U.S. Department of Transportation Strategic Plan FY 2022-2026

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 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.

Contents

U.S. Department of Transportation (DOT)

Description:

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.

Stakeholder(s):

Pete Buttigieg :
 Secretary

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)

Vision

The lives of the traveling public and transportation workers are valued and protected

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

Excellence

Trust

Fairness

Empathy

Imagination

1. Safety

Make our transportation system safer for all people.

Stakeholder(s)

Vulnerable Road Users :
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.

Pedestrians

Bicycle Riders

Scooter Riders

People in Wheel Chairs

People of Color :
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.

Low-Income Communities

Native Americans

Black Pedestrians :
For Black pedestrians the fatality rate is two times higher.

Public Officials :
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, par-ticularly 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.

Travelers :
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.

Transportation Workers

DOT Partners :
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.

Private Industry

Researchers

First Responders

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.

1.1. Public Safety

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

SAFE PUBLIC

Stakeholder(s):

Communities

Vulnerable Populations

OST-P :
Lead agency

All OAs :
Lead agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.1 . Roads

Promote safe behaviors and improve travel safety for vulnerable road users, children, and the elderly.

Stakeholder(s):

Vulnerable Road Users

Children

The Elderly

OST-P
Role: Lead Agency

FHWA
Role: Lead Agency

FMCSA
Role: Lead Agency

NHTSA
Role: Lead Agency

Performance Indicators

KPI 1.1.1 Motor Vehicle Fatalities

Description	Type	Status	Start Date	End Date	Number
Reduce motor vehicle fatalities	Target	Reduced			
	Actual				

KPI 1.1.1.1 Motor Vehicle Fatalities

Description	Type	Status	Start Date	End Date	Number per 100 Million VMT
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.	Target	Reduced		2023-09-30	1.22
	Actual	Baseline		2021-10-01	1.36
	Actual			2023-09-30	1.36

KPI 1.1.1.2 Motor Vehicle-Related Fatalities

Description	Type	Status	Start Date	End Date	Percentage Reduction
Reduce 66% of motor vehicle-related fatalities by 2040 to demonstrate progress to achieve zero roadway fatalities.	Target	Target Met		2039-12-31	66
	Actual	Baseline		2021-10-01	1.36
	Actual			2039-12-31	1.36

Strategy 1.1.2. Operators & Occupants

Research and support initiatives to improve occupant protection and reduce risky operator behaviors, such as speeding, distraction, fatigue, and operating under the influence.

Stakeholder(s):

Vehicle Operators **Vehicle Occupants**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.3. Emissions

Reduce the health effects of harmful emissions especially on vulnerable and overburdened communities.

Stakeholder(s):

Vulnerable Communities   **Overburdened Communities**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.4. Incidents

Implement measures that mitigate or eliminate incidents among rail, transit, aviation, and trucking operations and the traveling public.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.5. Disparities

Reduce racial and gender disparities in transportation-related health and safety outcomes, and perform demographic analysis to identify actions and opportunities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.6. Discrimination, Hate & Violence

Take proactive measures against discrimination, hate, and violence in transportation systems.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Transportation Workers

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

SAFE WORKERS

Stakeholder(s):

Transportation Workers

OST-P :
 Lead agency

All OAs :
 Lead agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.1. Work Zones & Emergency Vehicles

Identify and promote noteworthy practices in work zone safety and around emergency vehicles.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.2. Training & Technical Assistance

Support worker safety training and technical assistance across the transportation and public safety industry.

Stakeholder(s):

Transportation Industry

Public Safety Industry

Transportation Workers

Highway Workers

Transit Workers

Railroad Employees

FHWA
 Role: Lead Agency

FTA
 Role: Lead Agency

FRA
 Role: Lead Agency

FMCSA
 Role: Lead Agency

Performance Indicators

KPI 1.2.2 Fatalities & Injuries

Description	Type	Status	Start Date	End Date	Number
Reduce transportation worker fatality and serious injury rate by 2026.	Target	Reduced		2025-12-31	
	Actual			2025-12-31	

KPI 1.2.2.1 Highway Workers Killed or Injured

Description	Type	Status	Start Date	End Date	Number
Reduce highway workers fatality and serious injury rates.	Target	Reduced			
	Actual				

KPI 1.2.2.2 Transit Workers Killed or Injured

Description	Type	Status	Start Date	End Date	Number
Reduce transit worker fatality and serious injury rates by 2025.	Target	Reduced		2024-12-31	
	Actual			2024-12-31	

KPI 1.2.2.3 Railroad Employee Injury & Illness Rate

Description	Type	Status	Start Date	End Date	Percent Less than Previous Year
Reduce the railroad employee on-duty (EOD) injury and illness rate by 5% less than the prior year amount.	Target	Reduced			5
	Actual				

KPI 1.2.2.4 Transportation Worker Fatalities & Injuries

Description	Type	Status	Start Date	End Date	Rate
Reduce the transportation worker fatality and serious injury rate by 2026.	Target	Reduced		2025-12-31	
	Actual			2025-12-31	

Strategy 1.2.3. Unsafe Situations

Investigate and mitigate transportation worker exposure to unsafe situations.

Stakeholder(s):
Transportation Workers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.4. Fatigue, Workplaces & Compensation

Ensure operator safety through fatigue management, adequate rest areas, and efforts to promote better workplaces and compensation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Infrastructure & Systems

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

SAFE DESIGN

OST-P :
  Lead agency

All OAs :
  Lead agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.1. Roadways

Adopt roadway designs and countermeasures that anticipate human error.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.2. Best Practices

Advance U.S. best practices in road safety and vehicle standards in collaboration with global initiatives.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.3. Performance-Based Design

Encourage performance-based design that applies funding to lower-cost design treatments that optimize safety across the entire system.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.4. Vehicle Standards

Update roadway design standards and improve vehicle performance standards to protect vulnerable road users and vehicle occupants.

Stakeholder(s):

Vulnerable Road Users   **Vehicle Occupants**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.5. Roadway Safety

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.6. Technological Innovations

Work with research and private institutions to harness technological innovations to reduce and mitigate safety incidents.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.7. Streets

Increase Federal-aid spending on and provide technical assistance to support safe and complete streets.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4. 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.

SAFE SYSTEMS

Stakeholder(s):
OST-P :   **All OAs** :
 Lead agency   *Lead agencies*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.1. Safe System Approach

Formally adopt a Safe System approach at the departmental level.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.2. Safety Management

Support the adoption and maturation of safety management systems across modes, including standards and guidelines that hold industry and public agencies accountable for safety.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.3. Incidents

Improve incident management and response across all modes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.4. Data

Use data and data analytics to take proactive actions to address emerging safety risks and support compliance.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.5. Aviation

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.

Stakeholder(s):

FAA
 Role: Lead Agency

Performance Indicators

KPI 1.4.5.1 Fatalities per 100 Million Persons

Description	Type	Status	Start Date	End Date	Number
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 …	Target	Below		2023-09-30	4.9
	Actual			2023-09-30	

KPI 1.4.5.2 Fatal Accidents per 100,000 Flight Hours

Description	Type	Status	Start Date	End Date	Number
contribute to reducing general aviation fatal accidents to no more than 0.94 fatal accidents per 100,000 flight hours.	Target	Target Met		2023-09-30	0.94
	Actual			2023-09-30	

Strategy 1.4.6. Standards & Guidelines

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.7. Crashes, Fatalities & Injuries

Adopt an interdisciplinary approach to reducing speeding-related crashes, fatalities, and injuries.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.8. Cultural Practices

Assess, identify, and promote examples of robust safety culture practices.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.9. Close-Call Reporting

Expand the use of nonpunitive, close-call reporting programs and ensure just culture provisions are in place to encourage reporting.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5. Cybersecurity

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

CRITICAL INFRASTRUCTURE CYBERSECURITY

Stakeholder(s):

S-60 :
 Lead agency

OCIO :
 Lead agency

OST-R :
 Lead agency

OST-P :
 Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.1. Technical Assistance

Provide technical assistance to critical infrastructure owners and operations to better identify, assess, and address critical physical and cybersecurity vulnerabilities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.2. Standards

Incorporate physical and cybersecurity protections in the standards for design of emerging automated and connected systems and technologies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.3. Response & Recovery

Strengthen system response and recovery plans and protocols to minimize the effects of system disruptions and hasten system recovery.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.4. Information Sharing

Improve and increase information sharing regarding security threats and incidents.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.5. Emerging Technologies

Establish a cybersecurity element in the evaluation of emerging transportation technologies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.5.6. Vulnerability Assessments

Promote guidelines on vulnerability assessments that include cybersecurity vulnerability for critical infrastructure.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Economy

Grow an inclusive and sustainable economy.

Stakeholder(s)

Businesses :
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.

Motorists :
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.

Unionized Workers :
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.

Economic Strength and Global Competitiveness ~ 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... 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.

2.1. Jobs & Economies

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

JOB CREATION AND FISCAL HEALTH

Stakeholder(s):

American Workers

American Businesses

OST-P :
Lead agency
Role: Transportation & Warehouse Employment

All OAs :
Lead agencies

OST-P
Role: Transportation & Warehouse Employment

Performance Indicators

KPI 2.1.1 Annual Employment Increase

Description	Type	Status	Start Date	End Date	Percentage
Increase employment in the transportation and warehouse sector by 7% annually.	Target	Target Met			7
	Actual				

Strategy 2.1.1. Funding

Support distribution and oversight of transportation funding provided by Congress to create good-paying American jobs.

Stakeholder(s):

Congress

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.2. Jobs

Evaluate job creation benefits of funding programs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.3. Education & Job Pathways

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.

Stakeholder(s):

Workers   **Apprentices**

Job Seekers   **Youth Services**

Unions   **Conservation Corps**

Community Colleges

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.4. Competition & Consumer Protection

Promote competition in the transportation industry and other measures that protect consumers.

Stakeholder(s):

Transportation Industry   **Consumers**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.5. Development Patterns

Conduct research on the fiscal impact of development patterns on regional and local economies and budgets.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.6. Value & Investment

Provide guidance to State, regional, local and Tribal partners that encourages investments that promote sustainable value and invest in existing communities.

Stakeholder(s):

Communities   **Local Partners**

State Partners   **Tribal Partners**

Regional Partners

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Core Assets

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

HIGH-PERFORMING CORE ASSETS

Stakeholder(s):

OST-P :
  Lead agency

All OAs :
  Lead agencies

Build America Bureau :
  Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.1. Investements

Prioritize investments in transportation assets to improve infrastructure conditions and redesign.

KPI 2.2.1.4.2 Bridges

Description	Type	Status	Start Date	End Date	Percentage
The percentage of deck area on National Highway System (NHS) bridges in either good or fair condition will be maintained at or above 95%.	Target	Target Met			95
	Actual				

KPI 2.2.1.4.3 Interstate Reliability Decrease

Description	Type	Status	Start Date	End Date	Percentage
The percent decrease in the Reliability of Interstate Person-Miles Traveled will be no more than 0.7% from the 2018 baseline	Target	No More Than			0.7
	Actual				

KPI 2.2.1.4.4 Runways

Description	Type	Status	Start Date	End Date	Percentage
The percent of paved runways in the National Plan of Integrated Airport Systems in excellent, good, or fair condition will be maintained at 93%	Target	Target Met			93
	Actual				

KPI 2.2.1.5.1 Airport Terminals

Description	Type	Status	Start Date	End Date	Number
Focus $19.4 billion in BIL funds on airport modernization and safety infrastructure projects, including participation in completing 20 terminals ...	Target	Target Met		2029-12-31	20
	Actual			2029-12-31	

KPI 2.2.1.5.2 Airport Pavement Projects

Description	Type	Status	Start Date	End Date	Number
Focus $19.4 billion in BIL funds on airport modernization and safety infrastructure projects, including ... 400 new or rehabilitated pavement projects by 2030.	Target	Target Met		2029-12-31	400
	Actual			2029-12-31	

KPI 2.2.1.6.1 Gas Pipelines

Description	Type	Status	Start Date	End Date	Miles
By 2036, repair or replace 1,000 miles of high-risk, leak-prone, community-owned legacy gas distribution pipeline infrastructure ...	Target	Repaired/ Replaced		2035-12-31	1,000
	Actual			2035-12-31	

KPI 2.2.1.6.2 Methane Emissions Reduction

Description	Type	Status	Start Date	End Date	Metric Tons
By 2036, [achieve] an estimated reduction of 1,000 metric tons of methane emissions ...	Target			2035-12-31	1,000
	Actual			2035-12-31	

KPI 2.2.1.6.3 Fatalities/Injuries

Description	Type	Status	Start Date	End Date	Number
By 2036, [achieve] a reduction in fatalities/serious injuries.	Target	Reduced		2035-12-31	
	Actual			2035-12-31	

KPI 2.2.1.7 Efficiency & Reliability

Description	Type	Status	Start Date	End Date	Increase
Increase efficiency and reliability of transportation systems.	Target	Increased			
	Actual				

KPI 2.2.1.7.1 Bus Frequency Increase

Description	Type	Status	Start Date	End Date	Percentage
Increase the frequency of bus service in urbanized areas over 100,000 in population by 10% by 2026.	Target	Target Met		2025-12-31	10
	Actual			2025-12-31	

KPI 2.2.1.7.2 Port Capacity Increase

Description	Type	Status	Start Date	End Date	Percentage
Increase port capacity throughput availability by 10 percent by 2026.	Target	Target Met		2025-12-31	10
	Actual			2025-12-31	

KPI 2.2.1.8 Amtrak Backlog Reduction

Description	Type	Status	Start Date	End Date	Percentage
Eliminate 100% of Amtrak's state of good repair backlog of Amtrak-owned fleet, ADA stations compliance, and non-NEC infrastructure by 2035.	Target	Target Met		2025-12-31	100
	Actual			2025-12-31	

KPI 2.2.1.9 Northeast Corridor Backlog Reduction

Description	Type	Status	Start Date	End Date	Percentage
Reduce the Northeast Corridor state of good repair backlog by 60% and reduce corridor-wide trip times by 2035.	Target			2025-12-31	60
	Actual			2025-12-31	

KPI 2.2.1.10 Passenger Corridors

Description	Type	Status	Start Date	End Date	Number
Initiate intercity passenger rail service on at least 3 new corridors by 2035.	Target	Target Met		2034-12-31	3
	Actual			2034-12-31	

Strategy 2.2.2. Assets

Strengthen asset management systems and practices to reduce the costs of managing assets throughout their lifecycle.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.3. Funding & Financing

Promote innovative funding and financing opportunities that help accelerate the repair and development of critical U.S. transportation infrastructure.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.4. Technologies

Support the introduction and operation of new or enhanced infrastructure technologies that improve system safety and mobility.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3. Competitiveness & Collaboration

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

GLOBAL ECONOMIC LEADERSHIP

Stakeholder(s):

American Businesses   **OST-X** :
                                                                    Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.1. Trade

Support international cooperation on trade and address unfair foreign trade practices.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.2. Exports

Advocate for U.S. exporters of transportation-related goods and services to increase exports and support good-paying U.S. jobs.

Stakeholder(s):
U.S. Exporters

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.3. Global Issues

Engage with international partners to foster collaboration on global issues such as climate change and equitable communities.

Stakeholder(s):

International Partners

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.4. Best Practices

Promote international best practices, including with respect to combating human trafficking.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.5. Innovation & Competitiveness

Foster safe innovation and global competitiveness, especially with respect to growing transportation industries such as EVs, advanced transportation technologies, and commercial space.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4. Infrastructure

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.

RESILIENT SUPPLY CHAINS

Stakeholder(s):

Communities

OST-P :
 Lead agency

FHWA :
 Lead agency

MARAD :
 Lead agency

FRA :
 Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.1. Supply Chains

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.2. Freight

Convene supply chain stakeholders across freight sectors to reach commitments to support more resilient supply chains.

Stakeholder(s):

Freight Sectors

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.3. Trends & Technologies

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.4. Corridors & Gateways

Support investment in trade corridors and gateways to improve freight and supply chain reliability, reduce wait times, and facilitate U.S. exports.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.5. Intermodal Connections

Support more efficient intermodal connections.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.6. Planning & Guidance

Support freight and supply chain planning guidance and assistance, and develop and share guidance, data, and noteworthy practices to advance freight system planning.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.7. Safety

Support freight operations safety through engaging with domestic and international stakeholders.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.8. Last-Mile Delivery

Identify and promote effective strategies to address last-mile delivery challenges.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.9. Sourcing & Workforce

Strengthen domestic sourcing, the domestic workforce, and encourage the domestic industry, including Made in America requirements.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.5. Reliability & Connectivity

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

SYSTEM RELIABILITY AND CONNECTIVITY

Stakeholder(s):

FHWA :
 Lead agency

FRA :
 Lead agency

FTA :
 Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.1. Multimodal Transportation

Promote the adoption of noteworthy multimodal transportation system management and operations practices.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.2. Response & Recovery

Improve incident and emergency response and recovery practices to reduce system disruption.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.3. Technologies

Develop, test, and evaluate the capability of new technologies to improve transportation systems management and operations, and evaluate job- and workforce-related consequences.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.4. Disruptions

Work with partners to manage disruptions to system operations safely and effectively and optimize system performance for all system users.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.5. Travel Time

Invest in multimodal capacity to improve travel time reliability on congested corridors.

Stakeholder(s):

Congested Transportation Corridors

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.6. Telework, Flexibilities & Incentives

Support telework, workplace flexibilities, and incentive programs to manage travel demand.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.7. Options & Connectivity

Increase transportation options and system connectivity and improve the built environment to revitalize the nation and its urban and rural communities.

Stakeholder(s):

Urban Communities   **Rural Communities**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. 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.

3.1. Access

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

EXPANDING ACCESS

Stakeholder(s):

Individuals

Businesses

Communities

OST-P :
 Lead agency

DOCR :
 Lead agency

All OAs :
 Lead agencies

FHWA
 Role: Equity Screening

FTA
 Role: Equity Screening

State DOTs
 Role: Equity Screening

MPOs
 Role: Equity Screening

Performance Indicators

KPI 3.1.1 Equity Screening State DOTs

Description	Type	Status	Start Date	End Date	Number
All 50 State DOTs and top 100 MPOs adopt a quantitative Equity Screening component to their S/TIP development processes by 2030.	Target	Target Met		2029-12-31	50
	Actual			2029-12-31	

KPI 3.1.2 Equity Screening MPOs

Description	Type	Status	Start Date	End Date	Number
top 100 MPOs adopt a quantitative Equity Screening component to their S/TIP development processes by 2030.	Target	Target Met		2029-12-31	100
	Actual			2029-12-31	

Strategy 3.1.1. Accessibility

Assess and support investments that expand accessibility to ensure that transportation networks meet the needs of all people, including disadvantaged populations.

Stakeholder(s):

Disadvantaged Populations

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.2. Options

Support the expansion of transportation options in underserved rural and urban communities.

Stakeholder(s):

Rural Communities   **Urban Communities**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.3. Affordability

Strengthen coordination of land use and transportation planning to improve the affordability of transportation and housing.

Stakeholder(s):

OST-P
 Role: Lead Agency

FHWA
 Role: Lead Agency

FTA
 Role: Lead Agency

Performance Indicators

KPI 3.1.3.1 Cost Burden Reduction

Description	Type	Status	Start Date	End Date	Percentage
Reduce national transportation cost burden by 5%, including transportation travel cost as a percent of income by FY 2030.	Target	Target Met		2030-09-30	5
	Actual			2030-09-30	

Strategy 3.1.4. Investments

Support investments that encourage equitable, transit-oriented development and pedestrian-friendly main streets and town centers, particularly in disadvantaged or rural communities.

Stakeholder(s):

Disadvantaged Communities

Rural Communities

FTA
 Role: Lead Agency

FHWA
 Role: Lead Agency

FRA
 Role: Lead Agency

Performance Indicators

KPI 3.1.4.1 Transit Riders

Description	Type	Status	Start Date	End Date	Number
Increase transit ridership in the top transit cities.	Target	Increased			
	Actual				

KPI 3.1.4.1.1 Transit Ridership

Description	Type	Status	Start Date	End Date	Percent of 2019 Levels
Increase transit ridership in the top transit cities back to 100% of 2019 levels by 2026.	Target	Target Met		2025-12-31	100
	Actual			2025-12-31	

KPI 3.1.4.1.2 Person Trips

Description	Type	Status	Start Date	End Date	Percentage
Increase the percentage of person trips by transit and active transportation modes from roughly 4% in 2020 to 6%.	Target	Increased		2026-09-30	6
	Actual	Baseline		2020-12-31	4
	Actual			2026-09-30	4

3.2. Wealth

Reduce the effects of structural obstacles to building wealth.

WEALTH CREATION

Stakeholder(s):

OST-P :
 Lead agency

All OAs :
 Lead agencies

DOCR :
 Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.1. Funding Programs

Integrate equity considerations across U.S. DOT funding programs.

Stakeholder(s):

OST-M
 Role: Contact Award

OSDBU
 Role: Contact Award

DOCR
 Role: Contact Award

Small Disadvantaged Businesses
 Role: Contractors

Performance Indicators

KPI 3.2.1.1 Contract Funding

Description	Type	Status	Start Date	End Date	Increase
Increase U.S. DOT direct contract dollars to small disadvantaged businesses from 18.2% in FY 2021 to 22% by FY 2026.	Target	Target Met	2025-10-01	2026-09-30	22
	Actual				
	Actual	Baseline	2020-10-01	2021-09-30	18.2

Strategy 3.2.2. Grants & Authorities

Realize the potential of competitive grant programs and U.S. DOT authorities to maximize benefits for communities most in need.

Stakeholder(s):

OST-P
 Role: Lead Agency

Grant Applicants :
 U.S. DOT discretionary grant applicants from disadvantaged communities

All OAs
 Role: Lead Agencies

Performance Indicators

KPI 3.2.2.1 Grant Applicants Increase

Description	Type	Status	Start Date	End Date	Percentage
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.	Target	Increased		2024-12-31	5
	Actual			2024-12-31	

Strategy 3.2.3. Economic & Social Mobility

Support community-driven efforts to promote economic and social mobility and other opportunities in American communities, particularly disadvantaged or rural communities.

Stakeholder(s):

Disadvantaged Communities   **Rural Communities**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.4. Procurement

Provide guidance and outreach on procurement rules and opportunities to disadvantaged business enterprises and increase their access to U.S. DOT funding opportunities.

Stakeholder(s):

Disadvantaged Business Enterprises

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.5. Transportation Workers

Promote equity for transportation workers and support pathways to transportation careers for workers with diverse backgrounds.

Stakeholder(s):

Transportation Workers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Engagement, Exchange & Ownership

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

POWER OF COMMUNITY

Stakeholder(s):

OST-P :
  Lead agency

All OAs :
  Lead agencies

DOCR :
  Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.1. Partnerships

Systematically establish partnerships with colleges and universities that serve underrepresented populations and communities.

Stakeholder(s):

Colleges

Underrepresented Populations

Universities

Underrepresented Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.2. Outreach

Conduct public outreach to better understand barriers to participation in discretionary grant programs.

Stakeholder(s):
DOT Grant Programs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.3. Marginalized Communities

Develop new methods to engage with marginalized communities.

Stakeholder(s):

Marginalized Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.4. Engagement

Support the adoption of innovative methods to engage with individuals with disabilities and limited-English-proficient individuals.

Stakeholder(s):

Individuals with Disabilities   **Limited-English-Proficient Individuals**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.5. Voices & Communities

Establish channels for diverse voices and community inclusion to identify underserved needs.

Stakeholder(s):

Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.6. Public Engagement

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.4. Planning, Development & Implementation

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

PROACTIVE INTERVENTION, PLANNING, AND CAPACITY BUILDING

Stakeholder(s):

OST-P :
 Lead agency

DOCR :
 Lead agency

All OAs :
 Lead agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.1. Metrics

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.

Stakeholder(s):

Statewide Transportation Improvement Programs (STIPs)

Transportation Improvement Programs (TIPs)

States

Metropolitan Planning Organizations (MPOs)

Underserved Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.2. Built Environment

Conduct technical assistance activities to revitalize communities by improving the built environment.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.3. Neighborhoods & Communities

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.4. Projects

Minimize, avoid, or mitigate negative impacts of transportation projects on disadvantaged or overburdened communities.

Stakeholder(s):

Disadvantaged Communities   **Overburdened Communities**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.5. Investments & Resources

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.

Stakeholder(s):

Federal Agencies   **Tribal Agencies**

State Agencies   **Local Agencies**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.6. Displacement

Provide guidance to help prevent discriminatory displacement actions in operations or development projects.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.7. Data

Strengthen the collection, analysis, sharing, and use of equity data.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.8. Economic Evaluation

Incorporate equity in economic evaluation of projects for investment decision-making.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Climate & 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.

4.1. Air Pollution & Greenhouse Gas

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

PATH TO ECONOMY-WIDE NET-ZERO EMISSIONS BY 2050

Stakeholder(s):

OST-P
 Role: Lead agency
 Role: EV Charger Network

OST-R
 Role: Lead agency

All OAs :
 Lead agencies

Performance Indicators

KPI 4.1.1 Transportation Emissions

Description	Type	Status	Start Date	End Date	Net Emissions
Reduce transportation emissions in support of net-zero emissions economy-wide by 2050.	Target	Net Zero		2049-12-31	0
	Actual			2049-12-31	

KPI 4.1.2 Bus Vehicles

Description	Type	Status	Start Date	End Date	Number
Increase the number of zero-emission bus vehicles in the national transit fleet by 450% to 7,500 vehicles by 2030.	Target	Target Met		2029-12-31	7,500
	Actual			2029-12-31	

KPI 4.1.3 EV Chargers

Description	Type	Status	Start Date	End Date	Number
Build a national network of 500,000 EV chargers by 2030 to accelerate the adoption of EVs.	Target	Target Met		2029-12-31	500,000
	Actual			2029-12-31	

Strategy 4.1.1. Decarbonization Strategy

Develop a decarbonization strategy for the transportation sector and incentivize stakeholders in their efforts to reduce emissions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.2. Trips

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.

Stakeholder(s):

Travelers   **Local Agencies**

State Agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.3. R&D

Fund transportation-related climate research and clean technology development.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.4. Pipelines

Identify and reduce fugitive methane emissions from pipelines.

Stakeholder(s):
Pipeline Operators

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.5. Port & Airports

Support programs to reduce port and airport emissions through idle time reductions, cleaner trucks and vessels, and more efficient port/airport operations.

Stakeholder(s):
Port   **Airports**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.6. Ports

Increase technical assistance on green best practices to ports.

Stakeholder(s):
Ports

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.7. Freight Networks

Increase inclusion of climate and sustainability strategies in national and State multimodal freight network plans.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.8. Standards & Policies

Develop globally acceptable environmental standards and policies that enable environmentally sustainable growth.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.9. Decarbonization

Work with international partners to support global transportation decarbonization.

Stakeholder(s):
International Partners

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.10. Aviation

Support programs to facilitate sustainable aviation fuel uptake, new aircraft, and improve aviation operational efficiency.

Stakeholder(s):

Aviation Sector   **FAA**
                                                                  Role: Greenhouse Gas Reduction

Performance Indicators

KPI 4.1.10.1 Aviation Greenhouse Gas

Description	Type	Status	Start Date	End Date	MtCO2
Reduce greenhouse gas emissions from aviation to at or below 2019 levels (216 MtCO2) by 2030.	Target	Target Met		2029-12-31	216
	Actual			2029-12-31	

Strategy 4.1.11. Land Use

Support land use decisions that support the generation of renewable energy and carbon sequestration.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.12. Autos

Conduct research to assess the societal and economic costs of a publicly subsidized auto-based economy.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.13. Decision-Making

Increase technical assistance for State and local agencies to institutionalize a culture of climate-informed decision-making.

Stakeholder(s):

State Agencies   **Local Agencies**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2. Infrastructure

Improve the resilience of at-risk infrastructure.

INFRASTRUCTURE RESILIENCE

Stakeholder(s):

OST-P :
 Lead agency

OST-R :
 Lead agency

All OAs :
 Lead agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.1. Vulnerability

Assess and mitigate the vulnerability of transportation infrastructure to climate change, sea-level rise, extreme weather, and natural disasters.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.2. Adaptation & Mitigation

Assess the vulnerability of assets and identify novel climate adaptation and mitigation strategies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.3. Planning & Project Development

Enhance resilience throughout transportation planning and project development processes by updating guidance and regulations.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.4. Preparedness & Response

Improve emergency preparedness and response across the transportation sector.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.5. Infrastructure

Support investments in resilient infrastructure to protect investments and ensure safe and reliable travel.

Stakeholder(s):

OST-P
 Role: Resilience Improvement Planning

States
 Role: Resilience Improvement Planning

All OAs
 Role: Resilience Improvement Planning

MPOs
 Role: Resilience Improvement Planning

Performance Indicators

KPI 4.2.5.1 States/MPOs

Description	Type	Status	Start Date	End Date	Percentage
By 2026, 50% of States/MPOs have developed resilience improvement plans.	Target	Target Met		2025-12-31	50
	Actual			2025-12-31	

Strategy 4.2.6. Adaptation & Resiliency

Conduct case studies and pilot projects to develop and evaluate new and innovative adaptation and resiliency technologies, tools, and opportunities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3. Justice

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

CLIMATE JUSTICE AND ENVIRONMENTAL JUSTICE

Stakeholder(s):

Disadvantaged Communities

OST-P :
  Lead agency

All OAs :
  Lead agencies

Performance Indicators

KPI 4.3.1 Investments

Description	Type	Status	Start Date	End Date	Percentage
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.	Target	Target Met			40
	Actual				

Strategy 4.3.1. Hazardous Materials, Emissions & Noise

Reduce exposure to hazardous materials and waste, harmful emissions, and noise impacts on disadvantaged and overburdened communities.

Stakeholder(s):

Disadvantaged Communities   **Overburdened Communities**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.2. Transportation Options

Increase availability and access to clean transportation options, including affordable EVs, charging stations, transit, and bicycle and walking paths.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.3. Heat Islands

Mitigate urban heat island effects.

Stakeholder(s):

Urban Areas

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.4. Environment & Climate

Improve environmental justice and integrate climate justice into environmental review processes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.5. Noise & Criteria Pollutants

Reduce exposure to noise pollution, criteria pollutants, and other transportation impacts on communities and ecosystems.

Stakeholder(s):

Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.6. Freight

Support innovative programs, policies, and projects to reduce environmental impacts associated with freight movements.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.7. NEPA

Improve NEPA implementation and environmental outcomes through effective and efficient project delivery.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5. Transformation

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.

Design for the future. | 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.

5.1. Research

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

MATCHING RESEARCH AND POLICY TO ADVANCE BREAKTHROUGHS

Stakeholder(s):

OST-R :   **All OAs** :
 Lead agency   *Lead agencies*

OST-P

U.S. Department of Transportation

Strategic Plan

Performance Indicators

KPI 5.1.1 R&D Projects Increase

Description	Type	Status	Start Date	End Date	Percentage
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.	Target	Doubled			100
	Actual				

KPI 5.1.2 Approaches Supported

Description	Type	Status	Start Date	End Date	Number
By 2026, support 25 novel data and technology approaches related to artificial intelligence, cybersecurity, and infrastructure resilience in communities across the U.S.	Target	Target Met		2025-12-31	25
	Actual			2025-12-31	

Strategy 5.1.1. Exploration & Experimentation

Fund exploratory research and experimentation, translating developments from other fields into transportation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.1.2. University Partnerships

Leverage university partnerships to bring new science into practice.

Stakeholder(s):
Universities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

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Strategy 5.1.3. Internal Research

Strengthen internal research capabilities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.1.4. New Voices

Bring new voices into the research conversation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.1.5. Policy Considerations

Develop guidelines for policy considerations in research such as impacts on equity, climate, and the workforce.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.1.6. International Collaboration

Strengthen international research collaboration.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2. Experimentation

Identify new ideas, new innovations, and new possibilities.

EXPERIMENTATION ~ Evaluate the opportunities and risks so the Department can support public benefits.

Stakeholder(s):

OST-R :   **All OAs** :
 Lead agency   *Lead agencies*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.2.1. Showcases & Information Exchange

Create structured opportunities for the transportation community to showcase novel solutions and facilitate peer information exchange.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.2.2. Trends

Exchange information on emerging trends with private and public sector peers both domestically and internationally.

Stakeholder(s):

Private Sector Peers   **Public Sector Peers**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.2.3. Pilots, Programs & Impacts

Advance rigorous pilot design, program evaluation, and impact assessment to inform evidence-based decision-making.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.2.4. Lessons Learned

Capture and disseminate lessons learned from demonstrations or projects.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.2.5. R&D

Take transformative research concepts into the development and testing stage to evaluate the potential costs and benefits to the transportation community.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.3. Practices, Innovations & Technologies

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

COLLABORATION AND COMPETITIVENESS

Stakeholder(s):

OST-R :
 Lead agency

All OAs :
 Lead agency

OST-X :
 Lead agency

Performance Indicators

KPI 5.3.1 Professionals Engaged

Description	Type	Status	Start Date	End Date	Number
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.	Target	Target Met		2025-12-31	10,000
	Actual			2025-12-31	

KPI 5.3.2 Projects Supported

Description	Type	Status	Start Date	End Date	Number
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.	Target	Target Met		2025-12-31	25
	Actual			2025-12-31	

Strategy 5.3.1. Technologies & Practices

Support adoption and implementation of new technologies and innovative practices.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.3.2. Learning & Collaboration

Partner with external domestic and international organizations to learn from each other and support collaboration for the good of all.

Stakeholder(s):

Domestic Organizations   **International Organizations**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.3.3. Leadership

Provide global leadership on innovative transportation solutions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.3.4. Technical Assistance

Provide technical assistance to stakeholders on emerging transportation technologies in ways that better serve their needs and match their values.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.3.5. Technology Transfer

Amplify technology transfer to stakeholders.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.3.6. SDOs

Engage with strategic international standards bodies.

Stakeholder(s):
Standards Bodies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.4. Investments

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

FLEXIBILITY AND ADAPTABILITY

Stakeholder(s):

OST-R :
 Lead agency

All OAs :
 Lead agencies

OST-X :
 Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.4.1. Planning & Decision-Making

Support scenario planning and robust decision-making around policy decisions and investments to address future opportunities and disruptions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.4.2. Technologies

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.4.3. Assets

Assess lifecycle costs for transportation assets, including impacts of emerging technologies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.4.4. Grants

Refine and refresh requirements for grant opportunities to ensure generational investments can sustain performance through the expected lifecycle.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.4.5. Challenges

Develop appropriate research capabilities at Federal research facilities to address emerging challenges.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 5.4.6. Disruptions

Support research and engagement activities designed to anticipate, respond, and recover from disruptions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

6. 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.

6.1. Services

Deliver responsive, efficient, and accessible government services.

CUSTOMER SERVICE

Stakeholder(s):

OST :
Lead agency

All OAs :
Lead agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.1. Customer Service

Prioritize responsive customer service for constituents and stakeholders.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.2. Funding

Support the efficient and effective distribution of Federal transportation funding.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.3. Information

Provide timely, accurate, accessible, and reliable information to the public.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.4. Congressional Requests

Respond to congressional requests and requirements and audit findings in a timely manner.

Stakeholder(s):
Congress

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.5. Transparency & Data Sharing

Improve transparency and promote data sharing by increasing public access to data and data analysis and visualization tools.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.6. Disasters

Mobilize U.S. DOT resources to effectively respond to disasters and support recovery efforts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.1.7. Best Practices

Curate, promote, and research best practices on project delivery and share with partners/grantees.

Stakeholder(s):

DOT Partners   **DOT Grantees**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

6.2. Workforce

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.

WORKFORCE DEVELOPMENT

Stakeholder(s):

OST-M :
Lead agency

Performance Indicators

KPI 6.2.1 Hiring Targets Achieved

Description	Type	Status	Start Date	End Date	Percentage
80% of OA projected Bipartisan Infrastructure Law hiring targets are achieved starting in FY 2023.	Target	Target Met	2022-10-01	2023-09-30	80
	Actual		2022-10-01	2023-09-30	

Strategy 6.2.1. DEI

Promote U.S. DOT as a model of diversity, equity, inclusion, flexibility, accessibility, and excellence.

Stakeholder(s):

OST-M   **DOCR**
Role: Lead Agency   *Role:* Lead Agency

Performance Indicators

KPI 6.2.1.1 Applicants

Description	Type	Status	Start Date	End Date	Diversity
Work to increase the diversity of applicants for mission critical occupations in each OA.	Target	Increased			
	Actual				

Strategy 6.2.2. Diversity

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.

Stakeholder(s):

Women   **Individuals with Disabilities**

People of Color

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.2.3. Sourcing

Increase sourcing from nontraditional talent pools and ensure the hiring process is more accessible to underrepresented groups to increase the diversity of hiring pools.

Stakeholder(s):

Nontraditional Talent Pools   **Underrepresented Groups**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.2.4. Recruitment, Hiring, Development & Retention

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.

Stakeholder(s):

Students   **Early Career Professionals**

Recent Graduates

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.2.5. Equity Training

Create a U.S. DOT-wide equity training plan that embraces diversity, equity, inclusion, and accessibility as its central tenets.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.2.6. Professional Development

Provide a variety of professional development opportunities for all grade levels through mentoring, coaching, and formal development programs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.2.7. Retention & Flexibilities

Promote retention and enhance workplace flexibilities to include remote and hybrid work schedules, telework, and flexible work schedules.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.2.8. Health, Safety & Well-Being

Support initiatives to improve employee health, safety, and well-being.

Stakeholder(s):
DOT Employees

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

6.3. Data

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

DATA-DRIVEN PROGRAMS AND POLICIES

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.1. Collection, Analysis & Sharing

Support informed decision-making by expanding U.S. DOT's capacity for data collection, analysis, and sharing with stakeholders and the general public.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.2. Management

Strengthen data management by standardizing governance policies, procedures, training, and transparency.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.4. Evaluation

Improve program evaluation processes to better quantify the outcomes of programs and policies and establish outcome-based performance measures for all major programs.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.5. Gaps

Identify and develop strategies to address data gaps to support safety, equity, and other priorities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.6. Collection

Streamline data collection and Paperwork Reduction Act approval processes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.7. Decision Making

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.

Stakeholder(s):
U.S. DOT Staff

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.3.8. Tools & Data

Help grantees/partners with off-the-shelf tools/data and provide access to our data/tools.

Stakeholder(s):

DOT Grantees   **DOT Partners**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

6.4. Competencies

Increase competencies in U.S. DOT's mission-critical occupations and other areas, including program management.

OVERSIGHT, PERFORMANCE, AND TECHNICAL ASSISTANCE ~ 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.

Stakeholder(s):

OST-M :   **OST-B** :
Lead agency   *Lead agency*

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.4.1. Financial Reporting

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.4.2. Technical Assistance & Resources

Improve technical assistance and resources to awardees to ensure success and improved and equitable outcomes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.4.3. Mission Support

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.4.4. Program/Project Managers

Emphasize the importance of program/project managers in the acquisition process.

Stakeholder(s):

DOT Program Managers   **DOT Project Managers**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.4.5. Procurement

Include procurement-specific narrative in the performance plans of U.S. DOT executives and their subordinates.

Stakeholder(s):

U.S. DOT Executives   **U.S. DOT Subordinates**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

6.5. Sustainability

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.

SUSTAINABILITY INITIATIVES

Stakeholder(s):

OST-M :
 Lead agency

OST-B :
 Lead agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.1. Performance Plans

Include procurement-specific narrative in the performance plans of U.S. DOT executives and their subordinates.

Stakeholder(s):

U.S. DOT Executives   **U.S. DOT Subordinates**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.2. Light-Duty Vehicles

Ensure new light-duty vehicle acquisitions are zero-emission vehicles.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.3. Efficiency & Waste

Increase efficiency and reduce waste at all facilities and operations.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.4. Facilities

Electrify facility operations where appropriate and shift to carbon pollution-free electricity.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.5. Products

Use procurement policy to prioritize sustainable, low-embodied carbon products and products without harmful pollutants such as per- and polyfluoroalkyl substances (PFAS).

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.6. Facilities & Operations

Build a climate-resilient inventory of facilities and operations.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.7. Training & Performance Plans

Establish a climate- and sustainability-focused workforce culture by adding climate training and measures to performance plans where appropriate.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.8. Buildings

Design, build, and lease resilient, net-zero emission buildings.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.9. Real Estate

Continuously assess U.S. DOT's real estate footprint to reduce our office footprint.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.5.10. Travel & Commuting

Encourage use of a variety of sustainable transportation modes in U.S. DOT personnel work travel and commuting.

Stakeholder(s):

U.S. DOT Personnel

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

6.6. ICT

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

ENTERPRISE CYBER RISKS

Stakeholder(s):
OCIO :
 Lead agency

Performance Indicators

KPI 6.6.1 Systems & Assets Compliance

Description	Type	Status	Start Date	End Date	Percentage
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.	Target	Target Met		2025-09-30	100
	Actual			2025-09-30	

Strategy 6.6.1. Cyber Defense

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.6.2 . Accuracy, Confidentiality & Trust

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.

Stakeholder(s):

OST-B   **All OAs**
 Role: Lead Agency   *Role:* Lead Agencies

Performance Indicators

KPI 6.6.2.1 Payment Accuracy Rate

Description	Type	Status	Start Date	End Date	Percentage
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	Target	Target Met			99
	Actual				

KPI 6.6.2.2 Submission Rates

Description	Type	Status	Start Date	End Date	Percentage
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.	Target	Target Met			100
	Actual				

Strategy 6.6.3. Continuity of Operations

Strengthen U.S. DOT's cybersecurity total situational awareness and system control as intended and authorized to ensure continuity of operations.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.6.4. Training & Professional Development

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.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 6.6.5. Zero Trust

Make all U.S. DOT systems secure by design and implement zero trust principles in all systems.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

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