

**TALKING POINTS**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**CUSTOMER SERVICE FIELD INITIATIVE**  
**PEER REVIEW TEAM MEETING**  
**DECEMBER 5, 1994**  
**CRYSTAL CITY, VIRGINIA**

*(Introduction to be made by Michael Huerta)*

- \* **Thank you, Michael, for that introduction -- and for your work with the Secretary's Management Council and the Department's National Performance Review staff to develop this initiative.**
  
- \* **And I'd like thank all of you for making the commitment to serve on this team. I know that it demands a real sacrifice of your time, especially at this busy time of the year, but it will be worthwhile -- *because this will be a significant step in our work to reinvent government.***
  
- \* **Over the last year or so that phrase -- reinventing government -- has been repeated so often that it probably seems like a cliché to some people. *I want to assure you that it is not.* The process of change in government is happening -- and will *continue* to happen.**

- \* The challenge for all of us is to manage that change in ways that help us to achieve the goal we all are working to achieve: to "tie America together" with a safe, efficient, environmentally-sound and technologically-advanced transportation system that promotes economic growth and competitiveness.**
- \* That mission statement was issued by Secretary Peña, but it's something which *all* Americans can agree with. Whatever their other beliefs about government and its role, Americans surely don't want unsafe airplanes, or traffic congestion, or oil spills, or closed bridges.**
- \* But I think we must recognize that the American people don't automatically trust the federal government to meet its goals in ways which are efficient or reasonable. As President Clinton himself said, many people think that "government would mess up a one-car parade."**
- \* That sounds like a pretty accurate view of people's feelings when polls show that nine out of ten Americans have little or no confidence in the federal government's ability to solve the nation's problems.**
- \* It's not going to do any of us any good to pretend that these feelings don't exist, or that they are irrelevant, or that they may reflect uninformed opinion. Instead, we've *got* to demonstrate that government *does* work, and can work well.**

- \* *This is something I believe strongly.* Like many of you, I've spent my entire career in government, including two tours here at DOT. And, like you, I deeply believe that we in government can be a force for good.**
- \* I've *seen* the good that we can do -- whether it's providing lifeline transport services to isolated rural people... paratransit services for the elderly and disabled... new roads and transit lines to shorten people's commutes so that they can spend more time with their families... great improvements in safety... rapid, effective responses to human needs in the emigrations from Haiti and Cuba and in the natural disasters in California, the Midwest, and the Southeast -- and so much more.**
- \* A lot of that progress will be jeopardized unless we can convince the public that we can achieve our goals effectively.**
- \* That's what reinventing government is all about. Making government -- and our political system -- more responsive to all Americans. The basic NPR principles -- putting customers first, cutting red tape, empowering employees to get results, and cutting back to basics -- are the strategies to do this.**

- \* To get there, we need a fundamental rethinking -- and a radical redesign -- of our processes and practices if we are to achieve the dramatic improvements in cost, quality, and service that we need. The key words are *fundamental* and *radical*.
- \* Reinventing government is *not* about superficial modifications, or things that we might call "enhancement" or "refinement." *They are not enough.* What we need is a *transformation* -- a new start.
- \* There's no question that this will be hard -- the thousands of American businesses which have streamlined or redefined their corporate missions over the past decade have found this out. But those that have changed are the ones which have made this once again the most competitive nation in the world.
- \* We need to bring that same spirit to government operations -- and it won't be any easier for us than it has been for business. With the best of intentions, we've tied ourselves into knots with red tape -- rules and regulations that no longer make sense (if they ever did), organizational structures that don't work, and rigid procedures that waste time and stifle creativity.
- \* We have an outstanding work force in the federal government -- men and women who are well-educated, well-trained, and well-motivated. They do an outstanding job day in and day out.

- \* But our employees can -- *and want to* -- do even better. So they are frustrated when good ideas get lost in the bureaucracy, when arbitrary organizational lines make cooperation difficult, or when unnecessary paperwork takes them away from serving people.**
- \* We want to ensure that you *can* go beyond the barriers to better service -- and to provide you with a more rewarding and fulfilling work experience. Ultimately, positive change will have to come from those who are on the front lines, serving our customers.**
- \* *You* are the ones who deliver the Department's services. *You* have ideas of how to make things work better -- and this task force is an opportunity to act on those ideas.**
- \* Improving our ability to serve means being more responsive not only to the American people, but also to our partners in serving them: other government agencies -- federal, state, and local. It's no longer enough to send them a check -- even electronically -- and say we've done our part.**
- \* We also have to determine what works for them and what doesn't -- and then change what doesn't. Simplifying regulations, improving review processes, and cutting paperwork are ways we can do this.**



- \* This initiative also means not only improving the ways we carry out today's missions -- but identifying tomorrow's goals and coming up with effective ways of meeting them. We can't avoid this: the deployment of advanced technology -- intelligent transportation systems, global positioning systems, and others -- will force change whether or not we are ready for it.**
- \* We need an organization that can keep pace with technological changes, and one which can promote the seamless, intermodal transportation system called for by ISTEA -- the Intermodal Surface Transportation Efficiency Act.**
- \* Led by Michael Huerta and Assistant Secretary Frank Kruesi, we are working to develop a National Transportation System -- but achieving that goal also means working across modes and operating administrations, working with new partners in the public and private sectors, to increase efficiency and improve service delivery.**
- \* Finally, we want to create an environment in which every employee is encouraged to develop and carry out ideas to improve service. Managers in business and government alike know that the best ideas come from the bottom up -- but that they need encouragement and authority from the top down to become reality. Providing that is what this initiative is all about.**

- \* And so, I ask you to be bold and creative as you design the approach for this initiative. It's critical that we be daring as we seek to bring about the radical change which is necessary.**
- \* I also ask you to summon the energy and persistence which are going to be needed as this program moves on through the next stages -- as you evaluate and monitor the selected projects, and as we work to duplicate the successes.**
- \* Because, if we want to capture the imagination of the American people with a vision of what government can be, then we have to start to make that vision a reality. As with so much that we do, this is about the future.**
- \* So, I want to end with a quotation by President Kennedy. "Change is the law of life, and those who look only to the past or the present are certain to miss the future." I can't think of a better thought with which to guide us as we carry on the work of reinventing government.**

**# # # # #**

**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
DEDICATION OF ROBERT S. MARX MEDIA CENTER  
DECEMBER 5, 1994  
WASHINGTON, D.C.**

*(Richard Mintz will introduce you. You will remain on the platform throughout. On easels will be a montage of scenes of Bob with various Secretaries, a reproduction of the proclamation dedicating the room, and a mock-front page of the Washington Post.)*

- \* **Good morning. I'd like to welcome you all as we dedicate the DOT media center in honor of our friend and colleague, Bob Marx. Today, I'm representing Secretary Peña, who had wanted to be here, but who was asked to represent the President in Asia.**
- \* **Today, I especially want to welcome our special guests, and ask that they rise as I introduce them: Bob's wife, Harriet... his son, Ken... his son, Eric... and Eric's wife, Vicky.**
- \* **We value your friendship, and hope that you will always feel at home here in the DOT family.**
- \* **I also want to recognize three of the men whom Bob served so well, and ask that each of them rise to be acknowledged. Secretary William Coleman... Secretary Andy Card... and Deputy Secretary John Barnum.**
- \* **And now, I ask that we all rise in memory of our recently-departed colleague, Secretary John Volpe.**

*(The audience will rise for a moment of silence.)*

- \* **Before we begin today's program, I'd like to take a minute to share my memories of Bob.**



- \* When I first came to DOT in 1977, Bob was already a valued staffer in Public Affairs, and over the next few years we tested all of his skills. I looked forward to working with Bob again when I returned last year. As always, Bob was a joy to work with -- and someone who was widely respected and admired.
- \* That was partly due to his personality -- his warmth, his unfailing good humor, and his ready wit -- qualities that endeared him to everyone. If there is one thing that we can be sure of, it's that right now Bob is disproving the old line that "in Heaven, all the interesting people are absent."
- \* But Bob was also admired because of his professionalism -- and not only in the sense of being extraordinarily knowledgeable and having impeccable news judgment.
- \* He understood that, for a public servant, honesty and candor are essential elements. His credibility was unquestioned in a town in which sincerity and forthrightness are sometimes honored less in practice than in word. In his relationships with the media and the public he set a standard to which all public affairs people can aspire.
- \* Bob served as a mentor to a generation of public affairs staffers throughout the Department, and gave them a valuable role model. For that, and so many other reasons, he will be missed. By dedicating this center in his name today, we hope to preserve his guidance in our public affairs activities.
- \* And now, I would like to show a message from Secretary Peña, who, as I mentioned earlier, is on a mission in Asia.

*(Showing of previously-taped message on video monitor.)*

- \* We all share the Secretary's sentiments.
- \* Several people have asked for the opportunity to speak today. First, I would like to ask Secretary Andy Card to come forward to offer his remarks.

*(Secretary Card will walk to the podium to offer remarks, and return to his seat afterwards.)*

- \* **Thank you, Mr. Secretary. And now, Don Phillips of the *Washington Post*, a long-time friend and colleague of Bob's, would like to speak and make a brief presentation to Bob's family.**

*(Don Phillips will walk to the podium to offer remarks. He will present a framed mock-front page of the Washington Post to the family. He will return to his seat afterwards.)*

- \* **Thank you, Don. And now I would like to dedicate this room in Bob's name. Harriet, Ken, Eric, Vicky – could you join me at the podium?**

*(The family will join you at the podium.)*

- \* **I have a proclamation from Secretary Peña, which I would like to read.**

**Whereas Robert S. (Bob) Marx served the Department of Transportation for 27 years, joining the Secretary of Transportation's Office of Public Affairs in 1971, and rising to become Director of Public Information; and**

**Whereas Bob Marx exemplified the finest traditions of public service as he continued the legacy of professionalism in his office and maintained its reputation for fairness and excellence during his time as its leader; and**

**Whereas Bob Marx was a wise counselor and confidant to successive Secretaries of Transportation, a respected and trusted liaison with the news media, and an admired friend to his fellow employees;**

**Now, therefore, I, Federico Peña, Secretary of Transportation, do hereby proclaim that the Department of Transportation's Multipurpose Briefing Room shall be renamed the Robert S. Marx Media Center to honor his memory.**

\* Harriet, I would like to present you with a copy of this proclamation.

*(You will present her with a copy of the proclamation.)*

\* At the room's entrance, many of you saw a montage depicting Bob with six of the Secretaries under whom he served. That montage also will remain permanently on display.

\* Harriet, we have a duplicate of that montage, and I would like to present it to you now *(although given its size, we might want to leave it up here for the moment!)*.

*(The framed montage will be on an easel on the platform.)*

\* And now I understand that Ken and Eric Marx would like to say a few words. Ken, would you like to speak first?

*(Ken Marx will step forward to the podium and speak.)*

\* Thank you, Ken. Eric, would you say a few words?

*(Eric Marx will step forward to the podium and speak.)*

\* Thank you, Eric. And I would also like to thank all of you who joined us today. I know that Bob would be honored -- and touched -- by the friendship and respect indicated by your presence.

\* This concludes our program today. I would like to invite you to stay to have some of the refreshments we've provided, and to meet Bob's family.

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
AMERICAN WATERWAYS OPERATORS  
WASHINGTON, D.C.  
DECEMBER 7, 1994**

**INTRODUCTION**

**I want to thank Tom Allegretti for that kind introduction.**

**I bring you greetings from President Clinton and Secretary of Transportation Federico Peña. Secretary Peña wanted very much to be here, but at the last moment President Clinton asked him to go to Taiwan. So he is in Taipei representing the President. Although that may be your loss I certainly consider it my gain. I'm delighted that you asked me to substitute for the Secretary.**

**I want to congratulate the American Waterways Operators on half a century of work in educating government leaders and the public about the importance of the barge and towing industry to the nation's transportation system.**

**Mark Twain described your spirit and enthusiasm in Life on the Mississippi. He wrote that the "true pilot's pride in his occupation surpasses the pride of kings." I believe such pride is felt by all who gain their livelihood along the river -- and certainly such pride in the barge and towing industry is justified.**

**SPEECH TOPIC**

**DOT and the American Waterways Operators have a historically strong partnership. Our work together has been progressive, determined and cohesive. And I expect us to work together with even greater success in the years to come.**

**We have made great progress. But we clearly face continuing safety challenges.**



Just last week two gasoline-laden barges, pushed by a towboat, rammed a railroad bridge near Mobile, Alabama – only a few miles from the scene of the September 22 crash. Luckily, the nearest train was two hours away, and no one was killed. But the bridge damage will close a main east-west rail freight and passenger route.

I believe the actions we both have taken the past year and a half provide the tools to correct these problems, but it's up to barge and towing companies to do the real work.

Today I want to talk about how our partnership can help meet those challenges -- what we've already accomplished together -- and what we can do in the future.

## **PARTNERSHIP**

We have accomplished a lot together over the last quarter century.

When there was a need to establish licensing requirements for your wheel house workers in the early 1970s, we began the advisory committee process that serves us so well today. It has given DOT and the Coast Guard an important means to tap your operational expertise on safety ever since.

In the early 70s DOT established the Towing Safety Advisory Committee (TSAC). The committee worked very closely with AWO and its previous president, Joseph A. Farrell. And AWO continues to play an active role as a member of TSAC, and in fact, Tom Allegretti has served as a member since 1991.

When it became clear all recreational boaters needed a better understanding of the dangers of navigating in commercial channels, we came together again to produce more than three million boating safety brochures. We distributed them to thousands of boating councils and waterways safety groups across the nation. And that effort continues with the assistance of three Coast Guard boating safety grants to the AWO Foundation.

**When the midwest drought of 1988 created navigational problems, we established the River Industry Executive Task Force, which cooperatively worked to address the problems.**

**And when the Great Flood of 1993 arrived, we quickly reactivated the Task Force and it provided immensely valuable support to flood relief efforts. I know that as Secretary Peña surveyed the substantial damage to the midwest two summers ago, he gained a greater appreciation for the barge industry, for the Task Force's work and for the daily challenges we battled together.**

**When we needed to strengthen regulations on transporting petroleum in the United States, the barge and towing industry stepped up to the plate and helped the Coast Guard create and implement the new plans.**

**And you were there, as partners, when Secretary Peña and the Clinton Administration moved forward on two of our highest priority issues -- reviving the shipbuilding industry and improving safety.**

**Last August, President Clinton announced the National Shipbuilding Initiative, and expansion of the Title XI loan guarantee program that has already proved its metal by producing jobs for American shipbuilders and boosting our economy.**

**The projects announced in August and the ones under consideration could mean a billion dollars worth of orders for American shipyards, supporting thousands of jobs for American workers and signaling the industry's rebirth.**

**This initiative signaled the renaissance of the American shipbuilding industry, and I know that it has the support of many shipbuilders here today.**

**But safety is -- and always must be -- the highest priority of the Department of Transportation. Safety is too often taken for granted unless something goes wrong as it did on September 22, 1993.**



**There is little doubt that September 22 will go down as one of U.S. transportation's and this industry's darkest days. That day, following the collision of a barge with a railroad bridge, the Amtrak *Sunset Limited* plunged into the murky waters of a bayou near Mobile, Alabama, claiming the lives of 47 passengers and crew members.**

**The tragic dimensions of this crash -- the worst in Amtrak's history -- forced all of us in the industry to take a hard, honest look at ourselves and our programs and redouble our resolve to do everything in our power to ensure the tragedy will never be repeated.**

**Secretary Peña, with the strong support of the industry committed to quick action and meaningful solutions to enhance the safety of our nation's waterways.**

### **YOUR ACTION PLAN AND OUR INITIATIVES**

**Immediately after the derailment, Secretary Peña directed the Coast Guard to undertake a comprehensive review of the casualty history of uninspected towing vessels. The Secretary asked the Coast Guard to review -- among other things -- the adequacy of current requirements for operator licensing, accident reporting, navigation equipment, aids to navigation and the safety relationships of the towing industry and the traveling public.**

**As Secretary Peña told the House Coast Guard and Navigation Subcommittee last March: there are no quick fixes or easy answers when it comes to safety. The Secretary and I believe that the kind of thorough analysis that took place with your help was necessary before we could confidently prescribe a solution that works.**

**Our Coast Guard analysis, along with the examination conducted by AWO and its members, produced a formula for both increased safety and enhanced competitiveness and productivity. The barge and towing industry, maritime labor, and maritime training institutions took part in each of the four TSAC working groups that assisted the Coast Guard in developing these new and proposed rules.**

**Your testimony before Congress and the National Transportation Safety Board accident investigation hearings offered valuable expertise on inland towing operations, inland towboat operator qualifications and licensing, navigation equipment and safety on the inland waterways, and the nature and frequency of towing vessel collisions with bridges.**

**The results of our working partnership and of assigning specific solutions to problems have been highly encouraging. If we had failed to take the time necessary to define the problems, we would have implemented solutions that fail to address or only partially address the factors which led to the *Sunset Limited* derailment.**

**Instead, government and industry drew from each other for the public's benefit. The Coast Guard received technical assistance and operational expertise from the barge and towing industry. And the industry made valuable suggestions on the regulations it will soon be required to adhere to. This is exactly the direction that Secretary Peña had intended.**

**The Coast Guard analysis and your input formed the basis for our initiatives for regulatory change. All of these initiatives are aimed at problems that both government statistics and evidence reported by the National Transportation Safety Board point up as the most vulnerable for the industry.**

**For example, the Coast Guard study indicates that 62 percent of the incidents in the barge and towing industry are caused by human factors. This led us to focus on human factors.**

**The Coast Guard has met with TSAC to discuss improving vessel operators qualifications and is now reviewing the Committee's recommendations. We expect to issue a Notice of Proposed Rulemaking by mid-1995.**

**We are also requiring that all operators of towing vessels more than eight meters long be trained as radar observers. An interim final rule establishing the radar training requirements has been published and will be effective February 15, 1995.**



**We have developed -- at the industry's suggestion -- a river radar observer course specifically for operators of river towing vessels and we also have improved the training course for inland waters such as Long Island Sound.**

**We are considering the navigation equipment requirements for towing vessels, and expect to publish a Notice of Proposed Rulemaking in the spring of 1995. These proposed rules will include requirements for radar systems for navigation, the carriage of navigational charts and publications and requirements for compasses or swingmeters.**

**We have amended existing regulations to strengthen reporting requirements for marine casualties, including all collisions with bridges. And the Coast Guard has issued two interim final rules to implement the reporting of casualties and hazardous conditions.**

**And these are just the highlights of many initiatives that have developed from our working partnership. I want to thank AWO members who provided comments in rulemaking activities such as the ones I've just mentioned -- and we welcome AWO participation in current and future rulemaking activities.**

**Today caps a year and a half of action-filled safety accomplishments. I want to congratulate the AWO's board of directors for approving the far-reaching safety recommendations this morning.**

**The AWO Responsible Carrier program concentrates on three principal parts -- management/administration, equipment/inspection, and human factors -- reflecting the role each of these components plays in ensuring safe and efficient vessel operations.**

**Your safety action recommendations and the Responsible Carrier Program are a base on which to develop a comprehensive safety program that is consistent with existing laws and regulations, and that better incorporates sound operating principles and practices even more strict than those currently required by law or regulation.**

**This program will become a code of practice to which all members of the association will eventually subscribe, regardless of the diversity of their trade.**

**The Secretary and I believe, as you do, that industry must be the first line of defense in the safety chain. The commitment of management and the competency of personnel are the bonding elements of genuine progress. This puts the primary responsibility of ensuring safety in the hands of the industry itself – where it belongs.**

**I applaud your initiative. And I pledge that DOT, as your safety partner, will do everything we can to help the program gain universal acceptance. This is critical to our future. Working together in partnership to define approaches that best suit our respective strengths as government and industry is a winning combination for safety.**

**Thank you very much.**

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**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
HEROES OF REINVENTION  
WASHINGTON, D.C.  
DECEMBER 7, 1994**

- \* I'm pleased to join you here today to recognize the Federal Transit Administration's Planning Analysis/Major Investments team. This group has fundamentally changed the process through which state and local governments receive grants to construct new facilities, such as rail lines or busways.**
- \* In the past, the FTA required that an alternatives analysis be done so that we could be sure that the selected project was the best choice to meet an area's needs – and so that federal taxpayer dollars were well-spent.**
- \* However, this process involved the explicit federal review and approval of as many as 30 technical reports – a process that was overly complex and time-consuming. With the best of intentions, we had tied ourselves into knots with red tape.**
- \* The team which is receiving today's award completely reinvented this process. The federal review of all of these reports has been eliminated, and state and local officials given far greater power to decide which types of analysis are needed.**
- \* FTA also has issued guidelines which promote greater state and local agency cooperation, and which encourage them to develop their own quality assurance and quality control procedures.**
- \* The FTA staff role has changed radically, from that of oversight to one of partnership with state and local agencies – providing training, technical assistance, and research.**
- \* In keeping with the intent of the Intermodal Surface Transportation Efficiency Act – the primary highway and transit program authorization – this new approach also reflects a more balanced approach to meeting transportation needs.**



- \* **Both highway and transit investments now flow from the same state and local evaluations, creating a "level playing field" for project selection. At the same time, the criteria being used to evaluate projects have been made more comparable.**
- \* **The FTA team has completely restructured FTA requirements for major project planning – reducing red tape, saving time and money, and actually increasing project quality.**
- \* **The team did this by working closely with its customers in state and local government and its partners in the Federal Highway Administration.**
- \* **We see their work as an outstanding example of how we can reinvent government to better meet critical national needs, and we're proud of the team which carried out this effort.**

**# # # # #**

**Team members: Sheila Cohen, Ron Jensen-Fisher, Abbe Marner, Joe Ossie, Sam Zimmerman, Richard Steinnman, Don Emerson, Nancy Grubb, Ken Mowll, Dwayne Weeks, Patricia Grant.**



**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
SES TOWN MEETING ON DOT RESTRUCTURING  
WASHINGTON, D.C.  
DECEMBER 22, 1994**

- \* At the President's press conference on Monday, the Secretary laid out our plans to carry out the Department's restructuring. We're focusing on three strategies: first, consolidation: simplifying DOT by reducing the current 10 operating administrations to three.
- \* Second, streamlining: reducing more than 30 funding programs down to three – a unified block grant, State Infrastructure Banks, and a federal discretionary fund for projects of regional or national significance.
- \* Third, downsizing: eliminating redundancies, cutting red tape, introducing business-line efficiencies, and responsibly reducing our workforce.
- \* As the Secretary said, this process of restructuring is going to need your involvement – and that of your staffs. We need the experience, the knowledge, and the institutional memory that our professional career people bring to this process.
- \* We have taken a number of approaches to keeping everyone informed and to get input from staff at all levels.
- \* First, we are finalizing a plan to ensure broad input from all of you -- from all of DOT's employees -- and from our partners and the people we serve. The Secretary recognizes the importance of this effort -- even though it will take a little time to do it correctly -- and is fully committed to it.
- \* We will be setting up a series of task forces to address the many policy and procedural issues we need to address as we prepare our budget and the legislative changes which will be necessary to carry out the restructuring. We will have more information for you on this very soon.

- \* **Second, I have asked all departmental officers and the heads of the operating administrations to designate one senior person who will serve on an internal communications coordinating committee. We want to communicate effectively and with a consistent message – and we want to be able to address the frightening rumors that always accompany fundamental change.**
- \* **Third, we are setting up several communications channels under the title of DOT TALK so that employees can ask questions and make suggestions. We might not be able to answer every question right away – but we'll certainly take every suggestion into account immediately.**
- \* **We are setting up a telephone line which employees can call – (800) 215-0993 – and we also have set up a fax line at (202) 366-9693.**
- \* **We are setting up E-Mail addresses in every operating administration to receive suggestions and ideas.**
- \* **And we are establishing a twice-weekly newsletter to keep employees up-to-date on the latest developments. We will issue it every Wednesday and Friday morning for the next two weeks, and then determine a continuing schedule.**
- \* **Our fourth major strategy is to hold more town meetings – similar to today's and the one we held on Tuesday. We'll broadcast these via satellite and video to our field staffs, and we're also going to hold regional meetings to involve all of our people.**
- \* **Our final step involves *you*. We are relying on you to communicate with your staffs as frequently as possible – both formally and informally – to manage this process of change. It's absolutely critical that our senior career people be seen as willing and able to speak to – and listen to – our employees.**
- \* **We'll do our part by keeping you closely informed and involved – and we're going to start *now*. I'd like to open the floor to questions, to ideas, to whatever is on your mind.**

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