REDUCED CONGESTION STRATEGIC GOAL

"Reduce congestion and other impediments to using the Nation's transportation system"

OUTCOMES

1. Reduction in urban congestion
2. Increased number of states that enable public private transportation investment partnerships
3. Increased use of integrated Intelligent Transportation System (ITS) networks and new incident management approaches
4. Increased investment in *"Corridors of the Future"*[5]
5. Reduced impediments to the efficient movement of freight over the transportation network, especially at key freight gateways
6. Meet new and growing demands for air transportation services through 2025 and beyond
7. Increased access for all Americans

STRATEGIES

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

Congestion is not a scientific mystery, nor is it an uncontrollable force. Congestion results from poor policy choices and a failure to separate solutions that are effective from those that are not. Therefore, the Department has taken a new strategic direction, a new approach to solving congestion.

[5] 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 3-5 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.
[6] Excerpts from former Transportation Secretary Norman Y. Mineta's May 16, 2006 address to the National Retail Federation.

In May, 2006, the Department announced the *National Strategy to Reduce Congestion on America's Transportation Network* – a national congestion relief initiative and directed the entire leadership of DOT to make congestion relief a top priority, and to take 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 under way; and seek commitments from major employers in the region to allow more of their employees to adopt flexible schedules and telecommute.

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.

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.

These steps will improve the performance of our existing systems. But there is a need for large-scale investments in physical infrastructure. 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' that have the greatest potential to relieve traffic, based on projected growth patterns.

These projects face enormous organizational and funding challenges. We intend to create a major Federal support structure through which sponsors can work. 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. In addition, DOT has established a Surface Transportation Policy and Revenue 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 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 accelerating airport expansion programs. We will propose new ways to support the Airport and Airway Trust Fund to match funding for aviation services to demand.

DOT will use the tools, the technology, and the plan to begin seriously targeting 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 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 SAFETY-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 2006 through fiscal 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, SAFTEA-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. Accelerate major aviation capacity projects 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; improving efficiency and reducing delays at LaGuardia Airport; giving priority treatment and agency resources to projects that enhance aviation system capacity; and streamlining environmental reviews for aviation capacity projects.

RESEARCH STRATEGIES

2. Conduct and sponsor research to reduce urban, metropolitan and suburban traffic congestion, freight gateway congestion, and aviation system congestion. (Supports outcomes 1, 4, 5, 6, 7, and 8)

3. Conduct and sponsor research to extend the life of the existing transportation system and improve the durability of infrastructure. (Supports outcomes 1, 3, 4, 5, 6, 7, and 8)

4. Conduct and sponsor research to advance the use of next generation technologies and to make effective use of combinations of modes in moving people and goods. (Supports outcomes 1, 3, 4, 5, 6, 7, and 8)

5. Conduct and sponsor research to improve the planning, operation, and management of surface transportation and aviation services and assets. (Supports outcomes 1, 3, 4, 5, 6, 7, and 8)
6. Conduct and sponsor research to improve transportation services for underserved areas and populations. (Supports outcome 8)
7. Work with industry, State DOTs, academicians to develop valid and reliable data concerning all aspects of congestion. (Supports all outcomes)
8. 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.

CAPACITY MANAGEMENT STRATEGIES

9. Mitigate congestion and improve highway system reliability by aggressively addressing recurring and non-recurring causes of congestion and work with partners to identify specific challenges and develop workable solutions. (Supports outcomes 1 through 5)
10. Encourage partner agencies to apply asset (i.e., pavements, bridges, tunnels, roadway safety hardware) management systems to improve decision-making from the planning phase through the engineering, operations and maintenance phases. (Supports outcomes 1 and 5)
11. Advance the application of asset management principles and techniques, along with economic evaluation and tradeoff analysis, through outreach, training, and technical assistance to partner organizations. (Supports outcomes 1 and 5)
12. Accelerate the adoption and deployment of construction and system preservation innovations through programs such as Accelerated Construction Technology Transfer and Highways for Life. (Supports outcomes 1 and 5)
13. Promote the design, construction, preservation, and rehabilitation of highway structures with standards, materials, and practices that provide longer and more reliable performance, and that minimize impacts on traffic and safety. (Supports outcomes 1 and 5)
14. Develop and implement new pavement design procedures, demonstrate performance material related specifications, test and evaluate innovative equipment, and promote quality assurance practices to improve pavement smoothness, performance and measurement capabilities. (Supports outcomes 1 and 5)
15. 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 outcome 8)

16. Assist partner organizations in establishing and expanding the systematic use of performance measures to monitor and improve transportation system performance. (Supports outcome 8)
17. Improve airway access and modify aircraft separation standards to increase airspace capacity and allow more efficient use of airspace (Supports outcomes 6 and 7)

BEST PRACTICE STRATEGIES

18. 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 and 5)
19. 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 and 4)
20. Encourage the use of best practice tools and techniques to monitor program delivery and evaluate the impacts of proposed projects and programs. (Supports outcomes 1 and 5)
21. Engage household goods consumer-movers, shippers, and carriers through partnerships, education and compliance operations. (Supports outcome 5)
22. Promote the use of automated systems that provide more accurate and timely information for all aviation users. (Supports outcomes 6 and 7)

PERFORMANCE MEASURES

Table 2 presents the relationship between the outcomes we will achieve in reducing congestion as well as the performance measures and milestones that will show our progress.

TABLE 2. REDUCED CONGESTION OUTCOMES, AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES AND MILESTONES
1. Reduction in urban congestion	Urban Congestion Milestones - Urban Partnership agreements implemented - FY 07 Open Roads proposal passed in DOT Budget Urban Congestion Performance Measure - Percent of urban travel nationwide that is under congested conditions - Transit Ridership – Average percent change in transit boardings per transit market (150 largest transit agencies), adjusted for changes in employment levels.
2. Increased number of States that enable public/private partnerships	Public/Private Partnerships Milestone - Number of states enacting Public/Private Partnership laws where PPP authority is lacking
3. Increased use of integrated ITS networks and new incident management approaches	Operations Performance Measures - Traffic Incident Management measures Full function service patrols Quick clearance "Move it" laws - Percent of population with access to 511
4. Increased investment in "Corridors of the Future"	Corridors of the Future Milestones - Competition announced - Winners announced - Budget and legislative proposals approved

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

OUTCOMES	PERFORMANCE MEASURES AND MILESTONES
5. Reduced impediments to the efficient movement of freight over the transportation network, especially at key freight gateways	Freight Milestones - Key gateways named - Agreements on needed gateway improvements completed - Comprehensive Marine Transportation System (CMTS) waterway/port congestion strategy completed - National Freight Policy Framework implemented Freight Performance Measure - Pipeline system capacity lost due to incidents, corrective action orders and other issues
6. Meet new and growing demands for air transportation services through 2025 and beyond	Meet Air Transportation Demand Performance Measures - 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
7. Increased access for all Americans	Increased Access Performance Measures - Percent of bus fleets compliant with the ADA - Percent of key rail stations compliant with the ADA - Number of employment sites that are made accessible by Job Access and Reverse Commute transportation services - Average time to respond to household goods mover complaints from consumers
8. Longer lasting, high performance highway infrastructure	High Performance Highway Infrastructure Performance Measures - Percent of travel on the NHS meeting pavement performance standards for good ride (target: 57% in 2008, 62% in 2011). - Percent of deck area on NHS bridges rated deficient, adjusted for average daily traffic (target: 22% in 2008, 19% in 2011).