advanced management tools, new hardware and software platforms, and networking capabilities. Aggressive marketing, outreach and recruitment initiatives will be necessary to attract highly skilled and diverse candidates to fill the next generation of DOT employees and managers.



PROGRAM EVALUATION

Program evaluation is one of the three major elements of the Government Performance and Results Act (GPRA). The statute calls for agencies to use program evaluations to assess the manner and extent to which Federal programs achieve intended objectives. The statute further calls for an agency's Performance Plan to include a summary of the findings of program evaluations completed in the fiscal year covered in the report. Finally, GPRA calls for a schedule for future program evaluations to be presented in Strategic Plans.

In response to these mandates, DOT reports its completed program evaluations annually in “*The Department of Transportation Performance and Accountability Reports.*”⁸ To the extent that the results of completed program evaluations, Program Assessment Rating Tool (PART) reviews, and the reports of the DOT Office of the Inspector General and the General Accountability Office illuminate how we might achieve results more effectively or address future conditions, we considered these in writing the strategies presented in this Strategic Plan.

Table 7 below presents the schedule for future DOT program evaluations. These evaluations represent a cross-section of DOT programs that must be well-managed in full support of budget-performance integration. DOT defines the methodologies used in Table 7 program evaluations as follows.

Impact Evaluations use empirical data to compare measurable program outcomes with what would have happened in the absence of the program. These represent the highest standard of program evaluations and are often the most difficult and expensive to construct and interpret.

Outcome Evaluations assess the extent to which programs achieve their outcome-oriented objectives. Outcome evaluations use quantitative methods to assess program effectiveness.

Process Evaluations assess the extent to which a program is operating as intended. While a true process evaluation will use objective measurement and analysis, it does not address the causal links between intervention and outcome.

Cost-Benefit and Cost-Effectiveness Analyses compare a program's outputs or outcomes with the costs to produce them. This type of analysis conforms to program evaluation when applied systematically to existing programs and when measurable outputs and outcomes are monetized.

⁸ www.dot.gov

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011

Agency	Strategic Goals ⁹					O E	Methodology	Title	FY Completed
	S	R	G	E	P				
RITA						X	Process - NRC Review and GAO Study	RD&T Strategic Plan	2006
FMCSA	X						Outcome - conducted by an independent auditor	Commercial Driver's License Program	2006
FMCSA	X	X	X		X	X	Process - conducted by an independent auditor	Performance Linkages	2006
FAA					X		Outcome	Facility Security Program	2006
PHMSA	X			X			Outcome	Retrospective assessment of benefits and impacts of the pipeline safety operator qualification regulations.	2007
PHMSA	X			X		X	Process - conducted by an independent auditor	Assess the current information technology (IT) program to identify overlapping and redundant IT investments, systems and services.	2007
FAA	X		X				Outcome	Safer Skies	2007
MARAD					X		Impact assessment - conducted by an independent auditor	Maritime Security Program	2007
FAA	X						Outcome	Operational Error Program	2008

⁹ Throughout Table 7, the Strategic Goals are abbreviated as follows: S for Safety, R for Reduced Congestion, G for Global Connectivity, E for Environmental Stewardship, P for Security, Preparedness and Response, and OE for Organizational Excellence.

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 (CONTINUED)

Agency	Strategic Goals					O E	Methodology	Title	FY Completed
	S	R	G	E	P				
NHTSA	X						Outcome - conducted by an independent auditor	Evaluation of National Mobilizations	2006 2007 2008
FMCSA	X						Outcome - conducted by an independent auditor	Compliance Review (CR) Effectiveness	Annually 2006 through 2011
FMCSA	X						Outcome - conducted by an independent auditor	Roadside Inspection and Traffic Enforcement Effectiveness	Annually 2006 through 2011
FRA	X	X		X	X		Process - conducted by an independent auditor	Review of FRA's Research, Development and Demonstration Programs	Annually 2006 through 2011
FTA/FHWA	X	X	X		X		Cost Effectiveness	Infrastructure Investment Needs Report (Conditions and Performance Report)	Biennially 2006 through 2011
FRA	X					X	Outcome - conducted by an independent auditor	Railroad Safety Enforcement	2006 2007
NHTSA	X						Outcome	Side Impact Protection and Side Air Bags	2007
FMCSA	X						Process - conducted by an independent auditor	SafeStat Program	2007
FMCSA	X						Process - conducted by an independent auditor	Alternative Inspection Regimes	2007

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 (CONTINUED)

Agency	Strategic Goals					O E	Methodology	Scope	FY Completed
	S	R	G	E	P				
FTA		X		X			Cost Benefit	Public/Private Partnership Program	2007
PHMSA	X			X	X		Process	Evaluation of outreach and training programs	2008
FMCSA	X				X	X	Process/cost effectiveness - conducted by an independent auditor	State Division Effectiveness	2008
FMCSA	X				X		Process/cost effectiveness - conducted by an independent auditor	Motor Carrier Safety Assistance Program (MCSAP)	2008
FHWA/FTA		X					Cost effectiveness	Infrastructure Investment Needs Report	2008
FAA		X					Process	Aircraft Delay Reduction Program	2008
FMCSA	X						Process – conducted by an independent auditor	Quality Assurance Review – Grants Management	2008
FTA		X					Outcome	Job Access and Reverse Commute Formula Grant Program	2008
MARAD					X		Impact assessment - conducted by an independent auditor	Maritime Education Programs	2008
PHMSA	X			X			Outcome Process	Evaluation of the pipeline safety State grants program	2009
PHMSA	X						Process	Evaluation of processing pipeline and hazmat enforcement cases	2009

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 (CONTINUED)

Agency	Strategic Goals					O E	Methodology	Title	FY Completed
	S	R	G	E	P				
PHMSA	X						Process	Evaluation of readiness among emergency responders	2009
RITA						X	Process - conducted by an independent auditor	UTC Program	2009
FAA				X			Outcome	Strategic Sourcing	2009
FMCSA	X						Outcome – conducted by an independent auditor	New Entrant Safety Audits	2009
FMCSA	X						Cost effectiveness – conducted by an independent auditor	Information Management Program	2009
FTA		X					Outcome	Contracted Para-transit Pilot Program	2009
MARAD				X			Process – conducted by an independent auditor	Ship Disposal	2009
FMCSA	X						Outcome - conducted by an independent auditor	Motor Coach Operations	2010
RITA		X	X				Cost Benefit	BTS – Airline Program Web Filing	2010
FMCSA	X						Process	Assurance Review – ment Activities	2010
FHWA	X	X	X	X	X		Outcome	Strategic Highway Research Program II—Report on Implementation of Results	2010

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 (CONTINUED)

Agency	Strategic Goals					O E	Methodology	Title	FY Completed
	S	R	G	E	P				
FHWA	X	X	X	X	X		Process	Strategic Highway Research Program II—Programmatic Evaluation	2010
FAA				X			Process	Streamlined Environmental Impact Statement Process	2010
MARAD			X				Outcome - conducted by an independent auditor	Cargo Preference – Food Aid Cargoes	2010
PHMSA	X			X			Impact	Effectiveness of the pipeline safety integrity management program	2011
FAA	X						Outcome	Runway Safety Program	2011



OVERVIEW OF DOT LEGISLATIVE AUTHORITIES

The Secretary of Transportation, under the direction of the President, exercises leadership in transportation matters. Section 101 of Title 49 United States Code describes the United States Department of Transportation (DOT) purpose as follows:

"(a) The national objectives of general welfare, economic growth and stability, and security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States.

(b) A Department of Transportation is necessary in the public interest and to –

(1) ensure the coordinated and effective administration of the transportation programs of the United States Government;

(2) make easier the development and improvement of coordinated transportation service to be provided by private enterprise to the greatest extent feasible;

(3) encourage cooperation of Federal, State and local governments, carriers, labor and other interested persons to achieve transportation objectives;

(4) stimulate technological advances in transportation, through research and development or otherwise;

(5) provide general leadership in identifying and solving transportation problems; and

(6) develop and recommend to the President and Congress transportation policies and programs to achieve transportation objectives considering the needs of the public, users, carriers, industry, labor and national defense."

OFFICE OF THE SECRETARY (OST)

- Oversees formulation of national transportation policy and promotes intermodal transportation.
- Negotiates and implements international trade and aviation economic agreements as part of U.S. Delegations chaired by the U.S. Trade Representative and the Department of State.
- Provides oversight, coordination, and policy guidance on a variety of cross-cutting subject areas, such as global position satellite systems, transportation industry drug and alcohol testing, small and disadvantaged business enterprises, and access to transportation services for Americans with disabilities.
- Investigates and decides whether an air carrier, foreign air carrier, or ticket agent has been or is engaged in an unfair or deceptive practice or unfair method of competition.
- Implements aviation economic regulatory requirements, including the prohibition on air carriers, foreign air carriers, or ticket agents from engaging in unfair or deceptive practices or unfair methods of competition.

- Administers the Essential Air Services program, which subsidizes air carriers providing service to small communities that otherwise would lose commercial air services and the Small Community Air Service Development Program, which gives grants to small communities to enhance their air service.
- Issues licenses to U.S. air carriers and to foreign air carriers, which are required for their operations under the applicable transportation statutes.
- Participates as a member of the AMTRAK Reform Board.
- Oversees and coordinates intelligence, security matters, and emergency preparedness and response relating to transportation matters, including national or regional emergencies.
- Participates and cooperates in international activities to enhance its statutory mission.
- Participates in intergovernmental efforts concerning transportation security and drug control matters.

THE FEDERAL AVIATION ADMINISTRATION (FAA)

- The Administrator is appointed by the President for a five-year term and reports directly to the Secretary.
- The FAA promotes safe flight of civil aircraft in air commerce by prescribing standards for the operation, maintenance, design, material, construction, and performance of aircraft, aircraft engines, and propellers.
- The FAA issues airman certificates, type certificates, production certificates, airworthiness certificates, air carrier operating certificates, airport operating certificates, air agency certificates, and air navigation facility certificates.
- The FAA helps develop and maintain a safe and efficient nationwide system of public-use airports that meets the present and future needs of civil aeronautics.
- The FAA licenses commercial space launches of launch vehicles and the operation of non-Federal launch sites within the United States and by U.S. citizens abroad.

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- The Federal-aid Highway Program provides Federal financial resources and technical assistance to States and local governments for constructing, preserving, and improving the National Highway System (NHS). The program also provides resources for urban and rural roads that are not the NHS, but are eligible for Federal-aid based on the function they serve, and for safety improvements to all public roads.
- The Federal Lands Highway Program provides funding for public roads and highways within Federally owned lands and tribal lands that are not a State or local government responsibility. Through the Federal Lands Highway Program, the FHWA works with other Federal agencies to plan and construct public lands highways, park roads and parkways, wildlife refuge roads and Indian reservation roads.

FEDERAL RAILROAD ADMINISTRATION (FRA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- FRA oversees our Nation's railroads, funds the rehabilitation of rail lines, and carries out the Federal railroad safety laws and regulations.

NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION (NHTSA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- NHTSA establishes and enforces automobile safety regulations, including crash avoidance and crashworthiness standards, and consumer protection standards, including fuel efficiency standards, bumper standards, and regulations relating to odometer tampering and domestic content labeling.
- NHTSA investigates safety defects.
- NHTSA carries out the duties and the powers of DOT to provide for aspects of highway safety, such as driver performance, other than highway safety design.

FEDERAL TRANSIT ADMINISTRATION (FTA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- FTA assists in the development, improvement and funding of public transportation systems, equipment, facilities, techniques, and methods with the cooperation of public and private mass transportation entities.

SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION (SLSDC)

- The Administrator is appointed by the President for a seven year term and reports directly to the Secretary.
- SLSDC is authorized to operate and maintain the St. Lawrence Seaway in coordination with the St. Lawrence Management Corporation of Canada.

MARITIME ADMINISTRATION (MARAD)

- The Administrator is appointed by the President and reports directly to the Secretary.
- MARAD carries forth the congressional finding that it is necessary for the national defense and development of its foreign and domestic commerce that the United States shall have a merchant marine sufficient to carry its domestic waterborne commerce and a substantial portion of the waterborne export and import foreign commerce of the United States and to provide shipping service essential for maintaining the flow of such domestic and foreign waterborne commerce at all times, and capable of serving as a naval and military auxiliary in time of war or national emergency.

PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION (PHMSA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- PHMSA regulates and enforces the safe and secure transportation of hazardous materials.
- PHMSA regulates and enforces the safety and environmental protection of pipeline transportation.

RESEARCH AND INNOVATIVE TECHNOLOGY ADMINISTRATION (RITA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- RITA coordinates, facilitates, and reviews the Department's research and development programs and activities, and advises the Secretary on scientific and technological matters.
- RITA conducts comprehensive transportation statistics research, analysis, and reporting through the Bureau of Transportation Statistics.

FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION (FMCSA)

- The Administrator is appointed by the President, and reports directly to the Secretary.
- FMCSA carries out duties and powers of DOT to provide for motor carrier safety.
- FMCSA manages program and regulatory activities, including administering laws and promulgating and enforcing regulations relating to motor carrier safety.
- FMCSA carries out motor carrier registration and has limited authority to regulate household goods transportation.
- FMCSA inspects records and equipment of commercial motor carriers, investigates accidents and reports violations of motor carrier safety regulations.
- FMCSA carries out research, development and technology transfer activities to promote safety of operation and equipment of motor vehicles for the motor carrier transportation program.
- FMCSA provides grants to States that agree to adopt and enforce commercial motor vehicle safety laws and regulations compatible with the Federal regulations.



SCHEDULE FOR MAJOR PROGRAM AUTHORIZATIONS

Operating Administration	Name of Law	Last/Future Authorization
Federal Aviation Administration	Vision 100- Century of Aviation Reauthorization Act	Through October 1, 2007
Federal Highway Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
Federal Motor Carrier Safety Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
National Highway Traffic Safety Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
Federal Railroad Administration	Federal Railroad Safety Accountability and Improvement Act (Administration Proposal in clearance)	Authorization of appropriation for Federal-rail safety programs expired at the end of FY 1998. This administration proposal would reauthorize the Federal-railroad safety program for FYs 07-10
Federal Transit Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
Maritime Administration	The National Defense Authorization Act of 2005 (P.L. 108-375).	Through FY 2006
Pipelines and Hazardous Materials Safety Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) Pipeline Safety Improvement Act of 2006 (Administration Proposal)	Through October 1, 2009 Through FY 2010
Saint Lawrence Seaway Development Corporation	The Wiley-Dondero Act of May 13, 1954 (68 Stat. 92.33 U.S.C. 981)	This a permanent authorization without an expiration date
Research and Innovative Technology Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009

[1] With passage of the Interstate Commerce Commission Termination Act of 1995 (P.L. 104-88, December 29, 1995), Congress established the Surface Transportation Board within DOT, effective January 1, 1996. While formally part of DOT, the Board is decisionally independent of DOT and by law "... shall not be responsible to or subject to the supervision or direction... of any other part of the Department of Transportation." (49 U.S.C. 703(c)).