

Secretary BOYD. I would expect there would be some slight adjustments, Mr. Chairman, but not a great many. I say that because the functions which many of these people are carrying out have got to be handled. I do not want to give the impression that I think we can reduce that physical volume by any large amount.

Mr. BROOKS. I had intended to ask you for a brief justification of the size and extent of your support program, but I believe your previous answer has covered that pretty well.

#### B. BUDGET PROCESSES

Would you outline briefly and give us a status report on the efforts of your Department on the implementation of program budgeting?

Secretary BOYD. Yes, sir. A draft statement has been developed of departmental goals, objectives, programs, and priorities. That statement has now been reviewed within the Department, revised and approved for the guidance of the entire Department in its program, planning, and evaluation. It has also been published and circulated, and, if I may, I would like to submit a copy for the record.

Mr. BROOKS. Without objection, it will be accepted for the record. (The statement appears in app. B.)

Mr. BROOKS. These are the program categories?

Secretary BOYD. That is a statement of goals and objectives. We also have the program structure, a copy of which has been provided to the committee. I think this other one is our goals and objectives, which has just been published.

Mr. BROOKS. We have the program structure.

(A copy of the revised program structure follows:)

#### DEPARTMENT OF TRANSPORTATION PROGRAM STRUCTURE

(Approved by the Secretary and promulgated, January 11, 1968)

NOTE.—Each of the following program categories has an objective or objectives. The objective in each of the first three categories is multidimensional. That is, it contains four subobjectives: (1) economical movement, (2) safety, (3) esthetic, environmental, and social values, and (4) support of military requirements.

Some of these subobjectives may compete directly with one another. For example, in some cases, the economic movement subobjective might be advanced through greater speed of transit, but only by moving away from the safety subobjective. Therefore, each subobjective is constrained by the others and trade-offs between them may sometimes be necessary.

Moreover, all of the objectives and subobjectives will generally be in competition with one another for resources, and all will be subject to budget constraints.

#### PROGRAM CATEGORY I: URBAN TRANSPORTATION (SMSA)

*Objective.*—In urban areas, to—

Increase the net direct economic benefits of transportation (which represent benefits for which the user would be willing to pay; for example, increased speed of transit between two points, lower user costs, and increased comfort of travel);

Decrease fatalities, injuries, and property losses due to transportation-related accidents;

Increase the benefits derived from the preservation and enhancement of esthetic, environmental, and social values;

Meet valid military requirements when the Department can do so more effectively or efficiently than other agencies.