

January 1994

Department of  
Transportation

STRATEGIC  
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**THE SECRETARY OF TRANSPORTATION**  
WASHINGTON, D.C. 20590

January 1994

My fellow employees:

It is with great pride that I present the DOT Strategic Plan. I am proud of it because it was developed through a thoughtful and inclusive process – one that reflects the collective talent, thoughts, aspirations and diversity of the Department of Transportation.

I hope that after reading it you will use it as a tool to implement the seven goals outlined within the plan.

My sincere thanks to everyone who worked so hard to make this Strategic Plan much more than a document, and to all of you who will help bring it to life.

A handwritten signature in cursive script that reads 'Federico Peña'.

Federico Peña  
Secretary



# Introduction

We have always been a nation in motion. Americans have moved farther, gone faster, and made more progress in our short history than any other country on earth.

As we approach the next century, our transportation system remains critical to the well-being of this nation we have built together. There are nearly four million miles of highways and roads; nearly 170,000 miles of railroad routes criss-cross the country; and 11,000 rail miles in rapid transit. Traveling along them are 144 million registered automobiles, 46 million trucks, more than 70,000 buses, 1,000 trolleys, 5,000 commuter rail cars; and more than 18,000 locomotives hauling over a million rail freight cars and 1,500 Amtrak passenger cars. In the skies, there are more than 298,000 civil registered aircraft. In addition, thousands of barges travel on 26,000 miles of navigable waterways, and we have 1.7 million miles of pipeline. Our Coast Guard men and women safeguard the nation's ports, waterways, and vessels. Those ports, along with the country's airport facilities, serve as gateways to the rest of the world for our increasing trade.

This transportation infrastructure strengthens America by bringing people and communities closer together, spurring trade and commerce to meet the new demands of a global economy, revitalizing manufacturing, and maintaining our national security. Together, the transportation industries represent 17 percent, or about \$1 trillion of our Gross Domestic Product, and

transportation capital stock – our infrastructure – is valued at \$2.4 trillion.

Our challenge now is to shift our attention from what we've built to how we can make it work better for our country – through the adaptation and modernization of our existing infrastructure. This reinforcing and rebuilding effort can create jobs, improve our quality of life, spur technological development, and fuel long-term economic growth.

We must provide future generations with a transportation system that is safer, more environmentally sound, and more efficient. We need to apply America's tremendous reserves of energy and ingenuity to ensure that our transportation system continues to serve our country's goals and enhance the quality of life for our people in the years to come.

In order to position ourselves for success in the months and years to come, we have developed a Strategic Plan for the Department of Transportation. This is not merely a document. It is a practical guide for what we need to do and how we will go about doing it – a plan that reflects the importance of working together as a department and working in partnership with other areas of government, private industry and the broader community to "Tie America Together." We need to use this plan – not merely read it – and to think of it as a map for today and a blueprint for the future.





## Who & What We Are

The Department of Transportation is the federal steward of the nation's transportation system and speaks for transportation in the federal government. It carries out its mission in four ways:

- *S*etting standards for safety and other key aspects of the transportation system and enforcing those regulations.
- *d*istributing funds to state agencies, transportation providers and other transportation-related institutions to plan, construct, and operate the transportation system of America – and shaping the direction of its development in partnership with state and local entities.
- *i*nteracting with other federal agencies to carry out broader federal mandates such as clean air and national security policies.
- *p*roviding law enforcement and traffic management services for the nation's airspace and waterways.

The Department of Transportation employs 105,000 people, headquartered in Washington and deployed in federal offices across the country. It includes the Federal Highway Administration, the National Highway Traffic Safety Administration, the Federal Railroad Administration, the Federal Transit Administration, the Federal Aviation Administration, the United States Coast Guard, the Maritime Administration, the Saint Lawrence Seaway Development Corporation, the Research and Special Programs Administration, and the Bureau of Transportation Statistics, as well as the Office of the Secretary.

Each operating administration has its unique mission, its own

management and organizational structure, and its own strategic plan. Nevertheless, they all operate under a common mission and a commitment to create the best possible transportation system for America. Already, America's transportation system is the best in the world. Our aviation system handles more aircraft more safely than any other. Our highways create the most extensive network in the world and have the best record of safety per passenger mile traveled. Our rail system is the most efficient in the world. Our ports and waterways, combined with our highways and railroads, are the safest and most extensive intermodal network in the world. And around the country new energy-efficient, environmentally sound transit systems are under construction.



# The *Challenge* We Face

But, America's transportation system does have its problems. Highway congestion is worsening; air pollution caused by the internal combustion engine continues to plague urban areas; our investment in transit systems is not translating into increasing numbers of commuters using transit.

Much of our transportation infrastructure is in need of renovation. It is estimated that a quarter of a million miles of our major highways – nearly 25 percent of the total – are in need of major repair; that nearly 250,000 highway bridges – 40 percent of the total – are either structurally deficient or functionally deficient; and that our buses run for an average of 16 years, long after their expected life of 12 years.

We know that if we don't maintain our transportation equipment and infrastructure now, we will be confronted with more costly reconstruction later. We are also lacking in the application of new technolo-

gy in transportation. High-speed rail, better quality materials for highways and bridges, and other technologies, although available today, have not yet been widely applied in America's transportation system.

Furthermore, Americans remain frustrated by fragmented transportation options and the inability to move themselves and their products and services easily from one form of transportation to another as they go about their business. Twenty-three large airports experience at least 20,000 hours of airline flight delay each year. Amtrak has been hobbled by insufficient investment.

And our system should be safer. Although the number of people who die in transportation accidents is lower than it's been for 30 years, 40,000 people still die on our highways each year, and nearly \$15 billion each year is spent on health care related to traffic accidents.



# The DOT *Mission*

To address this challenge, the Secretary of the Department of Transportation has established the following mission:

*The Department of Transportation will “Tie America Together” with a safe, technologically advanced, and efficient transportation system that promotes economic growth and international competitiveness now and in the future, and contributes to a healthy and secure environment for us and our children.*

In an era of severe limitation on available resources, and an era of national deficit reduction, there are not enough transportation dollars to meet all of these needs. We are compelled by the public trust to ensure that our national transportation infrastructure does not deteriorate; that our investments improve the condition of our environment; and that our decisions drive forward our national economy, and are a catalyst for improving the safety and quality of life for our citizens. Strategic utilization of our resources is critical to carrying out this public trust.

Therefore, to implement the mission of the Department of Transportation, the Secretary has established seven goals.



# DOT

## *Strategic Goals*

1. "Tie America together" through an effective intermodal transportation system.
2. Invest strategically in transportation infrastructure, which will increase productivity, stimulate the economy, and create jobs.
3. Create a new alliance between the nation's transportation and technology industries, to make them both more efficient and internationally competitive.
4. Promote safe and secure transportation.
5. Actively enhance our environment through wise transportation decisions.
6. Put people first in our transportation system by making it relevant and accessible to users.
7. Transform DOT by empowering employees in a new team effort to achieve our goals.

The goals identified by the Secretary give priority to certain functions and projects of the Department, and this will be reflected by both the expenditure of time and the allocation of resources granted them. Meeting the goals requires that individual modes work together and expand the scope of their own stewardship. Likewise, discipline is needed to select strategically the approaches and projects to drive these goals forward. The Department and each mode will review business as it is now conducted, and may even stop doing some things in order to best use our resources to continue or initiate projects that will accomplish these goals.

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### How We Will Achieve Our Goals

The following section elaborates upon the seven goals by identifying for each the key objectives and high-priority projects and activities to achieve them.



# G O I A L



"Tie America Together"

## **"Tie America Together"** through an effective intermodal transportation system.

**Objective** Achieve a new National Transportation System that integrates all modes and emphasizes connections, choices, and coordination of transportation services and that positions this country as an effective economic competitor in the global market.

**Objective** Restore the health of the aviation, maritime, and passenger rail industries.

**To meet these objectives we will:**

1. Establish a National Transportation System (NTS), following the model of the National Highway System (NHS), to evaluate nationally significant transportation infrastructure and future freight and passenger needs, and encourage state and regional agencies to support and incorporate these systems in their transportation plans.
2. Move Amtrak toward financial stability and world-class passenger service.
3. Implement an aviation revitalization strategy.
4. Implement a maritime revitalization strategy.
5. Identify and develop global transportation corridors.

# G O 2 A L



## Invest Strategically in Transportation Infrastructure

**Invest strategically in transportation infrastructure, which will increase productivity, stimulate the economy, and create jobs.**

**Objective** Work to “complete what we have started” and to “repair what is broken” on time and within budget.

**Objective** Ensure that new projects strengthen the national and regional economies, reduce congestion, increase efficiency, and enhance safety.

### To meet these objectives we will:

1. Develop a strategy to repair and build transportation infrastructure including highway, rail, transit, and aviation projects based upon needs assessments and cost-benefit analyses, including a timetable that results in observable progress within the next three years, and a comprehensive program for effective, ongoing maintenance in future years.
2. Complete the Northeast Rail Corridor within established time frames and ensure that it matches world class standards.
3. Work with Congress and all interested parties to develop a comprehensive, continuing, and reliable funding program for transportation infrastructure, including expanded use of innovative financing mechanisms and private sector investment to maximize the benefits of federal investments.
4. Encourage the use of United States companies and promote greater opportunities for minority- and women-owned businesses.
5. Identify opportunities to provide strategic support to new transportation industries that have the potential to benefit the nation's economy.

# G O 3 A L



Create a New Alliance

**Create a new alliance between the nation's transportation and technology industries to make them both more efficient and internationally competitive.**

**Objective** Accelerate technological advances to make our transportation system more efficient, environmentally sound, and safe.

**Objective** Promote the development and export of transportation technology.

**To meet these objectives we will:**

1. Accelerate the Intelligent Vehicle Highway System program.
2. Implement the Global Positioning System as the world's standard in the air, on land, and over water.
3. Support the use of advanced materials in manufacturing and constructing transportation equipment and facilities.
4. Promote high-speed rail as a viable transportation option in select corridors.
5. Work with other departments and agencies to direct the research and development funding for new transportation technology to meet our nation's needs, and restructure DOT research and technology programs to complement and support this effort.
6. Support commercialization of the "Clean Car Initiative" working with the private sector and government agencies.
7. Implement the President's new shipbuilding initiative to enable American shipbuilding to be more competitive globally.
8. Promote low-cost access to space with technical enhancements to the current expendable launch vehicle fleet while the next generation launch system is developed.

# G O 4 A L



## Promote Safe and Secure Transportation

### Promote safe and secure transportation.

**Objective** Significantly reduce deaths and injuries on our transportation system, which will reduce the burden on our health care system.

**Objective** Minimize the dangers to communities and industry associated with the transportation of goods.

#### To meet these objectives we will:

1. Implement a comprehensive strategy toward ending death and injury on the highways with significant public outreach and education; aggressive enforcement; promotion of new safety technology; advanced public health strategies and techniques; collaboration with safety and business organizations; and cooperation with state and local governments.
2. Improve safety at intersecting transportation modes such as bridges with waterways and highways with railroads.
3. Complete and implement statutorily mandated drug and alcohol rules, and monitor their effectiveness.
4. Significantly improve the safety of transporting hazardous materials on our air, water, surface and pipeline transportation network.
5. Maintain and advance our leadership in aviation safety, and in the safety of our ports, harbors and waterways.
6. Identify and implement new measures to enhance security on all modes of transportation to achieve personal security and national security goals.

# G O 5 A L



## Actively Enhance Our Environment

### Actively enhance our environment through wise transportation decisions.

**Objective** Harmonize transportation policies and investments with environmental concerns.

**Objective** Provide leadership by our own example to implement environmentally friendly solutions to DOT's daily activities.

#### To meet these objectives we will:

1. Introduce low emission and alternative fuel vehicles into the DOT fleet and promote the use of environmentally friendly vehicles by the general public.
2. Promote congestion reduction and demand management strategies in metropolitan areas and on our nation's highways that include specific targets and deadlines.
3. Encourage and reward efforts by state and local governments to integrate transportation and surrounding land uses.
4. Work closely with EPA, DOE, state and local governments, and MPOs (metropolitan planning organizations) to implement fully the Clean Air Act Amendments of 1990.
5. Vigorously implement marine pollution agreements and the Oil Pollution Act of 1990, and lead in the development of new programs to further enhance water quality.
6. Aggressively implement the transportation elements of the President's Global Warming Initiative.

# G O B A L



Put People First

## Put people first in our transportation system by making it relevant and accessible to users.

**Objective** Put consumers and the traveling public first.

**Objective** Ensure that transportation policies and investments embrace the concerns of the traveling public and neighborhoods, economic development interests, and other societal concerns.

### To meet these objectives we will:

1. Ensure mobility in all transportation modes for those Americans with disabilities.
2. Support public involvement in the transportation planning process and make the MPO planning process work.
3. Ensure that disaster relief efforts restore mobility and commerce to users in an effective and efficient manner.
4. Make transit and passenger rail more viable options for the traveling public.
5. Improve public mobility by promoting strategies that encourage stronger intermodal connections and coordinated, user-friendly public information and signage to increase customers' choices.
6. Ensure that transportation planning and investments for the movement of people and goods support economic development, strengthen neighborhoods, and are friendly to America's communities.

# G O 7 A L



## Transform DOT

### **Transform DOT by empowering employees in a new team effort to achieve our goals.**

**Objective** Listen to our customers, both internal and external, and provide them with the quality services that they want.

**Objective** Cultivate a responsive, pro-active work ethic that rewards “getting it done.”

#### **To meet these objectives we will:**

1. Ensure that the mission statements, action plans and performance measures of each operating administration and office support and reflect the mission and goals we have collectively committed ourselves to in the DOT Strategic Plan.
2. Promote increased use of technologies that will create a more effective and productive internal organization.
3. Use the reservoir of experience and ingenuity of employees and their representatives in order to add a new dimension to relations between the workforce and management, and ensure that employees have a voice in the process for adapting new technologies and new structures into our transportation system.
4. Develop continuous customer feedback to refine the services we are providing.
5. Implement the National Performance Review recommendations at DOT by reinvigorating what works well, eliminating what is not necessary, and reinventing that which could work better.
6. Take steps to ensure that the DOT workforce reflects the diversity of the American people and that all employees are afforded the same opportunities for reaching their highest potential.
7. Provide leadership that builds and maintains an environment for workforce excellence that increases worker involvement, encourages learning, improves performance and recognition systems, and emphasizes employee well-being and satisfaction.



**U.S. Department of Transportation**

