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Resources, Community, and  
Economic Development Division

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November 15, 1999

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

The Honorable James Sensenbrenner  
Chairman, Committee on Science  
House of Representatives

Subject: Results Act: Information on Performance Goals and Measures Contained in the Department of Transportation's Fiscal Year 2000 Performance Plan

In accordance with the Government Performance and Results Act of 1993 (the Results Act), federal agencies prepare annual performance plans that contain annual performance goals and measures that can be used to assess progress toward the agencies' strategic goals.<sup>1</sup> These annual goals and measures can be expressed as end outcomes, intermediate outcomes, and outputs. Typically, end outcomes, such as reducing the rate of highway-related fatalities, provide information on the desired end results, effects, or consequences that are to be achieved from the agencies' programs or activities. Intermediate outcomes, such as increasing seat belt usage rates, provide information on the results, effects, or consequences of programs and activities that are expected to lead to end outcomes but are not in themselves "ends." Outputs, such as awarding at least a specified minimum dollar amount of contracts to women-owned businesses, provide information on the level of activity or effort that will be produced or provided over a period of time or by a specified date.

As requested, you asked us to report on the extent to which the performance goals and measures contained in the Department of Transportation's (DOT) fiscal year (FY) 2000 performance plan are end outcome-, intermediate outcome-, or output-oriented. Our judgments of the classification of the performance goals and measures contained in the plan were based on whether the goals and measures, as viewed within the context of the agency's strategic goals, provided information on (1) the desired end results, (2) the results of programs and activities that are expected to lead to end outcomes, or (3) products and services that are typically based on the numbers of activities or products that result from internal effort.

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<sup>1</sup>Strategic goals, which are an outgrowth of an agency's mission, explain the results that are expected from the agency's major functions.

In summary, we found that DOT's FY 2000 performance plan emphasizes outcome goals and measures that, as we reported earlier, provide a clear picture of the intended results of the agency's programs.<sup>2</sup> The plan contains a significant number of end outcome goals and measures (41 percent and 42 percent, respectively) that directly measure accomplishment of the agency's strategic goals. In addition, 48 percent of the plan's goals and 46 percent of its measures are intermediate outcomes that provide information on the results, effects, or consequences of programs and activities that are expected to lead to end outcomes. Although the plan contains general information on outputs, it contains relatively few output goals and measures (11 percent and 12 percent, respectively) that provide information on the level or quality of transportation-related products and services that will be produced or delivered to customers. According to DOT officials, output goals and measures relating to the agency's strategic goals would be more appropriately contained in each of the Department's Administration- or program-level plans.<sup>3</sup>

## Background

Under the Results Act, federal agencies develop annual performance plans that, among other things, establish performance goals to define the level of performance to be achieved by a program activity and establish performance indicators to be used in measuring or assessing the relevant outputs, service levels, and outcomes of each program activity. In developing annual performance goals, agencies should focus on the results they expect their programs to achieve—that is, the differences the programs will make in people's lives. Performance measurement reinforces the connection between the long-term strategies outlined in agencies' strategic plans and the day-to-day activities of their managers and staff. Moreover, as we reported earlier, the experiences of leading state, federal, and foreign governments show that performance measures should tell each organizational level how well it is achieving its goals and that the number of measures for each goal at a given organizational level should be limited to the vital few.<sup>4</sup> Those vital few measures should cover the key performance dimensions that will enable an organization to assess accomplishments, make decisions, realign processes, and assign accountability. As a result, different organizational levels may use different measures and goals from those meaningfully or appropriately included in the organization's departmental annual performance plan.

According to the Office of Management and Budget, a performance goal is a target level of performance expressed as a tangible, measurable objective against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate. A performance measure is an indicator that can be used to measure outcomes or outputs and is associated with a performance goal in an annual performance

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<sup>2</sup>In our previous work on DOT's FY 2000 performance plan, we reported that the agency's plan includes performance goals and measures that address program results and the important dimensions of program performance. See Results Act: Observations on the Department of Transportation's Fiscal Year 2000 Performance Plan (GAO/RCED-99-153, May 7, 1999).

<sup>3</sup>DOT's Administrations covered by the FY 2000 performance plan include the National Highway Traffic Safety Administration, the Federal Aviation Administration, the Federal Highway Administration, the Federal Railroad Administration, the Federal Transit Administration, the Maritime Administration, the Research and Special Programs Administration, the St. Lawrence Seaway Development Corporation, the United States Coast Guard, and the Bureau of Transportation Statistics.

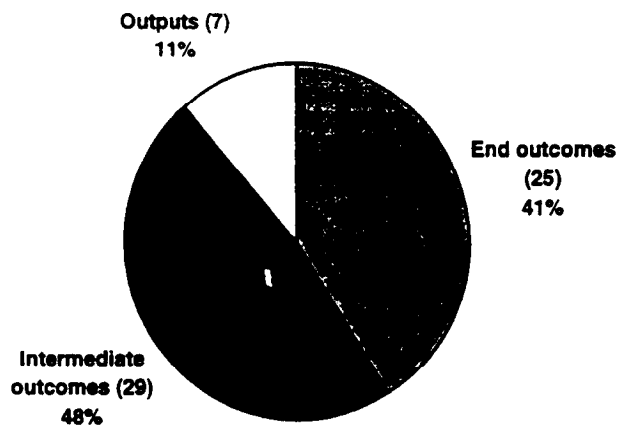
<sup>4</sup>Executive Guide: Effectively Implementing the Government Performance and Results Act (GAO/GGD-96-118, June 1996).

plan. Outcome goals and measures should be contained in agencies' performance plans whenever possible.

**Most of the Performance Goals and Measures Contained in DOT's FY 2000 Performance Plan Are Outcome-Oriented**

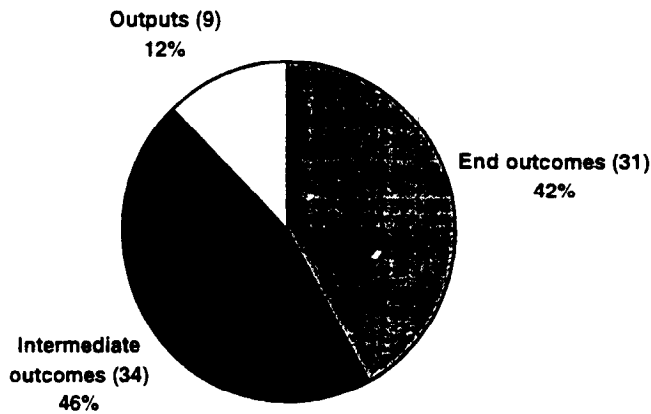
DOT's FY 2000 performance plan emphasizes outcome goals and measures that clearly indicate the intended results of the Department's programs. As shown in figures 1 and 2, end outcomes and intermediate outcomes combined account for almost 90 percent of the performance goals and measures contained in DOT's plan. DOT's plan places slightly greater emphasis on intermediate outcomes than end outcomes and contains few output goals and measures that provide information on the level or quality of transportation-related products or services, such as the number of activities that will result from the agency's effort.

**Figure 1: Number and Percentage of Performance Goals Contained in DOT's FY 2000 Performance Plan**



Source: GAO's analysis of DOT's FY 2000 performance plan.

**Figure 2: Number and Percentage of Performance Measures Contained in DOT's FY 2000 Performance Plan**



Source: GAO's analysis of DOT's FY 2000 performance plan.

According to DOT officials, the agency's FY 2000 performance plan is outcome-oriented because it reflects a departmental perspective on the performance goals and measures that would be used to assess progress toward, or accomplishment of, the Department's strategic goals. DOT's plan contains slightly more intermediate outcome goals and measures (48 percent and 46 percent, respectively) that show progress toward accomplishing DOT's strategic goals rather than end outcome goals and measures (46 percent and 42 percent, respectively) that provide information on the desired end results of the programs. For example, for the strategic goal to advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation, about 55 percent of the measures (6 out of 11) are intermediate outcomes that show progress toward accomplishing DOT's strategic goal for economic growth and trade, such as reducing delays at the National Highway System border crossings (measured per 1,000 vehicles processed) in fiscal year 2000. Eighteen percent of these measures (2 out of 11) are end outcomes that provide DOT with information on the desired end results, effects, or consequences that are to be achieved from the Department's programs designed to enhance America's growth and trade. Specifically, they include achieving at least a 3-percent annual growth rate in those international markets with open aviation agreements and attaining a stable U.S. commercial shipbuilding level (i.e., ships under construction and those scheduled for construction) of 520,000 gross tons by fiscal year 2000. DOT's strategic goal to promote the public health

and safety by working toward the elimination of transportation-related deaths, injuries, and property damage is particularly outcome-oriented. Sixty-five percent of the measures (15 out of 23) are end outcomes that provide a clear picture of the intended results of the agency's programs designed to address this strategic goal, such as reducing the rate of highway-related fatalities per 100 million vehicle miles traveled from 1.7 in 1996 to 1.5 in 2000 and reducing recreational boating fatalities from 819 in 1997 to 720 or fewer fatalities in 2000.

According to DOT officials, the performance plan contains relatively few output goals and measures because they are more appropriately contained in DOT Administration- or program-level plans. However, DOT's plan does contain initiatives and activities for fiscal year 2000 that provide general information on outputs, such as indicating that the National Highway Traffic Safety Administration (NHTSA) will publish rules on braking performance standards for heavy trucks. Moreover, NHTSA's own plan contains output measures and details on them, such as providing technical assistance to the private sector to increase seat belt and child safety seat use and providing consumers with information on crashworthiness to assist in vehicle purchasing decisions.

Enclosure I contains additional information on our classification of DOT's performance goals and measures as end outcomes, intermediate outcomes, or outputs.

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### **Agency Comments**

We provided the Department of Transportation (DOT) with a draft copy of this report for review and comment. The draft was reviewed by DOT officials, including the Director of Budget and Programs, Office of the Secretary. The Department stated that after providing us with suggestions during the course of our review, it had only one technical comment to improve the report's clarity. We incorporated the comment.

### **Scope and Methodology**

To conduct this review, we reviewed information on goals and measures contained in the Government Performance and Results Act of 1993 and the Office of Management and Budget Circular A-11 part 2, and DOT's FY 2000 performance plan. We also interviewed DOT officials responsible for developing the Department's plans to obtain their views on classifying the goals and measures contained in the FY 2000 performance plan. Our judgments of the classification of DOT's performance goals and measures as end outcomes, intermediate outcomes, and outputs were based on whether the goals and measures contained in the plan, as viewed within the context of the agency's strategic goals, provided information on (1) the desired end results, (2) the results of programs and activities that are expected to lead to end outcomes, or (3) products and services that are typically based on the numbers of activities or products that result from internal effort.

We performed our work from August through October 1999 in accordance with generally accepted government auditing standards.

We are sending copies of this report to the Honorable Rodney E. Slater, Secretary of Transportation, and will make copies available to others upon request. If you have any questions about our work, please contact me at (202) 512-2834. Key contributors to this report were Janet Barbee, Sharon Dyer, and Chuck Wilson.

A handwritten signature in cursive script that reads "Phyllis F. Scheinberg".

Phyllis F. Scheinberg  
Associate Director,  
Transportation Issues

Enclosure

**DOT's Performance Goals and Measures Classified as End Outcomes, Intermediate Outcomes, and Outputs, Fiscal Year 2000**

The Department of Transportation's (DOT) Fiscal Year (FY) 2000 performance plan contains a total of 61 performance goals and 74 performance measures. The difference in the totals is due to DOT's use of multiple measures for certain performance goals. For example, the performance goal of reducing the number of highway fatalities and injuries (i.e., goal 1) has two performance measures, one for fatalities (i.e., 1a) and one for injuries (i.e., 1b). In most cases, there is only one performance measure for each performance goal. Our judgments of the classification of DOT's performance goals and measures as end outcomes, intermediate outcomes, and outputs, were based on whether the goals and measures contained in the plan, as viewed within the context of the agency's strategic goals, provided information on (1) the desired end results, (2) the results of programs and activities that are expected to lead to end outcomes, or (3) products and services that are typically based on the numbers of activities or products that result from internal or effort. Fiscal year 2000 performance goals and measures are taken from DOT's fiscal year 2000 performance plan.

**Table I.1: DOT's FY 2000 Performance Goals and Measures Classified As End Outcomes, Intermediate Outcomes, and Outputs**

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
Safety: Promote the public health and safety by working toward the elimination of transportation-related deaths, injuries, and property damage.	1a. Reduce the rate of highway-related fatalities per 100 million vehicle miles traveled (VMT) from 1.7 in 1996 to 1.5 in 2000.	X		
	1b. Reduce the rate of highway-related injuries from 141 in 1996 to 124 per 100 million VMT in 2000.	X		
	2. Reduce the percentage of highway fatalities that are alcohol-related to less than 35 percent in 2000, from a 1996 baseline of 40.9 percent.		X	
	3. Increase seat belt usage nationwide to 85 percent by 2000 and 90 percent by 2005. Seat belt usage in 1997 was 69 percent.		X	
	4a. Reduce the rate of fatalities involving large trucks per 100 million VMT from 2.8 in 1997 to 2.5 in 2000.	X		
	4b. Reduce the rate of injuries involving large trucks per 100 million VMT from 69.3 in 1997 to 64.4 in 2000.	X		
	5. Reduce the fatal aviation accident rate for commercial air carriers from a 1994-1996 baseline of 0.037 fatal accidents per 100,000 flight hours to 0.033 in 2000.	X		

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	6. Reduce the general aviation fatal accident rate in 2000 from a 1994-1996 average of 1.67 per 100,000 flight hours.*	X		
	7. Reduce the number of runway incursions in 2000 to a level 15 percent below a 1997 baseline of 318 incursions. The FY 2000 target is at or below 270 incursions.		X	
	8a. Reduce the rate of operational errors by 10 percent from the 1994 baseline of 0.54 errors per 100,000 facility activities. The 2000 target rate for errors is 0.486.		X	
	8b. Reduce the rate of operational deviations by 10 percent from the 1994 baseline of 0.11 deviations per 100,000 facility activities. The 2000 target rate is 0.097 for deviations.		X	
	9. Reduce recreational boating fatalities to 720 (or fewer) fatalities in 2000. The 1997 baseline is 819 fatalities.	X		
	10a. Save at least 93 percent of all mariners reported in imminent danger in 2000. In 1998, 94 percent of mariners reported in imminent danger were saved.	X		
	10b. Save at least 80 percent of all property reported in imminent danger in 2000. In 1998, 81 percent of property reported in imminent danger was saved.	X		
	11. Reduce the number of high-risk passenger vessel casualties to 47 per 1000 vessels in 2000. The 1996 baseline is 48 per 1000.	X		
	12a. Reduce the rate of rail-related crashes from 3.91 per million train-miles in 1995 to 3.32 (or less) in 2000.	X		
	12b. Reduce the rate of rail-related fatalities from 1.71 per million train-miles in 1995 to 1.54 (or less) in 2000.	X		
	13. Reduce the rate of grade-crossing crashes from 2.85 per the product of million train-miles times trillion highway vehicle-miles traveled in 1995 to 2.14 (or less) in 2000.		X	
	14. Reduce the rate of rail-related trespasser fatalities from 2.81 per the product of million train-miles times billion U.S. population in 1995 to 2.53 (or less) in 2000.	X		



Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	15a. Reduce the transit fatality rate from 0.52 fatalities per 100 million passenger-miles traveled in 1996 to 0.50 (or less) in 2000.	X		
	15b. Reduce the transit injury rate from 127 per 100 million passenger-miles traveled in 1996 to 122 (or less) in 2000.	X		
	16. Decrease the number of natural gas transmission pipeline failures from 4,933 in 1994 to 4,451 in 2000.		X	
	17. Reduce the number of serious hazardous materials incidents in transportation to 411 or fewer in 2000 from a peak of 464 in 1996.		X	
Mobility: Shape America's future by ensuring a transportation system that is accessible, integrated, efficient, and offers flexibility of choices.	18. Increase the percentage of miles in the National Highway System (NHS) that meet pavement performance standards for acceptable ride quality—from 90.4 percent in 1996 to 91.8 percent in 2000.		X	
	19. Reduce the percentage of bridges on the NHS that are deficient—from 23.4 percent in 1997 to 22.5 percent in 2000.		X	
	20. Reduce delays on federal-aid highways in 2000 to 9 hours of delay per 1,000 vehicle-miles traveled from the 1996 level of 9.2 hours.	X		
	21. Integrate the Intelligent Transportation System in 75 of the largest metropolitan areas by 2005. The FY 2000 target is 50 compared to a FY 1997 baseline of 34 areas.		X	
	22. Maintain in good or fair condition in 2000 at least 93 percent of runways at all commercial service airports and reliever airports, as well as selected general aviation airports. In 1998, 95 percent of these runways were in good or fair condition.		X	
	23. Reduce the rate of air travel delays by 5.5 percent from a 1992-1996 baseline of 181 delays per 100,000 activities. The FY 2000 target is 171 per 100,000 activities.	X		
	24. Increase access to the nation's airports during adverse weather conditions by publishing 500 global positioning system (GPS) approaches per year for the next 2 years, from a prior year (FY 1995-1998) baseline of 1,453 GPS approaches to date. The FY 2000 target is to complete at least 2,453 approaches total.			X

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	25a. Ensure at least two round-trip flights per day, 6 days per week at all communities eligible for Essential Air Service (EAS) program funding in the continental U.S. in 2000. In 1998, all such communities received this level of service.		X	
	25b. Ensure at least 3 round-trip flights per day, six days per week at 75 percent of all communities eligible for EAS program funding in 2000. In 1998, 76 percent of these communities received this level of service.		X	
	26. Reduce the number of collisions, accidents involving moving vessels and stationary objects, and groundings from a statistically derived baseline of 256 in FY 1998 to 246 or less in FY 2000.		X	
	27. Reduce the percentage of ports reporting landside impediments to the flow of commerce from 41 percent in FY 1998 to 39 percent in FY 2000.	X		
	28. Ensure the availability and long-term reliability of the locks and related navigation facilities in the St. Lawrence River. Maintain 99 percent availability during the shipping season in 2000. In 1998, availability was maintained 98.5 percent of the time.	X		
	29. Increase Amtrak's intercity ridership from 20.2 million passengers per year in 1997 to a record level of 24.7 million or more in 2000.		X	
	30. Increase transit ridership from 39.0 billion passenger-miles in FY 1996 to 40.56 billion in FY 2000.		X	
	31a. Improve the condition of buses in 2000. In 1997, the average age of buses was 8.5 years. <sup>a,b</sup>		X	
	31b. Improve the condition of rapid rail fleets in 2000. In 1997, the average age for the rail fleet was 21.1 years. <sup>a,b</sup>		X	

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	32a. Increase the percentage of buses that are compliant with the Americans With Disabilities Act (ADA) from 63 percent in calendar year (CY) 1996 to 82 percent in 2000. One hundred percent compliance will be achieved for bus fleet by 2002.	X		
	32b. Increase the percentage of key rail stations that are ADA-compliant from 19 percent in CY 1996 to 47 percent in CY 2000. One hundred percent compliance will be achieved for key rail stations by 2005.	X		
Economic Growth and Trade: Advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation.	33. Provide funding and technical assistance in support of the Appalachian Regional Commission goal to complete approximately 37 additional miles of the Appalachian Development Highway System each year through 2003. The FY 1998 completion level is 2,290 miles. The FY 2000 goal is to have 2,373 miles open to traffic.			X
	34. Reduce the delay at NHS border crossings per 1,000 vehicles processed in FY 2000. <sup>4c</sup>		X	
	35. Increase the number of flight segments that aircraft are able to fly off air traffic control preferred routes from 75 percent in FY 1996 to 80 percent in FY 2000.		X	
	36. Achieve at least a 3-percent annual growth rate in those international markets with open aviation agreements. The 1997 baseline for the 31 "open skies" countries and Canada was 40.9 million passengers. The FY 2000 target is at or above 44.7 million passengers.	X		
	37a. Limit closures of certain critical waterways in 2000 due to ice to 2 days in an average winter. In 1998, there were no closures in these waterways due to ice during an average winter.		X	
	37b. Limit closures of certain critical waterways in 2000 due to ice to 8 days in a severe winter. In 1996, these waterways were closed 7 days during a severe winter.		X	
	38. Attain a stable U.S. commercial shipbuilding level (i.e., ships under construction and those planned for construction) of 520,000 gross tons by FY 2000. The FY 1997 baseline is 567,000 gross tons.	X		

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	39. Increase the number of employment sites in 2000 that are made accessible by Job Access and Reverse Commute transportation services. <sup>a,c</sup>		X	
	40. By 2002, increase by 5 percent the number of students graduating with transportation-related advanced degrees from universities receiving DOT funding. The estimate of graduates in FY 1998 is 4,000. As a long-term investment, by the end of CY 2000 reach 1 million students of all ages through the Garrett A. Morgan Technology and Transportation Futures Program.		X	
	41a. Award at least 5 percent of the dollar value of DOT direct contracts to women-owned business in FY 2000. In 1998, 3.7 percent of the dollar value of DOT contracts was awarded to women-owned businesses.			X
	41b. Award at least 14.5 percent of DOT direct contracts to small disadvantaged businesses in 2000. In 1998, 17 percent of DOT direct contracts were awarded to small disadvantaged businesses.			X
Human and Natural Environment: Protect and enhance communities and the natural environment affected by transportation.	42. Reduce on-road mobile source emissions by 2 percent from 1999 to 2000, to a target level of 62.7 million tons. The 1996 baseline was 65.9 million tons.	X		
	43. Reduce greenhouse gas emissions from transportation in the U.S. in 2000 in conjunction with other DOT partners. In 1997, the level of greenhouse gas emissions from transportation in the U.S. was 469.9 metric tons of carbon equivalent emissions.*	X		
	44. Reduce the nation's vulnerability to oil price shocks in 2000 by reducing transportation energy consumption as a function of gross domestic product (GDP). In 1996, transportation petroleum use was 3.426 quadrillion BTUs per trillion dollars real GDP.*	X		
	45. Minimize the adverse impacts of transportation projects on wetlands and replace at least 1.5 acres of wetlands for every acre affected by federal-aid highway projects where impacts are unavoidable in 2000. The ratio in 1998 was 2.2 acres replaced for every acre affected.	X		

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	46. In CY 2000, increase to 11.68 percent the percentage of urban population living within a quarter mile of transit stops with service frequency of 15 minutes or less (non-rush hour). The CY 1996 baseline is 11.22 percent.		X	
	47. Reduce the number of people in the U.S. exposed to significant aircraft noise by at least 64 percent from the 1995 baseline of 1.7 million. The FY 2000 target is at or below 600,000.	X		
	48. Reduce the rate of oil spilled into the water by maritime sources to 4.83 gallons per million gallons shipped in 2000. The 1996 datum was 6.66 gallons per million gallons shipped.	X		
	49. Conduct enforcement operations to support the National Marine Fisheries Service goal of improving the status of endangered or threatened fish species. The 2000 target is to improve the status of 15 species, from a 1997 baseline of 12 species that were improving.	X		
	50. Reduce the rate of hazardous liquid materials released by pipelines to the environment per million ton-miles shipped, from a 1994 baseline of 0.98 to 0.68 or less in 2000.	X		
	51. Increase the number of facilities categorized as No Further Remedial Action Planned (NFRAP) under the Superfund Amendments and Reauthorization Act. The FY 2000 target is 82 percent. In 1998, 77.9 percent of these facilities were categorized as NFRAP.			X
	52. Reduce by 20 percent the number of environmental justice cases that remain unresolved for over 1 year, from a FY 1998 baseline of 13. The FY 2000 target is 10 or fewer.			X
	National Security: 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.	53. Increase the detection of explosive devices and weapons that may be brought aboard aircraft in 2000.**		X
54. Get threat information to those who need to act, within 24 hours at least 90 percent of the time in 2000. In 1999, threat information was disseminated within 24 hours to those who needed to act 41.5 percent of the time.				X

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	55a. Increase the intermodal sealift capacity available to the Department of Defense (DOD) to meet its national emergency requirement of approximately 165,000 20-foot equivalent units (TEU) by 2000. The 1997 baseline is 124,000 TEUs.		X	
	55b. Or, increase the intermodal sealift capacity available to DOD to meet their national emergency requirement of approximately 15 million square feet by FY 2000. The FY 1997 baseline is 12.3 million square feet.		X	
	56. Ensure that the nation can provide 100 percent of the mariners needed to crew combined sealift and commercial fleets during national emergencies in 2000. In 1997, 96.9 percent of mariners were available during national emergencies.		X	
	57. Maintain strategic U.S. port readiness by ensuring that, in 2000, 90 percent of DOD-designated commercial port facilities and appropriately trained personnel are available to meet national security requirements when requested by DOD. In 1998, 93 percent of designated ports were available for national security purposes.		X	
	58a. Provide reserve strategic sealift resources to meet DOD surge and other national security requirements by delivering ships within DOD-assigned readiness timelines 100 percent of the time in 2000. In 1998, these resources were available 100 percent of the time.			X
	58b. Provide reserve strategic sealift resources to meet DOD surge and other national security requirements by ensuring that once operational, ships are mission-capable 99 percent of the time in 2000. In 1998, these resources were available 98.8 percent of the time.			X
	59. Achieve and maintain C2 readiness status for all high and medium endurance cutters, patrol boats, and port security units, as measured under DOD's Status of Readiness and Training System. The FY 2000 target is an annualized weighted readiness index of 72. The baseline is an index of 57 in 1997.		X	

Strategic goal	Fiscal year 2000 performance goals and measures	Outcomes		Output
		End outcome	Intermediate outcome	
	60. Increase the seizure rate for illegal drugs from 8.7 percent of the total amount shipped (the 1995-1997 average) to 13 percent or more in 2000. The FY 2002 target is 18 percent.		X	
	61. Restrain the flow of undocumented migrants by reducing the success rate for undocumented migrants to 13 percent or less over maritime routes in 2000. The baseline is 23 percent in 1995.		X	

\*No target level specified.

\*DOT's FY 2000 performance plan indicates that the current measure of the condition of buses and rapid rail fleets—average age of fleets—may provide a distorted picture of actual condition, as it does not reflect investments in refurbishment. This measure will be monitored until a new condition measure is available in 2001.

\*Trend or baseline data not available.

\*Detection rates are sensitive information protected under 14 C.F.R. part 191.

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