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Resources, Community, and
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The Honorable Richard K. Armey
Majority Leader
House of Representatives

The Honorable Bud Shuster
Chairman, Committee on Transportation
and Infrastructure
House of Representatives

Subject: Results Act: Information on the Missions, Goals, and Measures
Developed by FHWA, FTA, and NHTSA

As you requested, this report provides information on the missions, goals, and performance measures being developed under the Government Performance and Results Act (the Results Act) by the Department of Transportation's (DOT) Federal Highway Administration (FHWA), Federal Transit Administration (FTA), and National Highway Traffic Safety Administration (NHTSA). Specifically, we (1) discuss the relationships of the three agencies' missions and strategic goals to DOT's mission and goals, (2) track the agencies' strategic goals and outcomes to program-level goals and measures, and (3) provide our views on the goals and measures.

To address the first two objectives, we reviewed the draft missions, strategic goals and outcomes, and program goals and performance measures for the three agencies as of October 20, 1997. The agencies are revising and/or developing this information to support DOT's September 1997 strategic plan and fiscal year 1999 budget, which will not be final until early 1998. We also interviewed planning and budgeting officials at the three agencies and at the department level and reviewed supporting documents. To address the third objective, we analyzed the three agencies' draft goals and measures on the basis of our knowledge of their programs and operations from our past reviews.

159567

Our findings reflect a "snapshot" of these agencies' missions, goals, and measures at this time. We recognize that FHWA, FTA, and NHTSA are continuing to revise this information as they update their strategic plans and complete their fiscal year 1999 budgets.

RELATIONSHIPS AMONG THE AGENCIES' AND DOT'S DEPARTMENT-WIDE MISSIONS AND GOALS

The mission statements for FHWA, FTA, and NHTSA reflect the agencies' focus on highways, public transportation, and highway safety, respectively, while DOT's mission statement reflects its broad authority over the nation's transportation systems. (See enc. I, table I.1.) FHWA's and FTA's strategic goals generally parallel the Department's goals for safety, mobility, economic growth and trade, human and natural environment, and national security. NHTSA has 11 strategic goals: 4 goals support the Department-wide safety goal and 1 supports DOT's goal to protect and enhance communities and the natural environment. Table I.2 in enclosure I lists the strategic goals for each agency and the Department. Table 1 below tracks DOT's strategic goals to the agencies' strategic goals and summarizes the areas in which the goals are similar.

Table 1: Summary Comparison of DOT's Strategic Goals With FHWA's, FTA's, and NHTSA's

DOT goal	Similar FHWA goal	Similar FTA goal	Similar NHTSA goal
Safety	Yes	Yes ^a	Yes ^b
Mobility	Yes	Yes	No comparable goal
Economic growth and trade	Yes ^c	Yes	No comparable goal
Human and natural environment	Yes	Yes	Yes
National security	Yes	No comparable goal ^a	No comparable goal

Note: In addition to the goals that are similar to DOT's, FTA has one other goal and NHTSA has six other goals (see table I.2 in enc. I).

^aFTA has a goal for "safety and security." According to FTA, its safety and security goal is comparable to DOT's goal for national security. The DOT goal, however,

B-278504

deals with issues such as national defense, while the FTA goal addresses personal security and property damage.

^bNHTSA has four goals for safety.

^cFHWA has a similar goal for "productivity."

RELATIONSHIP OF THE AGENCIES' STRATEGIC GOALS AND OUTCOMES TO PROGRAM GOALS AND MEASURES

Each of FHWA's three major programs—federal aid highways, federal lands highways, and motor carriers—has program goals and measures to support various strategic goals, outcomes, and measures (see tables I.3 and I.4 in enc. D).

FTA has agency-level goals, outcomes, and measures that its four major programs—formula programs, major capital investments, Washington Metro, and transit planning and research—are expected to support. According to FTA planning officials, the agency does not have specific goals for the individual programs. (See table I.5 in enc. I)

Information on the relationship of NHTSA's individual programs to its strategic goals will not be available until the Office of Management and Budget (OMB) completes its review and the fiscal year 1999 budget is completed early in 1998. However, NHTSA has developed goals, outcomes, and measures at both the agency and program levels. At the agency level, NHTSA has identified two primary outcomes—save lives and prevent injuries—and three intermediate outcomes—reduce the occurrence of crashes, reduce the consequences of crashes, and serve the agency's customers. NHTSA has provided us with information from its draft budget that indicates the relationships of its 31 programs to one or more of the outcomes and shows the performance measures for each program. (See tables I.6 and I.7 in enc. I)

OBSERVATIONS ON GOALS AND MEASURES

The three agencies' goals and measures vary in specificity; FTA's are the broadest, FHWA's are somewhat program-specific, and NHTSA's are the most program-specific. FTA's goals and measures are at a high level of aggregation and reflect broad outcomes. For example, FTA's goal to improve mobility and accessibility to transit systems is supported by the outcome to maintain, improve, and expand the nation's transit infrastructure. This outcome, in

turn, is measured by the average age of bus and rail fleets and the condition of bus and rail facilities. The outcomes and measures provide little information to indicate how the specific programs support the goals. The agency is developing a strategic plan that may provide this link. Furthermore, it is difficult to determine whether FTA will have the information needed to determine whether outcomes have been achieved. Although FTA has developed measures for 8 of its 18 outcomes, some of the measures do not adequately measure the outcome. For example, FTA's outcome to "reduce the true economic cost of transportation taking into account the quality of the transit service" is measured by the condition of transit bus and rail facilities, the average age of bus and rail fleets, and the cost per passenger mile. These measures do not address important aspects of the quality of service, such as service frequency and reliability.

According to FTA officials, the agency has chosen a high level of aggregation for its outcomes and measures because of the nature of its programs. In general, the funds for FTA's major programs are used for a similar purpose—to improve transit service—by the same grantees. In their opinion, it is not possible to distinguish changes in outcomes by the source of funds used. In addition, FTA told us it is in the process of developing measures for all of its outcomes. By the time the fiscal year 1999 budget is submitted to the Congress in early 1998, FTA expects to have developed measures or identified data needed for all of the outcomes. Finally, FTA told us that it is developing additional measures for quality of service, such as the amount of transit service provided at high frequencies, the speed of transit service, and a measure of service reliability.

FHWA's strategic goals and measures are at a similarly high level of aggregation, but the agency has a second level of more specific program goals and measures. Each strategic goal has one or two broad outcome goals and measures associated with it. For example, FHWA's mobility goal has an associated outcome to preserve and enhance highway infrastructure with emphasis on the National Highway System. This outcome will be measured by the percentage of miles of pavement in the National Highway System that have poor ride quality, the percentage of bridges on the National Highway System that are structurally or functionally deficient, and the percentage of

all bridges that are structurally or functionally deficient.¹ In addition to this broad focus, FHWA has a second tier of program goals and over 50 measures. The program measures include many that are results-oriented and some that are process-oriented. For the most part, the process-oriented measures refer to specific programs. For example, to address FHWA's goal to protect and enhance the natural environment and the communities affected by highway transportation, the federal-aid program plans to measure progress by issuing new guidance on the National Environmental Policy Act. It is unclear how the guidance will help to measure progress toward achieving the goal. According to FHWA, issuing the new guidance will eventually help the agency to achieve its goal to protect and enhance the natural environment and the communities affected by highway transportation.

We have several additional observations about FHWA's goals and measures:

- The goals of FHWA's federal lands program could better support the agency's strategic goals. The federal-aid program and the federal lands program both fund highway and bridge construction. Although both programs undertake similar activities, the goals of the federal-aid program support all five strategic goals, while the goals of the federal lands program support only one strategic goal.
- It will be difficult to determine if some program goals have been met because they are not directly measured. For example, a goal of the federal-aid program is to quickly restore service on damaged highway facilities following an emergency or natural disaster. Measures for this goal are (1) state and local officials' satisfaction with the FHWA emergency relief program, (2) a reduction in the number of days required to process emergency relief requests, and (3) the number of states using streamlined contracting techniques to advance permanent repair projects. FHWA does not include a more direct measure of the amount of time to restore service. According to FHWA, it does not use a more direct measure because such a measure would impose additional burdens on state agencies to collect such information.

¹A structurally deficient bridge is one that (1) has been restricted to light vehicles only, (2) is closed, or (3) requires immediate rehabilitation to remain open. A functionally deficient bridge is one on which the deck geometry, load-carrying capacity, clearance, or approach roadway alignment no longer meets the usual criteria for the highway system of which it is an integral part.

Among the three agencies, NHTSA has developed the most program-specific goals and measures. NHTSA also has the most experience in measuring performance. NHTSA was designated a pilot program under the Results Act in 1994, and its goals and measures predate the Department-wide goals and the more recent goals and measures developed by FHWA and FTA. NHTSA has developed goals, outcomes, and measures at several levels. As we mentioned, at the agency level, NHTSA has identified two primary outcomes and three intermediate outcomes, each with associated measures. NHTSA's 31 programs also have measures.

We have several additional observations about NHTSA's goals, outcomes, and measures:

- The agency's goals, outcomes, and measures reflect a combination of results orientation and process orientation. For example, the goal to mitigate the consequences of motor vehicle crashes is results-oriented, while the goal to improve the agency's internal processes, management, and structure is oriented more toward activities to achieve desired outcomes. NHTSA plans to revise its strategic plan early in fiscal year 1998 to make its goals more results-oriented and to more closely reflect the Department's strategic goals.
- Although many of its program measures focus on program activities, NHTSA's draft budget documents clearly explain the relationships among program measures and the agency's outcomes. For example, to measure performance in its program of rulemaking support for safety performance standards, NHTSA uses the average time to complete rulemaking actions and the percentage of petitions for rulemaking answered within 120 days. According to NHTSA, the activities that are being measured lead to completing rulemaking actions in the minimum period of time, which leads to earlier implementation of safety improvements in production vehicles, which leads to greater cumulative reductions in deaths and injuries.

AGENCY COMMENTS

We provided copies of a draft of this report to DOT for review and comment. We met with a special assistant to the Deputy Secretary; the team leader for Strategic Planning, FHWA; the Director, Office of Strategic Planning and Program Review, FTA; the Director, Policy Development, FTA; and the chief for the Strategic Planning Division, NHTSA, who generally agreed with the information presented in the draft. Overall, they agreed that the report showed that FHWA, FTA, and NHTSA are aligning their missions, goals,

B-278504

indicators, and measures with DOT's strategic plan. They emphasized, however, that the performance information presented in this report indicates the status at one point in time and that the agencies are continuing to refine and develop the information. We clarified the report to reflect this comment. In addition, we have incorporated other technical comments and clarifications where appropriate.

We conducted our work from May through November 1997 using generally accepted government auditing standards. We are sending copies of this report to the Minority Leader of the House of Representatives; the Ranking Minority Member of the House Committee on Transportation and Infrastructure; the Secretary of Transportation; and the Director, OMB. We will make copies available to others on request.

Please call me at (202) 512-2834 if you or your staff have any questions about this report. Major contributors to this report are Janet Barbee, Sharon Dyer, Teresa Spisak, and John Thomson.



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Enclosure

FHWA'S, FTA'S, AND NHTSA'S MISSION STATEMENTS, GOALS, OUTCOMES, AND MEASURES

Table I.1: Comparison of DOT's Mission Statement With Mission Statements of FHWA, FTA, and NHTSA

Department-wide mission	FHWA's mission	FTA's mission	NHTSA's mission
<p>"Serve the United States by ensuring a fast, safe, efficient, accessible, and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people today and into the future."</p>	<p>"We provide proactive leadership, expertise, resources and information to continually improve the quality of our nation's highway system and its intermodal connections. We undertake this mission in cooperation with all our partners to enhance the country's economic vitality, quality of life, and the environment."</p>	<p>"We provide leadership, technical assistance and financial resources for safe, technologically advanced public transportation, which enhances all citizens' mobility, improves America's communities and natural environment, and strengthens the national economy. We carry out this mission in cooperation with our partners, now and into the future."</p>	<p>"To save lives, prevent injuries and reduce traffic-related health care and other economic costs. The agency develops, promotes, and implements effective educational, engineering, and enforcement programs toward ending preventable tragedies and reducing economic costs associated with vehicle use and highway travel."</p>

Note: This table shows information as of October 20, 1997. FHWA, FTA, and NHTSA are continuing to refine and develop their performance information.

Sources: U.S. Department of Transportation, Strategic Plan 1997-2002, Sept. 30, 1997; FHWA, 1988 Draft Strategic Plan, Sept. 24, 1997; NHTSA, Strategic Plan, Nov. 1994; FTA, Draft Strategic Plan, July 23, 1997.

Table I.2: Comparison of Strategic Goals of DOT, FHWA, FTA, and NHTSA

Department-wide strategic goals	FHWA's strategic goals	FTA's strategic goals	NHTSA's strategic goals
<p><i>Safety:</i> Promote the public health and safety by working toward the elimination of transportation-related deaths, injuries, and property damage</p>	<p><i>Safety:</i> Continually improve highway safety</p>	<p><i>Safety and security:</i> Promote the public health and safety by working toward the elimination of transit-related deaths, injuries, property damage, and the improvement of personal security and property protection</p>	<p>Lead the effort to make traffic and motor vehicle safety a priority of the nation's health care agenda</p>
<p><i>Mobility:</i> Shape America's future by ensuring a transportation system that is accessible, integrated, and efficient and offers flexibility of choices</p>	<p><i>Mobility:</i> Continually improve the public's access to activities, goods, and services through preservation, improvement, and expansion of the highway transportation system and enhancement of its operations, efficiency, and intermodal connections</p>	<p><i>Mobility and accessibility:</i> Shape America's future by ensuring a transit system that is accessible, seamless with other modes, efficient, and offers a viable transportation choice</p>	<p>Lead a national initiative to address the most significant traffic and motor vehicle safety issues</p>
			<p>Reduce the number and severity of road collisions</p>
			<p>Mitigate the consequences of motor vehicle crashes</p>
			<p>No comparable goal</p>

Department-wide strategic goals	FHWA's strategic goals	FTA's strategic goals	NHTSA's strategic goals
<p><i>Economic growth and trade:</i> Advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation</p>	<p><i>Productivity:</i> Continuously improve the economic efficiency of the nation's transportation system to enhance America's position in the global economy</p>	<p><i>Economic growth and trade:</i> Advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation</p>	<p><i>No comparable goal</i></p>
<p><i>Human and natural environment:</i> Protect and enhance communities and the natural environment affected by transportation</p>	<p><i>Human and natural environment:</i> Protect and enhance the natural environment and communities affected by highway transportation</p>	<p><i>Human and natural environment:</i> Protect and enhance communities and the natural environment affected by transit</p>	<p>Advance the non-safety mandates of the agency^a</p>
<p><i>National security:</i> Advance the nation's vital security interests in support of national strategies such as the National Security Strategy and National Drug Control Strategy by ensuring that the transportation system is secure and available for defense mobility and that our borders are safe from illegal intrusion</p>	<p><i>National security:</i> Improve the nation's ability to respond to emergencies and natural disasters and enhance national defense mobility</p>	<p><i>No comparable goal^b</i></p>	<p><i>No comparable goal</i></p>
<p><i>No comparable goal^c</i></p>	<p><i>No comparable goal</i></p>	<p><i>No comparable goal</i></p>	<p>Deliver the highest quality technical and program assistance to states and communities and promote international cooperation</p>

Department-wide strategic goals	FHWA's strategic goals	FTA's strategic goals	NHTSA's strategic goals
<i>No comparable goal</i>	<i>No comparable goal</i>	<i>Quality organization:</i> Ensure a quality organization that is responsive to employees' needs, empowers its employees, and provides excellence in customer service	Improve data collection and analysis to better identify and understand problems; and to support and evaluate programs; expedite the availability of information to customers and partners
<i>No comparable goal</i>	<i>No comparable goal</i>	<i>No comparable goal</i>	Improve NHTSA's internal processes, management, and structure to create a more effective and efficient agency that is better able to pursue its mission
<i>No comparable goal</i>	<i>No comparable goal</i>	(See "quality organization" goal)	Listen to, involve, and serve customers and partners in the planning, programs, and activities of the agency
<i>No comparable goal</i>	<i>No comparable goal</i>	(See "quality organization" goal)	Build and maintain a professional, productive, innovative, diverse work force
<i>No comparable goal</i>	<i>No comparable goal</i>	<i>No comparable goal</i>	Effectively manage and use information resources

Note: This table shows information as of October 20, 1997. FHWA, FTA, and NHTSA are continuing to refine and develop their performance information. NHTSA plans to update its strategic plan in fiscal year 1998 to more closely align with DOT's strategic goals.

^aThis goal includes non-safety issues such as promoting the energy efficiency of motor vehicles and helping the public lower the cost of motor vehicle ownership and use with improved damage resistance and theft protection.

^bAccording to FTA, its safety and security goal is comparable to DOT's goal for national security. The DOT goal, however, deals with issues such as national defense, while the FTA goal addresses personal security and property damage.

ENCLOSURE I

ENCLOSURE I

According to NHTSA officials, while DOT does not have a comparable strategic goal, DOT's strategic plan has similar goals in its corporate management strategies.

Sources: U.S. Department of Transportation, Strategic Plan 1997-2002, Sept. 30, 1997; FHWA, 1998 Draft Strategic Plan, Sept. 24, 1997; FTA, Office of Budget and Policy; and NHTSA, Strategic Plan, Nov. 1994.

Table I.3: FHWA's Strategic Goals, Outcomes, and Measures

Strategic goal	Outcome	Measure
Safety	Reduce the number of highway-related fatalities and injuries	Percentage reduction in the number of highway-related fatalities Percentage reduction in the number of highway-related injuries Percentage reduction in highway-related commercial vehicle crashes
Mobility	Preserve and enhance the infrastructure of federal-aid highways with emphasis on the National Highway System (NHS)	Percentage of NHS miles of pavement with poor ride quality (International Roughness Index more than 170 inches per mile) Percentage of bridges on the NHS structurally or functionally deficient Percentage of all bridges structurally or functionally deficient
	Improve the operation of the highway systems and intermodal linkages to increase transportation access for all people and commodities	Users' satisfaction with the nation's highway systems to meet their needs Percentage reduction in delays on federal-aid highways (hours delay per 1,000 vehicle miles traveled)
Productivity	Improve the economic efficiency of highway transportation	Improvement in intermodal connections on the NHS (baseline and measure to be developed) Reduction in delays on federal-aid highways (hours of delay per 1,000 vehicle miles traveled) Reduction in highway-related delays on NHS border crossings

Strategic goal	Outcome	Measure
	Improve the return on investment of the highway system	Reduction in the life-cycle costs per lane mile of new and reconstructed highways
Human and natural environment	Enhance community and social benefits of highway transportation	Public satisfaction with highway systems and highway projects as a beneficial part of their community
	Improve the quality of the natural environment by reducing highway-related pollution and by protecting and enhancing ecosystems	Percentage reduction in on-road mobile source emissions
National security	Improve the capacity and operation of the highway system to support mobilization	Percentage increase in net wetland acreage resulting from federal aid highway projects
	Minimize the time needed to return highways to full service following disasters	Level of satisfaction of the Department of Defense partners with highway transportation services to support mobilization initiatives
		State and local officials' satisfaction with FHWA's emergency relief measures
		Number of federal, state, and local agencies using accelerated contracting mechanisms to make emergency response repairs

Note: This table shows information as of October 20, 1997. FHWA is continuing to refine and develop its performance information.

Sources: FHWA's 1998 Draft Strategic Plan, Sept. 24, 1997, and FHWA, Office of Policy Development.

Table I.4: FHWA's Program Goals and Measures for each Strategic Goal

Strategic Goal: Safety

Program	Goal	Measure
Federal Aid	Improve safety management processes to better identify and resolve highway safety problems	--Number of agencies (states and Metropolitan Planning Organizations) with safety management processes that meet the "best practices" definition or that meet the integrated safety criteria in NEXTEA ^a --Number of communities with Safe Communities Programs --Number of agencies (states) using Road Safety Audit Process
	Improvements in priority safety areas (run-off-road and pedestrian/bicycle and/or states' targeted safety areas)	--Reduction in number, rate, and severity (fatalities, injuries, total) of run-off-road crashes --Reduction in number, rate, and severity (fatalities, injuries, total) of pedestrian/bicycle crashes --Reduction in number, rate, and severity (fatalities, injuries, total) of states' targeted safety areas
Federal Lands	No comparable goal	Not applicable
Motor Carrier	Reduce the number and rate of fatal crashes involving large trucks	--Number of fatalities involving large trucks --Rate of fatalities per 100 vehicle miles traveled involving large trucks
	Reduce the proportion of fatal crashes occurring in the top 10 states	--Percent of fatal crashes in the top 10 states
	Reduce the number and rate of persons injured in crashes involving large trucks	--Number of persons injured in crashes

Program	Goal	Measure
	Reduce driver and vehicle out-of-service rates by 5 percent, based on a random sample of level-1 roadside inspections	--Out-of-service rates for drivers, all vehicles --Out-of-service rates for vehicles --Out-of service rates for drivers, hazardous materials --Out-of-service rates for vehicles, hazardous materials

Strategic Goal: Mobility

Program	Goal	Measure
Federal Aid	Improve access to and the operation of the transportation system through the application of a broad range of actions that move people and goods efficiently and effectively in urban and rural areas	--User satisfaction with access to goods and services --User satisfaction with transportation system operation --Percentage of congested urban National Highway System (NHS) miles (volume to capacity ratio greater than 0.8) --Annual delay on the federal-aid highway system (hours delay per 1000 vehicle miles traveled) --Number of deployed Intelligent Transportation Systems (ITS) traffic and operation systems in the 75 largest metropolitan areas and rural and small urban areas
	Preserve and improve the physical condition of the highway transportation system	--User satisfaction with pavement condition --Miles of NHS pavement in poor condition --Number of structurally and/or functionally deficient bridges on the NHS
Federal Lands	Improve the quality and condition of forest highways that support the resource goals of the national forest system	--Condition of paved roads --Condition of bridges --Customer satisfaction
	Improve the quality and condition of the paved portion of park roads and parkways that serve the resource goals of the national park system	--Condition of paved roads --Condition of bridges --Customer satisfaction
	Improve the quality and condition of the Bureau of Indian Affairs public roads and employment of native Americans	--Condition of paved roads --Standard of unpaved roads --Condition of bridges --Tribal satisfaction --Program use for Buy Indian Act
Motor Carrier	No comparable goal	Not applicable

Strategic Goal: Productivity

Program	Goal	Measure
Federal Aid	Reduce the economic cost and improve efficiency of domestic and international highway transportation and intermodal movements for both people and goods	--Carrier costs per revenue ton-mile of travel --Labor productivity growth rates in the transportation sector --Change in infrastructure capacity at international border crossings --Number of public at-grade crossings eliminated
	Reduce life-cycle cost of highway investments while preserving and enhancing the quality of transport services provided	--Life cycle cost per lane-mile or structure by improvement type --Number of federal-aid projects with innovative provisions to reduce user delay --Number of projects using infrastructure banks and value pricing
	Achieve efficient and fair transportation financing mechanisms	--Ratio of user fees paid by different vehicles to their highway cost responsibility --Number of state highway cost allocation studies under way
Federal Lands	<i>No comparable goal</i>	<i>Not applicable</i>
Motor Carrier	<i>No comparable goal</i>	<i>Not applicable</i>

Strategic Goal: Human and Natural Environment

Program	Goal	Measure
Federal Aid	Improve air quality	--Percent of nonattainment and maintenance areas meeting their mobile source emissions budget goals --Implementation of the Conformity Pilot Program --Implementation of pilot public education campaign and campaign materials with state and local agencies
	Maintain and enhance the quality of life in our communities in an equitable manner	--Minority households relocated as a percent of total households relocated --EPA rating of environmental impact statements --Percentage of displaced businesses that are re-established in the same community --New multi-agency guidance on the National Environmental Policy Act project development process and analysis issued
	Protect and restore ecosystem values and functions affected by highway projects funded by federal aid	--Percentage change of wetland acreage in conjunction with highway projects funded with federal aid --Number of interagency efforts to identify and protect important habitats and ecosystem linkages involving the federal-aid highway program
Federal Lands	<i>No comparable goal</i>	<i>Not applicable</i>
Motor Carrier	<i>No comparable goal</i>	<i>Not applicable</i>

Strategic Goal: National Security

Program	Goal	Measure
Federal Aid	Vital highway transportation needs are met during times of emergencies, natural disasters, and national defense mobilization	--Evaluations of emergency response activities by our partners --Implementation of the Military Traffic Management Command Coordination Action Plan Components by target dates --Percentage of field offices equipped with state-of-the-art emergency communications equipment --Percentage of FHWA emergency response personnel trained
	Following an emergency or natural disaster, damaged federal-aid and federal lands highway facilities are restored to service quickly	--Partner (state and local officials) satisfaction with the FHWA emergency relief program delivery process --Percentage reduction in number of days to process request for emergency relief within FHWA --Percentage increase in the number of states using streamlined contracting techniques to advance permanent repair projects
Federal Lands	<i>No comparable goal</i>	<i>Not applicable</i>
Motor Carrier	<i>No comparable goal</i>	<i>Not applicable</i>

Note: This table shows information as of October 20, 1997. FHWA is continuing to refine and develop its performance information.

^aNEXTEA is the administration's proposed legislation to reauthorize federal surface transportation programs.

Source: Draft Fiscal Year 1999 performance information included in FHWA's budget submission.

Table I.5: FTA's Strategic Goals, Outcomes, and Measures

Strategic goal	Outcome	Measure	
Safety and security	Reduce the number of fatalities, injuries, and incidents	--Number of transit fatalities, injuries, and incidents per 100 million transit miles	
	Improve safety of transit system by improving and maintaining the condition of the transit vehicle and facilities	--Average age of bus and rail fleets --Condition of bus and rail facilities	
	Reduce the vulnerability of transit infrastructure from the consequences of intentional harm to the system and its users	--Number of transit-related crimes against patrons, transit employees, and property (<i>candidate measure</i>)	
	Mobility and accessibility	Maintain, improve, and expand the nation's transit infrastructure	--Average age of bus and rail fleets --Condition of bus and rail facilities
		Increase intermodal physical informational and service connectivity	<i>Under development</i>
Ensure that all Americans have access to transit to meet basic mobility needs		--Population within half-mile of transit --Total revenue hours of service	
Economic growth and trade	Ensure that all transit systems are accessible	--Percentage of key rail stations and bus fleet in compliance with the Americans With Disabilities Act <i>Under development</i>	
	Preventive measures and expeditious responses to natural and man-made disasters in partnership with other agencies	<i>Under development</i>	
	Nation's transit systems employ the latest technology to meet the increased needs of mobility and accessibility	<i>Under development</i>	
	Reduce the true economic cost of transportation taking into account the quality of the transit service	--Condition of bus and rail facilities --Average age of bus and rail fleets --Cost per passenger mile	

Strategic goal	Outcome	Measure
	Reduce the travel time in the delivery of people, goods, and services to their destinations	--Average speed of transit service
	Improve U.S. international competitive position by facilitating the export of domestic transportation	<i>Under development</i>
	Encourage regional and local economic development through transportation investment	<i>Under development</i>
	Promote the education of individuals in transportation and related fields	<i>Under development</i>
	Expand opportunities and promote economic growth of all businesses by encouraging small, women-owned and disadvantaged businesses to participate in FTA-assisted contracts and grants	<i>Under development</i>
Human and natural environment	Improve the sustenance and livability of communities through investments in transportation facilities	--Number of people with high-quality transportation service as measured by number of people living within one-fourth mile of transit with frequency of 15 minutes or less
	Reduce the amount of transportation-related pollutants released into the environment	--Number of alternative-fueled vehicles in the transit fleet (candidate measure) --Avoided metric tons of hydrocarbons, nitrogen oxides, and carbon monoxide released into the environment (candidate measure)
	Reduce the adverse effects of siting construction and operation of transportation facilities on the environment and communities, particularly disadvantaged communities	<i>Under development</i>

Notes: This table shows information as of October 20, 1997. FTA is continuing to refine and develop its performance information.

ENCLOSURE I

ENCLOSURE I

According to FTA, these goals, outcomes, and measures apply to its four major programs--formula programs, major capital investments, Washington Metro, and transit planning and research. The agency does not have specific goals for the individual programs.

According to FTA, some measures in the table relate to more than one outcome. Measures were placed on the table to show the outcomes that they best relate to. FTA is in the process of developing measures for all of the outcomes listed.

Source: FTA, Office of Budget and Policy.

Table I.6: NHTSA's Mission, Goals, Outcomes, and Measures

Mission/goal	Outcome	Measure
<p><i>Mission:</i> To save lives, prevent injuries and reduce traffic-related health care and other economic costs</p> <p><i>(The entire mission statement appears on table I.1)</i></p>	Save lives	--Fatalities per 100 million vehicle miles traveled --Fatalities per 100,000 population
	Prevent injuries	--Injured persons per 100 million vehicle miles traveled --Injured persons per 100,000 population
<p><i>Goal 1:</i> Lead the effort to make traffic and motor vehicle safety a priority of the nation's health care agenda</p>	Reduce the occurrence of crashes	--Crashes per 100 million vehicle miles traveled --Drivers involved in crashes per 100,000 licensed drivers --Crashes per 100,000 registered vehicles --Alcohol-related traffic fatalities
	Reduce the consequences of crashes	--Safety belt use --Fatality rate per 1,000 crashes --Injury rate per 1,000 crashes
<p><i>Goal 2:</i> Lead a national initiative to address the most significant traffic and motor vehicle safety issues</p>	Reduce the occurrence of crashes	(See measures above for goal 1)
	Reduce the consequences of crashes	(See measures above for goal 1)
<p><i>Goal 3:</i> Deliver the highest quality technical and program assistance to states and communities and promote international cooperation</p>	Reduce the occurrence of crashes	(See measures above for goal 1)
	Reduce the consequences of crashes	(See measures above for goal 1)

Mission/goal	Outcome	Measure
<p><i>Goal 4:</i> Improve data collection and analysis to better identify and understand problems and to support and evaluate programs: expedite the availability of information to customers and partners</p>	<p>Serve our customers</p>	<p>(See measures under specific programs in table I.7)</p>
<p><i>Goal 5:</i> Reduce the number and severity of road collisions</p>	<p>Reduce the occurrence of crashes</p>	<p>(See measures above for goal 1)</p>
	<p>Reduce the consequences of crashes</p>	<p>(See measures above for goal 1)</p>
<p><i>Goal 6:</i> Mitigate the consequences of motor vehicle crashes</p>	<p>Reduce the consequences of crashes</p>	<p>(See measures above for goal 1)</p>
<p><i>Goal 7:</i> Advance the nonsafety mandates of the agency</p>	<p>Serve our customers</p>	<p>(See measures under specific programs in table I.7)</p>
<p><i>Goal 8:</i> Improve NHTSA's internal processes, management, and structure to create a more effective and efficient agency that is better able to pursue its mission</p>	<p>No outcome</p>	<p>Not applicable</p>
<p><i>Goal 9:</i> Listen to, involve, and serve customers and partners in the planning, programs, and activities of the agency</p>	<p>Serve our customers</p>	<p>(See measures under specific programs in table I.7)</p>
<p><i>Goal 10:</i> Build and maintain a professional, productive, innovative, diverse work force</p>	<p>No outcome</p>	<p>Not applicable</p>
<p><i>Goal 11:</i> Effectively manage and use information resources</p>	<p>No outcome</p>	<p>Not applicable</p>

Notes: This table shows our interpretation of the relationships among NHTSA's goals and outcomes. NHTSA has identified two primary outcomes

ENCLOSURE I

ENCLOSURE I

--save lives and prevent injuries--and three intermediate outcomes--reduce the occurrence of crashes, reduce the consequences of crashes, and serve our customers. NHTSA's "Strategic Execution Plan" indicates that the primary outcomes are related to the agency's mission. NHTSA's fiscal year 1999 planning documents show the relationships among the outcome measures, intermediate outcomes, and specific programs. According to NHTSA, the budget justifications will discuss the linkage between the strategic goals and the programs.

NHTSA's strategic plan was written prior to the Results Act. According to NHTSA officials, the goals in the strategic plan are not stratified in an "outcome-oriented" manner. The agency plans to remedy this in subsequent strategic plans.

For each goal, NHTSA has developed objectives, performance measures, and milestones for achieving the objective.

This table shows information as of October 20, 1997. NHTSA is continuing to refine and develop its performance information.

Source: NHTSA, Office of Strategic and Program Planning.

Table I.7: NHTSA's Outcomes and Measures for Major Programs

Program	Outcome	Measure
<i>Safety performance standards programs:</i>		
Rulemaking Support	--Reduce occurrence of crashes --Reduce consequences of crashes	--Average time required to complete rulemaking actions --Percentage of petitions answered within 120 days
New Car Assessment Program	--Customer service	--Timely completion of model-year 1999 crash tests --Percentage of new vehicles sold in the United States annually for which frontal impact safety information is available --Percentage of new vehicles sold in the United States annually for which side-impact safety information is available
Consumer Information	--Customer service	--Percentage of consumers who believe safety of the vehicle is a "very important" consideration in their purchase decision --Percentage of consumers who have heard or seen the vehicle crash test ratings --Percentage of drivers and occupants who correctly use vehicle safety features
Fuel Economy Programs	--Customer service	--Number of weeks between the time pertinent industry information is published and when it is entered into the "plants and lines" database
Theft Programs	--Customer service	--The amount of time it takes to determine theft rates for motor vehicles

Program	Outcome	Measure
<i>Safety assurance programs:</i>		
Vehicle Safety Compliance	<ul style="list-style-type: none"> --Reduce occurrence of crashes --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Complete critical vehicle crashworthiness and crash avoidance compliance testing by August --Complete critical equipment compliance testing (including child restraints) by September
Auto Safety Hotline	--Customer service	<ul style="list-style-type: none"> --Reduce the hang-up rate for the operator-assisted portions of the hotline --Provide assistance to callers within 2 minutes, if the caller is put on hold --Increase the number of documents that callers can obtain through the "fax-back" system
Defects Investigation	<ul style="list-style-type: none"> --Reduce occurrence of crashes --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Maintain the average completion time for a defect investigation at 8 months --Increase the percentage of petitions that are granted or denied within 120 days --Increase the 5-year average vehicle recall completion rate
Odometer Fraud	--Customer service	<ul style="list-style-type: none"> --Increase the number of NHTSA investigations completed for referral to the Department of Justice --Award cooperative agreements to states
<i>Highway safety programs:</i>		
Alcohol Program	--Reduce occurrence of crashes	<ul style="list-style-type: none"> --Progress toward reducing alcohol-related fatalities to 11,000 in 2005 --Initiate demonstration projects in targeted states with higher alcohol-related fatalities, to implement innovative strategies from Partners in Progress
Drugged Driving Programs	---Reduce occurrence of crashes	--Implement Drug Evaluation and Classification in those states with a drugged driving problem

Program	Outcome	Measure
Pedestrian and Bicycles	<ul style="list-style-type: none"> --Reduce occurrence of crashes --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Progress toward reducing pedestrian fatalities to 4,925 and bicycle fatalities to 722 in 2000 --Progress toward increasing use of bicycle helmets to 35 percent
Motorcycle Programs	<ul style="list-style-type: none"> --Reduce occurrence of crashes --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Progress toward increasing motorcycle helmet usage to 80 percent --Progress toward reducing motorcycle related fatalities to 2,110 by 2000
National Occupant Protection Program	<ul style="list-style-type: none"> --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Provide technical assistance to an enlarged private sector effort seeking to increase belt and child-safety-seat use as part of the "Presidential Initiative for Increasing Seat Belt Use Nationwide"
Safe Communities	<ul style="list-style-type: none"> --Reduce occurrence of crashes 	<ul style="list-style-type: none"> --Increase number of community-based Safe Communities programs --Increase the number of demonstration and evaluation sites --Decrease costs, crashes, and injuries --Increase Intermodal Safe Communities Initiatives
Patterns for Life	<ul style="list-style-type: none"> --Reduce occurrence of crashes 	<ul style="list-style-type: none"> --The number of states that have developed child passenger protection outreach and service infrastructures --The number of national organizations that have developed and established training capabilities in child safety seats, pedestrian safety, and bicycle safety
Police Traffic Services	<ul style="list-style-type: none"> --Reduce occurrence of crashes 	<ul style="list-style-type: none"> --Progress toward reducing the number of speed-related fatalities by 5 percent by 2000 --Reduce aggressive driving behavior at one demonstration site --Develop a nationally recognizable video and printed public information and education campaign to address aggressive driving --Develop specifications and testing protocols for automated enforcement devices to combat the aggressive driver
Emergency Medical Services (EMS)	<ul style="list-style-type: none"> --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Number of states provided technical assistance on the statewide EMS (re)assessment program --Issue a revised "Blueprint for EMS Education and Practice"

Program	Outcome	Measure
Records and Licensing	<ul style="list-style-type: none"> --Reduce occurrence of crashes 	<ul style="list-style-type: none"> --Number of state traffic records assessments requested and conducted --Number of states requesting and receiving training --Number of technology grants awarded --Number of states provided peer-to-peer assistance in data linkage methods --Number of states provided evaluation and data analysis technical assistance
General administration:		
Program Evaluation	<ul style="list-style-type: none"> --Reduce occurrence of crashes --Reduce consequences of crashes 	<ul style="list-style-type: none"> --Complete cost analyses of motor vehicle components to meet three motor vehicle safety standards --Complete survey to determine extent of child-safety-seat registration --Complete survey to determine use of cut-off switches for passenger air bag in two-person vehicles
Strategic/Program Planning	<ul style="list-style-type: none"> --Customer service 	<ul style="list-style-type: none"> --Quality and extent to which continuous improvement activities streamline agency processes --Quality and responsiveness of NHTSA's revised Strategic Execution Plan and program planning activities to requirements of the Results Act
Economic Analysis	<ul style="list-style-type: none"> --Customer service 	<ul style="list-style-type: none"> --Continue in-house development of a method for measuring the psychosocial consequences of motor vehicle injury --Continue development of a method to measure the long-term effects of motor vehicle injury on the geriatric population
Research and analysis:		
Crash Avoidance Research	<ul style="list-style-type: none"> --Reduce occurrence of crashes 	<ul style="list-style-type: none"> --Provide responses to short-term rulemaking needs on time --Meet customer needs for quality, timely completion, and dissemination of research results in critical areas of rear signaling systems and vehicle rollover

Program	Outcome	Measure
National Center for Statistics and Analysis	--Customer service	--Create the 1998 Fatal Accident Reporting System (FARS) electronic data file on over 42,000 fatalities by July 1999 --Collect and code FARS data in 50 states, DC, and Puerto Rico --Create the 1998 National Accident Sampling System's (NASS) General Estimates System and Crashworthiness Data Systems annual electronic data files by the target dates of September 1999 and August 1999, respectively --Collect and code NASS data in 26 states --Meet customer needs for quality, timely completion, and dissemination of research results
National Transportation Biomechanics Center	--Reduce consequences of crashes	--Support to current and future agency rulemaking actions on upgrades to various federal motor vehicle safety standards --Meet customer needs for quality, timely completion, and dissemination of research results
Partnership for a New Generation of Vehicles	--Reduce the consequences of crashes	--Meet customer needs for quality, timely completion, and dissemination of research results
Safety Systems	--Reduce consequences of crashes	--Complete responses to short-term rulemaking needs on time --Meet customer needs for quality, timely completion, and dissemination of research results in critical areas
Vehicle Research Test Center	--Reduce occurrence of crashes --Reduce consequences of crashes	--Provide support for current and future agency rulemaking actions --Meet customer needs for quality, timely completion, and dissemination of research results
Crash Avoidance/Intelligent Transportation System Research	--Reduce occurrence of crashes	--Complete responses to short-term rulemaking needs on time --Meet customer needs for quality and timely completion and dissemination of research results in critical areas

Program	Outcome	Measure
<i>Highway safety grants</i>		
Section 402	--Reduce occurrence of crashes --Reduce consequences of crashes --Customer service	--Progress toward reducing alcohol-related fatalities to 11,000 by 2005 --Progress toward increasing observed safety-belt-use rates to 85 percent in 2000
National Driver Register	--Reduce occurrence of crashes --Customer service	--Percentage of all electronic inquiries answered within 7 seconds --Availability of system for inquiries during at least 99 percent of the operating hours of 7 a.m. to midnight eastern time, Monday through Saturday

Notes: This table shows information as of October 20, 1997. NHTSA is continuing to refine and develop its performance information and the measures are subject to change depending on the resources available, according to NHTSA.

Source: NHTSA, Office of Strategic and Program Planning.

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