FHWA STRATEGIC PLAN

FY 2022-2026

U.S. Department of Transportation
Federal Highway Administration

FHWA-PL-23-010

TABLE OF CONTENTS

Overview **2**

Organization **2**

Authorizing Legislation and Resources **2**

Administration Priorities **3**

U.S. DOT Strategic Goals **4**

FHWA Strategic Framework **5**

Our Mission 5

Our Core Organizational Values 5

Cross-Cutting Cultural Strategies **6**

FHWA Strategies to Meet U.S. DOT Strategic Goals and Objectives **7**

Goal: Safety 8

Goal: Economic Strength and Global Competitiveness 10

Goal: Equity 12

Goal: Climate and Sustainability 14

Goal: Transformation 16

Goal: Organizational Excellence 18

OVERVIEW

This Strategic Plan outlines the goals and objectives of the Federal Highway Administration (FHWA) from Fiscal Years (FY) 2022 to 2026, superseding the current FHWA Strategic Plan. This Plan was developed to align FHWA efforts with the FY 2022 to 2026 U.S. Department of Transportation (U.S. DOT) Strategic Plan and reflects the priorities of Agency leadership.

FHWA's Strategic Plan adopts U.S. DOT's goals and objectives and aligns its strategies and related program initiatives and performance measures with the Department's Plan. Some Agency performance measures will be included in reporting on U.S. DOT's Agency Priority Goals. Other leading measures and indicators will be used internally to assess progress on an interim basis.

ORGANIZATION

The Federal government's investment in highways and roads is critically important to the Nation's highway system. As one of the operating administrations in the U.S. DOT, FHWA delivers Federal highway programs that make a positive contribution to the economic and social well-being of all Americans. With more than half of its approximately 2,700 employees working out of offices in every State, the District of Columbia, and Puerto Rico, FHWA supports State and local governments in the design, construction, and maintenance of our Nation's highway system through the Federal-aid Highway Program and Federal Lands Highway Program.

AUTHORIZING LEGISLATION AND RESOURCES

The **Infrastructure Investment and Jobs Act (IIJA)** (Public Law 117–58), also known as the Bipartisan Infrastructure Law (BIL), was enacted on November 15, 2021. This legislation is the largest long-term investment in our infrastructure and economy in our Nation's history. The BIL provides around $550 billion over a 5-year period (FY 2022 through 2026) in new Federal investment in infrastructure, including roads, bridges, and mass transit; water infrastructure; resilience; and broadband. The BIL directs $350.8 billion of Federal investments to highway programs, including a total of $303.5 billion in contract authority through FY 2026 and nearly $47.3 billion in advance appropriations from the General Fund.

For more information about BIL implementation and an overview of BIL Highway Provisions, visit the following website: https://www.fhwa.dot.gov/bipartisan-infrastructure-law/

ADMINISTRATION PRIORITIES

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

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

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

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

U.S. DOT Strategic Goals

As reflected in its Strategic Plan, FHWA derives its direction from the six U.S. DOT Strategic Goals.

Safety

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

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.

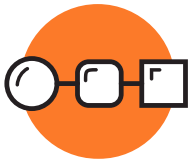
Equity

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.

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.

Transformation



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.

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.

FHWA STRATEGIC FRAMEWORK

The FHWA strategic framework consists of cultural and performance components. The cultural components are the mission statement, core organizational values, and cross-cutting cultural strategies. The performance components include the U.S. DOT strategic goals, U.S. DOT strategic objectives, and FHWA strategies. Together, these elements will chart our direction for the next several years.

Our Mission

To deliver a world-class system that advances safe, efficient, equitable, and sustainable mobility choices for all while strengthening the Nation's economy.

Our Core Organizational Values

Public Service: We serve the public by providing high-quality, timely products and services that address important transportation issues.

Integrity: Safety, honesty, fairness, and accountability are at the core of all our interactions and processes. We have the courage to be innovative and to make tough, informed decisions.

Family and Work-Life Balance: We support, respond to, and are empathetic to both individual and family needs and provide comprehensive work-life balance flexibilities to accommodate them.

Respect: We value our employees and stakeholders and celebrate our unique knowledge, skills, and abilities. We treat everyone courteously and conduct ourselves professionally.

Personal Development: Through a wide variety of learning opportunities, we nurture the development and use of leadership, technical, and professional skills, as well as the emotional intelligence and social skills, that enable all employees to pursue growth opportunities.

Diversity: We develop and support a workforce that reflects the diversity of our country. We strive to be a model of diversity, equity, inclusion, and accessibility by removing barriers to equitable opportunity.

Collaboration: We achieve success by enabling individuals, organizations, and all stakeholders to effectively engage each other on the development, delivery, and stewardship of a safe, efficient, equitable, and sustainable transportation system.

CROSS-CUTTING CULTURAL STRATEGIES

FHWA will leverage cross-cutting cultural strategies to evolve our culture to meet the challenges of implementing the provisions in the BIL and the Executive Orders issued by the Biden-Harris Administration:

1. **Put people first.** To design programs that are human-centered and put people first, we will ensure program objectives and policy decisions are centered on outcomes tied to improving people's lives.
2. **Improve access to, awareness of, and use of FHWA resources.** To improve public engagement, we will strengthen promotional efforts and ensure the accessibility and usability of our websites and digital resources.
3. **Cultivate a diverse workplace and an inclusive culture.** To support a workforce with diverse backgrounds and perspectives, we will take practical steps to advance diversity, equity, inclusion, and accessibility.
4. **Support learning and innovation.** To support purpose-driven learning and innovation, we will seek employee input on improving internal processes and provide opportunities to experiment with new programmatic approaches and share lessons learned.
5. **Work across U.S. DOT and Federal agencies to tackle shared priorities.** To support a holistic, multimodal approach to societal challenges such as health and safety, equity, climate change, and economic growth, we will enable closer collaboration across U.S. DOT operating administrations and with other Federal agencies.

FHWA STRATEGIES TO MEET U.S. DOT STRATEGIC GOALS AND OBJECTIVES

This section describes in detail the alignment of FHWA strategies with U.S. DOT Strategic Goals and Objectives.

Goal: Safety

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

Safety is the top priority of the U.S. DOT and FHWA. The United States has one of the highest traffic fatality rates in the industrialized world, double the rate in Canada and quadruple that in Europe. Almost 95 percent of U.S. transportation deaths occur on our streets, roads, and highways, and these deaths have been on the rise over the past few years. All FHWA programs are ultimately focused on significantly reducing deaths and serious injuries on America's roadways.

Roadway fatalities in the United States had declined consistently for 30 years since 1975, but that decline stalled over the last decade. In 2020, roadway fatalities increased by 7.2 percent from the previous year, while vehicle miles traveled decreased across the board. Fatalities among pedestrians and bicyclists have been increasing even faster than the overall fatalities among all road users. Traffic crashes are a leading cause of death for teenagers in America and disproportionately impact people who identify as Black, American Indian, and Pacific Islander. While less than 20 percent of Americans live in rural communities, almost 50 percent of roadway fatalities across the country are happening on rural roads.

As the first step in working toward the long-term goal of zero roadway fatalities, the U.S. DOT released its National Roadway Safety Strategy (NRSS) in January 2022. The NRSS adopts the Safe System approach and outlines key actions to significantly reduce serious injuries and deaths on America's highways, roads, and streets. We are committed to supporting the NRSS and will collaborate with other modal agencies and external stakeholders to implement NRSS key actions. Working with our stakeholders, and working across FWHA programs, we will use an interdisciplinary approach to improving safety and embrace a goal of zero deaths and serious injuries on America's roadways.

U.S. DOT STRATEGIC OBJECTIVE:

SAFETY

FHWA STRATEGIES

Safe Design: Design and build transportation infrastructure and systems to improve safety outcomes.	• **(SDO1)** Advance roadway safety through interdisciplinary development and deployment of regulatory and policy tools across FHWA programs and initiatives, such as the Safe System approach. • **(SDO2)** Conduct and coordinate Federal research to advance safety designs and accelerate use of innovations that mitigate fatality and serious injury crashes for all road users, including those served by Federal Land Management Agencies.
Safe System: 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.	• **(SSO1)** Facilitate improvements in safety data collection, quality, analysis, integration, and management and expand FHWA's capacity for collecting non-motorized travel risk exposure data. • **(SSO2)** Provide stewardship and oversight to stakeholders on safety activities and initiatives and on management of discretionary grants.
Safe Public: Protect urban and rural communities and travelers, including vulnerable populations, from health and safety risks.	• **(SPO1)** Encourage stakeholders to develop and implement data-driven, equitable safety management programs. • **(SPO2)** Expand the use of effective speed management practices in areas where drivers commonly interact with pedestrians and bicycles, including in high-visitation areas on Federal lands, such as National Parks.
Safe Workers: Improve the health, safety, and well-being of transportation workers and first responders.	• **(SWO1)** Support worker safety training, provide technical assistance, and work across Federal programs to evaluate and promote strategies to improve safety for workers in transportation occupations such as construction, freight, and traffic incident management.
Critical Infrastructure Cybersecurity: Strengthen transportation system resilience to protect it from disruption from cyber and other attacks.	• **(SCY1)** Employ cross-functional, agency-wide expertise to integrate cybersecurity and resiliency considerations into all FHWA programs.

ANNUAL PERFORMANCE PLAN MEASURES

- Reduce 66% of Motor Vehicle-Related Fatalities by 2040 to Demonstrate Progress to Achieve Zero Roadway Fatalities
- By September 30, 2023, Reduce the Rate of Motor Vehicle Fatalities from 1.36 per 100 Million Vehicle Miles Traveled (VMT) as of October 1, 2021, to No More than 1.22 per 100 Million VMT
- Reduce the Number of Non-Motorized Fatalities and Serious Injuries
- Reduce the Race Fatality Ratio by Population
- Increase the Percentage of Person Trips by Transit and Active Transportation Modes from Roughly 4% in 2020 to 6%
- 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
- Reduce Highway Worker Fatality and Serious Injury Rates
- Increase the Highway Safety Improvement Program Obligation Rate

For the latest updates on APP measures, review the U.S. DOT Annual Performance Plan:
https://www.transportation.gov/mission/budget/fy-2023-performance-plan

Goal: 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.

America's extensive network of roadways and bridges facilitates movement of people and goods, promotes the growth of the American economy, affords access to national and international markets, and supports national defense. The current condition of our highways and major roads can adversely affect America's economy through lost time in travel, decreased productivity, and increased vulnerability to natural disasters and extreme weather events. Poor pavement conditions on certain roadways tend to result in higher vehicle operating costs and maintenance. Additionally, poor bridge conditions can lead to the imposition of weight limits, which increase travel time costs by forcing trucks to seek alternative routes. And finally, service interruption and recurring damages can significantly weaken the competitiveness of the United States in the global arena and impose additional socioeconomic stress on vulnerable or disadvantaged communities.

As of 2021, 1 in 5 miles (173,000 total miles) of our highways and major roads and more than 43,000 bridges are in poor condition. While past efforts have been successful in reducing the number of bridges in poor condition, recent data also shows a reduction in the number of bridges in good condition, indicating that more bridge owners would benefit from implementing preservation strategies that slow early-stage bridge deterioration.

While the U.S. economy bounced back from the slowdown caused by the COVID-19 pandemic, significant challenges remain. FHWA will facilitate and oversee the historical investment of funding under the BIL in our highways, bridges, and tunnels with an emphasis on maintaining America's economic strength and global competitiveness for the foreseeable future. Reliable highways and bridges and other transportation infrastructure ensure America has the necessary high-performing and dependable core assets for a resilient supply chain.

We will help enable the growth of an inclusive and sustainable economy through various cross-cutting cultural and equitable economic objectives. We will expand Federal contracting opportunities across our programs and initiatives to small business owners and disadvantaged business enterprises. We will also strengthen promotional efforts and ensure the accessibility and usability of our website and digital resources to facilitate the creation of good jobs in transportation. Through the Transportation Performance Management program, we will increase the accountability and transparency of the Federal-aid Highway Program and provide a framework to support improved investment decision-making through a focus on performance outcomes for key national transportation goals.

U.S. DOT STRATEGIC OBJECTIVE:

ECONOMIC STRENGTH AND GLOBAL COMPETITIVENESS

	FHWA STRATEGIES
High-Performing Core Assets: Restore and modernize core assets to improve the state of good repair, enhance resiliency, and expand beneficial new projects.	• **(EGH1)** Advance the use of innovative financing and procurement techniques that accelerate project delivery and support asset prioritization and modernization. • **(EGH2)** Make transformative investments in projects that modernize core assets to support multimodal travel, increased resiliency and sustainability, and reduced vulnerability, including coordinating pertinent investments with Federal Land Management Agencies and the Department of Defense. • **(EGH3)** Promote effective materials quality assurance, preservation, and maintenance practices to extend the lifecycle of assets.
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.	• **(EGR1)** Generate freight data and analytical tools to support development of policies that will help maintain or improve livability, economic opportunity, and supply chain resiliency. • **(EGR2)** Address freight safety, truck parking, security, supply chain, and resiliency challenges through coordination and collaboration with key freight stakeholders.
System Reliability and Connectivity: Improve system operations to increase travel time reliability, manage travel demand, and improve connectivity.	• **(EGS1)** Apply a cross-disciplinary focus to improving travel time reliability while addressing travel time delays. • **(EGS2)** Develop and publicize tools and analysis that help States, Tribes, local stakeholders, and Federal Land Management Agencies evaluate and improve their multimodal connectivity. • **(EGS3)** Promote transportation system management and operations approaches that focus on maintaining, restoring, or improving system performance.
Job Creation and Fiscal Health: Support American workers and businesses to create good jobs while building stronger and more sustainable regional and local economies.	• **(EGJ1)** Fund and promote transportation industry workforce training programs through collaborations with stakeholders. • **(EGJ2)** Expand Federal contracting opportunities across FHWA programs to small business owners and disadvantaged businesses; build on successful practices established by the Office of Federal Lands Highway. • **(EGJ3)** Research the fiscal impact of transportation infrastructure development on regional and local economies and budgets, tracking its effects on disadvantaged communities.
Global Economic Leadership: Support the economic competitiveness of American businesses and increase international collaboration on trade, standards, and research.	• **(EGL1)** Use multilateral and bilateral benchmarking and technology exchanges to access, promote, and disseminate global best practices and technical innovations on topics such as connected vehicles, electrification, sustainability, and construction cost containment. • **(EGL2)** Support development of international standards for technology so that U.S. businesses and jobs are strengthened and U.S. interests are represented.

ANNUAL PERFORMANCE PLAN MEASURES

- Reduce the Backlog of $830 Billion in Highway Repairs by 50% by 2040
- 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 Bridges in Either Good or Fair Condition Will Be Maintained at or above 95%
- Fix the 10 Most Economically Significant Bridges and Repair the 10,000 In-Most-Need Smaller Bridges
- Alleviate Freight Congestion
- The Percentage of Person-Miles Traveled on the Interstate that are Reliable Will Be at or above 82.8%

For the latest updates on APP measures, review the U.S. DOT Annual Performance Plan:
https://www.transportation.gov/mission/budget/fy-2023-performance-plan

Goal: 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.

Over the course of our country's history, transportation infrastructure and services have played an important yet complicated role in creating both opportunities and barriers to fair participation in our economy and civic life. For the first time, the U.S. DOT has centered equity as a Department-wide strategic goal in its Strategic Plan (FY 2022–2026) and established a U.S. DOT Equity Action Plan. This is a critical step to institutionalizing equity across the Department's policies and programs. FHWA seeks to advance departmental priorities for equity through every aspect of its administration of the Federal-aid Highway Program and Federal Lands Highway Program. In collaboration with community leaders; State, Tribal, and local governments; and the traveling public, FHWA leadership and staff are committed to applying an equity lens to all phases of transportation decision-making from the earliest stages of community visioning and public involvement, through planning, project development, construction, continuing operations, and maintenance.

All FHWA programs will review their transportation policy decisions to ensure they integrate proven solutions that reduce barriers and increase the inclusion of underserved communities for increased economic opportunities. We will consider national, regional, and local needs to allow for the power of community to be realized and seen in transportation investments. For example, integrating local hiring preferences with on-the-job training supportive services or expanding the use of the Tribal Technical Assistance Program and Local Technical Assistance Program services can strengthen stakeholder connections while engaging more stakeholders through virtual technology transfer collaborations.

Purposeful planning that integrates land-use patterns as it seeks to increase equal access and seamless connectivity will provide more affordable transportation options that serve all our communities. To promote purposeful planning, we will encourage more inclusive community participation, which depends on broadening outreach to underserved, disabled, rural, and Tribal communities to facilitate greater involvement and collaboration in the planning process. Through deliberate facilitation focusing on increasing input for decision-making, FHWA will enhance public participation and build trust. Finally, we will work to reconnect and support communities divided by past transportation policy and infrastructure decisions.

FHWA will also take steps to expand equity and diversity work at the staff level. This will include developing positions in both Headquarters and Division offices that will support the work required by the new BIL programs. To meet this goal, we will launch new initiatives with Historically Black Colleges and Universities, Hispanic Serving Institutions, and Minority Serving Institutions in order to hire more staff from disadvantaged communities who also have a direct understanding of their community's needs and how these programs can generate positive results for infrastructure improvements and more.

U.S. DOT STRATEGIC OBJECTIVE:

EQUITY

FHWA STRATEGIES

Expanding Access:

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

- **(EEA1)** Reconnect communities by funding planning grants and capital construction grants, as well as technical assistance, to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities.
- **(EEA2)** As an agency-wide effort, ensure planning, project selection, design, and mitigation processes reflect inclusive input from disadvantaged and under-represented groups.
- **(EEA3)** Encourage States, Tribes, local stakeholders, and Federal Land Management Agencies to adopt practices and prioritize projects that enhance multimodal access and coordinate land-use investment decisions.
- **(EEA4)** Provide training and resources to encourage planners and policy makers to improve their understanding of the community and workforce needs of diverse and underserved areas and their historic context.

Wealth Creation:

Reduce the effects of structural obstacles to building wealth.

- **(EWC1)** Expand agency-wide support to better enable small businesses and disadvantaged business enterprises to compete for Federal grants and Federal-aid contracts.
- **(EWC2)** Promote the use of local hire and on-the-job training programs.
- **(EWC3)** Strengthen support to Historically Black Colleges and Universities, Hispanic Serving Institutions, and Minority Serving Institutions for scholarship and job opportunities at FHWA.
- **(EWC4)** Contribute to the economic development of Tribal communities by strengthening their ability to deliver transportation programs.

Power of Community:

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

- **(EPC1)** Work with stakeholders to incentivize coordination with land-use, economic development, and other local organizations, including disability rights groups, to support collaboration and community input into the transportation decision-making process.

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.

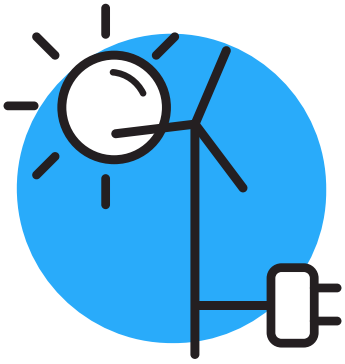
- **(EIO1)** Use equity screening tools to provide more proactive stewardship and oversight of transportation improvement programs (TIP) and statewide transportation improvement programs (STIP) to assess disparate impacts on Justice40 (J40) communities and individuals with disabilities.
- **(EIO2)** Provide training, technical assistance, and guidance to better integrate equity considerations into workforce development, planning, project development, and program design and deployment with an emphasis on J40 communities.
- **(EIO3)** Assess and update right-of-way acquisition and relocation policies to reduce harm and displacement of vulnerable populations.

ANNUAL PERFORMANCE PLAN MEASURES

- Reduce National Transportation Cost Burden, including Transportation Travel Cost as a Percentage of Income, by 5% by 2030
- Increase the Number of State Americans with Disabilities Act Report Submissions in e-Civil Rights Connect
- Increase U.S. DOT Direct Contract Dollars to Small Disadvantaged Businesses from 18.2% in FY 2021 to 22% by FY 2026
- Increase Number of State DOTs Adopting and Implementing Identified Best Practices When Administering the Disadvantaged Business Enterprise Program on Design-Build Projects
- All 50 State DOTs and Top 100 Metropolitan Planning Organizations Adopt a Quantitative Equity Screening Component to Their S/TIP Development Processes by 2030
- 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
- Utilize the BIL to Assess and Strengthen Civil Rights Program Capacity, Coordination, and Outcomes, including Fully Implementing the U.S. DOT's New Title VI Order, Phased to Meet the BIL Implementation Timelines
- Reduce the Number of Displacements Resulting from Federal-aid Highway Program Projects
- Complete Three Projects That Reconnect Communities That Were Divided by Transportation Corridors

For the latest updates on APP measures, review the U.S. DOT Annual Performance Plan:
https://www.transportation.gov/mission/budget/fy-2023-performance-plan

Goal: 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.

Climate change and sustainability pose clear and urgent challenges to our transportation systems. Climate and sustainability are significant and growing risks to the safety, effectiveness, equity, and resiliency of our transportation infrastructure and the communities it serves. The transportation sector is the largest generator of greenhouse gases—the key driver of climate change—producing 27 percent[1] of total U.S. greenhouse gas emissions. Climate change is driving an increase in extreme weather events that are becoming increasingly damaging and costly to transportation systems across the country. For example, in 2021, there were 20 weather/climate disaster events with losses exceeding $1 billion each affecting the United States.

The BIL is FHWA's "call to action" and demands a comprehensive, interdisciplinary approach across all FHWA programs in order for FHWA to help reduce greenhouse gases and build resilient and sustainable infrastructure. The BIL created six new climate and resiliency programs (Carbon Reduction Program, Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Program, Charging and Fueling Infrastructure Program, National Electric Vehicle Infrastructure (NEVI) Formula Program, Congestion Relief Program, and the Reduction of Truck Emissions at Port Facilities Program) and several new climate and resiliency provisions that FHWA now manages. This represents an increase of $23 billion in funding for climate and resiliency projects funded by FHWA. These programs provide funding for a range of initiatives including projects and technologies that reduce transportation emissions, such as electric vehicle (EV) charging infrastructure.

The rapid growth in EVs today is part of a fundamental shift in transportation that promises substantial benefits to individuals, businesses, communities, and the entire country. The infrastructure availability and geographic distribution of EV charging stations are among the challenges that FHWA will now tackle via the new NEVI and Charging and Fueling Infrastructure Programs.

Other programs, such as PROTECT, will play a critical role in building resilient infrastructure. Community resilience and at-risk infrastructure are important factors in U.S. competitiveness in the global arena. Communities need the ability to anticipate and prepare for, adapt to withstand, respond to, and recover rapidly from disruptions to the highway system. FHWA can now provide direct funding for highway, transit, and certain port projects and for State and Metropolitan Planning Organization resiliency improvement plans.

[1] Source: U.S. EPA, Sources of Greenhouse Gas Emissions, Total U.S. Greenhouse Gas Emissions by Economic Sector in 2020, https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions#transportation

U.S. DOT STRATEGIC OBJECTIVE:

CLIMATE AND SUSTAINABILITY

FHWA STRATEGIES

Path to Economy-wide Net-Zero Emissions by 2050:

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

- **(CSN1)** Work across FHWA to establish transportation policies and implement BIL programs to deliver the safe expansion of active transportation networks for walking and biking, multimodal facilities, shifting mode choices, and reducing emissions by changing land-use patterns.
- **(CSN2)** Support the construction of 500,000 EV chargers and alternative fuel stations by 2030.
- **(CSN3)** Research and promote the use of materials, design, construction, and maintenance treatments and strategies to reduce emissions and encourage the quantification of those impacts.
- **(CSN4)** Identify and accommodate new and emerging sustainable technologies like EV charging stations and renewable energy generation in the transportation right-of-way.

Infrastructure Resilience:

Improve the resilience of at-risk infrastructure.

- **(CSR1)** Promote regional planning and project prioritization practices that consider the infrastructure resilience, community resilience, evacuation routes, and other climate change-related concerns of high-performing core assets.
- **(CSR2)** Enhance data collection and analysis methods to assess the risks posed by climate change to the transportation system and identify vulnerable infrastructure assets.
- **(CSR3)** Research and advance the adoption of adaptable and resilient materials and structures.

Climate Justice and Environmental Justice:

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

- **(CSJ1)** Improve transportation planning processes to ensure that system operations, safety, freight, and infrastructure asset investments consider and integrate climate justice into transportation prioritization and programming decision-making.
- **(CSJ2)** Engage with underserved and disadvantaged communities to understand their concerns regarding climate and environmental impacts and potential mitigation strategies.
- **(CSJ3)** Inform stakeholders across FHWA programs on the potential impacts of climate change and the benefits of climate change mitigation policies and projects.
- **(CSJ4)** Establish data collection and analysis methods to assess the risks posed by climate change to vulnerable communities and the transportation systems nearby.

ANNUAL PERFORMANCE PLAN MEASURES

- Reduce Transportation Emissions in Support of Net-Zero Emissions Economy-Wide by 2050
- By 2026, 50% of States and Metropolitan Planning Organizations Will Have Developed Resilience Improvement Plans
- Ensure 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

For the latest updates on APP measures, review the U.S. DOT Annual Performance Plan:
https://www.transportation.gov/mission/budget/fy-2023-performance-plan

Goal: Transformation

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.

Both challenges and opportunities in technology impacting transportation are fast moving and expected to increase exponentially over the next several decades. As the transportation industry evolves, FHWA must invest in cutting-edge experimentation that advances existing programs and products and informs the solutions to future challenges. FHWA must lead in the investment of technology and innovation, in research, and in making commitments to policies that encourage and advance innovation based on science and data to meet the challenges of today and prepare for the future. To meet these needs, FHWA will work across the Agency to ensure its employees have the training and resources they need to meet current and future challenges.

Successfully managing our efforts in this dynamic future requires an open-minded, experimental approach to programs and operations. FHWA must enhance interdisciplinary skills and approaches, leverage Agency capabilities, and strengthen the skills of our many stakeholders. We also need to be nimble and vigilant in strengthening our connections to and collaborations with public and private transportation practitioners and institutions and seek out joint-ventures with under-represented communities.

FHWA must also be willing to adapt existing programs to ensure they remain relevant and effective by embracing and implementing new technologies and agile responses. We must crosswalk requirements across all FHWA programs to identify where we are pursuing common or related goals and then collaborate to meet them. We must be willing to take managed risks by investing in understanding new knowledge and technology breakthroughs, both domestically and throughout the world, as we seek out opportunities to enhance public benefits. To make those investments more impactful to the entire population, we must improve timeliness and clarity in our reporting and analysis.

Additionally, the BIL created a series of new programs in the areas of climate and equity that are new business models for FHWA. This will require some transformation in the way we implement and operate our programs and how we conduct business with more stakeholders such as cities, municipalities, and non-profits. Through the BIL, FHWA will now manage a large number of discretionary funding opportunities, and we must transform how we manage grants and how we provide technical assistance for more stakeholders. We must do all of this while ensuring through implementation of these new programs that we maintain alignment with U.S. DOT Strategic Goals and Objectives.

U.S. DOT STRATEGIC OBJECTIVE:

TRANSFORMATION	**FHWA STRATEGIES**
Matching Research and Policy to Advance Breakthroughs: Foster breakthrough discoveries and new knowledge through high-risk, high-reward research driven by policy objectives.	• **(TMR1)** Work with research and private institutions to determine the policy implications of emerging technologies (e.g., automation, connectivity, and artificial intelligence) for FHWA's mission. • **(TMR2)** Conduct research on the policy implications of new BIL programs (e.g., National Electric Vehicle Infrastructure (NEVI) Formula Program, Bridge Investment Program (BIP), and the Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Program) for FHWA's mission.
Experimentation: Identify new ideas, new innovations, and new possibilities. Evaluate the opportunities and risks so the Department can support public benefits.	• **(TEO1)** Advance the use of demonstration projects and opportunities for experiential learning with an emphasis on legacy programs. • **(TEO2)** Adopt open research practices and refine processes to ensure the timely publication of research results.
Collaboration and Competitiveness: Work with diverse stakeholders to share noteworthy practices and accelerate the adoption of innovations and technologies.	• **(TCC1)** Convene and support ongoing dialogues with public and private sector stakeholders for all FHWA programs to identify and share needs, challenges, and innovative practices.
Flexibility and Adaptability: Design flexibility into transportation system investments to accommodate and respond to changing needs and capabilities to provide long-term benefits.	• **(TFA1)** Support increased use of scenario planning and robust decision-making to identify barriers to designing flexibility and adaptability into transportation system investments. • **(TFA2)** Incorporate more stakeholder engagement and technical assistance activities into the research design, development, and deployment process.

ANNUAL PERFORMANCE PLAN MEASURES

- 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
- By 2026, Support 25 Novel Data and Technology Approaches Related to Artificial Intelligence, Cybersecurity, and Infrastructure Resilience in Communities across the United States
- By 2026, Create a Digital Forum to Engage 10,000 Transportation Professionals to Share Best Practices and Use Cases on Smart Cities/Communities, Technology, and Data in Transportation
- 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

For the latest updates on APP measures, review the U.S. DOT Annual Performance Plan:
https://www.transportation.gov/mission/budget/fy-2023-performance-plan

Goal: 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.

FHWA is committed to serving the American public with excellence. To enhance the effectiveness of its programs, we will work across the Agency to identify and implement innovative methods to improve program delivery and streamline management of program requirements. FHWA will maximize available technology platforms to provide timely, accurate, accessible, and reliable information to the public. Furthermore, FHWA will increase technical assistance to stakeholders, improve transparency, and promote data sharing by increasing public access to data, data analysis, and visualization tools.

To support data-driven programs and decision-making, we will strengthen data management by standardizing governance policies, procedures, training, and transparency. This includes identifying and developing strategies to address data gaps in areas that support our mission. We will use new and innovative technology to research issues and disseminate research results, guidance, and technical assistance, and we will employ market research to ensure the Agency's messaging is clear, concise, and culturally competent.

Being a responsible steward of public resources gives FHWA the opportunity to lead by example. To that end, we will work to ensure it meets U.S. DOT's net-zero emissions goal to create a sustainable, clean, and resilient future for its employees by promoting environmental sustainability in its facilities, programs, and investments. We will start by electrifying our vehicle fleet to support the Administration's efforts to reduce greenhouse gas emissions, and we will seek opportunities to implement measures that will reduce energy and water use, promote innovative and cost-effective practices, and minimize environmental risk.

Finally, we can best serve America if we truly represent America. We are committed to promoting diversity, equity, inclusion, and accessibility and to strengthening our focus on recruiting new and diverse talent to our workforce. We seek to recruit and retain a diverse workforce and strive to be an employer of choice by creating an environment where employees feel safe and valued and feel that they belong. We can achieve this objective in many ways, including by offering programs that provide significant work-life balance and enrich employee development opportunities.

Employee surveys indicate that FHWA is one of the best places to work in government, and we work hard to ensure our programs and funds are deployed quickly, fairly, and effectively. But we cannot rest on our past success—we at FHWA must continue to improve our skills, expertise, processes, and capabilities to meet the expectations of our employees and the public. A key pathway to do this is by integrating climate resiliency and equity as part of our workforce development initiatives. This will require more positions and Agency initiatives—across all FHWA programs—that promote the collection and cross-pollination of knowledge from our field staff who work closely with communities affected by climate change and with inputs from equity and inclusion programs. Only by including all voices can we build a truly resilient and sustainable transportation system and organization.

U.S. DOT STRATEGIC OBJECTIVE:

ORGANIZATIONAL EXCELLENCE

FHWA STRATEGIES

Customer Service:

Deliver responsive, efficient, and accessible government services.

- **(OEC1)** Collect, assess, and respond to customer feedback on all FHWA programs, especially from Justice40 communities and those disproportionately impacted by climate change.

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.

- **(OEW1)** Establish policies that advance schedule and workplace flexibility and work-life balance to attract and retain talent.
- **(OEW2)** Pursue targeted strategies to recruit, develop, and advance a diverse and skilled workforce.
- **(OEW3)** Expand training and development opportunities and refine leadership pipelines, in alignment with the U.S. DOT's FY22–26 Diversity, Equity, Inclusion and Accessibility Strategic Plan.

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.

- **(OEO1)** Expand the use of risk-based approaches to stewardship and oversight of both formula and grant programs.
- **(OEO2)** Pilot, evaluate, and implement cross-functional approaches to strengthen capabilities for supporting local public agencies in the use of Federal funds, with an emphasis on grant management.

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.

- **(OED1)** Assess and improve information technology systems to provide easy access to data, modern analytical tools, and improved customer service.
- **(OED2)** Define measurable program objectives and support the collection and evaluation of performance data.

Sustainability Initiatives:

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

- **(OES1)** Electrify FHWA's vehicle fleet and pursue other climate change mitigation strategies.
- **(OES2)** Refine and adopt policies to procure goods and materials that have low-embodied carbon.

ANNUAL PERFORMANCE PLAN MEASURES

- Increase the Number of Funded Positions Including the Pathways Program and Persons with Disabilities
- Increase the Number of Partnerships with Historically Black Colleges and Universities and Minority-Serving Institutes
- Increase the Percentage of Supervisors and Managers Who Have Received Training on FHWA's Diversity Hiring Guide
- 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
- 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
- Work to Increase the Diversity of Applicants for Mission-Critical Occupations in each Operating Administration

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U.S. Department of Transportation
Federal Highway Administration