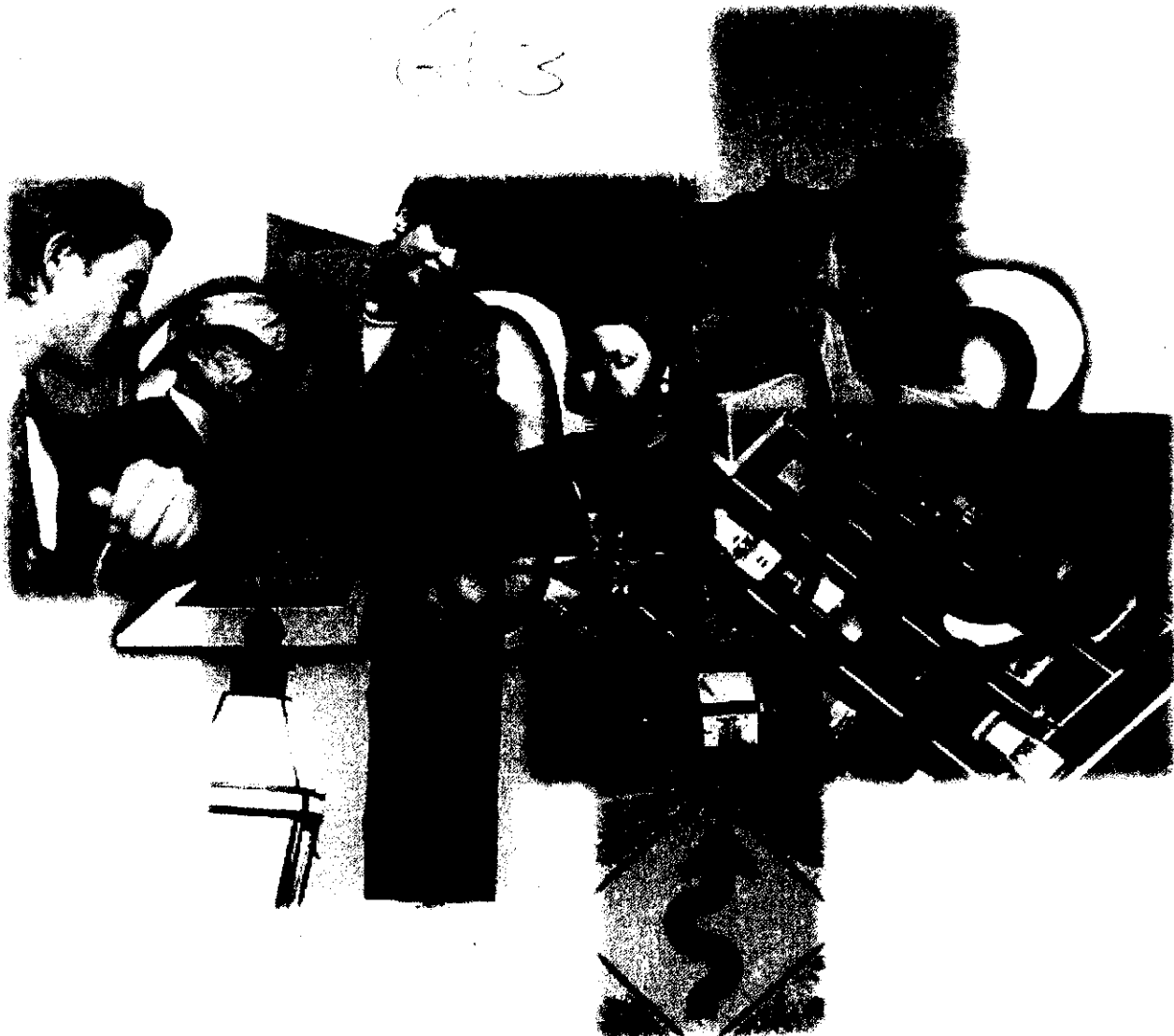


Federal Highway Administration

# Milepost 2003

*"How far we have traveled... How far we have yet to go."*



U.S. Department  
of Transportation

Federal Highway  
Administration

#### NOTICE

This document is disseminated by the Federal Highway Administration in the interest of information exchange. The United States Government assumes no liability for its use thereof.

## TABLE OF CONTENTS

INTRODUCTION .....	1
PROGRESS SUMMARY .....	3
SAFETY .....	5
1. Highway-Related Fatalities and Fatality Rate .....	5
2. Highway-Related Injured Persons and Injury Rate .....	7
MOBILITY AND PRODUCTIVITY .....	9
3. Pavement Condition (NHS) .....	9
4. Bridge Condition (NHS and Non-NHS) .....	11
5. Percent of Congested Travel .....	13
GLOBAL CONNECTIVITY .....	15
6. Cost of Highway Freight Per Mile .....	15
HUMAN AND NATURAL ENVIRONMENT .....	16
7. On-Road Mobile Source Emissions .....	16
8. Areas Meeting Emissions Budget Goals .....	18
9. Wetlands Replacement .....	19
10. Exemplary Ecosystem Initiatives .....	20
11. Context Sensitive Solutions and/or Integrated Approaches .....	22
NATIONAL HOMELAND SECURITY .....	24
12. National Homeland Security .....	24
ORGANIZATIONAL EXCELLENCE .....	25
13. Major Projects – Scheduled Milestones and Cost Estimates .....	25
14. Federal-aid Highway Obligations Expended .....	26
15. Negotiated Timeframes .....	27
16. Median Processing Time, Environmental Impact Statements and Environmental Assessments .....	28
17. Transportation Plans and Programs .....	30
18. Customer/Partner Satisfaction .....	31
19. Employee Job Satisfaction .....	33
KEY CONTACTS .....	35
GLOSSARY .....	36



## INTRODUCTION

The strategic goals of the Federal Highway Administration (FHWA) are:

- Safety - Continually improve highway safety.
- Mobility and Productivity - Preserve, improve and expand the Nation's highway transportation system while, at the same time, enhancing the operation and efficiency of the existing highway system and intermodal connectors.
- Global Connectivity - Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.
- Human and Natural Environment - Protect and enhance the natural environment and communities affected by highway transportation.
- National and Homeland Security - Improve the Nation's national defense mobility.
- Organizational Excellence - Advance FHWA's ability to manage for results and innovation.

In the FHWA *Fiscal Year (FY) 2004 Performance Plan*, these goals are translated into long-term strategic outcomes with annual performance measures, which we use to measure the success of our strategies and actions. A copy of the FY 2004 Performance Plan is available to download at: <http://intra.fhwa.dot.gov/strategic/FY04PLANFINAL.doc>.

The purpose of the *Federal Highway Administration Milepost 2003 Report* is to provide an end-of-year update on our progress towards achieving these strategic outcomes. Detailed information about our progress is provided in the goal sections, which summarize the following information:

- Strategic Objective,
- Strategic Outcome,
- Performance Measure(s),
- Results to Date,
- Additional Information,
- National Performance Measure, if data are available, and
- Additional Web sites.

The targets and actual results for each existing performance measure are provided. If the measure is still under development or a baseline is being established, preliminary results are summarized. The information presented here is for the most recent available year, which varies depending on the type and source of the data. Long-term targets for some measures are also indicated.

Because the reporting of the strategic outcomes is often delayed more than a year, national performance measures were introduced with the FY 2003 Performance Plan. These measures are reported on a more timely basis and may be causally linked to our long-term success. Where data are available, results for these leading indicators are included. Links to additional web sites containing the source data and related information are provided.

For more information about the information in this report or other related documents, please contact Woody Stanley or Connie Yew in the FHWA, Office of Corporate Management, by telephone 202-366-9393 or e-mail at [corpmanagement.fhwa@fhwa.dot.gov](mailto:corpmanagement.fhwa@fhwa.dot.gov).



## PROGRESS SUMMARY

The overall results are briefly summarized below by strategic goal. Unless otherwise noted, all results are for FY 2003.

### SAFETY

In 2002, approximately 2.9 million people were injured and 42,815 were killed in highway-related crashes. While the number of fatalities was the highest since 1990, the number injured continued to decline. The highway fatality rate continued to decline also, albeit at a slower rate than in the past decade.

### MOBILITY AND PRODUCTIVITY

The growth in traffic congestion nationwide was less than expected in FY 2002. The percent of congested travel nationwide was 30.4 percent, which was below the projected increase to 31.1 percent. Results for pavement smoothness were below the target in FY 2002, primarily because worse conditions in a small number of states with high vehicle miles of travel (VMT) skewed the overall result. However, travel on National Highway System (NHS) pavement rated in good condition, with an International Roughness Index (IRI) of 95 inches per mile or less, increased from 49.3 from FY 2001 to 50 percent in FY 2002. Bridge condition did not improve as much as was expected in FY 2003, primarily because of a 0.2 percent increase, from 39.7 percent in FY 2002 to 39.9 percent, on NHS bridges with an average daily traffic (ADT) greater than 50,000.

### HUMAN AND NATURAL ENVIRONMENT

The wetlands mitigation ratio was 2.7:1. Three new exemplary ecosystem initiatives were recognized, bringing the overall total to eight. The FHWA recognized 8 states as having fully adopted Context Sensitive Solutions (CSS) that took into account many environmental aspects. Total on-road mobile source emissions have declined from 87.4 million tons in 1988 to 61.9 million tons in 2000. The number of areas in conformity lapse, without a conforming plan and transportation improvement plan, was 6 out of a total of approximately 130 areas.

### NATIONAL HOMELAND SECURITY

Measures for this goal are currently under review and development. Results are not available at this time.

### ORGANIZATIONAL EXCELLENCE

Scheduled milestones and cost estimates from the initial project agreements were met on 95 percent of all major infrastructure projects. Federal-aid Highway obligations expended increased by 1 percent, from 77.7 percent in FY 2002 to 78.7 percent. The median time for completing an environmental impact statement (EIS) was 62 months for all projects. While the performance target of 51 months was not met, the median time was reduced when compared to the prior year. The median time for completing an EIS was 26 months for all projects.

Overall employee job satisfaction declined from 74 percent in FY 2002 to 69 percent in FY 2003. While job satisfaction declined, full employment levels were maintained above the target of

greater than 98 percent. A new baseline was established for customer and partner satisfaction with FHWA's products and services. Slightly more than half of state Department of Transportation (DOT) partners indicated that they were satisfied or very satisfied, and nearly two-thirds of the Metropolitan Planning Organization (MPO) partners were satisfied or very satisfied, with the Agency's performance.

Additional Notes:

1. The injured persons and injury rate measures are no longer reported in the DOT and FHWA performance plans, but they are included here since there is continued interest in this performance metric and trend data are available.
2. The estimation technique for percent of congested travel measure was refined in late December 2002 and adjusted values are included here. Annual Hours of Delay and Percent Additional Travel Time are no longer reported in the DOT and FHWA Performance Plans.
3. Baselines for Exemplary Ecosystem Initiatives, CSS and/or Integrated Approaches, and Environmental Assessment (EA) Processing Time are reported.
4. Performance measures for Global Connectivity will be developed in FY 2004.
5. Performance measures for National Homeland Security will be developed at a later date.
6. New performance measures for Organizational Excellence include Major Projects – Schedule Milestones and Costs and Transportation Plans and Programs.
7. A new method for measuring Agency Customer/Partner Satisfaction was introduced in FY 2003.
8. Baseline information is included for numerous National Performance Measures. Under the Employee Satisfaction outcome measure, the Timeliness of Recruitment and Selection Process measure is no longer reported.



## SAFETY

### 1. Highway-Related Fatalities and Fatality Rate

#### STRATEGIC OBJECTIVE:

Reduce the highway fatality rate to 1.0 per hundred million VMT in 2008.

#### STRATEGIC OUTCOME:

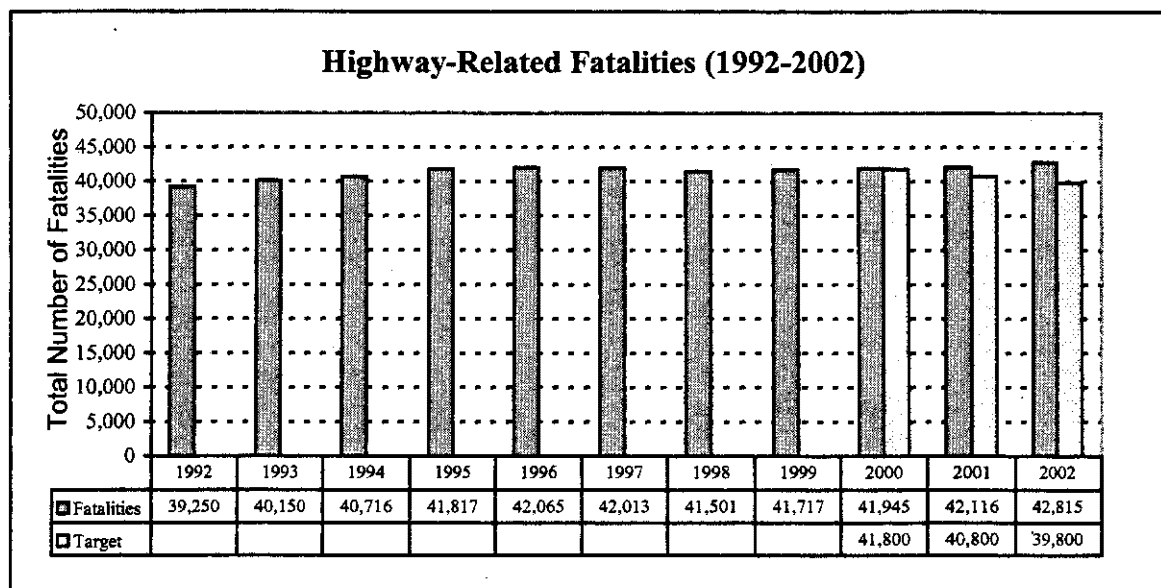
Reduce the number of highway related fatalities, actual and adjusted per 100 million VMT. The target was 1.4 per hundred million VMT in 2003 (1.4 per hundred million VMT in 2002).

#### PERFORMANCE MEASURES:

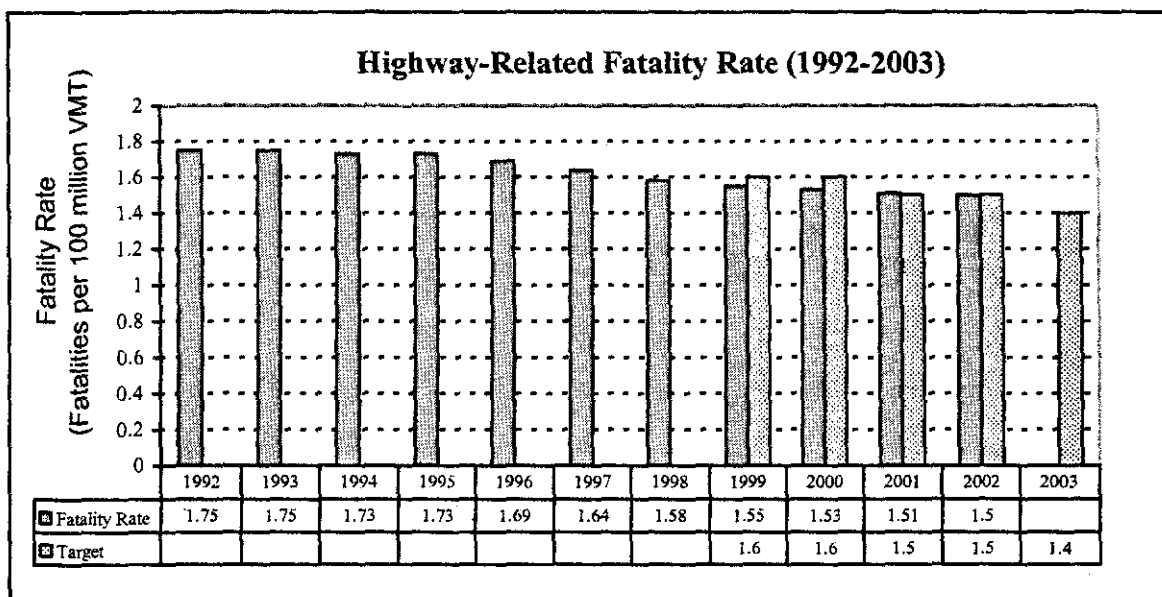
- (1) Number of highway-related fatalities; and
- (2) Number of highway-related fatalities per 100 million VMT or fatality rate.

The number of fatalities is obtained from the Fatality Analysis Reporting System (FARS) data, a census of fatal traffic crashes within the 50 states, Washington, DC., and Puerto Rico. To be included in FARS, a crash must result in the death of an occupant of a vehicle or a non-motorist (i.e., pedestrian or bicyclist) within 30 days of the crash. The FARS data are collected from all fatal crashes through police crash reports, and other state data, and include roadways open to the public using the NHS classification of roads. Pedestrian and bicycle fatalities that occur on public highways, but do not involve a motor vehicle, are not recorded in FARS. The VMT data are derived by FHWA from state-reported estimates of travel based on various levels of sampling dependent on road type.

#### RESULTS TO DATE:



Source: National Highway Traffic Safety Administration (NHTSA) Fatal Analysis Reporting System. Available at: <http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSFAnn/TSF2002EE.pdf>



Source: NHTSA Fatal Analysis Reporting System. Available at: <http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSFAnn/TSF2002EE.pdf>

#### ADDITIONAL INFORMATION:

The VMT are used as an indicator of traffic exposure. The data are derived from state-reported estimates of travel based on various levels of sampling depending on road type. Safety fatality and injured persons rates were calculated using the following VMT data from the Highway Performance Monitoring System (HPMS). The data in the table below are for travel in all 50 states, excluding Puerto Rico.

Vehicle Miles Traveled 1992-2002 (numbers have been rounded off)

Year	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Vehicle Miles of Travel (100 million)	22,472	22,964	23,576	24,228	24,858	25,604	26,315	26,913	27,498	27,973	28,558

Source: HPMS. Available at: <http://www.fhwa.dot.gov/ohim/hs01/vm2.htm>.

## 2. Highway-Related Injured Persons and Injury Rate

### STRATEGIC OBJECTIVE:

Reduce the highway fatality rate to 1.0 per hundred million VMT in 2008.

### STRATEGIC OUTCOME:

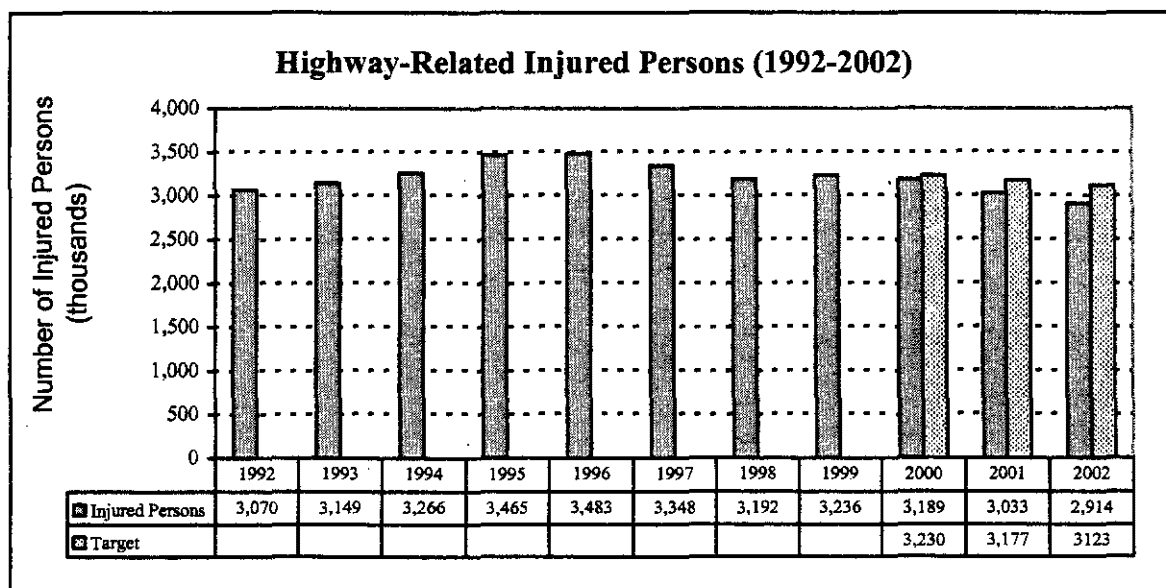
The number of highway related injured persons, actual and adjusted per 100 million VMT. The target was 109 per hundred million VMT in 2003 (111 per hundred million VMT in 2002).

### PERFORMANCE MEASURES:

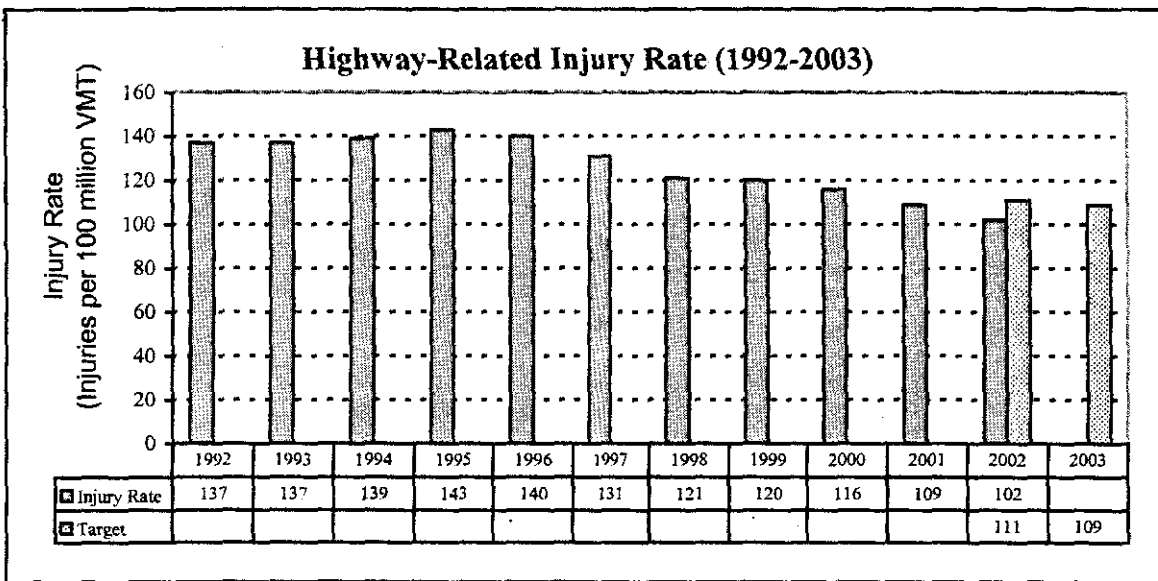
- (1) Number of highway-related injured persons; and
- (2) Number of highway-related injured persons per 100 million VMT or injury rate.

Data for injured persons are derived from the General Estimates System (GES), a nationally representative probability sample that provides national estimates of total non-fatal injury crashes, injured persons, and property-damage-only crashes. The GES data cover all roadways open to the public using the NHS road classification. The VMT data are derived by FHWA from state-reported estimates of travel based on various levels of sampling, dependent on road type.

### RESULTS TO DATE:



Source: NHTSA Fatal Analysis Reporting System. Available at: <http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSFAnn/TSF2002EE.pdf>



Source: NHTSA Fatal Analysis Reporting System. Available at: <http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSFAnn/TSF2002EE.pdf>

**NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):**

Number of states having a formal shoulder rumble strip policy that conforms to the FHWA Rumble Strip Technical Advisory

Year	FY 2002	FY 2003	FY 2004
Actual	N/A	33	
Target			36

Number of state highway agencies developing an Intersection Safety Plan

Year	FY 2002	FY 2003	FY 2004
Actual	N/A	17	
Target			25

Number of states having a pedestrian safety plan, among the 10 states with the highest pedestrian fatality rates

Year	FY 2002	FY 2003	FY 2004
Actual	N/A	2	
Target			4

Number of states implementing a high quality, data driven comprehensive safety plan

Year	FY 2002	FY 2003	FY 2004
Actual	N/A	7	
Target			10

## MOBILITY AND PRODUCTIVITY

### 3. Pavement Condition (NHS)

#### STRATEGIC OBJECTIVE:

Improve the physical condition of the transportation system.

#### STRATEGIC OUTCOME:

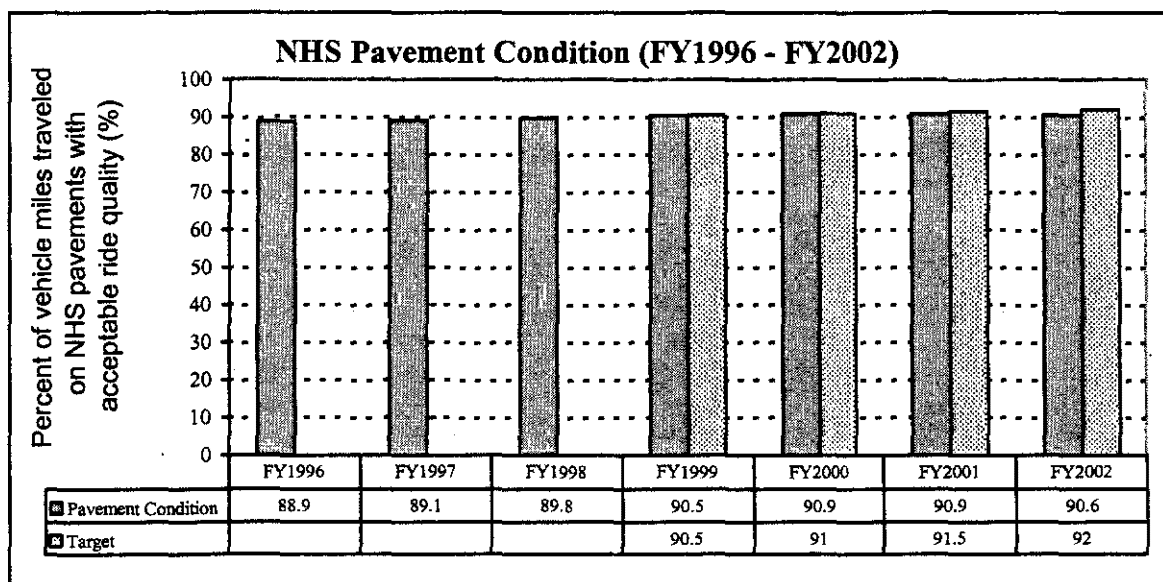
Increase the percent of pavement on the NHS with acceptable ride quality, adjusted for VMT, to 92.5 percent in FY 2003 (92 percent in FY 2002).

#### PERFORMANCE MEASURE:

Percentage of VMT on NHS pavements with acceptable ride quality (International Roughness Index, IRI  $\leq 170$  in/mi)

The target for pavement condition based on mileage on the NHS was exceeded in 1999. By adding the factor, VMT, FHWA seeks to better address mobility by focusing on the quality of the ride as it relates to the vehicles (and the experience of passengers).

#### RESULTS TO DATE:



Source: HPMS. Available at: <http://intra.fhwa.dot.gov/ohpi/iripage.htm>

# ADDITIONAL INFORMATION:

## Percent NHS Pavement Condition (FY 1996-FY 2002)

Pavement Condition	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
Good (IRI < 95)	37	39	43	46	48	49	50
Acceptable (IRI 95 to 170)	52	50	47	45	43	42	44
Unacceptable (IRI > 170)	11	11	10	9	9	9	6

Source: HPMS. Available at: <http://intra.fhwa.dot.gov/ohpi/iripage.htm>.

The IRI is a quantitative measure of the roughness of the pavement. The higher the number, the rougher is the pavement. The threshold value at which ride quality becomes unacceptable has been established at 170 inches/mile. Factoring VMT with pavement smoothness gives FHWA a picture of the ride experienced by vehicles on the NHS. Roughness is defined in accordance with the American Society for Testing and Materials Standard E867. The preferred method of obtaining IRI data for the HPMS is found in the American Association of State and Highway Transportation Officials Provisional Standard PP-37-99. The methods and standards for measuring pavement roughness are detailed in Appendix E of the HPMS field manual available at: <http://www.fhwa.dot.gov/ohim/hpmsman1/pdf/appe.pdf>.

## NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):

Number of states that employ 3 or more technology practices to improve pavement smoothness (baseline to be determined in FY 2004)

Number of states using accelerated construction techniques (FY 2002-2003)

Year	FY 2002	FY 2003	FY 2004
Actual		2	
Target		N/T	5

## 4. Bridge Condition (NHS and Non-NHS)

### STRATEGIC OBJECTIVE:

Improve the physical condition of the transportation system.

### STRATEGIC OUTCOME:

Decrease the percent of deck area on bridges rated deficient for all ADT to 27.5 percent on NHS bridges and 29.7 percent on non-NHS bridges in 2003 (28.6 percent and 30.7 percent in 2002, respectively).

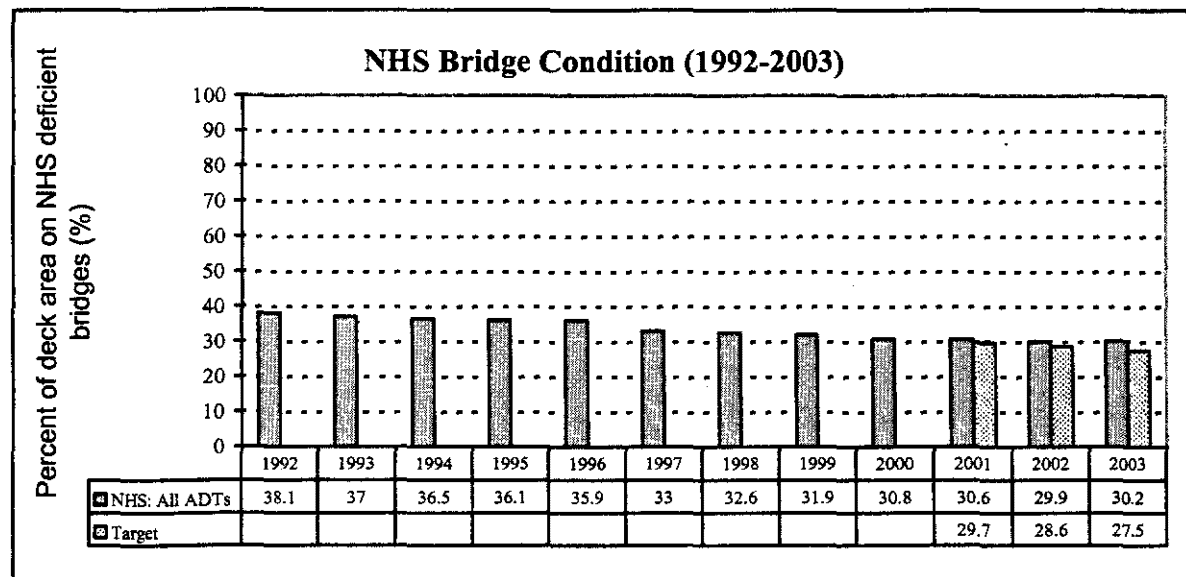
### PERFORMANCE MEASURES:

- (1) Percentage of deck area on NHS deficient bridges for all ADT (structurally deficient (SD) or functionally obsolete (FO)); and
- (2) Percentage of deck area on non-NHS deficient bridges for all ADT (SD or FO).

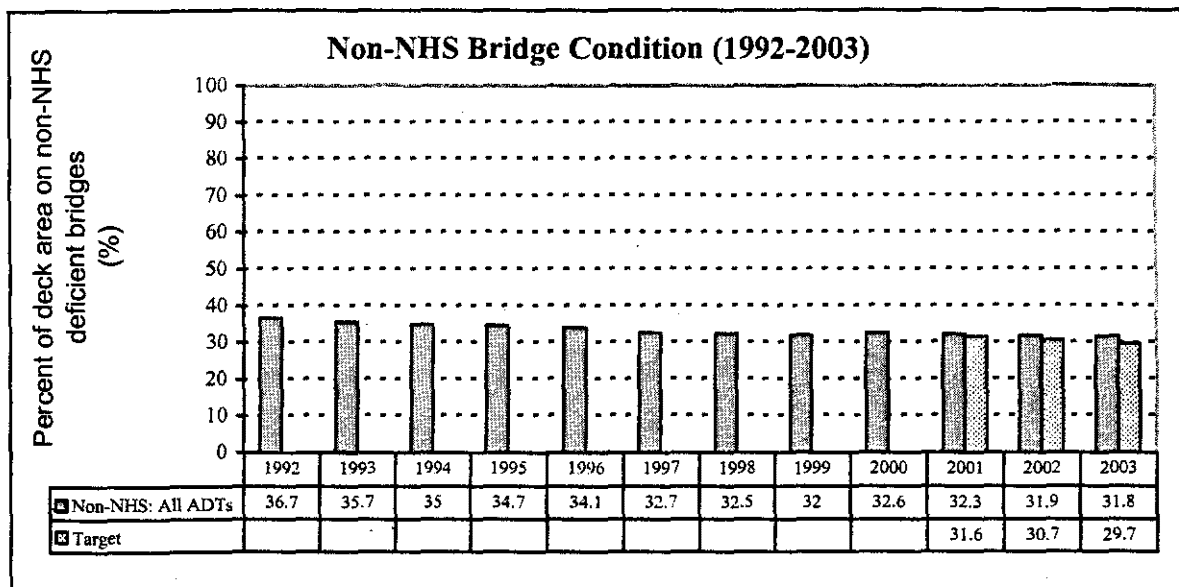
In FY 2001, FHWA revised its measure for bridge deficiencies to address mobility more accurately by adding deck area and ADT as factors. Prior to FY 2001, FHWA measured condition based on the actual number of deficient bridges.

The percent is calculated as the deck area on NHS (or non-NHS) deficient bridges divided by the total deck area of all bridges on the NHS (or non-NHS). The current measure is for all ADT, but FHWA has set targets based on ranges of ADT for NHS and non-NHS bridges.

### RESULTS TO DATE:



Source: National Bridge Inventory. Available at: <http://www.fhwa.dot.gov/bridge/britab.htm>.



Source: National Bridge Inventory. Available at: <http://www.fhwa.dot.gov/bridge/britab.htm>.

#### ADDITIONAL INFORMATION:

The National Bridge Inventory System (NBIS) requires the inspection of all bridges located on public roads. It contains data on the Nation's more than 590,000 bridges. From the data provided, FHWA monitors the condition of the Nation's bridges, which includes identifying those bridges that are either functionally obsolete or structurally deficient. A bridge is functionally obsolete when the deck geometry, load carrying capacity, i.e., comparison of the original design load to the state legal load, clearance, or approach roadway alignment no longer meets the usual criteria for the system. A bridge is considered structurally deficient when any major bridge element receives an inspection rating of poor or lower, is closed, receives a low structural evaluation rating based on load rating and level of service, or has a limited waterway adequacy. As illustrated below, the results vary on the NHS and non-NHS by average daily travel, with a higher percentage of deck area on deficient bridges on roads with greater ADT.

Percent Deck Area on Deficient Bridges (1992-2003)

ADT Range	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
NHS (>50,000)	52.7	51.9	51.5	49.1	48.5	43.0	44.5	44.6	42.6	40.5	39.7	39.9
NHS (0 to 50,000)	34.4	33.2	32.8	32.8	32.6	30.1	29.1	28.2	26.8	27.1	26.4	26.2
Non-NHS (>10,000)	51.3	50.9	49.5	48.8	47.7	46.3	47.0	45.9	44.3	44.7	43.6	43.5
Non-NHS (0 to 10,000)	34.4	33.2	32.7	32.4	31.7	30.4	29.9	29.5	29.1	28.6	28.3	28.2

Source: National Bridge Inventory. Available at: <http://www.fhwa.dot.gov/bridge/britab.htm>

#### NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):

Number of states that employ innovative materials on bridge construction projects (2002-2003)

Year	2002	2003	2004
Actual	41	41	
Target		37	50



## 5. Percent of Congested Travel

### STRATEGIC OBJECTIVE:

Reduce transportation time from origin to destination. Increase the reliability of trip times for the Individual Transportation User.

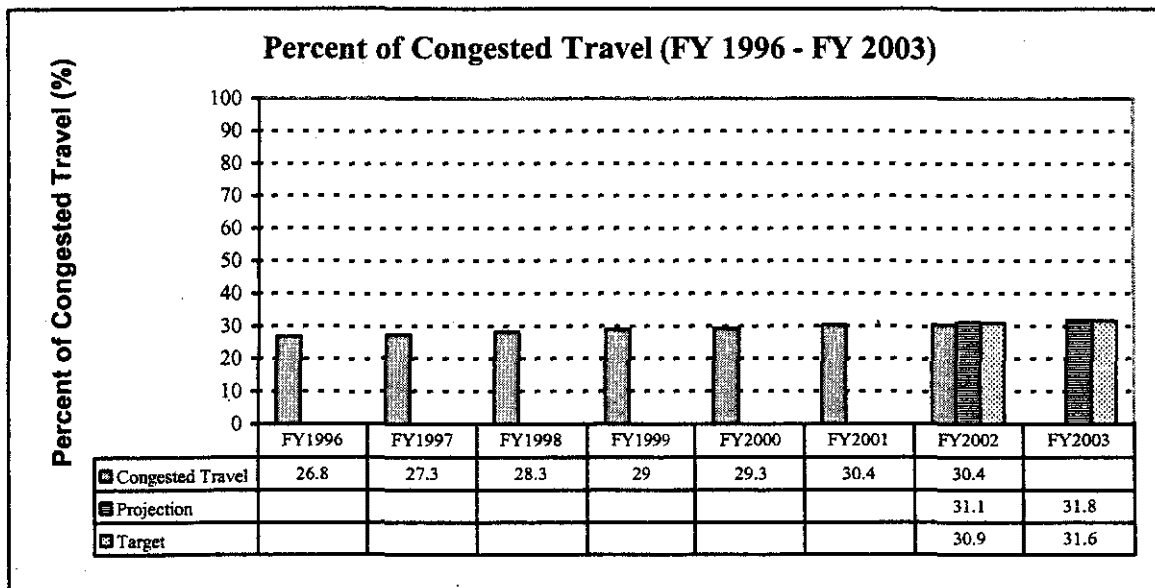
### STRATEGIC OUTCOME:

Limit the growth of congested travel by 0.2 percent to 31.6 percent from a projected rate of 31.8 percent in FY 2003 (30.9 percent from a projected rate of 31.1 percent in FY 2002)

### PERFORMANCE MEASURE:

Percent of congested travel based on daily travel on the freeways and arterials (see notes in Additional Information).

### RESULTS TO DATE:



Source: HPMS and Texas Transportation Institute.

### ADDITIONAL INFORMATION:

In December 2002, the Texas Transportation Institute revised the computer model used to estimate percent of congested travel nationwide. The largest change occurred in the speed estimation process. The speed curve for the Urban Mobility Study (UMS) was adjusted to approximate the speed functions found in the Highway Economic Requirements System model used by FHWA. Also, the single speed curve from the 2001 UMS was replaced by directional speed curves for peak and off-peak directions in the 2002 UMS. Because the average speeds for most urban areas were higher with the new speed curves, the net effect of the change was a reduction in calculated delay, and lower travel time indices. This major methodology change was reinforced by the speed information from the Traffic Management Centers, which suggested that the speed curves from the 2001 UMS should be updated. The revised performance data and targets are presented above.

NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):

Deployment of ITS Infrastructure, Number of Areas at Medium or High Level (1999-2004)

Year	1999	2000	2001	2002	2003	2004
Actual	49	52	52	57	61	
Target					61	68

Deployment of Regional ITS Architecture, (2002-2003)

Year	2002	2003	2004
Actual	97	120	
Target		130	190

Deployment of 511 Traveler Information Systems, (2002-2003) - Percent of Population Coverage

Year	2002	2003	2004
Actual	13.7%	16.5%	
Target		30%	40

Work Zone Self Assessment (National Score)

Year	2002	2003	2004
Actual	N/A	7.8	
Target		N/T	8.6

Incident Management Self Assessment (National Score)

Year	2002	2003	2004
Actual	N/A	47.3%	
Target		N/T	52%

ADDITIONAL WEB SITE:

Texas Transportation Institute, 2003 Urban Mobility Study. Available at: <http://mobility.tamu.edu/ums/>

## 6. Cost of Highway Freight Per Mile

**STRATEGIC OBJECTIVE:**

Sustain the economic efficiency of goods movement on the surface transportation system.

**STRATEGIC OUTCOME:**

Reduce the cost of highway freight per mile in constant dollars, by one percent annually.

**PERFORMANCE MEASURE:** (This measure is under development).

**RESULTS TO DATE:** (Baseline to be determined in FY 2004).

**NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):**

Travel time variability on illustrative freight corridors (baseline to be determined in FY 2004)

Hours of delay per 1,000 commercial vehicles at NHS border crossings (baseline to be determined in FY 2004)

## HUMAN AND NATURAL ENVIRONMENT

### 7. On-Road Mobile Source Emissions

#### STRATEGIC OBJECTIVE:

Reduce the amount of pollution from transportation sources.

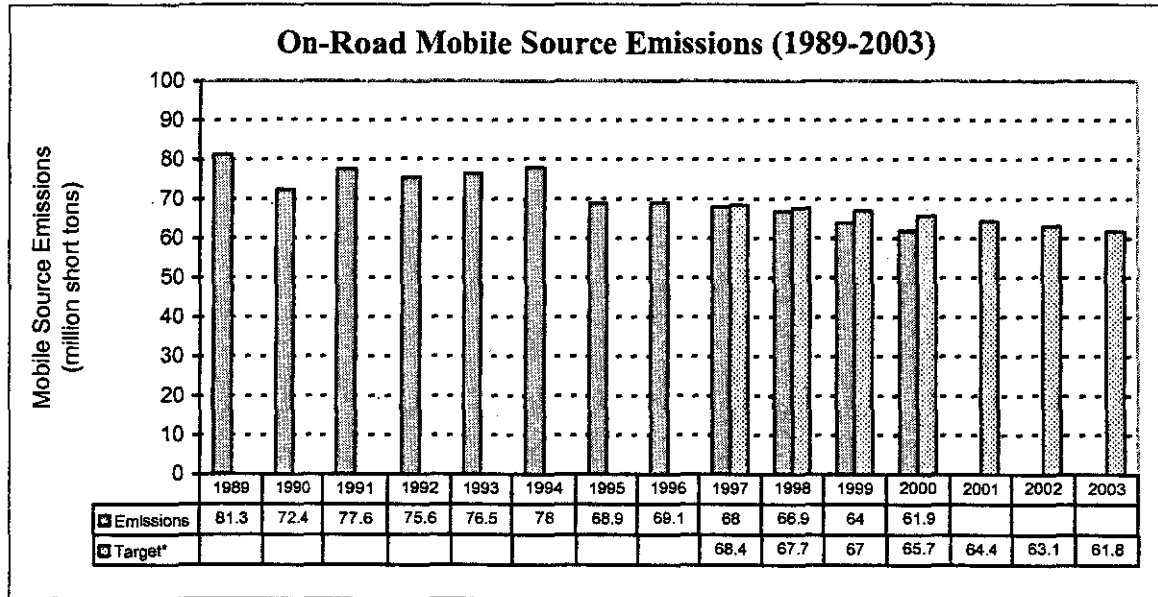
#### STRATEGIC OUTCOME:

Reduce mobile source emissions to 60.6 million tons.

#### PERFORMANCE MEASURE:

On-road mobile source emissions, which is the sum of estimated total annual tonnage of emissions of carbon monoxide (CO), nitrogen oxides (NOx), volatile organic compounds (VOC), and particulate matter (PM-10).

#### RESULTS TO DATE:



Source: Environmental Protection Agency (EPA) National Air Quality and Emissions Trend Report, 2001.

Available at: <http://www.epa.gov/oar/aqtrnd01/>

ADDITIONAL INFORMATION:

Year	Emissions (in thousand short tons)				
	CO	NO <sub>x</sub>	VOC	PM-10	Total Emissions
1989	66,050	7,682	7,192	367	81,291
1990	58,444	7,210	6,443	349	72,446
1991	62,999	7,557	6,660	353	77,569
1992	61,236	7,759	6,289	349	75,633
1993	61,833	7,960	6,348	327	76,468
1994	62,903	8,176	6,563	324	77,966
1995	54,811	7,956	5,816	300	68,883
1996	54,388	8,793	5,541	345	69,067
1997	53,315	8,924	5,438	331	68,008
1998	52,360	8,816	5,439	312	66,927
1999	49,740	8,612	5,332	296	63,980
2000	48,469	8,150	5,035	273	61,927

Source: FHWA Air Quality Performance Measures (2001). Available at:  
<http://www.fhwa.dot.gov/environment/aqupdate/index.htm>

NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):

Number of Areas in Transportation Conformity Lapse, 12-Month Moving Average, FY 2003

	FY 2002	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.
Avg.	6.33	6.1	5.9	5.8	6.0

Source: FHWA Division Offices

## 8. Areas Meeting Emissions Budget Goals

### STRATEGIC OBJECTIVE:

Reduce the amount of pollution from transportation sources.

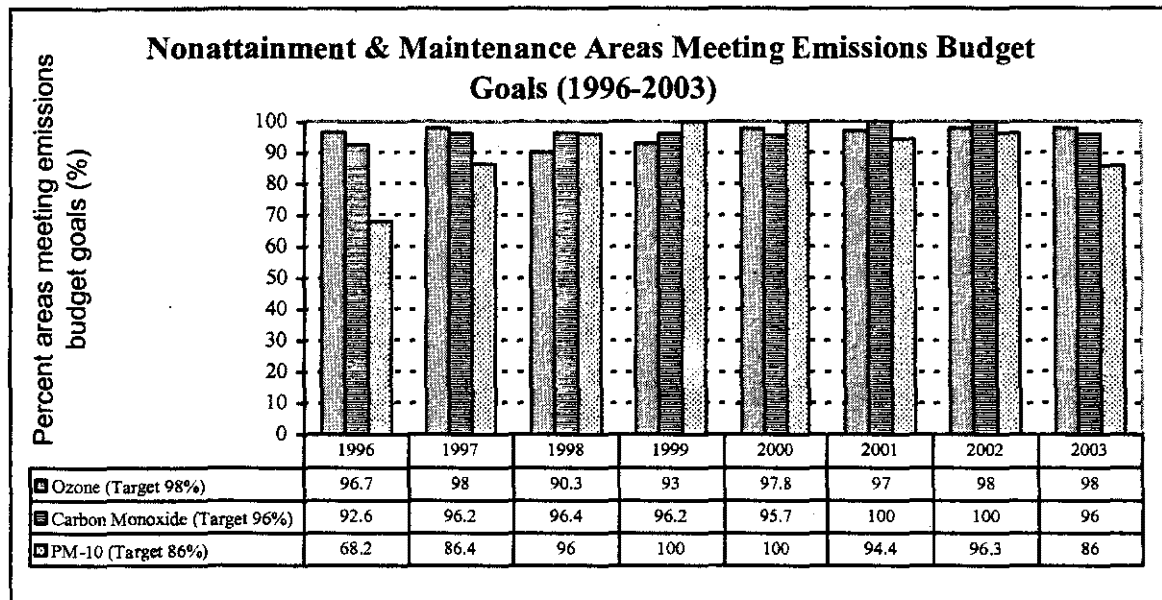
### STRATEGIC OUTCOME:

Increase the percent of nonattainment and maintenance areas meeting emissions budget goals (i.e., 98 percent for ozone, 96 percent for CO, and 86 percent for PM-10)

### PERFORMANCE MEASURE:

Percent of nonattainment and maintenance areas meeting their mobile source emissions budget goals, as measured by area and pollutant in July of each year.

### RESULTS TO DATE:



Source: Environmental Protection Agency (EPA) National Air Quality and Emissions Trend Report, 2002.  
Available at: <http://www.fhwa.dot.gov/environment/perform/aqrpt02.htm>.

### ADDITIONAL INFORMATION:

As of November 2002, there were a total of 300 non-attainment and maintenance areas (Source: EPA Greenbook). A total of about 130 are subject to conformity requirements.

### ADDITIONAL WEB SITES:

Transportation Conformity: <http://www.fhwa.dot.gov/environment/tcm/index.htm>

## 9. Wetlands Replacement

### STRATEGIC OBJECTIVE:

Reduce the adverse effects on Ecosystems and Ecosystem Viability.

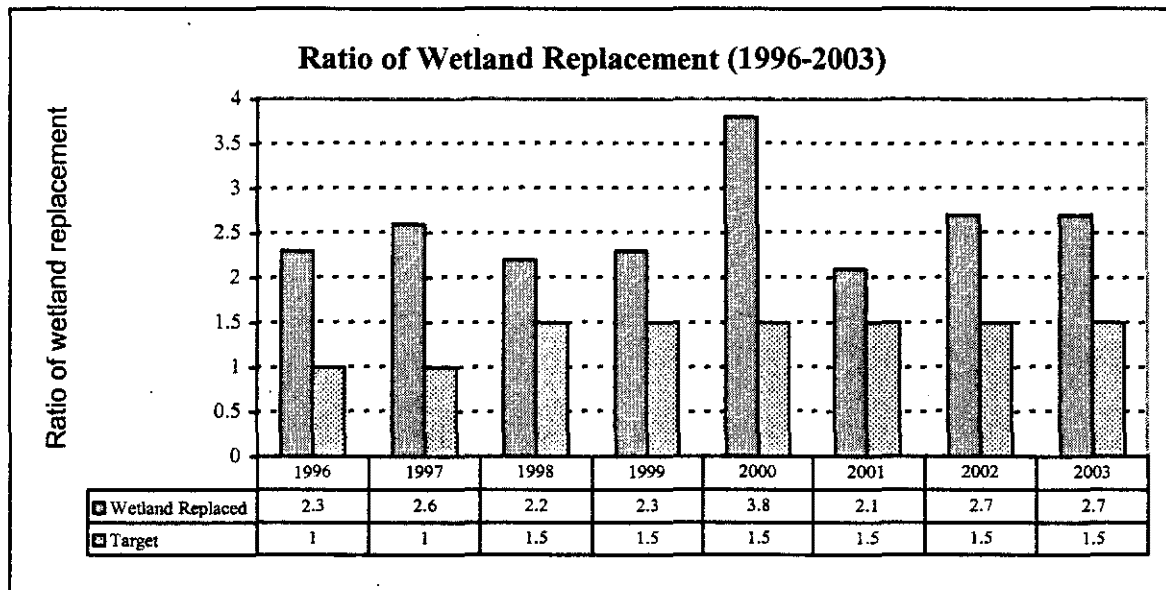
### STRATEGIC OUTCOME:

Replace the total area of wetlands impacted by Federal-aid funded projects at a ratio exceeding 1.5 acre recovered for every acre of loss.

### PERFORMANCE MEASURE:

Ratio of wetland replacement resulting from Federal-aid highway projects

### RESULTS TO DATE:



Source: Wetlands Mitigation Data Report for Federal-aid highway projects. Available at:  
[http://www.fhwa.dot.gov/environment/wet\\_abs.htm](http://www.fhwa.dot.gov/environment/wet_abs.htm)

### ADDITIONAL INFORMATION:

**Wetlands Replacement (Acres)**

Year	Acres Replaced	Acres Affected	Ratio
1996	3,554	1,568	2.3:1
1997	4,484	1,699	2.6:1
1998	2,557	1,167	2.2:1
1999	5,409	2,354	2.3:1
2000	7,671	2,041	3.8:1
2001	4,017	1,905	2.1:1
2002	5,212	1,946	2.7:1
2003	3,431	1,278	2.7:1

Source: Wetlands Mitigation Data Report for Federal-aid highway projects. Available at:  
[http://www.fhwa.dot.gov/environment/wet\\_abs.htm](http://www.fhwa.dot.gov/environment/wet_abs.htm)

## 10. Exemplary Ecosystem Initiatives

### STRATEGIC OBJECTIVE:

Reduce the adverse effects on Ecosystems and Ecosystem Viability.

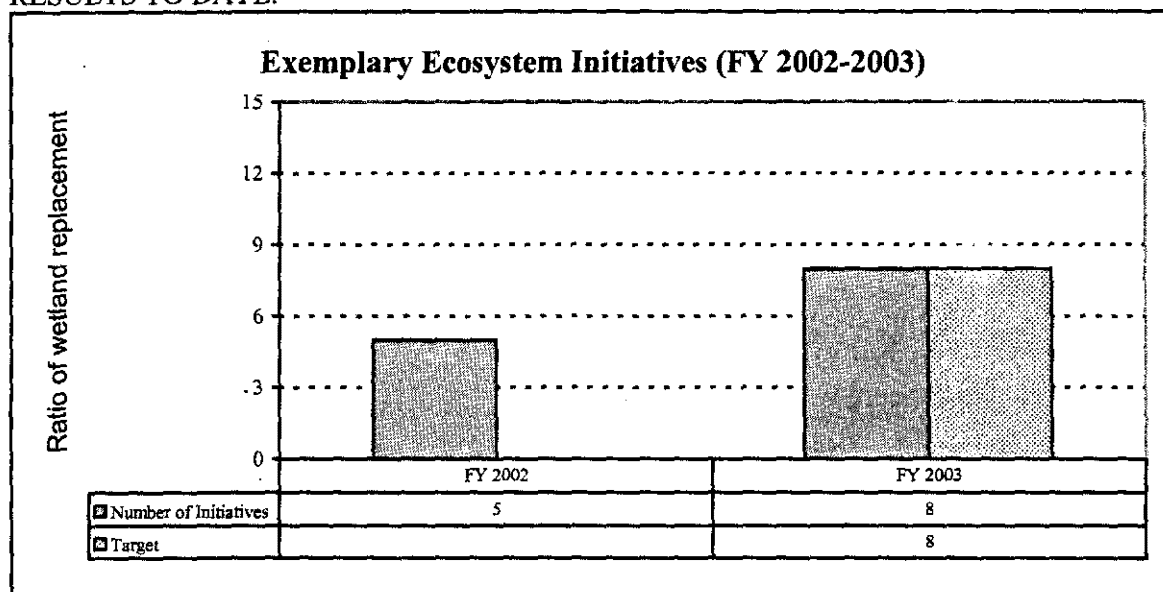
### STRATEGIC OUTCOME:

Implement a minimum of 30 exemplary ecosystem initiatives in at least 20 states or Federal Lands Highway (HFL) divisions by FY 2007. The target was 8 in FY 2003.

### PERFORMANCE MEASURE: (This measure is under development.)

- (1) The number of exemplary ecosystem initiatives implemented.
- (2) The number of states or HFL divisions participating.

### RESULTS TO DATE:



Source: FHWA Division Offices.

### ADDITIONAL INFORMATION:

This measure focuses on conserving habitat and ecosystems, which is a tangible aspect of environmental stewardship of the environment. Ecosystem/habitat projects will be identified as exemplary if they are unique or highly unusual in their: a) geographic scope; b) use of cutting edge science or technology; c) high level of environmental standards; d) high quality of results achieved; and/or, e) recognition by environmental interests as being particularly valuable or noteworthy. To date, eight initiatives have been characterized as exemplary:

- Montana's US 93 wildlife passages.
- North Carolina's development of wetland functional classification system to support watershed based mitigation/banking.
- Colorado's Short-grass Prairie Conservation Program.
- Oregon's fish friendly maintenance practices.
- Washington's watershed based mitigation.
- Arizona's State Route 260 project approach to wildlife protection and habitat connectivity.
- New Hampshire's Route 101 project ecological protection and enhancement.
- Nevada's Washoe Lake wetland mitigation area.



ADDITIONAL WEB SITES:

- 1) Existing Exemplary Ecosystem Initiatives: <http://environment.fhwa.dot.gov/stirling/es4vitalfew.htm>
- 2) Ecological Management: [http://www.fhwa.dot.gov/environment/endg\\_eco.htm](http://www.fhwa.dot.gov/environment/endg_eco.htm)

## 11. Context Sensitive Solutions and/or Integrated Approaches

### STRATEGIC OBJECTIVE:

Improve the environmental quality of transportation decisionmaking.

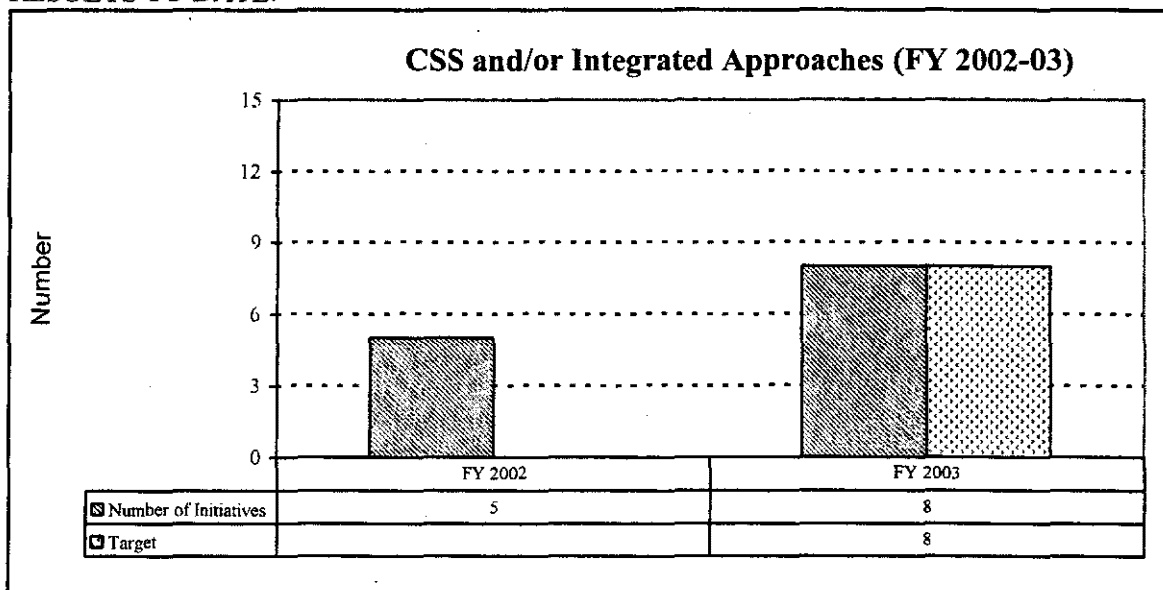
### STRATEGIC OUTCOME:

Adopt integrated approaches to multi-modal planning, the environmental process and project development at a systems level; and/or CSS at a project level in all 50 states, the District of Columbia, Puerto Rico, and the HFL divisions by FY 2007. The target was 8 states and/or divisions in FY 2003.

### PERFORMANCE MEASURE:

The total number of States and/or divisions using on a systemic basis either integrated approaches or CSS.

### RESULTS TO DATE:



Source: FHWA Division Offices.

### ADDITIONAL INFORMATION:

The CSS evaluation criteria for determining if a state meets the objective include the following: 1) Some projects are being implemented using a CSS approach, tools, and methodologies; 2) Technical staff is trained in a CSS approach, both in field and central offices, and across disciplines (e.g., planning, environment, design, right-of-way, operations, maintenance); 3) Interdisciplinary teams are involved in the process from the beginning to the end; 4) There is early, continuing, and iterative public involvement throughout the project development process; and 5) There is a written commitment or policy.

Integrated planning approaches are recognized by good working relationships with resource agencies built upon partnership agreements, more meaningful consideration of environmental and community issues in planning decisions, the adoption of regional approaches to mitigation, and the identification of pre-mitigation and dual-purpose project opportunities. Seven states are currently involved in process improvements to link planning and project development: California, Florida, Indiana, Maryland, North Carolina, Oregon, and Washington.

ADDITIONAL WEB SITES:

1) Summary of Peer Exchange on Improving Transportation Decisionmaking. Available at:

<http://nepa.fhwa.dot.gov/ReNepa/ReNepa.nsf/aa5aacc9f63be385c852568cc0055ea16/02e137f19632955f85256b61004b7247?OpenDocument>

2) FHWA's Context Sensitive Design/Thinking Beyond the Pavement. Available at:

<http://www.fhwa.dot.gov/csd/index.htm>

## **12. National Homeland Security**

**STRATEGIC OBJECTIVE:**

Keep our national transportation system operating and ensure all system users are as safe and secure as possible.

**STRATEGIC OUTCOME:**

Security-related plans and standards are based on broad highway industry input, implemented to the maximum extent feasible, and supported by FHWA activities.

**PERFORMANCE MEASURES:** Currently under review.

**RESULTS TO DATE:** Data unavailable.

## ORGANIZATIONAL EXCELLENCE

### 13. Major Projects – Scheduled Milestones and Cost Estimates

**STRATEGIC OBJECTIVE:**

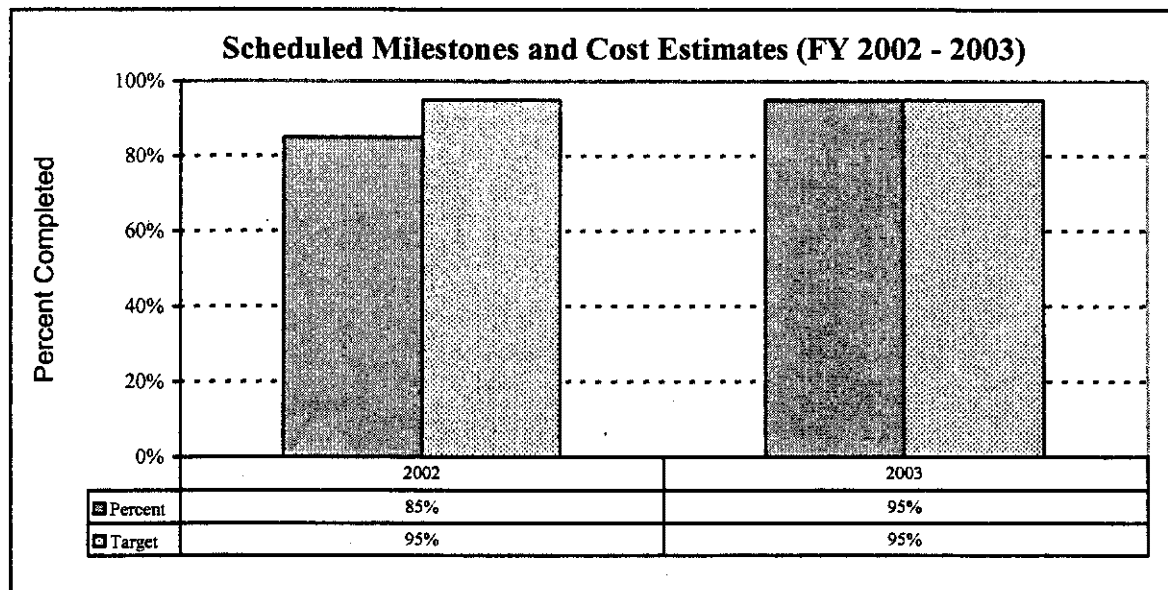
Improve organizational performance and productivity.

**STRATEGIC OUTCOME:**

Achieve 95 percent of scheduled milestones and cost estimates for major federally funded transportation infrastructure projects, or miss those milestones by less than 10 percent.

**PERFORMANCE MEASURE:** Percent of scheduled milestones and cost estimates for major federally funded transportation infrastructure projects.

**RESULTS TO DATE:**



Source: FHWA Division Offices.

**ADDITIONAL WEB SITES:**

- 1) FHWA Mega Projects. Available at: <http://www.fhwa.dot.gov/programadmin/mega/index.htm>
- 2) Stewardship/Oversight Task Force. Available at: <http://www.fhwa.dot.gov/infrastructure/stewardship/index.htm>

## 14. Federal-aid Highway Obligations Expended

### STRATEGIC OBJECTIVE:

Improve organizational performance and productivity.

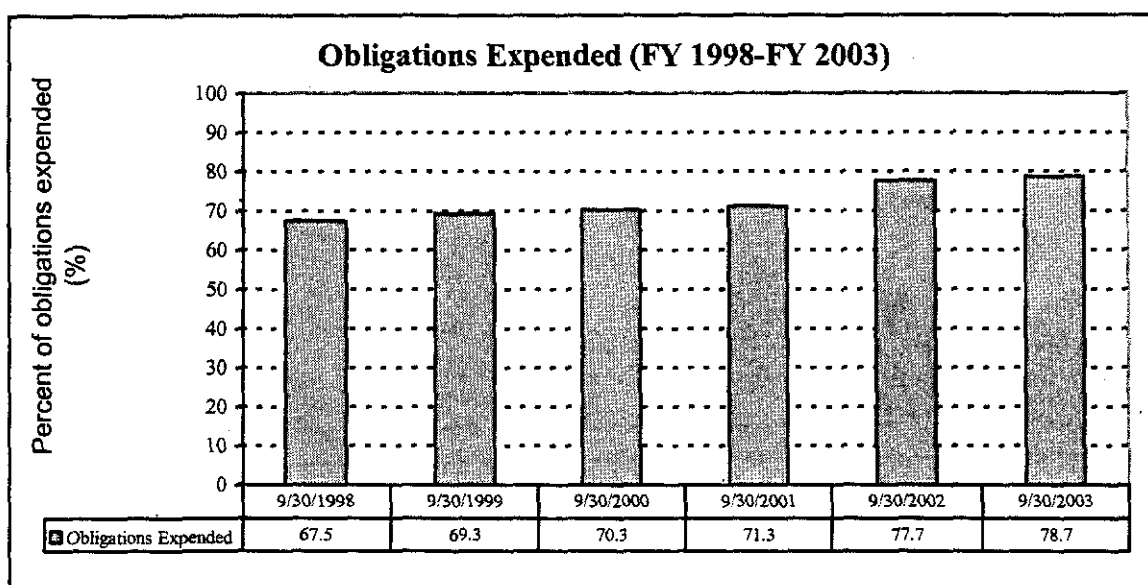
### STRATEGIC OUTCOME:

Achieve 95 percent of schedule milestones and cost estimates for major federally funded transportation infrastructure projects, or miss those milestones by less than 10 percent.

### PERFORMANCE MEASURE:

Percent of Federal-aid Highway obligations expended on open (i.e., active) projects. The percentage is based on the total amount obligated on all Federal-aid and HFL projects (regardless of year authorized) without a final voucher in the Fiscal Management Information System (FMIS) report M79 as of September 30 each year. This amount is compared to the unpaid obligations in the FMIS report M80 as of the same day and this provides the amount expended on all open (i.e., active) projects. This measure does not reflect activity for a single fiscal year.

### RESULTS TO DATE:



Source: FMIS.

### ADDITIONAL INFORMATION:

#### Obligation Expenditures (FY 1998-FY 2003)

	9/30/98	9/30/99	9/30/00	9/30/01	9/30/02	9/30/03
Expenditure (\$M)	\$68,671	\$81,589	\$90,968	\$101,879	\$148,210	\$158,109
Obligations (\$M)	\$101,633	\$117,699	\$129,470	\$142,847	\$190,682	\$200,937
Percent	67.6%	69.3%	70.3%	71.3%	77.7%	78.7%

Source: FMIS.

## 15. Negotiated Timeframes

### STRATEGIC OBJECTIVE:

Improve organizational performance and productivity.

### STRATEGIC OUTCOME:

Agree upon schedules for completing all projects under consideration for an EA and an EIS, and meeting the schedules for 90 percent of the projects by September 30, 2007.

### PERFORMANCE MEASURE:

The percent of NEPA documents (EA and EIS) completed within the established timeframe for the specific project. Improved timeliness will demonstrate our ability to reduce project delays. This objective fulfills the statutory direction of Section 1309 of the Transportation Equity Act for the 21<sup>st</sup> Century to establish concurrent review timeframes as a cornerstone of environmental streamlining. Division offices in conjunction with their respective partners will have to report project schedules. The timeframes should be established on the basis of either project specific or class of project, and should be determined through agreement/consensus of the agencies.

RESULTS TO DATE: (This measure is under development.)

### ADDITIONAL INFORMATION:

The FHWA, Office of Project Development and Environmental Review is currently working to identify projects that have established timeframes for completion of documentation. This data is primarily being collected through the FHWA Environmental Document Tracking System (EDTS). The initial rollout of EDTS occurred in July 2002. The division offices will input data into EDTS.

### ADDITIONAL WEB SITES:

- 1) FHWA Environmental Streamlining. Available at:  
<http://environment.fhwa.dot.gov/strmlng/index.htm>
- 2) National Environmental Policy Act of 1969: Project Development Process. Available at:  
<http://environment.fhwa.dot.gov/projdev/index.htm>
- 3) Section 1309, Transportation Equity Act for the 21<sup>st</sup> Century. Available at:  
<http://www.fhwa.dot.gov/tea21/h240subc.htm> - 1309

## 16. Median Processing Time, Environmental Impact Statements and Environmental Assessments

### STRATEGIC OBJECTIVE:

Improve organizational performance and productivity.

### STRATEGIC OUTCOME:

Decrease the median completion time for all EISs and EAs in Federal-aid and FLH projects to 48 and 16 months, respectively.

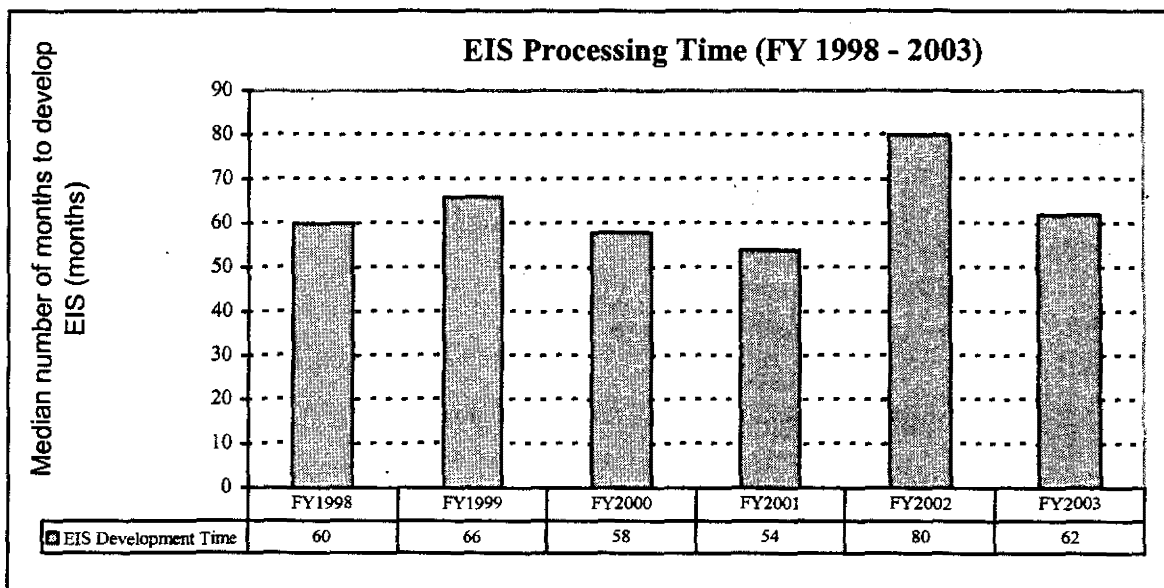
### PERFORMANCE MEASURE:

The median number of months for processing an:

- EIS from the Notice of Intent (NOI) to approval of the Record of Decision (ROD), including intermediate milestones; and
- EA from the start of the EA process to issuance of the Finding of No Significant Impact (FONSI), including intermediate milestones.

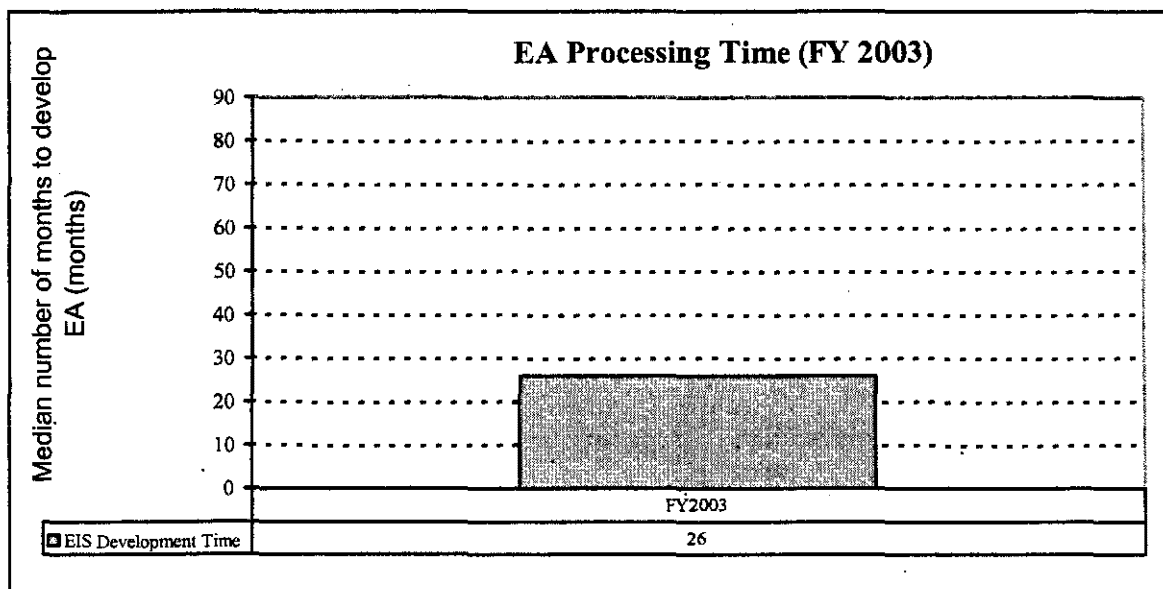
The data for this measure is collected primarily through the FHWA's EDTS. The data fields will track EIS processing time from the NOI to the ROD and from the date of initiation to a FONSI for EA processing time. The summary EIS and EA data will be tracked and aggregated on a quarterly basis. Frequent reports are an integral part of our national communication strategy for environmental streamlining and are absolutely essential in responding to Congressional inquiries, periodic hearings and mandated Congressional reports.

### RESULTS TO DATE:



Source: FHWA Division Offices.





Source: FHWA Division Offices.

#### ADDITIONAL INFORMATION:

##### Estimated Time from NOI to ROD (1998-2003)

Time (Months)	1998	1999	2000	2001	2002	2003
Average	68	70	66	62	79	70
Median	60	66	58	54	80	62

##### Number of EIS Projects (1998-2003)

Time (Years)	1998	1999	2000	2001	2002	2003
0 to 2	2	7	5	4	1	3
>2 to 4	10	3	11	10	14	11
>4 to 6	13	6	6	8	5	6
>6 to 8	4	6	6	5	11	7
>8 to 10	5	6	3	6	5	2
>10	3	2	5	2	7	5
Total # of projects	37	30	36	35	43	34

Source: FHWA Division Offices.

#### ADDITIONAL WEB SITES:

- 1) FHWA Environmental Streamlining. Available at:  
<http://environment.fhwa.dot.gov/strmlng/index.htm>
- 2) National Environmental Policy Act of 1969: Project Development Process. Available at:  
<http://environment.fhwa.dot.gov/projdev/index.htm>

## **17. Transportation plans and programs.**

### **STRATEGIC OBJECTIVE:**

Improve state-of-the-art in transportation planning to be more comprehensive, inclusive, and efficient.

### **STRATEGIC OUTCOMES:**

Higher quality statewide and metropolitan transportation plans and programs that are based on sound analyses and effective public involvement.

Fewer recommendations and corrective actions from FHWA/FEDERAL Transit Administration reviews of statewide/metropolitan transportation planning processes.

**PERFORMANCE MEASURE:** (This measure is under development.)

**RESULTS TO DATE:** (Baseline to be determined in FY 2004).

## 18. Customer/Partner Satisfaction

### STRATEGIC OBJECTIVE:

Improve customer satisfaction.

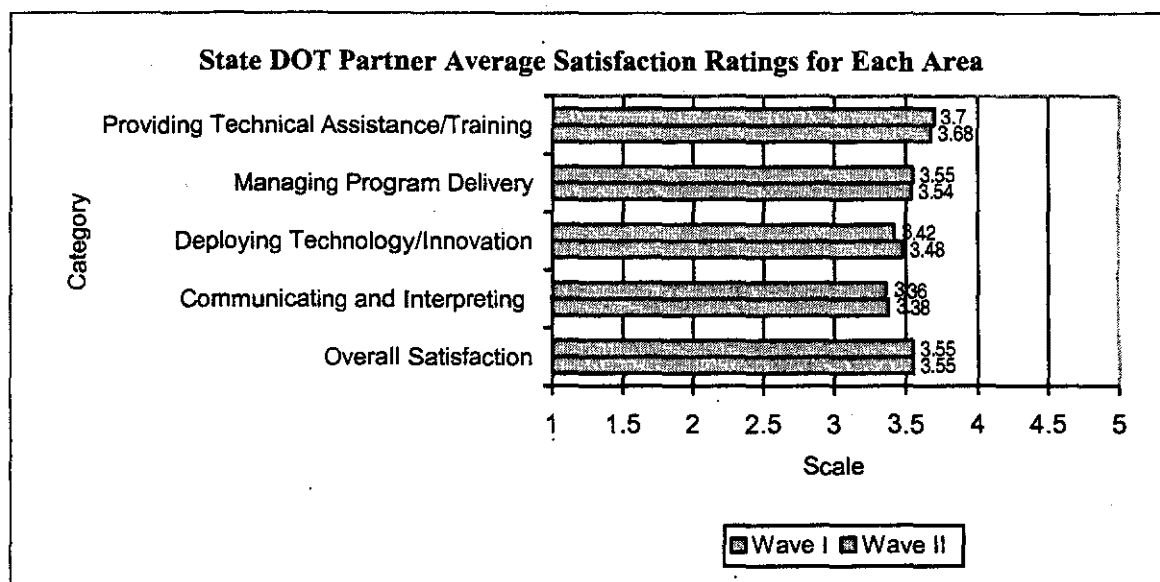
### STRATEGIC OUTCOME:

Increase customer and partner satisfaction, from a baseline established in FY 2004.

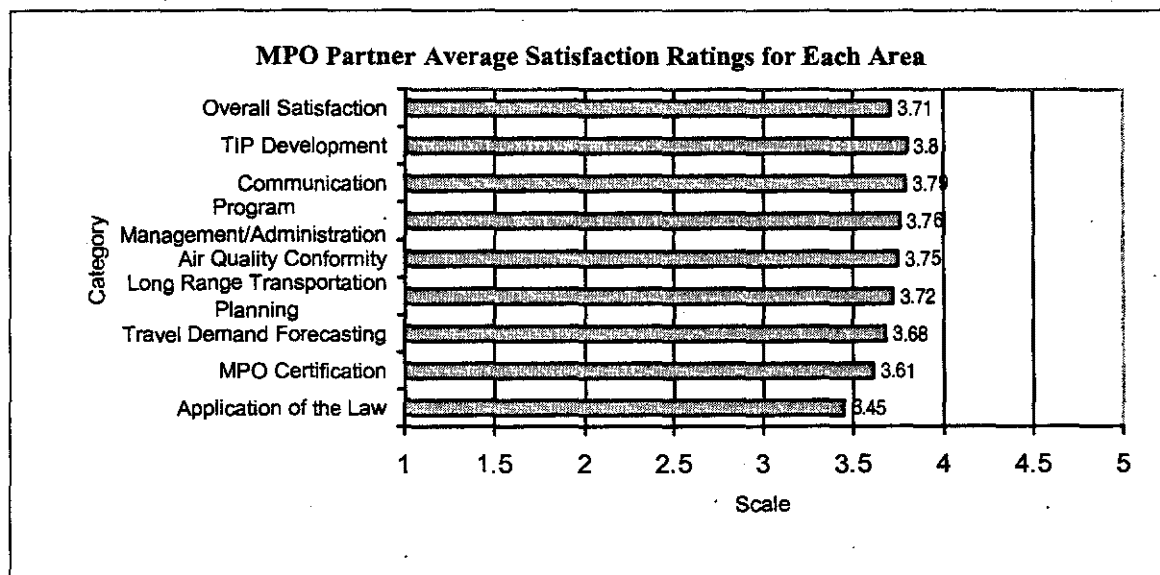
### PERFORMANCE MEASURE:

State DOT and MPO partner satisfaction, rating on a 5-point scale (5 being very satisfied, 1 being very dissatisfied)

### RESULTS TO DATE:



Source: FHWA-sponsored Telephone Survey, Pacific Consulting Group Inc.



Source: FHWA-sponsored Telephone Survey, Pacific Consulting Group Inc.

#### ADDITIONAL INFORMATION:

The survey is a centrally administered survey in each of the 50 states, the District of Columbia, and Puerto Rico, with options for FHWA Division Office modifications. A moving average is applied by surveying approximately 13 states every 6 months (on a 2-year cycle).

**State DOT Wave I Survey** - This information was gathered through an on-line survey administered to state DOT and local partners in Alaska, California, Delaware, Florida, Georgia, Indiana, Massachusetts, Nevada, North Dakota, Ohio, Tennessee, Utah, and Virginia.

**State DOT Wave II Survey** - This information was gathered through an on-line survey administered to state DOT and local partners in Idaho, Illinois, Michigan, Minnesota, Montana, Nebraska, New Jersey, Oklahoma, Rhode Island, South Carolina, Texas, Washington, and Wisconsin.

**MPO Waves I & II Survey** - This MPO information was gathered through an on-line survey administered to MPO partners from Alaska, California, Delaware, Florida, Georgia, Idaho, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Montana, Nebraska, Nevada, New Jersey, North Dakota, Ohio, Oklahoma, Rhode Island, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, and Wisconsin.

Slightly more than half, or 55 percent in Wave 1 and 56 percent in Wave 2, of the state DOT partners indicated that they were satisfied with the performance of FHWA.

Percent Satisfaction Among State DOT Partners, FY 2003

Category Scale	Wave 1	Wave 2
Satisfied or Very Satisfied	55%	56%
Neutral	37%	34%
Dissatisfied or Very Dissatisfied	9%	10%

Source: FHWA-sponsored Telephone Survey, Pacific Consulting Group Inc.

Nearly two-thirds (64 percent) of the MPO partners are satisfied with the performance of FHWA giving an overall satisfaction rating of 4 or 5 on a 5-point scale.

Percent Satisfaction Among State MPO Partners, FY 2003

Category Scale	Wave 1	Wave 2
Satisfied or Very Satisfied	64%	64%
Neutral	27%	27%
Dissatisfied or Very Dissatisfied	9%	9%

Source: FHWA-sponsored Telephone Survey, Pacific Consulting Group Inc.

## 19. Employee Job Satisfaction

### STRATEGIC OBJECTIVE:

Improve employee satisfaction and effectiveness.

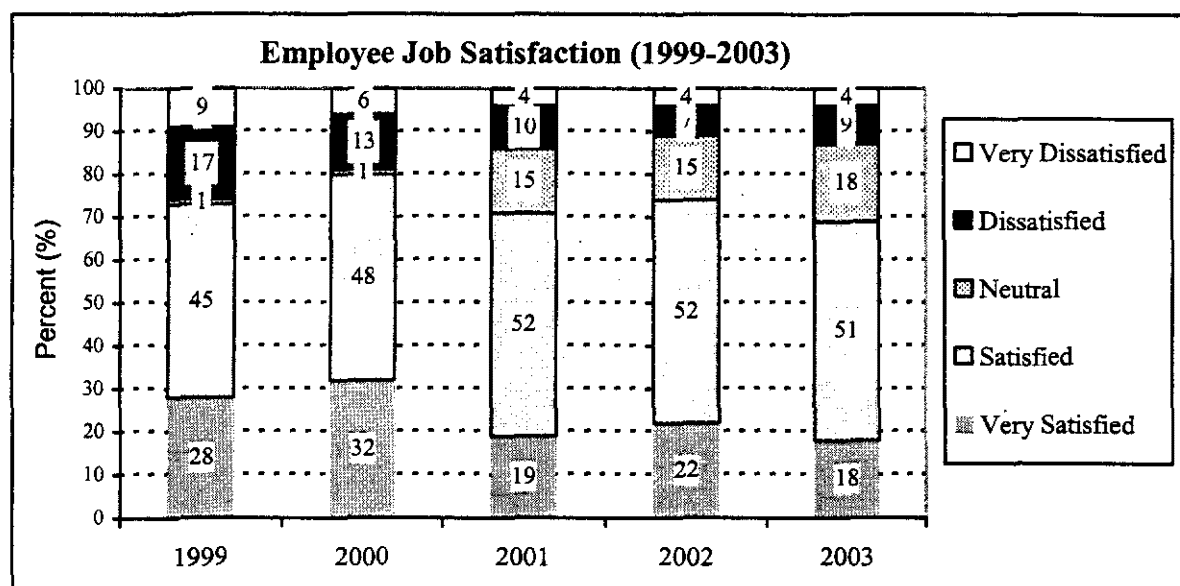
### STRATEGIC OUTCOME:

Increase employee satisfaction to 75 percent.

### PERFORMANCE MEASURE:

Percent employee job satisfaction. Employee job satisfaction was determined the overarching measure for this category of indicators. The survey included a specific question that asked respondents to state their satisfaction with their job.

### RESULTS TO DATE:



Source: FHWA All-Employee Survey. Available at: <http://intra.fhwa.dot.gov/surveys/2003/>

### ADDITIONAL INFORMATION:

Below is a core subset of questions determined to be most important to employees that have the strongest links to business results. The percentages represent either "very satisfied" or "satisfied."

Percent Employee Satisfaction With Work Life Issues, FY 1999-2003

Survey Questions	1999	2000	2001	2002	2003
Internal Communications	46	53	40	40	43
Career Development	42	55	55	54	56
Applying Skills and Expertise	74	80	78	75	77
Know What is Expected of My Workgroup	89	92	79	88	78
Rewards and Recognition	55	63	65	58	62
Sensitive to Employee Needs	65	75	70	66	66
Adequate Office Equipment/Supplies	80	79	78	72	79
Satisfied with FHWA as a Place to Work	-	78	77	77	73

Source: FHWA All-Employee Survey. Available at: <http://intra.fhwa.dot.gov/surveys/2003/>

NATIONAL PERFORMANCE MEASURES (LEADING INDICATORS):

Training and Development Expenditures FY 1997-2003

Fiscal Year	1997	1998	1999	2000	2001	2002	2003
Training (\$M)	\$3.09	\$2.87	\$3.69	\$5.13	\$6.65	\$5.8	\$4.1
Payroll (\$M)	\$216.1	\$220.8	\$240.8	\$178.1	\$191.4	\$207.6	\$217.5
Actual	1.4%	1.3%	1.5%	2.9%	3.5%	2.8%	1.9%
Target	N/T	N/T	3.0%	3.0%	3.0%	3.0%	3.0%

Source: Departmental Accounting and Financial Information

Full Employment Level FY 2001-2003

Fiscal Year	2001	2002	2003
Actual	99.3%	99.8%	98.8%
Target	N/T	N/T	98.0%

Source: FHWA Consolidated Personnel Management Information System

## KEY CONTACTS

Safety			
1. Highway-Related Fatalities and Fatality Rate	George Ostensen	David Smith	(202) 366-6614
2. Highway-Related Injured Persons and Injury Rate			
Mobility & Productivity			
3. Pavement Condition (NHS)	King Gee	Byron Lord	(202) 366-1325
4. Bridge Condition (NHS and Non-NHS)		Joseph Budras	(202) 366-2226
5. Congested Travel	Jeff Paniati	Jeff Lindley	(202) 366-1285
Global Connectivity			
6. Cost of Highway Freight	Jeff Paniati	Tony Furst	(202) 366-2201
Human and Natural Environment			
7. On-Road Mobile Source Emissions	Cindy Burbank	Cecilia Ho	(202) 366-9862
8. Areas Meeting Emissions Budget Goals			
9. Wetlands Replacement		Fred Bank	(202) 366-5004
10. Exemplary Environmental Initiatives		Aung Guye	(202) 366-2167
11. Context Sensitive Solutions and Integrated Approaches			
National Homeland Security			
12 National Homeland Security (under review)	John Gerner	John Gerner	(202) 366-0507
Organizational Excellence			
13. Major Projects – Scheduled Milestones and Cost Estimates	King Gee	Tom Sorel	(202) 366-1561
14. Federal-aid Highway Obligations Expended	Michael Vecchietti	Max Inman	(202) 366-2853
15. Negotiated Timeframes	Cindy Burbank	Ruth Rentch	(202) 366-2034
16. Median Processing time, Environmental Impact Statement and Environmental Assessment			
17. Transportation plans and programs	Cindy Burbank	Gloria Shepherd	(202) 366-0106
18. Customer/Partner Satisfaction	Ron Marshall	Connie Yew	(202) 366-1078
19. Employee Job Satisfaction	Michael Vecchietti	Janice Brown	(406) 449-5302

## GLOSSARY

ADT	Average Daily Traffic
CO	Carbon Monoxide
CSS	Context Sensitive Solutions
EA	Environmental Assessment
EDTS	Environmental Document Tracking System
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FARS	Fatality Analysis Reporting System
FHWA	Federal Highway Administration
FMIS	Fiscal Management Information System
FO	Functionally Obsolete
FONSI	Finding of No Significant Impact
FY	Fiscal Year
GES	General Estimates System
HFL	Federal Lands Highway
HPMS	Highway Performance Monitoring System
IRI	International Roughness Index
ITS	Intelligent Transportation System
MPO	Metropolitan Planning Organization
NEPA	National Environmental Policy Act of 1969
NHS	National Highway System
NOI	Notice of Intent
NOx	Nitrogen Oxides
PM-10	Particulate Matter
ROD	Record of Decision
SD	Structurally Deficient
UMS	Urban Mobility Study
VMT	Vehicle of Miles Travel
VOC	Volatile Organic Compounds





For additional copies, please contact:

Federal Highway Administration  
Corporate Management  
400 7<sup>th</sup> St., SW., Room 4208  
Washington, D.C. 20590  
(202) 366- 9393

Publication No. FHWA-HCM-04-003  
January 2004