



FISCAL YEAR 2023

PERFORMANCE PLAN

Revised as of July 7, 2022



U.S. DEPARTMENT OF TRANSPORTATION

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INTRODUCTION

The mission of the U.S. Department of Transportation is 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.

In accordance with the Government Performance and Results Act of 1993, as amended by the GPRA Modernization Act of 2010 (GPRAMA), the U.S. Department of Transportation (DOT or the Department) is pleased to present the Fiscal Year (FY) 2023 Performance Plan. The Annual Performance Plan provides an overview of the Department's strategic goals and objectives included in the [FY 2022 – 2026 Strategic Plan](#) and the performance goals and indicators associated with those goals and objectives. A limited number of these performance goals are designated as Agency Priority Goals (APGs).

In FY 2022, the Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law (BIL), created generational investments to improve our nation's roads and bridges, promote safety for all road users, help combat the climate crisis, and advance equitable access to transportation. For a variety of IIJA programs associated targets and initiatives, DOT will establish milestones to monitor progress and achieve intended results of the investments. In some cases, DOT has established new performance goals and is currently developing key implementation plans to establish baselines and create the program structure to implement milestones and report on progress. The performance goals presented in the Annual Performance Plan span the Department's nine Operating Administrations and the Office of the Secretary of Transportation (OST), providing details on the work of DOT's approximately 54,000 employees across the country. Throughout the Plan, performance goals are identified as aligning to DOT's APGs, Key Performance Indicators (KPI), or BIL Key Results using the following labels:

- *APG*: Performance goal aligns to one of the Department's FY 2022 – 2023 APGs
- *KPI*: Performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan
- *BIL*: Performance goal is a Bipartisan Infrastructure Law Key Result

A summary of the Department's efforts to deliver greater impact through innovation, increased effectiveness and efficiency, and better customer service is included as an appendix to this Plan, entitled [Response to the Office of Inspector General's FY 2023 Major Management Challenges](#).

Organizational Structure

Congress established DOT in 1967, consolidating 31 transportation agencies and functions under the first U.S. Secretary of Transportation, Alan S. Boyd. Approximately 54,000 DOT employees continue to bring innovations and integrity to the work of improving the safety and performance of our multi-modal transportation system.



Legislative Authorities

Congress provides the funding and legislative authorities needed to carry out DOT's mission. DOT's authorities are substantially codified under Titles 23 (highways), 46 (maritime), and 49 (aviation, railroads, and other surface modes) of the United States Code. The following are significant authorization acts for DOT's programs:

- **Infrastructure Investment and Jobs Act** ([Public Law No. 117-58](#): November 15, 2021): Authorized funds to DOT for Federal-aid highways, highway safety programs, and transit programs, among other purposes. The IIJA investments in infrastructure include the largest-ever Federal investment in public transit, largest Federal investment in passenger rail since the creation of Amtrak, and the largest dedicated bridge investment since the construction of the interstate system.
- **Federal Aviation Administration Reauthorization Act of 2018** ([Public Law No. 115-254](#): October 5, 2018): Provides a five-year authorization of the Federal Aviation Administration (FAA), the first significant multi-year reauthorization since the FAA Modernization and Reform Act of 2012 ([Public No. Law 112-95](#)), and the first five-year reauthorization in over a decade. The FAA Reauthorization Act authorizes appropriations to FAA through FY 2023 and includes important changes related to increasing the safety and pace of Unmanned Aircraft Systems integration, expediting the financing and development of airport capital projects, directing FAA to advance leadership in the field of international supersonic aircraft policies, reforming the aircraft certification process, addressing aircraft noise, and ensuring safe lithium battery transport.
- **Consolidated Appropriations Act of 2021** ([Public Law No. 116- 260](#): December 27, 2020): Authorized the continued oversight of the nation's more than 2.8 million miles of oil, gas, and hazardous liquid pipelines; set forth mandates for publication of new and revised safety standards for leak detection and gas distribution pipelines; and authorized research, grants, programs, and the related appropriations from FY 2021 through FY 2023. It includes several mandates to issue regulations to improve safety of the nation's pipelines and reduce leaks and methane emissions from pipeline facilities. The Act provides the Pipeline and Hazardous Materials Safety Administration (PHMSA) with new authority to establish pilot programs to evaluate innovative technologies and operations practices designed to enhance pipeline safety. The Act also directs PHMSA to conduct several studies, including a study on resources needed to establish a National Center of Excellence for Liquefied Natural Gas Safety to further U.S. government expertise in operations, management, and regulatory practices of Liquified Natural Gas facilities and a study on the costs and benefits of establishing an independent pipeline safety testing facility under DOT.
- **National Defense Authorization Act for Fiscal Year 2022** ([Public Law No. 117-81](#): December 27, 2021): Authorized appropriations for MARAD's programs, including Federal and State Maritime Academies, ship operations, the Maritime Security Program, Tanker Security Program, Cable Security Fleet, grants to small U.S. Shipyards, and loan guarantees for ships constructed or reconditioned in the United States.

Overview of Strategic Goals and Objectives

The FY 2022 – 2026 Strategic Plan identifies six strategic goals, which are outcome-oriented, long-term goals for the major functions and operations of DOT. Each strategic goal has associated strategic objectives, which express more specifically the impact DOT is trying to achieve, many of which support the transformational initiatives made possible by the IIJA. The Department's strategic goals for FY 2022 – 2026 are:

1. **Safety:** Make our transportation system safer for all people. Advance a future without transportation-related serious injuries and fatalities.
2. **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.
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.
4. **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.

- 5. 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.
- 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.

	STRATEGIC GOALS		STRATEGIC OBJECTIVES
GOAL 1	SAFETY	1.1	SAFE PUBLIC
		1.2	SAFE WORKERS
		1.3	SAFE DESIGN
		1.4	SAFE SYSTEMS
		1.5	CRITICAL INFRASTRUCTURE CYBERSECURITY
GOAL 2	ECONOMIC STRENGTH AND GLOBAL COMPETITIVENESS	2.1	JOB CREATION AND FISCAL HEALTH
		2.2	HIGH-PERFORMING CORE ASSETS
		2.3	GLOBAL ECONOMIC LEADERSHIP
		2.4	RESILIENT SUPPLY CHAINS
		2.5	SYSTEM RELIABILITY AND CONNECTIVITY
GOAL 3	EQUITY	3.1	EXPANDING ACCESS
		3.2	WEALTH CREATION
		3.3	POWER OF COMMUNITY
		3.4	PROACTIVE INTERVENTION, PLANNING, AND CAPACITY BUILDING
GOAL 4	CLIMATE AND SUSTAINABILITY	4.1	PATH TO ECONOMY-WIDE NET-ZERO EMISSIONS BY 2050
		4.2	INFRASTRUCTURE RESILIENCE
		4.3	CLIMATE JUSTICE AND ENVIRONMENTAL JUSTICE
GOAL 5	TRANSFORMATION	5.1	MATCHING RESEARCH AND POLICY TO ADVANCE BREAKTHROUGHS
		5.2	EXPERIMENTATION
		5.3	COLLABORATION AND COMPETITIVENESS
		5.4	FLEXIBILITY AND ADAPTABILITY
GOAL 6	ORGANIZATIONAL EXCELLENCE	6.1	CUSTOMER SERVICE
		6.2	WORKFORCE DEVELOPMENT
		6.3	DATA-DRIVEN PROGRAMS AND POLICIES
		6.4	OVERSIGHT, PERFORMANCE, AND TECHNICAL ASSISTANCE
		6.5	SUSTAINABILITY INITIATIVES
		6.6	ENTERPRISE CYBER RISKS

Agency Priority Goals

Agency Priority Goals provide agencies with mechanisms to focus leadership priorities, set outcomes, and measure results. These include goals that can be achieved within about 24 months and depend predominantly on agency implementation. The Department has five APGs under development spanning FY 2022 through FY 2023. These APGs reflect the Biden-Harris Administration's emphasis on climate and equity, the Department's continuing commitment to maintaining the safest transportation system in the world, and the historic investments in transportation infrastructure from the IIJA.

- 1. 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 1.22 per 100 million VMT.
- 2. 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 the number of general aviation fatal accidents remaining at no more than 0.94 fatal accidents per 100,000 flight hours.
- 3. Improve the Condition/Performance 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%; 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 percentage of person-miles traveled on the Interstate that are reliable will be at or above 82.8%; and the percentage of paved runways in the National Plan of Integrated Airport Systems in excellent, good, or fair condition will be maintained at 93%.
- 4. Increase Wealth Creation Opportunities for Underserved Communities:** By September 30, 2023, U.S. DOT commits to raise small disadvantaged business utilization contract award dollars from 18.2% in FY 2021 to 20.5%. In doing so, DOT aims to increase wealth creation opportunities for underserved communities through direct procurement mechanisms.
- 5. Joint U.S. DOT/DOE Electric Vehicle Charging Infrastructure Deployment Under Bipartisan Infrastructure Law (BIL):** 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 the U.S. Department of Transportation, U.S. Department of Energy, 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 September 30, 2023, the Joint Office of Energy and Transportation in conjunction with DOT and the U.S. Department of Energy 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 the 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.

STRATEGIC GOAL 1: SAFETY

GOAL STATEMENT	1.1	SAFE PUBLIC
Make our transportation system safer for all people.	1.2	SAFE WORKERS
Advance a future without transportation-related serious injuries and fatalities.	1.3	SAFE DESIGN
	1.4	SAFE SYSTEMS
	1.5	CRITICAL INFRASTRUCTURE CYBERSECURITY

Strategic Objective 1.1: Safe Public

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

The Safe Public objective is supported by six Operating Administrations and one OST office through the following performance goals:

- Reduce 66% of Motor Vehicle-Related Fatalities by 2040 to Demonstrate Progress to Achieve Zero Roadway Fatalities (OST-P, NHTSA, FHWA, FMCSA)^{KPI}
- 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 (OST-P, NHTSA, FHWA, FMCSA)^{APG, KPI, BIL}
- Reduce Passenger Vehicle Occupant Fatalities per 100 Million Vehicle Miles Traveled (NHTSA)
- Reduce Large Truck and Bus Fatalities per 100 Million Vehicle Miles Traveled (FMCSA)
- Reduce Motorcycle Rider Fatalities per 100,000 Motorcycle Registrations (NHTSA)
- Reduce Non-Occupant (Pedestrian/Pedalcyclist/Other Non-Occupant) Fatalities per 100,000 Population (NHTSA)
- Reduce the Number of Non-Motorized Fatalities and Serious Injuries (FHWA)
- Reduce the Race Fatality Ratio by Population (FHWA)
- Reduce Number of Vehicle Occupants Ejected from Passenger Vehicles per 100 Emergency Medical Services Motor Vehicle Crash Dispatches (NHTSA)
- Reduce Total Transit-Related Fatalities per 100 Million Vehicle Revenue Miles (FTA)
- Reduce Total Number of Transit-Related Fatalities (FTA)
- Reduce Highway-Rail Grade Crossing Incidents (FRA)
- Reduce Rail Right-of-Way Trespass Incidents (FRA)
- Reduce Train Accidents (FRA)
- Reduce Fatalities Caused by the Release of Hazardous Material Transported via Pipeline or Surface Transportation Conveyance (PHMSA)
- Reduce the Number of Incidents Involving Death and Major Injury Resulting from the Transportation of Hazardous Materials by All Modes Including Pipelines (PHMSA)
- Increase the Number of Overall Impressions, Social Media Engagement, Web Performance, and Email Engagement for the Our Roads, Our Safety Campaign (FMCSA)
- Increase the Percentage of Person Trips by Transit and Active Transportation Modes from Roughly 4% in 2020 to 6% (FHWA, FRA, FTA)^{KPI}
- Increase Transit Ridership in the Top Transit Cities Back to 100% of 2019 Levels by 2026 (FTA)^{KPI}
- Through the Safe Streets for All Program, Ensure More than 200 Communities Have Strategies to Reduce Fatalities and More than 100 Have Interventions to Reduce Fatalities and Injuries (FHWA)^{BIL}

Office of the Assistant Secretary for Transportation Policy (OST-P), National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA), Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	CY 2022 Target	CY 2023 Target
Reduce 66% of Motor Vehicle-Related Fatalities by 2040 to Demonstrate Progress to Achieve Zero Roadway Fatalities^{KPI}	38,824*	2% reduction from baseline	5% reduction from baseline

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* CY 2020 actual: <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/813266>

FY 2022 and 2023 Plans for Progress

The Fatality Analysis Reporting System (FARS) contains data on every fatal motor vehicle traffic crash within the 50 States, the District of Columbia, and Puerto Rico. To be included in the FARS, a traffic crash must involve a motor vehicle traveling on a public trafficway that results in the death of a vehicle occupant or a non-occupant within 30 days of the crash. More information on the FARS can be found at www.nhtsa.gov/crash-data-systems/fatality-analysis-reporting-system.

In January 2022, DOT released a [National Roadway Safety Strategy](#) (NRSS) describing the major actions DOT will take to make a meaningful difference over the next few years. At the core of this strategy is a Department-wide adoption of the Safe System Approach, which focuses on five key objectives: safer people, safer roads, safer vehicles, safer speeds, and post-crash care. The Department will launch new programs, coordinate and improve existing programs, and adopt a foundational set of principles to guide this strategy. Safety gains beyond the long-term running decline in roadway fatalities will be achieved via three activities: (1) implementing funding from the IIJA, (2) carrying out Departmental actions in the National Roadway Safety Strategy, and (3) conducting a complementary [Call to Action](#) campaign to encourage external stakeholders to take tangible, substantive actions to advance roadway safety.

Office of the Assistant Secretary for Transportation Policy (OST-P), National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA), Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
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^{APG, KPI, BIL}	1.36*	1.25	1.22

APG: This performance goal is one of the Department's FY 2022 - 2023 APGs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

* Actual as of October 1, 2021

FY 2022 and 2023 Plans for Progress

The roadway fatality rate, which is the number of fatalities per 100 million VMT, includes fatality data in NHTSA's FARS and VMT from FHWA's Highway Performance Monitoring System. The FARS is a census of fatal traffic crashes in the 50 States, District of Columbia, and Puerto Rico. To be included in the FARS, a crash must involve a motor vehicle traveling on a roadway and result in the death of at least one person (occupant or non-occupant of a vehicle) within 30 days of the crash. The Highway Performance Monitoring System includes VMT by all types of vehicles, including passenger vehicles, motorcycles, buses, and large trucks and buses.

There were 38,824 people killed in motor vehicle traffic crashes on U.S. roadways during 2020. This is the largest number of fatalities since 2007. It also represents a 6.8% increase from 36,355 fatalities in 2019, or 2,469 more people killed in traffic crashes in 2020. Note that 2020 was a leap year and there were 112 fatalities on February 29, 2020. The fatality rate per 100 million VMT increased by 21% from 1.11 in 2019 to 1.34 in 2020, which is the largest percentage increase on record. The estimated number of people injured on our roadways decreased in 2020 to 2.28 million, falling from 2.74 million in 2019, a statistically significant decrease of 17%.

NHTSA remains focused on achieving its mission through stakeholder outreach, facilitating widespread distribution of proven countermeasures, advancing vehicle safety through robust vehicle safety compliance and enforcement activities, conducting behavioral and vehicle safety research, issuing safety rulemakings, and ensuring the safe deployment of advanced vehicle technologies, including automated driving systems.

The IIJA contains numerous programs and deliverables related to addressing traffic safety, including enhancing crash data collection, providing additional formula funds for States to address their critical safety concerns including vulnerable road users, and advancing vehicle safety through rulemaking that provides consumers with valuable vehicle safety information.

National Highway Traffic Safety Administration (NHTSA)

	Baseline	CY 2022 Target	CY 2023 Target
Reduce Passenger Vehicle Occupant Fatalities per 100 Million Vehicle Miles Traveled	0.82*	0.77	0.75

* CY 2020 actual

FY 2022 and 2023 Plans for Progress

Passenger vehicles include cars and light trucks (SUVs, pickup trucks, vans, and other light trucks) that weigh less than or equal to 10,000 pounds. They represent more than 90% of the vehicle fleet in the United States. NHTSA's research suggests that throughout the COVID-19 pandemic, driving patterns and behaviors changed significantly. Drivers who remained on the roads engaged in riskier behavior, including speeding, failing to wear seat belts, and driving under the influence of alcohol or other drugs. NHTSA continues to conduct research into these behaviors. NHTSA is currently working to implement the IIJA, and key safety provisions in NRSS, as follow:

- Underride Protection for Semi-Trailers (possible rulemaking expected in FY 2022);
- Adaptive Driving Beam Headlamps (final rule issued February 22, 2022);
- Establishing a state-of-the-art laboratory to analyze data from Event Data Recorders providing investigators with immediate and independent analytic capability to assist in safety investigations of potential vehicle defects, crash events, and cybersecurity and odometer tampering events; and
- Conducting accelerated research into effectiveness assessment of an expanded list of lifesaving vehicle technologies, improvements in gender equity in crash outcomes, focused emphasis in vulnerable road user safety, targeted human factors research into distraction impacts of new technologies, and high-voltage battery safety research.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	CY 2022 Target	CY 2023 Target
Reduce Large Truck and Bus Fatalities per 100 Million Vehicle Miles Traveled	0.177*	0.114	0.114

* CY 2020 actual

FY 2022 and 2023 Plans for Progress

In calendar year (CY) 2020, 38,824 people died in crashes on the nation's roadways, a 6.8% increase from CY 2019 (36,355). In CY 2020, the percentage of large truck and bus fatalities actually decreased by slightly more than two percent from 2019. There were an estimated 5,125 fatalities (13.2% of total fatalities) in crashes involving a large truck or bus, resulting in a fatality rate of 0.177 per 100 million VMT. The large truck or bus fatality rate increased from CY 2019 (0.161) to CY 2020 (0.177). The higher fatality rate, despite the reduction in large truck and bus fatalities, is a result of a lower overall VMT, which includes the number of miles traveled by privately owned vehicles. The FY 2022 and 2023 fatality rate targets remain unchanged due to the steady 2018 and 2019 fatality rates and the uncertainty of the effects of the COVID-19 pandemic. FMCSA will reevaluate the CY 2023 and future fatality rate targets as the Department's NRSS is rolled out and the nation returns to normal operations.

National Highway Traffic Safety Administration (NHTSA)

	Baseline	CY 2022 Target	CY 2023 Target
Reduce Motorcycle Rider Fatalities per 100,000 Motorcycle Registrations	67.08*	62.71	61.20

* CY 2020 actual

FY 2022 and 2023 Plans for Progress

The motorcycle fatality rate is measured by the number of motorcycle fatality riders per 100,000 motorcycle registrations. This rate includes fatalities of riders of scooters, minibikes, and mopeds, in addition to motorcycles. Motorcyclists remain overrepresented in vehicle fatalities and are impacted by factors such as speed and impaired driving. In 2020, there were 5,579 motorcyclist fatalities, an increase of 11% over 2019 (the highest number since first data collection in 1975).

To reduce the number of motorcycle fatalities, NHTSA is working to:

- Promote safer riding behaviors of motorcyclists in national media campaigns;
- Deliver education and technical assistance; and
- Conduct research on the safety of motorcyclists.

National Highway Traffic Safety Administration (NHTSA)

	Baseline	CY 2022 Target	CY 2023 Target
Reduce Non-Occupant (Pedestrian/Pedalcyclist/Other Non-Occupant) Fatalities per 100,000 Population	2.34*	2.19	2.13

* CY 2020 actual: <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/813266>

FY 2022 and 2023 Plans for Progress

Non-occupants include pedestrians, bicyclists, joggers, skateboard riders, and people riding on animals who are in a crash with a motor vehicle. They are the most vulnerable road users, as they face increased risk in crashes involving speeding, distracted driving, and impaired driving. The proportion of people killed "outside the vehicle" (motorcyclists, pedestrians, pedalcyclists, and other non-occupants) has increased from a low of 20% in 1996 to a high of 34% in 2020. In 2020, 6,272 pedestrians were killed in traffic crashes in the United States. On average, a pedestrian was killed every 81 minutes in a traffic crash. Additionally, 859 pedalcyclists were killed in traffic crashes in the United States in 2020. To address non-occupant fatalities, NHTSA will undertake several activities in FY 2022 and 2023:

- Promote the safety of pedestrians and bicyclists through national media campaigns;
- Conduct pedestrian research to complete and evaluate test tools to assess vehicle countermeasures addressing pedestrian safety;
- Develop and promulgate standards to improve vehicle hood designs for pedestrian crash protection; and
- Support updating the crashworthiness evaluation of vehicles by adding pedestrian crash protection evaluation and advanced crash test dummies to the New Car Assessment Program.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Number of Non-Motorized Fatalities and Serious Injuries	30,288*	27,357	26,380

* FY 2019 actual

FY 2022 and 2023 Plans for Progress

Non-motorized fatalities are defined using the FARS person attribute codes: Pedestrian, Bicyclist, Other Bicyclists, and Persons on Personal Conveyances. Non-motorized serious injuries are defined as when the injured person is, or is equivalent to, a pedestrian or a pedalcyclist, as defined in the [Manual on Classification of Motor Vehicle Traffic Accidents](#). According to data analyzed from the FARS and Highway Safety Improvement Program (HSIP) Annual Reports, non-motorized fatalities and serious injuries combined accounted for 13.6% of overall roadway fatalities and serious injuries in FY 2019, for a total of 30,288. There was an approximately five percent increase in fatalities and serious injuries from FY 2012 (28,782).

FHWA will continue its [Complete Streets efforts](#); provide technical assistance and outreach to States and local agencies, particularly those identified in the [Focused Approach to Safety initiative](#); promote [Proven Safety Countermeasures](#); provide resources and tools to stakeholders; and conduct walking and biking research, among other efforts. Additional actions that FHWA will take to reduce fatalities and serious injuries are outlined in the Department's recently released NRSS.

Federal Highway Administration (FHWA)

	Baseline	CY 2022 Target	CY 2023 Target
Reduce the Race Fatality Ratio by Population	<i>White</i>	1.03*	1.01
	<i>Black</i>	1.23*	1.11
	<i>American Indian</i>	2.10*	1.46
	<i>Pacific Islander</i>	1.57*	1.25

* CY 2018

FY 2022 and 2023 Plans for Progress

The race fatality ratio by population indicator represents the national rate of the percentage of fatalities per race over the percentage of population per race. Despite considerable data limitations, available information indicates there are racial disparities in the number of people killed in roadway crashes. These inequities are systemic issues attributed to historic disinvestment and inequitable decision-making in the planning, design, maintenance, and operations of roadways in underserved communities. The targets for this performance goal represent an incremental decrease for each race rate to reach a race fatality ratio by population of 1.0 by 2026. To address disparities in crash fatalities for underrepresented communities, FHWA will promote equity in safety in guidance documents, Notices of Funding Opportunity (NOFOs,) and through education and training to stakeholders.

National Highway Traffic Safety Administration (NHTSA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Number of Vehicle Occupants Ejected from Passenger Vehicles per 100 Emergency Medical Services Motor Vehicle Crash Dispatches	0.76*	1.00	1.01

* CY 2021 actual

FY 2022 and 2023 Plans for Progress

Of the 23,824 passenger vehicle occupants killed in 2020, 23% (5,419) were ejected from the vehicles, a 21% increase from 4,493 occupants ejected and killed in 2019. Among passenger vehicle occupant fatalities in traffic crashes when restraint use was known, 90% of occupants ejected were unrestrained. Seat belts are the single most effective vehicle safety technology that can reduce vehicle ejection and injuries. Research shows that belts can reduce moderate-to-critical injury to front-seat occupants by 50% for passenger cars and 65% for light trucks (SUVs, pick-ups, vans). By reducing ejections and serious injuries, seat belts saved an estimated 14,955 lives in 2017.

In FY 2022 and 2023, NHTSA will continue to conduct a national seat belt enforcement mobilization, *Click It or Ticket*, to promote seat belt use. This major initiative engages law enforcement agencies nationwide in a coordinated seat belt enforcement campaign. Additionally, NHTSA will work to enhance real-time reporting of Emergency Medical Services responses to traffic crashes, including initial patient condition, indicators of alcohol- and drug-impairment, and patient outcomes. This information is provided through the [National EMS Dashboard: Traffic Crashes](#).

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Total Transit-Related Fatalities per 100 Million Vehicle Revenue Miles	9.18*	6.25	6.20
Reduce Total Number of Transit-Related Fatalities	289*	255	250

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Public transit is one of the safest modes of transportation, and FTA is committed to making it even safer. FTA collects data on injuries, fatalities, and other safety events in its National Transit Database from transit systems receiving or benefiting from Federal funds. In FY 2021, there were 9.18 transit-related fatalities per 100 million vehicle revenue miles and 289 total transit fatalities. Transit fatalities have significantly increased during the COVID-19 pandemic, and FTA is in the process of investigating the underlying causes. However, FY 2022 and 2023 targets were based on pre-pandemic fatality levels. In FY 2022 and 2023, FTA will continue to provide the following:

- Technical assistance to support transit agencies in implementing their Agency Safety Plans using a Safety Management Systems approach;
- Oversight of the [State Safety Oversight Agencies](#) that oversee rail transit safety;
- Audits of Drug and Alcohol Compliance programs;
- Safety training courses under the [Safety Certification Training Program](#); and
- Support for research and demonstration of innovative approaches to mitigate safety hazards.

FTA's Safety Assessment Team will continue to evaluate transit safety risk for potential mitigation, including risks identified through National Transportation Safety Board recommendations. The Team is currently preparing final mitigation packages related to transit worker safety, end-of-railcar door messaging, and signal system safety.

Federal Railroad Administration (FRA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Highway-Rail Grade Crossing Incidents	2,071*	1,967	1,869
Reduce Rail Right-of-Way Trespass Incidents	1,060*	1,007	957

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Highway-rail grade crossing and trespass incidents account for almost all rail-related deaths. A highway-rail incident is any impact between rail and highway users at a public or private crossing. A trespass incident is any event that causes a death or injury in a rail right-of-way, other than at a highway-rail grade crossing.

The IIJA provides new authorities and significant funding to address grade crossing and trespass safety. The IIJA strengthened the Consolidated Rail Infrastructure and Safety Improvements grant program by clarifying the eligibility of trespass prevention projects. Increased resources for trespass prevention capital projects, enforcement of State and local trespass and grade crossing laws, and suicide prevention efforts through the Consolidated Rail Infrastructure and Safety Improvements program will close a significant gap in the Federal government's ability to assist the railroad industry in confronting these issues. The IIJA also established a new program dedicated to improving highway-rail grade crossing safety, the Railroad Crossing Elimination program. In many locations, grade separating a highway-rail crossing can result in the greatest safety improvement and benefits to both railroad and motor vehicle operations. However, grade separations can be costly to implement and there has historically been insufficient and inconsistent Federal grant funding available for such projects. The robust funding provided through the Railroad Crossing Elimination program will assist in addressing complex grade separations and other grade crossing improvements. To save lives, prevent injuries, and maintain freight and passenger mobility near grade crossings and railroad property, FRA will continue to fund safety projects, conduct outreach, provide technical assistance, form partnerships, and undertake research and data analysis to understand causes of and solutions to rail accidents.

Federal Railroad Administration (FRA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Train Accidents	1,586*	1,507	1,432

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Train accidents are defined as involving damage to on-track rail equipment above the annual reporting threshold of \$11,300 for CY 2022 and exclude grade crossing and trespass incidents. FRA will accomplish the goal of reducing train accidents through its [comprehensive safety program](#) that targets inspections and other oversight activities to railroads and regions with below-average performance. FRA subject matter experts will also provide ongoing technical assistance to railroads and field personnel to address challenges. When needed to promote compliance, FRA will use civil penalties and other enforcement tools.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Fatalities Caused by the Release of Hazardous Material Transported via Pipeline or Surface Transportation Conveyance	22*	22	21
Reduce the Number of Incidents Involving Death and Major Injury Resulting from the Transportation of Hazardous Materials by All Modes Including Pipelines	37*	61	58

* Final FY 2021 data expected October 2022

FY 2022 and 2023 Plans for Progress

PHMSA tracks incidents involving death or major injury, evacuations, fires, and explosions to determine whether any fatalities or injuries were related to the transport of hazardous materials by pipeline or other modes. For pipelines, these data are derived from pipeline operators' reports. PHMSA requires incidents to be reported online through the PHMSA Portal. For all other modes, hazardous materials transportation incident data are derived from reports submitted to PHMSA and through other sources (e.g., State and local law enforcement and first

responder reports). These data are maintained in the Hazardous Materials Information System. In FY 2022 and FY 2023, PHMSA will analyze safety performance and continuously improve data quality and analytic capabilities to identify, assess, and manage safety risks. PHMSA will use data to track the frequency of incidents and analyze the causes and resulting consequences. The target each year is set at one standard deviation from the trend line estimated based on best fit function to account for normal variation year to year. This provides over 80% probability of achieving the target if the risk continues to follow the trend line. The trend line is evaluated and calibrated at the end of every fiscal year, which can result in targets being higher than the reported baseline. The performance goal is not normalized for changes in exposure, and external factors such as changes in pipeline mileage, energy consumption, or U.S. population could affect the number of incidents with fatalities. Results in any single year should be interpreted with caution. There is some normal annual variation in the number of reported incidents each year, particularly given the small number of these fatalities, and this variation might not reflect real changes in the underlying risk.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Overall Impressions, Social Media Engagement, Web Performance, and Email Engagement for the <i>Our Roads, Our Safety</i> Campaign	N/A	Establish baseline to determine campaign reach and web activity	5% increase from FY 2022 baseline

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Our Roads, Our Safety is a national safety campaign encouraging all road users to share the road safely with large trucks and buses. As part of the campaign, FMCSA offers a wide range of materials to help raise awareness about safe riding, walking, and driving practices around large trucks and buses. The strategy to achieve the campaign's goal of educating the American public is two-fold: 1) Directly disseminating safe driving tips and information via paid, owned, and earned media tactics; 2) Directing stakeholders to the Our Roads, Our Safety outreach toolkit, which provides them with turn-key educational resources they can share with their networks. By increasing the overall impressions of its campaign advertisements, FMCSA is ensuring an increased number of people have seen this safety information. In addition, by increasing traffic to the FMCSA website, including its outreach toolkit, FMCSA is equipping more users with helpful information they can disseminate to their networks. Ultimately, these increased measures will allow FMCSA to gauge the level of public awareness it is creating through its various campaign efforts.

Federal Highway Administration (FHWA), Federal Railroad Administration (FRA), Federal Transit Administration (FTA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Increase the Percentage of Person Trips by Transit and Active Transportation Modes from Roughly 4% in 2020 to 6%^{KPI}	N/A	Collect baseline and analyze data to establish future year targets	To be determined based on data collected in FY 2022

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The Department will continue to support recovery from the COVID-19 pandemic and a return to in-person work safely using the nation's transportation systems. DOT will use the resources provided by the IIJA to invest in high-quality public transportation services that will encourage people to choose safe, convenient, and affordable public transportation for their trips to work. Through the Safer Streets Initiative, DOT will continue to invest in "complete streets" that will support people making healthy choices to walk or ride their bikes to get to work.

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase Transit Ridership in the Top Transit Cities Back to 100% of 2019 Levels by 2026^{KPI}	43%*	55%	65%

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Top transit cities are the 26 urbanized areas with either 50 million or more passenger trips in FY 2019 or 50 or more miles of local transit rail investment. Total transit ridership across the nation decreased significantly in FYs 2020 and 2021 due to the COVID-19 pandemic. At its lowest point in the spring of 2020, total ridership was at only 19% of pre-pandemic levels. Nearly \$70 billion has been made available to support transit relief and recovery through the Coronavirus Aid, Relief, and Economic Security Act; the Coronavirus Response and Relief Supplemental Appropriations Act of 2021; and the American Rescue Plan Act of 2021. As of February 14, 2022, FTA had disbursed approximately \$34.5 billion of these funds to support the transit industry during the pandemic. The IIJA authorizes up to \$108 billion to support Federal public transportation programs and will result in significant funding increases for FTA's grant programs to support transit systems. FTA will continue to administer the significantly increased [Urbanized Area Formula Program](#) funding, as well as the [Capital Investment Grants Program](#), which funds transit capital investments for heavy rail, commuter rail, light rail, streetcars, and bus rapid transit.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Through the Safe Streets for All Program, Ensure More than 200 Communities Have Strategies to Reduce Fatalities and More than 100 Have Interventions to Reduce Fatalities and Injuries^{BIL}	N/A	Initiation of plans and projects expected in FY 2023 based on timing of NOFO	More than 200 communities receive awards to develop comprehensive safety action plans and more than 10 communities receive awards for projects

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The IIJA established the *Safe Streets and Roads for All* grant program that supports local initiatives to prevent death and serious injury on roads and streets, commonly referred to as "Vision Zero" or "Towards Zero Deaths" initiatives. In its initial year, FHWA expects that the majority of the awards will be for communities to develop comprehensive safety actions plans, as these plans are a prerequisite to receive awards to implement actual roadway projects. FHWA expects to award the significant portion for project implementation in the later years.

In FY 2023, FHWA anticipates that more than 200 communities will receive awards to develop comprehensive safety action plans and at least 10 communities will receive awards for project implementation. By FY 2026, FHWA expects to meet the goal of 100 projects. These funds will help address the traffic safety crisis on America's roads by helping States and territories support a broad array of traffic safety priorities.

Strategic Objective 1.2: Safe Workers

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

The Safe Public objective is supported by five Operating Administrations through the following performance goals:

- Reduce Highway Workers Fatality and Serious Injury Rates (FHWA)^{KPI}
- Reduce the Transportation Worker Fatality and Serious Injury Rate by 2026 (FMCSA)^{KPI}
- Reduce Transit Worker Fatality and Serious Injury Rates by 2025 (FTA)^{KPI}
- Reduce the Railroad Employee On-Duty (EOD) Injury and Illness Rate by 5% Less than the Prior Year Amount (FRA)^{KPI}
- Increase the Volume of PackSafe Messaging to the Traveling Public and SafeCargo Messaging to Shippers (FAA)

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Highway Workers Fatality and Serious Injury Rates^{KPI}	135*	128	121

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

* CY 2021 actual

FY 2022 and 2023 Plans for Progress

While work zones play a critical role in maintaining and upgrading our roads, crashes in and near work zones impact everyone. The combination of more work done alongside increasingly heavier traffic and greater use of night work can result in increased safety considerations for highway workers. FHWA develops and deploys solutions and strategies that enable agencies to incrementally and continuously improve work zone management and maintain the safety of all road users (motorists, bicyclists, pedestrians) and workers. Each year in the spring, National Work Zone Awareness Week is held to bring national attention to motorist and worker safety and mobility issues in work zones. Since 1999, FHWA has worked with the American Association of State Highway and Transportation Officials and the American Traffic Safety Services Association to coordinate and sponsor the event. In addition to holding the FY 2023 National Work Zone Awareness Week, FHWA will continue conducting training initiatives with industry, updating work zone regulations, and pursuing research and technology deployment activities to improve safety.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Reduce the Transportation Worker Fatality and Serious Injury Rate by 2026^{KPI}	N/A	Initiate development of LTCCFS study plan. Create high-level study requirements and research questions	Complete development of study plan

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FMCSA supports this performance goal by mitigating risks and behavior change, emphasizing a data-driven systemic safety approach, enhanced standards and programs, and effectiveness evaluations. FMCSA seeks to change human behaviors that negatively affect safety and guide decisions through safety data compilation and analysis. Under the IIJA, FMCSA will be carrying out a Large Truck Crash Causal Factors Study (LTCCFS), which will provide vital data on the role of pre-crash factors like driving behaviors and novel technologies that might have prevented crashes. The

LTCCFS expands upon an [initial study](#) that was completed in FY 2003. Since then, there have been many changes in technology, vehicle safety, driver behavior, and roadway design. This new study will provide valuable insights into the factors contributing to the increase in large truck crashes since FY 2009.

The objective of this comprehensive study is to determine the cause of, and contributing factors to, crashes that involve large trucks, as well as identify data requirements, data collection procedures, reports, and other measures that can help improve the ability of the States and DOT to evaluate future crashes, monitor crash trends, and develop effective safety policies. In FY 2023, FMCSA will collaborate with key stakeholders to develop a statistically valid study plan for the LTCCFS. Criteria for the study design will be developed internally and consider the capability gaps that are required to meet study requirements. Steps to develop this study plan include:

- Developing high-level study requirements and research questions to guide analysis on data sources;
- Creating an integrated master schedule to include key milestones and deliverables;
- Estimating time frames for completing these milestones;
- Documenting key internal and external stakeholders whose input is vital to the success of the study; and
- Creating an acquisition plan to encompass all parts of the study plan (e.g., sample design, data collection, and information technology [IT] development).

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Transit Worker Fatality and Serious Injury Rates by 2025^{KPI}	62*	60.7	59.5

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

FTA is committed to supporting the health and safety of transit workers. The rate of transit worker fatalities and injuries is an indicator of transit worker health and safety. In FY 2021, there were 62 transit worker fatalities and injuries per 100 million vehicle revenue miles. In the context of this performance goal, "injuries" refer to serious injuries that usually require off-site medical attention, such as severe burns, broken limbs, or train operators transported for trauma after their assigned train fatally struck a pedestrian. In FY 2022 and 2023, FTA will continue to provide rigorous oversight of the State Safety Oversight Programs for rail transit, implementation of the [Public Transportation Agency Safety Plan rule](#), Safety Certification Training, and the Drug & Alcohol Testing Programs of local transit agencies. FTA is also in the process of developing a rulemaking related to mitigating assaults on transit workers.

Federal Railroad Administration (FRA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Railroad Employee On-Duty (EOD) Injury and Illness Rate by 5% Less Than the Prior Year Amount^{KPI}	1.79*	1.70	1.62

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The employee on-duty injury and illness rate is measured by the number of railroad worker on-duty injuries and illnesses per 200,000 employee-hours annually. Over the past 40 years, the railroad industry has made significant strides to improve safety, and in particular, the safety of railroad employees. Since 1980, the employee on-duty rate has decreased by nearly 85%. During this time, employee on-duty fatalities have decreased from 99 in FY 1980 to 13 in FY 2013.

An important new effort for FRA and the railroad industry is implementation of the Risk Reduction and System Safety rules issued in FY 2020. These new rules will bring a proven framework to improving railroad safety through the implementation of safety management systems. The freight rail Risk Reduction Plans and passenger rail System Safety Plans that railroads must develop will bring a comprehensive, system-oriented approach to improving safety by describing how a railroad will manage risk by formally identifying and analyzing applicable hazards, determining risk, and developing mitigation strategies to address the associated hazards and risks.

Federal Aviation Administration (FAA)

Baseline	FY 2022 Milestone	FY 2023 Milestone
Increase the Volume of PackSafe Messaging to the Traveling Public and SafeCargo Messaging to Shippers	N/A	5% overall increase across FAA messaging, to include social media, websites, and events Identify and carry out cross-platform PackSafe and SafeCargo safety messaging campaigns with messaging delivered throughout the year utilizing social media, websites, and/or events engaging directly with relevant audiences

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FAA aims to promote a positive aviation safety culture by educating travelers and air shippers on their responsibilities for proper identification and preparation of dangerous goods cargo, also known as hazardous materials. Proper identification and preparation of dangerous goods protects transportation workers across the supply chain by mitigating the severity of cargo incidents and communicating necessary information to first responders.

FAA will develop and carry out cross-platform safety messaging for the PackSafe for Air Travelers, SafeCargo for Air Shippers, and E-Commerce safety campaigns to educate relevant audiences on their responsibilities to properly identify and prepare dangerous goods cargo for air transportation. FAA will develop an annual stakeholder engagement plan by December 31, 2022, outlining plans for messaging through social media, multimedia, and events to ensure continuous and timely messaging throughout the year. FAA will provide quarterly reports measuring the total volume of messaging reaching target audiences using metrics that are appropriate to each platform, including website traffic, the number of social media posts and total social media impressions, and the number of virtual and in-person events targeting relevant audiences (e.g., workshops, presentations, trade shows, etc.).

Strategic Objective 1.3: Safe Design

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

The Safe Design objective is supported by four Operating Administrations through the following performance goals:

- Increase the Highway Safety Improvement Program Obligation Rate (FHWA)
- Increase the Number of Compliance Reviews by 50% by 2027 (FMCSA)
- Increase the Number of New Entrant Safety Audits by 25% by 2027 (FMCSA)
- Fund Improvements to at Least 250 Highway-Rail Grade Crossings Each Year, Including Grade Separating at Least 10 of the Highest Risk Crossings (FRA)
- Maintain the Percentage of 5-Star Safety Ratings by Model Year Through New Car Assessment Program Vehicle Safety Testing at 85% (NHTSA)

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Highway Safety Improvement Program Obligation Rate	89.3%*	91.4%	93.6%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The HSIP is a core Federal aid program whose purpose is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads, including non-State-owned public roads and roads on Tribal land. The HSIP requires a data-driven, strategic approach to improving highway safety on all public roads that focuses on performance on all public roads through the implementation of infrastructure-related highway safety improvements.

Funds from the HSIP are used to design and build transportation safety infrastructure to improve safety outcomes. Under the HSIP, obligations are recorded against HSIP funds that were distributed via a formula provided in [Title 23 U.S. Code § 148](#). These funds are referred to as an apportionment. From the Federal perspective, the obligation to apportionment ratio represents the degree to which a State is using HSIP funds. As of the end of FY 2021, the national HSIP obligation rate was 91.5%. The FY 2023 target represents an increase of 2.14% each year to reach a national HSIP obligation rate of 100% by FY 2026.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Compliance Reviews by 50% by FY 2027	11,910*	13,100 (<i>10% increase from baseline</i>)	14,300 (<i>20% increase from baseline</i>)

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Compliance reviews are an important tool to ensure Federal motor carrier safety and commercial regulations are followed. FMCSA reviews all motor carrier, driver, and vehicle requirements for a carrier's entire operation to ensure proper safety management controls are in place before granting the motor carrier standard operating authority. Carriers must receive a "satisfactory" rating to receive standard operating authority. To support this performance goal, the IIJA increases funding for FMCSA State partners to hire additional personnel to conduct compliance reviews.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of New Entrant Safety Audits by 25% by 2027	44,285*	46,500 (<i>5% increase from FY 2021</i>)	48,700 (<i>10% increase from FY 2021</i>)

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The IIJA has increased funding for FMCSA's State partners to hire additional personnel to conduct New Entrant Safety Audits. It is critical that FMCSA identify unsafe carriers early in their operations and require corrective action or revocation of their authority, resulting in safer highways. FMCSA's [New Entrant Program](#) monitors motor carriers' compliance with safety regulations for their first 18 months to help carriers operate safely on the nation's roads. Within this program, FMCSA and its State partners assess safety performance by collecting data about carriers through safety audits, roadside inspections, investigations, and crash reports. During safety audits, FMCSA and States review carriers' records to verify that the carriers have safety management controls in place.

Federal Railroad Administration (FRA)

	Baseline	FY 2022 Target	FY 2023 Target
Fund Improvements to at Least 250 Highway-Rail Grade Crossings Each Year, Including Grade Separating at Least 10 of the Highest Risk Crossings	<i>Crossings</i>	N/A	250
	<i>Grade Separations</i>	N/A	10

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The \$3 billion provided in the IIJA for the [Railroad Crossing Elimination program](#), as well as [Consolidated Rail Infrastructure and Safety Improvements Program](#) funding, will allow States, localities, railroads, and other stakeholders to address complex grade separations and other grade crossing improvements that have been challenging to implement due to insufficient and inconsistent Federal grant funding. FRA is conducting analyses using its accident prediction models and conducting stakeholder outreach to preliminarily identify crossings that would benefit from grade separations and other complex capital improvements. Through the competitive grant making process, FRA can establish criteria to prioritize the projects that will yield the greatest safety and operational benefits. The projects selected under this performance goal will be completed following a review of their complexity and readiness in completing necessary planning, engineering, and environmental clearance prerequisites.

National Highway Traffic Safety Administration (NHTSA)

	Baseline	MY 2022 Target	MY 2023 Target
Maintain the Percentage of 5-Star Safety Ratings by Model Year through New Car Assessment Program Vehicle Safety Testing at 85%	90%*	85%	85%

* MY 2021 actual

FY 2022 and 2023 Plans for Progress

Each year, NHTSA tests and rates a substantial percentage of new model year (MY) vehicle fleet based on projected sales volume under the New Car Assessment Program. This information empowers Americans to research and select the vehicles that best meet their needs and drives manufacturers to implement additional safety enhancements. NHTSA is modernizing the New Car Assessment Program by pursuing several planned upgrades, including:

- New crash avoidance systems with specified performance requirements and test procedures;
- Updating the crashworthiness evaluation of vehicles by adding pedestrian crash protection evaluations and advanced crash test dummies to the program;
- Considering safety technologies that offer protection for other vulnerable road users and address risky driving behavior; and
- Upgrading the crashworthiness vehicle safety rating and developing a crash avoidance rating.

Strategic Objective 1.4: 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.

The Safe Systems objective is supported by two Operating Administrations through the following performance goals:

- By September 30, 2023, the Federal Aviation Administration's 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 (FAA)^{APG, KPI}
- By September 30, 2023, the Federal Aviation Administration's Range of Programs Will Contribute to Reducing General Aviation Fatal Accidents to No More Than 0.94 Fatal Accidents per 100,000 Flight Hours (FAA)^{APG, KPI}
- Maintain the Weighted Surface Safety Risk Index at or Below 0.35 per Million Operations for Commercial Aviation (FAA)
- Maintain the Weighted Surface Safety Risk Index at or Below 0.60 per Million Operations for Non-Commercial Aviation (FAA)
- Reduce the Fatal and Serious Injury Accident Rate in Alaska with Emphasis on Part 135 Air Carrier Incidents (FAA)
- Increase the Number of Inspections by 10% by 2023 (FMCSA)^{BIL}
- Increase Percentage of High-Risk Carrier Investigations Completed Within 90 Days (FMCSA)

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
By September 30, 2023, the Federal Aviation Administration's 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^{APG, KPI}	8.9*	5.2	4.9

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APGs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

**Average rate from FY 1997 - 2006*

FY 2022 and 2023 Plans for Progress

Commercial aviation continues to be the safest form of transportation. While rare, commercial aviation accidents have the potential to result in large loss of life. FAA measures commercial fatalities, which includes passengers, crew, ground personnel, and the uninvolved public, using data from the National Transportation Safety Board's Aviation Accident Database. FAA continues to work with aviation industry stakeholders to establish and implement safety management systems to address and reduce risk within their operations and the National Airspace System (NAS). With these systems in place, FAA and the aviation industry agree that partnership is critical to aviation safety and will work together to address these risks.

More than a decade ago, FAA established a long-term safety goal to reduce commercial air carrier fatalities by 50% over an 18-year period, from 8.7 fatalities per 100 million persons on board U.S. carriers in FY 2008 to 4.4 fatalities per 100 million persons on board in FY 2025. FAA will continue its efforts to work with stakeholders to address and reduce risk within their operations and the NAS and encourage voluntary investments in safety enhancements that reduce the fatality risk.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
<p>By September 30, 2023, the Federal Aviation Administration's Range of Programs Will Contribute to Reducing General Aviation Fatal Accidents to No More Than 0.94 Fatal Accidents per 100,000 Flight Hours^{APG, KPI}</p>	0.99*	0.95	0.94

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APGs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* Average rate from FY 2014 - 2016

FY 2022 and 2023 Plans for Progress

In order to reduce the number of general aviation fatal accidents, FAA partners with industry to analyze and develop strategies using a non-regulatory, proactive, and data-driven approach to achieve higher levels of safety. The General Aviation Joint Steering Committee (GAJSC) is a partnership between FAA and the general aviation industry and community. The GAJSC's goal is to improve general aviation safety through data-driven risk reduction efforts focusing on education, training, and enabling new equipment in general aviation aircraft.

The GAJSC uses a data-driven, consensus-based approach to analyze aviation safety data and develop risk reduction efforts, including 46 safety enhancements designed to address situations with a high-fatality risk, such as maintaining control during unusual attitudes, spatial disorientation, and engine failure. These enhancements include technology improvements; improved education and training for both pilots and mechanics; documented best practices; increased awareness of issues related to medications; and outreach on a range of topics aimed at preventing Inflight Loss of Control, Controlled Flight into Terrain, and Engine Failures. The GAJSC will continue to analyze the top safety risks, develop risk mitigations (e.g., safety enhancements), and implement the safety enhancements with participation of FAA and the general aviation industry and community.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
<p>Maintain the Weighted Surface Safety Risk Index at or Below 0.35 per Million Operations for Commercial Aviation</p>	N/A	0.35	0.35
<p>Maintain the Weighted Surface Safety Risk Index at or Below 0.60 per Million Operations for Non-Commercial Aviation</p>	N/A	0.6	0.6

N/A: Not available

FY 2022 and 2023 Plans for Progress

The concept of risk assessment is used to allow FAA to focus on areas of significant operational risks and to inform on potential mitigations. Specifically, with the Surface Safety Metric, accidents and incidents are assigned a weight by category, proportional to their proximity to a catastrophic outcome. Event scores are aggregated over time and normalized by one million operations. These weighted scores are reviewed for trends and alerts.

In FY 2019, FAA implemented the Commercial and Non-Commercial Surface Safety Risk Indexes, which take an improved, risk-based approach to runway safety by monitoring all types of relevant safety events that occur in the runway environment. These include events involving runway excursions, incursions, and surface incidents. FAA draws safety data from several internal and external data sources to augment its primary internal reporting and

tracking system, the Comprehensive Electronic Data Analysis and Reporting. The National Transportation Safety Board database is the primary source of runway accident data used for the Surface Safety Risk Index. Runway excursion data are supplemented by the Office of Accident Investigation and Prevention's Aviation System Analysis and Sharing database. Once received, preliminary incident reports may take up to 90 days to complete. Data from the Aviation System Analysis and Sharing databases are then combined with Comprehensive Electronic Data Analysis and Reporting data and internal Operations Network data to produce the final results. No baseline has been specified, as the Surface Safety Metric is new for FAA reporting. The calculation of a baseline is under consideration, based on restructured weightings and multiple years of data.

FAA continues to monitor the Surface Safety metric to identify safety-related trends and evaluate risk. To meet the performance targets, FAA has implemented mitigation strategies such as Runway Status Lights, Runway entrance guard lights, the Airport Surface Detection Equipment-X/Airport Surface Surveillance Capability, Taxiway Arrival Prediction, and the Approach Runway Verification tools. FAA also collaborates with stakeholders for better outreach toward and education of the pilot community. This includes Pilot/Controller forums, online videos, and presentations to flight schools. Additionally, through Special Focus Runway Safety Action Team meetings at airports with higher risk of surface incidents, FAA meets with representatives from local airports and pilot groups to emphasize locality-specific problems that include runway incursions, vehicle pedestrian deviations, and wrong surface incidents. FAA will continue to improve data collection and automation to more quickly and accurately assess metric trends.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Reduce the Fatal and Serious Injury Accident Rate in Alaska with Emphasis on Part 135 Air Carrier Incidents	N/A	Develop roadmap to address FAA Alaska Aviation Safety Initiative recommendations	Commence or complete implementation of at least five FAA Alaska Aviation Safety Initiative recommendations

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FAA plans to increase aviation safety in Alaska through technology and infrastructure upgrades, along with aviation education and external stakeholder outreach. These steps stem from recommendations by the National Transportation Safety Board in 2019, which led to the establishment of FAA's Alaska Safety Initiative. FAA will conduct two annual Aeronautical Charting Meetings, starting in FY 2022, and will specifically allocate time at each meeting to identify and resolve Alaska-specific charting needs that are different than those of locations in the continental United States. In FY 2022, FAA will develop a roadmap to address the recommendations in the [FAA Alaska Aviation Safety Initiative Final Report](#), which will focus on balancing the greatest impacts to aviation safety with the ability to quickly integrate into the NAS. In FY 2023, FAA plans to commence or complete the implementation of at least five recommendations found in the final FAA Alaska Aviation Safety Initiative report.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Inspections by 10% by 2023^{BIL}	2.875 million*	5% increase from baseline	10% increase from baseline

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

* FY 2021 actual as of January 2022. Final data will be available in spring 2022.

FY 2022 and 2023 Plans for Progress

The IIJA increased FMCSA funding for its State partners to hire additional personnel for roadside inspections. Prior to the COVID-19 pandemic, FMCSA and its State partners typically conducted 3.5 million inspections per year (this number dropped significantly beginning in FY 2021 due to COVID-19 impacts). The IIJA funding for increased hiring provides FMCSA and its State partners the opportunity to increase investigative and enforcement resources to focus on high-risk motor carriers and high crash zones to reach pre-pandemic inspection levels.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase Percentage of High-Risk Carrier Investigations Completed Within 90 Days	73%*	75%	77%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

FMCSA investigates carriers that, based on roadside performance data and investigation results, pose the greatest safety risk. A carrier is considered high-risk when there has not been an onsite investigation in the previous 18 months and two or more of the four [Behavior Analysis and Safety Improvement Categories](#) are at or above the 90th percentile for two consecutive months. The crash rate for the high-risk carrier group is four times the national average crash rate. FMCSA conducted 2,470 high-risk carrier investigations in FY 2021 and 73% of high-risk carrier investigations were completed within 90 days. In FY 2020, FMCSA conducted 2,016 high risk carrier investigations and 77% of high-risk investigations were completed within 90 days. Due to COVID-19, FMCSA issued policy guidance in FY 2020, which expanded offsite investigations and remote onsite investigations on high-risk carriers. FMCSA will continue to make investigating high-risk carriers a priority throughout and beyond FY 2022 and 2023.

Strategic Objective 1.5: Critical Infrastructure Cybersecurity

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

The Critical Infrastructure Cybersecurity objective is supported by one OST office through the following performance goal:

- Reduce the Number of Hours to Relay Critical Infrastructure Cybersecurity Information to Co-Sector Risk Management Agencies (OST-S)

Office of Intelligence, Security, and Emergency Response

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Number of Hours to Relay Critical Infrastructure Cybersecurity Information to Co-Sector Risk Management Agencies	10 business-day hours	8 business-day hours	6 business-day hours

FY 2022 and 2023 Plans for Progress

OST is pursuing several strategies to support the Critical Infrastructure Cybersecurity strategic objective, three of which generally address forms of information exchange: providing technical assistance, improving and increasing information sharing, and promoting guidelines or vulnerability assessments. To measure how effectively DOT addresses such information exchange, the Department will focus on quantitatively measuring how consistently and quickly DOT, jointly with the U.S. Department of Homeland Security, relays information to sector stakeholders as it is received, ensuring the information is considered timely and actionable. In FY 2023, the Office of Intelligence, Security, and Emergency Response will develop a means of tracking the receipt time and delivery time for shareable information to identify how well DOT meets the performance goal.

STRATEGIC GOAL 2: ECONOMIC STRENGTH AND GLOBAL COMPETITIVENESS

GOAL STATEMENT	2.1	JOB CREATION AND FISCAL HEALTH
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.	2.2	HIGH-PERFORMING CORE ASSETS
	2.3	GLOBAL ECONOMIC LEADERSHIP
	2.4	RESILIENT SUPPLY CHAINS
	2.5	SYSTEM RELIABILITY AND CONNECTIVITY

Strategic Objective 2.1: Job Creation and Fiscal Health

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

The Job Creation and Fiscal Health objective is supported by one Operating Administration and two OST offices through the following performance goals:

- Increase Employment in the Transportation and Warehouse Sector by 7% Annually (OST-P, OST-R)^{KPI}
- Increase the Number of Students Who Participate in the Commercial Driver's License Operator Safety Training Program (FMCSA)
- Execute a Commercial Driver's License Apprenticeship Program for Under-21 Drivers (FMCSA)

Office of the Assistant Secretary for Transportation Policy (OST-P), Office of the Assistant Secretary for Research and Technology (OST-R)

	Baseline	FY 2022 Target	FY 2023 Target
Increase Employment in the Transportation and Warehouse Sector by 7% Annually^{KPI}	N/A	7% annual increase	7% annual increase

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Through IIJA implementation over the next five years, supply chain bottlenecks will be relieved through the multiple investments made across transportation modes. After establishing a baseline for this performance goal, DOT will target seven percent annual increases for FY 2022 and 2023. OST-P and the Bureau of Labor Statistics will be able to monitor the results of this expanded capacity, primarily in terms of jobs across the warehouse and transportation sectors. Should these goals not materialize in the near term, further research and analysis can determine additional root causes and guide future transportation authorizations.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Students Who Participate in the Commercial Driver's License Operator Safety Training Program	\$2 million in funding awarded to service providers in FY 2021*	Increase funding to qualified service providers by 10% from prior year	Increase funding to qualified service providers by 10% from prior year

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The Commercial Motor Vehicle Operator Safety Training Grant Program was established in 2005 through the Safe, Accountable, Flexible, Efficient Transportation Equity Act - A Legacy for Users, as amended by the Fixing America's Surface Transportation Act Section 5101 and codified in [49 U.S. Code § 31103](#). The program has two goals:

- Expand the number of commercial driver's license (CDL) holders possessing enhanced operator safety training to help reduce the severity and number of crashes on U.S. roads involving commercial motor vehicles (CMVs); and
- Assist current or former members of the U.S. Armed Forces (including National Guard members and reservists) and their spouses in receiving training to transition to the CMV operation industry.

This performance goal focuses on expanding the number of CDL holders possessing enhanced operating safety training. The annual goal for the program is to award at least ten grants to fund 200 students per \$1 million in appropriated funds. The program awarded \$2 million in funding for FY 2021. Grants were awarded to 21 schools and colleges. Discretionary funding in FY 2022 and 2023 should allow for more schools and colleges to benefit from safety training if enough grantees apply for the available funds. FMCSA will be working with States to garner more interest in the grant program resulting in more applicants and grant awards.

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Execute a Commercial Driver's License Apprenticeship Program for Under-21 Drivers	N/A	Initiate development of the Safe Driver Apprenticeship Program	Implement first year of the Safe Driver Apprenticeship Program

N/A: Not available. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The apprenticeship model is proven to increase retention of employees; apprentices earn while they learn to be truck drivers and can command a higher salary throughout their career. FMCSA published a [Federal Register Notice](#) in January 2022 announcing the Safe Driver Apprenticeship pilot program, which is required under Section 23022 of the IIJA. Participants in the pilot program earn an income while they learn the skills necessary to obtain a license to drive a truck. The pilot program allows private sector motor carriers to establish an apprenticeship program for qualified 18-, 19-, and 20-year-old drivers to operate CMVs in interstate commerce. The apprenticeship program must consist of two probationary periods, one for 120 hours and the other for 280 hours, each of which includes minimum hours of driving time with an experienced driver and performance benchmarks. In addition, the CMVs to be operated during the pilot program must be equipped with specific vehicle safety technologies. The IIJA limits the participants in the program to no more than 3,000 apprentices at any one time.

To initiate the program's development in FY 2023, FMCSA will create a monitoring plan for the pilot program and create a website. In the first year of program implementation in FY 2023, FMCSA will:

- *Begin accepting carrier applications:* Interested motor carriers who meet FMCSA's criteria for participation will be required to complete an application form. Approved carriers will be publicly announced on FMCSA's website to encourage potential apprentices to apply for employment directly with the identified employers.
- *Hold webinars and Q&A sessions with accepted carriers:* FMCSA will hold informational sessions with accepted motor carriers to answer questions about the apprenticeship program.
- *Begin accepting driver information from carriers (experienced drivers and apprentices):* Participating motor carriers must submit monthly data on an apprentice's driver activity (e.g., VMT, duty hours, driving hours, off-duty time or breaks), safety outcomes (e.g., crashes, violations, and safety-critical events), and any additional supporting information.
- *Begin data collection on apprentices:* FMCSA will review monthly data submitted by approved motor carriers and its own databases including, but not limited to, the Motor Carrier Management Information System, Safety Measurement System, CDL Information System, Licensing and Insurance System, and the Drug and Alcohol Clearinghouse.

Strategic Objective 2.2: High-Performing Core Assets

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

The High-Performing Core Assets objective is supported by five Operating Administrations through the following performance goals:

- 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)^{APG, KPI}
- Complete Construction on a Total of 30 Staffed Air Traffic Control Towers by 2030 (FAA)^{BIL}
- Reduce the Backlog of \$830 Billion in Highway Repairs by 50% by 2040 (FHWA)^{KPI, BIL}
- The Percentage of Interstate Pavement in Either Good or Fair Condition will be Maintained at 95% (FHWA)^{APG, KPI}
- The Percentage of Deck Area on National Highway System (NHS) Bridges in Either Good or Fair Condition Will be Maintained at or Above 95% (FHWA)^{APG, KPI}
- Fix the 10 Most Economically Significant Bridges and Repair the 10,000 In-Most-Need Smaller Bridges (FHWA)^{KPI, BIL}
- Eliminate 100% of Amtrak's State of Good Repair Backlog of Amtrak-Owned Fleet, ADA Stations Compliance, and Non-NEC Infrastructure by 2035 (FRA)^{KPI, BIL}
- Reduce the Northeast Corridor State of Good Repair Backlog by 60% and Reduce Corridor-Wide Trip Times by 2035 (FRA)^{KPI, BIL}
- Initiate Intercity Passenger Rail Service on at Least Three New Corridors by 2035 (FRA)^{KPI, BIL}
- Improve Short Line Railroad Infrastructure and Equipment (FRA)
- Reduce the State of Good Repair Backlog for Transit Revenue Vehicles by 25% by 2030 (FTA)^{KPI, BIL}
- Reduce the State of Good Repair Backlog for Transit Buildings and Facilities by at Least 50% by 2030 (FTA)^{KPI, BIL}
- Increase the Frequency of Bus Service in Urbanized Areas Over 100,000 in Population by 10% by 2026 (FTA)^{KPI, BIL}
- 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)^{KPI, BIL}

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
The Percent of Paved Runways in the National Plan of Integrated Airport Systems in Excellent, Good, or Fair Condition will be Maintained at 93%^{APG, KPI}	97.8%*	93%	93%

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APG

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

FAA ensures that runways are maintained in good condition through a system of planning, inspection, reporting, analysis, and enforcement. FAA conducts scheduled and surveillance safety inspections at airports to assess runway pavement condition. Scheduled safety inspections are defined as regularly scheduled and detailed studies of runway surfaces, while surveillance is the persistent and remote review of runway surfaces. This combination of methods provides the highest assurance of runway condition. Runways that are in fair or better condition require less funding to maintain safe and serviceable pavements. When a runway falls to poor condition, it is still safe and serviceable but will require significantly higher costs to rehabilitate or reconstruct. Once a pavement is in failed condition, it is no longer safe and requires significant investment to reconstruct.

Data are collected through visual inspection of runway pavement in accordance with existing FAA guidance. As part of airport inspections, which are conducted annually to triennially by FAA, State, or contractor personnel, FAA updates airport master records for public-use airports and reports the results through the Airport Safety Data Program. This information will be reported in the biennial National Plan of Integrated Airport Systems report. In FY 2023, FAA will administer \$3.35 billion in [Airport Improvement Program](#) grants in accordance with statute to make progress on this performance goal. The program provides grants to public agencies and, in some cases, to private owners and entities for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Complete Construction on a Total of 30 Staffed Air Traffic Control Towers by 2030^{BIL}	N/A	Issue Solicitation for Information Request for Airport Traffic Control Tower Design Initiative	Contract Award for Airport Traffic Control Tower Design Initiative

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FAA owns and maintains many airport traffic controls towers across the U.S. that have exceeded their life expectancy and are past due for replacement. Accordingly, FAA is launching an effort to accelerate the rate at which it replaces aging facilities that do not meet today's building codes and/or technological needs. In order to address airport traffic control towers in rural and underserved communities, FAA will develop a standard tower design in FY 2022 and 2023 that will enable construction of 30 towers by 2030. During this time frame, FAA will award Service Area and nationwide Basic Ordering Agreements (BOAs), establishing a pool of experienced candidates prepared to compete for subsequent call order construction and construction support awards. FAA intends to award small and medium BOAs for the Eastern/Central/Western Service Areas, small and medium BOAs for Alaska, and several nationwide BOAs. FAA will also begin architect-engineering design work, field surveys, environmental impact analyses, soil and geotechnical investigations, and construction management services in support of this initiative in FY 2022.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Backlog of \$830 Billion in Highway Repairs by 50% by 2040^{KPI, BIL}	N/A	Less than 11.9% of NHS pavements in poor condition	Reduce the number of bridges in poor condition by 5% Less than 5% of NHS pavements in poor condition

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FHWA provides technical assistance to help each State develop and implement their statutorily required risk-based asset management plan for the National Highway System (NHS) ([23 U.S. Code § 119](#)). The FHWA Deputy Administrator's December 16, 2021 [Policy on Using Bipartisan Infrastructure Law Resources to Build a Better America](#) encourages the prioritization of projects that correspond to the types of unmet needs reflected in the \$830 billion backlog in highway repairs, including bridges.

The BIL established two new programs to assist stakeholders in addressing highway bridge needs - the Bridge Formula Program (BFP) and the Bridge Investment Program (BIP). The BFP annually provides \$5.5 billion to the States to invest in highway bridge rehabilitation, preservation, protection, or construction projects on public roads. The BIP annually provides an average of \$2.5 billion for competitive grants for two cases of projects that replace, rehabilitate, preserve, or protect highway bridges: (1) Large projects (eligible project with total costs greater than \$100 million); and (2) Other than large projects.

In FY 2022, the Department and FHWA issued implementation guidance for the BFP and provided \$5.5 billion to the States through a statutory formula. The BFP will continue to be implemented for FY 2023. Currently, the Department and FHWA is developing the NOFO for the BIP with the goal of making discretionary grant awards in FY 2023.

These two new programs, along with recently appropriated highway bridge programs and Federal-aid highway programs under which highway bridge projects are eligible, will make significant improvements to an aging highway system that will contribute to enhancing the safety, capacity, and connectivity of our nation's transportation infrastructure.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
The Percentage of Interstate Pavement in Either Good or Fair Condition will be Maintained at 95%^{APG, KPI}	99.2%*	95%	95%

APG: This performance goal aligns to one of the Department's FY 2022 – 2023 APG

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

** FY 2021 actual*

¹ Reflects data reported as the International Roughness Index in inches per mile. A lower index represents smoother riding roadways.

² Reflects full pavement distress data and International Roughness Index data.

FY 2022 and 2023 Plans for Progress

In FY 2019, the 50 States, District of Columbia, and Puerto Rico began reporting on pavement conditions per the requirements for National Performance Management measures. This performance goal is based on a classification system of good, fair, and poor, and identifies pavements that are open, drivable, and acceptable to the public. FHWA will implement the FY 2022 [Interstate Pavement Condition Penalty](#) by ensuring that State DOT's obligate penalty funds in a timely manner and determine which States will be penalized in FY 2023. Additionally, FHWA will administer significant progress determinations to analyze progress toward meeting State-established pavement condition targets. Ongoing efforts will include offering new training courses in pavement management and quality assurance, conducting research to identify techniques for pavement performance testing, completing a new pavement testing facility to explore such pavement topics as foundation and preservation performance, and administering a study to demonstrate and advance new pavement technologies. In FY 2023, FHWA will implement the following activities to make progress toward its performance targets:

- Implement the FY 2022 Interstate Pavement Condition Penalty and ensure funds are obligated in a timely manner. Determine which States will be penalized in FY 2023 under the Interstate Pavement Condition Penalty;
- Administer significant progress determinations to analyze progress toward meeting State-established pavement condition targets;
- Work with States to report national performance measures for assessing pavement condition, including distress data (e.g., faulting, cracking, and rutting) for the entire NHS, and improve data quality through the continued implementation of State Data Quality Data Plans;
- Release new training courses in the areas of pavement management and pavement preservation; and
- Continue research to identify techniques for pavement performance testing and complete construction of the pavement testing facility to explore various pavement topics, such as foundation and preservation performance. Administer a pooled-fund study to demonstrate and advance new pavement technologies.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
The Percentage of Deck Area on National Highway System (NHS) Bridges in Either Good or Fair Condition Will be Maintained at or Above 95%^{APG, KPI}	95.8%*	95%	95%

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APG

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The Department and FHWA are implementing the [Competitive Highway Bridge Program](#) (CHBP) and the [Highway Bridge Replacement and Rehabilitation Program](#), which provide additional funds to States to replace or rehabilitate bridges. CHBP funds go toward highway bridge replacement or rehabilitation projects on public roads that demonstrate cost savings by bundling at least two highway bridge projects into a single contract. Eligible applicants to the CHBP are State DOTs of a State with a population density below 100 individuals per square-mile based on the 2010 Census. The calculation of individuals per square mile is based on the land area, which is consistent with the practice of the U.S. Census Bureau.

The CHBP awarded a total of \$225 million to 20 projects in 18 States in FY 2019, and the Highway Bridge Replacement and Rehabilitation Program provided \$2.7 billion to the States from FY 2019 to FY 2021. FHWA is monitoring the CHBP awardees to ensure that all funding is expended before it expires at the end of FY 2026. In FY 2021, FHWA set aside funds in four States that exceeded the 10% penalty threshold for NHS bridges in poor condition ([23 U.S. Code § 119](#)). FHWA will work with these State DOTs to obligate the set-aside funds for eligible bridge projects on the NHS and continue to encourage efforts to improve the percentage of NHS bridges in good and fair condition. For FY 2022 and FY 2023, FHWA will implement the NHS bridge condition penalty.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Fix the 10 Most Economically Significant Bridges and Repair the 10,000 In-Most-Need Smaller Bridges^{KPI, BIL}	N/A	Issue program guidance for the Bridge Formula Program and the NOFO for the Bridge Investment Program	Make Bridge Investment Program discretionary grant awards

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The IIJA established two new programs to assist stakeholders in addressing highway bridge needs - the BFP and BIP. The BFP annually provides \$5.5 billion to the States to invest in highway bridge rehabilitation, preservation, protection, or construction projects on public roads. This program also includes two set-asides to address the needs of highway bridges located off of Federal-aid highways: a 15% set-aside for use on off-system highway bridges and three percent set-aside for use on Tribal transportation facility bridges. The BIP is a discretionary grant program that provides financial assistance to States, MPOs, local governments, political subdivisions of a State or local government, special purpose districts or public authorities with transportation function, Federal land management agencies, and Tribal governments to complete highway bridge projects. In FY 2022, the Department and FHWA issued implementation guidance for the BFP and provided \$5.5 billion to the States through a statutory formula. The BFP will continue to be implemented for FY 2023.

Currently, the Department and FHWA is developing the NOFO for the BIP with the goal of making discretionary grant awards in FY 2023. This program creates opportunities for all levels of government to fund highway bridge projects while leveraging Federal funding. Projects funded by this program will fix an aging highway system, specifically highway bridges, and these improvements will contribute to enhancing the safety, capacity, and connectivity of our nation's transportation infrastructure. The combination of these two new programs along with the Federal-aid Highway programs in which highway bridge projects are eligible and recent appropriated highway bridge programs (CHBP and the Highway Bridge Replacement and Rehabilitation Program) will assist in improving the condition of economically significant and in-most-need highway bridges.

Federal Railroad Administration (FRA)

	Baseline	FY 2022 Milestones	FY 2023 Milestones
Eliminate 100% of Amtrak's State of Good Repair Backlog of Amtrak-Owned Fleet, ADA Stations Compliance, and Non-NEC Infrastructure by 2035^{KPI, BIL}	N/A	<p>Establish baseline and identify initial targets in detailed spend plan due to Congress by May 14, 2022 for FY 2022 and FY 2023 supplemental advanced appropriations</p> <p>Award and obligate \$4.4B in FY 2022 supplemental advanced appropriations to Amtrak by Q4 FY 2022</p>	<p>Update detailed spend plan to accompany FY 2024 President's Budget</p> <p>Award and obligate \$4.4B in FY 2023 supplemental advanced appropriations to Amtrak</p>

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The \$22 billion in direct Amtrak supplemental appropriations in the IIJA will replace Amtrak's aging fleet, bring Amtrak-owned stations into compliance with the Americans with Disabilities Act (ADA), and eliminate the state of good repair backlog on Amtrak-owned infrastructure located off the Northeast Corridor (NEC) main line. FRA and Amtrak are currently working on a detailed spend plan to identify and sequence the projects to be funded with the \$22 billion. This spend plan will be refreshed annually with the President's Budget Request and inform annual and long-term performance targets.

Federal Railroad Administration (FRA)

Baseline	FY 2022 Milestones	FY 2023 Milestones
Reduce the Northeast Corridor State of Good Repair Backlog by 60% and Reduce Corridor-Wide Trip Times by 2035^{KPI, BIL}	N/A	<p>Coordinate with the NEC Commission to update its CONNECT NEC 2035 Plan⁴</p> <p>Award FY 2021 Federal-State Partnership for Intercity Passenger Rail funding in Q4 FY 2022 to begin advancing IIJA objectives</p> <p>Publish the NEC Project Inventory by November 15, 2022, which will identify and sequence projects for funding on the NEC needed to achieve the performance goal</p> <p>Issue NOFOs for FY 2022 Federal-State Partnership for Intercity Passenger Rail grant funds on the NEC and FY 2023 Federal-State Partnership for Intercity Passenger Rail grant funds; award and begin obligating IIJA funding</p>

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The \$24 billion in Federal-State Partnership for Intercity Passenger Rail IIJA supplemental funds allocated for the NEC, the local match leveraged from Partnership funds, and potential investments through other DOT programs will make substantial progress in eliminating the state of good repair backlog on the NEC and delivering the trip time and service improvements envisioned in the NEC Commission's [CONNECT 2035](#) plan. The initial CONNECT NEC 2035 plan, released in July 2021, identified a total funding need of \$102 billion between FY 2022 and FY 2036, consisting of both state of good repair and service expansion projects. FRA is working closely with the NEC Commission as they update the CONNECT NEC 2035 plan, which will serve as a primary input to DOT's NEC Project Inventory and help to sequence investments along the corridor. Specific trip time reduction targets will be developed in conjunction with the updated CONNECT NEC 2035 plan and NEC Project Inventory.

³ The CONNECT NEC 2025 plan is a critical input to DOT's statutorily-required NEC Project Inventory. The NEC Project Inventory is a prerequisite to awarding funding for the NEC under the Federal-State Partnership for Intercity Passenger Rail program.

Federal Railroad Administration (FRA)

Baseline	FY 2022 Milestones	FY 2023 Milestones
Initiate Intercity Passenger Rail Service on at Least Three New Corridors by 2035^{KPI, BIL}	N/A <ul style="list-style-type: none"> Establish the Corridor Identification and Development Program by May 14, 2022 Issue NOFO for non-NEC FY 2022 Federal-State Partnership for Intercity Passenger Rail grants in Q4 FY 2022 	<ul style="list-style-type: none"> Submit a pipeline of corridors and projects to be developed under the Corridor Identification and Development Program to Congress by May 14, 2023 Award funds under the non-NEC FY 2022 Federal-State Partnership for Intercity Passenger Rail NOFO Issue NOFO for non-NEC FY 2023 Federal-State Partnership for Intercity Passenger Rail grants

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FRA is establishing the IIJA-authorized Corridor Identification and Development Program to develop the pipeline of intercity passenger rail projects for investment. FRA is conducting significant stakeholder outreach to help determine how the program should be implemented, including issuing a Request for Information and holding three listening sessions. FRA is also using authority provided in the Federal-State Partnership for Intercity Passenger Rail program to provide guidance, tools, and other technical assistance to help project sponsors efficiently plan and deliver projects. To achieve the BIL Key Result of bringing intercity passenger rail service to three new corridors by FY 2035, several billion of the \$12 billion provided by the IIJA supplemental for Federal-State Partnership projects not located on the NEC will need to be dedicated to these new corridors. Remaining funds will support a mix of large-scale investments to upgrade existing corridor services, discrete projects to improve stations or target other operational issues, and planning projects to support future capital investment.

Federal Railroad Administration (FRA)

Baseline	FY 2022 Milestones	FY 2023 Milestones
Improve Short Line Railroad Infrastructure and Equipment	N/A <ul style="list-style-type: none"> Collaborate with the American Short Line and Regional Railroad Association to establish baseline and initial targets for bridges, track, and locomotives to be improved Award FY 2021 Consolidated Rail Infrastructure and Safety Improvements grants in Q3 FY 2022 to begin advancing IIJA objectives Issue NOFO for FY 2022 Consolidated Rail Infrastructure and Safety Improvements grants in Q4 FY 2022 	<ul style="list-style-type: none"> Award funds under the FY 2022 Consolidated Rail Infrastructure and Safety Improvements NOFO Issue NOFO for FY 2022 Consolidated Rail Infrastructure and Safety Improvements grants

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Short line railroads play a vital role in the U.S. transportation system, often providing the first- and last-mile connections to the Class I network for freight shippers and customers. However, many short line railroads lack the capital funding necessary to invest in improvements to their infrastructure and equipment. Through the Consolidated Rail Infrastructure and Safety Improvements Program, which aims to fund projects that improve the safety, efficiency, and reliability of intercity passenger and freight rail, FRA can prioritize funding to support short line projects to maintain fluidity of the freight rail network and accommodate future demand. FRA is partnering with the American Short Line and Regional Railroad Association to: 1) establish the baseline of needs and what can be reasonably accomplished by 2030 for infrastructure and equipment; and 2) provide tailored technical assistance to short line railroads in applying for and administering Federal grant funds. The Association is also now an eligible grant recipient under IIJA, which will further enhance its ability to assist members in developing and implementing projects.

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the State of Good Repair Backlog for Transit Revenue Vehicles by 25% by 2030 ^{KPI, BIL}	20.2%* of transit revenue vehicles in backlog	19.6% of transit revenue vehicles in backlog	19% of transit revenue vehicles in backlog
Reduce the State of Good Repair Backlog for Transit Buildings and Facilities by at Least 50% by 2030 ^{KPI, BIL}	11.1%* of transit facilities in backlog	10.3% of transit facilities in backlog	9.5% of transit facilities in backlog

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

* Preliminary FY 2021 data

FY 2022 and 2023 Plans for Progress

Transit revenue vehicles are the most familiar assets to the public and the largest capital asset category used in the provision of public transportation. For transit assets, including revenue vehicles, state of good repair means the condition when the asset can safely operate at a full level of performance. When a transit revenue vehicle is not able to operate at a full level of performance, it is repaired or replaced. If the vehicle is within its useful life, the expected life cycle of an asset or its accepted length in service, it is repaired. A useful life benchmark (ULB) is the number of years chosen to represent the usual useful life for a specific type of transit vehicle (for example, FTA's default ULB for an average 40-foot bus is 12 years). Transit providers choose ULBs for their vehicles based on FTA's guidance and their own circumstances that affect useful life (e.g., weather conditions). ULB can also be interpreted as the estimated replacement cycle for a specific type of revenue vehicle.

As of FY 2021, FTA estimates that 20.2% of transit revenue vehicles nationwide are beyond their ULB and are identified in the state of good repair backlog. In FY 2022 and 2023, FTA will administer a significant increase in funds for the State of Good Repair Formula Program and the new Rail Car Replacement Program. State of Good Repair Formula Program grants are distributed to State and local governments in urbanized areas for repairs and upgrading of rail and bus rapid transit systems that are at least seven years old. FTA will prioritize state of good repair projects aligned with its Transit Asset Management plans in the Buses and Bus Facilities Discretionary Program. This program makes Federal resources available to States and direct recipients to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities. FTA will encourage transit agencies to use their formula funds for state of good repair projects. FTA will continue to provide technical assistance and to support peer exchanges that support the implementation of transit asset management best practices.

Transit facilities are a critical part of transit infrastructure and include passenger stations, maintenance facilities, park-and-ride garages, and administrative buildings. Transit providers self-assess their facilities using a five-point asset-rating scale known as the Transit Economic Requirements Model scale. Individual components of a facility, such as the foundation, exterior, plumbing, electrical system, or heat/cooling system, are assessed separately. The assessments are then aggregated to produce an overall rating for the facility. Transit facilities that are rated "Adequate," "Good," or "Excellent" are considered to be in a state of good repair. This means that one or more components may be slightly or moderately deteriorated or defective, but the facility is within its useful life and can be considered to be functioning at a full level of performance. Transit facilities that are rated "Poor" or "Marginal" are not in state of good repair. A "Poor" or "Marginal" rating means that one or more defective or deteriorated components is in need of immediate replacement or repair or is past its useful life. These ratings can also be interpreted as the transit facility being unable to function at a full level of performance. Assets that are not in a state of good repair have lower reliability, higher safety risks, higher maintenance costs, and lower performance.

Although complete data will not be available until after FY 2022, as of FY 2021 FTA currently estimates that 1,211 out of a total 11,700 of the nation's transit facilities are in the state of good repair backlog; that is, they are still in service despite being in "Poor" or "Marginal" condition. Transit providers that are recipients or sub-recipients of Federal financial assistance under [49 U.S. Code Chapter 53](#) that own, operate, or manage capital assets used in providing public transportation are required to develop Transit Asset Management Plans. FTA continues to provide technical assistance for and share best practices related to establishing and implementing Transit Asset Management Plans. FTA continues to obligate money to largely fund state of good repair investments from its core grant programs, including the Urbanized Area Formula, State of Good Repair Formula, Bus and Bus Facilities Formula, and Rural Formula grant programs.

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Frequency of Bus Service in Urbanized Areas Over 100,000 in Population by 10% by 2026^{KPI, BIL}	21,213 vehicle revenue miles per square mile*	20,500 vehicle revenue miles per square mile	21,000 vehicle revenue miles per square mile

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

An urbanized area is an incorporated area with a population of at least 50,000. In FY 2019, the frequency of bus service in urbanized areas over 100,000 in population equated to an average of approximately 24,304 bus vehicle revenue miles per urbanized area square mile. In FYs 2020, 2021, and 2022, many transit agencies reduced their bus service due to labor and staffing shortages related to the COVID-19 pandemic.

The IIJA provides a significant formula funding increase of nearly 30% for the [Urbanized Area Formula](#) program, which makes Federal resources available to urbanized areas and to governors for transit capital and operating assistance, as well as for transportation-related planning in urbanized areas. This money will begin to be obligated during FY 2023. Local governments may decide to use this funding to increase their transit service beginning in FY 2024 and going forward. The modest targets proposed for FY 2022 and FY 2023 reflect the time lag involved in implementation. The FY 2024 target and beyond are expected to show increases beyond the baseline number of vehicle revenue miles per square mile.

Pipeline and Hazardous Material Safety Administration (PHMSA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
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^{KPI, BIL}	N/A	Issue NOFO in 2022	Award grants to 100% of eligible applicants by the statutory deadline in 2023

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

PHMSA is developing a first-of-its-kind pipeline investment to repair or replace identified high-risk, leak-prone, community-owned legacy gas distribution pipeline infrastructure. In FY 2022, PHMSA will work with the association representing municipal operators and have direct outreach and collaboration with potential applicants to determine parameters for the program and how it should be implemented. Based on this outreach, PHMSA will issue the NOFO in FY 2022 and work to expedite delivery of funds to grantees in FY 2023. PHMSA will have reporting measures in place to ensure timely performance of project milestones.

As a new program launching in FY 2022, many aspects and elements of the program are uncertain. Over the next two years, PHMSA will develop a baseline of data from which performance metrics and targets can be developed such as quantity of pipeline affected, number of jobs created, benefits to disadvantaged communities, safety impacts, overall economic impact, and estimates in reduction in methane emissions attributable to the project.

Strategic Objective 2.3: Global Economic Leadership

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

The Global Economic Leadership objective is supported by one OST office through the following performance goals:

- Increase Number of New Air Transport Agreements, Modernized Air Transport Agreements, and Commercial Concerns Resolved (OST-X)
- Participate in Policy Meetings to Represent U.S. International Aviation Policy Interests (OST-X)

Office of International Aviation (OST-X)

	Baseline	FY 2022 Target	FY 2023 Target
Increase Number of New Air Transport Agreements, Modernized Air Transport Agreements, and Commercial Concerns Resolved	N/A	5 per year	5 per year

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The Office of International Aviation negotiates bilateral and multilateral air transport agreements with the United States' foreign aviation partners to establish market access for commercial international air transportation to and from the United States for passengers, cargo, and mail. A modernized air transport agreement refers to a negotiated outcome (usually a protocol or amendment) that updates a restrictive agreement to meet the U.S. Open Skies policy threshold. A new air transport agreement would be the first agreement with a partner, or an agreement that supersedes an existing agreement. Under most circumstances, both a modernized and a new air transport agreement meet the requirements of U.S. Open Skies policy. Through air service agreements, the United States develops a pro-competitive operating environment for U.S. air carrier services between the United States and foreign countries. Currently, the U.S. has agreements with 130 Open Skies partners, out of the 192 member states of the International Civil Aviation Organization (ICAO). The 62 remaining states generally fall into four categories:

- Countries with which the U.S. has challenging geopolitical relationships (China, Russia, Venezuela);
- Countries that have international aviation policies that are fundamentally incongruent with U.S. Open Skies policy (Bolivia, the Dominican Republic, Philippines, South Africa, etc.);
- Countries that are the subject of U.S. Government sanctions or other restrictions that preclude engagement in the civil aviation space (North Korea, Iran, Syria, etc.); and
- Countries with a lack of meaningful aviation connectivity with the U.S. (Palau, Bhutan, Zimbabwe, etc.).

Therefore, while OST-X does have a number of ongoing negotiations (Mozambique, Mongolia, Tunisia, etc.), the pool of potential new, available partners is now limited given the Office's success in concluding Open Skies Agreements with primary partners.

U.S. airlines sometimes encounter difficulties in conducting their international operations. The Office of International Aviation coordinates among U.S. government agencies and works with its foreign counterparts to resolve these "doing-business" issues, most of which are time-intensive matters that can take months to years to settle. Based on past years, OST-X established a target of resolving five agreements and doing-business issues in FY 2022 and 2023.

Office of International Aviation (OST-X)

	Baseline	FY 2022 Target	FY 2023 Target
Participate in Policy Meetings to Represent U.S. International Aviation Policy Interests	N/A	10	10

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Since 1992, the U.S. has sought to establish liberal economic frameworks through its bilateral and multilateral Open Skies agreements. An economic framework refers to the parameters that govern an international air services relationship (i.e., number of routes, number of airlines, etc.). In addition to promoting liberal aviation policies around the world, DOT is focused on improving the safety, security, and sustainability of civil aviation. To help do this, U.S. government agencies work with the ICAO, its member states, and aviation sector stakeholders to set internationally applicable standards in key civil aviation sectors and promote their implementation. Through the ICAO, concerned member states support efforts to assist developing countries in improving their national civil aviation systems in compliance with international standards. It is therefore critical that DOT promote its policy objectives within the ICAO, and similarly with other multilateral organizations, such as the Asia-Pacific Economic Cooperation and the Association of Southeast Asian Nations, to ensure that adopted policies are consistent with the U.S. regulatory posture and policy objectives.

Strategic Objective 2.4: 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.

The Resilient Supply Chains objective is supported by four Operating Administrations through the following performance goals:

- Alleviate Freight Congestion (FHWA)
- Reduce the Number of Hazardous Materials Incidents that Resulted in a Road Closure of One Hour or More (PHMSA)
- Increase the Number of U.S. Flag Vessels in International Service (MARAD)
- Increase Port Capacity Throughput Availability by 10% by 2026 (MARAD)^{KPI, BIL}
- Maintain or Increase the Percentage of Time the U.S. Portion of the St. Lawrence Seaway is Available to Commercial Users (GLS)

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Alleviate Freight Congestion	1.28*	Less than 1.46	Less than 1.49

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Truck travel time reliability (TTTR) is a key indicator of transportation system performance, measuring the reliability or consistency of truck travel times on the Interstate. The TTTR Index is a ratio of longer truck travel times (i.e., the 90th percentile) and normal truck travel times (i.e., the 50th percentile) using data from the National Performance Management Research Data Set. The Index is measured for five different time periods throughout the day and averaged over the full extent of the Interstate system to determine a national TTTR Index. The TTTR Index is reported as 1.0 or greater, with higher values above 1.0 indicating less reliable roadways and values closer to 1.0 indicating more reliable roadways. This gives a system-wide indication of how much extra time a motor carrier needs to budget for freight travel to account for traffic delays. This additional time results in extra shipping and carrying costs for businesses.

States must apply a large portion of their transportation funding towards maintaining the condition of the transportation system, which limits major investments needed to address the largest bottlenecks on the freight transportation system. FHWA is preparing a resource guide for States on how to apply Transportation System Management and Operations and performance-based planning practices to improve reliability and mobility of freight. FHWA developed the [Freight Mobility Trends dashboard](#) to provide Federal, State, and metropolitan planning organization (MPO) decision-makers information on national freight mobility conditions, trends, reliability, and congestion, including highway corridors, ports, border crossings, and bottlenecks.

FHWA also publishes information on the [top 100 national freight bottlenecks](#) to identify locations on the Interstate system that have the greatest impediment for supply chain mobility. These tools will assist State DOTs and MPOs in targeting highway projects in areas that will improve freight performance.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Number of Hazardous Materials Incidents that Resulted in a Road Closure of One Hour or More	N/A	N/A	128 (highway); 7 (rail)

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

This performance goal considers incidents by highway and rail that resulted from a failure in the hazardous materials transportation system, a release in hazardous materials, and a road closure of one hour or more. PHMSA plans to measure, track, and evaluate these incidents in order to improve emergency response and recovery practices to reduce system disruption. Improved emergency response and recovery practices should lead to a reduction in road closure time.

Maritime Administration (MARAD)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of U.S.-Flag Vessels in International Service	83*	85	95

*FY 2021 actual

FY 2022 and 2023 Plans for Progress

MARAD monitors the number of large, internationally sailing, oceangoing commercial vessels operating under the U.S. flag. These U.S.-flagged vessels are crewed by skilled, qualified, and unionized U.S. merchant mariners, who are critical to the reliability and resiliency of the U.S. economy and supply chain. These vessels are also capable of meeting U.S. Department of Defense requirements for support during national contingency operations. The supply chain challenges in FY 2021 highlighted the vulnerabilities of the United States' over-reliance on foreign shipping companies and vessels for the movement of the nation's imports and exports. This foreign control of the supply chain could be exploited by a competitor or adversary in an economic dispute or kinetic conflict. Thus, greater U.S. participation and control over its maritime supply chains through a larger merchant fleet would safeguard against undue foreign influence over U.S. trade flow and access to global markets. MARAD estimates that at least 125 internationally trading, U.S.-flagged commercial ships of 1,600 gross tons or higher are required to maintain a sufficient sealift force of unlimited credentialed mariners to meet the nation's sealift crewing needs in a major contingency situation. The Tanker Program, if funded in FY 2023, will provide MARAD with the resources needed to support up to ten product tankers in the U.S.-flagged fleet.

Maritime Administration (MARAD)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Increase Port Capacity Throughput Availability by 10% by 2026^{KPI, BIL}	N/A	Evaluate type of existing data and establish framework for measuring and reporting	Use the framework to assess and further refine port capacity throughput targets for future years

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

MARAD administers the [Port Infrastructure Development Program](#), which is a discretionary grant program oriented toward projects that improve the safety, efficiency, or reliability of the movement of goods into, out of, around, or within ports. In addition, the [America's Marine Highway Program](#) aims to expand the use of America's navigable waters by working with public and private organizations to do the following:

- Develop and expand marine highway service options and facilitate their further integration into the current U.S. surface transportation system; and
- Promote waterways as a viable alternative to landside shipping and transportation options.

Program applicants can be asked, but not required, to demonstrate an increase in throughput, port capacity, and emissions reduction. MARAD will continue efforts in the Port Infrastructure Development Program and America's Marine Highway Program to give preference to applicants that demonstrate projects that increase port capacity and throughput capabilities, in addition to greener infrastructure improvements and near-zero or zero-emission vessels and cargo handling equipment.

Great Lakes St. Lawrence Seaway Development Corporation (GLS)

	Baseline	FY 2022 Target	FY 2023 Target
Maintain or Increase the Percentage of Time the U.S. Portion of the St. Lawrence Seaway is Available to Commercial Users	99.6%*	99%	99%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

GLS operates and maintains the U.S. infrastructure and waters of the St. Lawrence Seaway, while promoting trade development to drive economic activity for the Great Lakes-St. Lawrence Seaway System. In FY 2021, more than 38 million metric tons valued at \$8 billion moved through the GLS locks and waters to and from North American markets. GLS operational and capital infrastructure activities support 147,500 U.S. jobs and generate \$26 billion in economic activity; \$11 billion in personal income and local consumption expenditures; and \$5 billion in Federal, State, and local tax revenue annually.

GLS addresses system reliability by providing safer and more efficient vessel traffic control and passage through U.S. locks and waters. GLS works to ensure the U.S. portion of the St. Lawrence Seaway remains safe, reliable, and efficient for its commercial users by engaging in the following activities:

- Maintaining, rehabilitating, and modernizing U.S. Seaway infrastructure;
- Performing safety inspections and ballast water examinations of all foreign-flag vessels;
- Continuing close coordination and involvement with the Canadian St. Lawrence Seaway Management Corporation in all aspects of Seaway operations; and
- Utilizing and enhancing technology to more efficiently manage vessel traffic control and lock transits.

Strategic Objective 2.5: System Reliability and Connectivity

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

The System Reliability and Connectivity objective is supported by four Operating Administrations through the following performance goals:

- 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)^{KPI}
- Meet the Annual Target for Average Number of Daily Arrivals and Departures at Core Airports (FAA)
- Meet the Annual Target for National Airspace System On-Time Arrival Rate at Core Airports (FAA)

- The Percentage of Person-Miles Traveled on the Interstate that are Reliable Will be At or Above 82.8% (FHWA)^{APG, KPI}
- Increase Intercity Passenger Rail On-Time Arrivals (FRA)
- Increase Percentage of DoD-Required Shipping Capacity Complete with Crews Available within Mobilization Timelines (MARAD)

Federal Aviation Administration (FAA)

Baseline	FY 2022 Milestone	FY 2023 Milestone
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^{KPI}	N/A	Announce the intent to award grants to five terminal projects and award grants to 40 new/rehabilitation pavement projects Announce the intent to award grants to five terminal projects and award grants to 85 new/rehabilitation pavement projects

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

In FY 2022, FAA will actively work with airport sponsors to update its Airports Capital Improvement Program to include IIJA-eligible projects into the planning process in the near term. By integrating IIJA into the well-established Airports Capital Improvement Program and grant delivery processes, FAA intends to leverage its experience and close relationships with airport sponsors to award grants as expeditiously as possible, starting in May 2022, to meet the FY 2022 and 2023 targets. FAA will also hire additional staff to support IIJA-funded project delivery and educate airport sponsors through outreach and updated training. FAA's only challenge is hiring and training the new staff.

Federal Aviation Administration (FAA)

Baseline	FY 2022 Target	FY 2023 Target
Meet the Annual Target for Average Number of Daily Arrivals and Departures at Core Airports	60,370*	58,962

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

FAA is continually improving system operations to increase system reliability by maintaining an average daily airport capacity of at least 58,962 arrivals and departures at core airports, which are defined as the nation's 30 busiest airports. FAA continues to closely monitor average daily capacity (ADC) to measure the impact of increased traffic levels. Any unforeseen changes are communicated and coordinated with the facilities. Average daily capacity is tracked continuously, and any unanticipated changes in a facility's ADC are discussed with the facility. An example of an unanticipated reduction in a facility's ADC is a non-scheduled runway or taxiway construction or repair project that is initiated after the beginning of the fiscal year. The core airports' individual ADC targets are set after a thorough review of all known projects that could potentially affect capacity. This information is continuously communicated with the four FAA Deputy Directors of System Operations (DDSOs) and the core airport facilities. FAA produces a Quarterly Construction Report, and each quarter, the Air Traffic Organization's System Capacity and Evaluation Group meets with the DDSO offices to review any impactful project changes prior to distribution of the report. Additionally, FAA plans to host Average Daily Capacity 101 briefings for the DDSO offices and facilities. These briefings have been well received by FAA facilities.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
Meet the Annual Target for National Airspace System On-Time Arrival Rate at Core Airports	93.6%*	88%	88%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Each of the nation's 30 core airports has one or more percent of total U.S. passenger enplanements or handles 0.75% or more of total U.S. non-military flights. NAS commercial on-time arrival at these core airports is measured by dividing the number of flights arriving on or before 15 minutes of flight plan arrival time by the total number of completed flights for the core airports. This calculation uses the latest carrier flight plan filed with FAA and excludes minutes of delay attributed by air carriers to extreme weather, carrier action, security delay, and prorated minutes for late arriving flights at the departure airport as defined by DOT Airline Service Quality Performance. FAA continues to closely monitor NAS on-time arrivals to measure the impact of increased traffic levels. FAA's Air Traffic Organization briefs this metric monthly at the NAS Collaboration Forum, which is hosted jointly by NAS Operations and the air carriers. It is also reported weekly at the FAA's System Operations stand-up meeting. FAA produces the Quarterly Construction Report and conducts modeling and analysis on impactful projects as a mitigation tool.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
The Percentage of Person-Miles Traveled on the Interstate that are Reliable Will be At or Above 82.8%^{APG, KPI}	83.7%*	82.8%	82.8%

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APGs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

This measure examines travel time reliability on the Interstate as the percentage of person-miles traveled that are reliable and reflects the amount of travel that is unaffected by unreliable or highly variable travel times. A portion of the Interstate system is considered unreliable if travel times are more than 50% greater than normal during one or more of four time periods (6:00 AM to 10:00 AM, 10:00 AM to 4:00 PM, 4:00 PM to 8:00 PM weekdays, and 6:00 AM to 8:00 PM weekends) over the course of a year.

FHWA has numerous efforts planned and underway to support State DOT and MPO calculation and target setting. FHWA works to ensure the availability of data used to calculate the reliability measure in this report via a new [National Performance Management Research Data Set](#). Since FY 2013, FHWA has actively maintained steady engagement with data set users to share their knowledge and experience through quarterly webinars. In response to stakeholder needs in implementing Transportation Performance Management requirements, FHWA has developed technical assistance papers on "Approaches to Target Setting" and "Forecasting for Target Setting," to be published in FY 2022. FHWA is exploring the potential for aggregating data in a monthly dashboard to visualize data trends, along with a storytelling component on the causes of travel time changes or operational strategies. In support of the third performance measure rulemaking, FHWA also hosted a peer exchange for State DOTs in FY 2021 to share lessons learned, as well as to discuss future research and technical assistance needs. FHWA is funding two projects to better link operational strategy evaluations with the measures for State DOTs and MPOs to use in their investment decision-making.

Federal Railroad Administration (FRA)

		Baseline	FY 2022 Target	FY 2023 Target
Increase Intercity Passenger Rail On-Time Arrivals	<i>System-Wide</i>	77.5%*	80%	80%
	<i>Northeast Corridor</i>	84%*	80%	80%
	<i>State-Supported Routes</i>	82.4%*	80%	80%
	<i>Long-Distance Routes</i>	51.7%*	80%	80%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

On-time performance is an indicator of rail infrastructure performance. It represents the percentage of customers on an intercity passenger rail train who arrive at their detraining stations no later than 15 minutes after their published scheduled arrival time, reported by train and by route. On November 16, 2020, FRA published the Metrics and Minimum Standards for Intercity Passenger Rail Service [final rule](#), setting a minimum standard to measure the performance and service quality of Amtrak intercity passenger train operations. The final rule also presents metrics relating to on-time performance and train delays, customer service, finances, and public benefits. The rule requires Amtrak and its host railroads to certify Amtrak schedules and sets an on-time performance minimum standard of 80% for any two consecutive calendar quarters. IIJA provides \$66 billion in supplemental funding through both direct Amtrak grants and competitive programs that will enable rail stakeholders to advance congestion relief projects to address freight and passenger rail choke-points and improve network fluidity and reliability. To help address the particularly substandard performance on Amtrak long-distance routes, at least 20% of funding for projects not located on the NEC under the Federal-State Partnership for Intercity Passenger Rail grant program must benefit long-distance routes.

Maritime Administration (MARAD)

	Baseline	FY 2022 Target	FY 2023 Target
Increase Percentage of DoD-Required Shipping Capacity Complete with Crews Available within Mobilization Timelines	72%*	85%	85%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

MARAD's baseline for this performance goal was 72% in FY 2021. MARAD plans to increase this target in FY 2022 to 85% and maintain this level for FY 2023. Surge sealift is provided by Federally owned and contractor-operated vessels, including MARAD's Ready Reserve Force vessels berthed at various U.S. ports. Sustainment sealift is provided by large, oceangoing ships of the United States flag that are sailing in commercial service and is provided through programs such as the MSP. The President's FY 2023 Budget continues to request funding for MARAD to implement a Tanker Security Program, which, if funded, will provide for 10 U.S.-flag militarily useful, commercially viable product tankers sailing in international trade. Meeting the readiness target relies upon recapitalization of the Ready Reserve Force fleet as a critical path as the average age of the 46-year old fleet continues to see delays.

To support these efforts, MARAD awarded a contract for a Vessel Acquisition Manager, who will identify, modernize, and procure the first ships for recapitalizing the fleet. MARAD will continue to work closely with the U.S. Navy and U.S. Transportation Command on the procurement actions beginning in March 2022 and the timeline for placing new ships in service.

STRATEGIC GOAL 3: EQUITY

GOAL STATEMENT	3.1	EXPANDING ACCESS
<p>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.</p>	3.2	WEALTH CREATION
	3.3	POWER OF COMMUNITY
	3.4	PROACTIVE INTERVENTION, PLANNING AND CAPACITY BUILDING

Strategic Objective 3.1: Expanding Access

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

The Expanding Access objective is supported by two Operating Administrations and one OST office through following performance goals:

- Reduce National Transportation Cost Burden by 5%, Including Transportation Travel Cost as a Percent of Income, by 2030 (OST-P, FTA, FHWA)^{KPI}
- Increase the Number of State ADA Report Submissions in eCivil Rights Connect (FHWA)

Office of the Assistant Secretary for Transportation Policy (OST-P), Federal Transit Administration (FTA), Federal Highway Administration (FHWA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Reduce National Transportation Cost Burden by 5%, Including Transportation Travel Cost as a Percent of Income, by 2030^{KPI}	N/A	<i>To be determined</i>	Review and update the existing cost burden measure

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

To make progress on this performance goal, the Office of the Assistant Secretary for Transportation Policy plans to carry out the following activities:

- *December 2023:* Review and update the existing cost burden measure and implement the use of this measure on a pilot basis to screen transportation projects for funding;
- *December 2026:* Develop new data collection focused on capturing individual and household cost, travel time, trips not taken, accessibility, and access to key resources across different demographic groups; and
- *December 2027:* Develop a transportation cost burden measure as part of a transportation disadvantage index.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of State ADA Report Submissions in eCivil Rights Connect	N/A	1	10

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FHWA's Office of Civil Rights will provide education and outreach to FHWA Division Offices and State DOTs to explain how voluntary ADA report submissions made through eCivil Rights Connect are used and the resulting benefits to State DOTs. Through voluntary collection of data regarding how State DOTs are implementing their ADA transition plans, FHWA will be able to provide tailored compliance assistance and develop tools that correspond to user needs. The requested information includes the number of ADA trainings provided, the frequency of updates to ADA transition plans, challenges encountered in implementing ADA transition plans, and contact information for State ADA coordinators. State DOTs are familiar with the eCivil Rights Connect system, as it is used to submit other civil rights reports, such as Title VI and Disadvantaged Business Enterprise (DBE) annual reports. That familiarity can be leveraged to encourage more States to complete the voluntary ADA report. The additional voluntary ADA reporting will result in increased accountability with States updating their ADA transition plans more regularly. FHWA will analyze the data provided to identify and share best practices among the States to increase overall ADA compliance. To reach this target, FHWA will provide informational webinars to the Directors of Field Service areas to encourage more State DOTs to voluntarily submit ADA reports.

Strategic Objective 3.2: Wealth Creation

Reduce the effects of structural obstacles to building wealth.

The Wealth Creation objective is supported by three Operating Administrations and three OST offices through the following performance goals:

- 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)^{APG, KPI}
- Increase the Percentage of Total FAA Direct Procurement Dollars Awarded to Small Disadvantaged Businesses (FAA)
- Increase Number of State DOTs Adopting and Implementing Identified Best Practices When Administering the DBE Program on Design-Build Projects (FHWA)
- Increase the Total Federal Transit Grant Dollars Announced or Allocated for Rural or Tribal Areas (FTA)

Office of the Assistant Secretary for Administration (OST-M), Departmental Office of Civil Rights (DOCR), Office of Small and Disadvantaged Business Utilization (OSDBU)

	Baseline	FY 2022 Target	FY 2023 Target
Increase U.S. DOT Direct Contract Dollars to Small Disadvantaged Businesses from 18.2% in FY 2021 to 22% by FY 2026^{APG, KPI}	18.2%*	20.0%	20.5%

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APGs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

** FY 2021 actual*

FY 2022 and 2023 Plans for Progress

As part of the Department's APG, *Increase Wealth Creation Opportunities for Underserved Communities*, DOT commits to raising small disadvantaged business contract dollars from 18.2% in FY 2021 to 20.5% in FY 2023. The Department will review government-wide and DOT acquisition policies to determine how to maximize inclusion of small and minority businesses, perform in-depth contract data analysis to find areas of opportunity to increase small business awards, and provide equal opportunity in DOT-funded contracts. The Office of the Senior Procurement Executive and Office of Small and Disadvantaged Business Utilization will conduct outreach activities and awareness campaigns to help small and minority businesses increase their understanding of how to navigate the DOT contracting process, gain awareness of upcoming contract opportunities, and secure available resources to enhance their core competencies in an effort to more effectively compete for DOT contracting opportunities.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Total FAA Direct Procurement Dollars Awarded to Small Disadvantaged Businesses	10%	12%	13%

FY 2022 and 2023 Plans for Progress

To maximize inclusion of Small Disadvantaged Businesses (SDB) in FAA contract opportunities and support recent Executive Orders and Presidential commitments, FAA will increase its FY 2023 SDB target for total direct procurement dollars to 13% from a baseline of 10%. This target will be promoted through the continued implementation of five program elements: external outreach, internal outreach, monitoring and data analysis, improved governance, and appropriate policy and training.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase Number of State DOTs Adopting and Implementing Identified Best Practices When Administering the DBE Program on Design-Build Projects	N/A	3	5

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FHWA's Office of Civil Rights (OHR) published the [Disadvantaged Business Enterprise \(DBE\) Program Administration and Oversight on Projects with Alternative Contracting Methods Handbook](#), which compiles best practices for DBE program implementation on alternative contracting, with a significant focus on design-build. The approaches described in the Handbook aim to increase DBE participation on design-build projects (often large multi-year projects). Greater participation by DBE firms (by definition, small firms owned by socially and economically disadvantaged individuals) will provide opportunities and capital necessary to grow their businesses to better compete, both within and outside of the program. This growth can create jobs and result in the transfer of wealth when original owners pass down firms to children and grandchildren.

The OHR will share practices from the Handbook through training, technical assistance, webinars, peer exchanges, and showcasing States that have successfully implemented these best practices. The OHR is also working with the National Highway Institute to create a training course on DBE Administration of design-build projects for State DOTs and consultants with DBE oversight responsibilities that will be available in 2022. The OHR will lead this initiative with support from the OHR Resource Center and the Office of Infrastructure's Construction Team and Major Projects Team.

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Total Federal Transit Grant Dollars Announced or Allocated for Rural or Tribal Areas	\$843 million*	\$1.325 billion	\$1.349 billion

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Communities of all sizes, including rural areas, include people who for reasons of age, youth, disability, or low income are unable to rely upon automobile transportation to meet their mobility needs. Expanding public transportation in rural areas will help include these people in society by providing access to jobs, groceries, medical services, educational opportunities, and other places that people need to go. This is especially true for elderly Americans, many of whom consistently report that they would like to “age in place” in their communities. Public transportation services funded by additional dollars for rural and Tribal areas will help them achieve this goal within their communities, even when they are no longer able to rely upon operating an automobile for mobility.

FTA seeks to successfully allocate grant funds, including discretionary and formula grant awards, to rural and Tribal areas. FTA also supports the [National Rural Transit Assistance Program](#), which funds the design and implementation of training and technical assistance projects and other support services tailored to meet the needs of transit operators in non-urban areas. FTA will administer a significant increase in funds from IIJA for the Rural Formula, Tribal Formula, and Tribal Discretionary Programs. FTA will also prioritize rural projects in the [Low-No Bus Program](#) and in the [Bus and Bus Facilities Program](#).

Strategic Objective 3.3: Power of Community

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

The Power of Community objective is supported by three Operating Administrations and one OST office through the following performance goals:

- 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)^{KPI}
- Increase the Percentage of Community Outreach Activities Directed Toward Underserved Communities to Increase Hazmat Transportation Awareness, Preparedness, and Response (PHMSA)

Office of the Assistant Secretary for Transportation Policy (OST-P), Federal Highway Administration (FHWA), Federal Transit Administration (FTA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
All 50 State DOTs and Top 100 MPOs Adopt a Quantitative Equity Screening Component to Their S/TIP Development Processes by 2030^{KPI}	N/A	Conduct assessment of MPO and State DOT inclusion of quantitative equity screenings and meaningful representative public participation in S/TIPs	Establish DOT-wide monitoring of funding receipt compliance

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FHWA will conduct a survey and document a baseline of State DOTs and MPOs that include an equity screening component in their Long-Range Transportation Plans, Statewide Transportation Improvement Programs, and Transportation Improvement Programs (S/TIPs). FHWA will conduct the following activities:

- *June 2022:* Conduct an assessment of MPO and State DOT inclusion of quantitative equity screenings, as well as meaningful and representative public participation in S/TIPs;
- *March 2023:* Issue guidance for DOT funding recipients to meet the requirements of meaningful public participation under Title VI, the National Environmental Policy Act (NEPA), and other existing requirements, with accompanying best practices and trainings by March 2023; and
- *September 2023:* Establish Department-wide monitoring of DOT funding recipient compliance with their meaningful public participation obligations.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Community Outreach Activities Directed Toward Underserved Communities to Increase Hazmat Transportation Awareness, Preparedness, and Response	N/A	N/A	40%

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

PHMSA plans to track the number of community outreach activities to underserved communities conducted by its Office of Hazardous Materials Safety, including but not limited to community meetings, workshops, webinars, and emergency response events. In FY 2022 and 2023, PHMSA intends to increase its outreach efforts to these communities to promote the safe transport of hazardous materials and be a resource for emergency preparedness and response. PHMSA will provide grant funding, emergency special permits, technical assistance, and access to data to make progress on this goal. PHMSA anticipates that the impacts of COVID-19 on the number of stakeholder engagement activities seen in FY 2020 and FY 2021 will continue through the current fiscal year.

Strategic Objective 3.4: 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.

The Proactive Intervention, Planning, and Capacity Building objective is supported by all Operating Administrations and two OST offices through the following performance goals:

- 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 Operating Administrations) KPI, BIL
- Utilize the IIJA to Assess and Strengthen Civil Rights Program Capacity, Coordination, and Outcomes, Including Fully Implementing DOT's New Title VI Order, Phased to Meet IIJA Implementation Timelines (DOCR)
- Reduce the Number of Displacements Resulting from Federal-Aid Highway Projects (FHWA)
- Complete Three Projects that Reconnect Communities that were Divided by Transportation Corridors (OST-P, FHWA, FRA, FTA)BIL
- Reduce the Number of Gas Distribution Incidents per Square Mile of High Social Vulnerability for Minority Status and Language (PHMSA)

Office of the Assistant Secretary for Transportation Policy (OST-P), All Operating Administrations

	Baseline	FY 2022 Milestone	FY 2023 Milestone
<p>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^{KPI, BIL}</p>	N/A	Launch a national equity accelerator to provide hands-on support to under-served and overburdened communities accessing DOT funds	Issue a call for projects and place-based initiatives that are co-designed with communities most impacted by poor access and climate change

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result.

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The DOT has traditionally played a critical role in maintaining and improving the transportation network across the country through Federal funding. Each year, the Department awards discretionary grants through a competitive process based on legislative and regulatory requirements, as well as published selection criteria. The discretionary grant funding process begins with Congressional legislation and concludes with the closeout of the awarded process. To encourage applicants and increase awardees from disadvantaged communities who have never applied for U.S. DOT funding before, the Department will conduct the following activities:

- *April 2022:* Launch Federal partnerships with key agencies making place-based investments;
- *June 2022:* Pilot a new approach that will reduce administrative burden for applicants considering applying for multiple discretionary grant programs;
- *December 2022:* Launch a national equity accelerator to provide hands-on support to underserved and overburdened communities accessing U.S. DOT funds; and
- *April 2023:* Issue a call for projects for place-based initiatives that are co-designed with communities most impacted by poor access and climate change.

Departmental Office of Civil Rights (DOCR)

	Baseline	FY 2022 Milestones	FY 2023 Milestones
<p>Utilize the IIJA to Assess and Strengthen Civil Rights Program Capacity, Coordination, and Outcomes, Including Fully Implementing DOT's New Title VI Order, Phased to Meet IIJA Implementation Timelines</p>	N/A	<i>Vary by program/initiative</i>	<i>Vary by program/initiative</i>

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

In keeping with the Biden-Harris Administration's focus on equity, the Departmental Office of Civil Rights (DOCR) is leading the implementation of multiple civil rights programs and other equity action plans Department-wide. Several of these initiatives, including Title VI of the Civil Rights Act, DBE programs, and ADA/Section 504 are core civil rights programs of the Department, while others were prompted by relevant Executive Orders and government-wide strategies. FY 2022 and 2023 milestones for these initiatives include:

- *Title VI Implementation:* In FY 2022, DOCR will issue the Title VI assurance order and launch technical assistance, training, and communities of practice activities. All DOT Operating Administrations will initiate planning for implementation of the Title VI order, including developing strategies for collecting Title VI plans and community participation plans from all funding recipients. In FY 2023, DOCR will finalize implementation of technical assistance, training, and communities of practice activities. All DOT Operating Administrations will update Title VI assurances and initiative Title VI plan and community participation plan collection. Operating Administrations will also develop Title VI compliance review priorities and plans for FY 2023 through 2026 implementation.
- *Disadvantaged Business Enterprise and Airport Concession Disadvantaged Business Enterprise Program:* In FY 2022, DOCR will publish a Notice of Public Rulemaking in the Federal Register for the DBE and Airport Concession Disadvantaged Business Enterprise program and will launch related technical assistance, training, and community of practice activities. FAA, FHWA and FTA will develop compliance review and enforcement priorities and plans for FY 2023 through 2026 implementation. In FY 2023, DOCR will finalize the rulemaking and begin implementing DBE/Airport Concession DBE program improvements. The Office will also finalize implementation of technical assistance, training, and community of practice activities, while FAA, FHWA, and FTA will implement compliance review and enforcement plans.
- *Americans with Disabilities Act/Section 504 Implementation:* In FY 2022, DOCR will issue an ADA/Section 504 order. All Operating Administrations will develop plans to implement the order in FY 2023.
- *Diversity, Equity, Inclusion, and Accessibility Strategy and Gender Justice Action Plan:* In FY 2022, DOCR will lead the development of the DOT Diversity, Equity, Inclusion, and Accessibility Strategy and Gender Justice Action Plan. All Operating Administrations will develop plans to implement these initiatives in FY 2023.
- *Historically Black Colleges and Universities Action Plan:* In FY 2022, DOCR will lead the development of the Historically Black Colleges and Universities Action Plan and associated stakeholder engagement strategy. All Operating Administrations will develop plans to implement the Action Plan and carry out stakeholder engagement activities in FY 2023.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Number of Displacements Resulting from Federal-Aid Highway Projects	1,666*	1,583	1,504

* FY 2020 actual

FY 2022 and 2023 Plans for Progress

Government programs designed to benefit the general public often result in acquisition of private property and sometimes in the displacement of people from their residences, businesses, nonprofit organizations, or farms. To provide uniform and equitable treatment for persons displaced, Congress passed the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. Even with the benefits provided by this legislation, displacing individuals from their residences or businesses is disruptive and every effort should be made to avoid, minimize, and mitigate negative impacts that result from these displacements.

The Act requires State DOTs to submit an annual report on Federal-aid right-of-way program metrics, including the number of acquisitions, condemnations, settlements, and relocations of residential and non-residential occupants. In FY 2020, there were a total of 806 residential relocations and 860 non-residential relocations, resulting in a total of 1,666 displacements nationwide. The proposed FY 2023 target of 1,583 represents a five percent reduction in the number of displacements caused by the Federal-aid program. FHWA recognizes that there are limitations to what the Federal government can do to reduce the number of displacements nationwide. Most significantly, the States choose which transportation projects to pursue. FHWA does have a responsibility to ensure that State DOTs comply with Federal law, including NEPA and the Uniform Act, which require that certain impacts (including relocation

impacts) be eliminated or minimized. The FHWA Deputy Administration's [December 16, 2021 memo](#) encourages States to invest in projects that upgrade the condition of existing streets, highways, and bridges, rather than new capacity projects. These investments will necessarily involve fewer displacements.

The FHWA Office of Planning, Environment, and Realty is planning to issue new guidance on Relocation Planning, as well as a revised version of the 1987 Technical Advisory, "Guidance for Preparing and Processing Environmental and Section 4(f) Documents." Both of these guidance documents will address displacements. The Office will also release a new data visualization tool on its external website so that transportation decision-makers can identify national trends in the number of displacements.

Office of the Assistant Secretary for Transportation Policy (OST-P), Federal Highway Administration (FHWA), Federal Railroad Administration (FRA), Federal Transit Administration (FTA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Complete Three Projects that Reconnect Communities that were Divided by Transportation Corridors^{BIL}	N/A	Make planning and capital construction grants available for three projects from the Reconnecting Communities Pilot	Complete NEPA for three projects ⁵

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

This program would restore community connectivity by correcting historical barriers to mobility, access, and economic development that left communities divided. For the Reconnecting Communities Pilot Program's capital construction grants, FHWA will work with project sponsors to complete NEPA requirements and focus on projects that either received funding or plan to compete in future rounds. FHWA will issue a NOFO for the Reconnecting Communities Pilot Program to provide grants for planning and capital construction in FY 2022.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Number of Gas Distribution Incidents per Square Mile of High Social Vulnerability for Minority Status and Language	N/A	N/A	0.011

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

PHMSA tracks the geographical locations (latitude, longitude, as well as address, city, county, State) of each reported gas distribution incident on PHMSA Form 7100.1. This information is plotted on PHMSA's Geographic Information System to determine the census blocks within which the incidents occur. Reported causes (e.g., excavation damage, incorrect operation, natural force damage, and other outside force damage (i.e., vehicle impact)) and operational characteristics of the pipeline during an incident are analyzed to ensure that equity considerations for minority community with language barriers, among others, are integrated into inspection, compliance, as well as other non-regulatory programs such as, public awareness.

⁴This refers to a concise public document that a Federal agency prepares under NEPA to provide sufficient evidence and analysis to determine whether a proposed agency action would require preparation of an environmental impact statement or a finding of no significant impact.

In FY 2022, PHMSA will develop a baseline for this goal. In 2022 and 2023, PHMSA will continue to perform spatial analyses on reported gas distribution incidents to evaluate incidents per square mile within high social vulnerability areas for the minority status and language theme. This will allow PHMSA to determine a per-year incident density.

STRATEGIC GOAL 4: CLIMATE AND SUSTAINABILITY

GOAL STATEMENT

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.

4.1
4.2
4.3

PATH TO ECONOMY-WIDE NET-ZERO EMISSIONS BY 2050

INFRASTRUCTURE RESILIENCE

CLIMATE JUSTICE AND ENVIRONMENTAL JUSTICE

Strategic Objective 4.1: Path to Economy-Wide Net Zero Emissions by 2050

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

The Path to Economy-Wide Net-Zero Emissions by 2050 objective is supported by all Operating Administrations and the OST office through the following performance goals:

- Reduce Transportation Emissions in Support of Net-Zero Emissions Economy-Wide by 2050 (OST, All Operating Administrations)^{KPI}
- Reduce Greenhouse Gas Emissions from Aviation to At or Below 2019 Levels (216 MtCO₂) by 2030 (FAA)^{KPI}
- Build a National Network of 500,000 EV Chargers by 2030 to Accelerate the Adoption of EVs (OST-P)^{APG, KPI, BIL}
- Initiate or Develop At Least Three New Terminals Projects with Reduced Emissions and Multi-Modal Access By 2030 (FAA, FTA, FRA)^{BIL}
- Increase the Number of Zero-Emission Bus Vehicles in the National Transit Fleet by 450% to 7,500 Vehicles by 2030 (FTA)^{KPI, BIL}
- Reduce the Gross Volume Spilled from Crude Oil and Refined Products' Pipeline Systems (PHMSA)
- Reduce the Volume of Natural Gas Released During Pipeline Incidents (PHMSA)
- Increase the Percentage of Research and Development Funding Used for New Sustainable Energy Research (PHMSA)

Office of the Secretary (OST), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Transportation Emissions in Support of Net-Zero Emissions Economy-Wide by 2050 ^{KPI}	N/A	Targets will vary by Operating Administration	Targets will vary by Operating Administration

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The transportation sector is the leading contributor of greenhouse gas (GHG) emissions in the U.S. Accordingly, reducing GHG emissions from the transportation sector is a critical element in addressing climate change, and the Department can play a vital role in reducing those emissions. To meet the President's goal of net-zero GHG emissions economy-wide by 2050, OST will coordinate with the DOT Operating Administrations to develop and implement strategies to decarbonize the transportation sector. In FY 2022, Operating Administrations will work in concert with the DOT Climate Change Center to identify strategies by mode for reducing emissions in alignment with the mid-level transportation decarbonization blueprint drafted by DOT, the U.S. Department of Energy, Environmental Protection Agency, and U.S. Department of Housing and Urban Development and complementing the Department-wide Climate Action Plan for Resilience. For example, FAA plans to maintain greenhouse gas emissions from aviation to at or below FY 2019 levels (216 metric tons of carbon dioxide [CO₂]) by FY 2030. The other Operating Administrations will continue to develop methods to reduce emissions from the transportation sector.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce Greenhouse Gas Emissions from Aviation to At or Below 2019 Levels (216 MtCO₂) by 2030^{KPI}	216 metric tons of CO ₂ *	216 metric tons of CO ₂	216 metric tons of CO ₂

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

* FY 2019 actual

FY 2022 and 2023 Plans for Progress

FAA led the development of a comprehensive climate action plan that was announced by the Secretary of Transportation in November 2021. This plan captures efforts of the entire Federal government to address aviation's impact on climate change. This target will be achieved through government-wide action in collaboration with the private sector following the 2021 plan. Key elements of the overall plan are covered below.

DOT/FAA is a signatory to the Sustainable Aviation Fuel (SAF) Grand Challenge Memorandum of Understanding to accelerate the deployment of SAF. FAA will support Congressional action on a SAF Blenders Tax Credit to accelerate the use of SAF. FAA will also develop a roadmap for the SAF Grand Challenge in coordination with the U.S. Department of Energy, U.S. Department of Agriculture, other agencies, and industry stakeholders.

FAA participates across the work programs within the ICAO's Committee on Aviation Environmental Protection. This Committee establishes international standards that, among other things, help address international aviation's climate impact. Domestically, FAA is implementing through domestic regulations ICAO's Airplane CO₂ Emissions Standard for newly produced subsonic airplanes. FAA is also implementing aspects of the CORSIA international carbon offsetting program enabling the monitoring, reporting, and verification of CO₂ emissions as agreed to within ICAO.

FAA will also work with the National Aeronautics and Space Administration to accelerate the development of new aircraft and engine technologies to reduce fuel burn and emissions through the Continuous Lower Energy Emissions and Noise Program and the ASCENT Center of Excellence.

Note: This performance goal supports the OST-P performance goal to "Reduce Transportation Emissions in Support of Net-Zero Emissions Economy-Wide by 2050."

Office of the Assistant Secretary For Transportation Policy (OST-P)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Build a National Network of 500,000 EV Chargers by 2030 to Accelerate the Adoption of EVs^{APG,KPI, BIL}	N/A	Approve 52 State EV Infrastructure Deployment Plans	Based on review of State Deployment Plans, future targets will be identified to reduce the number of corridors that are not fully built out

APG: This performance goal aligns to one of the Department's FY 2022 - 2023 APGs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The IIJA invests in the deployment of a national network of EV chargers as one of many important ways to address the climate crisis across. As authorized in IIJA, the U.S. Department of Transportation, U.S. Department of Energy, and their newly formed Joint Office of Energy and Transportation will support building a national network of EV chargers across the nation. Over the next two years, DOT, the U.S. Department of Energy, and Joint Office of Energy and Transportation will complete the following critical building blocks needed for the deployment of EV chargers:

- Issuing a set of minimum standards and requirements for all EV chargers deployed under the 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.

Federal Aviation Administration (FAA), Federal Railroad Administration (FRA), Federal Transit Administration (FTA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Initiate or Develop At Least Three New Terminals Projects with Reduced Emissions and Multi-Modal Access By 2030^{BIL}	N/A	Publish NOFO for the FY 2022 competitive discretionary Airport Terminal Program no later than February 28, 2022	Publish NOFO for the FY 2023 competitive discretionary Airport Terminal Program no later than November 30, 2022

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Through the IIJA, FAA received significant funding to provide competitive grants for a new Airport Terminal Program that addresses the aging infrastructure of the nation's airports. FAA will provide grants to fund safe, sustainable, and accessible airport terminals, on-airport rail access projects, and airport-owned airport traffic control towers. As a first step, FAA will publish a NOFO for the Airport Terminal Program in FY 2022 and will prioritize terminal projects that reduce emissions and provide multi-modal access to airports.

Federal Transit Administration (FTA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Zero-Emission Bus Vehicles in the National Transit Fleet by 450% to 7,500 Vehicles by 2030^{KPI, BIL}	1,397*	1,600	1,800

KPI: This performance goal is a key performance indicator from the DOT FY 2022 – 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

There are currently 1,397 zero-emission buses on the road out of a national fleet of more than 110,000. Through FY 2022 and FY 2023, FTA will support the transition of the vehicle fleet to zero-emission propulsion technologies by prioritizing zero-emission buses in appropriate discretionary grant selections and encouraging grantees to use their formula dollars for zero-emission buses. FTA initiated the [Sustainable Transit for a Healthy Planet Challenge](#) in April 2021, which encourages transit agencies to take actions and make investments to cut GHG emissions. FTA will also finalize its Transit Fleet of the Future action plan, which will guide FTA to transition the nationwide transit fleet to low- and no-emission vehicles. Finally, with the enactment of the IIJA, FTA will be able to provide an additional \$1.05 billion in grants annually to invest in low- and no-emission vehicles nationwide. The modest targets proposed for FY 2022 and FY 2023 reflect the time lag involved in implementation.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Gross Volume Spilled from Crude Oil and Refined Products' Pipeline Systems (Barrels)	22,466*	58,795	58,282
Reduce the Volume of Natural Gas Released During Pipeline Incidents (Million Cubic Feet)	2,242*	2,487	2,483

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

PHMSA invests in programs that prevent incidents before they occur. These include safety standards that assist shippers and carriers in preparing and transporting hazardous materials safely and programs that prepare communities and first responders for the threats these hazardous materials and pipelines pose. PHMSA supports several State and local activities, such as State inspection grants and training of State inspectors that help prevent leaks, spills, and other incidents. PHMSA also provides direct outreach and education to communities for the prevention of pipeline accidents.

The target each year is set at one standard deviation from the trend line estimated based on best fit function to account for normal variation year to year. This provides over 80% probability of achieving the target if the risk continues to follow the trend line. The trend line is evaluated and calibrated at the end of every FY. This can result in targets being higher than the reported baseline.

To achieve further gains in safety, PHMSA will continue to focus on safety rulemakings, safe transportation of energy products, risk-based inspections, and enforcement and outreach activities. PHMSA will also encourage operators to be vigilant in their operating practices. Pipeline operators and other industries have demonstrated success in improving safety through safety management systems.

PHMSA will continue to engage with regulated industries to implement safety management systems and improve safety cultures to further improve safety outcomes. PHMSA will continue to implement policies and programs focused on supporting safe movements of energy products through pipelines, minimizing product loss, improving the safe delivery of energy products while reducing pollution during transportation. Through continuous assessments, inspections, enforcements, and working with State partners and operators, as well as research, development, and deployment of modern safety tools and technologies, PHMSA will continue to make progress on its FY 2022 and 2023 targets.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Research and Development Funding Used for New Sustainable Energy Research	N/A	25%	25%

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

In FY 2022, PHMSA will develop the baseline for this measure. This is a new measure and goal within the Office of Hazardous Materials Safety. This measure is ramping up from a small starting point with the goal to allocate 25% of the total Office of Hazardous Materials Safety Research and Development (R&D) funds to be allocated to new sustainable energy research projects. In 2021, the total R&D funding spent on Hazardous Materials Safety was \$4.472 million. 2022 is on a Continuing Resolution, and the request for R&D supporting Hazardous Material Safety for 2023 is \$7.757 million. At this time, the 25% target is the highest sustainable goal while also maintaining research on other Office of Hazardous Materials Safety priorities.

PHMSA will track R&D funds across four strategic areas: risk management and mitigation, emerging technologies, packaging integrity, and technical analysis to aid risk assessments that develop or assist technologies that increase the safe transportation of hazardous materials and directly or indirectly reduce CO₂ emissions and pollutants.

In FY 2023, PHMSA will compete and fund projects with the Small Business Innovation Research Program and the 2023 Broad Agency Announcement. Phase 1 and Phase 2 topics of the program will bring technologies to market that utilize more energy efficient sustainable fuel alternatives and facilitate the safe and efficient transportation of fuel-alternatives to reduce environmental waste. The 2023 Broad Agency Announcement provides an opportunity to emphasize and incorporate stakeholder feedback on Climate and Sustainability and the emergence of new energy products.

Strategic Objective 4.2: Infrastructure Resilience

Improve the resilience of at-risk infrastructure.

The Infrastructure Resilience objective is supported by all Operating Administrations and the OST office through the following performance goal:

- By 2026, 50% of States/MPOs Have Developed Resilience Improvement Plans (OST-P, All Operating Administrations)^{KPI}

Office of the Assistant Secretary for Transportation Policy (OST-P), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
By 2026, 50% of States/MPOs Have Developed Resilience Improvement Plans^{KPI}	N/A	Establish baseline	<i>To be determined</i>

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Over the past decade, DOT has integrated climate change impacts, adaptation, and resilience into domestic and international planning, operations, policies, and programs. However, more must be done. The IIJA established the Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) program to help make transportation more resilient to natural hazards, including climate change, sea level rise, flooding, extreme weather events, and other natural disasters. Through this program, \$7.3 billion in formula funding and \$1.4 billion in discretionary grant funding will be made available for FY 2022 through 2026. The Federal share of this funding may be increased if the eligible entity develops a resilience improvement plan (or is in a State or area served by an MPO that does) and the State or MPO incorporates it into its long-range transportation plan.

In FY 2022, the Department will generate baseline metrics and targets for the number of States with climate resilience improvement plans and the PROTECT program guidance. In FY 2023, the Department will provide technical assistance to ensure external stakeholder awareness of climate resilience resources and provide training, where appropriate, on the development of climate resilience improvement plans.

Strategic Objective 4.3: Climate Justice and Environmental Justice

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

The Climate Justice and Environmental Justice objective is supported by all Operating Administrations and one OST office through the following performance goal:

- 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 Operating Administrations)^{KPI}

Office of the Assistant Secretary for Transportation Policy (OST-P), All Operating Administrations

	Baseline	FY 2022 Milestone	FY 2023 Milestone
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^{KPI}	N/A	Generate baseline metrics for 26 competitive programs and DOT's National Electric Vehicle Infrastructure guidance	Generate baseline metrics for seven competitive and six formula programs

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

[Executive Order 14008](#) created a government-wide Justice40 Initiative, which aims to deliver the goal of at least 40% of the overall benefits of relevant Federal investments flow to disadvantaged communities. Through its implementation, DOT will develop a methodology to identify disadvantaged communities and benefits for Justice40-covered programs.

DOT is using a phased approach to implementing Justice40 requirements. In FY 2022, DOT will generate baseline metrics for 26 competitive programs and the Department's National Electric Vehicle Infrastructure guidance. In FY 2023, the Department will generate baseline metrics for seven competitive and six formula programs; these programs have later statutory deadlines for the release of NOFOs and program guidance.

STRATEGIC GOAL 5: TRANSFORMATION

GOAL STATEMENT	5.1	MATCHING RESEARCH AND POLICY TO ADVANCE BREAKTHROUGHS
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.	5.2	EXPERIMENTATION
	5.3	COLLABORATION AND COMPETITIVENESS
	5.4	FLEXIBILITY AND ADAPTABILITY

Strategic Objective 5.1: Matching Research and Policy to Advance Breakthroughs

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

The Matching Research and Policy to Advance Breakthroughs objective is supported by all Operating Administrations and one OST office through the following performance goal:

- 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 Operating Administrations)^{KPI}

Office of the Assistant Secretary for Research and Technology (OST-R), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
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^{KPI}	N/A	<i>To be determined</i>	Increase by 25% of the baseline

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

DOT research organizations will collaborate across disciplines to ensure they design projects that lead to breakthrough discoveries. That includes looking to breakthroughs in other fields that have the potential to transform the transportation system. Examples include battery technology, pavement materials, inspection methods, artificial intelligence, and more. DOT will determine milestones and leverage its research activities and grant programs at OST offices and the Operating Administrations to achieve the goal of doubling the number of research and deployment projects centered on breakthrough discoveries.

Strategic Objective 5.2: Experimentation

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

The Experimentation objective is supported by all Operating Administrations and two OST offices through the following performance goals:

- Increase the Capacity for Near-Term Operations of Advanced Air Mobility Operations (FAA)
- 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 Operating Administrations)
KPI

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Increase the Capacity for Near-Term Operations of Advanced Air Mobility Operations	N/A	<i>To be determined</i>	Development of policies and procedures to adjudicate industry applicant proposals that address regulatory barriers and gaps to initial operations

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

Advanced Air Mobility is a rapidly-emerging, new sector of the aerospace industry that aims to safely and efficiently integrate highly automated aircraft (e.g., drones) into the NAS. Advanced Air Mobility is not a single technology, but rather a collection of new and emerging technologies being applied to the aviation ecosystem, particularly in new aircraft types. FAA will use collaborative bodies such as the Advanced Aviation Advisory Committee and the joint Advanced Air Mobility work groups with the National Aeronautics and Space Administration to bring industry together and gather data on Advanced Air Mobility concepts so FAA can best position itself to respond to industry efforts and activities.

Office of the Assistant Secretary for Research and Technology (OST-R), Office of the Assistant Secretary for Transportation Policy (OST-P), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
By 2026, Support 25 Novel Data and Technology Approaches Related to Artificial Intelligence, Cybersecurity, and Infrastructure Resilience in Communities Across the U.S.^{KPI}	N/A	5 new projects	10 new projects

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

DOT will support new projects focused on critical priorities that will drive transformation in the transportation sector. These priorities – artificial intelligence, cybersecurity, and infrastructure resilience – will help ensure a future-proofed transportation system that can stand up to shocks and threats to the system. These priorities will be embedded in existing and new competitive grant programs and findings from projects will be shared across the transportation community to help accelerate best practices in emerging fields of activity. In FY 2022, a baseline for this goal is planned to be developed.

Strategic Objective 5.3: Collaboration and Competitiveness

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

The Collaboration and Competitiveness objective is supported by all Operating Administrations and one OST office through the following performance goal:

- 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 Operating Administrations)^{KPI}

Office of the Assistant Secretary for Research and Technology (OST-R), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
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^{KPI}	N/A	<i>To be determined</i>	3,500

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

DOT will establish the Smart Community Resource Center, an online resource in partnership with Operating Administrations and other Federal agencies, on intelligent transportation system and smart community approaches for use by State, local, and Tribal governments. The Smart Community Resource Center will include case studies, best practices, reports, and a platform for collaboration across the transportation stakeholder community. It will integrate with competitive grant programs at DOT that address smart community priorities.

Strategic Objective 5.4: Flexibility and Adaptability

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

The Collaboration and Competitiveness objective is supported by all Operating Administrations and one OST office through the following performance goal:

- 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 Operating Administrations)^{KPI}

Office of the Assistant Secretary for Research and Technology (OST-R), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
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^{KPI}	N/A	<i>To be determined</i>	10

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The Office of the Assistant Secretary for Research and Technology will work with DOT research and deployment programs to ensure they develop robust data and technology systems for transportation planning and infrastructure operations. To future-proof transportation systems while building out robust private markets for transportation innovation, these data and technology investments should be interoperable whenever possible, allowing for seamless integration across technologies, systems, and approaches. These investments will ensure that State, local, and Tribal transportation systems can undertake the performance management, research, and problem-solving activities that will improve those systems while making the most of Federal resources supporting those systems.

STRATEGIC GOAL 6: ORGANIZATIONAL EXCELLENCE

GOAL STATEMENT

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.

6.1	CUSTOMER SERVICE
6.2	WORKFORCE DEVELOPMENT
6.3	DATA-DRIVEN PROGRAMS AND POLICIES
6.4	OVERSIGHT, PERFORMANCE, AND TECHNICAL ASSISTANCE
6.5	SUSTAINABILITY INITIATIVES
6.6	ENTERPRISE CYBER RISKS

Strategic Objective 6.1: Customer Service

Deliver responsive, efficient, and accessible government services.

The Customer Service objective is supported by one Operating Administration and one OST office through the following performance goals:

- Decrease the Number of Weeks to Adjudicate Registration Operating Authority Applications (FMCSA)
- Maintain Overall Customer Satisfaction with IT Help Desk Services (OCIO)
- Maintain the One-Week Service Desk Request Closure Rate (OCIO)

Federal Motor Carrier Safety Administration (FMCSA)

	Baseline	FY 2022 Target	FY 2023 Target
Decrease the Number of Weeks to Adjudicate Registration Operating Authority Applications	6 weeks*	4 weeks	2 weeks

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

In general, companies that do the following are required to have interstate Operating Authority (MC number) in addition to a DOT number:

- Transport passengers in interstate commerce (for a fee or other compensation, whether direct or indirect)
- Transport Federally-regulated commodities owned by others or arranging for their transport, (for a fee or other compensation, in interstate commerce)

FMCSA receives and reviews operating authority applications to determine applicants' aptitude to conform to FMCSA's safety fitness policy, as well as their willingness and ability to comply with applicable statutory and regulatory requirements. FMCSA's goal is to adjudicate each application within two weeks of the filing date. Information to create the metric is collected by vetting staff from multiple Agency systems and manually entered into an internal tracking sheet. In early 2022, the tracking sheet will be automated to record entries directly from the systems with edit checks. Also, the FMCSA Vetting Dashboard will be updated to automate calculating program performance metrics.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Maintain Overall Customer Satisfaction with IT Help Desk Services	90%	90%	90%
Maintain One-Week Service Desk Request Closure Rate	80%	90%	90%

This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The OCIO Help Desk assists users across DOT with technology requests. Customer satisfaction is a priority for DOT OCIO. The survey responses express the satisfaction of the user base and the data will be used as the cornerstone of this performance measure. OCIO will utilize the acquired data to drive business decisions to further support customer requests in a timely manner.

Strategic Objective 6.2: 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.

The Workforce Development objective is supported by two Operating Administrations and two OST offices through the following performance goals:

- 80% of OA-Projected Bipartisan Infrastructure Law Hiring Targets are Achieved Starting in FY 2023 (OST-M)^{KPI}
- Work to Increase the Diversity of Applicants for Mission-Critical Occupations in Each OA (OST-M, DOCR, KPI, BIL)
- Increase the Percentage of Large, Cross-Agency Science, Technology, Engineering, and Math Aviation and Space Education Outreach Events to Which the Equity Assessment Tool Has Been Applied (FAA)
- Increase the Percentage of Persons with Disabilities and Persons with Targeted Disabilities in the FAA Workforce (FAA)
- Increase the Percentage of Supervisors and Managers Who Have Received Training on FHWA's Diversity Hiring Guide (FHWA)
- Increase the Number of Partnerships with Historically Black Colleges and Universities and Minority-Serving Institutes (FHWA)
- Increase the Number of Funded Positions Including the Pathways Program and Persons with Disabilities (FHWA)

Office of the Assistant Secretary for Administration (OST-M)

	Baseline	FY 2022 Target	FY 2023 Target
80% of OA-Projected Bipartisan Infrastructure Law Hiring Targets are Achieved Starting in FY 2023^{KPI}	N/A	40%	80%

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

DOT's greatest challenge to hiring is the sheer number of anticipated hires across the Department. Some occupations, such as engineers, are already difficult positions to fill due to the tight labor market in the private sector. DOT uses innovative hiring strategies to recruit talent and integrates Diversity, Equity, Inclusion, and Accessibility best practices into its hiring approach.

The Department will issue DOT-wide announcements for key occupations, including direct hire occupations. Each Operating Administration will be responsible for the hiring target specific to their organization's goals. The Office of the Assistant Secretary for Administration and Office of Human Resources will monitor Operating Administrations' progress toward hiring targets.

Office of the Assistant Secretary for Administration (OST-M), Departmental Office of Civil Rights (DOCR)

	Baseline	FY 2022 Target	FY 2023 Target
Work to Increase the Diversity of Applicants for Mission-Critical Occupations in Each OA^{KPI, BIL}	N/A	Establish baseline	<i>To be determined</i>

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

To position DOT to fulfill its critical mission, the Department needs a workforce that has firm knowledge and expertise in the fundamentals of transportation systems and programs. Currently, 75.8% of DOT employees are in mission-critical occupations. In order to make progress on the Department's strategic goals, the workforce must be equipped to effectively address the challenges of emerging technologies and innovations through high-level expertise in these areas:

- Regulatory (Legal Economics)
- Engineering (Computer Systems, Electrical Systems)
- Data Analysis (Data Science and Analytics, Statistics, Mathematics)
- Cybersecurity (Systems Analysis, IT)
- General Non-Technical Skills (Judgment, Decision Making, Problem Solving)

DOT must ensure effective retention strategies to prevent potential spikes in attrition and loss of critically skilled, high-performing employees with specialized and in-demand expertise. Moreover, the Department must further examine the extent to which women and minorities are underrepresented in mission-critical transportation occupations and leadership positions. Each Operating Administration will develop diversity outreach plans that provide action planning to increase gender diversity by the end of 2023. OST-M and the Office of Human Resources will hold each Operating Administration accountable for executing the approved diversity action plans and monitor increases.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Large, Cross-Agency Science, Technology, Engineering, and Math Aviation and Space Education Outreach Events to Which the Equity Assessment Tool Has Been Applied	N/A	Broad program implementation expected in FY 2023	80% of outreach events to which the equity assessment tool is applied

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The aviation industry suffers from a severe lack of diversity. In order to reap the benefits of diversity, as well as ensure an ample supply of entrants into the industry to support a safe and efficient aerospace system of the future, FAA is placing special emphasis on ensuring that all of its outreach for the [Science, Technology, Engineering, and Math \(STEM\) Aviation and Space Education \(AVSED\) Program](#) is conducted in as equitable a manner as possible. To do that, FAA will implement an equity assessment tool to ensure that all students, including those in underrepresented or underserved populations (as defined in [Executive Order 13985](#)), have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways.

The equity assessment is a questionnaire completed by FAA staff that will be used as a decision-making tool to help FAA determine the best use of resources for outreach at large events. The purpose of this STEM AVSED equity assessment tool is to identify strengths and areas of improvement for equitable outreach events sponsored by FAA that advance the mission of STEM AVSED, FAA, and the Department. This tool will evaluate efforts made to equitably engage with underserved and underrepresented communities, identify potential barriers, and the event's equitable outcomes. It will also ensure equitable access for students of all backgrounds for at least 80% of large, cross-agency STEM AVSED outreach events. The equity assessment tool is being created in FY 2022 as part of a Corporate Short Term Incentive goal. Its use will also be piloted in FY 2022 on a limited number of outreach activities. As the tool is fine-tuned, and employees are trained on its use, FAA will aim to increase its use in planning for large, cross-agency STEM AVSED outreach activities.

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Persons with Disabilities and Persons with Targeted Disabilities in the FAA Workforce	<i>Persons with Disabilities</i>	15%	15%
	<i>Persons with Targeted Disabilities</i>	1%	2%

FY 2022 and 2023 Plans for Progress

The Federal government should be a model employer of persons with disabilities (PWD). A PWD is defined as a person who has a physical or mental impairment that substantially limits one or more major life activities. People with targeted disabilities (PWTD) are individuals with the most severe types of disabilities listed in Office of Personnel Management Standard Form 256. Pursuant to [29 U.S. Code § 791](#), each agency shall adopt and implement a plan that provides sufficient assurances, procedures, and commitments to provide adequate hiring, placement, and advancement opportunities for people with disabilities at all levels of Federal employment. FAA will take specific steps to gradually increase the number of PWD and PWTD employed at FAA to meet the goals established pursuant to [29 U.S. Code § 791](#) (12% for PWD and two percent for PWTD at each grade level). FAA has already met the PWD goal; however, FAA has not met the PWTD hiring goal. FAA plans to increase the hiring of PWD and PWTD in the FAA workforce by one percent each year for the next three years.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Supervisors and Managers Who Have Received Training on FHWA's Diversity Hiring Guide	N/A	60%	80%

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

FHWA promotes diversity, equity, and inclusion in the workplace. FHWA recently hired a Diversity, Equity, and Inclusion Program Manager, who provides leadership and direction to promote and advance the principles of diversity, equity, and inclusion among FHWA employees and assist FHWA offices in designing programs that factor these principles into them. The position will work in close coordination with the Office of Human Resources, the Office of Civil Rights, and the FHWA Diversity Management Committee. The position is also responsible for developing the Diversity Hiring Guide that will provide hiring managers with useful tips for ensuring diverse interview panels and help maximize the quality and diversity of applicant pools.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Partnerships with Historically Black Colleges and Universities and Minority-Serving Institutes	28*	31	34

*FY 2021 actual

FY 2022 and 2023 Plans for Progress

FHWA launched a revised approach to Recruitment, Outreach, and Diversity, known as the ROaD initiative, to focus on recruiting and attracting a diverse candidate pool for available positions. Partnerships with Historically Black Colleges and Universities, Minority Serving Institutes, and affinity groups help FHWA to reach and target racially diverse talent pools to close gaps in recruitment from historically underrepresented groups in the FHWA workforce. FHWA's recruitment activities seek to improve its ability to increase its brand awareness as an employer of choice among underrepresented demographics. Other outreach activities include implementing virtual information workshops that inform students at Historically Black Colleges and Universities about FHWA student programs. The proposed target for FY 2023 is to increase in the number of partnerships from 28 to 34.

Federal Highway Administration (FHWA)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Funded Positions Including the Pathways Program and Persons with Disabilities	12*	18	20

*FY 2021 actual

FY 2022 and 2023 Plans for Progress

FHWA is an active participant in student programs, such as the Pathways Program, Professional Development Program, Summer Transportation Program for Diverse Groups, Dwight David Eisenhower Transportation Fellowship Program, and other special Federal hiring initiatives.

- *Pathways Program:* Internship program designed to provide students enrolled in a wide range of educational institutions, from high school to graduate level, with opportunities to work in agencies and explore Federal careers while still in school and while getting paid for the work performed. Students who successfully complete the program may be eligible for conversion to permanent jobs in the civil service.
- *FHWA Professional Development Program:* Provides entry-level career development for individuals interested in a career in transportation to learn, develop, and apply technical skills.
- *Summer Transportation Internship Program for Diverse Groups:* Focuses on providing opportunities to qualified candidates from groups that have been underrepresented in transportation, such as women and persons with disabilities, among other groups.
- *Dwight David Eisenhower Transportation Fellowship Program:* Awards fellowships to students pursuing degrees in transportation-related disciplines. Awards are merit-based and generally result in 150 to 200 grants annually, subject to funding.

In FY 2021, there were 42 Professional Development Program, Pathways, and other student program hires (full-time equivalents and temporary employment). FHWA will increase the resources available for these programs to bring more early-career professionals into DOT. This will also allow FHWA to reach more potential hires from underrepresented groups.

Strategic Objective 6.3: 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.

The Data-Driven Programs and Policies objective is supported by one OST office through the following performance goals:

- Increase the Number of Users of Department-Wide Data Services (OCIO)
- Increase the Percentage of Operating Administrations Leveraging the Fast-Track Paperwork Reduction Clearance Process (OCIO)
- Increase the Percentage of DOT Information Systems Encrypting Data at Rest and In Transit (OCIO)
- Increase the Percentage of Operating Administration Webpages Service Departmental Data that Experience an Increase in One or More Elements of the Customer Satisfaction Survey (OCIO)

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Users of Department-Wide Data Services	N/A	2,000 users	2,100 users

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The Department, through its Working Capital Fund, delivers software and services to the Operating Administrations that help them visualize and share data inside and outside the agency. These Departmental shared data services provide for a consistent user experience, a relatively frictionless data sharing experience, and easier data interoperability. User adoption of these shared services will improve the overall experience of data users inside and outside of DOT. The Department will continue to work with Operating Administrations to identify opportunities to increase user adoption and will leverage its Administrative Working Capital Fund to operate these services.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Operating Administrations Leveraging the Fast-Track Paperwork Reduction Clearance Process	N/A	50%	70%

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

There are many different ways to collect information from the public, and the Department has access to various fast-track clearance processes. The fast-track process is for information collections that focus on the awareness, understanding, attitudes, preferences, or experiences of customers or other stakeholders (e.g., delivery partners, co-regulators, or potential customers) relating to existing or future services, products, or communication materials. This process can help the Department implement [Executive Order 12862](#), which directed Federal agencies to provide service to the public that matches or exceeds the best service available in the private sector. This Department needs useful insights on perceptions and opinions but does not necessarily need quantitative results that can be generalized to the population of study. The solicitation of feedback can target areas such as timeliness, appropriateness, accuracy of information, courtesy, efficiency of service delivery, and resolution of issues with service delivery. The types of collections that this generic clearance covers include, but are not limited to:

- Customer comment cards/complaint forms;
- Small discussion groups;
- Focus groups of customers, potential customers, delivery partners, or other stakeholders;
- Cognitive laboratory studies, such as those used to refine questions or assess usability of a website;
- Qualitative customer satisfaction surveys (e.g., post-transaction surveys, opt-out web surveys); and
- In-person observation testing (e.g., website or software usability tests).

The Department can take steps to acquire qualitative feedback about its programs and services without undergoing a burdensome or time-consuming process. Leveraging qualitative feedback and the associated fast-track approval processes will allow the Department to more efficiently generate useful data to improve its programs and services.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of DOT Information Systems Encrypting Data at Rest and In Transit	82%*	85%	95%

* Data as of February 2022

FY 2022 and 2023 Plans for Progress

[Executive Order 14028](#) lists the steps that Federal agencies must take to protect sensitive data. One step is to encrypt data when it is at rest and when it is in transit, which protects the data from being intercepted and increases user confidence in the authenticity of the data they are using. DOT and the Operating Administrations are implementing these technical controls on all DOT information systems.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Operating Administration Webpages Service Departmental Data that Experience an Increase in One or More Elements of the Customer Satisfaction Survey	N/A	25%	40%

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

In FY 2022, the Department is leveraging its [fast track generic clearance](#) for the collection of qualitative feedback on agency service delivery to develop a customer satisfaction survey to be used on Department web pages that disseminate data. The Department is implementing the instrument on relevant web pages and collecting baseline data during FY 2022.

Strategic Objective 6.4: 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.

The Oversight, Performance, and Technical Assistance objective is supported by all Operating Administrations and three OST offices through the following performance goals:

- Increase the Percentage of IT Budget that Uses Shared Services (OCIO)
- Increase the Number of Software Development Contracts Awarded Under the Department's Mandatory Use SWES BPA (OCIO)
- Increase the Number of Information Technology Systems Operating on a Shared Platform (OCIO)
- Increase DOT Spend Under Management Through Contract Obligations on Tiered Contract Vehicles (OSPE)
- Increase the Percentage of Utilization of Best-in-Class Contracts in DOT's Total Obligation (OSPE)
- 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 Operating Administrations)^{KPI, BIL}
- 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 Operating Administrations)^{KPI, BIL}

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of IT Budget that Uses Shared Services	30%*	32%	35%

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

For decades, DOT has centralized its management of certain functions on behalf of DOT organizations with the same needs such as payroll and financial management through the DOT Working Capital Fund organization. In recent years, DOT has made concerted effort to employ this approach, called shared services, for managing IT investments. DOT has made the strategic decision to expand enterprise-wide shared services to drive efficiency and better support evolving customer and organizational needs. The Department has begun assessing which operations can be switched to a shared services in order to take advantage of an enterprise approach.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Number of Software Development Contracts Awarded Under the Department's Mandatory Use SWES BPA	24 awards*	26 awards (<i>10% increase from baseline</i>)	29 awards (<i>10% increase from FY 2022</i>)

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The Software Engineering Support Blanket Purchase Agreement (SWES BPA) was created in FY 2019 to streamline IT acquisitions and application support efforts across the Department. The SWES BPA is for non-personal services and is administered by FHWA's IT Acquisition Center of Excellence team. It is a multiple-award BPA with 15 vendors that supports Firm-Fixed Price contracts, Labor Hour contracts, or a combination of the two contract types. The SWES BPA includes a broad spectrum of labor categories and seeks to consolidate the Department's software development, implementation, and operations and maintenance efforts into one vehicle. The objective is to replace numerous, large, mode-specific contracts with smaller, more concise efforts to optimize competition, reduce administrative costs, and eliminate contract duplication.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Milestone	FY 2023 Milestone
Increase the Number of Information Technology Systems Operating on a Shared Platform	N/A	N/A	Identify baseline count of systems operating on shared platform

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The Office of Applications and Digital Solutions was formed in FY 2020 to support application development efforts across the Department, including the expansion of development efforts on shared platforms. A shared platform is a technology product that can be used to develop business applications on a consolidated framework with centralized administrative and security controls. In FY 2021, the Department's Cyber Security Assessment and Management system reflected 488 Federal Information Security Management Act-reportable systems across the Department. Each of these systems has unique security and administrative requirements which necessitate specific operations and maintenance tasks to be performed by DOT staff. Shared platforms reduce this burden by allowing the Department to apply a unified set of security controls and operations and maintenance tasks to the framework, addressing several applications simultaneously across the Department. Each of these systems has unique security and administrative requirements which necessitate specific operations and maintenance tasks to be performed by DOT staff. Shared platforms reduce this burden by allowing the Department to apply a unified set of security controls and operations and maintenance tasks to the framework, addressing several applications simultaneously.

Office of the Senior Procurement Executive

	Baseline	FY 2022 Target	FY 2023 Target
Increase DOT Spend Under Management Through Contract Obligations on Tiered Contract Vehicles	43.1%*	47%	<i>Target will be determined summer 2022</i>
Increase the Percentage of Utilization of Best-in-Class Contracts in DOT's Total Obligation	2.7%*	5%	<i>Target will be determined summer 2022</i>

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

Office of Management and Budget (OMB) [Memorandum M-19-13](#) provides guidance on the use of category management, which refers to the business practice of buying common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. Spend Under Management is one of the key performance indicators for category management. This is comprised of varying strategic acquisition solutions from Tier 1 (agency-wide mandatory solution) to Tier 3 (government-wide Best-in-Class [BIC] solution). BIC utilization is another key performance indicator of category management implementation.

Category management is a strategic approach to procurement where agency spending is grouped together based on similar qualities. The ten categories of Federal spending are facilities and construction, professional services, IT, medical, transportation and logistics, industrial products and services, travel, security and protection, human capital, and office management. The category approach assists the government in buying goods and services as an enterprise and thereby eliminates redundancies, increases efficiency, and delivers more value and savings. These ten categories are considered common contract spend since spending in these categories occurs throughout the government. BIC utilization assesses how much of the Department's common contract spend is obligated to BIC vehicles. BIC contract vehicles are deemed the highest performing contracts by OMB. The Department uses a data-driven approach to identify opportunities to increase its BIC utilization.

DOT's Category Management leadership has identified four critical success factors to meet its FY 2022 and 2023 targets. The first is the need to align FAA's spend under management. The second is to deploy a procurement strategy that streamlines the acquisition process for professional services that uses funding related to the IIJA. The third is to collaborate with OSDBU to increase spending towards SDBs. The last critical factor is to keep DOT's managed spend in the same or higher tier designation.

Office of the Assistant Secretary for Budget and Programs (OST-B), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
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^{KPI, BIL}	98.59%*	99.0%	<i>Target will be developed by November 2022</i>

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

* FY 2021 actual

FY 2022 and 2023 Plans for Progress

The Department will perform risk assessments of its programs that include IIJA funding to demonstrate robust internal controls at both the DOT and grant recipient levels. Programs assessed as high-risk will be deemed susceptible to significant improper payments. Susceptible programs will calculate a payment accuracy percentage and implement corrective actions based on the root causes of the improper payment findings.

Office of the Assistant Secretary for Budget and Programs (OST-B), All Operating Administrations

	Baseline	FY 2022 Target	FY 2023 Target
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^{KPI, BIL}	N/A	N/A	100%

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

BIL: This performance goal is a Bipartisan Infrastructure Law Key Result

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

The Data Accountability and Transparency Act of 2014 (DATA Act) established government-wide data standards for reporting spending information and required such data to be published and made accessible to the public. To meet these requirements, eleven DOT reporting entities report and publish financial activity (obligations and outlays), as well as procurement and financial assistance award data for all Treasury accounts, monthly to USASpending.gov. On a quarterly basis, the DOT reporting entities review potential issues with the completeness, timeliness, and accuracy of its spending information and certify the quality of the data reported. For FY 2022 and 2023, DOT will establish a baseline for the measure and ensure all IIJA programs are included in the DATA Act reporting processes.

Strategic Objective 6.5: 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 greenhouse gas emissions from U.S. DOT buildings, in collaboration with other Federal partners.

The Sustainability Initiatives objective is supported by one Operating Administration and one OST office through the following performance goals:

- Identify New Buildings Entering the Design Phase in FY 2023 and Ensure the Guiding Principles for Sustainable Federal Buildings are Included in the Design (FAA)
- Reduce the Percentage of Direct Greenhouse Gas Emissions from DOT Operations, Facilities, and Fleets from 2008 Levels (OST-M)
- Increase the Percentage of Zero-Emission Light-Duty Vehicle Fleet Acquisitions (OST-M)

Federal Aviation Administration (FAA)

	Baseline	FY 2022 Target	FY 2023 Target
Identify New Buildings Entering the Design Phase in FY 2023 and Ensure the Guiding Principles for Sustainable Federal Buildings are Included in the Design	N/A	Two facilities designated as Federal Sustainable Buildings	All new FAA buildings entering the design phase in FY 2023

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

[Executive Order 14057](#) requires Federal agencies to implement the White House Council on Environmental Quality's Guiding Principles for Sustainable Federal Buildings in building design, construction, and operation of all new Federal buildings and renovated existing buildings. The FY 2022 target was based upon legacy requirements that were updated in Executive Order 14057. FAA's Office of Environment and Energy has communicated these requirements of Executive Order 14057 to FAA senior leadership responsible for facilities within the organization along with relevant FAA stakeholders who design and oversee construction of new facilities. FAA will include all applicable, new facilities in input to the annual DOT sustainability plan, along with a projected status of compliance with the Guiding Principles. FAA senior leadership will be kept apprised of progress and any issues that arise in order to facilitate target success.

Office of the Assistant Secretary for Administration (OST-M)

	Baseline	FY 2022 Target	FY 2023 Target
Reduce the Percentage of Direct Greenhouse Gas Emissions from DOT Operations, Facilities, and Fleets from 2008 Levels	756,767 metric tons of carbon dioxide equivalent (MTCO ₂ e) gases*	50% reduction from baseline	52% reduction from baseline

* FY 2008 actual

FY 2022 and 2023 Plans for Progress

[Executive Order 14057](#) requires the Department to reduce overall Scope 1 and Scope 2 GHG emissions, as defined by the Federal Greenhouse Gas Accounting and Reporting Guidance, by 65% by 2030 relative to the FY 2008 baseline. DOT will accelerate GHG emission reductions by expanding successful strategies to increase carbon pollution-free electricity use and energy efficiency, transition fleets to zero-emissions vehicles, and advance sustainable buildings while reducing waste generation. The DOT Office of Facilities, Information, and Asset Management will track progress on this performance goal for all facilities and fleet vehicles owned, leased, and/or operated by the Department and its Operating Administrations.

Office of the Assistant Secretary for Administration (OST-M)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Zero-Emission Light-Duty Vehicle Fleet Acquisitions	N/A	40% of light-duty vehicle acquisitions are zero-emission	50% of light-duty vehicle acquisitions are zero-emission

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

[Executive Order 14057](#) requires the Department to achieve 100% zero-emission light-duty vehicle acquisitions by FY 2027. DOT will prioritize strategies and actions to transition to a clean and zero-emission fleet while reducing overall fleet size and GHG emissions. The DOT Office of Facilities, Information, and Asset Management will track progress on this performance goal for the acquisition of all owned and leased light-duty vehicles in the fleets of the Department and its Operating Administrations.

Strategic Objective 6.6: Enterprise Cyber Risks

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

The Enterprise Cyber Risks objective is supported by one OST office through the following performance goals:

- Increase the Percentage of Federal Information Modernization Act Information Systems Where Privacy Threshold Assessments and Privacy Plans Align with Authority to Operate (OCIO)
- Decrease the Percentage of DOT-Approved Plans of Actions and Milestones Recorded in the Cybersecurity Assessment Management System (OCIO)
- 100% of Eligible OA Systems and Assets Meeting Compliance on Enterprise Coverage, Monitoring, Protection, and Assessment Requirements, and PIV/MFA Requirements for Internal and External Customers by September 30, 2025 (OCIO)^{KPI}

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Increase the Percentage of Federal Information Modernization Act Information Systems Where Privacy Threshold Assessments and Privacy Plans Align with Authority to Operate	23%	5% increase from baseline	10% increase from baseline

FY 2022 and 2023 Plans for Progress

Per [OMB Circular A-130](#) and the [DOT Privacy Risk Management Policy](#), systems must have a fully adjudicated privacy plan in place before receiving certification and accreditation or authority to operate (ATO). The DOT Chief Privacy Office is working to ensure that privacy threshold analyses (PTA) and any other privacy artifacts such as Privacy Impact Assessments and System of Records Notices, collectively referred to as privacy plans, are completed prior to ATO and included in ATO packages. The Chief Privacy Officer has taken action to ensure this occurs. While there has been an increase in alignment of PTAs and privacy plan and ATO dates, the Privacy Officer seeks to further increase the percentage by 10% to ensure compliance with OMB and DOT policies.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
Decrease the Percentage of DOT-Approved Plans of Actions and Milestones Recorded in the Cybersecurity Assessment and Management System	10,000	25% reduction from baseline	35% reduction from baseline

FY 2022 and 2023 Plans for Progress

[Executive Order 14028](#) outlines several actions that agencies must take to protect sensitive data and remediate IT systems vulnerabilities. DOT will continue its strategy to emphasize consolidation of duplicative systems and applications to reduce the size of the inventory of systems. DOT will also emphasize inheritance of security capabilities and IT controls from shared services platforms to reduce system complexity, improve the consistency of control implementation, and reduce risk, resulting in the closures of existing enterprise and system-level security weaknesses documented as Plans of Actions and Milestones.

Office of the Chief Information Officer (OCIO)

	Baseline	FY 2022 Target	FY 2023 Target
100% of Eligible OA Systems and Assets Meeting Compliance on Enterprise Coverage, Monitoring, Protection, and Assessment Requirements, and PIV/MFA Requirements for Internal and External Customers by September 30, 2025^{KPI}	N/A	100%	100%

KPI: This performance goal is a key performance indicator from the DOT FY 2022 - 2026 Strategic Plan

N/A: Not applicable. This is a new performance goal for FY 2022 and 2023.

FY 2022 and 2023 Plans for Progress

[Executive Order 14028](#) outlines several steps that Federal agencies must take to improve cybersecurity in Federal information systems. In response, the Department will complete modernization of its security assessment and authorization systems and processes to facilitate automated security assessments, enhanced risk management, and integration with Operating Administration dashboards. This will provide increase monitoring capabilities, fostering enterprise viability and enabling better protections that reduce overall risk.

To make progress on this performance goal, OCIO will:

- Work with internal and external stakeholders across the Department to increase the percentage of Operating Administration systems and assets meeting compliance on enterprise coverage and enterprise monitoring;
- Increase security assessment requirements to provide better protection for mission-critical systems and assets; and
- Increase Personal Identify Verification/Multi-Factor Authentication (PIV/MFA) requirements for internal and external customers.

ACRONYMS AND ABBREVIATIONS

ADA	Americans with Disabilities Act
ADC	Average daily capacity
APG	Agency Priority Goal
ATO	Authority to operate
BFP	Bridge Formula Program
BIC	Best-in-Class
BIL	Bipartisan Infrastructure Law
BIP	Bridge Investment Program
BOA	Basic Ordering Agreement
CDL	Commercial driver's license
CHBP	Competitive Highway Bridge Program
CMV	Commercial motor vehicle
CO₂	Carbon dioxide
CY	Calendar year
DBE	Disadvantaged Business Enterprise
DATA Act	Digital Accountability and Transparency Act of 2014
DDSO	FAA Deputy Directors of System Operations
DOCR	Departmental Office of Civil Rights
DOT	Department of Transportation
EV	Electric vehicle
FAA	Federal Aviation Administration
FARS	Fatality Analysis Reporting System
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FY	Fiscal year
GAJSC	General Aviation Joint Steering Committee
GHG	Greenhouse gas
GLS	Great Lakes St. Lawrence Seaway Development Corporation
GPRAMA	Government Performance and Results Act Modernization Act
GSA	General Services Administration
HCR	FHWA Office of Civil Rights
HSIP	Highway Safety Improvement Program
ICAO	International Civil Aviation Organization
IIJA	Infrastructure Investment and Jobs Act

IT	Information technology
KPI	Key Performance Indicator
LTCCFS	Large Truck Crash Causal Factors Study
MARAD	Maritime Administration
MPO	Metropolitan planning organization
MY	Model year
NAS	National Airspace System
NEC	Northeast Corridor
NEPA	National Environmental Policy Act
NHS	National Highway System
NHTSA	National Highway Traffic Safety Administration
NOFO	Notice of Funding Opportunity
NRSS	National Roadway Safety Strategy
OCIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
OSDBU	Office of Small Disadvantaged Business Utilization
OSPE	Office of the Senior Procurement Executive
OST	Office of the Secretary
OST-B	Office of the Assistant Secretary for Budget and Programs
OST-M	Office of the Assistant Secretary for Administration
OST-P	Office of the Assistant Secretary for Transportation Policy
OST-R	Office of the Assistant Secretary for Research and Technology
OST-S-10	Office of the Executive Secretariat
OST-X	Office of International Aviation
PHMSA	Pipeline and Hazardous Materials Safety Administration
PIV/MFA	Personal Identify Verification/Multi-Factor Authentication
PROTECT	Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation
PTA	Privacy threshold analysis
PWD	Persons with disabilities
PWTD	Persons with targeted disabilities
R&D	Research and development
S/TIP	Statewide/Transportation Improvement Program
SAF	Sustainable Aviation Fuel
SDB	Small disadvantaged business
STEM AVSED	Science, Technology, Engineering, and Math Aviation and Space Education
SWES BPA	Software Engineering Support Blanket Purchase Agreement
TTTR	Truck Travel Time Reliability
VMT	Vehicle miles traveled



**RESPONSE TO THE OFFICE OF INSPECTOR GENERAL'S
FY 2022 TOP MANAGEMENT
CHALLENGES**



U.S. DEPARTMENT OF TRANSPORTATION

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OIG CHALLENGE: AVIATION SAFETY

Maintaining the safety of our National Airspace System is FAA's primary mission. While FAA and industry have maintained an otherwise excellent safety record, two fatal accidents in 2018 and 2019 involving the Boeing 737 MAX raised concerns about FAA's aircraft certification and delegation oversight. In addition, FAA is not fully prepared to oversee evolving air carrier safety management systems, which help ensure regulatory compliance and mitigate safety risks. Another key challenge for FAA is to ensure that pilots are qualified to safely fly aircraft, which includes preventing and detecting airmen certificate fraud.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Maintaining Confidence in the Aircraft Certification Process

Federal Aviation Administration: The Federal Aviation Administration (FAA) is committed to improving its aircraft certification process through comprehensive implementation of the Aircraft Certification, Safety, and Accountability Act, and by addressing recommendations from recent investigations and independent reviews. FAA anticipates issuing the Notice of Proposed Rulemaking for Safety Management Systems, applicable to [Chapter 14 of the Code of Federal Regulations](#) (CFR) Parts 21, 91, 135, and 145, in fiscal year (FY) 2022. Meanwhile, FAA continues to foster and expand voluntary adoption of Safety Management Systems in design and manufacturing. FAA will issue a supplemental policy requiring FAA approval of unit members, employees within the Organization Designation Authorization (ODA) holder's group that performed the delegated functions, and assignment of FAA advisors for ODA unit members, as well as a policy preventing ODA holder interference with ODA unit members and facilitating open communication between unit members and FAA. The new ODA office will also on-board at least 10 new staff. FAA anticipates publishing System Safety Assessment Rule 25.130 in FY 2022. FAA will also work to implement recommendations made by the System Safety Implementation Team and will issue a new policy requiring disclosure of safety critical information by manufacturers.

The Integrated Program Management Team will provide recommendations for policy and guidance updates. FAA plans to initiate an Integrated Program Management Team prototype for three projects in FY 2022. Additionally, FAA will continue monthly program reviews for significant projects. FAA will also expand and enhance the Technical Advisory Board process and will complete comprehensive reviews of its workforce responsible for the certification of the design, manufacture, and operation of aircraft. FAA will conduct a safety culture assessment of the Office of Aviation Safety employees to assess the health of the Office's safety culture. FAA also anticipates conducting an assessment of the effectiveness of implementation of the Voluntary Safety Reporting Program.

OIG Focus Area: Enhancing FAA's Air Carrier Oversight to Keep Pace with Safety Management System Requirements

Federal Aviation Administration: FAA is committed to continuous improvement of its safety record and strives to implement enhancements to its oversight programs as they are identified. FAA's approach to aviation industry safety oversight incorporates the principles of Safety Management Systems and the FAA Compliance Program.

As FAA is working towards the improvement of both Safety Management Systems and the Compliance Program, FAA appreciates the Office of Inspector General's (OIG) focus and recommendations. Regarding last year's OIG report for Southwest Airlines, FAA agreed with all the recommendations and is making progress towards addressing each one. Concerning the more recent report regarding American Airlines, FAA had previously identified similar findings through its own internal review processes. FAA agrees with the majority of the OIG's findings and is implementing safety risk management practices to address the issues identified. FAA is committed to bolstering its technical and professional development and agrees with the OIG that proper training is vital to the effectiveness of safety oversight.

With respect to FAA's inspector workforce, since the 2013 OIG Audit ([AV2013-099](#)), FAA has taken numerous steps to improve its current staffing model. FAA has fully or partially implemented the majority of the 25 recommendations made by the National Research Council by taking constructive steps to improve data, enhance software, and simplify the model's formula to more easily calculate future inspector activities. FAA continues to explore options to address staffing needs and resource challenges. Consistent with Section 122 of the Aircraft Certification, Safety, and Accountability Act, FAA has established an Executive Council and Steering Committee charged with measuring the effectiveness of the Compliance Program and making recommendations to the FAA Administrator on how to improve the program.

OIG CHALLENGE: SURFACE TRANSPORTATION SAFETY

One of DOT's top priorities is to ensure the U.S. transportation system is the safest in the world, and it has continually focused on making highways, railroads, and pipelines safer. While fatalities due to motor vehicle crashes had been decreasing in recent years, NHTSA estimated that over 38,000 people died in crashes during 2020 – the largest number since 2007. To further enhance safety, the Department must increase compliance with safety regulations by improving its monitoring and enforcement of surface transportation safety programs.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Increasing Compliance with Safety Regulations and Programs by Improving Monitoring and Enforcement

All Operating Administrations: Almost 95% of America's transportation deaths occur on streets, roads, and highways, and deaths are on the rise. To systematically address this crisis and prevent these tragic and avoidable deaths and serious injuries, 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. The Department is taking a Safe System Approach as addressed by the NRSS, including collaborating with States to strengthen their safety programs by adapting them to the changing highway safety landscape. DOT will also work with internal and external stakeholders on the NRSS Call to Action.

The Department continues to monitor changes in the movement of people and goods across our nation's roads, rails, pipelines, and waterways through data and safety information collected by both the Operating Administrations and the Bureau of Transportation Statistics. To maintain uniform expectations for protective COVID-19 measures, persons using transportation options such as transit, rail, and aviation are currently subject to requirements similar to those included in the Transportation Security Administration's mask mandate, in accordance with [Executive Order 13998 – Promoting COVID-19 Safety in Domestic and International Travel](#). Any future changes to face mask requirements will be made using the latest data and science on COVID-19 and the known risks associated with its spread for persons in transportation. While COVID-19 presents many challenges, it also provides an opportunity to encourage people to select alternative transportation options such as walking and biking. Through regulatory actions, guidance, policies, and grant programs, the Department will continue to encourage safe transportation regardless of the mode.

Federal Motor Carrier Safety Administration: As a condition of participation in the Motor Carrier Safety Assistance Program, States agree to submit timely, accurate, and complete crash and inspection data and make corrections as necessary. These data feed into the Federal Motor Carrier Safety Administration's (FMCSA) Safety Measurement System to help FMCSA identify high-risk carriers. As of the end of FY 2021, all States had inspection record completeness and crash record completeness scores of at least 90%. As FMCSA reviews each State's Commercial Vehicle Safety Plans for FY 2022, it will continue working with its State partners to address data challenges.

FMCSA has completed its assessment of the National Academy of Sciences Correlation Study, which made recommendations to FMCSA on data, data collection, and the potential for using an Item Response Theory modeling approach for carrier prioritization. FMCSA is actively reviewing data to explore options for improving its identification and prioritization of unsafe motor carriers.

Federal Railroad Administration: Regarding conductor certification and drug and alcohol programs, the Federal Railroad Administration (FRA) has implemented processes, written procedures, and supporting databases to review regulatory required plans, track audits, and track and close audit actions, including publishing updated compliance manuals. These actions directly support initiatives that FRA will undertake in response to new requirements from the Infrastructure Investment and Jobs Act (IIJA):

- *Section 22410:* FRA will initiate audits of railroads training, qualification, and certification programs of locomotive engineers and conductors; and
- *Section 22427:* FRA will amend drug and alcohol regulations to require all mechanical employees to be subject to [Chapter 49 CFR Part 219](#) testing requirements.

FRA's Audit Management Division, established in 2020, has completed several significant milestones in standing up its new responsibilities, including documenting standard procedures that each audit must follow for consistency

and transparency, conducting introductory audit training for FRA staff, and working with railroads in developing their System Safety Plans and Risk Reduction Plans. To advance the Division's mission, FRA intends to:

- Refine FRA's Auditing Standards based on feedback as the number of audits increases;
- Conduct new training courses on audit procedures;
- Develop a formal audit record-keeping system; and
- Conduct additional railroad safety program system audits, building off initial audits performed in FY 2021.

In terms of oversight and enforcement of Positive Train Control (PTC) regulations, FRA has developed a PTC performance monitoring tool based on railroads' self-reported performance data. This tool enables FRA to track performance trends by railroad and location. FRA plans to commence PTC compliance audits in FY 2022, utilizing the new tool and audit procedures. Senior staff from FRA's Signal, Train Control, and Crossings Division have been trained in the tool and auditing principles; this training will be rolled out to all Signal, Train Control, and Crossings specialists and inspectors in FY 2022.

Pipeline and Hazardous Materials Safety Administration: The Pipeline and Hazardous Materials Safety Administration (PHMSA) completed a performance improvement initiative with the help of a working group of executives and key stakeholders from across the organization to enhance key safety culture areas, including the use of an internal Safety Management System. This effort, which concluded in September 2021, resulted in the development of an action plan and completion of the following items:

- Development of an internal safety management system policy statement that explains the importance of a robust safety culture; and
- Development of a foundational Safety Management Systems training for all staff. This training focuses on the building blocks of safety management system principles, including safety culture.

These actions will ensure a better safety culture at PHMSA.

National Highway Traffic Safety Administration: The National Highway Traffic Safety Administration (NHTSA) plans to expand its State Department of Motor Vehicles program for notifying vehicle registrants of open safety recalls to additional States. This program has included four States to date (Maryland, California, Texas, and Ohio), and NHTSA intends to issue more grants to State Departments of Motor Vehicles in FY 2022. NHTSA plans to publish an annual list of recall completion rates on nhtsa.gov to allow more access, transparency, and visibility into manufacturer recall performance in FY 2022. NHTSA also intends to conduct research and provide Congressional reports regarding recall engagement, recall owner notification letter improvements, and recalls in rideshare vehicles. NHTSA is updating its procedures for processing petitions for rulemaking, targeting completion by April 30, 2022.

NHTSA will continue to provide technical assistance to States in updating their highway safety plans to address the increases in fatalities through the use of effective countermeasures, expanded partnerships, and programs that will reach under-represented populations. NHTSA will continue enforcement efforts to ensure regulated entities comply with the law, including by conducting recalls for safety defects and noncompliance with the Federal Motor Vehicle Standards. NHTSA will utilize innovative enforcement strategies as appropriate, such as the recent Standing General Order on crashes involving vehicles with automated driving systems and Level 2 advanced driver assistance systems.

OIG CHALLENGE: AIR TRAFFIC CONTROL AND AIRSPACE MODERNIZATION

Aimed at modernizing our Nation's aging air traffic system, FAA's Next Generation Air Transportation System (NextGen) requires joint investment from FAA (new ground-based systems for controllers) and air carriers (new avionics and displays for pilots). FAA and air carriers are expected to invest more than \$36 billion in NextGen by 2030, including up to \$15 billion by air carriers. However, to date, NextGen programs have only achieved a small percentage of the expected benefits. FAA will have to continue working with industry to secure additional investments, while also deploying controller automation tools that are intended to provide safer and more efficient air traffic management.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Managing Expectations of NextGen Benefits to Justify Investments

Federal Aviation Administration: FAA continues to work with industry to build consensus on data, methodologies, and the value of NextGen improvements. In FY 2022, FAA and industry will establish a Joint Analysis Team Workplan that will identify benefit analyses that will be conducted on newly deployed NextGen capabilities. FAA will use these benefit analyses to inform decisions on future implementations. In the meantime, FAA will continue to evaluate the operationalization of NextGen using metrics agreed upon by the NextGen Advisory Committee.

OIG Focus Area: Deploying Controller Automation Tools to Improve Efficiency

Federal Aviation Administration: In FY 2022, FAA will implement Time-Based Flow Management (TBFM) metering tools to condition the arrival flows for the Southern California Terminal Radar Control Facility in preparation for Terminal Sequencing and Spacing implementation. TBFM metering tools already condition the arrival flows that feed into Denver terminal airspace.

Software development will progress through operational deployment of TBFM Release 4.14 software, which provides the interface with the Standard Terminal Automation Replacement System for the Terminal Sequencing and Spacing capability. TBFM Release 4.15, which provides additional TBFM-centric functionality needed for operational integration, entered the testing phase in the first quarter of FY 2022.

Throughout FY 2022, FAA will continue to maintain regular technical working sessions between all the National Airspace Systems that interface with the Terminal Flight Data Manager (TFDM). These technical sessions allow the TFDM program to identify interface dependencies and risks early to properly develop system updates on both sides of the interface. Furthermore, FAA will conduct comprehensive system interface tests utilizing its NextGen laboratory facilities at the William J. Hughes Technical Center and the key site prior to TFDM going operational. These tests allow FAA to ensure that interfaces work properly and provide the opportunity for operational users to validate the interfaces. Additionally, TFDM will be interdependent with the airline community exchanging flight information. FAA has created a TFDM testbed for the airlines to support development and integration of TFDM with airline systems.

OIG CHALLENGE: SURFACE TRANSPORTATION INFRASTRUCTURE

DOT annually invests over \$60 billion in our Nation's transportation infrastructure through vital highway, transit, and railroad programs. Our work has shown that DOT faces the ongoing challenge of managing these programs and funds, as well as ensuring adherence to Federal requirements and priorities. Further, the Department must now effectively oversee an additional \$83+ billion in COVID-19 relief funding. For these funds to be well-spent, DOT must ensure that States and other grantees use sound practices to oversee this influx of Federal funding and use these funds to address maintaining, improving, and updating the Nation's aging surface transportation infrastructure.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Employing Effective Oversight of Federal Funding for Response, Recovery, and Rebuilding Projects

Federal Transit Administration: The Federal Transit Administration (FTA) received substantial new grant resources to assist local transit agencies' response to the effects of COVID-19. To help recipients understand and navigate new funding structures and requirements, FTA developed a Frequently Asked Questions website and held a series of webinars that attracted more than 3,000 participants. The website focused specifically on helping recipients understand how to calculate and document operating expenses. Topics of discussion at the webinar series included key areas of procurement deficiencies in FTA's oversight review programs, common drivers of deficiencies and methods for preventing them, and procurement aspects of FTA's COVID-19 supplemental funds. FTA will continue to provide webinars based on findings and needs identified from Triennial and State Management Reviews and COVID-19 Financial Spot Reviews. FTA will also update the Frequently Asked Questions website, as applicable.

FTA developed a new virtual framework for completing Triennial and State Management Reviews and incorporated COVID-19 funding supplemental questions to ensure that recipients meet the new requirements and only use funds for eligible purposes. The framework was implemented for the FY 2021 Triennial and State Management Review cycle and will continue for the FY 2022 cycle. For the FY 2024 cycle, FTA is developing a virtual/onsite hybrid framework for conducting the reviews.

Finally, FTA incorporated and implemented COVID-19 financial spot reviews into its existing oversight program. FTA's supplemental oversight for COVID-19 funds focuses on conducting spot reviews of Electronic Clearinghouse Operation draws to confirm eligibility of expenses; proper documentation; and correct reporting of program income and revenue, duplicate payments, and excess cash-on-hand of select recipients. These reviews will continue at least through FY 2023.

Federal Highway Administration: Regarding the revision of the Emergency Relief (ER) Manual to include a definition of resilience improvement and identify procedures that States should use to incorporate resilience into projects, the Federal Highway Administration (FHWA) issued guidance in October 2019 to define resilience improvements. This guidance also provides direction for FHWA divisions and ER recipients to explore opportunities for implementing resilience improvements through delivery of ER repairs. The guidance is incorporated into the draft revised ER Manual. FHWA is reviewing the draft manual and expects to issue it in FY 2022. The OIG recommendation to develop and implement a process to identify best practices for improving the resilience of emergency relief projects and share them with Division Offices and State Departments of Transportation has been closed.

For the development and implementation of a process to track the consideration of resilience improvements for emergency relief projects and their associated costs, FHWA has implemented various improvements to the Site Assessment Form and Program of Projects form in the ER Data Portal. Building a dataset will take time, as these are relatively new features and there have been no provisions to build a historical record of resilience improvements in the past. For this reason, the OIG has not closed the recommendation. To continue its response, FHWA has modified the site Assessment Form in the ER Data Portal to quantify the Federally eligible cost of the development related to resiliency. FHWA is also developing a Resiliency Report that includes all sites that considered resilience improvements in site repair decisions, along with the associated costs. These site assessment field changes, and the creation of the new report, will be delivered through a package of enhancements that will be developed beginning in FY 2022.

OIG Focus Area: Enhancing Risk-Based Oversight to Improve Project Delivery and Update and Maintain Surface Transportation Infrastructure

Federal Highway Administration: In May 2019, the OIG released a report entitled [Inadequate Data and Guidance Hinder FHWA Force Account Oversight](#). The audit reviewed (1) the scope and magnitude of force account projects funded through the Federal-aid Highway Program; and (2) FHWA's processes for overseeing compliance with Federal force account requirements. One of the four recommendations from this report has been closed. FHWA has requested closure of two additional OIG recommendations:

- *Develop and implement a process for periodically assessing force account risk:* FHWA is assessing the impact of various "treatment of projects" provisions in the IIJA. This also applies to the recommendation to develop and implement a process for determining when force account can be used for work performed outside of the Federal highway right-of-way without complying with Federal requirements.
- *Develop and implement a process to routinely monitor the implementation and evaluate the effectiveness of its risk-based project involvement:* This recommendation was related to the assessment of FHWA's oversight of transportation projects in Florida.

The recommendations on public-private partnership (P3) projects have a target action date of April 1, 2022 and will be addressed in the update of FHWA's 2015 P3 oversight guidance. These recommendations include consulting with the Build America Bureau to define roles and responsibilities in P3 projects, as well as developing, revising, and issuing guidance on risk identification and on processes for overseeing P3 projects and accounting for Federal stewardship considerations in the approval process. In addition, a draft will be circulated for review at FHWA and the Build America Bureau.

Federal Railroad Administration: To address the OIG's June 2021 recommendations, FRA developed a Strategic Plan for oversight of Amtrak's annual grants. This plan will be the basis of FRA's performance goals and measures for Amtrak oversight and identifies specific strategies to be implemented over the next two years to support FRA's goals and objectives. FRA is also formalizing and enhancing its oversight through several other efforts, including:

- Updating policies and instituting procedures to better track and enforce Amtrak compliance with grant terms and conditions;
- Deploying a centralized grant management system; and
- Developing standard operating procedures and training related to Amtrak grant oversight.

OIG CHALLENGE: CONTRACT AND GRANT FUND STEWARDSHIP

In addition to its typical pre-pandemic annual contract and grant obligations – totaling over \$74 billion in fiscal year 2019 – DOT is also responsible for obligating the over \$106 billion it received from Congress for COVID-19 relief across all modes of transportation. Given this large influx of funds, DOT must sharpen its focus on its contract, grant award, and administrative practices. This includes ensuring compliance with several domestic preference and supply chain requirements, as well as dedicating qualified and sufficient oversight staff equipped with the necessary tools to protect these funds from waste, fraud, and abuse.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Managing Domestic Preference and Supply Chain Risk

Department of Transportation: The Department is thoroughly engaged in efforts to manage domestic preference and supply chain risk. Through participation in the government-wide Biden-Harris Administration Supply Chain Disruptions Task Force, DOT is addressing congestion at U.S. ports. For example, through its Consolidated Rail Infrastructure and Safety Improvements Grant Program, FRA can help reduce congestion by enhancing multimodal connections and improving service integration between rail and other modes at port facilities. Finally, the Department established a cross-modal implementation team to address and implement the enhanced Buy America and Buy American requirements required by [Executive Order 14005 – Ensuring the Future Is Made in All of America by All of America's Workers](#). Working with the new Made in America Office, DOT will diligently consider and accordingly updated Buy American requirements in grant program notices. Domestic production of critical infrastructure equipment is among the considerations for DOT's report in response to [Executive Order 14017 – Executive Order on America's Supply Chains](#).

OIG Focus Area: Dedicating Qualified and Sufficient Oversight Resources for Contract and Grant Funds

Department of Transportation: The Department has taken several steps to ensure that sufficient resources have been provided to protect DOT's COVID-19 funds from waste, fraud, and abuse. To assess and manage risks, the Office of the Assistant Secretary for Budget and Programs developed an Internal Control Assessment template for the Operating Administrations to evaluate their internal controls over COVID-19 relief and IIJA funds. The internal control toolkit will assist Operating Administrations in identifying and documenting new or modified internal controls resulting from the implementation of emergency and IIJA funding. The information documented in the toolkit directly links to Operating Administrations' internal control and enterprise risk management activities. This centralized approach has resulted standardized policies, better data, and improved documentation of program successes, trends, and defined outcomes. It has also allowed DOT to monitor the lifecycle status of the programs (e.g., developing policy, launching materials such as funding opportunities or announcements, awarding funding). DOT has worked closely with the OIG and Departmental financial auditors to work through challenges associated with implementing these additional resources.

To ensure DOT's contracting function has received sufficient resources, the Office of the Senior Procurement Executive has requested and received funding in mid-FY 2021 for resources and hiring analysts to assist in effective program-level oversight and implementation of the legislation's objectives. These analysts will also help to mature the program and project management discipline within the Department. The Department will continue to leverage its primary and effective procurement oversight mechanisms, including the Acquisition Strategy Review Board and Procurement Management Review Program, to ensure effective and compliant management of Federal contract dollars.

For grants, each DOT Operating Administration that received supplemental grant funding has used their grants oversight set-aside budgets to hire additional Federal staff and contractors to manage new funds. For example, FAA has targeted expertise in airport development to focus on COVID-19-related airport building and the airport concessions industry. DOT has also used targeted hiring strategies, including using on-the-spot hiring authority and direct hire authority for critical vacancies such as economists and grants management specialists.

OIG CHALLENGE: INFORMATION SECURITY

DOT relies on over 400 information technology (IT) systems to carry out its mission, including safe air traffic control, annual disbursement of billions of dollars, and privacy and sensitive data protection. However, recurring cybersecurity weaknesses reduce the effectiveness of DOT's information security and may leave key systems vulnerable to cyberattacks, takeovers, and data breaches. Remediating these weaknesses and strengthening internal controls is key to protecting departmental IT infrastructure and sensitive security information and improving DOT's cybersecurity posture. Also important is DOT's coordination with other agencies and industry partners to ensure cybersecurity in the transportation sector.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Addressing Longstanding Cybersecurity Weaknesses

Office of the Chief Information Officer: The Office of the Chief Information Officer (OCIO) has matured its governance, risk, and compliance tool to assist with the appropriate tracking, measurement, and management of Plans of Actions and Milestones. DOT will evaluate the total of such plans in the Cybersecurity Assessment and Management tool to track and validate closures. Through a phased approach, OCIO will enhance the data recorded to address the identified recommendations. DOT will also emphasize inheritance of security capabilities and IT controls from shared services platforms to reduce system complexity, improve the consistency of control implementation, and reduce risk, resulting in the closures of existing enterprise- and system-level security weaknesses.

OCIO will also continue to increase the percentage of Operating Administration systems and assets meeting compliance on enterprise coverage enterprise monitoring and increase security assessment requirements to provide better protection for mission-critical system and assets.

OIG Focus Area: Protecting DOT's IT Infrastructure and Sensitive Information

Office of the Chief Information Officer: DOT has continued to achieve efficiencies, improve common controls, and reduce cybersecurity and privacy risk through the realignment of commodity IT, maturation of the IT shared services initiative, and implementation of enterprise cybersecurity capabilities. DOT will continue these initiatives, with a specific focus on implementing requirements of the Federal Zero Trust Strategy within the enterprise and Operating Administration mission systems, including full adoption of multi-factor authentication and encryption of sensitive data for eligible systems, improvements in vulnerability management, and other required capabilities.

OIG Focus Area: Coordinating with Other Agencies and Industry Partners to Ensure Cybersecurity in the Transportation Sector

Office of the Secretary, Office of Intelligence, Security, and Emergency Response: The Department will continue to participate regularly in the National Security Council with its interagency partners to address critical infrastructure cybersecurity topics. The Department is the Co-Sector Risk Management Agency, alongside the U.S. Department of Homeland Security (DHS), for the transportation systems critical infrastructure sector. DOT has weekly meetings with its DHS partners, as well as quarterly meetings with Federal and industry partners, to address sector-related topics that include cybersecurity. The Department and DHS coordinated with industry partners in calendar year (CY) 2020 to develop a sector survey to assess sector adoption of the National Institute of Standards and Technology Cybersecurity Framework. DOT and DHS shared the survey in CY 2021 and are currently completing analysis of the survey results to inform sector cybersecurity engagement going forward.

In FY 2022, the Department plans to update enhanced coordination procedures required in [Presidential Policy Directive 41: U.S. Cyber Incident Coordination](#). The Department will also develop internal standard operating procedures to address the cyber annex to deliberate plans, co-Sector Risk Management Agencies coordination, and the National Security Council framework for initial assessment of cyber incident impacts.

OIG CHALLENGE: FINANCIAL MANAGEMENT

For fiscal year 2021, DOT's budget included \$247 billion to fund programs and other operations through grants, contracts, and other means. DOT has made progress in its financial management, including reduction of improper payments, but following more than \$100 billion in COVID-19 relief funding, DOT now monitors significantly more grants. Given the significant influx of new grant funding, DOT may be challenged to provide effective financial management. Improving grant monitoring procedures with consistent oversight and maintaining controls to avoid increases in improper payments is critical to helping the Department safeguard assets.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Avoiding Increases in Improper Payments

Office of the Assistant Secretary for Budget and Programs: The Department will assess the risk of improper payments for its programs and activities. The assessments will factor in increases in disbursements and legislative changes to DOT's programs. For FY 2022, the Department expects to estimate improper payments for two programs: the FHWA Highway Planning and Construction and FTA COVID-19 Relief Funding.

OIG Focus Area: Improving Policies and Procedures to Monitor and Report Grantee Spending

Office of the Assistant Secretary for Budget and Programs: The Department intends to perform internal control evaluations of its high-risk data elements in accordance with the Digital Accountability and Transparency Act. The Department is also planning to review its processes to ensure timely investigation of data quality issues.

OIG CHALLENGE: INNOVATION AND THE FUTURE OF TRANSPORTATION

Preparing for the future of transportation is a fundamental challenge for DOT. This includes safely integrating new and evolving transportation technologies, including advanced energy sources, Unmanned Aircraft Systems (UAS), commercial space operations, and vehicle automation. DOT must also apply lessons learned from the COVID-19 pandemic's impact on transportation supply chains to better position the transportation industry for the future, while incorporating into its decision-making such issues as climate change and equity in infrastructure investments.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Safely Integrating New Technologies into Transportation Systems

Federal Aviation Administration: FAA has a risk-based approach to integrating UAS into the national airspace. Beyond visual line-of-sight (BVLOS) operations create a higher risk due to the removal of a pilot's ability to see and avoid other aircraft. FAA has collaborated with the aviation industry to consider a variety of proposed solutions that include strategic mitigations, technical solutions, and traffic management concepts. However, FAA must make significant updates to existing regulations to normalize safe, scalable, economically viable, and environmentally advantageous UAS BVLOS operations. To address this, FAA convened a UAS BVLOS Aviation Rulemaking Committee (ARC) in June 2021.

The UAS BVLOS ARC was tasked with providing consensus recommendations to FAA on BVLOS regulations for various types of UAS operations, such as linear infrastructure inspections, industrial aerial data gathering, small package delivery, and precision agricultural operations. The ARC focused on taking a holistic approach by recommending a performance-based, technology-agnostic regulatory framework for BVLOS operations. The ARC submitted a final report to FAA at the end of CY 2021.

FAA is drafting a proposed rule to align airworthiness certification standards and rigor with the level of risk based on an aircraft's operation, which will enable limited BVLOS commercial operations. The notice of proposed rulemaking is scheduled for publication in mid-FY 2022. FAA will assess and compare the policies in the draft rulemaking with the UAS BVLOS ARC recommendations and update them as appropriate. FAA is planning for the need for a BVLOS-specific rulemaking following the receipt of the ARC's recommendations.

Launch and reentry operations continued to grow at a rapid pace throughout FY 2021. FAA documented a record 72 launch and reentry operations in FY 2021, 64 of which were commercially licensed. This is exactly double the number of operations that occurred during FY 2020. FAA is developing the appropriate governing documents under the relevant legal authorities to establish the Space Collaborative Decision Making (SCDM) Initiative by March 2022. The SCDM Initiative will act as a forum for regulators and industry stakeholders to share information necessary to foster the development of processes, tools, and metrics that will facilitate the safe integration of commercial space vehicles into the airspace. The SCDM will meet on a bi-monthly basis and in periodic forums as appropriate to exchange data and recommendations. In addition, FAA will be implementing Debris Response Areas, which allow safety enhancements in the event of a launch anomaly.

FAA deployed the Space Data Integrator operational prototype to the Command Center in June 2021 to deliver operations benefits, such as access to real-time space vehicle data and the automation of manual processes. FAA will be further enhancing the Space Data Integrator operational prototype, with a long-term plan of integrating these capabilities into existing automation tools in future investments. FAA is currently working with stakeholders in the investment analysis process.

National Highway Traffic Safety Administration: NHTSA is researching safety assurance metrics, methods, and test frameworks, as well as engaging routinely with broad stakeholders, to monitor technology development and evolution around Advanced Driver Assistance Systems. NHTSA's research agenda includes studying behavioral changes associated with the expansion of Advanced Driver Assistance Systems and potentially the introduction of automated driving systems within the vehicle fleet. Projects will investigate the current knowledge of road users, including pedestrians and bicyclists; the potential effects of Advanced Driver Assistance Systems on seat belt use, speeding, and distracted driving; and how to manage child restraint system use in future Automated Driving System-equipped vehicles.

NHTSA is also researching high voltage battery safety risks associated with fast charging of electric vehicles and effective mitigation methods, such as predictive diagnostics.

Federal Motor Carrier Safety Administration: FMCSA is working on updates to the Federal Motor Carrier Safety Regulations to support the safe integration of automated commercial motor vehicle (CMV) operations on the nation's roadways. FMCSA is conducting automated CMV research to increase understanding of human factors and address specific areas such as fleet management, truck driver readiness, the human-machine interface, adaptation to advanced technologies, automated CMV fleet maintenance, and communication with others outside of the automated CMV.

FMCSA is working with NHTSA, FHWA, FRA, U.S. Customs and Border Protection, State agency officials, and industry stakeholders to develop national, uniform, and consensus-based procedures and standards on interactions between automated CMVs and public safety officials in operational scenarios, such as roadside truck inspections, work zones, post-crash emergency response, railroad grade crossings, and international border crossings. FMCSA is also supporting NHTSA and industry efforts to ensure that the CMV industry is adequately equipped and able to prevent or respond to cyber threats.

Federal Railroad Administration: FRA, the U.S. Department of Energy, and the private sector are conducting research, development, and testing to evaluate various technologies aimed at the decarbonization of rail transportation. Research will assess the safety of emerging locomotive propulsion technologies, including the use of electric batteries, hydrogen, and fuel cell technologies. FRA will conduct research, development, testing, and analysis to determine the safety of such technologies, additional emergency response planning and training requirements, related infrastructure requirements, and any other activities that FRA deems necessary to ensure the safe operations of such technologies. In collaboration with the Department of Energy, FRA will continue to support research for low- or no-emission alternative fuels, including zero-emission technologies, engine improvements, and motive power technologies.

FRA requested \$5 million in the FY 2022 President's Budget to support this research, which could improve energy efficiency, speed up the transition from traditional diesel fuel locomotives, and spur the development and deployment of low- or no-emission technologies.

FRA will plan and host a conference on the advancement of safe and clean alternative fuels and motive power technologies for railroad applications. The conference will convene experts, end users, manufacturers, academia, international partners, and Federal agencies to discuss the decarbonization of rail. Opportunities and barriers will be identified for research agenda development. FRA will also conduct small-scale battery cell impact tests to understand the performance of these technologies under normal and accident loads consistent with the rail environment.

Federal Transit Administration: FTA is actively working toward implementation of the Fleet of the Future, a cross-cutting strategy to support transition toward a zero-emission transit sector. There are numerous components of this work. FTA is conducting and will expand zero-emission bus innovation through gathering and sharing best practices in fleet and workforce transition planning, infrastructure planning and development, and life-cycle planning. Additionally, FTA's Sustainable Transit for a Healthy Planet Climate Challenge supports grantee development of innovative Climate Action Plans. FTA will develop grantee tools to assess and address barriers to adoption of zero-emission vehicles, as well as tools to support vehicle selection. FTA has established a Transit Workforce Center to support sustainable workforce development and additional technical assistance will be provided to support grantee fleet and infrastructure planning for zero-emission buses. Safety is paramount with any innovation, so FTA is continuing to conduct safety risk management research and analysis for current and future fleets and operations and collecting and disseminating transit worker and rider safety best practices. Refinements to the bus testing program will accelerate the intake of buses submitted for testing and improve overall program quality.

FTA's innovative mobility and transit automation programs conduct research and demonstrations of emerging practices and technologies to enhance transit and equitable mobility. These programs help FTA and transit grantees prepare for the future of transportation. With regard to Advanced Driver Assistance Systems and Automated Driving Systems, FTA is conducting foundational research to understand prudent applicability in the transit sector after assessing benefits and impacts on safety, access and operations. Demonstrations with diverse stakeholders provide real-world experience. The Innovative Mobility program explores and evaluates demonstrations of emerging technology and service models, broadly sharing findings to assist transit providers around the country to prepare, respond, and incorporate these technologies as appropriate.

OIG Focus Area: Implementing Executive Orders and Other Federal Priorities to Tackle the Impact of Climate Change, Advance Equity, and Promote Resilience in Infrastructure and Supply Chains

All Operating Administrations: DOT is addressing impacts of climate change in its programs by incorporating resilience into the Department's grant and loan programs; enhancing resilience throughout the project planning and development process; ensuring resiliency of DOT facilities and operational assets; ensuring climate-ready services and supplies; and improving climate education and research on resilience.

The Department has initiated development of an Equity Action Plan, which includes focus areas such as wealth creation, power of community, interventions, and expanding access; and actions such as providing technical assistance to small disadvantaged businesses, reinvigorating DOT's programmatic enforcement of Title VI of the Civil Rights Act, launching a national technical assistance center, and developing a national transportation cost burden measure.

DOT is also developing a Supply Chain Assessment in accordance with [Executive Order 14017 – America's Supply Chains](#), which will identify supply chain challenges and solutions that would improve resiliency of the freight and logistics system.

OIG CHALLENGE: EVOLVING OPERATIONS AND WORKFORCE MANAGEMENT

In response to COVID-19, on March 16, 2020, DOT transitioned to maximum telework for the health and welfare of its employees, consistent with the fulfillment of the Department's critical safety mission. Significant progress was made in the fight against the COVID-19 pandemic throughout spring 2021. However, the emergence of new variants and the continuing evolution of public health guidance over the last several months is again challenging DOT to respond effectively. Accordingly, DOT needs to continue to act prudently, while planning for an effective, orderly, and safe return of Federal employees and contractors to the physical workplace.

DOT Planned Actions to Address this Challenge

OIG Focus Area: Integrating Lessons Learned to Facilitate Workplace Reentry

Office of Human Resource Management: DOT recognizes the need for balance and increased flexibility as we continue in a maximum telework posture while preparing for reentry into the workplace. Actions taken to date include:

- Revision to telework procedures to allow all telework-eligible employees to telework, at a minimum, two days per week. Supervisors have the discretion to allow up to eight days per pay period;
- Formalizing a Remote Work Policy to ensure consistency in remote work across the Department;
- Expansion of work-life wellness benefits to provide employees additional resources, such as health and wellness, child and dependent care, and educational and other resources, to balance work-life responsibilities;
- Enhanced Zoom and Microsoft Teams features and functionality to increase the connectedness and productivity of the DOT workforce; and
- Access to additional online trainings and webinars geared toward providing managers and supervisors information on managing in a telework/hybrid work environment.

OIG Focus Area: Communicating Fully and Consistently with Employees on Workplace Procedures, Status, Flexibility, and Expectations

Office of Human Resources Management: Consistent and effective communications are critical to navigating the challenges presented by the COVID-19 pandemic. As such, DOT will continue streamlining and centralizing all pertinent communications relating to COVID-19, including compliance with all appropriate Executive Orders regarding vaccination documentation.

These communications will be disseminated in all employee email messages from the Assistant Secretary for Administration and posted to the DOT intranet site. This provides employees with a central repository source for obtaining COVID-19-related information on a timely basis.

RESPONSIBLE OFFICIALS

	Focus Area	Responsible Official(s)
AVIATION SAFETY	Maintaining Confidence in the Aircraft Certification Processes	Christopher J. Rocheleau, Acting Deputy Associate Administrator for Aviation Safety (FAA)
	Enhancing FAA's Air Carrier Oversight to Keep Pace with Safety Management System Requirements	
SURFACE TRANSPORTATION SAFETY	Increasing Compliance with Safety Regulations and Programs by Improving Monitoring and Enforcement	Darrell Ruban, Associate Administrator, Office of Compliance (FMCSA)
		Carolyn Hayward-Williams, Director, Office of Railroad Systems and Technology (FRA)
		Howard W. (Mac) McMillan, Executive Director (PHMSA)
		Anne Collins, Associate Administrator for Enforcement (NHTSA)
		Ryan Posten, Associate Administrator for Rulemaking (NHTSA)
		Barbara Sauers, Acting Associate Administration for Regional Operations and Program Delivery (NHTSA)
AIR TRAFFIC CONTROL AND AIRSPACE MODERNIZATION	Managing Expectations of NextGen Benefits to Justify Investments	Paul Fontaine, Acting Assistant Administrator for NextGen (FAA)
	Deploying Controller Automation Tools to Improve Efficiency	Tim Arel, Acting Chief Operating Officer of the Air Traffic Organization (FAA)
SURFACE TRANSPORTATION INFRASTRUCTURE	Employing Effective Oversight of Federal Funding for Response, Recovery, and Rebuilding Projects	Hope Jensen, Office of Program Oversight (FTA)
		Chris Newman, HISM-10 (FHWA)
	Enhancing Risk-Based Oversight to Improve Project Delivery and Update and Maintain Surface Transportation Infrastructure	Moises Marrero, HISM-40 (FHWA)
		Brian Hogge, HICP-20 (FHWA)
CONTRACT AND GRANT FUND STEWARDSHIP	Managing Domestic Preference and Supply Chain Risk	Mark Sullivan, HCIB-40 (FHWA)
		Rebecca Reyes-Alicea, Acting Director, Office of Policy and Planning (FRA)
	Dedicating Qualified and Sufficient Oversight Resources for Contract and Grant Funds	Darren Timothy and Ryan Endorf, OST Policy (OST-P)
		Victoria Wassmer, Deputy Assistant Secretary for Finance and Budget (OST)
		Philip McNamara, Assistant Secretary for Administration (OST)

INFORMATION SECURITY	Addressing Longstanding Cybersecurity Weaknesses	Andrew Orndorff, Office of the Chief Information Officer (OCIO)
	Protecting DOT's IT Infrastructure and Sensitive Information	Andrew Orndorff, Office of the Chief Information Officer (OCIO)
	Coordinating with Other Agencies and Industry Partners to Ensure Cybersecurity in the Transportation Sector	Richard Moore, Associate Director, Office of Intelligence, Security, and Emergency Response (S-60)
FINANCIAL MANAGEMENT	Avoiding Increases in Improper Payments	Daniel King, Director, Office of Financial Management (OST-B-30)
	Improving Policies and Procedures to Monitor and Report Grantee Spending	Daniel King, Director, Office of Financial Management (OST-B-30)
INNOVATION AND THE FUTURE OF TRANSPORTATION	Safely Integrating New Technologies into Transportation Systems	Christopher J. Rocheleau, Acting Deputy Associate Administrator for Aviation Safety (FAA)
		Wayne R. Monteith, Associate Administrator for Commercial Space Transportation (FAA)
		Tom Keane, Associate Administrator, Office of Research and Information Technology (FMCSA)
		Maryam Allahyar, Director, Office of Research, Development, and Technology (FRA)
		Mohammed Yousuf, Director, Office of Infrastructure, Safety and Asset Innovation (FTA)
		Dr. Cem Hatipoglu, Associate Administrator for Vehicle Safety Research (NHTSA)
	Implementing Executive Orders and Other Federal Priorities to Tackle the Impact of Climate Change, Advance Equity, and Promote Resilience in Infrastructure and Supply Chains	Juli Huynh, Director, Office of Policy (OST-P)
EVOLVING OPERATIONS AND WORKFORCE MANAGEMENT	Integrating Lessons Learned to Facilitate Workplace Reentry	Anne Audet, Deputy Director, Departmental Office of Human Resources Management (DOHRM)
	Communicating Fully and Consistently with Employees on Workplace Procedures, Status, Flexibility, and Expectations	Anne Audet, Deputy Director, Departmental Office of Human Resources Management (DOHRM)

ACRONYMS AND ABBREVIATIONS

ARC	Aviation Rulemaking Committee
BVLOS	Beyond visual line-of-sight
CFR	Code of Federal Regulations
CMV	Commercial motor vehicle
CY	Calendar year
DHS	U.S. Department of Homeland Security
DOT	Department of Transportation
ER	Emergency Relief
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FY	Fiscal year
IIJA	Infrastructure Investment and Jobs Act
IT	Information technology
NextGen	Next Generation Air Transportation System
NRSS	National Roadway Safety Strategy
NTD	National Transit Database
OCIO	Office of the Chief Information Officer
ODA	Organization Designation Authorization
OIG	Office of the Inspector General
P3	Public-private partnership
PTC	Positive train control
SCDM	Space Collaborative Decision Making
TBFM	Time-Based Flow Management
TFDM	Terminal Flight Data Manager
UAS	Unmanned aircraft system



**U.S. Department
of Transportation**

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