



U.S. Department of Transportation

# STRATEGIC PLAN

FY 2026-2030



# SECRETARY'S LETTER



I am proud to present the U.S. Department of Transportation (Department or DOT) Strategic Plan for Fiscal Years 2026–2030. This Plan lays out the Department's mission, vision, and strategic goals for building a safer, stronger, and more efficient transportation system—one that supports American families, workers, and businesses in every corner of our country.

Transportation is central to the strength of our Nation and its economy. It is vital to both our leadership on a global stage and improving the daily lives of every American. Achieving both requires focus. To get there, we need to go back to transportation basics.

The Department will focus on what matters most: we will prioritize the safety of our transportation systems, modernize our aging infrastructure, unleash American innovation, reduce regulatory burdens, and save hardworking taxpayer dollars by removing bureaucratic red tape and inefficiencies. This Strategic Plan reflects the Department's responsibility to deliver real results with discipline, urgency, and accountability.

As our country approaches its 250th birthday, we have an opportunity to build brand new infrastructure to support the next generation of transportation. We look ahead to not only the next five years, but also the next 250.

Under President Donald Trump's leadership, we will usher in a Golden Age of Transportation to serve the American people. We will build big, beautiful infrastructure once again. We will make transportation work for American families and businesses. We will lead the world in innovation.

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**SEAN DUFFY**  
Secretary of Transportation

# BACKGROUND

This Strategic Plan (or Plan) establishes the U.S. Department of Transportation (Department or DOT) strategic goals and objectives for Fiscal Years (FY) 2026 through 2030. In accordance with the Government Performance and Results Act (GPRA) Modernization Act of 2010, Cabinet-level departments must develop a new Strategic Plan at the beginning of each new Presidential Administration.<sup>1</sup>

This Plan outlines DOT's long-term priorities and provides a framework for guiding policy, resource decisions, performance measurement, and evidence building. It considers perspectives from key stakeholders, including Congress, and reflects input from across the Department and the American people. It also aligns with the President's Management Agenda.<sup>2</sup>

Strategic goals are general, outcome-oriented, long-term goals for the major functions and operations of DOT. Each goal includes one or more strategic objectives that reflect the impacts the Department aims to achieve. Strategic objectives are tied to a set of performance goals and indicators established to help the agency monitor and understand progress against each objective.<sup>3</sup>

The Department measures progress toward achieving the strategic goals and objectives through performance goals, including Agency Priority Goals (APGs), set out in the Annual Performance Plan and the Annual Performance Report. The Department reviews and updates the Annual Performance Plan each year to align the performance goals to the Department's strategic goals and objectives and establishes levels of performance, indicators, and targets to measure progress. This Strategic Plan and the associated performance plans align with DOT's Enterprise Risk Management, Evidence Plan, and Capacity Assessment to achieve the strategic objectives.

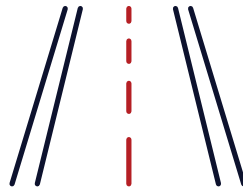
To inform the development of this Strategic Plan, DOT engaged with internal stakeholders and solicited public input on the FY 2026–2030 Strategic Plan through a Request for Information in the *Federal Register*.<sup>4</sup> The Department will continue to engage in ongoing interagency coordination across the Federal Government to implement this Strategic Plan.

# AGENCY OVERVIEW

The Department oversees and administers programs, policies, and regulations to ensure that our transportation system keeps traveling Americans safe while contributing to the Nation's economic growth. Congress established the Department in 1966 to consolidate more than 30 transportation agencies and functions. DOT employees work across the country in the Office of the Secretary of Transportation, the Office of Inspector General, and the nine Operating Administrations.



**FEDERAL AVIATION  
ADMINISTRATION  
(FAA)**



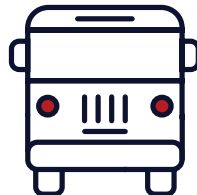
**FEDERAL HIGHWAY  
ADMINISTRATION  
(FHWA)**



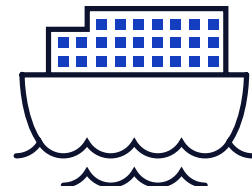
**FEDERAL MOTOR CARRIER  
SAFETY ADMINISTRATION  
(FMCSA)**



**FEDERAL RAILROAD  
ADMINISTRATION  
(FRA)**



**FEDERAL TRANSIT  
ADMINISTRATION  
(FTA)**



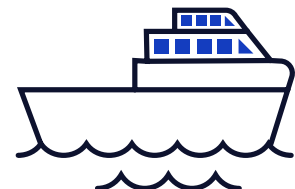
**MARITIME  
ADMINISTRATION  
(MARAD)**



**NATIONAL HIGHWAY  
TRAFFIC SAFETY  
ADMINISTRATION  
(NHTSA)**



**PIPELINE AND  
HAZARDOUS MATERIALS  
SAFETY ADMINISTRATION  
(PHMSA)**



**GREAT LAKES ST. LAWRENCE  
SEAWAY DEVELOPMENT  
CORPORATION  
(GLS)**

# MISSION

Advance safety. Move people and goods.  
Build big and beautiful infrastructure.

# VISION

Usher in a Golden Age of transportation  
for the United States.

# VALUES

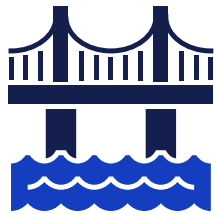
- Safety first
- Back to basics
- Affordability and efficiency
- Slash red tape
- Accelerate American innovation
- Restore maritime dominance
- Unleash American energy



# STRATEGIC GOALS AND OBJECTIVES



**SAFETY**



**INFRASTRUCTURE**



**INNOVATION**



**EFFICIENCY**

## STRATEGIC GOAL

## STRATEGIC OBJECTIVE

### SAFETY

Reaffirm that safety is the Department's top priority.

- 1.1 Improve aviation safety
- 1.2 Reduce surface transportation-related fatalities and serious injuries
- 1.3 Improve transportation worker safety
- 1.4 Develop improved safety management systems across transportation modes

### INFRASTRUCTURE

Invest in high-quality transportation infrastructure capacity to unlock American prosperity.

- 2.1 Accelerate project delivery
- 2.2 Construct projects to expand system capacity
- 2.3 Improve system condition and reliability
- 2.4 Position the U.S. transportation sector for economic competitiveness at home and abroad

### INNOVATION

Lead the world by bringing the best of American ingenuity to transportation.

- 3.1 Reduce regulatory burden
- 3.2 Enable transportation technology development and adoption
- 3.3 Invest in transformative technologies

### EFFICIENCY

Improve efficiency and accountability across the Department.

- 4.1 Modernize DOT operations

# SAFETY



## **Safety: Reaffirm that safety is the Department's top priority.**

The Department is committed to the safety of our transportation system. We will focus on proven interventions, modern technology, and strategic workforce investments to reduce safety incidents and increase public confidence across all modes of transportation.



## 1.1 IMPROVE AVIATION SAFETY

Aviation is a very safe way to travel. In FY 2024, the U.S. experienced nearly zero fatalities per 100 million persons onboard commercial air carriers and only 0.68 fatal accidents per 100,000 flight hours in the general aviation sector, a record low since FY 2009.<sup>5</sup> However, the January 29, 2025 midair collision between a helicopter and American Airlines flight 5342 that resulted in 67 deaths demonstrates the need for continued commitment to safeguarding our Nation's skies. As the number and complexity of aviation operations increase, DOT is committed to modernizing the Nation's air traffic control system and increasing the number of highly trained air traffic controllers who help keep air travelers safe. Integrating advanced and emerging aircraft technologies will further DOT's goal of providing safe and efficient air travel.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Increasing air traffic control hiring
- Using all avenues to modernize air traffic control technology
- Safely integrating new entrants

## 1.2 REDUCE SURFACE TRANSPORTATION-RELATED FATALITIES AND SERIOUS INJURIES

Too many people continue to be killed and seriously injured each year in surface transportation incidents. In 2023, there were 40,901 fatalities and approximately 2,442,581 injuries from police-reported motor vehicle crashes.<sup>6</sup> There are also around 200 fatalities each year at highway-rail grade crossings.<sup>7</sup> However, recent years have shown progress; there was a robust reduction in roadway fatalities in the first half of 2025, reaching the lowest mid-year fatality rate since 2014.<sup>8</sup> Roadway and railroad safety campaigns and programs, high-visibility law enforcement, commercial driver's license system integrity, and strategic investment in safer infrastructure across all modes on the Nation's transportation system have contributed to reductions in the number of lives lost. DOT remains committed to investing in strategies that promote the safe movement of people and goods.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Investing in core safety programs
- Promoting effective safety interventions, including enforcement

## 1.3 IMPROVE TRANSPORTATION WORKER SAFETY

From train conductors to truck drivers, transportation workers are on the frontlines of America's transportation system. They are instrumental to moving the Nation's people and goods. The transportation sector is a major employer and driver of the economy, but it has an unacceptably high number of on-the-job fatalities, with a fatal work injury rate of 13.6 fatalities per 100,000 transportation workers, the second highest across all occupational groups.<sup>9</sup> Improving worker safety improves personnel retention and helps to strengthen the transportation workforce, while also making the transportation system safer for all users.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Expanding worker protection programs (e.g., work zone safety, training, fatigue management, transit employee assault prevention)
- Addressing truck parking shortages

## 1.4 DEVELOP IMPROVED SAFETY MANAGEMENT SYSTEMS ACROSS TRANSPORTATION MODES

Safety management systems (SMS) integrate safety into regular operations to identify, manage, resolve, and mitigate safety risks through data-driven approaches. Many of DOT's Operating Administrations maintain SMS procedures, practices, and policies to manage safety risk internally or across the transportation industry. Increased deployment of SMS across transportation modes can improve safety and efficiency. With the continued emergence of new sectors and technologies, it is important for DOT to work with industry to deploy effective SMS tools to identify and address potential safety hazards better.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Supporting voluntary government and industry information sharing
- Assisting industry in effectively implementing safety management systems
- Exploring use of safety management systems for emerging sectors

# INFRASTRUCTURE



## **Invest in high-quality transportation infrastructure capacity to unlock American prosperity.**

High-quality transportation infrastructure is the foundation of a strong economy. When that infrastructure is damaged or in disrepair, it can limit the movement of people and goods. Since 2012, the percentage of highways, bridges, and runways in poor condition has decreased,<sup>10</sup> but there is more work to do. As the Nation's infrastructure ages and our transportation needs continue to change and grow, the Department will invest in new infrastructure and the repair and modernization of outdated infrastructure to reduce congestion, improve reliability, and drive economic prosperity.



## 2.1 ACCELERATE PROJECT DELIVERY

Highway construction costs increased by 70 percent between the fourth quarter of 2020 and the first quarter of 2024.<sup>11</sup> These cost increases are due, in part, to material costs, but also to delays. Each month of delay can add hundreds of thousands of dollars to transportation project delivery costs. The costs associated with project delays impact not only the agencies building projects, but all Americans, whose commutes and access to goods and services also slow when projects experience delays. To get America building again, DOT is committed to getting projects moving quickly and streamlining rules and regulations. Accelerating project delivery will shorten the time from project conception to completion while maintaining safety and quality. By reducing delays in permitting, environmental reviews, and construction contracting, transportation projects can begin sooner, deliver benefits faster and at lower cost, improve user experiences, and drive economic activity.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Implementing permitting and environmental review reforms
- Streamlining construction contracting
- Adopting innovative financing strategies

## 2.2 CONSTRUCT PROJECTS TO EXPAND SYSTEM CAPACITY

The American transportation system drives the economy, connects people to jobs, schools, and goods and services, and helps families and communities stay connected. As the Nation's population grows, transportation must follow suit. Americans expect safe and affordable commutes and on-time journeys, but traffic congestion across our Nation has gotten worse. The National Travel Time Index rose in six of the last eight quarters since April 2023. In the third quarter of 2025, a 20-minute trip in free-flow traffic took an average of 26 minutes during peak travel times and the average number of congested hours each day was 3 hours and 44 minutes, compared to 2 hours and 55 minutes in 2022.<sup>12</sup> From roadways and railways to ports and shipyards, DOT will invest in projects that expand and transform the Nation's transportation system to connect communities, move goods, and provide reliable access for all Americans.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Investing in growing communities and economically significant corridors
- Restoring America's shipbuilding capacity and port infrastructure
- Expanding access to the transportation system for Americans in small and rural communities

## 2.3 IMPROVE SYSTEM CONDITION AND RELIABILITY

Maintaining and improving the condition and reliability of the Nation's transportation infrastructure is critical to promoting the health and long-term viability of the American transportation sector. In 2023, the U.S. transportation system moved about 20.3 billion tons of freight valued at more than \$18.6 trillion. In that same year, the top ten bottleneck locations measured by the cost of congestion cost the economy more than \$357 million.<sup>13</sup> Smart investments in locations such as these would improve freight mobility and benefit the national economy. By focusing on improving condition and reliability, DOT is committed to improving the movement of people and goods across the Nation.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Addressing freight and passenger bottlenecks
- Focusing on state-of-good-repair investments, including passenger facilities
- Supporting on-time arrivals through the deployment of time-based flow management

## 2.4 POSITION THE U.S. TRANSPORTATION SECTOR FOR ECONOMIC COMPETITIVENESS AT HOME AND ABROAD

The U.S. transportation sector competes in a global market and DOT has a role to play in supporting global competitiveness. This includes promoting the health, long-term economic viability, and performance of U.S. commercial aviation. In 2024, the value of the total transborder freight was \$1.6 trillion.<sup>14</sup> Between March 2024 and March 2025, U.S. air carriers transported nearly 132 million passengers between the United States and the rest of the world, up five percent from the same 12-month period a year earlier. Total exports of transportation goods reached nearly \$299 billion in 2024, and exports of transportation and travel services exceeded \$318 billion.<sup>15</sup> Increasing competition and access for American transportation goods and services around the world will strengthen American leadership.

**The Department will achieve this objective through strategies including, but not limited to:**

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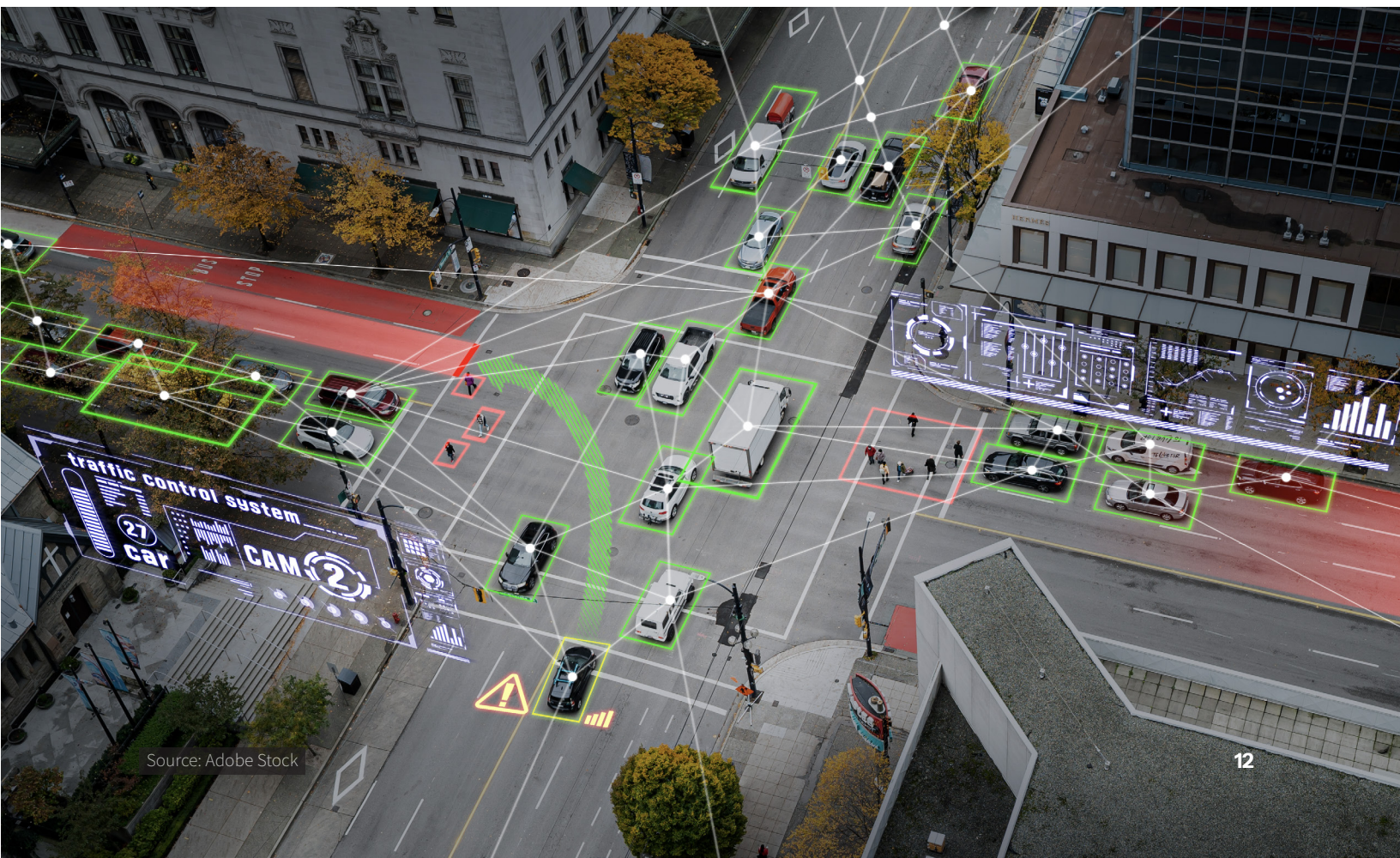
- Reducing barriers to exports of U.S. transportation goods and services
- Leading innovation through participation in domestic and international standard-setting organizations
- Enhancing competition and access to the air transportation system for both domestic and international services
- Countering efforts to undermine U.S. economic security and global transportation interests

# INNOVATION



## Lead the world by bringing the best of American ingenuity to transportation.

DOT will unleash American ingenuity by supporting innovation in fields like artificial intelligence, automated vehicles, advanced air mobility, and other emerging technologies. We will slash red tape, reduce barriers to market entry for American businesses both large and small, foster public-private collaboration, and ensure that America remains a global leader in transportation technology.



### 3.1 REDUCE REGULATORY BURDEN

To encourage and incentivize American ingenuity and small business growth, DOT aims to remove regulatory requirements that impose undue financial burdens or impede timely project delivery and deployment of innovative technologies. Consolidating and updating transportation policies and regulations, while promoting and enforcing more efficient and effective requirements where necessary, will accelerate project delivery and technological advancements, and encourage new and long-term investments in manufacturing.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Streamlining and clarifying regulations
- Removing outdated or ineffective requirements
- Conducting a rulemaking to reset the Nation's fuel economy standards (Corporate Average Fuel Economy (CAFE) program)

### 3.2 ENABLE TRANSPORTATION TECHNOLOGY DEVELOPMENT & ADOPTION

The development and adoption of transportation technology have accelerated in recent decades. DOT and its regulatory environment must adapt so that Americans can receive the full benefits of our global leadership in transportation innovation. DOT will focus on removing unnecessary barriers and developing enabling regulations and policies to move the Nation forward safely.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Moving forward an automated vehicle framework
- Removing barriers for new entrants in aviation

### 3.3 INVEST IN TRANSFORMATIVE TECHNOLOGIES

New computational technologies, including artificial intelligence, hold potential to make use of an unprecedented volume of high-quality data. They can offer new ways to process immense and diverse datasets, recognize complex patterns invisible to human analysts, and generate predictive judgments at a scale and speed that is otherwise unattainable. DOT needs focused and thoughtful investments to take advantage of these and other advances.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Promoting beneficial and responsible transportation uses of artificial intelligence and other computational technologies
- Leveraging new and emerging data sources
- Maintaining and improving robust cybersecurity across DOT systems

# EFFICIENCY



## Improve efficiency and accountability across the Department.

DOT will save taxpayer money by ending wasteful spending and modernizing DOT operations to improve how government delivers services. These efforts will allow us to deliver better results faster and with greater accountability to the American people.



## 4.1 MODERNIZE DOT OPERATIONS

To keep America moving forward, we cannot rely on outdated, expensive, and unsecure information systems that lead to longer wait times for project completion, grant approvals and signatures, and safety reviews. Modernizing operations will enhance the Department's efficiency, accountability, and operational excellence. The Department will streamline processes, consolidate administrative functions, and update technological and physical infrastructure to better serve Federal employees and the American public.

**The Department will achieve this objective through strategies including, but not limited to:**

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- Investing in IT modernization
- Improving grant award and management processes
- Streamlining internal processes and consolidating functions
- Restoring grandeur and esprit de corps to the U.S. Merchant Marine Academy
- Enhancing program delivery to expand contracting opportunities for small business

# REFERENCES

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- 2 The President’s Management Agenda is available at <https://www.performance.gov/pma/>.
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- 4 U.S. DOT Strategic Plan, Notice of Request for Information 90 Fed. Reg. 38591 (Aug. 8, 2025), <https://www.federalregister.gov/documents/2025/08/08/2025-15096/us-dot-strategic-plan>.
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- 14 U.S. Department of Transportation, Bureau of Transportation Statistics, Transborder Freight Annual Report (2024), <https://www.bts.gov/newsroom/transborder-freight-annual-report-2024-0>.
- 15 U.S. Bureau of Economic Analysis, U.S. International Trade in Goods and Services December and Annual 2024 (2025), <https://www.bea.gov/sites/default/files/2025-02/trad1224.pdf>.

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