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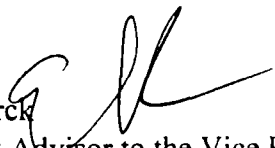
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March 20, 1996

MEMORANDUM

TO: Distribution

FROM: Elaine Kamarck 
Senior Policy Advisor to the Vice President

SUBJECT: Review of Secretary Peña's Performance Agreement with the President
for the Department of Transportation

Secretary Peña's proposed Performance Agreement for FY 96 is enclosed for your review. This review should ensure that commitments in this agreement are consistent with the Administration's policies and represent significant public outcomes expected from the Department of Transportation.

Transportation will address concerns raised as a result of this review at a formal meeting at NPR in April.

Your involvement in this process is vital in ensuring that the NPR's initiative of formal performance agreement is institutionalized. If you have any questions please contact Hap Hadd, tel # (202) 632-0150, fax # (202) 632-0390.

Please send your comments by fax to Hap no later than April 5.

Attachment

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Performance Agreement

between

The President of the United States

William Jefferson Clinton

and

The Secretary of Transportation

Federico Peña

I. Introduction

The American people deserve a government that works better and costs less. The departments and agencies of the Federal Government hold a vital key to improving performance and to restoring the faith of the American people in their government. Many changes will need to take place for this broad goal to be realized. The purpose of these agreements is to establish clarity and consensus about the priorities for departmental performance. We are committed to making the Department of Transportation work better and cost less. This agreement provides a clear expression of priorities that were developed in collaboration with every operating administration within the Department, and indicates how the Department will meet the needs and expectations of the American people.

II. The Department of Transportation

This agreement reflects the major multi-year objectives developed by the Secretary and his senior managers through their individual agreements with the Secretary as well as specific performance measures to be accomplished in Fiscal Year 1996. It also describes delegations of functions by the President of the United States to support the achievement of these objectives.

The Secretary commits to accomplish the following:

Goal 1: "Tie America together" through an effective intermodal transportation system.

Objective: Achieve a national transportation system that integrates all modes; emphasizes connections (e.g., sea to port, port to rail, airport to transit, transit to commuter rail); promotes choices and coordination of transportation services; and positions this country as an effective economic competitor in the global market.

Objective: Support the airline, maritime, and passenger rail industries through implementation of the Administration's proposed initiatives.

Goal 2: Invest strategically in transportation infrastructure in order to increase productivity, stimulate the economy, and create jobs.

Objective: Work to complete what we have started and to repair what is broken on time and within budget.

Objective: Ensure that new transportation projects strengthen the national and regional economies, provide opportunities to all qualified businesses, and support and encourage "non-monetary" benefits such as reduced congestion, increased efficiency, and enhanced safety.

Objective: Increase funding options to state and local transportation entities enabling them leverage in Federal funding to increase investment in public infrastructure through creative financing techniques.

Goal 3: Create a new alliance between the Nation's transportation and technology industries to make both industries more efficient and globally competitive.

Objective: Accelerate technological advancements to make our transportation system more efficient, environmentally sound, and safe.

Objective: Promote further development and exportation of transportation technology to encourage international economic competitiveness.

Objective: Advance the Global Positioning System as the world's standard in the air, on land, and over water.

Objective: Accelerate Intelligent Transportation System (ITS) technologies to enhance existing transportation facilities and resources.

Objective: Promote research and technology to deploy new transportation technologies.

Goal 4: Promote safe and secure transportation.

Objective: Significantly reduce the rate of deaths and injuries that occur on our transportation system.

Objective: Minimize the dangers to communities and industry associated with the transportation of goods.

Objective: Enhance security on all modes of transportation to achieve personal security and national security goals.

Goal 5: Actively enhance our environment through wise transportation decisions.

Objective: Harmonize transportation policies and investments with environmental concerns.

Objective: Provide leadership by our own example by implementing environmentally friendly solutions in pursuing the Department's daily activities.

Objective: Promote environmental protection and safety to reduce pollution, accidents, and associated health care costs.

Goal 6: Put people first in our transportation system by making it relevant and accessible to users.

Objective: Put consumers and the travelling public first.

Objective: Ensure that transportation policies and investments embrace the concerns of the travelling public, neighborhoods including disadvantaged populations, economic development interests, and other societal concerns.

Objective: Partner with State, regional, and local officials to develop strategies to strengthen intermodal connections, increase the participation of the general public in intermodal transportation decision-making, and develop a public education effort to help passengers and shippers experience a seamless system.

Objective: Strengthen the preparedness of DOT's emergency response teams to deliver assistance to victims.

Goal 7: Transform the Department of Transportation by empowering employees in a new team effort to achieve the Department's goals.

Objective: Listen to our customers, both internal and external, and provide them with the quality services that they want through strategic planning and performance outcomes.

Objective: Cultivate a responsive work ethic which rewards those who get the job done. Redesign the departmental processes which do not support the Department's primary missions.

Objective: Reinvent the Department of Transportation to be more responsive, efficient and effective. Stimulate public-private partnerships, and reduce the regulatory burden in the transportation industry.

III. Measurement of Performance

To measure progress against the above objectives, the Secretary has committed the Department to accomplishing specific measurable results. Those specific measures for Fiscal Year 1996 are described in Annex A.

To maintain focus and a sense of urgency, and to have a real impact on performance, the Department will hold periodic reviews of progress and discussions of difficulties encountered, and will make course corrections. Progress reviews will be held by the President and/or his designees and the Department of Transportation officials and, with greater frequency, within the Department.

IV. Administration Support

In order to accomplish the objectives and measures described above during Fiscal Year 1996, the Secretary asks to be provided with the following specific authorities and commitments

consistent with all applicable laws:

Expedited and regardful review by OMB of significant agency action that directly accomplishes objectives contained in this agreement within Administration policy.

V. Term of Agreement

This agreement will remain in effect until modified. It is expected that it will be updated annually to reflect significant changes in budget, policy, personnel or other factors that may affect our goals and our ability to accomplish these objectives.

This agreement is intended only to improve the internal management of the Executive Branch and is not intended to and does not create any right to administrative or judicial review, or to any other right, benefit or trust responsibility, substantive or procedural, enforceable at law or equity by a party against the United States, its agencies or instrumentalities, its officers or employees or any other person.

This agreement reflects our joint commitment to creating a Department of Transportation that works better and costs less and fulfills our sacred trust to the American people.

Federico Peña
Secretary
Department of Transportation

William J. Clinton
President of the United States

Goal 1: "Tie America together" through an effective intermodal transportation system.

Achieve a new National Transportation System that integrates all modes and emphasizes connections, choices, and coordination of transportation services

Improve access between the National Highway System (NHS) and major transportation terminals.

Submit proposed NHS connections to major intermodal terminals to Congress by 6/96. (FHWA)

Complete an overall national assessment of the metropolitan planning process and its implementation under the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). (9/96) (FHWA, FTA, FRA, I)

Establish a strategy and schedule to develop policies, goals and guidelines, and to define the performance, operation and maintenance expectations for the NHS. (9/96) FHWA

Improve intermodal access to airports measured as the percent of hub airports with direct transit access and with uncongested highway access to and from downtown and other transportation terminals. (9/96)

Issue preliminary advisory material for planning ground access to airports. (9/96) (FAA, FHWA, FTA)

Target at least five major U.S. port areas for improved landside port access to state and local transportation. (9/96) (MARAD, FRA, FHWA)

Achieve a new National Transportation System that positions this country as an effective economic competitor in the global market.

By 1999, reduce transportation barriers domestically and between Canada, Mexico, and the United States to allow safe, seamless movements of freight and passengers, and improved efficiency as measured by border crossing time. (FHWA)

Open U.S.-Mexican boarder to trucking under NAFTA. Part of opening will include adopting a truck safety compliance and enforcement strategy, creation of a Federal-State team to oversee the smooth and efficient opening, and continuation of a comprehensive education program for the trucking community on motor carrier safety and hazardous materials requirements. (9/96) (FHWA, RSPA)

Improve interchange of shipping, licensing, operations and trade data between the U.S., Mexico and Canada. (9/96) (BTS, RSPA, FHWA)

Conduct toll negotiations with Canadian authorities to enhance Saint Lawrence Seaway utilization through reduced tolls and customer costs, and improved service delivery. (9/96) (SLSDC)

Support AMTRAK efforts to become financially sound and customer oriented. (FRA)

Reduce AMTRAK's net operating loss to zero by 2002.

Assist AMTRAK in its negotiations of train operating and other agreements with state and local entities. (9/96) (FRA broker w/ Amtrak)

Implement an aviation revitalization strategy

Reduce the burden of Federal Aviation Administration's (FAA) regulation of the industry through reliance on performance-based standards established in partnership with regulated entities. (9/96)

Continue the expansion of the National Route Program incrementally with constant measurement of the impact of the system. By the end of FY 96, constraints will be reduced at 29,000 feet and above. (FAA)

Reduce the number of aviation system operating restrictions by 10% and reduce the number of hours restrictions are in place during FY 96. (FAA)

Implement a maritime revitalization strategy to achieve economic security and national defense readiness.

Ensure continued availability of U.S. flag vessels for commercial and national defense purposes through enactment and implementation of the Maritime Security Program. (9/96) (MARAD)

Award Maritime Security Program agreements to 34 U.S. flag cargo vessels in the foreign trade. (9/96) (MARAD)

Enable American shipbuilding to be more competitive globally and an effective industrial partner in national security. (MARAD, USCG)

Authorize approximately \$1 billion in loan guarantees in FY 96 to support shipbuilding and shipyard modernization investment. (MARAD)

Improve the order book for commercial ships in U.S. shipyards. (9/96) (MARAD)

Goal 2: Invest strategically in transportation infrastructure which will increase productivity, stimulate the economy, and create jobs.

Ensure that projects strengthen the national and regional economies, reduce congestion, increase efficiency and enhance safety of the transportation system.

Reduce the growth of congestion on the NHS as measured by the (1) Volume-Service Flow ratio, (2) the pavement condition, and (3) the percentage of bridges with functional or structural deficiencies.

Issue a revised management systems rule and modify guidance and outreach activities to reflect the revised rule. (9/96) (FHWA)

Communicate the economic and social benefits of the NHS. (9/96) (FHWA)

Implement "Operation Time Saver" to enable communities to reduce congestion by assisting them to identify and purchase new technologies so that they can build Intelligent Transportation Infrastructure. (9/96) (FHWA)

Complete study on method for establishing the most economical transit operating subsidy level in lieu

Reduce constraints and limitations at the top 40 delay and operationally impacted airports so that the number of airports exposed to excessive delays (over 20,000 hours of delay a year) is reduced. (9/96) (FAA)

Continue to implement the results of airport capacity studies. (9/96) (FAA)

Continue to implement Air Traffic Systems Development restructuring and achieve early milestones in the program. (9/96) (FAA)

Complete the Northeast Corridor (NEC) Improvement Project by 2002. (FRA)

Submit a comprehensive transportation plan for the Washington/New York City segment of the NEC. (3/96)

Implement the Rhode Island Rail Development Project with RI DOT, FHWA, and AMTRAK, providing necessary clearances along the NEC for double stack container trains. (9/96) (FRA)

Work with states and regions to develop high speed rail as a viable transportation option in selected corridors. (9/96) (FRA)

Facilitate commerce, promote safety and protect the environment by improving ports' information flow by retrofitting existing Vessel Traffic Services (VTS) with VTS 2000 technology, by FY 2006. Establish systems characterized by open architecture, standard interfaces, state-of-the-market components and shared design philosophy with other Coast Guard command and control systems. (USCG)

In FY 96, complete VTS expansion in New York and upgrades in Puget Sound and San Francisco. (USCG)

Develop a comprehensive, continuing, and reliable funding program for transportation infrastructure and operations, which will permit expanded use of innovative financing mechanisms and private sector investment to maximize the benefits of Federal investments.

Pursue innovative financing initiatives so that non-federal investment in transportation capital improvements increases as a percent of total investment over prior years.

Evaluate the effectiveness of the first group of innovative financing projects, and incorporate the lessons learned in future projects. (9/96) (FHWA)

Develop a guide on innovative financing for rail and rail-related investments. (4/96) (FRA)

Identify FAA fee-for-service ventures to increase the total budget base. Explore alternative sources of funding for technical assistance and training, and innovative financing concepts for critically needed airport development. (9/96) (FAA)

Prepare legislative recommendations for the reauthorization of ISTEA to encourage more infrastructure investment, more flexibility for state and local governments and greater return on investment. (9/96) (DOT)

Identify opportunities to provide strategic support to transportation industries that have the potential to benefit the nation's economy

Develop and promote the U.S. position as a world leader in transportation by:

promoting U.S. transportation industries in technology trade and export efforts, (9/96) (X, FAA, NHTSA)

expansion of aviation agreements with foreign nations and expansion of U.S. aviation access to markets. (9/96) (FAA, OST-X)

Negotiate international measures, standards and practices which further U.S. interests in safety, security, environmental protection and allow U.S. industries to compete in the global marketplace. (9/96) (RSPA, USCG)

Work towards harmonization of U.S. and international safety regulations to sustain safety and maximize U.S. access to international markets. (9/96) (FAA, RSPA, NHTSA, USCG)

Harmonize U.S. regulations on the transportation of hazardous materials and the United Nations Recommendations on the Transport of Dangerous Goods. (9/96) (RSPA)

By the year 2000, achieve competitive market share for the U.S. commercial space transportation industry.

In partnership with state and local governments and the private sector, develop adequate launch infrastructure to support a competitive U.S. share of the current and emerging market for commercial space transportation. (9/96) (FAA)

Update regulations on commercial space launches and the operation of commercial launch sites. (9/96) (FAA)

Support the U.S. Trade Representative in negotiating and implementing international agreements on trade in space launches to avoid disruptions resulting from the entry of China, Russia, and Ukraine into the world launch market. (9/96) (FAA)

Promote greater opportunities for disadvantaged and women owned businesses.

Partner with state and local transportation agencies to establish and execute strategies consistent with the Adarand decision to create opportunities for small, small disadvantaged and women owned businesses to participate in DOT-assisted contracts. (9/96) (S-40)

Goal 3: Create a new alliance between the Nation's transportation and technology industries to make them both more efficient and internationally competitive.

Accelerate technological advances to make our transportation system more efficient, environmentally sound and safe. Encourage the use and application of the most modern technology to enhance efficiency and international competitiveness.

Accelerate development of Intelligent Transportation System (ITS) technologies to reduce the number and severity of motor vehicle crashes, save time, and sustain other safety goals. Success in FY 96 will be achieved if ITS deployment planning efforts are complete or underway in 75 metropolitan areas and 10 State Commercial Vehicle Operations groups and results are shared with partners and incorporated in the appropriate local planning processes. (FHWA)

Launch "Operation Time Saver," to build the Intelligent Transportation Infrastructure (ITI) across the U.S. within a decade -- to save time and lives and improve the quality of life for Americans. (9/96)

Initiate 2 new cooperative agreements with industry for development of ITS crash avoidance technologies. (9/96) (NHTSA)

Specify National ITS Architecture and initiate a process for developing ITI standards by 12/96. (FHWA)

Expand the availability of Global Positioning System (GPS) and differential-GPS (dGPS) as a reliable navigation service for transportation users and an opportunity for U.S. industry to expand its international competitive position.

Implement and maintain dGPS to achieve 99.7% availability in order to provide an accurate navigation system to civil users. Signal availability is the usable signal time/total time. (Achieve initial operational capability coverage of the U.S. continental coast including the Great Lakes, Puerto Rico, most of Hawaii and Alaska and a portion of the Mississippi River by 1/96.) (USCG)

Approve early use of GPS/dGPS for private use Category I aviation approach capabilities, determine its feasibility for CAT II and CAT III operations, and demonstrate low altitude, GPS-based communications, navigation, and surveillance systems as part of the 1996 ASTS Atlanta Olympics. (9/96) (FAA)

Foster public and private research, development, testing and evaluation efforts to develop and deploy new transportation technologies.

Encourage investment in research and development which advances the Department's goals for safety, security, minimizing environmental impact and the use of advanced materials in transportation equipment and facilities.

Increase the number of new research and technology partnerships to support the priorities of the National Science and Technology Council and promote technologies with multimodal applications such as advanced materials and transportation applications of the National Information Infrastructure. (9/96) (RSPA, S-2)

Establish and maintain an international leadership role in motor vehicle safety research under the auspice of the Enhanced Safety of Vehicles Conferences. Continue work toward "world car." (9/96) (NHTSA)

Goal 4: Promote safe and secure transportation.

Significantly reduce deaths and injuries on our transportation system.

Reduce the number of motor vehicle fatalities per 100 million vehicle miles of travel (VMT) by 1 percent to 1.69 and reduce the rate of motor vehicle injured persons per 100 million VMT by 2 percent to 129. (9/96) (NHTSA)

In collaboration with safety and business organizations and state and local governments, implement a strategy with significant public outreach and education; aggressive enforcement; and promotion of safety technology. (9/96) (Safety Task Force)

Develop and implement performance-based, cost-effective safety regulations by 10/98. (zero-based review) (FHWA)

Initiate Secretarial priority to reduce the number of injuries and fatalities occurring to bicyclists and pedestrians by 10% by the year 2000, while doubling the percent of transportation trips made by bicycling and walking from 7.9% to 15.8%. (1995 base data: 5,472 pedestrians killed and 90,000 injured; 802 bicyclists killed and 60,000 injured) (9/96) (NHTSA, FHWA, P)

Increase the number of states with zero tolerance (.02 percent blood alcohol concentration or lower) for those motor vehicle drivers younger than 21, from 26 states plus the District of Columbia to 50 states by 2000. (9/96) (NHTSA)

Award 10 new state-wide Selective Traffic Enforcement Program (STEP) demonstration grants to reduce DWI and increase safety belt usage. (9/96) (NHTSA)

Conduct and support research into human factors, performance of drivers and pedestrians, the biomechanics of traumatic injuries, occupant crash protection restraint and other topics, to provide a solid foundation for future programs to prevent motor vehicle crashes and further reduce motor vehicle deaths and injuries. (9/96) (NHTSA)

Reduce the number of fatal accidents involving commercial motor vehicles by 10 percent within 5 years. (FHWA)

Identify the one thousand highest risk motor carriers and obtain regulatory compliance by 12/96. (FHWA)

Reduce rail passenger fatality and injury rates by 40 percent from 45 per billion passenger miles in 1993 to 27 in 1998. (9/96) (FRA)

Reduce the rate of highway-rail grade crossing accidents by 25 percent from 3.5 per train miles times annual highway vehicles miles of travel in 1993 to a rate of 2.6 in 1998. (FRA)

Conduct a comprehensive national review of the design and construction of highway-rail grade rail crossings. Evaluate and plan closing 25% of grade crossings including 50% of NHS's 4500 crossings. (9/96) (DOT Grade Crossing Safety Task Force)

Reduce the fatalities aboard uninspected fishing vessels and uninspected towing vessels, halfway toward the average for the U.S. inspected fleet by 1998. (USCG)

Increase air safety and aim to achieve FAA's ultimate strategic goal of "zero accidents."

Continue to implement and report on initiatives from the January 1995 Safety Summit meeting that identified a wide variety of critical aviation safety issues. (9/96)

Develop a proactive worldwide safety database for air carriers by 1997.

Publishing a Supplemental Notice on the Aging Aircraft Safety Act by 11/96.

Publish a final rule on commuter aircraft safety. (12/95)

Hold an Aviation Safety Conference (12/95) and publish a new safety plan (2/96).

Reduce the dangers to communities and industry associated with the transportation of hazardous materials.

Maintain or reduce the historically low average annual number of fatalities and serious injuries related to the transportation of hazardous materials (1985-1994 baseline is five fatalities and 15 serious injuries per 100 million population). (9/96) (RSPA)

Reduce the average quantity of liquid hazardous material released to the environment per serious transportation incident by two percent per year. FY 96 goal is a reduction

of 60 gallons in the average quantity released. (RSPA)

Improve the safety of hazardous materials transportation through the merging of information systems and computer software to identify the contents of multimodal hazardous materials shipments so emergency crews will be able to respond to accidents quickly and accurately. (9/96) (RSPA)

Reduce the number of natural gas transmission pipeline failures (leaks) by two percent per year per 1,000 pipe miles. FY 96 goal is 4,808 leaks. (1994 baseline is 4,906 leaks; 303,895 pipe miles) (RSPA)

Reduce the number of hazardous pipeline failures (leaks) by two percent per year per 1,000 pipe miles. FY 96 goal is 238 leaks. (1994 baseline is 243 leaks; 152,978 pipe miles) (RSPA)

Implement new measures to (1) enhance security, reduce vulnerabilities, and raise security awareness on all modes of transportation and (2) contribute to U.S. national security policy.

Establish departmental security policy and guidance for security contingency planning within the operating administrations. (9/96) (OST-S60)

Improve the security of mass transit by increasing security training. (9/96) (FTA)

Ensure that cruise passenger terminals and vessels are secure from the threat of criminals and terrorists. Engage industry and state and local government agencies to strengthen security at passenger terminals and on board passenger ships. (9/96) (USCG, MARAD)

Improve air carrier passenger screening and security, by revising and updating aviation security regulations. (9/96) (FAA)

Prevent intrusions at our coastal borders or any other violations of Federal law on U.S. waters with emphasis on drugs, aliens, and foreign fishing. (USCG)

Continue coastal operations such as: coastal patrol, harbor defense, maritime interception operations, search and rescue, aids to navigation and environmental defense, sealift protection, noncombatant evacuation, security assistance, and anti-terrorism.

Support the national security interests of the U.S., as expressed in A National Security Strategy of Engagement and Enlargement. (DOT)

Provide Coast Guard military response to meet DoD requirements in support of national military strategy when requested.

Meet emergency sealift requirements of 95 ships in Ready Reserve Fleet at DoD-funded maintenance level, respond to 100% of activation notices within assigned activation times, and sustain activated ships at a level of 95% operational reliability. (MARAD)

Coordinate DOT intelligence and security efforts for the '96 Olympic Games in Atlanta. (OAs, OST-S60)

Goal 5: Actively enhance our environment through wise transportation decisions.

Improve air and water quality, reduce noise pollution and promote conservation through an aggressive program of enhanced enforcement and improved development of measurement standards and demonstrations.

Reduce air pollution from transportation activities.

Assist all non-attainment areas with mobile source emissions budgets to meet their emissions goals as measured by the percent of non-attainment and maintenance areas with mobile source emissions who meet their emission goals. (9/96) (FHWA)

Promote the development and use of alternative fuel vehicles (electric, compressed natural gas, etc.) while ensuring that alternative fuel vehicles will have a level of safety that is at least equivalent to the safety of current gasoline and diesel fueled vehicles without compromising the performance of the vehicles. (9/96) (NHTSA, FTA)

Assist the aviation industry to reduce fuel usage and minimize the impact of emissions. (9/96) (FAA)

Reduce the impact of aircraft noise by 80 percent (based on population) through an optimal mix of new aircraft certification standards, operational procedures, land use initiatives, and technology, by the year 2000. (FAA)

Aggressively administer the scheduled phase out of stage 2 aircraft. (FAA)

Work with NASA on undertaking and applying the results of noise reduction research. (9/96) (FAA)

Enhance water quality by reducing the total number of medium and major oil spills at sea by 50% and the amount of plastics and garbage discharged into the water from maritime sources by 20%, from the 1993 baselines. (9/96) (USCG)

Reduce the degradation/depletion of living marine resources by U.S. fishermen and the taking/degradation of threatened or endangered species and instances of illegal indiscriminate fishing. (9/96) (USCG)

Ensure "no net loss" of wetlands in conjunction with highway projects on a region-by-region basis. (9/96) (FHWA)

Implement at least one additional wetland mitigation

bank, interagency wetland conservation program, or
water quality action plan per region by 9/96. (FHWA)

Develop and implement coordinated policies and procedures
for environmental review of transportation projects that
simplify and reduce existing separate requirements while
maintaining high environmental quality standards. (9/96)
(DOT)

Goal 6: Put people first in our transportation system by making it relevant and accessible to users.

Enhance mobility opportunities for individual Americans.

Monitor compliance with the Americans with Disabilities Act and Air Carrier Access Act to ensure disabled people access to transportation services as provided by law. (DOT) (9/96)

Conduct Section 504 self evaluations of DOT's program to comply with the Rehabilitation Act of 1973. (9/96) (S-30)

Provide technical guidance to airport recipients of FAA funding to ensure that airport facilities are accessible to people with disabilities. (9/96)

Complete research on standards for wheelchair lifts for public and private vehicles used in the transportation of persons with disabilities and issuance of a supplemental proposal for rulemaking. (9/96) (NHTSA)

Improve the satisfaction of our customers with DOT services.

Develop customer service standards for 100% of DOT programs by the end of 1997.

Complete initial customer assessment of customer service standards and customer needs. Adjust services to meet customers' changing needs and requirements and produce an annual report to customers on accomplishments. (DOT)

Promote environmental justice for communities, community organizations, members of minority populations and low income populations.

Improve the quality of service to disadvantaged populations and increase their representation in transportation decision making.

Fully implement Executive Order 12898 and the DOT Order on environmental justice as an integral part of transportation planning and decision making and the National Environmental Policy Act process by 10/96. (FHWA)

Develop and deliver guidelines and training to the operating administrations in the administration on their Title VI responsibilities which relate to

environmental justice. (9/96) (OST-S30)

Coordinate a series of discussions with state transportation and human service program administrators to promote improved rural transportation services. (9/96) (FTA)

Implement several Livable Communities demonstration projects done in conjunction with the empowerment zone/enterprise community program and national education and training effort. (FTA, FHWA, OST-I)

Assist communities in establishing mobility in times of disaster or uncommon events.

Improve the preparedness of DOT's domestic and national security emergency response organizations.

Continue roles in contingency response, international assistance and United Nations peacekeeping. (USCG, RSPA)

In partnership with Atlanta, Georgia, implement plans to provide transportation for surge capacity crowds during the 1996 Olympic and Paralympic Games showcasing American transit technology, reducing congestion and heightening safety.

Provide funds to support cooperative efforts to provide 2,000 buses for Olympic service. (FTA)

Develop training and emergency guidance materials for regional fire, EMS, police response organizations and the Georgia Emergency Management Agency. (DOT)

Goal 7: Transform the DOT by empowering employees in a new team effort to achieve our goals.

Adopt a strategic view; commit to common goals; and act collectively -- reinvigorating what works well, eliminating what is not necessary and reinventing that which could work better.

Expand DOT strategic planning and implementation of performance outcome measurement initiatives. By 9/96, all DOT programs will have outcome based standards of performance.

Develop a DOT performance plan to accompany the FY 98 budget proposal to OMB. (DOT)

Initiate update of strategic plan in full compliance with requirements of Government Performance and Results Act of 1993 (GPRA). (9/96) (DOT)

Complete DOT's regulatory reinvention. The goal is to eliminate the 13% of DOT regulations which are obsolete or outdated, and rewrite and simplify 37% of all DOT regulations. (9/96) (DOT)

Achieve a 50% reduction in all internal DOT regulations. (9/96) (DOT)

Pursue alternative methods of rulemaking including expanding of "reg neg" with new more constructive approaches to rulemaking and simplifying the regulatory process. (9/96) (DOT)

Create a more effective and productive work environment that fosters job satisfaction and rewards "getting the job done."

Re-engineer processes, programs and approaches to emphasize work teams and other cross-cutting mechanisms which will provide better service and/or result in cost savings/avoidances throughout the Department. (9/96) (DOT)

Reinvent DOT procurement system -- promote the Procurement Reinvention Laboratory. (9/96) (M)

Increase the use of technologies and information management to improve the internal operations of the Department.

Develop an automated Dockets Management System, and consolidate the nine existing docket rooms into a single departmental facility. (9/96) (M)

Establish a paperless and more efficient acquisition

process through a single system which links procurement, accounting, property, and inventory control, shipping and receiving as well as interfacing with industry via electronic commerce. (9/96) (DOT)

Develop and implement telecommuting programs in both headquarters and in the field so that 2000 DOT employees telecommute by the end of the fiscal year.

Strengthen safety inspectors' ability through computer devices to collect and disseminate information and to reduce the need to return to field offices for reporting purposes. (9/96) (M)

Migrate Coast Guard's computer operating system software from existing proprietary architecture toward open system standards. (9/96) (USCG)

Assist in the overall improvement of Departmental management by focusing evaluations on improving the efficient and effective delivery of programs and services. Emphasize performance measures and program evaluations to support continuous improvement and to strengthen the management capacity of the Department. (9/96) (DOT, IG)

Initiate and maintain workforce/workplace initiatives which ensure a quality organization which emphasizes mutual respect and communication, encourage employee involvement and accountability, are family friendly, meet the needs of both managers and employees, provide opportunities for personal and professional development, and respect and encourage diversity. (As measured through various employee satisfaction questionnaires.)

Conduct job satisfaction surveys covering at least 90% of all DOT employees. Establish baseline data or increase the satisfaction index of organizations which have had a survey in place for at least one year. (9/96) (DOT)

Support labor-management partnerships throughout the Department. In collaboration with the major DOT unions, strengthen the Department-wide Labor-Management Council to facilitate and encourage improved communications. (9/96)

Implement new personnel performance management evaluation framework for the Department which supports a customer focused, flexible, and empowered workforce through a new performance evaluation system and an awards and recognition program which rewards outcomes achieved. (9/96)

Implement a continuous learning curriculum.

Implement new training recommendations from Department-wide study. (9/96) (DOT)

Work to ensure that DOT workforce reflects the diversity of the American people and eliminate barriers to full participation by women, minorities and persons with disabilities in recruitment, training, promotion and retention. (9/96) (DOT)

Reinvent the Department of Transportation to be responsive, efficient and effective.

As part of the Administration's Reinventing Government initiative, develop a plan to re-engineer the DOT organization to better support its primary mission of "Tying America Together," multi-modally, in the most cost-effective way. Propose and submit legislation which is required to implement the plan.

Propose a reorganization of surface transportation activities that strengthens program delivery and reduces redundancy at field offices and headquarters. (9/96) (OST-S3)

Transform the Saint Lawrence Seaway Development Corporation into an independent, federal corporation. (9/96) (OST-S3, SLSDC)

Implement FAA reform legislation when enacted by Congress. (9/96) (FAA)

Implement Coast Guard streamlining plan. (9/96)

Achieve administrative savings of \$25 million by reducing redundancies and streamlining administrative functions. Create the Transportation Administrative Services Center (TASC) to consolidate service, reduce redundancies and costs, coordinate and streamline operations, and improve customer satisfaction. (9/96) (DOT, M)

Seek legal authority to increase delegation of certain tasks and inspections to qualified maritime companies, which will provide greater regulatory compliance and flexibility to customers and the U.S. maritime industry. (9/96) (USCG)

Integrate ICC functions and establish new organizational structure. (M)

Coordinate integration of former ICC functions

transferred to the Office of Motor Carriers. (9/96)
(M, FHWA)

Incorporate the newly created Surface Transportation Board in the Department of Transportation and define level and type of administrative support to be provided by the DOT to the Board. (9/96)

Develop performance partnerships with State and local officials.

Conduct demonstration projects in 4-5 states to evaluate the administration of unified planning grants. (9/96) (FTA, FHWA)

Conduct performance partnership pilot programs examining the new Section 402 Highway Safety Grant process in 16 states. (9/96) (NHTSA)

Reduce the DOT civilian workforce by __% and the military workforce by __% from the FY 93 enacted level, and the targeted support functions populations by __% by 9/96.

Reduce Coast Guard resource base by \$121 million and the workforce by 700 people. [by FY 98 achieve \$400 million in recurring savings and reduce the workforce by 4,000 people from FY 93 base] (9/96)

Plan and implement a DOT Career Transition Program. (9/96) (M)