

Coleman Seeks Auto Industry Air Bag Trial

Secretary Coleman on Dec. 6th called on the automotive manufacturing industry to join the federal government in conducting a nationwide, large-scale, two-year demonstration of the life-saving and injury-avoidance capabilities of passive restraint systems in passenger automobiles.

Stating his conviction that passive restraint systems are technologically feasible and would provide substantially increased protection to the driving public at reasonable cost, Secretary Coleman nonetheless rejected the option of mandating the installation of air bags or other passive restraint systems because of public unfamiliarity and resulting distrust of such devices.

"Rejection by the public would lead to administrative or congressional reversal of a passive restraint requirement that could result in hundreds of millions of dollars of wasted resources and, equally important, in a poisoning of popular

(See SAFETY, p. 2)

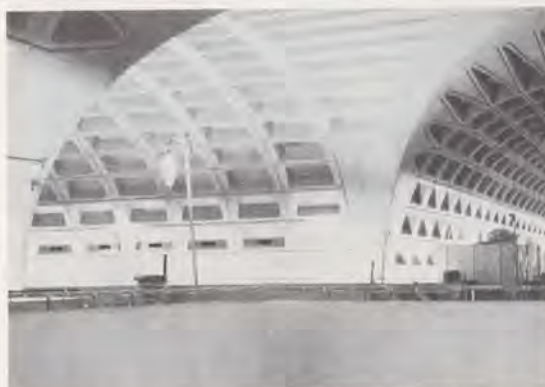
UMTA Names New Grants Director

John K. Taylor has been appointed director of the office of grants assistance in the Urban Mass Transportation Administration (UMTA).

Mr. Taylor is the former director of UMTA's Region II, headquartered in New York City.

In addition to UMTA, Mr. Taylor held posts in the Office of the Secretary of Transportation and in AMTRAK. He also served as assistant to the mayor of Seattle.

Mr. Taylor, 44, was born and raised in Seattle where he attended the University of Washington in Seattle, graduating with a B.A. in business administration.



Where north and south crosses east and west 90 feet below 7th and D streets, S.W. According to Metro planners, DOT commuters will be riding the subway beneath the Nassif building by July 1977. For more photos and details on what our own portion of Metro will be like see page 3.

FAA's Experimental Center in N.J. To Undergo Major Improvements

The Federal Aviation Administration's National Aviation Facilities Experimental Center (NAFEC) near Atlantic City has signed a 20-year lease on a new \$45 million technical and administrative headquarters scheduled to be completed in two years.

NAFEC Director Robert L. Faith said the building complex will contain some 500,000 sq. ft. of floor space, about the same amount of floor area as the Atlantic City Convention Hall.

The complex will replace 36 of the obsolete World War II buildings presently used by NAFEC at its 5,000-acre airport site, which also houses the Atlantic City Municipal Terminal.

NAFEC, with a staff of 1,800 employees, conducts wide-ranging test and research work designed to advance civilian aviation safety. It is the largest research and development facility within DOT.

The new building complex will contain a variety of engineering and test laboratories, more than \$100 million in supporting computer equipment, and administrative offices.

The new building will be constructed in accordance with stringent experimental center



Robert L. Faith

requirements, necessary to accommodate some of aviation's most advanced test and simulation laboratories. One of these labs, for example, recreates actual air traffic control patterns anywhere in the U.S. for problem-solving purposes.

During a given year, NAFEC conducts some 200 research and experimental projects, exploring virtually every facet of civil flight: navigational and communication aids, new aircraft, airport runways and landing systems, crash and rescue techniques, aircraft structural stress, fire safety, new landing systems and wake turbulence, to name just some.

NAFEC's airfield, technically the most modern in the nation, is among the largest in the East. It has four runways and the longest, 10,000 feet, easily accommodates the largest civilian and military aircraft.

NAFEC Director Faith said the new technical and administrative complex is an integral part of an overall master plan to improve the installation which FAA took over from the Navy in 1958. Since then, some \$32 million has been spent for construction.

A Look at Transportation '76

Action-Packed Year for DOT

The year's biggest transportation news, in terms of press response and public interest, was Secretary William T. Coleman's decision of February 4 permitting limited demonstration flights of the Concorde supersonic transport between Europe and Dulles Airport for a 16-month period.

The decision was accorded front-page coverage throughout the United States and elsewhere in the world, and was reported extensively by television and radio. The Secretary's ruling was generally acclaimed as fair, forthright and well-reasoned.

In retrospect, America's bicentennial year was one of progress in transportation programs and developments, with emphasis on improved service to the consumer, a concern for the nation's cities and greater

attention to safety, fuel efficiency and environmental quality. It was also a year of advocacy for economic regulatory reform in the airline and motor carrier industries.

Nineteen seventy six also brought a new outlook to the prospects of the nation's railroads, with the implementation of the Railroad Revitalization and Regulatory Reform Act and the launching of the Northeast Corridor Rail Renewal Program. The Consolidated Railroad Corporation (Con-Rail), in its first quarterly report, proved to be doing better than had been predicted in bringing Northeastern rail operations back from the bankruptcies that had threatened the future of freight service in that region.

(See YEAR, p. 2)

55 mph Being Ignored

Highway Fatalities Inch Upward

The nation's traffic fatalities climbed 5 percent in October over the level of October 1975.

Commenting on the rise, Transportation Secretary William T. Coleman, Jr., said the climb in highway deaths is a clear indication that motorists are driving at higher speeds and not holding the line on the 55 miles-per-hour national speed limit.

The number of persons killed in traffic accidents in October is estimated at 4,127, a boost of 196 deaths over the 3,931 fatalities reported in October 1975.

The October 1976 figure, however, is 19 percent below the death toll for the same

month in 1973, the period the National Highway Traffic Safety Administration (NHTSA) uses as a base year for statistical comparison.

The totals are based on preliminary figures reported to the NHTSA by the 50 states and the District of Columbia. It marked only the fourth time in the last 15 months that the traffic fatality count was above the corresponding month of the previous year.

Traffic fatalities for the first 10 months of 1976 are running about 1 percent above the same period in 1975 with 37,629 deaths this year compared to 37,267 for the January-October period in 1975.

Quotable . . .

We must keep struggling to restore public confidence in the integrity of the decision-making process. In doing so, we must remain faithful to the facts as we find them, remembering that public trust is a fragile and delicate thing which must be nurtured with patient care, and which shatters easily if violated. False promises and phony rationalizations have bombarded the public for too long. We political public servants must expect that when we lower our voices and try to level with the people, we may not at first be heard.

Secretary of Transportation William T. Coleman, Jr.
TIME/Leadership Conference, Sept. 27, 1976
Washington, D.C.



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

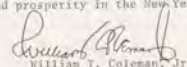
December, 1976

To All Department of Transportation Employees:

In the spirit of fellowship and good will which surround this holiday season, I extend to each of you -- and to your families -- my personal best wishes for a joyous Christmas and a bountiful New Year.

This time of year offers us a unique opportunity for both reflection and anticipation -- for looking back on all that we have accomplished in the past twelve months, and for looking ahead to the coming year with renewed hope and confidence. The pressures of daily routine allow too little time for real expressions of gratitude and appreciation, thus I am taking advantage of this seasonal greeting to thank all of you for your efforts and contributions toward bettering this nation's transportation system and, in doing so, in helping to improve the quality of life for all Americans.

I wish each of you the brightest of holiday seasons; health and happiness, peace and prosperity in the New Year.


William T. Coleman, Jr.

Safety—*from page one*

sentiment toward efforts to improve occupant restraint systems in the future," Secretary Coleman said.

"I believe," the Secretary said, "a demonstration program will increase significantly the chances that passive restraints will prove ultimately acceptable, and that their potential safety benefits warrant this action."

The Secretary estimated the cost of equipping 500,000 cars over a two-year period with air bag passive restraint systems at \$71 million.

"To ask the automotive industry to bear a substantial part of this cost is not unreasonable," he said, considering the fact that during the last 12 months the domestic manufacturers reported almost \$4 billion in profits.

The Secretary estimated the price of air bag systems to consumers should not exceed \$100 for a full-front system.

Secretary Coleman scheduled the week of December 20 to begin discussion of the demonstration program with representatives of domestic and foreign automobile manufacturers. He set January 5, 1977, as the deadline for agreements to implement the demonstration. Shortly thereafter, he said, he will report to Congress the results of the discussions and his recommendations for further action.

Also, Secretary Coleman ordered a concurrent two-year program to promote greater seat belt usage. He directed the National Highway Traffic Safety Administration (NHTSA) to issue within one week an advanced notice of proposed rule-making with the goal of

increasing seat belt convenience, comfort and reliability.

The Secretary also directed NHTSA to work with state and local jurisdictions to provide information to the public about the benefits of seat belt use and to share with them the experience of countries in which mandatory seat belt use laws have been developed.

"The best available evidence," the Secretary said, "indicates that the present lap and shoulder belt system, when used, is about as effective as existing passive restraint systems."

The improvement of seat belts and their increased use will have an effect on DOT's ultimate decision as to whether to mandate passive restraints for all new cars, he said.

The Secretary also called on the U.S. casualty insurance industry to make firm and public commitments to offer appropriate premium reductions to the purchasers of passive restraint equipped automobiles, so as to reflect their widely-publicized assurances that passive restraints will effect a significant reduction in automobile insurance costs to the public.

The Secretary's decision followed a public hearing on August 3, 1976, during which he listened to some seven hours of argument from both proponents and opponents of passive restraints, including representatives of citizen groups, domestic and foreign auto manufacturers, insurance companies, producers of occupant restraint systems, experts on automotive technology and safety and public officials. More than 7,000 written comments were submitted.



Transportation Secretary William T. Coleman, Jr., swears in Michael L. Browne as Deputy Under Secretary of Transportation. Holding the bible is Melton Baxter, who had been Mr. Browne's secretary. Browne has been special assistant to Secretary Coleman since March 1975. He was principal spokesman and manager for the Secretary in obtaining the enactment of the Railroad Revitalization and Regulatory Reform Act of 1975. A former Marine officer, Browne is a graduate of Princeton University and the University of Pennsylvania Law School.

NHTSA's 101% Participation Rate Is DOT Top Score in '76-'77 CFC

Department-wide, DOT employees contributed \$424,972 to the just-completed 1976-77 Combined Federal Campaign. This represents 81.3 percent of the goal, with a participation rate of 81.3 percent. The average gift was \$48.13.

In first place was the National Highway Traffic Safety Administration with \$37,773 pledged. This is 101.1 percent of the quota assigned. The participation rate was 93 percent; the average contribution in NHTSA was \$72.36.

A detailed breakdown of DOT performance shows:

(Figure in () shows standing in categories)

	Total	Percent of Quota	Nr. of Contributors	Percent of Org.	Average Amount Contrib.
NHTSA	\$ 37,773	101.1 (1)	522	93 (1)	\$72.36 (1)
FHWA	56,688	87.6 (2)	1180	85 (4)	48.04 (5)
OST	49,038	80.3 (3)	814	69.4 (7)	63.16 (2)
FAA	170,519	78.7 (4)	3161	87 (3)	53.54 (4)
UMTA	13,564	77.8 (5)	246	69 (8)	57.24 (3)
USCG	80,317	78.8 (6)	2242	92 (2)	35.85 (8)
FRA	15,012	73.0 (7)	326	80.5 (5)	46.00 (7)
MTB	2,476	60.7 (8)	54	66 (9)	46.31 (6)
SLSDC	402	50.3 (9)	12	80 (6)	33.13 (9)
DOT Wide	\$424,972	81.3	8700	81.8	\$48.13

said, "requires a continuous reaffirmation of its responsiveness to the people it serves."

Economic considerations were not a factor in his decision. As the Secretary said: "I had enough confidence in this nation's environmental commitment and in the objective judgment of the marketplace to be sure that if the SST should in fact become the airplane of the future, it will only be because man will have developed the technology to meet environmental standards and to enable the SST to compete in the marketplace. But if I were to bar the Concorde completely, I might have been condemning for all time—or delaying for decades—what might be a very significant technological advance."

In the area of civil rights, Secretary Coleman insisted that rail renovation legislation—and, subsequently, the amendments

to the Airport Development Aid program—contained provisions assuring the employment of minorities and the hiring of minority contractors in carrying out work projects assisted by federal dollars.

Moreover, proclaiming that "job equality is as important in the public sector as it is in the private," Secretary Coleman persevered in minority hiring within the the Department, bringing minority employment from 10.5 percent to 14 percent of the DOT work force.

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Secretary of Transportation _____ William T. Coleman, Jr.
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Assistant Director for Public _____
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Editor _____ Frank J. Clifford

Snappier Names On Aero Charts Please Computer

The wordsmiths are in cahoots with the computer people.

As a result, the old familiar names for aerial intersections and waypoints in the national aviation system are disappearing from aerial charts and their places taken by others that are more in keeping with the electronic age of flight.

Consider. Apricot has been changed to FRUIT, Gold is now SHINY, Halibut appears as FRIED, Academy has become CADET, Fair Oaks is now known as FAIRY, Ash is re-designated ASHES, and River-side is RERUN.

The Federal Aviation Administration is changing the names to five-letter pronounceable codes that can be used by computers.

The old names designating these fixes had to be changed to three-letter code words by controllers or flight service station specialists before being processed by the computer.

This transition took time and increased the chance of a coding error. In the new system, the charting name and the computer code will be the same.

Actually, the new naming system has a lot going for it. Charts will be easier to read because the shorter designations take up less space, and the five-letter words will make a worldwide coding system possible.

It is expected to take two to three years to convert the fix names on approach and departure charts.

In these and in other matters, the programs and proposals of 1976 set transportation precedent in some areas and stimulated discussion and deliberation in others. In the reform of regulated transportation industries—the airlines in particular—the Aviation Act proposed by the Department triggered lively debate and detailed examination of regulatory procedures and processes—actions which seem certain to continue in the 95th Congress and lead ultimately to reform legislation.

Year—*from page one*

During the course of the year, Secretary Coleman reaffirmed his support for the cities, announcing in June that capital and operating assistance for mass transit had reached \$1.85 billion during his first year in office—"a new high," as he noted, "in annual Federal public transportation assistance for the nation's cities." The Secretary subsequently announced new grants totaling \$340 million for seven U.S. cities, and during the balance of the year awarded—among other grants—\$400 million to cities in New Jersey, \$269 million to Buffalo for a light rail system, \$89 million to the New York City metropolitan area, \$600 million to Detroit, and \$400 million to Philadelphia.

In aviation-related actions, Secretary Coleman unveiled a new international aviation policy, designed to end discrimination against U.S. flag carriers

and induce a better balance between scheduled and charter services; announced a new aviation noise abatement policy, designed to reduce aircraft and airport noise and bring all domestic airlines into compliance with noise regulations within the next eight years; and selected four states—Arizona, Pennsylvania, South Dakota and Michigan to participate in a demonstration program to test the feasibility of giving states full responsibility for administering federal grants for their general aviation airport programs.

The Concorde decision, widely reported but of little direct relevance to the preponderance of America's transportation consumers, established the public hearing and written decision as hallmarks of the Coleman style. "A government that derives its powers from the consent of the governed," he

DOT's Underground Connection

We'll Be Going Metro in '77

It is anybody's guess when the 100-mile Metro subway system will be completely finished but Department of Transportation employees and others working in the vicinity of 7th and D Streets S.W. will be riding a significant part of the line by mid-1977.

According to Metro officials, the Blue Line, running from the Stadium-Armory Station to National Airport, via the L'Enfant Station, is scheduled to be in operation by July 1977. Work trains carrying construction materials have been traversing this section for sometime, and for the past month, test trains have been evaluating control and safety systems on the right of way.

DOT employees with business at Washington National Airport, for example, will be able to make the trip in less than 20 minutes by way of a combination of subway, surface and elevated line. If traveling during peak hours—6-9:30 a.m., and 3-6:30 p.m.—the fare will be 75 cents. During non-peak hours it will be 45 cents.

And there will be no waiting in inclement weather for cabs that disappear in direct proportion to the drop in the temperature, precipitation, or rush hour.

Downtown D. C.

The portion of the Blue Line scheduled for July 1977 opening will run a distance of 10.3 rail-miles from the Stadium-Armory Station to National Airport, a comparatively short distance when contrasted with the planned 100-mile system. But, its intermediate stations pack a lot of downtown Washington into this short span. Many official and non-official errands can be easily run within this loop at great savings in time and money.

To the east, Capital Hill Station is one-stop, one minute away. Eastern Market is another minute, another minute

brings you to Potomac Avenue, and another minute, to Stadium-Armory.

In the other direction, the station names trace a path underneath downtown Washington, under the Potomac just north of Theodore Roosevelt Island to Virginia, and on to the airport.

West and north from L'Enfant (Nassif) the first stop is Smithsonian. Then north to Federal Triangle and Metro Center. West to McPherson Square, Farragut West, Foggy Bottom-George Washington University, Rosslyn, Arlington Cemetery, Pentagon, Pentagon City, Crystal City, and the airport.

Plastic Tickets

As in the other Metro stations, DOT riders using the L'Enfant Station will buy their tickets from "farecard" vending machines which dispense a brown and white plastic card imprinted with magnetic lines and numbers showing the amount paid. As little as 25 cents and as much as \$20 may be inserted in the machines.

With each use this "stored value" is automatically reduced by the amount of the fare spent. Travelers will thus be able to tell at a glance what fare remains.

Metro officials say they hope to be able to make farecards available in many of the locations—banks, credit unions, etc.—which now sell tokens. If so, they say, the probable denomination will be \$5.

A few selected fares give an idea of what Metro rides will cost: On the Blue line, it will cost 40 cents to travel from DOT Headquarters to Farragut West during rush hours; 25 cents during off-hours. To Rosslyn, 55 cents and 35 cents; to the Pentagon, 60 cents and 40 cents, and to Crystal City, 70 cents and 45 cents.

In seeming contradiction to the normal order of things,

the Blue Line, the lower of the two lines that cross at right angles under 7th and D Streets, will be in service long before the upper line. The upper subway, called the Yellow Line, is not expected to be carrying passengers until 1981.

It will run from Greenbelt, Md., near College Park, to Franconia, Va., passing through L'Enfant Station. It will be a much shorter and cheaper ride to the airport. Running generally southwest, the first stop is the Pentagon, then Pentagon City, Crystal City, and the airport.

Access to the L'Enfant station from DOT headquarters is next to the Departmental Information Center on the Plaza, on the D Street side between 6th and 7th Streets.

Security Assured

An escalator carries you down a 125-foot, 30-degree incline, to the mezzanine of the station. Access is by farecard, thereby scotching the plans of some to use the mezzanine as a covered passage to L'Enfant Plaza during inclement weather. You can still make the passage with dry feet, but it will cost at least 25 cents to do so.

DOT employees required to work overtime on occasion will find added comfort in having a Metro station in the headquarters building—security. For at least the next year and a half, Metro officials say, the subway will operate from 6 a.m. to 8 p.m., unless demand dictates going to the planned 20 hours a day earlier.

Once the rider enters the subway entrance, security is almost absolute. Closed-circuit TV cameras sweep the mezzanines and are monitored by in-station police. Station guards have electronic links with police aboard the trains, and all security information is automatically flashed to Metro's operating control center at 600 Fifth Street, N.W.



The Metro station serving the Nassif building is 90 feet below the plaza level. Access will be way of an escalator on D Street. In common with the others in the system, the passenger platforms are 600 feet long, ample room to sight your station and to board and debark from the trains in safety.



Massive steel rings form the inner surface of the tunnel running from the Nassif building (L'Enfant Station) to the Stadium-Armory Station in Northeast Washington. A single track runs in each tunnel.

Even if the subway does not go to the end destination desired by the traveler, it does provide a safe way to get to a central location where alternate transportation is available.

As a further precaution against crime, there are no public rest rooms in any of the stations. In an emergency, one of the kiosk attendants can un-

lock a door to a rest room used by Metro station and security personnel. Only one person at a time is permitted in the facility.

Metro has been a long time in coming to the Department of Transportation but if a preview is any measure of what is to come, the wait has been worthwhile.



The escalators in the Metro system can be regulated to provide one-way service during rush hours. The heavy brass which characterizes the exposed metal parts provides a pleasant contrast to the dominant grey concrete.



Crossroad station (not its official name) is the intersecting point where the north-south, east-west lines pass under 7th and D Streets. The train platforms are one (north-south) and two (east-west) below the level shown.

Facts and Figures

Data For Transportation Decisions

Ira Dye, Director of the Office of Systems Analysis and Information, came to the Department of Transportation in August 1967 from the U.S. Maritime Administration where he had been Chief, Office of Program Planning from 1962 to 1967. He served in the U.S. Navy from 1940 to 1961, from ensign to captain, mostly in submarine duties. From 1959 to 1961 he served on the staffs of both the Chief of Naval Operations and the Joint Chiefs of Staff. Mr. Dye has a B.S. from the University of Washington, and a M.S. from the University of Pittsburgh.

Mr. Dye, what does the Office of Systems Analysis and Information do?

We do systems analysis work in support of the Assistant Secretary for Policy, Plans and International Affairs. Since good analysis depends on plentiful and accurate information, it's important that policy-related data is also included.

It sounds complicated.

Sometimes. In spite of the need to take into account all of the transportation modes, as well as the social, economic, technological, and even the behavioral aspects of our national transportation system, it is possible to break the problem down into manageable components.

Are these findings made available to the public?

Absolutely. These analyses are usually undertaken in cooperation with the operating administrations, as well as the state and local governments.

Could you give us an example of this?

Two reports to Congress required by the 1973 Federal-Aid Highway Act are good examples. These concerned future financing requirements of mass transportation systems. Included was an analysis of alternative mechanisms available to government for financing future capital and operating expenses of these systems. Both reports involve extensive quantitative analysis and forecasting as well as evaluation of alternative governmental policies. Among other findings, the reports highlighted, in very specific dollar terms, the large increase in operating deficits that may be expected in the future by our Nation's public transit systems.

Would that represent one of your typical analyses?

Yes. Here, as with many of our other activities, some of these techniques are being applied for the first time. In such cases we work with the operating administrations to perfect the techniques, and eventually we hope to see them put into routine practice. They can also be used by planners at all levels



of government who are faced with major community development and transportation decisions.

To what extent are such analytical methods used in departmental policy decisions?

This varies from issue to issue. Systematically evaluating alternatives by comparing all costs and benefits is emphasized in our office constantly. We make it part of the new system acquisition (TSARC) process. We use it to evaluate proposed new regulations by the operating administrations, and in many other policy matters taken up by the Secretary, such as the St. Louis Airport and the aviation noise reduction decisions.

For example, in the area of future highway accidents we found vast differences in the cost effectiveness of the several dozen highway safety countermeasures available to save lives and reduce accidents. We are now completing a cost benefit study of the possible mid-continent extension of LORAN-C (an electronic navigation system). Such analyses will also be used to compare the merits of different applications for loan guarantees by railroads under the Rail Rehabilitation and Regulatory Reform Act of 1976.

Aren't there many sources of data?

Not necessarily in usable form. Even though transporting things is one of the most documented of all human endeavors, it's hard to believe how much of this information is unavailable to us because it is not properly organized, because it is in the private sector, or because it is proprietary.

Usually, we have to produce it ourselves. The need for data led to conduct two national transportation studies which we did in cooperation with the states. In these studies we asked the states and their local governments to report on their transportation systems as well as their long-range transportation plans to 1990, and short-term to

1980 capital improvement programs.

Did that involve measuring performance of the system?

Yes. In both the 1972 and 1974 studies the reported data included a number of items which described the performance of both the existing system and that forecast for the future. The changes in the reported performance measures were estimates based upon the projections by state and local governments of transportation demand growth and their plans for transportation system improvement. These data were analyzed by the Department to determine and compare the effects of expenditures on system performance, anticipated progress in meeting the goals of the long-range plans, transportation expenditure priorities and differences among states and urbanized areas.

Do you feel that these studies had any influence on transportation policy and planning?

Yes. They were well-received by the states and localities as evidenced by the excellent cooperation and conscious efforts by them. In both studies we invited criticism from the participants and this helped to improve their quality and usefulness.

The studies did, furthermore, indicate that most states and local governments had not been doing transportation planning on an integrated, multi-modal basis. The reports also included the results of in-house analysis on several major policy areas of Federal interest.

What other things has DOT been doing to improve transportation information data?

When we became a Department in 1967 there was very little published information about transportation. In less than 10 years we have brought about great improvements in the availability of data. We have programs of major signif-

icance for data supporting policy analysis covering both commodity and passenger transportation.

We have collaborated with FHWA and UMTA in improving data on urban travel and commuter trips. Summary statistics on transportation are now published in a continuous series. Our data on international air passenger movements is playing an important role in the current negotiations with the United Kingdom for a new international air transportation agreement. We also assist in developing data for evaluating and monitoring such programs as highway construction and airport development, or such policies as the 55 mph speed limit.

What about data on future transportation?

Our forecasts and methodology are being constantly improved. Our approach has been to work downward from forecasts of the likely growth paths of the national economy and then estimate transportation activity consistent with these alternative growth paths. In this way, consistent forecasts of transportation activity are produced covering all freight and passenger modes and are directly compatible to forecasts of national economic conditions.

What other major functions does your office perform?

We are also responsible for advising the Secretary on implementation of his transportation policy statement. From this statement ten high priority issue areas, plus seven of lesser priority, were identified. They serve as guidelines for all the Department's activities and are reported on periodically. Quarterly briefings are held with the Secretary and all departmental operating elements to discuss changing priorities and to trace progress in the areas identified.

These reports and briefings serve as a management tool for

senior executives in the Department in developing their own work plans and evaluating the work of their organizations.

Are these policy priorities recognized in any other activities?

Yes. They are also keyed to the annual Department budget. We review the budgets of each Departmental element and report to the Deputy Under Secretary on how well the budgetary emphasis matches the policy priorities. This review and commentary continues throughout the budget cycle.

What about Research and Development?

The Assistant Secretary for Systems Development and Technology is responsible for all R&D within the Department. However, much research of a socio-economic nature is sponsored because of its policy implications and we are responsible for evaluating how well it will support the more important policy decisions facing the Department in the future.

Can you apply costs and benefits to technology?

Not in quite the same sense. We like to assure that when the new technology has been sufficiently developed and is ready for the demonstration stage, we have a good idea of the benefits that will be derived from it and the extent to which it will be accepted by the public. The answers to these questions also fall within the realm of socio-economic research, and so we try to coordinate these activities, and their findings with the progress of the technological developments. We also must recognize that for many such questions there may be no precise answers. It is also true, as with many of the projects I've already mentioned, that we can increase our understanding of the underlying cause-and-effect relationships we will derive from it by properly designing the demonstration.



Recent recipients of the DOT Bronze Medal are Joseph J. Gwiazdowski and Joseph W. Howell, both of FAA's systems research and development service, and Samuel C. Coronits of the office of systems engineering in the Office of the Secretary. The presentation was made by Alan J. Grobecker (right) who was director of the project which earned the medals for the three men.