DOT Strategic Framework FY 2022-2026

For Public Comment

November 2021

Draft DOT Strategic Goals

Safety

Economic Strength and Global Competitiveness
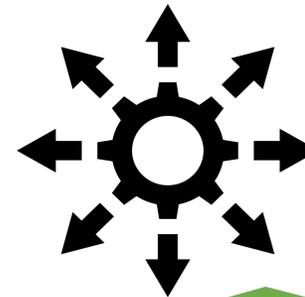
Equity

Climate and Sustainability

Transformation

Organizational Excellence

DRAFT – SUBJECT TO CHANGE

Goal definition:

Make our transportation system safer for all people. Work toward a future where transportation-related serious injuries and fatalities are eliminated.

Objectives:

Safe Public: Protect travelers and communities, including vulnerable populations, from health and safety risks
Safe Workers: Support the health and safety of transportation workers and first responders
Safety Culture: Promote values, actions, and behaviors that demonstrate a commitment to safety
Safe Systems: Strengthen the use of informed data-driven decision-making and comprehensive approaches such as the Safe System approach and safety management systems for all modes
Safe Design: Design and build transportation infrastructure, vehicles, and systems to improve safety outcomes
Critical Infrastructure Cybersecurity: Strengthen transportation system resilience to protect from disruption from cyber and other attacks

Economic Strength and Global Competitiveness

Goal definition:

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

Objectives:

Job Creation and Fiscal Health: Support American workers and businesses to create good jobs now and in the future while building stronger and sustainable regional and local economies
High-Performing Core Assets: Restore and modernize core assets to improve state of good repair, enhance resiliency, and expand to beneficial new projects
Global Economic Leadership: Support the economic competitiveness of American businesses and international collaboration on trade, standards, and research
Goods Movement and Supply Chains: Modernize mobility and safety for goods movement to support the local economy while maintaining community, regional livability, and supply chain resiliency
System Reliability: Improve system operations to increase travel time reliability, and manage travel demand
System Connectivity: Increase transportation options and system connectivity to revitalize communities

Equity

Goal definition:

Reduce inequities. 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.

Objectives:

Expanding Access: *Expand affordable access to transportation, jobs, and business opportunities by removing barriers for individuals, businesses, and communities*
Wealth Creation: *Reduce the effects of structural obstacles to building wealth*
Power of Community: *Empower communities through innovative public engagement with diverse stakeholders and thought leaders to foster exchange and ownership*
Interventions: *Ensure that equity considerations for disadvantaged and underserved communities are integrated into the planning, development, and implementation of all transportation investments*

DRAFT – SUBJECT TO CHANGE

Climate and Sustainability

Goal definition:

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.

Objectives:

Path to Net-Zero Emissions by 2050: *Reduce air pollution and greenhouse gas emissions from transportation and advance a sustainable transportation system*
Infrastructure Resilience: *Improve the resilience of at-risk infrastructure*
Climate Culture: *Institutionalize climate-informed decision-making*
Climate Justice and Environmental Justice: *Address the disproportionate negative environmental impacts of transportation on disadvantaged communities*

Transformation

Goal definition:

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

Objectives:

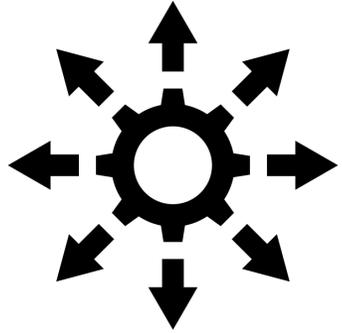| |
|---|
| **Matching research and policy to advance breakthroughs:** Foster breakthrough discoveries and new knowledge through high-risk, high-reward research driven by policy objectives |
| **Experimentation:** Identify new ideas, new innovation, and new possibilities. Evaluate the opportunities and risks so the Department can support public benefits |
| **Collaboration and Competitiveness:** Work with diverse stakeholders to share noteworthy practices and accelerate the adoption of innovation and technologies |
| **Flexibility and Adaptability:** Design flexibility into transportation system investments to accommodate and respond to changing needs and capabilities to provide long-term benefits |

Organizational Excellence

Goal definition:

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.

Objectives:

Customer Service: *Deliver responsive, efficient, and accessible government services*
Workforce Development: *Attract, recruit, develop, retain, and train a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by making DOT an employer of choice*
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*
Evidence-Based Budgeting: *Continuously improve budget formulation to be more inclusive and transparent, so that it identifies enterprise-wide needs, fully justifies resource requests, and educates the public on the value of their transportation investments*

Objectives (continued):

Oversight, Performance, and Technical Assistance: *Increase competencies in 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*
Sustainability Initiatives: *Promote a sustainable, clean, and resilient future for DOT's employees, buildings, and operations through reducing energy and water use, promoting innovative and cost-effective practices, and minimizing environmental risk*
Enterprise Cyber Risks: *Harden DOT's enterprise information and communications technology against cyber threats*