

DOT Today

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U.S. Department of Transportation

Moving America Together

Photo by SS3 Douglas A. Van Kampen



Coast Guard Cutter Completes Historic North Pole Expedition

The Coast Guard Cutter Polar Sea at the North Pole, August 22, 1994

More than 3,700 miles of the world's least understood ocean was crossed this summer and fall by the U.S.

Coast Guard Cutter Polar Sea, taking scientists and Coast Guard personnel to places never before traveled by ship.

Polar Sea returned to Seattle October 6 from its historic mission, officially called "Arctic Ocean Section '94." The 399-foot icebreaker and the Canadian Coast Guard icebreaker, Louis S. Ste. Laurent were deployed together from Victoria, B.C. in July to support civilian research in the little-explored western Arctic Ocean. The cutter became the first U.S. surface ship to reach the

North Pole, and the first U.S. surface vessel to circumnavigate the entire North American continent — navigating the Arctic Ocean ice pack from the Pacific to the Atlantic on its return trip. It is the second surface vessel in the world to accomplish this. Its partner, the Louis S. Ste. Laurent, was the first.

The mission, the first-of its kind for the icebreakers working in unison, carried a 70-member scientific team from Iceland into the heart of the Arctic. In August, a polar bear in the northernmost area of the expedition was taken by research personnel to begin the first comprehensive study of polar bears in the central Arctic.

Researchers from more than 20 institutions participated in studies that included geological observations, ocean circulation and chemistry, ice studies, and oceanographic and atmospheric chemistry studies. They were able to bring back a wealth of samples and data about Arctic climate, biology and the effect of pollutants.

More history was made when a friendly rendezvous was arranged for the Russian Icebreaker Yamal to meet the Canadian and U.S. ships 26

miles south of the North Pole. It was also at that time that a Russian helicopter from the Yamal landed on the Polar Sea's flight deck.

Information was shared with family and colleagues at home via Internet. When the Air Force's Lincoln Experimental Satellite was in range, it transmitted to a Miami-based computer which enabled the crew and scientists to communicate with home.

The expedition is the result of four years of joint planning by government agencies in both the U.S. and Canada.



Photo by PA Brenda Flint Toledo

Family members watch as the Coast Guard Cutter Polar Sea returns home from its historic Arctic voyage.

The Secretary's 27th Annual Award Program

November 3, 1994

"I am proud of every employee of the department and proud of the progress we've made," said Secretary Peña to the employees gathered at this year's Annual Award Program in Washington, D.C. "During the year since we last met for this annual awards program, we have brought about dramatic change in the way we run the department and the way we serve our customers. We could never have achieved this remarkable record without your talent, your dedication and the hard work of every employee — whether in the regions or in headquarters, in the airport control tower or on a Coast Guard cutter. You are all exceptional and I salute each and every one of you."

Employees were honored at the ceremony for outstanding performance in their work, their communities, or through an act of heroism.

Printed on pages 4 and 5 are this year's award winners. Congratulations to everyone!



(left) Two new awards were added this year. One is the Secretary's Award for Excellence in Customer Service, which was presented to the Maritime Administration's Office of Acquisition. Accepting on behalf of the organization are Timothy Roark and Margaret D. Blum.



(above) The Gold Medal, the highest award granted at DOT, this year went to the men and women of the U.S. Coast Guard. Admiral Kramek accepted the award, but as Secretary Peña told the audience, "This award goes to every man and woman in the Coast Guard. Because you are the ones who risked your lives, who worked long hours — and you deserve the credit for a job well done, for devotion to duty and for superb professionalism in service to the "American people."

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Kansas City OIG employees and the CFC

The 1994 Environmental Policy Statement: A Framework for Action

by Rodney E. Slater, FHWA Administrator

Environment. We usually think of it as open vistas or dense wilderness, as cool lakes or crashing waterfalls. We imagine clean air and clear water.

But, the Federal Highway Administration's 1994 Environmental Policy Statement (EPS) emphasizes that our definition of environment goes beyond the natural and the scenic. The term "environment" as used in the EPS includes the natural environment, the built environment, the cultural and social fabric of our country, our neighborhoods, and the quality of life for the people who live here.

And the new EPS reaffirms the agency's commitment to these environments: "FHWA, with its transportation, environmental, and community partners," the EPS reads, "will work vigorously to protect and, where practical, to enhance, the natural environment and to preserve neighborhood and community values."

The commitment of FHWA and its state partners to preserve and protect the environment dates back more than a century. Environmental policies have led to countless creative actions by highway agencies and state and local governments. As early as 1785 New York City passed an ordinance banning noisy iron-clad horse and buggy teams. At the turn of the century in Minnesota, the state highway agency planted trees along roadsides, not only for beauty, but to help travelers find their way home in a snow storm. And around 1970, the Washington state DOT modified

plans to modernize the Interstate for the sake of a single 144-year-old apple tree.

New and Improved?

The Environmental Policy Statement (a revision of the 1990 EPS) and Secretary Peña's Strategic Plan goals to actively enhance our environment and to put people first, show us how we can remain true to this legacy of protecting the environment and at the same time be environmental "stewards" for future generations.

Building on the past and preparing the future demand a new way of thinking — a willingness to consider "alternatives." Early FHWA projects to protect and enhance the environment were inspired by policymakers who supported innovation. The new EPS continues that tradition by encouraging imaginative planning and design. Recent transportation projects — from building the environmentally-sensitive "blue Route" in Pennsylvania and the Isle of Palms Connector in South Carolina to transporting New York freight on barges instead of trucks — testify to the success of innovation.

Since ISTEA, we have significantly increased funding for environmental research. We have strengthened technical support for intermodal projects. We have held or co-sponsored multi-regional conformity workshops, a roundtable on congestion management and air quality improvement issues, and regional "Livable Communities" conferences.

Back to the Future

In the near future, Americans will witness the completion of innovative projects like these:

- the adaptation of an 1833 stone-arch railroad bridge in Minneapolis for bicycle and pedestrian use
- "gateway" planting in the bypassed town of Valley Falls, Kansas
- "fish ladders" at Maryland highway/waterway crossings
- a day care center at a Santa Clara, Calif., transit station



In El Dorado, California, a highway complements the natural beauty that surrounds it.

Having Our Cake and Eating It Too

The Environmental Policy Statement reminds us that we can "have it all." We don't have to choose between a healthy economy and a sound environment, between mobility and environmental protection. Nor do we have to do our environmental work alone. We are aided by the commitment, creativity, and energy of both the public and the private sectors. Indeed, our success depends on their help.

Shared decisionmaking is the core of the process. The FHWA must reach an unprecedented level of collaboration and consensus-building with our partners — a process that begins at the earliest planning stages and continues through project development.

The 1994 EPS promises decision-makers the education and technology they need to get the job done. For example, it supports expanded environmental research, increased technical assistance, and promotion of training interchanges.

Beyond the EPS

The Environmental Policy Statement is more than a statement of good intentions. It sets the tone for our environmental activity and nudges us into action. It offers us a vision of the future and an understanding of how to get there.

Ultimately, it's what we DO that protect and enhance the environment — not what we SAY we'll do — that counts. The Environmental Policy Statement is the framework.

DOT Today

Happy Holidays!

Volume IV, No. 3 December 1994

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Director of Public Affairs
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The deadline for the January 1995 issue is December 22.

DOT Today is printed on post-consumer recycled paper and is recyclable.

Please Recycle

Coast Guard YARD Project Gives Cutters a Second Life

This fall the Coast Guard Cutter ALERT became the fourth "B" class 210-foot cutter to complete Major Maintenance Availability (MMA) at the Coast Guard YARD in Curtis Bay, Md.

The 210 project, which began at the YARD a decade ago, is intended to overhaul and upgrade selected systems and equipment on cutters that already have about 30 years of service. The vessel is decommissioned, the crew reassigned, and the vessel given an extensive overhaul. When the vessel is recommissioned, it is, with the exception of the hull, new. The work done by the tradesmen at the YARD adds another 15 years of life to the cutter.

The recommissioning of the ALERT back in September was a special labor of pride, because more than 25 years ago, that was the last 210 the shipyard workers at the YARD built.

The 18-month project included structural repairs, a new design feature to the exhaust stacks aft of the pilot house, increased fire fighting capabilities, and a smaller flight deck. Unique to the ALERT's overhaul was the installation of a prototype oily water separator system — modern environmental protection equipment. Tradesmen overhauled engines and gears, improved berthing and mess spaces, installed new refrigeration and air conditioning units, a new marine sanitation system, and new generators. Electronics and communications upgrades followed, making better use of existing space and adding special navigation and plotting radar equipment.

The cutter was delivered on time and under budget.

The ALERT will have a new home port in Astoria, Oregon, where it will be involved in the Coast Guard's missions of search and rescue, maritime law enforcement, pollution control, and military readiness.

The Major Maintenance Availability Program has included five A class 210-foot cutters and four B class ships renovated and upgraded since 1984. Five additional 210-foot ships will go through the program before it concludes in 1996. As each project was completed, figures show that even though increasingly more extensive renovation was needed, there was a positive savings on each one. Overall savings on the last four cutters were \$800,000, \$1,700,000, \$2,200,000, and \$2,300,000 respectively, showing a trend toward continuous improvement on each vessel.



The Coast Guard Cutter ALERT prepares to depart the CG YARD in Maryland after undergoing a complete overhaul and upgrade under the MMA project.

The DOT Connection Opens – Connecting You to Your Future

Are you caring for a parent who's ill and you need information on health care support services? Are you frustrated with your job and think a change may be good? Do you need help with your resumé? Are you looking for quality child care in the area? How about summer camp offerings? Wouldn't you like to find help with all of these things in one place?

Well, at DOT, you can.

On November 30, Secretary Peña cut the ribbon to officially open the DOT Connection, "Customer Service Center," located on the Plaza level of the DOT Headquarters building in Washington, D.C. Designed to provide complete information and assistance for the full range of employment, career and worklife needs, the center is operated by OST's Office of Personnel for all DOT employees, other federal workers, and the general public.

Originating from an employee suggestion for a better way of doing business, the DOT Connection has gone from concept to reality thanks to the efforts and dedication of teams of employees — an example of how People are Transforming DOT.

The DOT Connection brings employment, career, and worklife services together in a "one-stop shopping center," where all the services have been expanded and enhanced with state-of-the-art technology. Services will be added and modified as customer requirements change.

Improved Customer Service

Employee and applicant services are not new to DOT. For years now, HRM has offered services through three separate sources: a Central Employment Office; a Career Resource Center, and a Diversity Work and Family Life Resource Center. The DOT Connection offers the same services in a new way. The most obvious difference is that they're all in one place, but there are other differences as well.

At The DOT Connection, a knowledgeable, friendly team of employees is there to assist you. Working together, they will tailor services to meet your needs. Extended Center hours accommodate different work schedules and different time zones. As always, services are provided in person, but now they are also avail-

able through an 800-telephone number (800-525-2878); local D.C. area number is 366-9391. An E-mail address will be available soon.

Here are some of the services offered:

- Federal job listings and a jobs information bank
- Clerical testing
- Computer workstations equipped to help you assess your skills and interests, prepare job applications, and make retirement decisions
- Reference library of over 500 current career and worklife publications and videotapes
- Confidential employment and career counseling
- Appointments with worklife advisors
- Work and family seminars and resource days
- Skills assessment tools and workshops

The center also includes a well-equipped classroom where DOT will continue the workshops and brown bag seminars so many employees have attended in the past. In the evenings, the classroom will house the Satellite Campus program that

DOT CONNECTION



Connecting You To The Future

offers student-financed bachelor's and master's degree programs from Strayer College. The classroom, which will be equipped with satellite uplink and downlink capabilities, will also be used for distance learning and as a government-wide broadcast site.

DOT Connection's services are provided in a comfortable, attractive environment, and services and computer tools are accessible to everyone, including persons with disabilities.

Plan to visit the DOT Connection or call 1-800-525-2878 for more information. The DOT Connection's services can help you focus your energies to do your best work and to prepare for change as it happens.

The DOT Connection — Connecting You to Your Future.

People • People • People • People

Recht Appointed as NHTSA Chief Counsel

Secretary Peña recently announced the appointment of **Philip R. Recht** as chief counsel of the National Highway Traffic Safety Administration. Recht comes to DOT from the Los Angeles office of the law firm of Manatt, Phelps & Phillips, where he was a partner in the litigation and administrative law departments.

Recht graduated from Yale University in 1975 and earned his law degree at the University of Pennsylvania Law School. He recently served as president of the California Political Attorneys Association, president of the Century City Bar Association and on the board of governors of the Los Angeles County Bar Association.

"Phil Recht's broad experience in litigation and administrative law will be an invaluable asset in the agency whose everyday work is reducing the risk of motor vehicle travel for Americans," Secretary Peña said.

FHWA Nominates New Executive Director

FHWA Administrator Rodney Slater has nominated **Tony Kane** as the next Executive Director, filling the vacancy left by Dean Carlson's retirement earlier this year. The nomination must now be approved by the White House. "Tony's service with FHWA dates back to 1968," said Slater. "Since my first day as Administrator, I've relied on him in many instances to make things happen — and Tony's spirit of innovation always comes through. As soon as Tony is official, I am pleased that his successor as Associate Administrator for Program Development will be another one of our

agency's top executives, who's currently in the field: **Tom Ptak** will be moving from the West Coast to the East Coast to assume those duties. I know that in Tony Kane and Tom Ptak I found the two members of the FHWA family with the best match of skills and experience for not only these key positions, but also to help map our journey to the next century."

New Director of DOT's Office of Intergovernmental Affairs

Barbara Leach has been appointed by Secretary Peña to head DOT's Office of Intergovernmental Affairs. In her new position, Leach will work closely with state and local legislatures, governors, mayors and private groups on transportation plans and projects. She will also maintain close contact with constituency groups representing the transportation industry.

A native of Atlantic, Iowa, Leach moved to Washington, D.C. in 1989 to serve as political director of the National Association of Realtors. In 1993, she was assistant director of political affairs for the Clinton/Gore Inaugural Committee. Prior to joining DOT, Leach was director of political affairs for the Career College Association.

She is a graduate of the University of Maryland with a degree in government and politics.

William Adams Named Associate Director of DOT's Office of Public Information

Secretary Peña has announced the appointment of **William S. Adams** as associate director of DOT's Office of Public Information. Prior to accepting his new position, Adams served as

press secretary for the Senate Judiciary Committee. He was previously press secretary for Sen. Terry Sanford, Sen. Alan Dixon and deputy press secretary to Sen. Sam Nunn.

His experience also includes director of communications at the National Partnership to Prevent Drug and Alcohol Abuse Among Youth, a research associate for Ogilvy & Mather Public Relations, and manager for editorial and legislative services at Cook-Ruef Public Affairs.

"I am pleased that someone as talented and experienced as Bill has agreed to accept this position," Secretary Peña said. "He brings more than 18 years of media and congressional experience to the department, making him an ideal choice for the job."

Adams received his bachelor's degree from the University of Georgia School of Journalism in 1976 and pursued graduate studies at Georgia State in public finance, public sector economics and government administration.

Outstanding Technical Accomplishments Recognized at Turner-Fairbank

This year's R&D Award for Outstanding Technical Accomplishment was presented to **Henry Lieu**, a research highway engineer in FHWA's Office of Safety and Traffic Operations R&D for his paper, "An Integrated Diversion Control System for Freeway Corridors." Honorable mentions were presented to **Sheila R. Duwadi**, a research structural engineer in the Office of Engineering and Highway Operations R&D, and **James A. Wentworth**, a supervisory research highway engineer in the Office of Advanced Research.

FEEA Scholarship Recipients

More than 300 federal employees and their family members worldwide received \$175,000 in scholarships this fall from the Federal Employee Education and Assistance Fund (FEEA). The awards, based on merit, ranged from \$300 to \$1,750 in cash to graduate and undergraduate students. This is the eighth annual scholarship awards program for FEEA, a non-profit agency that helps federal civilian and postal employees with their education needs.

This year, nearly 4,000 people applied for scholarships. Applications were judged by 26 volunteer regional committees on the basis of academic achievement, awards and activities, community involvement, letters of recommendation, and an essay. All participants were required to have at least a 3.0 grade point average.

The 1995-96 scholarship program will begin in January. FEEA also sponsors student loan programs and emergency financial assistance for federal workers. For more information, send a self-addressed, stamped business-size envelope to FEEA, 8441 W. Bowles Ave., Suite 200, Littleton, CO 80123-3245.

Congratulations to the following scholarship recipients from DOT families:

Eric Carleton, son of Robert Carleton, FAA, Lovell, WY.
Stacy Covey, daughter of Jerry Covey, Los Angeles, CA.
Megan Elder, daughter of Edward Elder, FAA, Toledo, OH.
Gregory Hite, son of Beverly Hite, FAA, Oklahoma City, OK.

Jason Kaufman, son of Ronald Kaufman, USCG, Chesapeake, VA.
Elizabeth Kostojohn, son of Evangel Kostojohn, RSPA, Cambridge, MA.
Edward Kott, an FAA employee in Green Bay, WI.
Karrah Lompa, daughter of Anton Lompa, FAA, McMinville, OR.

The Secretary's 27th Annual Award Program

Secretary's Award for Outstanding Achievement GOLD MEDAL

This Award is granted by the Secretary in recognition of exceptionally outstanding leadership or service that is distinguished by achievements of marked national or international significance which reflect great credit on the Department and the Federal Government.

Presented to all the men and women of the United States Coast Guard.

Secretary's Award for Meritorious Achievement SILVER MEDAL

This Award is given by the Secretary in recognition of exceptionally meritorious service to the department or federal government, or for exceptional achievement which substantially contributed to the accomplishment of the department's mission or major programs.

Office of the Secretary

TIMOTHY L. BELTZ
Military Assistant to the Secretary
Washington, D.C.

WILL TERRY MOORE
Chief, Direct Contracting and
Financial Assistance Division
Washington, D.C.

PATRICIA N. SNYDER
Attorney-Advisor
Washington, D.C.

ROBERT S. GOLDNER
Special Counsel/Attorney-Advisor
Washington, D.C.

MARY STREET
Chief, Europe Division
Washington, D.C.

JANET A. KRAUS
Chief, Administrative Services
Policy Division
Washington, D.C.

WILLIAM L. OWENS
Criminal Investigator, Office of
Inspector General
Fort Worth, Texas

MARLENE A. POE
Staff Assistant
Office of Inspector General
Washington, D.C.

U.S. Coast Guard
STEVE TULLER
Chief, Health and Safety Division
Alameda, California

SUSAN STERNAD-BASEL
Diversity Specialist
Washington, D.C.

VINCE BARRETT
Project Manager
Curtis Bay, Maryland

Federal Aviation Administration
JAMES C. ADLER
Manager, Employee Relations
Division
Washington, D.C.

JONATHON BREMSETH
Air Traffic Training Specialist
Chicago, Illinois

ELIZABETH A. BUGAY
Secretary
Washington, D.C.

RONALD B. DRIEST
Quality Assurance Specialist
Washington, D.C.

VICTOR MANUEL LASAXON
Manager, Aircraft Certification
Branch
Oklahoma City, Oklahoma

WILLIAM H. WILLIAMS, JR.
Director of Aviation System
Standards
Oklahoma City, Oklahoma

Federal Highway Administration
PHYLLIS E. YOUNG
Transportation Specialist
Washington, D.C.

ROBERT J. BETSOLD
Deputy Associate Administrator for
Research and Development
McLean, Virginia

THOMAS R. WEEKS
Chief, Planning Programs Branch
Washington, D.C.

HENRY H. RENTZ
Supervisory Highway
Administrator
Atlanta, Georgia

Federal Railroad Administration
MARY J. KARVOSKY
Administrative Assistant
Washington, D.C.

BRUCE M. FINE
Acting Associate Administrator
for Safety
Washington, D.C.

**National Highway Traffic Safety
Administration**
CHESTER R. JOURDAN
Highway Safety Specialist
Atlanta, Georgia

JAMES R. HACKNEY
Deputy Director, Office of Market
Incentives
Washington, D.C.

Federal Transit Administration
FREDERICK E. MAY
Director, Enterprise Systems Support
Operations Division
Washington, D.C.

JANET LYNN SAHAJ
Chief, Resource Management and
State Programs Division
Washington, D.C.

**Saint Lawrence Seaway
Development Corporation**
JOHN B. ADAMS III
Senior Staff Engineer
Massena, New York



The Secretary's Team Award is one of two new categories this year. Two teams were honored. The first recipient was the Junior Officer Natural Work Group, U.S. Coast Guard, Norfolk, Va. Accepting on behalf of the team is Lt. Lewis Vinciguerra.

Maritime Administration
HENRY D. RYAN
Region Ship Operations and
Maintenance Officer
San Francisco, California

SYLVIA E. B. TYSON
Secretary
Washington, D.C.

**Research and Special Programs
Administration**
JOSEPH E. YOUNG
Acting Associate Administrator for
Management and Administration
Washington, D.C.

STACEY GERARD
Program Analyst
Washington, D.C.

**Bureau of Transportation
Statistics**
ROLF R. SCHMITT
Associate Director for Analysis and
Data Development
Washington, D.C.

Secretary's Award for Valor

This is the highest Departmental award for acts of heroism or courage involving great risk by civilian employees under unusual circumstances. To be eligible for this award, an employee must have demonstrated heroism or courage in an emergency on or off duty.

Federal Aviation Administration

IGNACIO ESQUEDA
Electronics Technician
Eules, Texas

BLAIR MILES
Air Traffic Control Specialist
Oberlin, Ohio

DONALD E. SMALL
Aviation Safety Inspector
Boston, Massachusetts

Saint Lawrence Seaway Development Corporation

STEVEN L. NADEAU
Lock and Dam Operator Leader
Massena, New York

Secretary's Award for Outstanding Achievement in Diversity

This Award is granted by the Secretary to honor and recognize an employee, supervisor, or manager who has excelled in efforts to promote diversity through unusually effective leadership, skill, imagination, and perseverance.

Federal Aviation Administration

KATHLEEN HEET
Air Traffic Control Specialist
Palmdale, California

Federal Highway Administration
ROBERTO FONSECA-MARTINEZ
Assistant Division Administrator
Columbia, South Carolina

Federal Transit Administration

O'LEATHIA R. COLBERT
Program Specialist
Washington, D.C.

Lawrence R. Schneider Award

This Award was established to honor the memory of Lawrence R. Schneider, Chief Counsel of the National Highway Traffic Safety Administration from August 8, 1971, until his death on July 12, 1974. Presentation is made annually to an especially competent and productive practicing Department of Transportation attorney who has been admitted to the bar within the last ten years.

Federal Transit Administration

RENEE M. MARLER
Regional Counsel
San Francisco, California
In recognition of professional excellence and sustained accomplishments.

Secretary's Award for Excellence

This Award is granted to employees in grades GS-1 through GS-9 and WG-1 through WG-8 who have achieved outstanding performance in all aspects of their work and deserve special commendation.

Office of the Secretary

GLORIA W. HOWARD
Secretary
Washington, D.C.

JULIE A. BLUMENSTEIN
Secretary
Washington, D.C.

GERLEY A. MULCAHY
Secretary
Washington, D.C.

WALTER J. THOMPSON
Building Operations Specialist
Washington, D.C.

JOYCE K. MAYEDA
Administrative Assistant
Office of Inspector General
San Francisco, California

ELOISE G. LOUALLEN
Secretary
Office of Inspector General
Washington, D.C.

United States Coast Guard

BONNIE S. DUCK
Computer Specialist
Port Arthur, Texas

LUANNA DONNELLY
Secretary
Governors Island, New York

DEBRA G. FARLEY
Military Pay Technician
Topeka, Kansas

TRUDY H. YAMAUCHI
Purchasing Agent
Honolulu, Hawaii

Federal Aviation Administration

LAVERNE J. BATTLE
Secretary
Washington, D.C.

PEGGY A. CARTER
Secretary
Washington, D.C.

SHARON LOMBARDI
Program Assistant
Jamaica, New York

SANDRA J. PAXTON
Secretary
Anchorage, Alaska

MICHELE S. PORTER
Personnel Management Specialist
Memphis, Tennessee

MARY JANE WIRT
Aviation Safety Assistant
Miami, Florida

Federal Highway Administration

THEA D. NESS
Secretary
Hartford, Connecticut

FIDIE R. ESTES
Secretary
Raleigh, North Carolina

LISA A. POSTLETHWAITE
Secretary
Denver, Colorado

BRENDA POVSHA
Secretary
Denver, Colorado

Federal Railroad Administration

KIMBERLY H. ROQUE
Support Services Specialist
Washington, D.C.

JOHN E. WILLIAMS
Administrative Support Specialist
Washington, D.C.

JOYCE A. GRANT
Administrative Assistant
Washington, D.C.

Federal Transit Administration

FAYE ELLISON
Secretary
New York, New York

DIANE E. ROBERTS
Secretary
Washington, D.C.

Saint Lawrence Seaway

Development Corporation
WILLIAM S. NADEAU
Heavy Equipment Mechanic
Massena, New York

Maritime Administration

SHARON M. LEGRAND
Employee Relations Specialist
Washington, D.C.

BRENDA M. LOCUST
Secretary
Washington, D.C.

JOHN P. MASSEY
Management Technician
Washington, D.C.

Research and Special Programs Administration

SHENITA L. RUSSELL
Personnel Assistant
Washington, D.C.

NANCY E. LETOURNEAU
Secretary
Cambridge, Massachusetts

Secretary's Award for Distinguished Military Service

Distinguished Flying Cross

Awarded for heroism or extraordinary achievement while participating in aerial flight.

ASM2 WILLIAM DECAMP
United States Coast Guard
Air Station Savannah, Georgia

LCDR BRUCE C. JONES
United States Coast Guard
Air Station Elizabeth City, North Carolina

Distinguished Flying Cross w/Extraordinary Heroism

Awarded for heroism or extraordinary achievement while participating in aerial flight.

ASM2 SCOTT G. ADLON
United States Coast Guard
Air Station Elizabeth City, North Carolina

Air Medal

Awarded for heroism or meritorious achievement while participating in aerial flight.

LCDR MARK A. TORRES
United States Coast Guard
Air Station Sitka, Alaska

Meritorious Service Medal

Awarded for outstanding noncombat, meritorious achievement or service to the United States.

BM3 MICHAEL C. HOWELL
United States Coast Guard
Aids to Navigations Team Port Angeles, Washington

Coast Guard Commendation Medal

Awarded for heroic or meritorious achievement.

FA TYRONE M. MONTGOMERY
representing the crew of the
Coast Guard Utility Boat CG-41311
of U.S.C.G. Station, St. Inigoes, Maryland

LT. ALDA L. SIEBRANDS
U.S.C.G. Station Port Angeles, Washington

Secretary's Award for Volunteer Service

This Award is granted by the Secretary to honor an employee who has made significant contributions to improving a community organization or program for which the Department provides support or sponsorship, by unselfishly donating personal time and effort.

U.S. Coast Guard

BERNICE PARKER
Supervisory Management Analyst
Washington, D.C.

Federal Aviation Administration

DORIS HARMON
Program Analyst
Washington, D.C.

Secretary's Award for Community Service

This Award is granted by the Secretary to honor an employee who has excelled in voluntarily improving conditions of a community or organization by unselfishly donating personal time and effort.

Federal Highway Administration

TERRY M. MITCHELL
Research Materials Engineer
McLean, Virginia

National Highway Traffic Safety Administration

JUDY M. CRAIG
Highway Safety Specialist
Kansas City, Missouri

Secretary's Team Award

The Award is presented by the Secretary in recognition of groups and teams for exceptional performance to support the reinvention, or reengineering of practice, operations and customer services.

United States Coast Guard
Junior Officer Natural Work Group
Norfolk, Virginia

Federal Aviation Administration

Level I Contract Tower Management Team
Washington, D.C.

Secretary's Award for Excellence in Customer Service

This Award was established to recognize organizations which provide exceptional service to customers.

Maritime Administration

Office of Acquisition
Washington, D.C.

Secretary's Award for Quality

This Award is given by the Secretary in recognition of an outstanding Departmental organization which is customer-focused and committed to achieving excellence through continuous quality improvement.

Federal Aviation Administration

Grand Forks Automated Flight Service Station
Grand Forks, North Dakota

The second team award was presented to FAA's Level I Contract Tower Management Team. Here, William Bechan accepts the award on behalf of the entire team.





(above) The Secretary arrives by helicopter to assess flood damage (right) Colonial/Texaco pipeline fire



Flood Ravaged Texas Gets Federal Aid

In early October, severe floods and flash floods in 26 counties in the northeastern and southeastern portions of Texas forced 10,000 people from their homes. Fifteen or more deaths were reported. Some areas reported 30 inches of rainfall in less than four days, sending the San Jacinto River 15 feet over its banks.

As some people were returning to their flood-damaged homes on October 20, fires, clouds of gasoline vapors and smoke plumes from a pair of massive pipeline ruptures forced them to evacuate once again. A 20-mile-long slick of crude oil was leaking from one ruptured pipeline that exploded, sending burning gasoline and diesel fuel down the San Jacinto River. Two other pipelines — a natural gas pipeline and a line carrying crude oil in the Houston area — were found to be leaking. All pipelines in the vicinity of the blasts were shut down while investigators tried to isolate the cause. Crews, led by the Coast Guard, set up 30,000 feet of booms and skimmers along the Houston Ship Channel. Despite their efforts, black streaks of oil continued several miles down the channel.

Secretary Peña, at the request of President Clinton, was one of the first federal officials on the scene. RSPA Administrator D.K. Sharma spent four days in the region coordinating DOT's response efforts with other federal and state agencies. Based upon his assessment, Secretary Peña announced both immediate and long-term steps designed to promote pipeline safety and prevent future damage to the environment. One of the first steps was immediate and comprehensive inspection of all Houston-area pipelines under federal oversight. "Over the long term," said Dr. Sharma, "we must also determine what changes may be necessary to assure that pipelines have the best chance possible of withstanding inevitable, but often unpredictable, natural disasters."

During the past year, Secretary Peña has moved to strengthen federal pipeline oversight activities, and was successful in obtaining additional funding in DOT's FY 1995 budget, which will increase pipeline safety by putting more inspectors and field engineers on the job.

On November 2, DOT awarded Texas an initial allocation of \$7 million in Emergency Relief funds for repairs to flood damaged roads and bridges. Additional emergency funds are expected to be provided following further damage assessments.

FAA Remembers Howard "Berk" Greene

by Briar S. Hagggett, editor of FAA's Headquarters Intercom



Howard "Berk" Greene at the controls of the IL-96-300 aircraft during his assignment to the U.S.-Russian bilateral assessment program

Tributes are coming in from all over the world mourning the sudden death of FAA's lead Boeing 777 certification pilot, Howard "Berk" Greene.

He was an internationally respected test pilot who communicated daily via computer with pilots and safety experts around the world on various aviation-related topics. The news of his death spread quickly over computer bulletin boards, and the condolences to his family began flowing.

Greene, a former B-52 Commander and FAA test pilot for 25 years, was considered by the U.S. government to be the leading pilot expert on Boeing models 747-400 and 737-300, as well as the Airbus A300-600 and A310 and the new, computer-controlled A320, A330, and A340.

His recognized expertise in the certification of large aircraft earned him an assignment to the U.S.-Russian bilateral assessment program under which he made three trips to Russia and flew the IL-96-300 aircraft.

He received a bachelor's degree in Electrical Engineering from Purdue University in 1963, and

went on to join the Air Force. While in the Air Force, Greene flew B-52s and earned the distinction of being the youngest aircraft commander in the Southeast Asia Theater. In 1967 he left the Air Force, and went on to earn a Masters of Science degree at Ohio University. He then joined the FAA as a test pilot in the Atlanta Certification Office.

Eleven years later, Greene moved to the Seattle Aircraft Certification Office where his first major responsibility was for the overall cockpit certification of the Boeing 767—it was the first major certification effort on a large aircraft with an integrated flight instrument system, a flight management system, and displays.

His most recent assignment was as chief project pilot for the new, computer-controlled Boeing 777 aircraft. Prior to that, he was the FAA's project pilot on the B737-300, B747-400, Airbus A330/A340, ATR-42/72, and the "Air Force One" presidential aircraft.

Greene also participated in the writing of the FAA advisory circulars on certification testing and approval of electronic flight instrument systems and cockpit crew workload.

Tony Broderick, FAA's associate administrator for Regulation and Certification, said "Berk Greene's contributions to flight safety are of inestimable value, and will remain as a living testament to his memory. The FAA and the flight safety community have lost one of the best. I have lost a valued colleague and, more importantly, a dear friend who will not be forgotten."

Greene was also recognized worldwide as an expert on the subject of "heads up" displays and electronic flight instrument systems. He was consistently being consulted by foreign certification authorities for his assistance in establishing certification criteria for approval of high technology flight deck designs.

Greene's daughter Mary Anne, wrote in a computer posting, "Berk had many passions in his life: his family, flying, computers, traveling, and living. He was a vibrant man whose passion for flying and being in the sky will surpass his time here with those who love him. Now his spirit will continue to soar with the planes and angels, just as once he did with his fellow pilots."

In lieu of flowers, the family requests that contributions be made in Greene's name to the Society of Experimental Test Pilots Scholarship fund.

DOT Hosts Government-Wide Telecommuting Open House

On November 9, DOT opened its doors to more than 600 government employees interested in telecommuting. The open house, jointly sponsored by the General Services Administration, was held to provide information to federal workers on the benefits of telecommuting — working a location other than the office for a few days each week.

The program, which has only been available government-wide for the past 10 months, was the subject of many exhibits and displays and participants had a chance to talk first-hand with both employees who are now telecommuting, either from home or from a GSA telecommuting center, and their supervisors. Technical experts were also available to provide guidance to those interested in establishing flexible workplace arrangements. Representatives from the Washington area — Fredericksburg, Va., Hagerstown, Md. and Southern Maryland, as well as the Shenandoah Valley Telecommuting Center — provided information on what their locations had to offer government workers interesting in telecommuting, and there was even a real-time video feed featuring workers at the Fredericksburg center.

During the event, senior level officials from GSA and DOT shared their perspectives on telecommuting. Frank Kruesi, Assistant Secretary for Transportation Policy, spoke on the key benefits of telecommuting — including increased efficiency and productivity. He also expressed DOT's commitment to minimize the negative effect of long commutes on the physical and mental

wellness of its workers, as well as on the environment and traffic around the metropolitan area. Faith Wohl, GSA's Director of Workplace Initiatives, admitted to being "a telecommuting enthusiast," and said that working away from the office one or two days a week is "not the wave of the future — it's definitely here today."

DOT established a Telecommuting Program in April 1994. The department's program is an integral part of the President's Climate Change Action Plan that sets an overall two percent participation goal for federal employee telecommuting activity at least one day a week.

Telecommuting Coordinators are now in place in each of DOT's operating administrations. Contact your servicing personnel office for the coordinator's name and number in your area.



photo by Lance Strozler



Above: Brunel Winner for Locomotive Design. Amtrak's AMD-103 Genesis Locomotive Series 800, a 4,000 Hp microprocessor-controlled diesel-electric locomotive.

Left: Winner: Brunel Award for Renovated Large Station, Union Station in Washington, D.C.



The Brunel Awards were established in by the Watford Conference of European Railway Architects and Designers in 1985 to recognize and promote excellent design in all aspects of the railway industry. The award is named after Isambard Kingdom Brunel (1806-1859), designer and builder of the Great Western Railway — and the first railway engineer and businessman to envision an intermodal transportation system.

Brunel Awards Held in the United States for First Time

Heads of the world's major railways came out October 18 to celebrate the winners of the highest awards for design excellence in their industry. In a ceremony held at Washington, D.C.'s Union Station, 14 awards were given for outstanding visual design and 44 commendations for significant recognition in advancing the quality of design in the railway industry.

There were close to 300 entries from 46 railway companies in 17 countries. The Brunel Jury Prize for overall design excellence went to Swiss Federal Railways. Two awards went to United States entries: Union Station in Washington, D.C. (Amtrak) for design excellence in a Renovated Large Station, and to Amtrak for its AMD-103 Genesis Locomotive Series 800, the first passenger-specific locomotive designed in the U.S. from the rail-up in 40 years.

Keynote speaker was DOT's Deputy Secretary Mortimer Downey, who told the audience, "As the United States begins its rail renaissance, we recognize the critical role design plays in developing first-rate transportation systems for the 21st century."

"We are particularly proud that two of the 14 Brunel Awards went to Amtrak, America's national passenger railroad. The awards are a testimonial to America's renewed commitment to rail," Downey said.

Jolene Molitoris, Federal Railroad Administrator, presented the 14 Brunel awards. "I am proud of the U.S. rail industry and the railroad community around the world for their design achievement," she said. "Clearly, good design is indeed good business. When railroad facilities and equipment are designed with the customer in mind, the result is more satisfied customers using rail."

The ceremony was jointly hosted by the Foundation for Railway and Transportation Excellence, the FRA, and the National Railroad Passenger Corporation (Amtrak). It was the first time that the awards were held outside Europe.

An exhibit of photo banners depicting the 14 award winners and the 44 commendation-winning projects will be displayed in various American cities through the winter.

DOT Employees — Heroes of Reinvention

During September and October, many employees were honored as "Heroes of Reinvention" and presented with Hammer Awards during several of the more than 76 National Performance Review Anniversary celebrations around the country. Federal Executive Boards and Federal Executive Associations, which communicate and coordinate activities among federal agencies, hosted celebrations to mark the first anniversary of the NPR report.

In the year since the report was issued, the Vice President has visited hundreds of federal agencies around the country to present employees with the Hammer Awards — appropriately named, since they recognize people who are helping to knock down walls and build a new kind of government — one that works better and costs less.

DOT top staff representing the Vice President at several of the field celebrations included Deputy Secretary Mortimer Downey in Mobile, Ala.; Associate

Deputy Secretary Michael P. Huerta in Snake River, Idaho; FHWA Administrator Rodney Slater, in Manchester, N.H.; and FRA Administrator Jolene Molitoris, in Oklahoma City. Each delivered a message highlighting the principles of reinvention, introduced a training video about federal employees who are reinventing government, and presented awards.

In Grand Forks, N.D., FAA Great Lakes Regional Administrator Jerry Franklin presented the Hammer Award to the Grand Forks Automated Flight Service Station Team, whose members were commended for their success in improving customer outreach in 36 separate areas to registered North Dakota pilots.

Other DOT field employees recognized included Diann Diatta, an FAA employee in Billings, Montana, who received a Hammer Award for her role on the Cooperative Administrative Support Program Reinvention Laboratory team, whose efforts saved over \$8,000 in warehousing and property disposal.

In Anchorage, Alaska, John Strawn, a RSPA employee, received a Hammer Award for improved customer service, for working with other federal and state agencies to conduct inspections, transfer technology, and share information as a member of the Federal-State Joint Pipeline Office team.

In Washington, D.C., FTA's Planning Analysis and Support Division was selected from among 32 nominations throughout DOT to receive a Hammer Award for reinventing the Alternatives Analysis Process. Team members Sheila Cohen, Ron Jensen-Fisher, Abbe Marner, Joe Ossie, Sam Zimmerman, Don Emerson, Nancy Grub, Ken Mowll, Dwayne Weeks and Patricia Grant are credited with restructuring FTA requirements for new start planning by eliminating more than 30 formal approvals and concurrences that were required by the process. A government-wide celebration to honor this team and other Washington-based teams of federal employees is planned for December 7.



Captain David V. Edling (left), Captain Garmond Fitzgerald, and Senior Chief Yeoman Wade A. Borland proudly display their new "Hammer Award"

photo by PA3 William Atkinson

Other DOT Heroes of Reinvention honored during the last few months are:

FAA Wyoming Air Traffic Hub
 Thomas C. Wimber
 Dennis J. Winebrenner
 Sherwood R. Budig
 Janet L. Cook
 A. James Pattan
 Ilene M. Peck
 Thomas M. Foster
 Mark L. Haug
 David Z. Peterson
 Charles C. Benson, Jr.
 Roger K. Brown
 Thomas M. Campos
 Kurt J. Carpenter
 Michael D. Cody
 John A. Holley
 Kenneth J. Hooper
 Robert F. Korzdorfer
 Melvin L. Koslowsky
 William F. Landry
 James G. Lemmers
 Edward L. Marzahn
 John T. Maxwell, II
 Joseph M. Medina
 Ronald L. Mickelson
 Patrick J. O'Connor
 Walter L. Rogers
 Thomas G. Rorabaugh
 Donald G. Russell
 James P. Taylor
 Paul J. VanHise
 William R. Eastin
 Michael L. Short
 Joe W. Arnold
 Bret W. Bonck
 James C. Fuhrer
 Pedro Garcia
 Craig D. Huwer
 Mark S. Johnson
 Gary C. Merlino
 Richard D. Myquist
 Christopher A. Sandmark
 Hyrum G. Wadsworth
 Steven K. Worthen
 Marvin R. Boyer
 Darrin V. Costlow
 Bertone E. Immenschuh
 Roger D. Lingenfelter
 Eldon E. Dahlstrom
 Marian L. Dahlstrom

Robert Pedraza, Jr.
 Kelvin R. Skiles
Grand Forks Automated Flight Service Station (FAA)
 Donald J. Anderson
 Michael J. Arankowski
 Terry D. Berg
 Eric J. Berglund
 David W. Christy
 Montie A. Condry
 Stephen D. Cook
 Kari-Ann Drye
 Donald F. Dudley, Jr.
 Mahlon E. Edmonson
 Gary A. Ellingson
 Arloe R. Erickson
 Robert L. Erickson
 Robert P. Fishman
 Randall H. Fox
 Daniel O. Hammond
 Michael D. Hawelock
 Richard J. Henry
 John K. Higginbotham
 Stephen B. Hunter
 Bob R. Jantzen
 George E. Kelley
 Michael P. Krause
 Paul J. Krueger
 Harlan A. Latham
 Thomas J. Loos
 Danian Ludwig
 John T. Mauriala
 Russell D. Mayland
 Joe H. Morgan, Jr.
 Kenneth A. Morrow
 Robin S. Mugavero
 Donald J. Peters
 Loraine A. Peters
 Jeffrey L. Peterson
 Frances T. Siedler
 Doreen J. Sims
 Steven A. Sims
 Steven D. Tangen
 Mark F. Tobin
 Patrick J. Winter
 Greg F. Woolley
 Tina M. Young
Group San Diego (United States Coast Guard)
 LCDR John A. Campbell

LTJG Michael T. Arnold
 LT Gene W. Adgate
 CWO Jeffrey J. Moynlan
 CWO Lorne M. Smith
 MK2 Paul A. Faber
 YNCS Wayne A. Borland
 YNC William J. Cumpston
 YNC Shari L. Casarez
 YN2 Susan V. Mercer
 YNC Richard A. Etheridge
 QMC Paul M. Appleton
 BMCM Paul K. Driscoll
 BMCM Michael W. Ascroft
 LCDR Thomas C. Pedagno
 LCDR Thomas F. Tabrah
 LT Jeffrey Farrah
 ETC Charles M. Hamlin
 GM2 Daniel A. Brakeville
 BMC Thomas M. Maulshagen
 LTJG Hugh R. Griffiths
 CWO Philip W. Wolfe
 SKC Carlos J. Vieira
 SK2 Gary F. Beach
 CWO Robert A. Boyce
 BMC Gary A. Randall
 BMI Roland J. McKinnon
 LCDR John A. Holub
 CWO2 Vernon R. Stigall
 CAPT George R. Mehaffy
 CAPT David V. Edling
 LCDR Joseph A. Beyer
 CWO4 Charles F. Hartjen
 HSI Lloyd W. Breese
 LCDR Ronald O. Brown
 ETC Christopher Akelian
 PSI Dennis Bishop
 BMI Ronald N. McEachern
 LCDR Steven R. Kenney
 SK1 Keith R. Albrecht
 CWO4 James J. Landye
 CWO2 Alan L. Calvert
 PSC Thomas Tirone
 PSC Waldon R. Wolf
 MLC Guy H. Randall
 MK1 Richard P. Smeaton
Buckley Area Federal Executive Association
 Patricia E. Mitsogiannis (FAA)



photo by PA2 Harry C. Craft III

"Class of 45"

Coast Guard Commandant Rear Adm. Robert E. Kramek presents a Coast Guard Alumni medal to a graduate of the "Class of '45." The medals were recently given to more than 50 alumni who graduated from the Coast Guard Academy at least 50 years ago.

An Affair of the Heart in Kansas City

The Combined Federal Campaign in the Kansas City area had a unique kickoff this year. For one day, 1,600 federal employees volunteered to help nonprofit CFC agencies in an event called "An Affair of the Heart."

DOT's Office of Inspector General was assigned the Sherwood Center, a group home that houses and cares for children and adults with autism. On a Saturday morning, ten OIG volunteers were welcomed with open arms and a large banner made by residents of the center. After trimming shrubs and doing other needed landscaping work, the volunteers were treated to a lunch of pizza and sodas. The experience, the volunteer said, not only gave them an opportunity to be of direct service to someone in their community, but it left such an impression that the OIG office staff decided to "adopt" the Sherwood Center as part of the CFC Year Round program.

The OIG in Kansas City has an impressive history of CFC participation. For the past three years they have had 100 percent participation and have exceeded their goal by 104, 116, and 112 percent respectively each year.

OIG volunteers (left to right): Mary Ann Panjan, Dale Mills, Angie Honz, Chad White, Shella Reichert, Wayne White, Janice Alger, Amy Dyer and Sarah Mills (not pictured: Ted Sikora)



December

1-World AIDS Awareness Day

National Drunk and Drugged Driving (3D) Prevention Month

Federal Employees Health Benefits Open Season through December 12

Thrift Savings Plan Open Season through January 31

16 - "Lights on for Life"

Last year, 17,461 Americans were killed and almost half a million injured in

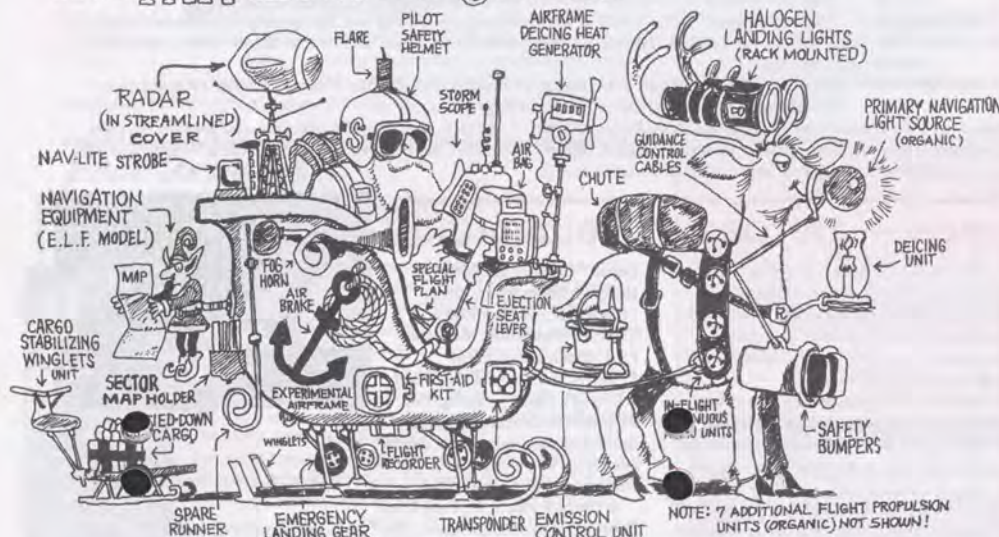
crashes involving impaired driving or driving under the influence (DUI). On December 16, law enforcement, businesses, government agencies and private citizens nationwide are being asked to keep their vehicle headlights on as they drive throughout the day, to remember those killed and injured in alcohol-related crashes, and as a reminder of law enforcement's watchful eye on impaired drivers.

The best gift you can give your family this year is a DUI-free holiday. Don't drink and drive. Designate a driver. And, protect you and your family by always using your safety belts.

Have a safe holiday season!



THE FAA APPROVED SANTA:



updated by Don McGibbon from an original by Sack

National Performance Review's Procurement Reform: What Does It Mean To You?

On October 13, President Clinton signed the Federal Acquisition Streamlining Act of 1994 into law, pledging significant improvements to the federal small purchase acquisition process. Here are the highlights of this new legislation:

Small business set-asides and "Buy American" requirements are lifted to facilitate easier use of the governmentwide commercial purchase card.

The new term "micro purchase" is added to the acquisition vocabulary to better identify supplies or services of \$2,500 or less.

Requirements to purchase from required sources of supply such as the Federal Prison Industries, the Committee for Purchase for People Who are Blind or Severely Disabled, and the Federal Supply schedules remain unchanged.

"Simplified acquisition" replaces the term "small purchase". With this change, the purchasing threshold increases from the current \$25,000 to \$100,000.

For the immediate future, however, hold on to those \$100,000 acquisition requests. To ensure technical integrity, the current \$25,000 threshold will be increased in two steps:

First, the threshold will increase to \$50,000 after Federal Acquisition Regulation implementation — a process that will take about six months.

The dollar threshold may then increase to \$100,000 after agencies certify their Federal Acquisition Computer Network electronic capability.



DOT Employee Store Reopens

The DOT Headquarters Employee Store reopened under new management Nov. 16, with Chief of Staff Ann Bormolini doing the ribbon cutting honors, accompanied by several DOT

officials and members of the DOT Employee Recreation Association Board of Directors. The board has worked diligently during the last year to get the store back on track.

Plan to stop by the store, located in the Nassif Building, room 2100, and check out the stock — including many popular DOT logo items. Hours are currently 9:30 a.m. to 2:30 p.m. Monday through Friday. While there, you can also join the Recreation Association. For just \$2 a year, enjoy some great discounts on tickets to cultural events and amusement parks, and participate in sports leagues and specially discounted trips and other activities. The next scheduled trip is a ski weekend to Vermont, Feb. 10-12. Call Anton Lilly at 202-366-9723 for information on the ski trip.

A Farewell to John Volpe

John Anthony Volpe, former Secretary of Transportation, three-time governor of Massachusetts, and Ambassador to Italy, died November 11 at his home in Nahant, Mass. He was 85.

Secretary Peña issued statements to the press, saying, "As the second Secretary of Transportation, John Volpe defined this Department's mission and set the standard for all future Secretaries. He was an early supporter of transportation industry deregulation and of efforts to fight automobile air pollution and drunk driving. He also supported the creation of Amtrak and the National Highway Traffic Safety Administration, as well as major new pro-

grams for airport, mass transit, and highway construction."

The son of Italian immigrants, Volpe began doing construction work to help support his family at the age of nine. As a young man during the Great Depression, he invested all his savings in a company of his own. That company became one of the nation's leading construction firms. After establishing his business, he turned to public service, as a progressive Commissioner of Public Works in Massachusetts, as Federal Highway Administrator at the dawn of the Interstate Highway era, as three-time governor of Massachusetts, as Secretary of

Transportation, and as Ambassador to Italy.

"John Volpe's legacy lives on at the Department of Transportation," said Secretary Peña. "And so it is especially appropriate that, in his native Massachusetts, the Department operates the Volpe National Transportation Systems Center. This center carries on the same commitment to the future as a man who once said that, 'As we live in times of change, we must be the architects of that change or we will most certainly be its victims.'"

"No man ever served as a more principled or more dedicated architect of the American future than John Volpe."