


# DOT Today

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U.S. Department of Transportation

 DOT Ties America Together



## NPR Anniversary Celebrated at the White House

On September 14 President Clinton and Vice President Gore hosted the first anniversary celebration of the National Performance Review (NPR) at the White House. Representing DOT at the event were the Deputy Secretary Mortimer Downey and James Bednar of the FHWA, who received a "Hammer Award" from the Vice President in April in recognition of his work in the California earthquake recovery effort. Several other DOT employees who have actively participated in NPR activities also attended the ceremony.

In reflecting on the start of reinventing government's second year, Deputy Secretary Downey noted that "...there is a great difference between this effort and previous proposals for government reform which just gathered dust. This effort is being aggressively led by the Vice President with the assistance of government workers who know what the problems are."

Participants at the celebration heard real life success stories of citizens who have been personally affected by the federal government's improved customer service. In the words of James Bednar, "It was heartening, from a personal and professional standpoint, to see actual examples of what can be done to help people."

The Vice President also presented President Clinton with a report on progress federal agencies have made in the first year in implementing NPR recommendations.

*"It was very inspiring and rewarding to hear these testimonials from real people - the public, our customers - who are satisfied with the government's service."*  
John Paoella, FRA

*"The most exciting thing for me was seeing the President presiding over the ceremony. It stands as proof positive of this administration's dedication to the NPR."*  
Fran Olsen, MARAD

## Customer Service Day

Pulling into a truck inspection station 20 miles outside of Atlanta last month, big rig drivers may have been more than a little surprised to find U.S. Transportation Secretary Peña performing the standard inspection.

The Secretary was one of 20 federal officials at sites throughout the country on September 20, demonstrating the Clinton Administration's commitment to enhanced service to the public from the federal government.

In addition to Secretary Peña's temporary assignment, Health and Human Services Secretary Donna Shalala visited a center that helps the elderly; Undersecretary Richard Moose handed out passports at the State

Department, and Attorney General Janet Reno inspected a new system that speeds up processing of passengers arriving on overseas flights at Kennedy International Airport.

Taking part in truck safety inspections on Interstate 20 in Austrell, Georgia to highlight new Federal Highway Administration service standards for commercial vehicle drivers, Secretary Peña said, "One year ago, Vice President Gore presented a report to the President on the National Performance Review. Today, the Vice President issued Customer Service Standards Reports based upon the work



Secretary Peña (foreground) inspects trucks near Atlanta.

(continued on page 2)



### Come to the Tech Fair!

DOT, along with our private industry partners, is sponsoring "TransFuture '94 - Transportation into the Next Century," October 7-9, a glimpse into the transportation environment of tomorrow as well as some things that are already making transportation safer and more efficient today. "All of you should take pride in the work we do here," Secretary Peña said in a memo encouraging employees to attend the event. "Come take credit for our successes as we demonstrate them to the public."

TransFuture '94 will take place on the National Mall (between 3rd and 4th streets) in Washington, D.C. from 9 a.m. to 5 p.m. each day. Visitors can experience a computer-based flight simulator, ride on environmentally-sound buses, use interactive videos and computers, experience virtual reality that is being used to better design the interiors of ships, or find out what it's like to drive a locomotive.

There will be more than 100 exhibits and demonstrations, designed to be fun and educational for the whole family.

The fair is free and open to the general public.



### The National Performance Review: Keeping the Pledge

A year ago, Secretary Peña sent a personal message to all employees pledging his commitment to the National Performance Review. He asked each of us to work to achieve cost savings throughout the department, and to reduce paperwork and red tape while improving delivery of services to customers.

During the past year, DOT Today articles have informed you of our progress, including how the DOT Strategic Plan has integrated transportation policy coordination and management and how our reinvention laboratories are advancing.

In this month's DOT Today we profile areas where NPR initiatives have successfully cut red tape, improved customer service, increased communications, enriched employees, and reduced internal regulations.

It's been a most eventful year, but there's still more to be done. DOT is undergoing a major transformation and we need everyone's involvement for success!

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"Shatter the Silence"

## Customer Service Day (continued from pg. 1)

**"I thought it was a great experience ... It was inspirational to see the President and Vice President pushing the goals of the NPR in such a positive way. The event reconfirmed all our hard work during the past year. Currently FHWA is refocusing on where we are heading using NPR as an anchor, so the event was very reassuring."**  
**Jim Keenan, FHWA**

done during the first year of this effort. This includes customer service standards set by DOT in nine high-priority areas, the first of more than 20 we plan to issue.

"We're establishing standards in virtually every field of transportation," he continued. "Improving services for recreational boaters through a 24-hour-a-day Coast Guard information hot line and for commercial fishermen through Coast Guard on-demand search-and-rescue services.

"Ship builders will benefit from faster evaluations by the Maritime Administration of their applications for financing, and airmen requesting certification will have their applications processed rapidly by the Federal Aviation Administration. And the Federal Railroad Administration is training small railroads in safety rule compliance."

Some of the broadest-reaching efforts in DOT's customer service plan affect motor vehicle safety. New standards require the National Highway Traffic Safety Administration to be more timely in providing traffic safety program materials and information to national, state, and community organizations. In addition, by March 1996, NHTSA will offer most of their publications in both Spanish and English.



**"I was impressed at seeing the way government is refining processes and improving the services it provides customers. It is evidence of employees' creativity and hard work towards reengineering government."**  
**Yvonne Heffner, USCG**

The Secretary's appearance at Interstate 20 featured new customer service standards for the nation's truck and bus industries. After a briefing by Georgia Highway Patrol safety inspectors, the Secretary took part in inspections, and met with drivers to find out first-hand their reactions to the new standards.

## Summer Students at Headquarters



About 200 students were employed by DOT headquarters offices this summer through a number of programs, including: Cardozo TransTech Academy, Federal Junior Fellowship, Cooperative Education, High School/High Tech, Mayor's D.C. Summer Youth, Stay-in-School, Federal Summer Youth, and Hispanic Associated Colleges and Universities. This year's group was the largest student program ever initiated by the department.

Pictured here with some of

the students is Carlos Esparza, OST's deputy director of personnel who hosted a special orientation session for them in July, emphasizing the difference between a job and a career. "A job is something you do to survive," Esparza said. "A career is something that you have passion for, and that encourages you to grow and achieve."

## CALLING ALL DOT EMPLOYEES

Teams of employees all over the department are working together to change the way they do business to make DOT work better and cost less. We want to hear about YOUR reinventing success stories – how you cut red tape, put customers first, empowered employees, or cut back to basics. You can tell us your story by faxing your project successes to 202-366-7211. We want to report your reinvention accomplishments in future issues of DOT TODAY.

# DOT Today

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Please Recycle

## "Swab Summer" at the Coast Guard Academy

by Keith Spangler, USCG Public Affairs

A door to leadership opportunity swung open for 12 enlisted men and women and 266 others in New London, Conn., July 11, as the Coast Guard Academy welcomed the Class of 1998.

The swearing in ceremony marked the beginning of a six-week training program called "swab summer" and the first step in a four-year apprenticeship toward becoming a commissioned ensign in the U.S. Coast Guard.

During the ceremony Superintendent RADM Paul Versaw said, "We will give you the finest academic and training environment available, but the essential part of success will be your desire and determination, your will to succeed. The Academy is tough, but not impossible."

The class of 1998 represents true diversity, with 59 women and 40 ethnic minorities attending. The class also hosts four international students from Bolivia, Trinidad, Antigua and Estonia, and includes the largest number of enlisted personnel of any previous class.



(L to R) Manny Bega, NHCFAE Deputy Director for Washington Headquarters Chapter; Lucio Aquilar, NHCFAE Director of Resources; and Monte Belger, FAA Executive Director for Systems Operations.

## NHCFAE '94 Conference a Success

The National Hispanic Coalition of Federal Aviation Employees (NHCFAE) recently held their 11th annual national training conference in San Antonio, Texas. This year's theme was "Surviving Change in the 90s."

The featured speaker was Ray Salazar, Director of FAA's International Office for Latin America and the Caribbean, who provided attendees with thought-provoking hints for self improvement in a changing social and work environment.

Keynote speaker for the awards luncheon was DOT's Director of the Executive Secretariat, Margarita Roque, who spoke about new directions for the department.

The conference included several presentations by several top FAA managers on changes within their organizations. Conference participants also had a chance to attend various workshops during the three-day event.

## Employee Profile

# Michael Robinson Spends His Weekends Enriching the Lives of Others

By Kathleen Powers, NHTSA

It's quitting time Friday evening, but Michael Robinson's work has just begun. After wrapping things up at his office in NHTSA's Technical Reference Division as an information specialist, Michael heads off to visit his weekend clients — Matty, Joe, Mark, Val, and Candice — severely retarded adults who range in age from 22 to 47.

For more than four years, Michael has spent nearly every weekend with them at Bello Machre, a privately funded institution located in Glen Burnie, Md. As the Relief Residence Manager, Michael's role is immense. For two days and nights he is responsible for almost every aspect of these five lives and the complications that come with them: only Candice can speak; both Joe and Matty are blind; Mark and Matty use wheelchairs, and three of the residents wear diapers.

When he arrives Friday evening, Michael picks up the food he ordered earlier in the week, cooks dinner, and makes sure everyone in the group eats. Medications follow, demanding careful observation and documentation. Three of the five residents he cares for have a history of seizures. After getting everyone settled for the night, Michael turns in himself around midnight. Then he's up at 7 a.m. on both Saturday and Sunday, cooking breakfast, giving baths, and helping his clients dress. On both days, he organizes an outing for the whole group. Favorite places include going to a lake in the summer, to the mall in the winter. Only one of the five adults goes home for part of each weekend — most of them never do.

Michael decided to come to Bello Machre after a class he took at Prince George's Community College sparked his interest in human development. "The severe disabilities of the group make them the hardest to care for," Michael explains, "but it's very important to them that I'm here." In the past

four years, everyone who has worked with the group except for Michael and his immediate supervisor have either left the institution or transferred to different units. But Michael's dedication hasn't waned. "Dealing with these special adults helps you appreciate life a lot more," he says.

In his "spare" time, Michael likes to exercise. Just about every weekday morning he's at the DOT gym before work and back again at lunch for another workout. Evenings, he pursues his love of home improvement, often doing painting, wallpapering or tile work for friends.

It's not surprising that Michael sleeps very little. "Give me four hours' sleep and I'm fine," he says. With scarcely a weekend off in four years (holidays included), he is unbelievably relaxed. Instead of sleep, Michael says he thrives on the appreciation and support he receives from those around him, as well as his active religious faith. "One hundred percent of my energy comes from above," he explains.



Michael Robinson is the weekend residence manager at a facility for severely retarded adults.

## OPERATION UPHOLD DEMOCRACY Deploys U. S. Merchant Marine

by John Salisbury

"Ready" means vacations cancelled. Goodbyes to loved ones. Lives altered. Workshifts under floodlights long into the night. For many, "ready" means the men and women of the U.S. Merchant Marine.

As part of Operation Uphold Democracy last month in Haiti, the Maritime Administration received orders from the U.S. Transportation Command to activate 14 Ready Reserve Force (RRF) cargo ships and sail to designated load ports within prescribed time periods — some in as quickly as 96 hours.

Included were 12 roll-on/roll-off ships, a barge carrying ship, and an auxiliary crane ship. RRF ships are strategically docked at various locations near shipyards and military loadout ports. The Maritime Administration's duty is to activate this fleet within extremely tight schedules to provide prompt sealift support for the rapid deployment of military forces. These ships are manned not by military personnel, but by the nine civilian U.S. maritime labor unions assigned to them under contingency contracts with private American flag ship manager companies. The ship managers and civilian crews activated all 14 ships well in advance of their individual deadlines. In fact, some ships were activated in less than half their deployment schedules.

This critical and successful partnership between the military and civilian workforce illustrates the importance of maintaining a sufficient and well-qualified U.S. merchant marine in peacetime. Only with an adequate seafaring employment base will crews continue to be available to activate and operate the RRF ships in times of crisis.

The U.S. Merchant Marine was called upon during both World Wars, the Korean War, and during Vietnam. Three thousand civilian seafarers volunteered to crew the 79 RRF ships activated during Operation Desert Shield/Storm to carry waterborne ordnance and supplies to our troops. When America intervened in Somalia, the U.S. Merchant Marine ferried grain and other life sustaining commodities to that coastal African nation. This year we have been celebrating the Allied victory of some fifty years ago, which includes the thousands of American civilian crews who served on Liberty Ships and T2 Tankers supplying forces in both the Atlantic and Pacific Theaters.

And now, once again, civilian American seafarers have volunteered to leave their normal jobs aboard U.S. flag merchant ships to support our armed forces in Haiti. "They come from all segments of the oceangoing merchant fleet," says Maritime Administrator Albert J. Herberger, "and continue a long tradition of support for America's armed forces."



Ready Reserve Force roll-on/roll-off cargo ship being loaded for OPERATION UPHOLD DEMOCRACY

## Secretary Peña Announces 1994-95 DOT Fellows

"I am pleased to announce that 27 outstanding Department of Transportation employees have been selected for the 1994-1995 DOT Fellows Program.

This fourth Fellows class is part of DOT's continuing commitment to enhance the leadership skills of mid-level civilian and military employees (GS-14/0-5). The DOT Fellows are a part of the Excellence in Government Program operated by the Council for Excellence in Government (CEG). This year marks the first time that the DOT Fellows will be fully integrated into the governmentwide program operated by CEG, as opposed to previous years when they were in classes solely composed of DOT Fellows. Through the Excellence in Government program, our DOT Fellows will gain substantially through increased interaction with managers from other federal agencies, thereby enhancing their knowledge base and value to the Department.

I am confident that you will join me in extending sincere congratulations to the 1994-1995 DOT Fellows."

Secretary Federico Peña

### OST

Jacquelyn Ann Fisher

### OIG

Robin K. Dorn

### USCG

Mary Ann M. Arisman  
CDR Arthur L. Halvorson  
CDR Robin K. Kutz  
CDR Stephen W. Rochon

### FAA

Angela Birdsong Elgee  
Francisco Estrada C.  
Jane E. Knoche  
Linda L. Krause  
LiMing Lovestead  
Tracy J. Paquin  
Shirley Y. Purnell-Rice  
Linda S. Ross  
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Patricia A. Spatarella  
Joette G. Storm

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Gene K. Fong  
Roberto Fonseca-Martinez  
Dennis L. Merida

### FRA

Nancy Lummen Lewis

### FTA

Lucy T. Jackson

### RSPA

Patricia Klingler

### NHTSA

Deirdre Fujita

### MARAD

Lennis G. Fludd

# NPR Keeping the Pledge

## Delivering on Our Customer Service Promise

One of the major tenets of the National Performance Review is to increase customer service in all aspects of governmental operations – to listen to the American people, to see what they want, and to provide them with the kind and quality of services that meet their needs. This emphasis on improving customer service is also a driving force of DOT's Strategic Plan for "putting people first" in our transportation system.

During the past year, agencies have developed customer service plans for our major customers and published standards to customers in high profile areas about what we are doing to improve the level of service we promise to deliver. Although DOT has long provided top quality service to customers, this is the first systematic, departmentwide effort to publish standards of service. Our first year's effort produced standards in nine strategic high priority areas, pledging improved reliability, access, competence, responsiveness, courtesy, and better communication of DOT services. As a result of these changes, the public will receive enhanced service in many areas:

- A Coast Guard hotline now provides recreational boaters with answers to their technical questions 24 hours a day.
- Commercial fishermen are served by 24-hour-a-day on-demand search and rescue services.
- Ship builders will benefit from faster evaluations of their applications for financing.
- Processing pilot and airmen certificates, which used to take an average of 50 working days, has been whittled down to 21 days.
- Safety training for the nation's many small railroads will better reflect their needs and expectations.

• Traffic safety program services and materials to national, state, and community organizations will be delivered in a more timely manner. A bilingual auto safety hotline is available, and many safety publications will be printed in both Spanish and English.

• The nation's motor carriers will receive efficient inspections, up-to-date information, and timely responses to their inquiries.

This is just the beginning of an increased emphasis on customer service at DOT. Over the next year, the department will publish standards in over 20 additional areas to cover DOT's remaining major customer segments. Publishing customer service standards is just one part of the total DOT customer service initiative. To transform DOT into a customer-driven agency we also plan to:

- offer training and development to frontline employees and managers on improving customer relations;
- reengineer our processes and systems in response to customer requirements;
- benchmark customer service performance against the "best in business;" and
- reinforce improved customer service through the performance and recognition systems.

These activities will guide us in delivering on our new customer service contract with the American people – a guarantee of a more responsive, efficient, and effective DOT.

## Benchmarking

With all this talk about improving customer service, eliminating red tape, and making the federal government work better, a lot of people are wondering where to start. If we only look internally for answers, we will never develop the best strategies to totally satisfy our customers' requirements. Benchmarking is one powerful tool we can use to gain insights into new ways of doing business — by learning the best practices from other successful organizations around the world.

### What is Benchmarking?

Have you ever noticed that a friend or family member does something better than you do and asked them for some tips or pointers? This is the general idea behind benchmarking — to identify organizations that are the "best in the business" in a certain business process, make comparisons on how they accomplish work processes, and then adopt those processes and practices that will lead to improved performance.

Benchmarking was first popularized by Xerox in the 1980s. Since then, over half the Fortune 500 companies have done some benchmarking — typically for problem areas, customer satisfaction processes, and other critical management issues.

### Getting Started

One of the essential elements of successful benchmarking is following a structured approach and determining which processes to benchmark. Begin by asking yourself these questions:

Who are our customers? What do they want from us?

Which processes have the greatest impact on increasing customer satisfaction?

How does that process support organizational goals?

Organizations who have used benchmarking to make major improvements in their work recommend the following:

Factor in customer expectations

Follow a systematic process

Select study topics that have great impact or high management interest

Make sure process owners are participating in the benchmarking efforts

Set realistic expectations of results and timeframes

### DOT's Benchmarking Resources

OST and FAA recently joined the International Benchmarking Clearinghouse as a way to improve the quality of DOT services and increase customer satisfaction. The Clearinghouse was founded in 1992 by a consortium of 87 organizations interested in sharing and identifying the practices and processes of successful organizations.

Since then, over 250 organizations from around the world have joined the Clearinghouse. About 20 federal agencies have also joined — most in the last few months in response to the Executive Order on Setting Customer Service Standards.

In connection with our new Clearinghouse membership, OST and FAA will be announcing a number of services this fall to interested organizations including benchmarking, information on training, speakers, best practices, and articles. We will keep you posted on these new services.

Meanwhile, OST and FAA representatives are available to answer your benchmarking questions. Call Mary Sibley or Carlos Dominguez, 202-366-5135 or one of the FAA Team Technology Center representatives at 202-376-6281.

## The Dynamics of Transformation

Continuous quality improvement and changing working processes to meet customer needs is becoming a way of life in the Department of Transportation. How we view change — whether we see it as an opportunity for growth or an obstacle to our daily routine — will determine how smoothly DOT moves into the 21st century.

A year ago, Vice President Gore issued the final report of the National Performance Review. Soon after, President Clinton established the President's Management Council (PMC) to oversee implementation of the NPR recommendations and to lead the quality transformation.

This past spring, Deputy Secretary Downey chaired the first meeting of the Secretary's Management Council (SMC) to support the work of the PMC within the department and to encourage intermodal cooperation between operating administrations on management issues.

An early focus of the SMC has been to ensure that NPR recommended training is implemented throughout the department. Working closely with an intermodal Learning and Development Design Team, the SMC created a quality management "basic training" curriculum to prepare DOT personnel for change and provide them with the necessary knowledge and skills to respond effectively to the NPR recommendations and other restructuring and quality performance initiatives.

The cornerstone of the curriculum is a core course entitled "Dynamics of Transformation." The course will be piloted in November for senior staff members, then will be offered throughout the department, beginning with supervisors and managers at the GM-15 level and above during fiscal year 1995. This highly interactive course will provide an essential awareness of the compelling reasons for change, critical elements for successful transformation to a quality organization, and tools for effectively managing the change process occurring throughout each administration.

As we experience working with and managing a quality organization, the department is committed to providing opportunities for all employees to move successfully through this era of transformation.

## DOT Joins in Consortium for Culture Change

More than 100 federal employees representing 25 departments, agencies and bureaus met on September 20 in Washington, D.C. at the first NPR-sponsored Consortium for Culture Change Conference. The consortium grew out of a need to provide networking opportunities to federal employees who work directly in facilitating cultural change activities in their agencies.

Cultural change, as defined by the consortium, means "changes in the norms, beliefs, values and behaviors that must occur for reinvention to succeed." Seven critical dimensions of cultural change were identified:

Organizational Focus: from Internal Operations to Customer Needs

Structure: from Hierarchical to Flat and Fluid

Motivation: from Punishments to Incentives

Relationships: from Protecting Turf to Teamwork

System Character: from Rigid to Flexible

Risk Orientation: from Risk Averse to Learning System

Information Technology: from Incompatible to Networked

One of the keynote speakers, John Koskinen, deputy director for management at OMB, said the shortest route to change is "spending quality time up front." Carolyn Lukensmeyer, former deputy for management with the NPR, highlighted several areas she felt needed to be addressed, including the need to work in larger and larger groups; to lessen the gap between political appointees and career employees, and to think of the whole system — not just about personal turf.

Fifteen representatives from DOT, including staff associates from OST, FAA, the Volpe Center, and the U.S. Coast Guard, attended this inaugural conference.

## Transforming DOT: Creating the Environment For Change

A team of DOT employees has developed a blueprint for change within the department and incorporated its ideas in a brochure called "Transforming DOT - Creating the Environment for Change." This team of 11 employees from the Federal Aviation Administration, the Federal Highway Administration, the Research and Special Programs Administration, and the Coast Guard, were 1993-1994 DOT Fellows.

As part of their leadership program, each Fellow identified a problem area within their agency, DOT, or government in general, that they could work on as a team project. This team of employees believed that the Vice President's National Performance Review report, the recently completed DOT Strategic Plan, and other initiatives were demanding significant changes in how all DOT employees work and interact with their customers. The team felt that although there was a lot of discussion about the need for change, there was no readily available information related to bringing about, leading, and promoting change within DOT.

By creating some written material that focused on changing attitudes and creating an environment for change within DOT, the team believed that departmental change initiatives could be served. This ready reference, with effective marketing to all employees, could be a "tool" to effect change by reducing attitudinal barriers.

Functioning as a self-managed work team, the Fellows researched more than 60 books and articles and interviewed numerous DOT leaders and employees for their thoughts on change within DOT. The brochure that resulted from their efforts includes sections that discuss specific changes affecting DOT, as well as the rest of the federal government; what change means and why it is necessary; coping with change in an organization; leadership of the change process (from any level in an organization); and the future role of managers and employees in the change process. Also included is a section with thoughts from effective leaders of change compiled from the team's interviews with employees throughout DOT.

From their research and interviews, the team identified key leadership skills for bringing about change:

- **Vision** - the ability to "look" into the future and be committed to developing and working towards a specific outcome.
- **Communication skills** - the ability to share their vision with others in a way that they can understand it.
- **Interpersonal skills** - the ability to work with all stakeholders toward ownership and implementation of the vision.
- **Tenacity** - the personal commitment to persevere through obstacles to achieve results.
- **Flexibility** - the willingness to listen and be open to new ideas and input especially from subordinates.
- **Leadership Through Example** - act to instill desired work values by making meaningful and visible changes in the way management works.
- **Trust** - above all, the willingness to trust and empower subordinates to produce the best results.

If you would like a copy of this brochure, contact any of the following:

*"Attending the White House ceremony gave me a great sense of the contributions DOT has and will continue to make to our customers. It brought home the impact in a real sense of the positive nature of reinvention."*  
Yvonne Griffin, FTA

Mike Burk (FHWA) 202-366-8033  
Bob Callan (FHWA) 904-942-9583  
Debbie Conway (FAA) 202-267-3028  
Sharon Feland (FAA) 405-954-4156  
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Capt. Mike Ragsdale (USCG) 510-437-3981  
Cdr. Glenn Wiltshire (USCG) 202-366-8016

## Improving Communication at FRA

When FRA Administrator Jolene

Molitoris took office, FRA's employees challenged her to improve communication within FRA and between the agency and its customers. In the 18 months since then, both employees and customers have seen how improved communication can help employees work better together within the agency and help FRA work with all of its customers in the railroad industry.

The Administrator began by initiating quarterly employee forums. At these events, she lets employees know what is going on in the various areas throughout FRA. As a result, employees say they not only feel more like a team but can also work like a team, sharing information and working together. The employee forums don't just feature the Administrator talking; she also asks questions to find out what employees think; she lets everyone know what the challenges of the near future will be; and she congratulates those who have contributed to FRA's successes. Finally, she invites a guest speaker to talk about issues such as teamwork, partnerships, and customer service. While the forums take place at headquarters in Washington, D.C., they are videotaped and sent to all FRA offices, to keep the field staff informed.

Employee forums are only the first step toward improving communication. FRA now has its own monthly newsletter, Train of Thought, which provides more detailed information about the agency's projects. FRA employees have also helped put together statements of FRA's mission, vision, values, and goals, which remind us that every employee is a team member and each one helps define what FRA is. Employees have also cooperated to produce a Customer Service Plan.

Outside the agency, the Administrator has held several roundtables, each of which brings together representatives of rail management, labor, suppliers, and customers for a meaningful, day-long discussion

of a particular issue facing the rail industry. Topics have ranged from issues such as automated train control systems and research and development to basic safety issues. These events allow a wide group of people from the railroad industry to have face-to-face technical discussions with the Administrator and FRA staff.

The Intermodal Surface Transportation Efficiency Act of 1991 is changing the way transportation planning decisions are made. FRA, FHWA, and state DOTs are sponsoring a series of symposia on "Rail, Intermodalism, and ISTEA" to inform state and local transportation planners and railroad officials of the importance of ISTEA and planning on transportation decisions that impact rail. FRA is learning about labor's concerns by participating in rail labor conferences and meeting regularly with labor leaders. FRA's new Rail Management/Rail Labor committee is forming a partnership in which the Norfolk Southern Railroad will assist Amtrak in the development of a safety program in Amtrak rail yards.

FRA is also utilizing technology to improve communication. A Job Information Hotline has been set up to assist job applicants requesting announcements, and E-mail and other methods of electronic transmission are used to provide information to them. FRA's local area network will soon connect headquarters and all regional offices and allow the immediate transfer of E-mail and computer documents.

These are just a few of the positive approaches FRA has taken to improve communication. Administrator Molitoris has risen to the challenge given to her by the employees, and she has no plans to slow down the improvements. After the last employee forum, Molitoris said, "Improving communication both within and outside the agency is the best way of making sure FRA is able to do business in a new way and serve our customers better."

by Michael J. Logue and Rit Aggarwala

## Reducing Management Directives

Remember the picture last September of President Clinton and Vice President Gore standing in front of forklifts piled high with government directives? In a dramatic way, that scene highlighted the need to reduce government red tape and excessive levels of written regulations. Shortly after that picture was taken, the President signed Executive Order 12861 which directed federal agencies to reduce internal management directives by not less than 50 percent over a three year period.

Over the past year, OST and the operating administrations have been actively working to achieve the directives reduction target. Expression of senior manager support for the reduction effort, meetings with managers and policy writers, and articles in internal newsletters are just some of the ways that the objectives of this project have been communicated throughout the department.

DOT organizations have made good progress in reviewing existing directives and determining which can be revised, consolidated, or canceled. This review has already resulted in the streamlining of cumbersome processes, reduction of needless burdens on internal customers, and elimination of duplicative guidance.

For example, the OST Office of Acquisition and Grant Management has reviewed and significantly revised DOT's Transportation Acquisition Manual (TAM) and Transportation Acquisition Regulation (TAR). Both documents were rewritten in plain, easy to read language and some areas of coverage were removed. Overly bureaucratic processes were reduced and streamlined. Duplication with the Federal Acquisition Regulation and other directives was eliminated. Issuance of the revised TAM and TAR should enable operating administrations to reduce or eliminate existing acquisition guidance.

Another example is the National Highway Traffic Safety Administration (NHTSA) which has eliminated over 1,500 pages of guidance or approximately 41 percent of its total internal management directives. In part, this was accomplished by revising guidance information and issuing it in the form of brochures which are given to the customers. These brochures are written in more easily understood, less bureaucratic language than the original NHTSA orders.

Within DOT, the Volpe National Transportation Systems Center (VNTSC) in Cambridge, Massachusetts has been a leader in reducing the volume of internal management directives. Reduction activities are being carried out as a cooperative effort involving the VNTSC Management Systems Office and program organizations which are responsible for the review and cancellation of unnecessary internal directives.

The VNTSC initiative is based on the premise that the reduction exercise is not merely a purging of outdated directives. Rather, the Center has adopted the philosophy expressed by Secretary Peña that this effort should be viewed as a means of serving internal customers better, increasing employee empowerment, and providing managers with the flexibility to reengineer procedures to do the job more effectively and at less cost.

VNTSC management chose to tackle the problem head on and has already canceled a large number of directives, including 98 Procurement Guideline Letters. Efforts are also underway to significantly revise the detail of guidance relating to travel regulations. Over the past year, VNTSC has already exceeded the three year goal of Executive Order 12861 by eliminating over 600 pages of guidance or approximately 53 percent of Center directives.

## FHWA Revises Financial Management Review

In concert with the National Performance Review, the Federal Highway Administration has revised its Financial Management Review Program. The previous program required each FHWA Division Office to conduct compliance reviews of state highway agency activities in 11 financial areas, with each area reviewed at least every four years. The amount of flexibility in the process was very limited.

A number of factors, including increase in program size, reduced staff resources, and the impetus provided by the National Performance Review, set the stage for reengineering of this review program by the FHWA Office of Fiscal Services. Its objective was to shift from review and compliance to cooperation and process improvement. The updated Financial Management Improvement Program is a more effective approach because it concentrates more on making improvements than on performing reviews. The program encourages FHWA and the states to work together to identify improvement priorities and then design and implement them, utilizing the combined talents and resources of both organizations.

Improvement projects have been initiated at the division, regional and headquarters levels. Projects involving individual state and FHWA division offices include improvements to cost accounting systems, better communication of requirements to non-DOT organizations, and improvements to project management systems. Efforts at the regional level have focused on improvements that can benefit several states, while headquarters projects have addressed nationwide issues affecting the final voucher process, the billing system, and administrative costs policy.

These changes in the way FHWA and the states interact in the financial management arena are clearly what is intended by the National Performance Review: to focus on the end result, assure that each process adds value, and get there in the most cost-effective manner possible.

## The National Maritime System

In the 1960s, more than 100 ships were required to transport the same amount of goods that today can be carried by 30 ships. This dramatic increase in efficiency has led to an historic level of waterborne commerce — close to 2 billion metric tons annually. Yet vast changes in U.S. maritime transportation are still to come.

Secretary Peña has responded to the National Performance Review recommendation that we revitalize our transportation system and improve intermodal freight connections by calling for the development of a new and improved National Transportation System, or NTS.

To this end, the Maritime Administration is spearheading the creation of the National Maritime System (NMS), which will be developed along with and merged into the NTS. This system will serve the nation's inland, interstate, offshore domestic, Great Lakes, and international trade as well as support the economy and serve the needs of defense.

The foundation of the NMS is a national and global network of navigable ocean, lake, river and inland waterway routes; the vessels of waterborne commerce such as liners, bulk carriers, tugs, barges and ferries; and a complex of ports and terminals serving as intermodal points of transfer from the water system to the land-based modes.

Today, 95 percent of the nation's international commerce is waterborne. When the NMS is effectively and fully linked to land-based modes of transportation and land and channel connections to port terminals are improved, more efficient, economical and safe movement of cargoes will be possible, whether on a local, regional, or global basis. The NTS will expand market opportunities, improve America's competitiveness in the world marketplace, and meet the transportation needs and challenges of the 21st century.



## NHTSA Town Meetings Reach Out to Customers

"What kind of safety information is useful to you when purchasing a car or truck? And how can we make that information more readable and accessible?," National Highway Traffic Safety Administration representatives asked consumers in a series of auto safety town meetings held around the country this summer — part of their National Performance Review initiative to provide more useful safety information to consumers.

Meetings were held in Des Moines, San Diego, Tampa, and Washington, D.C. A wide range of consumers, health and safety professionals, parents, educators, animal victims, police officers, and others expressed many different opinions.

Many consumers wanted more information on safety features such as air bags, seat belts, and antilock brakes. Others asked for summary information available in dealerships and other public locations. Surveys conducted by local television stations in San Diego

and Tampa on behalf of NHTSA added another 1,100 opinions to the town meeting effort.

In hosting these meetings in diverse locations around the country, NHTSA's goal was to "learn how to better meet consumers' needs for important safety information, and improve our customer service as a federal agency," said Kathie Klass, Chief of NHTSA's Consumer Information Division.

"We could sit in our offices here in Washington and try to think of better ways to provide this information, or, we could go out and ask consumers directly how we could better meet their needs as car buyers," she added. Results of the meetings will be made available to the public, and will also be compiled in NHTSA's report to Congress.

NHTSA has a ready-made audience for their expanded consumer information program; a survey done by the Consumer Federation of America and the AARP on consumer information needs showed that

the highest consumer interest by far — 83 percent — is in information on new car purchases.

NHTSA's earlier efforts to improve new car safety information included a new format for crash test results for cars and light trucks. Last year NHTSA switched from a numerical scoring system to a "five star" system to make crash test results easier for consumers to understand.

Later this month, the agency's "Buying a Safer Car" brochure will be available free of charge through the Consumer Information Center as part of ongoing efforts to provide timely safety information to new car buyers. The brochure explores the value of safety features, crash test ratings, and theft information, among other topics. You can pick up a copy of the brochure after October 20 at NHTSA's Office of Public Affairs, Room 5232, (202) 366-9550.

## FTA Initiates Paperless Grant Process

As a result of the National Performance Review and consistent with its strategic plan, the Federal Transit Administration has announced two major initiatives to improve service to its customers by eliminating unnecessary work. The first initiative, the On-Line Grantee System, is giving every FTA grantee direct electronic access to its Grants Management Information System. The second, building on the On-Line Grantee System, is a completely paperless grant application and approval process known as Electronic Grant Making and Management System (EGMM).

FTA Administrator Gordon Linton says, "Implementation of the two systems will reduce unnecessary paperwork for both the grantee and FTA, improve the quality of data, quicken FTA's processing of grants, and make for better communication between FTA and its grantees."

The On-Line Grantee System was initially designed to give grantees "read only" access to verify information in the FTA database and to check on the status of cash drawdowns. However, this system is now being expanded, on a grantee-by-grantee basis, to allow grantees to submit financial and narrative status reports as well as to electronically make certifications and assurances needed to meet certain federal requirements. At present, 146 grantees are taking advantage of the on-line system. By the end of fiscal year 1995, a total of 375



Mary Knight (seated), Al Martinez, Hiram Walker and Fred May test the prototype of FTA's Electronic Grant Making and Management System.

(continued on pg. 8)

## Faster Notification Time in Pollution Incidents

As part of their continuing efforts to improve customer service, The U. S. Coast Guard recently developed a system that immediately notifies federal and state officials of pollution incidents requiring rapid response. The system, called "STATE\*FAX", automatically faxes pollution incident information directly to the responsible state government agency, regional representatives of federal agencies, and local organizations in the affected areas.

How it Works: Upon receiving a report of a pollution incident, STATE\*FAX determines the county and state where the incident occurred and faxes an immediate notification to responsible agencies in each state. When the incident may potentially affect adjacent states, the new system automatically notifies each one. Through an agreement with the National Response Center, the designated agency in each state agrees to receive reports for immediate distribution to other responsible state and local response agencies and officials.

Previously, the National Response Center duty officer faxed notice only to Coast Guard or Environmental Protection Agency officials located in the regions. The federal on-scene coordinators then alerted the state agencies, sometimes encountering long delays in the notification process. The new STATE\*FAX system ensures that reports are sent immediately to federal and state agencies when there is a pollution incident. The new system has already saved over 109 work days by eliminating the dictation process and the faxing of individual reports. Federal to state and state to state coordination has also improved tremendously, resulting in closer ties between regional and state environmental response agencies.

## FAA LIMITS REVIEW OF ACQUISITION DOCUMENTS

The FAA has initiated efforts to improve the acquisition review process in which procurement documents are reviewed at numerous levels prior to being approved. With the goal of streamlining the process and empowering individuals, FAA's Executive Director for System Development conducted a comprehensive assessment of all procurement documents that required review and approval above the contracting officer level. As a result, the levels of review for several documents were eliminated, including Mission Need statements, Justifications for Other Than Full and Open Competition, and solicitations. The new process will reduce unnecessary management time spent reviewing documents, and cut down the number of days, and in some cases, weeks, for a procurement document to be completed.

# Top Midshipman at Merchant Marine Academy Welcomes the Challenge

by Martin P. Skrocki, USMMA Public Information Officer

When Bedouin Joseph speaks, people listen. Those listening to the 24-year-old senior at the U.S. Merchant Marine Academy are his 977 classmates. They listen because Joseph was recently appointed Regimental Commander, the highest ranking midshipman. Joseph is the first African American to hold this prestigious and challenging post at the Academy. He is responsible for seeing that daily regulations are enforced, that privileges are fairly meted out to the underclass, and that the morale of the regiment remains high.

"The responsibilities of regimental commander are great and sometimes difficult," says Joseph, "but it's a job I sought and welcome."

The native of Haiti, who emigrated with his family to the United States 10 years ago, is well prepared for the task. After graduating from high school in Elizabeth, N.J., in 1988, Joseph enlisted in the Navy and was trained as a medical corpsman. Assigned to the Naval Air Station in Jacksonville, Fla., he enrolled in night courses at the local community college. He earned both high grades and an invitation to an academic awards ceremony, where he met Congressman Charles Bennet (D-Fla.).

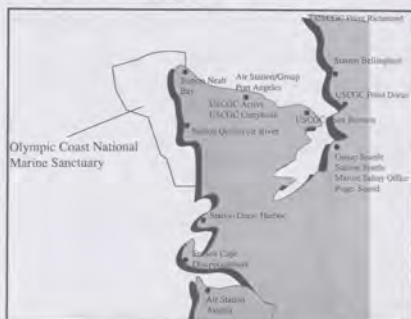
Bennet advised him to further his career by applying for admission to the Merchant Marine Academy in Kings Point, N.Y., operated by DOT's Maritime Administration. Joseph followed his advice, and entered the academy with the "plebe" class in 1991. Throughout his years at the academy, Joseph has achieved good grades and served as a member of the Drill Team and Color Guard, and as president of the Ethnic Culture Club.

Like everyone at the Academy, Joseph spent half of both his sophomore and junior years training at sea aboard U.S. merchant vessels, visiting ports in Spain, Saudi Arabia, Kenya and other countries. He says his most memorable port of call was Mogadishu, Somalia, aboard a cargo ship carrying relief supplies. He recalls "helicopters circling the city and gunfire in the distance."

Joseph says his military background and his experiences at sea through the Academy have equipped him to handle many future challenges. "Right now," he says, "I want to make the Regiment of Midshipmen the best it's ever been. I want each midshipman proud to be a Kings Pointer."



Midshipman Bedouin Joseph (right), newly appointed Regimental Commander at the U.S. Merchant Marine Academy, and the institution's superintendent, Rear Adm. Thomas T. Matteson.



## OLYMPIC COAST MARINE SANCTUARY CREATED

by PAC Carolyn B. Cihelka, USCG

The western coast of Washington State's Olympic Peninsula was dedicated as a national marine sanctuary July 16, adding a new set of regulations for Coast Guard units patrolling that area to enforce.

Created under a National Oceanic and Atmospheric Administration (NOAA) program, the sanctuary stretches from Cape Flattery, at the peninsula's northwest tip, south 135 miles along the coast, extending from the shoreline to roughly 30 to 40 miles offshore.

Coast Guard personnel from station to district office staff worked with NOAA, as well as Washington state, coastal tribes and the National Marine Fisheries Service, in the development of the marine sanctuary regulations. Enforcement efforts will be coordinated with these agencies as well.

Sanctuary regulations prohibit: the discharge of most materials into the water; oil and gas exploration and development; alteration of or construction on the seabed; and the taking of any marine mammal, sea turtle or seabird on or above sanctuary waters,

except as authorized by the Marine Mammal Protection Act, the Migratory Bird Treaty Act or the Endangered Species Act. Regulations also protect all historical and cultural resources within the sanctuary, and air traffic below 2,000 feet is banned within one mile seaward of the sanctuary's coastal boundaries and offshore wildlife refuges. The sanctuary does not, however, regulate fishing or prevent watercraft from transiting the area.

The Olympic Coast is the 14th sanctuary created under the NOAA program, authorized under the 1972 Marine Protection, Research and Sanctuaries Act. The sanctuary protects one of the last relatively undeveloped coastlines in the United States. Numerous endangered or threatened species inhabit the area, including bald eagles, peregrine falcons, brown pelicans, shorttailed albatrosses, sea otters, gray, blue and humpback whales, and harbor porpoises. Five species of salmon migrate through the sanctuary. The area is also home to four Native American tribes with a 2000-year heritage in the region.

## Secretary Peña Briefs Industry Execs on Administration's Space Policy

At DOT Headquarters last month, Secretary Peña, Deputy Secretary Mort Downey and Frank C. Weaver, director of the department's Office of Commercial Space Transportation, met with leaders of the U.S. space transportation industry on details of the new National Space Transportation Policy recently announced by President Clinton.

The executives were informed of the new responsibilities given DOT with regard to commercial space transportation and the Secretary sought the individual views of industry leaders on how to best implement the new policy.

"This new policy provides us with guidelines on how to assure the strength and international competitiveness of the U.S. space transportation industry. I am pleased to meet with these leaders to get the process started," Peña said.

The Administration's policy sets a clear course for the nation's space program, providing a coherent strategy for supporting and strengthening U.S. space launch capability to meet the growing needs of the civilian, national security and commercial sectors.

The Department of Defense will be the lead agency for modernizing and expanding current expandable launch vehicle systems. NASA is the lead agency for developing and demonstrating the next generation of reusable launch systems, such as the single stage to orbit concept.

DOT and the Commerce Department are specifically tasked with identifying promising areas for government-industry partnerships and ensuring that these opportunities are factored into the implementation program.

(left to right around conference table): Jai Gupta, EER Systems; Brian Hughes, American Rocket Co.; Secretary Peña; John Balaguer, Pratt & Whitney; Michael Skolnick, Rocketdyne; Ken Francis, McDonnell Douglas; Richard Schwartz, Hercules; James P. Noblitt, Boeing; and Marc Constantine, Aerofel. Seated at rear: Tom Burson, McDonnell Douglas and Jeffrey Trauberman, Boeing.



## SHATTER THE SILENCE is Theme of Deaf Awareness Month

- How do deaf people "hear" music?
- Is American Sign Language a completely different language on its own?
- How can sign language interpreters help hearing employees?

You can get answers to these and many other questions at DOT headquarters during October. There will be deaf dancers, a storyteller, an interpreter consultant, a poet and others to enlighten and explain.

As part of National Disability Awareness Month, the Deaf Awareness Committee at DOT headquarters has scheduled a month-long series of events under the theme "Shatter the Silence," organized by the Deaf Employees Association (DEAF/DOT). Events include cultural entertainment, American Sign Language (ASL) demonstrations, and sign/voice communications issues.

Here are the special events:

- Kickoff Ceremony, October 6, noon to 1 p.m., Nassif Building Plaza.** Opening remarks by Antonio J. Califa, DOT's Director, Office of Civil Rights. Keynote speaker is Gabrielle Valdivieso, founder and president of DEAF/DOT. Performances by the National Deaf Dance Theatre and the Wild Zappers. (rain location Nassif, room 4436/38/40)
- October 12, noon to 1 p.m., Nassif Plaza.** Presentation on sign language/voice interpreting issues; specifically on how sign language interpreters can be used for hearing persons as well. (rain location Nassif, room 4436/38/40)
- October 26, noon to 1 p.m., Nassif Plaza.** An acclaimed poet will express his work in his native language - ASL. The message of each poem will be presented in English prior to the poetry reading. (rain location Nassif room 3442/44/46)

For more information, call Jaime Recht at (202) 366-6602 (TTY). If you don't have a TTY, call the D.C. Relay Service at (202) 366-6602 and give the operator Ms. Recht's number. The operator will serve as a communicator between you and the deaf person you are calling.

## TSI Stages Mass Transit Emergency to Improve Response

The staff at DOT's Transportation Safety Institute in Oklahoma City often asks transportation officials across the country to imagine the unimaginable. Take this scenario: a military jet crashes into a public bus and a crowd of people. What's the most effective emergency response?

During a recent safety seminar, TSI's Mass Transit Division experts, with the help of an Oklahoma community and many central Oklahoma emergency response teams, acted out just such a scenario — complete with 17 mock casualties on the bus and another 22 victims around the aircraft crash area.

A complication: a pilot with serious injuries and a collapsed parachute needs to be rescued from a tree about half a mile from the crash scene. Real enough? There are also the moans and screams of the victims, many with realistic injuries. Another part of the drill includes plenty of eyebrow-singeing fire and lung-choking smoke.

Transit providers, fire departments, school systems and other emergency response agencies throughout the state of Oklahoma attended the seminar. Portions of the exercise, with some 300 participants, 61 vehicles and an A-7 Corsair fuselage at the scene in a Moore, Okla., park were videotaped under DOT sponsorship and are available on videocassette to mass transit emergency planners around the country.

TSI is the primary provider of transportation safety and security training for DOT's Federal Transit Administration. For a copy of the seminar video, call (405) 954-3682. Callers will be asked to provide a blank videocassette.



The scenario: a military jet crashes into a public bus.



Oklahoma City firefighters and police carry a "victim" from the crash site.

## DOT Leads the Way in Race for the Cure

Once again, DOT Headquarters was the leading participating organization in the 1994 Race for the Cure. Headquarters had 1,913 participants, who contributed a total of \$30,279 toward breast cancer research and education.

DOT was awarded the Federal Agency Team Champion trophy, a large engraved silver cup, which was displayed for one month in the Secretary's reception area, and is now making its way through the operating administrations for a one-month stay at each location.

Secretary Peña and his wife participated again this year and offered their personal thanks for DOT's continued support of this worthy event.

## HRM Design Team Needs Your Input

An intermodal design team chartered by the OST Office of Personnel is designing a customer focused model for human resource management (HRM) programs. The model will serve as a framework for making HRM more customer driven and will define the core elements of a customer driven program.

The design team is currently gathering employee input, and would like to hear from you. If you would like to participate in a focus group, have ideas or suggestions for the model, or would like to contribute to this effort in some other way, get in touch with a team member.

Jerry Doyle, FHWA (202) 366-1160  
Bonnie Garin, USCG (202) 267-1715  
Shirley Jones, FAA (202) 366-5438

## FTA Grant Process (continued from page 6)

grantees are expected to have access to FTA's grants management database, which requires only a personal computer and a modem.

The FTA Electronic Grant Making and Management System will further expand a grantee's access to the Grants Management Information System. During fiscal year 1995, a pilot effort will give 21 grantees the opportunity to file applications and receive approvals entirely through a toll-free electronic system. In fiscal year 1996, the remaining FTA grantees will be given access to the new paperless grant system.

The new system will not only allow participants to submit their grant applications and receive approval from FTA electronically, but FTA staff and management will review the applications, approve the grants, and manage the projects electronically as well. The Department of Labor, which issues Section 13(c) certifications for certain grants, has agreed to participate in the program. Labor will receive requests for certifications of projects and issue certifications electronically to the EGMM participants.

The new systems were developed by two task forces that did more than just try to automate the existing grant making process. Each task force carefully reevaluated the requirements that its grantees had to meet and the actions FTA needed to take in order to approve and manage grants. As a result of this bottom up approach, more than 30 grantee certifications were consolidated into a single electronic certification.

## Calendar of Events

### October

Disability Employment Awareness Month

Hispanic Heritage Month (through October 15)

5 - Combined Federal Campaign Kickoff -

DOT headquarters

5-6 Accessible Computer Technology Exhibit,

sponsored by Commerce Dept., 14th Street and Constitution Ave., N.W., Oct. 5, 9:30 a.m. to 4 p.m.;

Oct. 6, 9 a.m. to 2 p.m. Government agencies will exchange ideas on how to make technology accessible for those with disabilities.

7-9 TransFuture '94 — Transportation Into the Next Century, on the National Mall in Washington, D.C. 9 a.m. to 5 p.m. each day. Exhibits, demos, educational materials. Free and open to the public. Sponsored by DOT and our private industry partners.

11-13 GOVCOM '94, The Government Computer and Networking Forum, Washington Convention Center, Washington, D.C. Includes 250 exhibitors and products. Call 1-800-7GOVCOM.

14 - Intelligent Intermodal Systems Conference, 8:30 a.m. to 4:30 p.m., Holiday Inn Crowne Plaza, New York City. Sponsored by DOT, IVHS America and the I-95 Corridor Coalition. Transportation experts, including Deputy Secretary Downey and Thomas Downs, Amtrak chairman, will participate in panel discussions. To pre-register call Ryan Rose at 703-267-3584.

16 - World Food Day

### November

2 - "People and Careers in Transition," 1 to 2:30 p.m., HRM live satellite video broadcast, in DOT offices nationwide. For information on how to plug in, call the Personnel Policy Division (M-16) at 202-366-9447.

3 - DOT Employee Recognition Day  
Secretary's Annual Awards Ceremony,  
Washington, D.C.

14 - December 12 Health Benefits Open Season  
for Federal Employees

16-18 Conference on Automated Highway System  
Precursor Studies Results, Westfield International Conference Center near Dulles Airport in Virginia. Technical presentations will offer concise summaries of research results on IVHS issues. Open to all interested parties, but space is limited. Call Charlie Velez, 703-824-5582 or Dick Bishop, 703-285-2680.

## Saunders To Head New FRA Northeast Corridor Improvement Office

Michael T. Saunders has been appointed as the Federal Railroad Administration's program manager for the newly created Northeast Corridor Improvement Project office.

Stationed in Hartford, Conn., Saunders will work closely with Amtrak, state and local government agencies and railroad organizations on the planning, financing and implementation of railroad projects and improved rail services on the corridor, including next generation high speed rail.

FRA Administrator Molitoris said, "We are extremely fortunate to have a person of Mike's ability join the FRA team. With his experience in transportation and state government, he will be instrumental in our efforts to bring next generation high-speed rail service to the Boston-New York corridor."

Saunders was previously deputy commissioner of the Connecticut Department of Transportation, where he played a key role in developing transportation policy, a strategic investment plan, and implementation of ISTEA regulations and guidelines.

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