


# DOT Today

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U.S. Department of Transportation

 DOT Ties America Together

## Earthquake '94

A spirit of partnership and cooperation marked the aftermath of the strongest earthquake in Los Angeles history. The January 17 quake, measuring 6.6 on the Richter Scale, left behind an estimated \$25 to 30 billion in damages to buildings, highways, bridges and overpasses.

Secretary Peña was on the scene less than 12 hours after the earthquake struck, and gave verbal approval to \$3.6 million in demolition contracts to begin clearing the debris at the damaged freeways. Work began before nightfall that day.

Administrators Rodney Slater (FHWA), David Hinson (FAA) and Gordon Linton (FTA) followed within 24 hours. The federal government provided additional funds to expand the capacity of California's transit and commuter rail, including

building temporary Metrolink stations in just three days.

The Secretary later accompanied President Clinton to areas with the worst damage, where along with California Department of Transportation (Caltrans) officials, they conducted inspections both from the air and at ground level.

Immediate priorities after the quake involved establishing the extent of damage and coming up with alternate routes for vital freeway segments that had been damaged or demolished.

Hundreds of thousands of commuters were unable to get to work in the city via the freeways. Old highways that parallel the much-used interstates were now handling commuter traffic, and lanes on undamaged stretches of freeways were dedicated to

high-occupancy vehicles (HOV).

Intelligent Vehicle Highway Systems (IVHS) technology has been in place along California's I-10 corridor since 1990. The package, called the SMART Corridor, employs Advanced Traffic Management Systems (ATMS) and Advanced Traveler Information Systems. This technology is now being used to rapidly adjust signal timing at intersections to help ease congestion of traffic coming into Los Angeles and close-in jurisdictions. Changeable message signs alert drivers to



**Top and Bottom:** Freeway damage was extensive along Interstate 5 near Newhall.  
**Left:** Los Angeles Mayor Richard Riordan, President Clinton and Secretary Peña survey damage along I-10 with officials from California's Department of Transportation.

Photos:  
Robert A. Eplett, California OET



## DOT "Ties America Together"

### Secretary Peña Presents the Department's Strategic Plan

On January 24, Secretary Peña presented the Department of Transportation Strategic Plan to employees. Associate Deputy Secretary Michael Huerta, who introduced the Secretary, offered a definition of a strategic plan: "(it is) just what its name implies," he said. "It is a statement of a unifying vision, mission and goals that we must all work together to meet...a summary of the initiatives that, together, point toward a vision of the transportation system we would like to see in the future."

The Secretary outlined the seven strategic goals of the plan, calling it "a vision for the future of transportation, reflecting the collective talent, thoughts, aspiration and diversity" of our department. "I want each of you to have one of these documents on your desk so that you will be constantly and daily reminded of how we are to focus our resources, our time and our priorities," the Secretary continued.

Here are the seven strategic goals in the plan - prioritized to fulfill the department's mission. Included are the Secretary's comments on each of them:

**1. "Tie America Together" through an effective inter-modal transportation system.** "It is now time for us to think about all of our transportation systems and how they integrate into one national transportation system - and, in doing so, find a way to encourage people at the local level to think about how they can tie all their forms of transportation together to make their system more efficient. To make all forms of transportation viable, we will focus particular attention on three

industries: aviation, maritime and passenger rail. We cannot have an intermodal, integrated system unless all the components are healthy."

**2. Invest strategically in transportation infrastructure, which will increase productivity, stimulate the economy, and create jobs.** "And as we do that, we have to do two very fundamental things: First, work to complete what we have started, and to repair what has broken - on time and within budget. We have invested in a number of very complicated and far-reaching investments throughout the country. It is now time to complete them. Let's finally realize that if we're going to finish the Northeast Corridor, let's finish it. If we're going to finish the transit system in Los Angeles, let's do it and let's do it on time and on budget. Let's begin to change the way we think about investing in these projects, and let's get them done. And, if we're going to start new projects, we have to have the same commitment. We must ensure that every investment pays off and is being done for a very strategic reason. The old days of pork barrel projects that had questionable impacts are gone. Year-to-year funding is gone. We've got to develop a stable, reliable and continuing funding program for investment in infrastructure."

**3. Create a new alliance between the nation's transportation and technology industries, to make them both more efficient and internationally competitive.** "As I travel throughout the country, I see the opportunities we have in the

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# Earthquake '94 (continued from pg.1)

any incidents ahead and advise them of available alternate routes.

Officer Greg Manuel, of the California Highway Patrol (CHP) in Sacramento, says that 1,000 officers usually assigned on 12-hour shifts to patrol southern California highways are placing changeable message signs in locations outside of the L.A. area to give routing, weather update, and other important information to motorists as they drive along.

Traffic will continue to be a problem for Los Angelenos as they attempt to drive to work in the coming year. "It will probably take two to three hours extra travel a day for most people to get to work until the detour routes are established," says Ronald Hoffman, state director for the FHWA Division of Motor Carriers in Marino Valley. Officials said staggered hours and split shifts may be ways to help in the projected traffic crunch.

"This is going to cause significant change in the mindset of the people of Los Angeles," said Secretary Peña. "People need to think differently about how they get from point A to point B ...and about their quality of life," he concluded.

A collaborative association of local government units, law enforcement agencies, the California Department of Transportation, the Southern California Department of Transportation, Southern California Automobile Association, and the Metropolitan Transportation Commission are working on traffic, transit, public information and cost tracking elements in this disaster.

"There is a very strong feeling of tremendous partnership with local, state and federal officials. I've never seen such a quick response," says FHWA's Hoffman.

Some of their actions to date include:

- Increasing train service to areas affected by freeway closings by adding cars and adjusting the fare structure to make it affordable to ride the train. Ridership had already doubled on most train lines just one week after the earthquake.
- Instituting a flat fare bus and taxicab system in some areas is being proposed.
- Increased security at parking areas and transit stations
- Adding new bus service routes
- New vanpools from Los Angeles' Union Station to major employment areas
- Use of IVHS technology, traffic surveillance and an integrated computer-

ized signal network to manage ever-changing traffic patterns on local streets.

- Transit providers are being asked to allow bicycles on transit vehicles, adding bike racks on express buses, and providing secure storage facilities for bicycles.

Other areas of DOT, including FAA, FTA, MARAD and Coast Guard, reported little or no damage to facilities. Francis Johnson, MARAD regional director, says, "We are canvassing the steam ship lines, the railroads and the trucking companies to ensure that the port facilities are open and operational."

Jim Kenna, director of the office of program oversight for FTA, Region 9, says the light and commuter rail services were all operational. "People can do their fair share by car pooling and staggering hours," he added.

DOT has awarded a total of \$100 million in emergency repair funds to accelerate demolition and reconstruction of chunks of freeway on major roads such as a seven mile stretch of the Santa Monica Freeway (I-10), the most heavily traveled freeway in the world. Secretary Peña says \$1.35 billion in highway funds are needed so that Caltrans can continue a design and construction schedule to reopen most of the damaged major freeways in less than six months. He also pledged the Clinton Administration's support for a bill proposed by California Senator Barbara Boxer, which would increase the flexibility of states to use other types of federal funds to strengthen bridges against earthquake damage in the future.

*(This story was compiled from DOT news releases and Caltrans and FHWA sources. Information is current as of 2/3/94)*



## Department's Strategic Plan (continued from pg.1)

defense conversion area, as we have seen in the President's technology reinvestment project. I believe the greatest opportunities lie in the transportation arena. We've also got to find a way to support U.S. inventors and the creative genius of this country to help develop technologies and create American industries and products that can be exported throughout the world."

**4. Promote safe and secure transportation.** "This has always been an important priority for the department. We will not only continue to make it a priority - we will enhance it. And as we focus on health care, why not remind Americans that what we're also doing by reducing deaths and injuries throughout the national transportation system, is making a

contribution to reduce the cost of health care in our country. We need to improve the safety of transporting hazardous materials in air, water, surface and pipeline transportation. We also need to provide more security in our transportation system."

**5. Actively enhance our environment through wise transportation decisions.** "We want to harmonize transportation policies and investments with environmental concerns. We want to introduce low emission and alternative fuel vehicles in our own DOT fleet. It is our responsibility - in fact our challenge, to provide national leadership on this issue."

**6. Put people first in our transportation system by making it relevant and accessible to users.** "This

means ensuring that our transportation policies and investments embrace the concerns of the traveling public, the neighborhoods through which those transportation systems pass and the economic development interests of communities. The days where we used to build freeways through neighborhoods without input from those neighborhoods are gone. We want to support public involvement in the transportation planning process and make the metropolitan planning organization process work, and make transit and passenger rail more viable options for the traveling public."

**7. Transform DOT by empowering employees in a new team effort to achieve our goals.** "We want to change the way we do business. This

department has the best expertise in the country. You are the experts. We don't necessarily have to wait until Congress has a hearing on something. If we need to move, let's move. If we need to make recommendations to make our system safer, let's do it. If we need to bring change, let's act on it. We're going to be more proactive in how we reach out to America and how we conduct our business. We want to use the reservoir of the tremendous experience and ingenuity of all of you and the thousands of people in this department to add a new dimension to relations between work force and management and ensure that all employees in DOT have a voice, have a say, feel a part of the team, and feel that people are listening to you, that I am listening to you."

# DOT Today

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The deadline for the March, 1994 issue is February 20.

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## Seaway Registers First Tonnage Increase Since 1988

With more than 31.9 million metric tons of cargo, the St. Lawrence Seaway recorded its first tonnage increase since 1988 for the Montreal-Lake Ontario section. The total represented a two percent increase over the 1992 tonnage.

"It is gratifying to see that our efforts have helped reverse a five-year slide in Seaway traffic," said Saint Lawrence Seaway Development Corporation Administrator Stanford E. Parris. "I am hopeful that our cooperative marketing with the Great Lakes maritime industry will sustain this upward trend for many years to come."

The general cargo commodity with the largest increase was iron and steel shipments, said Parris, which rose 32 percent. Other cargoes showing impressive gains for the 1993 navigation season were: iron ore (14 percent), coke (20 percent), stone (45 percent), ores other than iron (41 percent), and chemicals (28 percent).

Overseas shipments via the Seaway also improved for the second consecutive year to more than 9 million metric tons, a 14 percent increase over the last year.

Increases in U.S. exports included corn (36 percent), beans and peas (115 percent), coal (4 percent), clay (14 percent), stone (73 percent), mine products (141 percent), and food products (16 percent).





# DOT Celebrates Black History Month

Black History Month observances have been incorporated into DOT's special emphasis programs every February for the past 18 years. Guest lecturers, including many prominent leaders from all walks of life, have addressed employees on many topics. This year, as in the past, we celebrate the history, culture, and traditions of Blacks in America — to help all Americans become aware of the many achievements and contributions to American history that have been made by Black men and women.

Beginning in February 1926, "Negro History Week" was celebrated, begun by Dr. Carter G. Woodson's Association for the Study of Afro-American Life and History. The Ph.D. from Harvard chose that date because his own birthday and that of President Abraham Lincoln were in February. Finally, 50 years later, the Association for the Study of Afro-American Life and History formed a committee, the Greater Metropolitan Area Afro-American History Month Committee, which encouraged public and private organizations to participate in celebrating the achievements of Blacks for an entire month. In 1976 when the Bicentennial was being celebrated, the event became Black History Month. Activities are planned at DOT offices around the country. The calendar below shows what Headquarters has planned.

## The Black History Month Book Guide for Beginners

by Jerome Davis, DOT Volunteer Tutor and Student of Black History

February is Black History Month, and with this event normally comes renewed focus on the historical achievements by African Americans. Television, radio, and workplaces around the country provide brief descriptions of this event or that person who played a role in developing America. But these programs and events only provide a capsulized version of a larger, more interactive and complex picture. If you're anything like me, you want more — but without having to spend a great deal of time researching, reading something too academic in nature or spending a great deal of money obtaining it. In order to help you in your search, I have developed a list of books that are interesting, lively, easy to read, and relatively cheap — while at the same time providing a great deal of information that may help you and your children learn a little more during Black History Month and throughout the year. Below is my recommended list.

• **Before the Mayflower**, by Lerone Bennett, Jr. is a general history of African Americans in the United States, documenting many key events and major contributions. This book sells for about \$15.00.

• **Africa's Gift to America**, by J.A. Rogers, cites little-known facts concerning individual achievements by African Americans that were crucial to the development of America. This book sells for about \$15.95, and is difficult to find, (you may have to order it), but it is definitely worth the investment.

• **Blacks In America's Wars**, by Robert W. Mullen, is a small book (only 96 pages) but is loaded with interesting information about the contributions of African Americans in America's Wars. About \$4.95.

• **Afro-American History, The Modern Era**, by Herbert Aptheker, documents major moments in American history in the African American community from 1900 until the late 1960's. About \$8.95.

• **Marcus Garvey and His Vision for Africa**, edited by Amy Jacques Garvey and John Henrik Clarke, is an excellent eyewitness account of the rise and fall of one of the great figures in American history. The Garvey Movement was one of the finest movements of Africans in the Diaspora. About \$9.95.

• **Autobiography of Malcolm X**, by Alex Haley, is one of the most exciting and tragic stories ever told. Malcolm X was and is often misunderstood and seldom understood. This book provides insights into one of Black America's greatest heroes and scholars. About \$5.95.

• **Black Leaders of the Nineteenth Century**, edited by August Meier and Leon Litwack, provides biographical summaries of perhaps the greatest Black Americans this country has ever produced. This is the largest of the books listed but it is an absolute gold mine of valuable information. About \$20.00.

• **Up from Slavery**, by Booker T. Washington, is the autobiography that captures Booker T. Washington's amazing story from slavery to his rise as probably the most famous Black man in the world. About \$9.95.

• **Historical and Cultural Atlas of African Americans**, by Molefi K. Asante and Mark T. Mattson. If you want a book that is easy to read, has plenty of graphics and lots of historical data, then this is the book you

are looking for. About \$20.00.

• **Black Music In America**, by James Haskins. If you want to find out who put the soul in soul music, then I recommend you read this book, which sells for about \$6.95.

• **Narrative of The Life of Frederick Douglass**, written by Frederick Douglass, is one of the best books produced on the realities and harshness of American slavery. What makes this book so unique is that it was written by a former slave who later rose to be one of the greatest statesmen this country has ever produced. About \$3.95.

If you are interested in learning more about the contributions of African Americans through books, or if you're interested in participating in the volunteer tutoring program at Hine Junior High School, Jerome Davis can be reached at (202) 366-5285 at the Nassif Building, Washington, D.C.



## Black History Month Calendar of Events February 1994



### February 8

10:00 a.m., FAA Auditorium  
**FAA Opening Ceremony**  
Speaker: Dorothy Gilliam  
Washington Post Columnist  
Contact: Tina Stephens,  
x73253

1:00 p.m., FAA Auditorium  
**AF Diversity Forum**  
Speaker: Christine Darden  
Contact: Tina Stephens,  
x73253

### February 15

10:00 a.m., FAA Auditorium  
Speaker: Leslie Shields  
Co-author, "Work, Sister,  
Work"  
Contact: Tina Stephens,  
x73253

### February 16

Noon to 1:00 p.m.  
**Walking Tour, Hirshorn  
Museum and  
Sculpture Garden**  
Artist: Gary Hill  
Tour Limited to 20  
Contact: Tina Stephens,  
x73253

### February 17

10:00 a.m., Room 2230,  
Nassif  
**Panel Discussion**  
"Reinventing DOT:  
The Changing Roles of  
African Americans in FHWA"  
Contact: Aretha Carr,  
x61585

### February 23

10:15 a.m., Room 2230,  
Nassif  
Speaker: Attorney Brig Owens  
National Football League  
Players Association  
(Former Washington Redskin)  
Mark Wilkerson, x64762

11:00 a.m., Room 2230,  
Nassif  
**Essays and 8 Original  
Poems**  
Hine Junior High School  
Students  
Contact: Mark Wilkerson,  
x64762

1:00 p.m., Room 2230,  
Nassif  
Storyteller: Sydney Marsh  
Contact: Mark Wilkerson,  
x64762

1:30 p.m., Room 2230, Nassif  
Wilfred Modley, Historian  
**Oral Presentation of the  
History of  
African American Soldiers  
from the Revolutionary War  
to the Persian Gulf**  
Contact: Mark Wilkerson,  
x64762

2:00 p.m., Room 2201,  
Nassif  
Speaker: The Honorable  
Judge Nathaniel R. Jones,  
Circuit Judge, Sixth Circuit  
Court of Appeals,  
Dayton, OH  
Contact: Elsie Just-Buddy,  
x60482

### February 24

9:00 a.m.,  
Shiloh Baptist Church  
**NBCFAE Scholarship  
Breakfast**  
Speaker: Judge Walter  
Williams  
Cost: \$16  
Contact: Tina Stephens,  
x73253

Noon  
Truffles Two Restaurant  
**Black History Month  
Buffet Luncheon**  
Cost: \$15  
Contact: Velma Marshall,  
x62807

# Coast Guard Shipyard's New Automated Time-Payroll System

The days of punching clocks at the Coast Guard shipyard in Curtis Bay, Maryland, are gone. A new, innovative automated time and attendance system was recently installed, which uses a high tech bar code, replacing the antiquated time clocks and punch cards first installed in the 1950s.

"This system was long overdue," says the shipyard's Fiscal Department Chief Mike Ogrysko. "We needed a simple and efficient method of collecting labor and payroll data to catch input errors at the source, not after the fact. This is an example of the shipyard's commitment to the employees' satisfaction."

The bar code makes it easier for the shipyard's pay clerks to track 800 employees' pay and leave statuses, including overtime. The new system records employees' clock in and out times; assigns direct labor costs to appropriate projects; assigns indirect labor costs to an appropriate overhead account; records payroll absences; records hours worked and premiums earned; maintains personnel records and attendance statistics; and sends data directly to the payroll system every pay period. The system also generates manpower and labor cost analysis reports for management.

In the old method of data collection, computer cards were pre-punched for every work day and

for each employee. After the supervisors filled out the cards reflecting leave and overtime, the cards were collected daily. Payroll clerks key punched the labor information onto labor cards, which then went to a mainframe cost accounting system. When rejections occurred, correction of the cards was difficult and time consuming.

Under the new system, after each two-week pay period, the shipyard's payroll branch verifies corrections of all errors and runs a program that creates an interface file for the Electronic Time and Attendance Management System (ETAMS), managed at the FAA in Oklahoma City, home of the Coast Guard's payroll office.

The system was begun by installing a wide area network across the shipyard. An underground fiber optic cable was installed to connect 10 production buildings. Workers also installed 14 bar code time clocks in the buildings, each connected to a work station. Systems analysts wrote a custom application to manage new employee personnel/payroll databases and to process payroll and



photo by SA Leah Frazier

labor cost accounting data as it is collected.

Many benefits have come from the new system: labor hours to collect and process payroll have been reduced; obsolete equipment has been eliminated; and reporting and analysis capabilities have been improved—all resulting in improved operations for the YARD.

Robert Bonenberger, Yard Crane Operator, uses his new employee ID badge with bar code strip to scan his arrival time at work.

## New Deputy Administrators



**Donald M. Itzkoff** was sworn in January 3 as Deputy Administrator for the Federal Railroad Administration. FRA Administrator Jolene M. Molitoris administered the oath of office. "Don brings a wealth of freight and passenger rail experience to the agency," said Molitoris.

"That, along with his legal and legislative expertise, make him an eminently qualified addition to my management team."

Itzkoff comes to DOT from the Senate Committee on Commerce, Science and Transportation, where he served as senior counsel assigned to the Surface Transportation Subcommittee, with senior staff responsibility for all areas including Amtrak, freight railroads, high-speed ground transportation, commercial motor carriers and hazardous materials transportation.

An accomplished writer and rail expert, Itzkoff is the author of "Off the Track: The Decline of the Intercity Passenger Train in the United States."

Itzkoff received his law degree from the University of Michigan after attending Brown University, where he graduated magna cum laude with departmental honors in history.

**Ana Sol Gutierrez** has been appointed to the position of Deputy Administrator for the Research and Special Programs Administration.

Prior to this appointment, Gutierrez, who has more than 30 years of experience in the information industry and computer systems engineering, was employed by Computer Sciences Corporation as a senior consulting engineer/operations manager.

The first person of Salvadoran descent ever elected to a public office in the United States, Gutierrez currently serves on the Montgomery County, Md., Board of Education, and is a member of the Governor's Commission on Hispanic Affairs and U.S. Senator Mikulski's Academy Review Board and Hispanic Advisory Committee.

She received her bachelor of science degree in chemistry from Pennsylvania State University in 1964, and her master of science degree in technology of management, scientific and technical information systems and management information systems from the American University in 1975. Gutierrez has also completed a number of post graduate courses in engineering at George Washington University.

## Calling All Volunteers

The Volunteer Committee at Headquarters is compiling a data base of employee volunteer efforts going on at DOT offices all over the country. By collecting names of volunteer committee people in all the regions and field offices, and sharing information about community outreach projects, we hope to improve our efforts as a department nationwide.

DOT Today would also like to know what's going on out there by featuring some of those efforts in future issues. Contact Nadine Rawls, 202-366-6388 or write to Nadine at DOT, M-16, or Sue Challis, editor, DOT Today, A-10, 400 Seventh Street, S.W., Washington, D.C. 20590. Help build the data base and share your experiences!

## Panel Recommends Joint Management of GPS

The Department of Transportation should have a more substantive role in the management of a Department of Defense satellite positioning system, a federal task force has recommended. A joint DOD-DOT task force, studying how to get maximum use of the Global Positioning System (GPS) by military and civilian users, made the recommendation in its report to the Secretary of Defense and to Secretary Peña in late December.

GPS, now being used increasingly by motorists, aircraft pilots, surveyors, bus transit systems and ship captains, relies on a network of 24 satellites. The navigation systems provide very accurate three-dimensional position, velocity and time to users worldwide.

Although the satellite system is under the control of the Department of Defense, both DOT and DOD agreed that it was in the country's best interest to encourage maximum civilian use of the system, consistent with national security needs. To ensure that civilian needs are fully considered in policy decision, the task force recommended that DOD and DOT form a joint executive board to resolve the differences between civilian and military interests. The panel also recom-

mended that DOT designate a high level official to chair a DOT executive committee and to speak and make decisions on GPS services on behalf of civil users. The official would work with federal agencies and state and private sector users to see that their needs are addressed.

Several government agencies are developing differential GPS for their own uses. The task force recommended a study of all such planned enhancement systems to help officials determine how best to provide GPS services to all civil users. These agencies include the Coast Guard, FAA, U.S. Geodetic Survey, the Army Corps of Engineers and others.

The panel also recommended that all U.S. government efforts to promote international acceptance of GPS should be continued.

"This sophisticated technology will have enormous impact," said Secretary Peña. "Its full use will mean increased accuracy, productivity, safety and efficiency in aviation, sea navigation, even driving to work." GPS offers "tremendous potential for dual-use technologies and the many applications these technologies have in the transportation arena," Peña concluded.

## University Transportation Center's Students of the Year Awards

by Amy Stearns, RSPA

On January 12, DOT Deputy Secretary Mort Downey, acting RSPA Administrator Rose McMurray, and Dr. Chia S. Shih, RSPA associate administrator, presented awards to 13 of the nation's top students in the field of transportation. At a ceremony in honor of DOT's University Transportation Centers Program (UTC) Students of the Year, the Deputy Secretary praised the next generation of transportation professionals, who, he said, must possess a much broader background than ever before to face a world that requires as much consideration of financial and environmental issues as it does of conventional engineering ones.

The Deputy Secretary reaffirmed the department's commitment to attracting the best and brightest talent to the study and practice of transportation, and DOT's dedication to lowering entry barriers that may have caused women and minorities to be traditionally underrepresented in the transportation field.

Established by Congress in 1987, the UTC program is managed by the Research and Special Programs Administration. The program provides grants to universities in each federal region to operate centers of transportation excellence. These centers serve the nation's need for safe, efficient, and environmentally sound transportation through a wide range of educational, research, and technology transfer activities. Funding for the program comes from the Highway Trust Fund and is provided

by both the Federal Highway and Federal Transit Administrations.

The UTC Students of the Year were selected on the basis of academic performance, excellence in research, professionalism, and leadership. Of the 13 students receiving awards this year, four are working toward a doctorate, eight toward master's degrees, and one toward a bachelor's degree. All have earned honors and distinction at their universities, and many from professional associations as well. Several of the award winners have already published articles in technical journals, and at least three presented papers at the annual meeting of the Transportation Research Board in Washington, D.C., last month.

The University Transportation Centers provide financial support and research opportunities to transportation students. Nearly 900 students receive scholarships that help pay the costs of their schooling. This availability of funding is considered vital to attracting talented students into the field of transportation, particularly those pursuing advanced science and engineering degrees. Most students also work as researchers and analysts on center research projects. This provides practical experience in putting knowledge to work, and it also exposes the students to potential areas of future employment, and often to potential employers, as well. Most centers offer continuing education programs for those already holding jobs in transportation, so educa-



tional opportunities are by no means limited to fulltime students working toward specialized degrees.

UTC graduates are already taking their places in the transportation field. Some former students are now employed by state and local transportation departments, at transportation-related businesses and consulting firms, in academia, and even here at DOT.

For more information on the University Transportation Centers Program, contact RSPA's Office of University Research and Education at (202) 366-5442.

### Award Winners

Zhi Liu, Harvard University

Richard Figaro, City College of New York

Lynn Kostival, Pennsylvania State University

Cheng-Tin Gan, University of Florida

Christopher R. Byrum, University of Michigan

Peter Shen-Te Chen, University of Texas at Austin

Jeffrey A. Barlow, University of Iowa

M. Wayne Bennion, Utah State University

Karim Chatti, University of California at Berkeley

David Dye, University of Washington

Melissa S. Toolay, University of Arkansas

Leslie J. Wright, Morgan State University

Maria P. Boile, New Jersey Institute of Technology

## Coast Guard Opens Career Development Resource Center

by Susann Lee White

What color is your parachute when you land the career of your dreams?

Color it military or civilian, the Coast Guard's new Career Development Resource Center at their headquarters in Washington, D.C. is there to help. Located in Room B609, the center opened its doors February 1, complete with state-of-the-art computer assisted programs, and offering training seminars, information on post-secondary educational opportunities, group and individual testing, educational/occupational information, a lending library, audio and video programs and a full time career counselor. Michele McCarthy, a civilian contractor, gives advice on comprehensive organizational career management strategies for job hunters and career changers.

"I'm a career changer myself," says McCarthy, who has worked in the career development field for a number of years. "I see my role with people as a catalyst to assist them in their growth," she says.

The center is open from 10:30 a.m. to 3 p.m. Monday through Friday for walk-ins and from 8 to 10:30 a.m. and 3 to 4 p.m. for individual counseling by appointment. Job hunters go through three major steps - self assessment, research and planning their transition - before starting the employment search process. Assessment means that users can find out their interests, skills, personality type and values by using three computer-assisted programs called Discover: Adults and Organizations, Military, and Retirement Planning (which offers self-assessment, educational/occupational information) and current job market trends.

"I help them narrow career options through these assessment tools," McCarthy says. "We are committed to professional development. This is really a way for people to take action on their own behalf."

In addition, the Myers-Briggs Type Indicator identifies personality types and appropriate occupational environments and tasks that correspond to personal preferences. Also used is the Campbell Interest and Skill survey (CISS) and the Strong Interest Inventory, which profiles an individual's interests related to occupations and leisure and academic activities. A touch screen computer is at the disposal of job seekers and gives federal job listings throughout the United States, and provides leads on civilian jobs through the center's job bank.

Finally, career transition and job search support helps job seekers prepare their SF-171s via a computer program, which helps make the appearance of the application neat and professional. The SF-171 can be tailor-made to fit the particular job for which a candidate may be applying. The center's staff is available to critique SF-171s, resumes and cover letters, and to advise individuals on how to implement an effective job search strategy, to enhance networking and to improve interviewing techniques.

The center is open to Coast Guard Headquarters military and civilian personnel and spouses. The phone number is (202) 267-1312.

## New FHWA Associate Administrator for Policy

Gloria J. Jeff, former deputy director of the Michigan DOT's Bureau of Transportation Planning, is the new FHWA Associate Administrator for Policy.

"With more than 10 years of hands-on experience in transportation planning, Gloria brings a unique set of qualifications to this position," said FHWA Administrator Rodney Slater. "We look to her to bring the kind of leadership to our policy office that will strengthen our efforts to better serve the traveling public."

Jeff has been a professor of architecture and urban planning at the University of Michigan since 1988. From 1981 to 1984, she was division administrator for the Michigan DOT's Office of Urban Transportation Planning.

A native of Detroit, Jeff is a graduate of the University of Michigan, where she earned masters degrees in engineering and urban planning.

## George Reagle Named FHWA Associate Administrator for Motor Carriers

George L. Reagle has been named the FHWA's Associate Administrator for Motor Carriers by FHWA Administrator Rodney Slater. Reagle, who was most recently director of the National Transportation Safety Board's Office of Surface Transportation Safety, was also with DOT's National Highway Traffic Safety Administration (NHTSA) for almost 20 years, serving as Associate Administrator for Enforcement and Traffic Safety Programs from 1989-90.

Reagle will oversee the safety and performance of more than 275,000 carriers as well as approximately 30,000 shippers of hazardous materials engaged in interstate and foreign commerce.

A native of Baltimore, Reagle received his bachelor of science degree from the University of Maryland. He has done graduate work at the George Washington University in Washington, D.C., and the University of Iowa.

## Employee Profile

# FAA Employee Getsysburg

A recent issue of DOT Today featured an FRA employee who played one of the Northern soldiers in the movie *Gettysburg*. Another DOTer appeared in the same film, and here is his story:

George Kurtz carried his British Enfield rifled musket onto the famous battlefield in Pennsylvania where President Abraham Lincoln gave the Gettysburg Address in 1863. Kurtz, a supply cataloger at the FAA Technical Center in Pomona, N.J., was one of more than 5,000 Civil War living historians and re-enactors who appear as soldiers in Ted Turner's recent film, *Gettysburg*.

"There were emotional experiences during the making of the film, especially when there were scenes filmed on the actual battlefield," says Kurtz. "All of us there were honored to be on the actual site, and to be the first in over 130 years allowed to carry British and U.S.-bored Springfield muskets (without the 58 caliber bullets) on the field."

In the film, Kurtz, who appears in three scenes, plays a Confederate soldier in the 18th Virginia

Infantry, under the command of Major General George Pickett. His first scene is when the Confederates continue the attack against Colonel Joshua Lawrence Chamberlain's 20th Maine on the Union's far left; the second, on the field during Pickett's Charge; and the third, just after the Confederates make the charge. The scene shifts, showing a close-up of an artillery piece and Kurtz appears in the left front of the screen.

"The temperature was in the 90s, and the men were wearing wool, just like 130 years ago," says Kurtz. "There was a lot of waiting in the heat and volunteers always came with plenty of liquid, mostly Gatorade. We lived on the set and were given three square and delicious meals a day. Then we would hear the director Ron Maxwell say, 'Back to one,' which indicated let's do that scene again from the beginning."

From July to September 1992, many Civil War re-enactors, including Kurtz, gave up their vacations and weekends to participate in the filming for no fee and long hours - from 4 a.m. to 7 or 8 p.m..



The film company donated \$150,000 for battlefield maintenance and restoration.

George Kurtz, ACM 520, on left with fellow actors.

"Each re-enactor used his own clothes and equipment in the film, and everything was a copy or a replica of the original uniform - right down to the underwear," says Kurtz, who with the help of his wife, made all of his clothes from Civil War period patterns. "It is a lot of work doing re-enacting through the summer, and each person buys or makes his or her own things, but the reward is great - especially to show our ancestors how we thank them for what they did to make this country what it is today," he says.

## Physically Challenged Vets Benefit From Academy Visits



Boosting the morale of patients at the Veterans Administration Hospital in Northport, Long Island, is the goal of a new program at the U.S. Merchant Marine Academy, operated by DOT's Maritime Administration in Kings Point, N.Y.

Each month, a group of a dozen or so hospitalized veterans - generally patients using wheelchairs who seldom leave the hospital grounds - are taken to the Academy to join the Regiment of Midshipmen for lunch in the dining hall. "It's a very simple concept," says Raymond Petterson of the Northport, N.Y., facility, "but one that means an awful lot to the patients involved. Getting away from the hospital and sharing a meal surrounded by

the bright young men and women in uniform at Kings Point raises the patients' spirits for weeks afterwards," he says. Petterson points out that the patients involved in the program, which began last September, are veterans of World War II, Korean and Vietnam. The idea for the Kings Point visits began with a concert appearance last May at the Northport Veterans Hospital by the Academy Midshipmen Band. Their performance was so moving that one veteran rose from his wheelchair unassisted for the first time in years to salute the midshipmen musicians, according to Petterson. Last summer, a group of veterans visited Kings Point to present a certificate of appreciation to the Academy at the regular noon meal. The veterans were so well received by the lunchtime gathering that Petterson and the Academy's Public Information Office agreed to try a monthly lunch visit. The plan has since worked wonderfully.

"This project is a two-way street," says Kings Point's superintendent, Rear Adm. Thomas T. Matteson. "Certainly the veterans benefit from the visits, but our midshipmen also enjoy interacting with these men who have fought for the nation in years gone by."

"The midshipmen appreciate the veterans' service to America," Matteson continues. "The veterans in turn recognize the students' commitment to serve. This is a program in which everybody wins."

## Child Passenger Safety Awareness Week, February 13-19

by Susann Lee White

Think of children as our most important national asset as we think more about child passenger safety awareness this month. The goal of DOT's National Highway Traffic Safety Administration (NHTSA) has been protecting children from injury and death ever since the NHTSA child safety seat program was launched in the early 1970s. NHTSA estimates that as many as 50,000 injuries and 455 deaths could be prevented each year if every child under the age of five riding in a vehicle is correctly secured in a child safety seat.

This year NHTSA is promoting a Child Car Seat Bounty Program, which is an innovative and somewhat inexpensive way to protect infant and child passengers. First developed and implemented in Washington State in 1990, the bounty program was designed to inform the public about child seats that are no longer safe to use and to collect and to destroy those seats. Those who turn in a no-longer-safe seat receive a "reward" or "bounty," which can be cash, a free or discount coupon of some kind, a prize ticket for a drawing, or some other incentive.

A no-longer-safe seat is defined as: one manufactured prior to January 1, 1981; one that has been involved in a collision; one that is broken, rusted or split; one that has missing parts or pieces which cannot be replaced; and a seat that has been identified on a recall or defect list. During the first year of the Washington state program, 350 no-longer-safe seats were collected. The second year, 1,250 were collected in 90 days. In 1993, the program took in 3,324 seats. Today, more than 350 agencies, organizations and groups in Washington state are participating in the program.

A Child Traffic Safety Program in Virginia is in its second year, and NHTSA is encouraging other states and communities around the country to start these kinds of programs.

"It is important for parents to read the safety seat and motor vehicle manufacturer's instructions for correct installation and use," says Cheryl Neverman, NHTSA highway safety specialist and child passenger safety coordinator. "It is equally important for parents to determine if the safety seat they are using or considering buying has been recalled, especially if purchasing a used seat," she says.

NHTSA has also proposed that new rear-facing child seats carry a label advising against placing them in front passenger seats equipped with air bags, and has issued requirements for sun visor labels in all cars, and information to be printed in the owner's manual, providing do's and don'ts to maximize the safety benefit of air bags. It is important that automobile occupants understand what air bags can and cannot do and what action they must take to maximize the air bags' protective capability.

Here are the cautions, according to NHTSA experts:

- For maximum safety protection in all types of crashes, always wear your safety belt.
- Do not install rear-facing child seats in any air bag-equipped front passenger seat position.
- Do not sit or lean unnecessarily close to the air bag.
- Do not place any objects over the air bag or between the air bag and yourself.

For more information on the Bounty Program, call NHTSA's Office of Occupant Protection, (202) 366-2696. To report a safety-related problem with a child safety seat or to get complete information on recalled safety seats, call the NHTSA Auto Safety Hotline, (800) 424-9393.



# The Coast Guard—Vanguard for Managing Diversity as a Process

by Susann Lee White

The Coast Guard has embarked on a six-month study to find the ways and means of incorporating diversity management as a key policy goal throughout its work force.

"It's more than just a diversity study — it's a mission," says Rear Admiral James C. Card, commander of the 8th Coast Guard District Headquarters in New Orleans. Admiral Card, who has been the study group leader since its inception in September 1993, says of the 13-member team — individuals from the diverse groups represented in the Coast Guard: "We are a model for how people can work together—for how productive a diverse group can be."

Besides the team leader, the study group includes diversity of geographic representation, operational/administrative expertise, civilian and military, pay-grades and grade levels, reserve, those with disabilities, as well as diversity in race, national origin, ethnic background, religion and gender.

The Coast Guard is the only military organization that has a permanent diversity staff and a study group addressing the diversity question, according to Captain S. Rob Hardman, Chief of Work Force Diversity at the Coast Guard National Headquarters.

"This is a process, not just a program or a study group," says Hardman. "We are intent on creating an environment in which everyone is enabled to reach their maximum potential." He says the plans are to "really change the culture of the Coast Guard, by which everybody can value our work force and work at a higher level of productivity."

Traditionally, the Coast Guard has been a predominantly white male organization, but those demographics are changing, as increasingly higher percentages of minorities and women are represented in the 32,000 military and 8,000 civilians employed. "As the labor pool and our work force becomes more diverse, you must address diversity," Hardman says. "How do we tap that talent? First we have to recognize differences and value those differences."

The purpose of the study group's charter is to develop a Coast Guard policy

on diversity management which includes both strategic and implementation plans for incorporating the process of "achieving, valuing and managing diversity throughout the Coast Guard work force." The charter addresses the goals of Secretary Peña's mandate that all agencies within DOT "shall aggressively strive toward achieving a culturally, ethnically, and gender diverse organization."

The Commandant has also identified diversity management as one of his strategic goals. At the March 1993 Flag Conference, the issue of diversity management was studied to find out the best method for performing a cultural audit, developing a strategic plan to manage diversity, and implementing that plan. The Human Resources Coordinating Council (HRCC) is the chartering entity. The two most recent meetings have been held at the Xerox University. Admiral Card said the group will complete its task by April. The study group has defined managing diversity as:

*"The process of creating and ensuring a positive environment where the differences of all members are recognized, understood and valued, thus all members can reach their full potential and maximize their contributions to the Coast Guard mission."*



The Coast Guard Human Resources Coordinating Council



photo by David Clemmer

## DOT Photographer Earns International Certification

Dennis B. Hughes, a photographer with the Office of the Secretary for the past 22 years, has been recognized as a Certified Professional Photographer by Professional Photographers of America, Inc. (PPA).

He earned the distinction after meeting rigorous requirements designed to qualify his artistic, technical, ethical, and business competence, both in DOT-related assignments and through his personal photographic work. By achieving this certification, Hughes is now among only 1,600 photographers worldwide to attain

this level of professionalism.

Hughes, who has a private pilot's license, says he really enjoys aerial photography. In fact, he says his job is not really like work. "The best part is working at what I really enjoy doing," he says. "It's almost like getting paid for working at your hobby."

Founded in 1880, PPA is the world's largest association for professional photographers, providing educational programs and establishing standards of professional performance for its 15,000 members and 214 affiliated organizations worldwide.

## Secretary Peña Announces Post-NAFTA Summit

Just 10 days after the implementation of the North American Free Trade Agreement (NAFTA), Secretary Peña announced he will convene a North American Transportation Summit in Washington, D.C., in early March with his Canadian and Mexican counterparts.

Designed to foster closer cooperation to handle increased trade among the NAFTA's partners, the summit will mark the first time the heads of the three nations' transportation agencies have met together.

"NAFTA will continue to create economic growth and jobs here in the United States," said Peña. "The great surge in trade that is linking our nations offers challenges as well as gains, especially for those of us who work in transportation."

"More than ever before," the Secretary continued.

"Americans and Mexicans and Canadians will need to work together to ensure that investments in our national transportation systems fit seamlessly with the continental trade system we are forging. Our transportation planning and decisions must reflect the common goal of moving goods quickly and efficiently."

At the same time, the Secretary announced the formation of a new federal interagency border efficiency task force, as well as the results of two DOT studies on North American border crossings and trade routes.

The interagency Border Infrastructure and Facilitation Task Force, created under the auspices of the National Economic Council, will have representatives from the departments of Transportation, Treasury, Justice, Agriculture, State and Commerce, as well as representatives from GSA, OMB, EPA, Office of the U.S. Trade Representative, Council of Economic Advisers and the Domestic Policy Council. Their first meeting was scheduled for the end of January.

Federal Highway Administrator Rodney Slater outlined the results of the two related studies called for by Congress in the ISTEA of 1991. The report to Congress is an assessment of physical and institutional systems and the advisability of discretionary funding programs for border crossings and transportation corridors involved in North American trade. "In the short term, our current crossings and corridors...can handle border traffic increases if we increase cooperation and planning and make these facilities even more efficient," Slater said. "But in the long term, we must make strategic investments in our border facilities and transportation corridors, using existing and innovative funding sources."

In his remarks, Secretary Peña concluded, "Together, we will secure the benefits we fought so hard to achieve in the NAFTA. And together, we will pass them on to generations of North Americans yet to come."

A fact sheet on the two border crossing and infrastructure studies is available from OST Public Affairs, (202) 366-5580.

## Flood Victims Thank DOT for Assistance

After months of devastation, victims of last summer's floods in the Midwest can now say that the worst is over. Rail lines have been restored, and 95 percent of all major highway facilities are open in the nine affected states. To date, DOT has provided emergency relief funds of nearly \$107 million for restoration of federal-aid roads and bridges, and \$16.8 million for railroad repairs — through applications Secretary Peña ordered to be processed with record speed.

"DOT worked with local and industry officials to provide funding and technical assistance to help flood-damaged communities repair their transportation facilities as quickly as possible," says the Secretary. "An unprecedented partnership developed among the federal government, state DOTs, and local officials that enabled relief funds to get to the stricken areas in record time."

Wayne Muri, chief engineer of the Missouri Highway and Transportation Department agreed, as he wrote in a recent letter to Secretary Peña:

"I want to extend to you not only my appreciation, but that of a very experienced

and dedicated staff for the cooperation which we received from the Department of Transportation. We particularly want to single out our division office of the Federal Highway Administration. Please accept our thanks for the efforts they extended on behalf of the state of Missouri.

"Last summer, not only during the height of the flood but also during the recovery period, whenever there was a need for the presence, experience and expertise of the Federal Highway Administration, they were there. The manner in which they extended this cooperation was truly appreciated because it was given willingly and in a most cooperative manner. Were there difficulties? Certainly. But by working together, virtually every obstacle has been overcome."

Secretary Peña, who toured the stricken area five times, also praised the U.S. Coast Guard's response to the emergency. Coast Guard personnel conducted more than 2,400 missions related to the flood and assisted more than 2,900 people in rescue and recovery efforts.

# "HUMAN RESOURCES MANAGEMENT — What's Next?"

"In any successful revolution, you take over the TV station and that's what we're doing today." With this introduction, Dr. Ronald Sanders, DOD Director of Personnel, kicked off the first live interagency satellite video broadcast aimed at the federal human resources management (HRM) community. A collaborative effort by the departments of Transportation, Defense, Veterans Affairs, Commerce, Agriculture, Labor, and the Office of Personnel Management, the broadcast presented HRM specialists, agency managers, and union representatives at over 800 sites nationwide with timely information on rapidly changing federal HRM issues. As a result of National Performance Review recommendations, agency downsizing efforts, and new initiatives in the labor relations arena, changes are underway that will revolutionize HRM as we know it today.

The broadcast began with comments by Vice President Gore on the role and importance of the National Partnership Council (NPC), a group of highlevel Administration and national union officials whose role is to forge a cooperative partnership between labor and management. Following the Vice President's comments, representatives of the Council provided specific information on how their efforts will affect relationships at the agency level, espe-

cially at the local facility level.

The status of emerging congressional initiatives affecting HRM was discussed from the viewpoint of the Federal Government Service Task Force — a coalition of House and Senate members who serve as advocates for the interests of federal employees. Again, the theme of change, this time legislative change was stressed. Following this segment, an explanation was provided on the impact of phasing out the Federal Personnel Manual (FPM). Long viewed as the ultimate authority on HRM rules and regulations, the FPM has become cumbersome, obsolete, and restrictive to managers interested in getting work done in the most effective way. The sunset of the FPM is central to the HRM system of the future which will stress decentralization of decision-making and delegation of personnel authority to line managers. Joyce Felder, Director of Personnel at the Department of Veterans Affairs, told the viewing audience that "the HRM community will have to reengineer itself" in order to play a meaningful role in this new environment.

The final hour of the program was devoted to a panel of agency personnel directors, including Glenda Tate, DOT Director of Personnel, who discussed their views of the impact of these changes, and then responded to called in and faxed in questions. There were a

number of recurring themes in their comments and responses, including:

- There must be a value-added element in everything we do. Eliminate rules that add no value to what we do;
- Line managers will be held more personally accountable for their actions and decisions;
- HRM offices will have to implement ongoing changes while facing downsizing among their ranks; and
- The role of technology must expand and play a critical role in how we do our jobs.

When asked to describe the DOT vision of the HRM professional of the future, Glenda Tate replied, "Our role as an enforcer and gatekeeper has to change to one of consultant. We have to look at our skills and emphasize analytical thinking, negotiating and feedback. We must be in a position to partner not only with our managers, but with our employees as well." Tate went on to say, "Change does not occur overnight, and many of the things you have heard us talk about are going to take time before we see them happen."

The next video broadcast, scheduled for March 2, will provide more information about those changes.

## CALENDAR

### February

Black History Month  
21 Presidents' Day

### March

4 19th Annual Commercial Aviation Forecast Conference, "Competing in a Global Environment," Washington, D.C. Secretary Peña and FAA Administrator David Hinson will deliver remarks. Keynote speaker is Seth Schofield, chairman, president and CEO of USAir. Call Helen Kish at (301) 949-7477.

10-12 Fifth Annual International Women in Aviation Conference, Disney's Contemporary Resort, Lake Buena Vista, Fla., sponsored by Parks College of St. Louis University. Call (618) 337-7575 or 7500, ext. 299.

"Gender Bias in the Workplace" is the topic for the Coast Guard HQ Federal Women's Program in March. Featured will be Marty Langelan, OST economist and author of "Back Off." Call Allie Langlois at (202) 267-1033 for ticket information.

A December Royal Caribbean Cruise Line trip is being planned by DOT Headquarters' Employee Recreation Center. A deposit of \$100 is due in February for the December 4-11 event. Special monthly payments can be arranged. The inclusive cost is \$1328 to \$1443 per person. Call Bill Gossard at (202) 382-6566 or Else Daniels (202) 686-SHIP for details.

## Office of Personnel Management Reactivates Senior Executive Service Candidate Development Program Certifications

If you are the graduate of an Senior Executive Service (SES) Candidate Development Program (CDP) and your certification has expired or will expire before December 31, 1996, please note that the U.S. Office of Personnel Management has issued a variation to its regulations. The variation concerns the certification of executive qualifications by a Qualifications Review Board (QRB) for initial career

appointment to the SES. Effective January 1, 1994: Individuals whose QRB certifications have expired (whether the certification was for three or five years), and who were in the civil service as of December 31, 1993, will have their certifications reactivated automatically until December 31, 1996.

Individuals whose QRB certifications were active as of December 31, 1993, and who were in the civil service

as of that date, will have their certifications automatically extended until December 31, 1996.

In either case, the individual must have performance ratings of fully successful or higher for the three years prior to SES appointment. If there is no rating for a particular year, the rating will be assumed to be fully successful.

There is no need to submit any documentation at this time since the certifications

are automatically reactivated. At the time of SES appointment, however, individuals may be asked to provide documentation of the QRB certification and of their last three performance ratings to the agency appointing them.

If you have any questions, please contact Randy Bergquist, Office of the Secretary, Human Resources Development Division on (202) 366-6016.

## Fitness Center is Just What the Doctor Ordered

The January issue of *The Federal Times* reported that the Clinton Administration is encouraging exercise at the workplace as a way to improve productivity and health. The Department has two such employee health and fitness centers—both offering personalized programs to improve employee fitness. The DOT Fitness Center, located on the rooftop level of the Nassif Building, is open to all interested DOT employees. The Center services nearly 300 DOT employees daily — 180 men and 120 women. The USCG facility, located in the Transpoint Building, is open to USCG military and civilian personnel.

The Office of the Secretary recently surveyed employees who use the Nassif Building Fitness Center to explore opportunities for improvements and to determine if

the services offered meet user needs. Comments were overwhelmingly favorable. Employees responding to the questionnaire attributed the following observations to exercise services and other health-related educational workshops and activities available at the Center:

- 99% feel more alert and productive during the workday
- 93% are managing their stress better and are more attentive to their personal health
- 87% feel more energetic at home
- 80% are eating healthier
- 63% are experiencing less absence from work due to illness
- 57% have filled out fewer health claims since using the Center

Respondents also offered these comments:

*I am able to do more of the walking my job requires.*

*I believe Center activities shortened my recovery period from surgery.*

*My body is toned, my mind is alert, and I don't let anything stress me out!*

*Instruction on proper diet and exercise has helped me control my inherited cholesterol problem.*

*Exercise is a great outlet for family and job stress.*

For more information about survey results or for more information about Headquarters DOT Fitness Center services, please call 366-9729.

## IN TIMES LIKE THESE, WE SHOULD ALL TIGHTEN OUR BELTS.



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