U.S. Department of Transportation

Strategic Plan

FY 2022-2026

MESSAGE FROM THE SECRETARY

The Department of Transportation has been trusted with an opportunity of historic proportions. Alongside our Department's ongoing core safety and policy responsibilities, President Biden has tasked this agency with making transformative investments that will modernize our infrastructure to deliver safer, cleaner, and more equitable transportation systems. Thanks to President Biden's landmark Bipartisan Infrastructure Law—also known as the Infrastructure Investment and Jobs Act—we have unprecedented resources to deploy in the service of our mission, delivering improvements that will endure for generations. With these resources comes an opportunity and matching obligation to create a generation of good-paying jobs with the choice to join a union, confront the climate crisis, equitably grow the economy, and reinforce America's global competitiveness.

The Fiscal Year 2022-2026 U.S. Department of Transportation Strategic Plan is a roadmap for how we will implement this once-in-a-generation investment to create a transportation system that works for every American. This includes actions to:

- Invest in transportation safety to ensure that no matter how you are traveling—whether by bus, truck, or car; plane, ferry, or train; bike, wheelchair, or on foot—you can be confident that you will arrive at your destination safely.

- Repair, rebuild, and modernize our roads, bridges, and pipelines, with a particular focus on climate change mitigation, resilience, equity, and safety for all users.
- Improve healthy, sustainable transportation options for millions of Americans by modernizing and expanding public transit and rail networks across the country.
- Support the transition to net-zero emissions and create good-paying jobs by building a national network of electric vehicle (EV) chargers and electrifying thousands of school and transit buses.
- Support a more just and equitable transportation system by investing in historically underserved communities to connect them with jobs, resources, and opportunities, and empowering them to build generational wealth.
- Improve infrastructure at coastal ports, inland ports and waterways, and land ports of entry along the borders to strengthen our national supply chain.
- Create a world-class organization with the talent and capacity to guide and oversee the largest investment in the nation's transportation infrastructure since the Eisenhower Administration.

The work ahead of us will require ingenuity, resourcefulness, and commitment to do the

tough, big things that we know we must do. It will require us to remain true to our values, letting them guide us through demanding work and difficult decisions. As the stewards of our transportation system, we take seriously the enormous responsibility and opportunity before us. In the years ahead, this Strategic Plan will help to structure and prioritize our efforts, as we continue our work to ensure that America's transportation systems serve every member of the traveling public well and secure our nation's economic success in the decades to come.

Secretary Pete Buttigieg

EXECUTIVE SUMMARY

U.S. DOT'S MISSION

To deliver the world's leading transportation system, serving the American people and economy through the safe, efficient, sustainable, and equitable movement of people and goods.

VALUES

Our values represent guiding principles that are the core of who we are as a Department and how we approach our work. Our values are at the foundation of our strategic approach to achieving our mission. They guide how we work with partners and how we treat each other. In serving the public, we strive to live up to these values in everything we do.

EXCELLENCE

TRUST

FAIRNESS

EMPATHY

IMAGINATION

STRATEGIC GOALS

STRATEGIC GOALS	STRATEGIC OBJECTIVES
Safety Make our transportation system safer for all people. Advance a future without transportation-related serious injuries and fatalities.	■ Safe Public ■ Safe Workers ■ Safe Design ■ Safe Systems ■ Critical Infrastructure Cybersecurity
Economic Strength and Global Competitiveness Grow an inclusive and sustainable economy. Invest in our transportation system to provide American workers and businesses reliable and efficient access to resources, markets, and good-paying jobs.	■ Job Creation and Fiscal Health ■ High-Performing Core Assets ■ Global Economic Leadership ■ Resilient Supply Chains ■ System Reliability and Connectivity
Equity Reduce inequities across our transportation systems and the communities they affect. Support and engage people and communities to promote safe, affordable, accessible, and multimodal access to opportunities and services while reducing transportation-related disparities, adverse community impacts, and health effects.	■ Expanding Access ■ Wealth Creation ■ Power of Community ■ Proactive Intervention, Planning, and Capacity Building
Climate and Sustainability Tackle the climate crisis by ensuring that transportation plays a central role in the solution. Substantially reduce greenhouse gas emissions and transportation-related pollution and build more resilient and sustainable transportation systems to benefit and protect communities.	■ Path to Economy-wide Net-Zero Emissions by 2050 ■ Infrastructure Resilience ■ Climate Justice and Environmental Justice
Transformation Design for the future. Invest in purpose-driven research and innovation to meet the challenges of the present and modernize a transportation system of the future that serves everyone today and in the decades to come.	■ Matching Research and Policy to Advance Breakthroughs ■ Experimentation ■ Collaboration and Competitiveness ■ Flexibility and Adaptability
Organizational Excellence Strengthen our world-class organization. Advance the Department's mission by establishing policies, processes, and an inclusive and innovative culture to effectively serve communities and responsibly steward the public's resources.	■ Customer Service ■ Workforce Development ■ Data-Driven Programs and Policies ■ Oversight, Performance, and Technical Assistance ■ Sustainability Initiatives ■ Enterprise Cyber Risks

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INTRODUCTION

The Fiscal Year 2022-2026 U.S. Department of Transportation Strategic Plan establishes the U.S. Department of Transportation's (U.S. DOT) strategic goals and objectives for Fiscal Year (FY) 2022 through FY 2026. It comes at a critical time for U.S. DOT and the nation. As a country, we face enormous challenges—a global pandemic, systemic inequality, worsening roadway safety, overwhelmed supply chains, and a climate crisis. To meet these challenges, we need to build a new economy, transform our transportation infrastructure, and ensure that all Americans can get where they need to go safely. Building things back the way they were simply isn't good enough. To create good-paying jobs, combat inequity, and tackle the climate crisis, we need to reimagine how we do things and make generational investments so that when we rebuild our transportation system, we build a better America.

The historic Bipartisan Infrastructure Law, as enacted by the Infrastructure Investment and Jobs Act, is a once-in-a-generation opportunity to support transformational investments in our national transportation infrastructure that will create good jobs, modernize our infrastructure, improve safety, tackle the climate crisis, enable bus and vehicle fleet electrification, and invest in communities that have too often been left behind. The legislation also provides the resources needed to upgrade our nation's airports and ports to strengthen our supply chains, improve U.S. competitiveness, create more and better jobs at these hubs, and reduce transportation-related emissions.

As envisioned by President Biden, U.S. DOT will play a critical role in this transformation. This Strategic Plan provides the blueprint. It describes the long-term goals that the Department aims to achieve, the actions that we will take to realize those goals, and how the Department will most effectively use its resources.

The Strategic Plan categorizes strategic objectives and strategies by goal, but they are inherently intersectional; many of the strategies and objectives will serve multiple goals. It is firmly based in evidence and includes a plan for measuring success. In this way, it meets the requirements of both the Government Performance and Results Act (GPRA) Modernization Act and the Foundations for Evidence-Based Policymaking Act (the Evidence Act).

The GPRA Modernization Act of 2010 amended the Government Performance and Results Act of 1993 to align strategic planning with the beginning of each new term of an Administration, requiring every Cabinet level department and agency to produce a new Strategic Plan. Under the GPRA Modernization Act, the Office of Management and Budget (OMB) established guidance that defines the content and provides a framework for agency strategic plans.

The Evidence Act requires that agencies' strategic plans include a section on evidence building. Evidence building plans are systematic plans for identifying and addressing priority questions relevant to each agency. In conformance with the Evidence Act, this Strategic Plan includes U.S. DOT's Learning Agenda and Capacity Assessment as addenda. The Learning Agenda identifies evidence building activities to answer strategic and operational priority questions related to the Department's Strategic Goals defined in this Strategic Plan. The Capacity Assessment assesses U.S. DOT's ability to undertake evidence building activities related to the Department's Strategic Goals through research, statistics, and evaluation.

This Strategic Plan has been developed with input from stakeholders and the general public. To seek input on goals, objectives, and strategies, U.S. DOT held topical listening sessions and posted a Request for Comment in the Federal Register. Comments received were taken into consideration in the development of this Strategic Plan.

Based on the comments received, U.S. DOT made a number of revisions. Among other revisions, U.S. DOT streamlined strategic objectives and strategies, including adding language to clarify the Department's attention to worker safety and rural interests. Inputs received from DOT Operating Administrations served to ensure modal strategic priorities were addressed and that meaningful key performance indicators were identified. The U.S. DOT will continue to engage in ongoing interagency coordination across the Federal government to facilitate the effective implementation of the strategies identified in this Strategic Plan.

This Strategic Plan includes the following key elements as defined by OMB guidance:

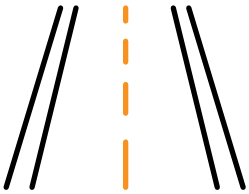
- **Strategic Goals** are general, outcome-oriented, long-term goals for the major functions and operations of U.S. DOT. They address the broad impacts desired by U.S. DOT.
- **Strategic Objectives** reflect the outcomes U.S. DOT is trying to achieve and are tied to performance goals and indicators. Lead agencies are identified for each strategic objective and key performance indicator; however, the Department recognizes that many strategies require coordination across Operating Administrations and Secretarial Offices.
- **Strategies** describe how U.S. DOT plans to make progress toward its strategic objectives.
- **Performance Indicators** are quantitative metrics that measure progress toward a strategic objective.
- **Agency Priority Goals** are near-term results or achievements that leadership wants to accomplish within approximately 24 months that rely predominantly on the agency's implementation.

ORGANIZATIONAL STRUCTURE

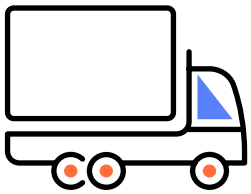
U.S. DOT oversees and administers programs, policies, and regulations to keep the traveling public safe, secure, and mobile while ensuring that our transportation system contributes to the nation's economic growth.

U.S. DOT leadership is provided by the Secretary of Transportation, who is the principal advisor to the President in all matters relating to Federal transportation programs. The Office of the Secretary oversees nine Operating Administrations (OAs), each with its own management and organizational structure.

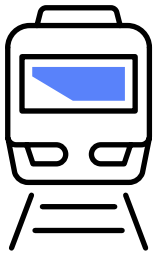
FEDERAL AVIATION ADMINISTRATION (FAA)



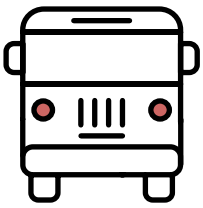
FEDERAL HIGHWAY ADMINISTRATION (FHWA)



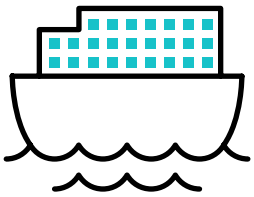
FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION (FMCSA)



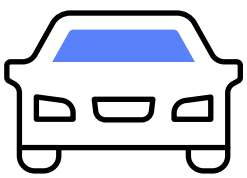
FEDERAL RAILROAD ADMINISTRATION (FRA)



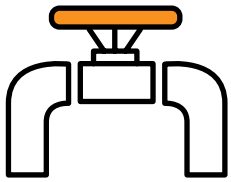
FEDERAL TRANSIT ADMINISTRATION (FTA)



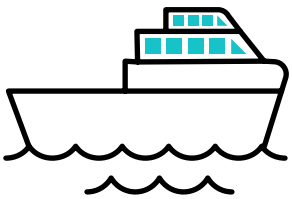
MARITIME ADMINISTRATION (MARAD)



NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION (NHTSA)



PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION (PHMSA)



GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION (GLS)

MEETING ADMINISTRATION PRIORITIES

This Strategic Plan aligns closely with the Biden-Harris Administration's priorities to deliver bold action to meet the needs of American families and address our most pressing challenges. These include taking action to control the COVID-19 pandemic, provide economic relief, tackle climate change, advance racial equity, and restore America's standing in the world.

To address these priorities, U.S. DOT is implementing Presidential Executive Orders. These Executive Orders direct Federal agencies to take concrete and immediate steps to meet challenges facing American families. Executive Orders cover a wide range of priorities, including:

- Protecting worker and traveler health and safety;
- Providing economic relief to address effects of the COVID-19 pandemic;
- Enhancing supply chain resilience, promoting economic competition, strengthening American leadership in clean cars and trucks, and spurring domestic manufacturing and innovation;
- Restoring scientific integrity and tackling the climate crisis;
- Improving cybersecurity and protecting privacy and civil liberties;
- Affirmatively advancing equity, civil rights, racial justice, and equal opportunity; and
- Supporting diversity, equity, inclusion, and accessibility in the Federal workforce.

For more information about President Biden's Executive Orders, visit the following website: https://www.federalregister.gov/presidential-documents/executive-orders/joe-biden/2021

STRATEGIC GOALS

Safety

Make our transportation system safer for all people.
Advance a future without transportation-related serious injuries and fatalities.

Safety is U.S. DOT's top priority. Safety at U.S. DOT is a multimodal effort encompassing rail, marine vessel, pipeline, aviation, and roadway incidents and crashes. While we have made great progress in some areas of safety, we are losing ground in others. The United States has one of the highest traffic fatality rates in the industrialized world, double the rate in Canada and quadruple that in Europe. Almost 95 percent of U.S. transportation deaths occur on America's streets, roads, and highways, and deaths are on the rise. In 2020, a year when vehicle travel was down overall, 38,824 people died in motor vehicle crashes—more than 100 deaths per day. An estimated 2.28 million people were injured. In the first nine months of 2021, an estimated 31,720 people died in motor vehicle crashes, up approximately 12 percent over the first nine months of 2020. That is the largest number of projected fatalities for January through September since 2006. These trends are unacceptable.

To address this crisis systemically and to prevent these tragic and avoidable deaths and serious injuries, U.S. DOT released its National Roadway Safety Strategy (NRSS) in January 2022. The NRSS is the first step in working toward an ambitious long-term goal of reaching zero roadway fatalities.

Many of those affected by motor vehicle crashes are not traveling in motor vehicles at all. About one in five road fatalities are vulnerable road users—people on foot, on bikes or scooters, or in wheelchairs. Among those vulnerable road users, people of color and low-income communities are the hardest hit: the fatality rate for Native Americans is five times that of white pedestrians. For Black pedestrians the fatality rate is two times higher.

Improving safety will require new approaches, greater collaboration, and increased vigilance. We need to shift culture and expectations among public officials and the general public away from behaving as if safety risks, particularly risks of today's roadways, are inevitable. Instead, we need to truly put safety first and seek to improve safety for all travelers. People should leave the house and know they're going to get to their destination safely. We need to invest in safer infrastructure, safer vehicles, and safer systems to create a transportation system where the lives of the traveling public and transportation workers are valued and protected.

U.S. DOT can lead on safety, but we cannot achieve our safety goals working alone. Public officials, private industry stakeholders, researchers, first responders, and the traveling public all play a part, working together toward a future where transportation-related serious injuries and fatalities are eliminated.

SAFETY

OBJECTIVES AND STRATEGIES

SAFE PUBLIC

Protect urban and rural communities and travelers, including vulnerable populations, from health and safety risks.

- Promote safe behaviors and improve travel safety for vulnerable road users, children, and the elderly.
- Research and support initiatives to improve occupant protection and reduce risky operator behaviors, such as speeding, distraction, fatigue, and operating under the influence.
- Reduce the health effects of harmful emissions especially on vulnerable and overburdened communities.
- Implement measures that mitigate or eliminate incidents among rail, transit, aviation, and trucking operations and the traveling public.
- Reduce racial and gender disparities in transportation-related health and safety outcomes, and perform demographic analysis to identify actions and opportunities.
- Take proactive measures against discrimination, hate, and violence in transportation systems.

Lead agency: OST-P, All OAs

SAFE WORKERS

Improve the health, safety, and well-being of transportation workers and first responders.

- Identify and promote noteworthy practices in work zone safety and around emergency vehicles.
- Support worker safety training and technical assistance across the transportation and public safety industry.
- Investigate and mitigate transportation worker exposure to unsafe situations.
- Ensure operator safety through fatigue management, adequate rest areas, and efforts to promote better workplaces and compensation.

Lead agency: OST-P, All OAs.

SAFE DESIGN

Design and build transportation infrastructure and systems to improve safety outcomes.

- Adopt roadway designs and countermeasures that anticipate human error.
- Advance U.S. best practices in road safety and vehicle standards in collaboration with global initiatives.
- Encourage performance-based design that applies funding to lower-cost design treatments that optimize safety across the entire system.
- Update roadway design standards and improve vehicle performance standards to protect vulnerable road users and vehicle occupants.
- Use regulatory and policy tools to advance roadway safety, including the Manual on Uniform Traffic Control Devices, Roadway Design Standards, and several vehicle safety improvements mandated in the Bipartisan Infrastructure Law that will reduce fatalities and injuries across modes.
- Work with research and private institutions to harness technological innovations to reduce and mitigate safety incidents.
- Increase Federal-aid spending on and provide technical assistance to support safe and complete streets.

Lead agency: OST-P, All OAs

SAFE SYSTEMS

Strengthen the use of informed data-driven decision-making and apply comprehensive approaches such as the Safe System approach and safety management systems for all modes.

- Formally adopt a Safe System approach at the departmental level.
- Support the adoption and maturation of safety management systems across modes, including standards and guidelines that hold industry and public agencies accountable for safety.
- Improve incident management and response across all modes.
- Use data and data analytics to take proactive actions to address emerging safety risks and support compliance.
- Improve safety of flight paths, ensuring the safe introduction of new entrants such as commercial space, unmanned aircraft systems, and advanced air mobility into aviation.

- Set safety management systems-related standards and guidelines that hold industry and public agencies accountable for safety and establish partnerships with these entities to promote safety.
- Adopt an interdisciplinary approach to reducing speeding-related crashes, fatalities, and injuries.
- Assess, identify, and promote examples of robust safety culture practices.
- Expand the use of nonpunitive, close-call reporting programs and ensure just culture provisions are in place to encourage reporting.

Lead agency: OST-P, All OAs

CRITICAL INFRASTRUCTURE CYBERSECURITY

Strengthen transportation system resilience to protect it from disruption from cyber and other attacks.

- Provide technical assistance to critical infrastructure owners and operations to better identify, assess, and address critical physical and cybersecurity vulnerabilities.
- Incorporate physical and cybersecurity protections in the standards for design of emerging automated and connected systems and technologies.
- Strengthen system response and recovery plans and protocols to minimize the effects of system disruptions and hasten system recovery.
- Improve and increase information sharing regarding security threats and incidents.
- Establish a cybersecurity element in the evaluation of emerging transportation technologies.
- Promote guidelines on vulnerability assessments that include cybersecurity vulnerability for critical infrastructure.

Lead agency: S-60, OCIO, OST-R, OST-P

SAFETY

KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	LEAD AGENCIES
Reduce motor vehicle fatalities.	OST-P, FHWA, FMCSA, NHTSA
▪ By September 30, 2023, the Department will reduce the rate of motor vehicle fatalities from 1.36 per 100 million vehicle miles traveled (VMT) as of October 1, 2021, to no more than 1.22 per 100 million VMT.	
▪ Reduce 66% of motor vehicle-related fatalities by 2040 to demonstrate progress to achieve zero roadway fatalities.	
By September 30, 2023, the Federal Aviation Administration's (FAA) range of programs will contribute to the commercial air carrier fatality rate remaining below the target of 4.9 fatalities per 100 million persons on board and contribute to reducing general aviation fatal accidents to no more than 0.94 fatal accidents per 100,000 flight hours.	FAA
Reduce transportation worker fatality and serious injury rate by 2026.	
▪ Reduce highway workers fatality and serious injury rates.	FHWA
▪ Reduce transit worker fatality and serious injury rates by 2025.	FTA
▪ Reduce the railroad employee on-duty (EOD) injury and illness rate by 5% less than the prior year amount.	FRA
▪ Reduce the transportation worker fatality and serious injury rate by 2026.	FMCSA
Increase transit ridership in the top transit cities.	
▪ Increase transit ridership in the top transit cities back to 100% of 2019 levels by 2026.	FTA
▪ Increase the percentage of person trips by transit and active transportation modes from roughly 4% in 2020 to 6%.	FHWA, FRA, FTA

Economic Strength and Global Competitiveness

Grow an inclusive and sustainable economy. Invest in our transportation system to provide American workers and businesses reliable and efficient access to resources, markets, and good-paying jobs.

The U.S. is the wealthiest country in the world, yet we rank 13th when it comes to the overall quality of our transportation infrastructure. After decades of disinvestment, our infrastructure is failing to keep up with growing transportation needs and parts of our system have fallen into disrepair. One in five miles (173,000 total miles) of our highways and major roads is in poor condition, as well as 45,000 bridges. Our nation's transit systems have a repair backlog of more than $105 billion, representing more than 24,000 buses, 5,000 rail cars, 200 stations, and thousands of miles of track, signals, and power systems in need of replacement.

The failure to repair and modernize our highways, bridges, transit assets, ports and waterways, airport and air traffic facilities, passenger rail facilities, and other facilities has a cost. Our businesses are less competitive, and goods are more expensive. Just this past year, we have seen serious delays at ports lead to severe supply chain disruptions that threaten post-pandemic economic recovery. Additionally, traffic congestion costs the U.S. economy over $160 billion per year, as motorists lose more than $1,000 every year in wasted time and fuel. Every hour that Americans spend in traffic is an hour wasted, an hour spent away from our friends and families, an hour not doing the things we enjoy.

Modernizing our transportation system is essential to creating jobs and growing an inclusive and sustainable economy. Investments in infrastructure—whether we are repairing bridges or building a national network of electric vehicle (EV) chargers—will improve U.S. competitiveness, drive economic growth, increase access to opportunity, and create a new generation of good-paying union jobs to rebuild our country.

It has never been more important for us to invest in strengthening our infrastructure and competitiveness. Repair and modernization of our transportation infrastructure must be a national priority to ensure continued economic growth and improve our quality of life.

ECONOMIC STRENGTH AND GLOBAL COMPETITIVENESS

OBJECTIVES AND STRATEGIES

JOB CREATION AND FISCAL HEALTH

Support American workers and businesses to create good jobs while building stronger and more sustainable regional and local economies.

- Support distribution and oversight of transportation funding provided by Congress to create good-paying American jobs.
- Evaluate job creation benefits of funding programs.
- Support workforce and educational programs and work with industry and labor to create pathways to quality jobs, with a free and fair choice to join a union, through sector-based community college partnerships, apprenticeships, on-the-job training, use of qualified youth service and conservation corps, and other measures.
- Promote competition in the transportation industry and other measures that protect consumers.
- Conduct research on the fiscal impact of development patterns on regional and local economies and budgets.
- Provide guidance to State, regional, local and Tribal partners that encourages investments that promote sustainable value and invest in existing communities.

Lead agency: OST-P, All OAs

HIGH-PERFORMING CORE ASSETS

Restore and modernize core assets to improve the state of good repair, enhance resiliency, and expand beneficial new projects.

- Prioritize investments in transportation assets to improve infrastructure conditions and redesign infrastructure for the future.
- Strengthen asset management systems and practices to reduce the costs of managing assets throughout their lifecycle.
- Promote innovative funding and financing opportunities that help accelerate the repair and development of critical U.S. transportation infrastructure.
- Support the introduction and operation of new or enhanced infrastructure technologies that improve system safety and mobility.

Lead agency: OST-P, Build America Bureau, All OAs

GLOBAL ECONOMIC LEADERSHIP

Support the economic competitiveness of American businesses and increase international collaboration on trade, standards, and research.

- Support international cooperation on trade and address unfair foreign trade practices.
- Advocate for U.S. exporters of transportation-related goods and services to increase exports and support good-paying U.S. jobs.
- Engage with international partners to foster collaboration on global issues such as climate change and equitable communities.
- Promote international best practices, including with respect to combating human trafficking.
- Foster safe innovation and global competitiveness, especially with respect to growing transportation industries such as EVs, advanced transportation technologies, and commercial space.

Lead agency: OST-X

RESILIENT SUPPLY CHAINS

Modernize infrastructure for safer and more efficient movement of goods to support the U.S. economy while maintaining community and regional livability, as well as supply chain resiliency.

- Address critical supply chain vulnerabilities that affect economic security and resiliency, including overarching issues, risks, and bottlenecks resulting from supply-side constraints and shifts in transportation demand.
- Convene supply chain stakeholders across freight sectors to reach commitments to support more resilient supply chains.
- Assess freight and supply chain trends and technologies, including investments, business models, labor and workforce, and disruptions and opportunities due to climate change and innovation.
- Support investment in trade corridors and gateways to improve freight and supply chain reliability, reduce wait times, and facilitate U.S. exports.
- Support more efficient intermodal connections.
- Support freight and supply chain planning guidance and assistance, and develop and share guidance, data, and noteworthy practices to advance freight system planning.
- Support freight operations safety through engaging with domestic and international stakeholders.
- Identify and promote effective strategies to address last-mile delivery challenges.
- Strengthen domestic sourcing, the domestic workforce, and encourage the domestic industry, including Made in America requirements.

Lead agency: OST-P, FHWA, MARAD, FRA

SYSTEM RELIABILITY AND CONNECTIVITY

Improve system operations to increase travel time reliability, manage travel demand, and improve connectivity.

- Promote the adoption of noteworthy multimodal transportation system management and operations practices.
- Improve incident and emergency response and recovery practices to reduce system disruption.
- Develop, test, and evaluate the capability of new technologies to improve transportation systems management and operations, and evaluate job- and workforce-related consequences.
- Work with partners to manage disruptions to system operations safely and effectively and optimize system performance for all system users.
- Invest in multimodal capacity to improve travel time reliability on congested corridors.
- Support telework, workplace flexibilities, and incentive programs to manage travel demand.
- Increase transportation options and system connectivity and improve the built environment to revitalize the nation and its urban and rural communities.

Lead agency: FHWA, FTA, FRA

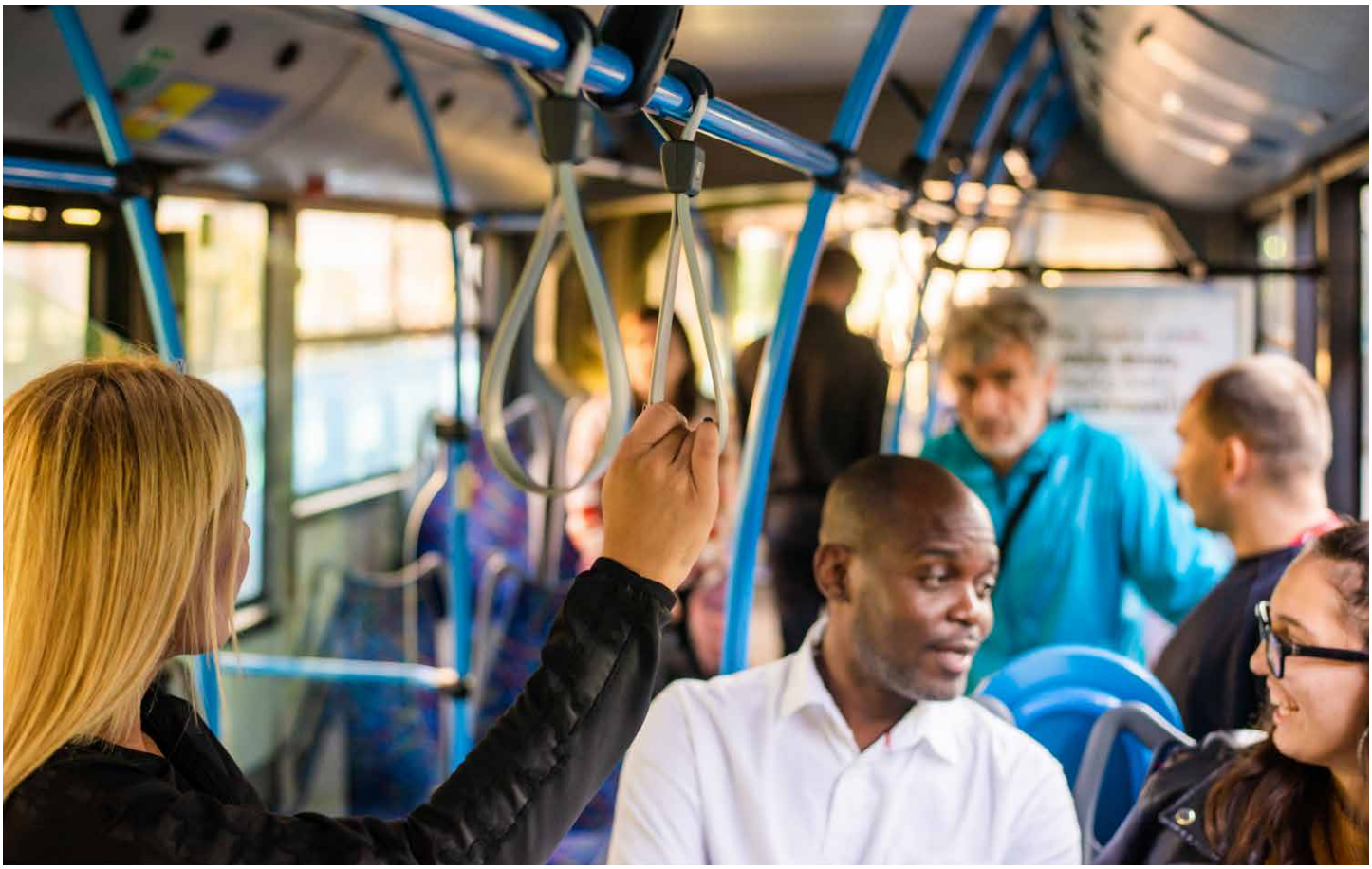
ECONOMIC STRENGTH AND GLOBAL COMPETITIVENESS

KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	LEAD AGENCIES
Reduce backlog of $830 billion in highway repairs by 50% by 2040.	FHWA
Fix the 10 most economically significant bridges and repair the 10,000 in most need smaller bridges.	FHWA
Reduce state of good repair backlog for transit revenue vehicles by 25% and transit buildings and facilities by at least 50% by 2030.	FTA
By September 30, 2023, maintain or improve conditions of federally funded portions of the nation's transportation systems. ▪ The percentage of Interstate Pavement in either good or fair condition will be maintained at 95%. ▪ The percentage of deck area on National Highway System (NHS) bridges in either good or fair condition will be maintained at or above 95%. ▪ The percent decrease in the Reliability of Interstate Person-Miles Traveled will be no more than 0.7% from the 2018 baseline. ▪ The percent of paved runways in the National Plan of Integrated Airport Systems in excellent, good, or fair condition will be maintained at 93%.	FAA, FHWA
Focus $19.4 billion in BIL funds on airport modernization and safety infrastructure projects, including participation in completing 20 terminals and 400 new or rehabilitated pavement projects by 2030.	FAA
By 2036, repair or replace 1,000 miles of high-risk, leak-prone, community-owned legacy gas distribution pipeline infrastructure as well as an estimated reduction of 1,000 metric tons of methane emissions, and a reduction in fatalities/serious injuries.	PHMSA
Increase efficiency and reliability of transportation systems.	
▪ Increase the frequency of bus service in urbanized areas over 100,000 in population by 10% by 2026.	FTA
▪ Increase port capacity throughput availability by 10 percent by 2026.	MARAD
Eliminate 100% of Amtrak's state of good repair backlog of Amtrak-owned fleet, ADA stations compliance, and non-NEC infrastructure by 2035.	FRA
Reduce the Northeast Corridor state of good repair backlog by 60% and reduce corridor-wide trip times by 2035.	FRA
Initiate intercity passenger rail service on at least 3 new corridors by 2035.	FRA
Increase employment in the transportation and warehouse sector by 7% annually.	OST-P, OST-R

Equity

Reduce inequities across our transportation systems and the communities they affect. Support and engage people and communities to promote safe, affordable, accessible, and multimodal access to opportunities and services while reducing transportation-related disparities, adverse community impacts, and health effects.



Transportation connects people to essential opportunities and resources. Americans rely on transportation to connect us in countless ways, getting us to work, school, or loved ones—and getting us the goods we count on every day. Unfortunately, in the past and into the present day, people have not had equal access to transportation and the opportunities that transportation provides. Too often, transportation investments divide communities or leave out the people most in need of affordable transportation options, both reflecting and worsening inequality. U.S. DOT is committed to ensuring that transportation projects and programs increase opportunity; advance racial equity and environmental justice; serve rural, urban, and suburban communities equitably; and promote affordable access for all.

U.S. DOT identified equity as a strategic goal because opportunities exist right now to redress historic inequities, remove barriers, and work toward more inclusive practices and benefits within U.S. DOT and for the public. Incorporating equity into U.S. DOT's decision-making processes will result in a more robust and equitable transportation system that expands access and opportunities for all Americans.

EQUITY

OBJECTIVES AND STRATEGIES

EXPANDING ACCESS

Expand affordable access to transportation jobs and business opportunities by removing barriers for individuals, businesses, and communities.

- Assess and support investments that expand accessibility to ensure that transportation networks meet the needs of all people, including disadvantaged populations.
- Support the expansion of transportation options in underserved rural and urban communities.
- Strengthen coordination of land use and transportation planning to improve the affordability of transportation and housing.
- Support investments that encourage equitable, transit-oriented development and pedestrian-friendly main streets and town centers, particularly in disadvantaged or rural communities.

Lead agency: OST-P, DOCR, All OAs

WEALTH CREATION

Reduce the effects of structural obstacles to building wealth.

- Integrate equity considerations across U.S. DOT funding programs.
- Realize the potential of competitive grant programs and U.S. DOT authorities to maximize benefits for communities most in need.
- Support community-driven efforts to promote economic and social mobility and other opportunities in American communities, particularly disadvantaged or rural communities.
- Provide guidance and outreach on procurement rules and opportunities to disadvantaged business enterprises and increase their access to U.S. DOT funding opportunities.
- Promote equity for transportation workers and support pathways to transportation careers for workers with diverse backgrounds.

Lead agency: OST-P, DOCR, All OAs

POWER OF COMMUNITY

Empower communities through innovative public engagement with diverse stakeholders and thought leaders to foster exchange and ownership.

- Systematically establish partnerships with colleges and universities that serve underrepresented populations and communities.
- Conduct public outreach to better understand barriers to participation in discretionary grant programs.
- Develop new methods to engage with marginalized communities.
- Support the adoption of innovative methods to engage with individuals with disabilities and limited-English-proficient individuals.
- Establish channels for diverse voices and community inclusion to identify underserved needs.
- Promote adaptive public engagement to ensure that all impacted communities have full and equitable opportunity to be engaged in transportation planning at every stage, including all National Environmental Policy Act (NEPA) processes, U.S. DOT rulemaking, and related processes.

Lead agency: OST-P, DOCR, All OAs

PROACTIVE INTERVENTION, PLANNING, AND CAPACITY BUILDING

Ensure that equity considerations for disadvantaged and underserved communities are integrated into the planning, development, and implementation of all transportation investments.

- Support measurement of equity impacts as part of long-range transportation plan development and Statewide Transportation Improvement Programs (STIPs) and Transportation Improvement Programs (TIPs) to ensure that States and metropolitan planning organizations (MPOs) conduct meaningful analyses of how their projects would affect underserved communities.
- Conduct technical assistance activities to revitalize communities by improving the built environment.
- Improve guidance and technical assistance on environmental justice and other nondiscrimination rules and regulations to minimize and mitigate negative impacts and disparities from transportation investments on the environment while supporting the preservation of existing neighborhoods and communities.
- Minimize, avoid, or mitigate negative impacts of transportation projects on disadvantaged or overburdened communities.

- Encourage interagency, State, Tribal, and local coordination in land use and transportation planning, project development, and operations and maintenance to ensure protection of transportation investments and make efficient use of limited resources.
- Provide guidance to help prevent discriminatory displacement actions in operations or development projects.
- Strengthen the collection, analysis, sharing, and use of equity data.
- Incorporate equity in economic evaluation of projects for investment decision-making.

Lead agency: OST-P, DOCR, All OAs

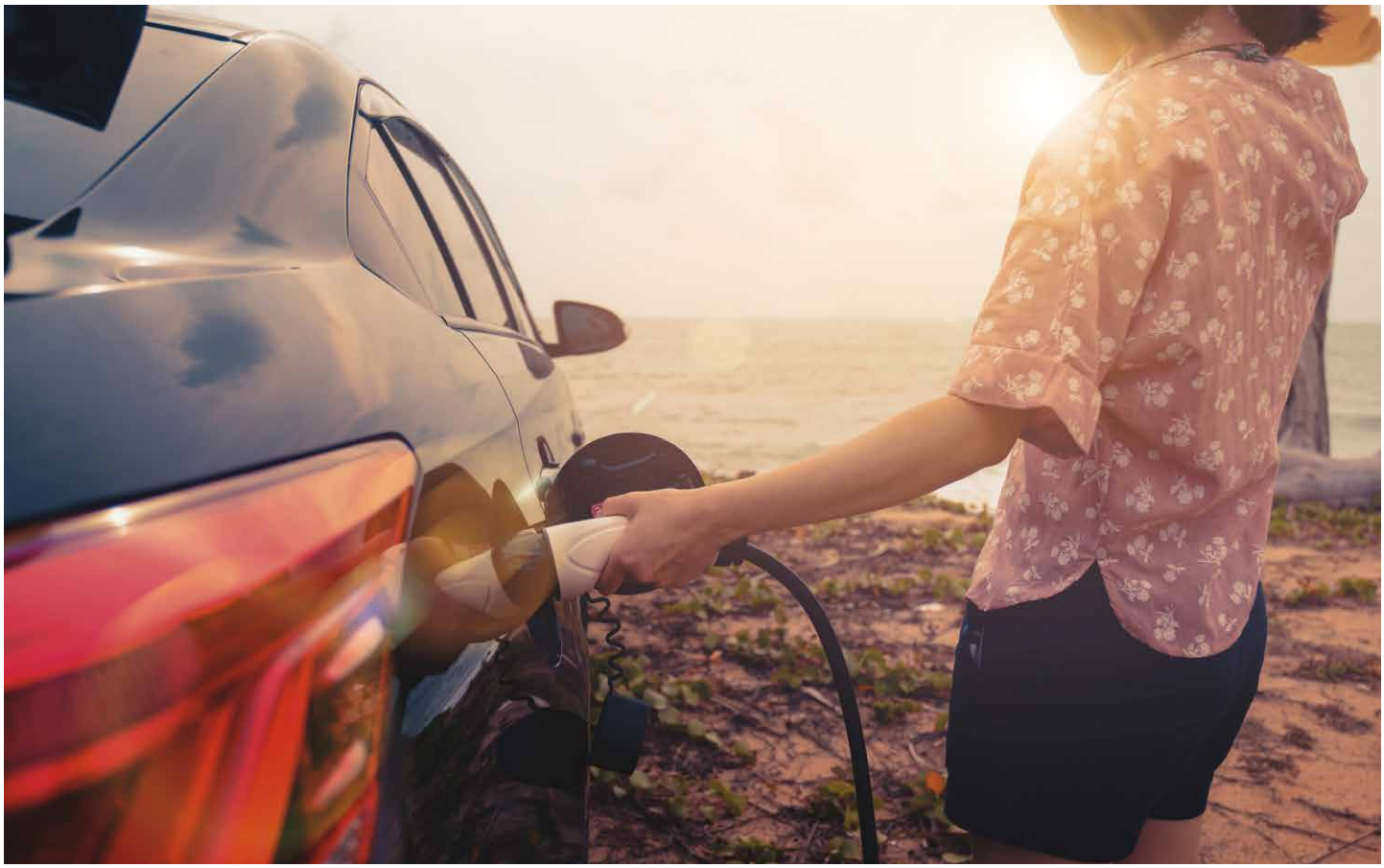
EQUITY

KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	LEAD AGENCIES
All 50 State DOTs and top 100 MPOs adopt a quantitative Equity Screening component to their S/TIP development processes by 2030.	OST-P, FHWA, FTA
By 2025, increase by 5% the number of U.S. DOT discretionary grant applicants from disadvantaged communities who have never applied for U.S. DOT funding before.	OST-P, All OAs
Increase U.S. DOT direct contract dollars to small disadvantaged businesses from 18.2% in FY 2021 to 22% by FY 2026.	OST-M, DOCR, OSDBU
Reduce national transportation cost burden by 5%, including transportation travel cost as a percent of income by FY 2030.	OST-P, FTA, FHWA

Climate and Sustainability

Tackle the climate crisis by ensuring that transportation plays a central role in the solution. Substantially reduce greenhouse gas emissions and transportation-related pollution and build more resilient and sustainable transportation systems to benefit and protect communities.



Combating the climate crisis is a central focus of the Biden-Harris Administration. The Administration has made it clear that the U.S. has a narrow window of time to take bold, science-based actions to address climate change and avoid its most catastrophic impacts, while capitalizing on the opportunities presented by this significant challenge. The transportation sector is the biggest contributor to greenhouse gas (GHG) emissions in our economy; therefore, it can and must be a big part of the climate solution.

U.S. DOT identified Climate and Sustainability as a strategic goal because climate change presents a significant and growing risk to the safety, effectiveness, equity, and sustainability of our transportation infrastructure and the communities it serves. Across U.S. DOT, we have a tremendous opportunity to accelerate reductions in GHG emissions from the transportation sector and make our transportation infrastructure more resilient. U.S. DOT's programs, policies, and operations must consider climate change impacts and incorporate adaptation and resilience solutions whenever possible.

CLIMATE AND SUSTAINABILITY

OBJECTIVES AND STRATEGIES

PATH TO ECONOMY-WIDE NET-ZERO EMISSIONS BY 2050

Reduce air pollution and greenhouse gas emissions from transportation and advance a sustainable transportation system.

- Develop a decarbonization strategy for the transportation sector and incentivize stakeholders in their efforts to reduce emissions.
- Support options to reduce trips and shift trips to climate-friendly vehicles and modes, including promoting active transportation, expanding broadband access, encouraging interagency, State, and local coordination in land use and transportation planning, and addressing induced demand.
- Fund transportation-related climate research and clean technology development.
- Identify and reduce fugitive methane emissions from pipelines.
- Support programs to reduce port and airport emissions through idle time reductions, cleaner trucks and vessels, and more efficient port/airport operations.
- Increase technical assistance on green best practices to ports.
- Increase inclusion of climate and sustainability strategies in national and State multimodal freight network plans.
- Develop globally acceptable environmental standards and policies that enable environmentally sustainable growth.
- Work with international partners to support global transportation decarbonization.
- Support programs to facilitate sustainable aviation fuel uptake, new aircraft, and improve aviation operational efficiency.
- Support land use decisions that support the generation of renewable energy and carbon sequestration.
- Conduct research to assess the societal and economic costs of a publicly subsidized auto-based economy.
- Increase technical assistance for State and local agencies to institutionalize a culture of climate-informed decision-making.

Lead agency: OST-P, OST-R, All OAs

INFRASTRUCTURE RESILIENCE

Improve the resilience of at-risk infrastructure.

- Assess and mitigate the vulnerability of transportation infrastructure to climate change, sea-level rise, extreme weather, and natural disasters.
- Assess the vulnerability of assets and identify novel climate adaptation and mitigation strategies.
- Enhance resilience throughout transportation planning and project development processes by updating guidance and regulations.
- Improve emergency preparedness and response across the transportation sector.
- Support investments in resilient infrastructure to protect investments and ensure safe and reliable travel.
- Conduct case studies and pilot projects to develop and evaluate new and innovative adaptation and resiliency technologies, tools, and opportunities.

Lead agency: OST-P, OST-R, All OAs

CLIMATE JUSTICE AND ENVIRONMENTAL JUSTICE

Address the disproportionate negative environmental impacts of transportation on disadvantaged communities.

- Reduce exposure to hazardous materials and waste, harmful emissions, and noise impacts on disadvantaged and overburdened communities.
- Increase availability and access to clean transportation options, including affordable EVs, charging stations, transit, and bicycle and walking paths.
- Mitigate urban heat island effects.
- Improve environmental justice and integrate climate justice into environmental review processes.
- Reduce exposure to noise pollution, criteria pollutants, and other transportation impacts on communities and ecosystems.
- Support innovative programs, policies, and projects to reduce environmental impacts associated with freight movements.
- Improve NEPA implementation and environmental outcomes through effective and efficient project delivery.

Lead agency: OST-P, All OAs

CLIMATE AND SUSTAINABILITY

KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	LEAD AGENCIES
Reduce transportation emissions in support of net-zero emissions economy-wide by 2050.	OST, All OAs
▪ Reduce greenhouse gas emissions from aviation to at or below 2019 levels (216 MtCO2) by 2030.	FAA
Ensure that the benefits of at least 40% of U.S. DOT investments in the areas of clean energy and energy efficiency, clean transportation, and the remediation and reduction of legacy pollution flow to disadvantaged communities.	OST-P, All OAs
By 2026, 50% of States/MPOs have developed resilience improvement plans.	OST-P, All OAs
Increase the number of zero-emission bus vehicles in the national transit fleet by 450% to 7,500 vehicles by 2030.	FTA
Build a national network of 500,000 EV chargers by 2030 to accelerate the adoption of EVs.	OST-P

Transformation

Design for the future. Invest in purpose-driven research and innovation to meet the challenges of the present and modernize a transportation system of the future that serves everyone today and in the decades to come.

Achieving changes in the transportation system necessary to reach our goals will require fundamental transformations to our infrastructure, our technology, and our approaches to solving problems. Making our system safer and stronger, more resilient and sustainable, fairer and more equitable will require a renewed commitment to science, learning, and innovation. It will require collaboration across the public and private sectors to foster an innovation ecosystem based on open data, honest dialogue, and shared insights. Transformation means investing in education and training to empower workers with the skills they need to succeed in today's economy and the economy of the future.

We may not know what the future holds 10, 20, or 30 years from now, but we can position ourselves to succeed by developing a nimble and purpose-driven approach that allows us to quickly respond to disruptions, learn from mistakes, and embrace successful technologies that are consistent with U.S. DOT's values. In this way, we can work toward a future transportation system that creates good-paying jobs, supports racial equity, increases accessibility, achieves net-zero emissions, and is safe for all users.

TRANSFORMATION

OBJECTIVES AND STRATEGIES

MATCHING RESEARCH AND POLICY TO ADVANCE BREAKTHROUGHS

Foster breakthrough discoveries and new knowledge through high-risk, high-reward research driven by policy objectives.

- Fund exploratory research and experimentation, translating developments from other fields into transportation.
- Leverage university partnerships to bring new science into practice.
- Strengthen internal research capabilities.
- Bring new voices into the research conversation.
- Develop guidelines for policy considerations in research such as impacts on equity, climate, and the workforce.
- Strengthen international research collaboration.

Lead agency: OST-R, All OAs

EXPERIMENTATION

Identify new ideas, new innovations, and new possibilities. Evaluate the opportunities and risks so the Department can support public benefits.

- Create structured opportunities for the transportation community to showcase novel solutions and facilitate peer information exchange.
- Exchange information on emerging trends with private and public sector peers both domestically and internationally.
- Advance rigorous pilot design, program evaluation, and impact assessment to inform evidence-based decision-making.
- Capture and disseminate lessons learned from demonstrations or projects.
- Take transformative research concepts into the development and testing stage to evaluate the potential costs and benefits to the transportation community.

Lead agency: OST-R, All OAs

COLLABORATION AND COMPETITIVENESS

Work with diverse stakeholders to share noteworthy practices and accelerate the adoption of innovations and technologies.

- Support adoption and implementation of new technologies and innovative practices.
- Partner with external domestic and international organizations to learn from each other and support collaboration for the good of all.
- Provide global leadership on innovative transportation solutions.
- Provide technical assistance to stakeholders on emerging transportation technologies in ways that better serve their needs and match their values.
- Amplify technology transfer to stakeholders.
- Engage with strategic international standards bodies.

Lead agency: OST-R, OST-X, All OAs

FLEXIBILITY AND ADAPTABILITY

Design flexibility into transportation system investments to accommodate and respond to changing needs and capabilities to provide long-term benefits.

- Support scenario planning and robust decision-making around policy decisions and investments to address future opportunities and disruptions.
- Conduct research to understand the needs and implications of emerging transportation technologies, such as automation and unmanned aerial systems, for public safety, transportation system use and operations, and infrastructure design.
- Assess lifecycle costs for transportation assets, including impacts of emerging technologies.
- Refine and refresh requirements for grant opportunities to ensure generational investments can sustain performance through the expected lifecycle.
- Develop appropriate research capabilities at Federal research facilities to address emerging challenges.
- Support research and engagement activities designed to anticipate, respond, and recover from disruptions.

Lead agency: OST-R, OST-X, All OAs

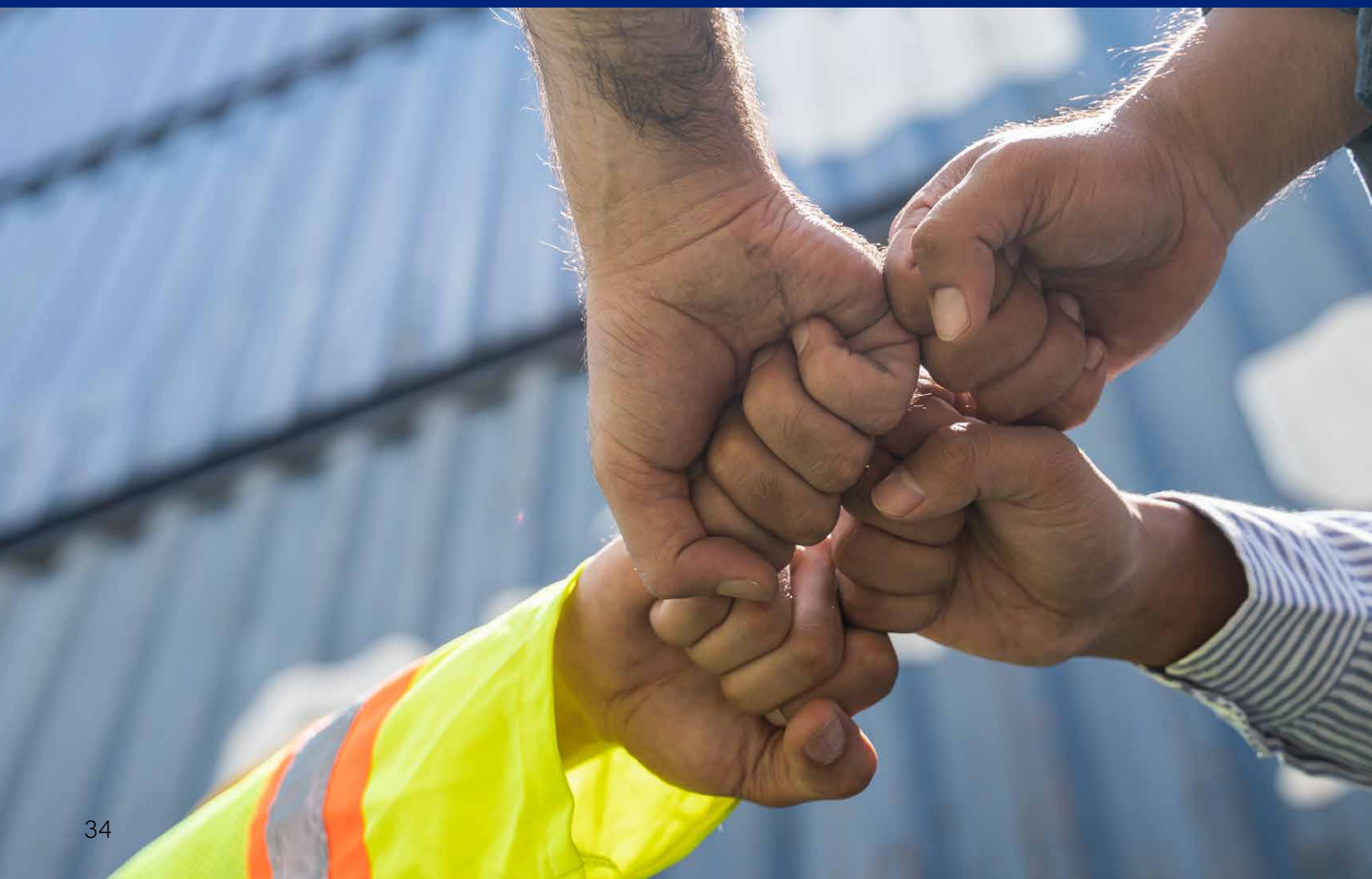
TRANSFORMATION

KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	LEAD AGENCIES
Double the number of research and deployment projects centered on breakthrough discoveries that introduce new technologies or approaches not currently deployed in the transportation system.	OST-R, All OAs
By 2026, support 25 novel data and technology approaches related to artificial intelligence, cybersecurity, and infrastructure resilience in communities across the U.S.	OST-R, OST-P, All OAs
By 2026, create a digital forum to engage 10k transportation professionals to share best practices and use cases on smart cities/communities, technology, and data in transportation.	OST-R, All OAs
By 2026, support 25 projects that build data and technology systems for transportation planning and infrastructure operation that serve as interoperable platforms that can engage with various tools, technologies, and approaches.	OST-R, All OAs

Organizational Excellence

Strengthen our world-class organization. Advance the Department's mission by establishing policies, processes, and an inclusive and innovative culture to effectively serve communities and responsibly steward the public's resources.



U.S. DOT exists to serve the American public and is committed to continuously improving its practices and processes to better meet the nation's needs. The Bipartisan Infrastructure Law, as enacted by the Infrastructure Investment and Jobs Act, provides U.S. DOT with an enormous opportunity—along with an enormous responsibility. We are being entrusted with monumental sums of taxpayer money, with the expectation that we will use these resources accountably and efficiently to deliver monumental results. We are guided by an emphasis on customer service and responsible stewardship of public resources. To achieve this, we seek to build a world-class workforce with the talent and skills to provide leadership across the transportation sector. We strive to maintain our reputation as a model employer by promoting diversity, equity, inclusion, flexibility, and accessibility in the Department's personnel practices and programs. We will also lead by example in promoting environmental sustainability in the Department's facilities, programs, and investments. Finally, we will continue to develop data and evidence to support data-driven programs and decision-making to guide the efficient management and investment of resources. The American people are counting on us to deliver.

ORGANIZATIONAL EXCELLENCE

OBJECTIVES AND STRATEGIES

CUSTOMER SERVICE

Deliver responsive, efficient, and accessible government services.

- Prioritize responsive customer service for constituents and stakeholders.
- Support the efficient and effective distribution of Federal transportation funding.
- Provide timely, accurate, accessible, and reliable information to the public.
- Respond to congressional requests and requirements and audit findings in a timely manner.
- Improve transparency and promote data sharing by increasing public access to data and data analysis and visualization tools.
- Mobilize U.S. DOT resources to effectively respond to disasters and support recovery efforts.
- Curate, promote, and research best practices on project delivery and share with partners/grantees.

Lead agency: OST, All OAs

WORKFORCE DEVELOPMENT

Attract, recruit, develop, retain, and train a capable, diverse, and collaborative workforce of highly skilled, innovative, and motivated employees by making U.S. DOT an employer of choice.

- Promote U.S. DOT as a model of diversity, equity, inclusion, flexibility, accessibility, and excellence.
- Enhance efforts to recruit, develop, hire, and retain a racially and ethnically diverse workforce among new hires and the Senior Executive Service, with a particular emphasis on women, people of color, and individuals with disabilities.
- Increase sourcing from nontraditional talent pools and ensure the hiring process is more accessible to underrepresented groups to increase the diversity of hiring pools.
- Expand the use of U.S. DOT's pathway programs to recruit, hire, develop, and retain students and recent graduates and bring early career professionals into U.S. DOT.
- Create a U.S. DOT-wide equity training plan that embraces diversity, equity, inclusion, and accessibility as its central tenets.
- Provide a variety of professional development opportunities for all grade levels through mentoring, coaching, and formal development programs.

- Promote retention and enhance workplace flexibilities to include remote and hybrid work schedules, telework, and flexible work schedules.
- Support initiatives to improve employee health, safety, and well-being.

Lead agency: OST-M

DATA-DRIVEN PROGRAMS AND POLICIES

Develop and manage data systems and tools to provide objective, reliable, timely, and accessible data to support decision-making, transparency, and accountability.

- Support informed decision-making by expanding U.S. DOT's capacity for data collection, analysis, and sharing with stakeholders and the general public.
- Strengthen data management by standardizing governance policies, procedures, training, and transparency.
- Improve program evaluation processes to better quantify the outcomes of programs and policies and establish outcome-based performance measures for all major programs.
- Identify and develop strategies to address data gaps to support safety, equity, and other priorities.
- Streamline data collection and Paperwork Reduction Act approval processes.
- Educate the public on the value of their transportation investments by training U.S. DOT staff on data-driven decision-making and the use of evidence and evaluation.
- Help grantees/partners with off-the-shelf tools/data and provide access to our data/tools.

Lead agency: OST-B, OCIO

OVERSIGHT, PERFORMANCE, AND TECHNICAL ASSISTANCE

Increase competencies in U.S. DOT's mission-critical occupations and other areas, including program management. Improve program delivery and management of requirements, funding, contract performances, and program outcomes through effective planning, administration, and oversight of grants and contracts; increased technical assistance to stakeholders; and enhanced analytics and performance management services.

- Ensure responsible and transparent stewardship and oversight of U.S. DOT funding by improving financial reporting systems and leveraging automation so timely and accurate information is available.
- Improve technical assistance and resources to awardees to ensure success and improved and equitable outcomes.

- Improve mission support systems so timely and accurate information is available for better U.S. DOT oversight of operations, compliance activities, reporting functions, and business processes.
- Emphasize the importance of program/project managers in the acquisition process.
- Include procurement-specific narrative in the performance plans of U.S. DOT executives and their subordinates.

Lead agency: OST-M , OST-B

SUSTAINABILITY INITIATIVES

Promote a sustainable, clean, and resilient future for U.S. DOT's employees, buildings, and operations to meet the challenge of the climate crisis by establishing a path to achieve net-zero emissions from all operations by 2050. Eliminate GHG emissions from U.S. DOT buildings, in collaboration with other Federal partners.

- Ensure new light-duty vehicle acquisitions are zero-emission vehicles.
- Increase efficiency and reduce waste at all facilities and operations.
- Electrify facility operations where appropriate and shift to carbon pollution-free electricity.
- Use procurement policy to prioritize sustainable, low-embodied carbon products and products without harmful pollutants such as per- and polyfluoroalkyl substances (PFAS).
- Build a climate-resilient inventory of facilities and operations.
- Establish a climate- and sustainability-focused workforce culture by adding climate training and measures to performance plans where appropriate.
- Design, build, and lease resilient, net-zero emission buildings.
- Continuously assess U.S. DOT's real estate footprint to reduce our office footprint.
- Encourage use of a variety of sustainable transportation modes in U.S. DOT personnel work travel and commuting.

Lead agency: OST-M

ENTERPRISE CYBER RISKS

Harden U.S. DOT's enterprise information and communications technology against cyber threats.

- Continuously improve U.S. DOT's internal cyber defense practices of identify, protect, detect, respond, and recover to ensure high availability of U.S. DOT systems and information resources.
- Deploy the people, tools, and processes needed to ensure the accuracy, confidentiality, and trust in U.S. DOT's systems and data by internal and external customers and other stakeholders,

including the general public and government officials.

- Strengthen U.S. DOT's cybersecurity total situational awareness and system control as intended and authorized to ensure continuity of operations.
- Provide professional development and training for all U.S. DOT staff to act as required in their roles to reduce U.S. DOT cybersecurity risks.
- Make all U.S. DOT systems secure by design and implement zero trust principles in all systems.

Lead agency: OCIO

ORGANIZATIONAL EXCELLENCE
KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	LEAD AGENCIES
100% of eligible OA systems and assets meeting compliance on enterprise coverage, monitoring, protection, and assessment requirements, PIV/MFA authentication requirements for internal and external customers by September 30, 2025.	OCIO
80% of OA projected Bipartisan Infrastructure Law hiring targets are achieved starting in FY 2023.	OST-M
Work to increase the diversity of applicants for mission critical occupations in each OA.	DOCR, OST-M
Achieve 99% payment accuracy rate for programs that include the Bipartisan Infrastructure Law to demonstrate robust internal controls at both the U.S. DOT and grant recipient levels.	OST-B, All OAs
Achieve 100% submission rates on monthly and quarterly Data Accountability and Transparency Act reporting submissions for all Bipartisan Infrastructure Law programs to provide financial and award level detail to the American people.	OST-B, All OAs

MONITORING AND IMPLEMENTATION

AGENCY PRIORITY GOALS

In accordance with the Government Performance and Results Modernization Act of 2010, the Department is required to develop Agency Priority Goals (APGs) every two years. APGs are a subset of U.S. DOT's performance goals and represent the highest priorities of both the Department and Administration. They are set to be accomplished within a 24-month period and should not be dependent on new legislation or new funding. In alignment with priorities of the Secretary and new Administration, U.S. DOT proposes the following updates to the Department's APGs.

- **Reduce roadway-related fatalities.** By September 30, 2023, the Department will reduce the rate of motor vehicle fatalities from 1.36 per 100 million vehicle miles traveled (VMT), as of October 1, 2021, to no more than 1.22 per 100 million VMT.

- **Increase aviation safety for the flying public:** By September 30, 2023, the Federal Aviation Administration's (FAA) range of programs will contribute to the commercial air carrier fatality rate remaining below the target of 4.9 fatalities per 100 million persons on board and contribute to reducing general aviation fatal accidents to no more than 0.94 fatal accidents per 100,000 flight hours.
- **Improve the conditions of federally funded portions of the nation's transportation systems:** By September 30, 2023, the percentage of Interstate Pavement in either good or fair condition will be maintained at 95 percent; the percentage of deck area on National Highway System (NHS) bridges in either good or fair condition will be maintained at or above 95 percent; the percent decrease in the Reliability of Interstate Person-Miles Traveled will be no more than 0.7 percent from the 2018 baseline; and the percent of paved runways in the National Plan of Integrated Airport Systems in excellent, good, or fair condition will be maintained at 93 percent.
- **Increase wealth creation opportunities for underserved communities.** U.S. DOT aims to increase wealth creation opportunities for underserved communities through direct procurement mechanisms. By September 30, 2023, U.S. DOT commits to raise small disadvantaged business utilization contract award dollars from 18.2 percent in FY 2021 to 20.5 percent.
- **Deploy Electric Vehicle Charging Infrastructure Under the Infrastructure Investment and Jobs Act:** The BIL invests in the deployment of a national network of electric vehicle (EV) chargers as one of many important ways to address the climate crisis across DOT, the Department of Energy (DOE) and their newly formed Joint Office of Energy and Transportation. All three entities will support building a national network of electric vehicle chargers. This is a new APG that supports the President's BIL goal of installing 500,000 EV chargers by 2030.

By September 30, 2023, the Joint Office of Energy and Transportation in conjunction with DOT and DOE will complete the following critical building blocks needed for the deployment of EV charging infrastructure by:

- Issuing a set of minimum standards and requirements for all EV chargers deployed under BIL programs to ensure an affordable, reliable, accessible, and equitable EV charging network;
- Facilitating the development and approval of State, Puerto Rico, and District of Columbia EV charging plans to establish a cohesive national EV charging network that covers all Interstates and designated highway corridors;
- Distributing formula funds "National EV Infrastructure Formula Program" and awarding competitive grants under the Discretionary Grant Program for Charging and Fueling Infrastructure to eligible entities following the timeline specified in the BIL;
- Launching a Federal EV Advisory Committee; and
- Offering technical assistance to school districts and transit operators deploying electric school and transit buses under BIL programs.

ADDENDA

The Learning Agenda covers a four-year period aligned with this Strategic Plan. It identifies and prioritizes strategies that support U.S. DOT in meeting its mission as well as approaches U.S. DOT will use to monitor progress in addressing national problems, needs, challenges, and mission-related opportunities.

The Capacity Assessment assesses the coverage, quality, methods, effectiveness, and independence of U.S. DOT's statistics, evaluation, research, and analysis efforts.

ACRONYMS

ADA	Americans with Disabilities Act
APG	Agency Priority Goals
BIL	Bipartisan Infrastructure Bill
BLS	United States Bureau of Labor Statistics
MtCO2	Metric tons of carbon dioxide equivalent
COVID-19	Coronavirus disease 2019
DOCR	DOT/Departmental Office of Civil Rights
DOE	United States Department of Energy
DOT	Department of Transportation
EOD	Employee on-duty
EV	Electric vehicles
FAA	DOT/Federal Aviation Administration
FHWA	DOT/Federal Highway Administration
FMCSA	DOT/Federal Motor Carrier Safety Administration
FRA	DOT/Federal Railroad Administration
FTA	DOT/Federal Transit Administration
FY	Fiscal year
GHG	Greenhouse gas
GPRA	Government Performance and Results Act
MARAD	DOT/Maritime Administration
MFA	Multifactor authentication
MPO	Metropolitan planning organization

NEC	Northeast Corridor
NEPA	National Environmental Policy Act
NEVI	National Electric Vehicle Infrastructure
NHS	National Highway System
NHTSA	DOT/National Highway Traffic Safety Administration
NRSS	National Roadway Safety Strategy
OA	Operating Administration
OCIO	DOT/Office of the Chief Information Officer
OMB	DOT/Office of Management and Budget
OSDBU	DOT/Office of Small and Disadvantaged Business Utilization
OST	DOT/Office of the Secretary
OST-B	DOT/Office of the Assistant Secretary for Budget and Programs
OST-M	DOT/Office of the Assistant Secretary for Administration
OST-P	DOT/Office of the Assistant Secretary for Policy
OST-R	DOT/Office of the Assistant Secretary for Research and Technology
OST-X	DOT/Office of the Assistant Secretary for Aviation and International Affairs
PFAS	Polyfluoroalkyl substances
PHMSA	DOT/Pipeline and Hazardous Materials Safety Administration
PIV	Personal identity verification
STIP	Statewide Transportation Improvement Program
S-60	DOT/Office of Intelligence, Security, and Emergency Response
TIP	Transportation Improvement Program
U.S. DOT	United States Department of Transportation
VMT	Vehicles Miles Traveled

U.S. Department
of Transportation

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