

DOT Today

June 1995
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U.S. Department of Transportation

Moving America Together

America Celebrates the 63rd Anniversary of NATIONAL MARITIME DAY

On May 22, 1995, America celebrated the sixty-third (63rd) anniversary of National Maritime Day. Fifty years ago, Gen. Dwight D. Eisenhower said the exploits of the American merchant marine during World War II would long be remembered. His words have not been forgotten.

Each year, at the request of Congress, the President proclaims May 22 as National Maritime Day to honor the nation's merchant mariners.

In his Maritime Day Proclamation in 1945, the last proclamation President Roosevelt was to issue before his death, the President saluted "...the many thousands of patriotic men and women who are toiling through long hours of the day and night in the construction of the great fleets of vessels that carry the goods of victory to the battlefronts of the United Nations."

A total of 733 American cargo ships were lost to enemy action during World

War II and more than 6,000 civilian American seafarers lost their lives as the result of enemy action.

The American merchant marine also provided strong support to the Nation's armed forces during subsequent conflicts, including those in Korea, Vietnam and the Persian Gulf. Most recently, the merchant marine and armed forces combined to support humanitarian efforts to relieve the suffering people of Somalia and to restore democracy in Haiti.

"As General Eisenhower said so long ago, the merchant marine deserves a full share of credit for the victory in World War II," Maritime Administrator Albert J. Herberger said. "It is fitting that we pause here in the nation's capitol to remember the thousands of civilian mariners who perished during that effort, and to honor surviving marine war veterans," Administrator Herberger added.

"I am pleased that so many National Maritime Day observances took place across the country," said Secretary Peña. "It is important that we show our support for an industry that the country can ill afford to lose. Last year, to show his support, President Clinton visited merchant marine veterans aboard the SS *Jeremiah O'Brien*, a World War II Liberty Ship which returned to Normandy to take part in the 50th anniversary observance of D-Day."

Like our military veterans, merchant mariners deserve our thanks and our recognition for securing the freedom we enjoy today.



Opening ceremonies for National Maritime Day were held on Capitol Hill. Here, MARAD Administrator Herberger takes time out with the Merchant Marine Academy's Color Guard.

"Kids Aren't Cargo" DOT Targets Pickup Truck Beds As Safety Risk

Recently, the Department of Transportation (DOT), the National Parent Teacher Association (NPTA), the National Auto Dealers Association (NADA) and auto manufacturers gathered at the DOT headquarters in Washington D.C. to announce a partnership to reduce the number of people killed and injured while riding in the cargo area of pick-up trucks.

"About 200 people die each year as a result of riding in the cargo area of pickup trucks, and a majority of these fatalities are teens and children," said Secretary Peña. "As part of the Clinton Administration's effort to make all modes of transportation safer for children, we at the DOT are committed to reducing this tragic and preventable loss of life."

Pickup truck beds are a wonderful place...for cargo to ride. Kids aren't cargo and need to ride up front with a seat belt," said Administrator Ricardo Martinez, M.D., from the National Highway Traffic Safety Administration (NHTSA).

One of the guest speakers was Karen Slay, a Lubbock, Texas housewife and mother of four. Slay petitioned NHTSA in 1994 to require manufacturers to post warnings about the dangers of riding in the cargo area of pickup trucks, after a crash in her community left eight children who had been riding in the back of a pickup truck dead. Slay says she won't

stop her "kitchen crusade" until the message about cargo beds is out, and until Texas changes its current law that allows children to ride in the cargo bed at speeds under 35 mph.

"It only takes one incident to change your life forever. I challenge all state legislators to enact legislation addressing this issue. Though legislation cannot force responsibility, it can promote it, and punish those who refuse to accept it. I challenge citizens to not assume somebody else is going to do something about this. You need to be that somebody. One person can make a difference," stated Slay.

Presently, 28 states and the District of Columbia permit riding in the open bed of a pickup truck, without any restrictions. "We need to go well beyond engineering changes," said Secretary Peña. "We need to educate and legislate."

"Today I am proud to announce the program called "Kids Aren't Cargo." This is an example of government working as the President wants it to work, in a non-regulatory, creative way."

Domestic manufacturers have agreed to put clear warnings about this problem in all model year 1997 owner's manuals. Manufacturers have promised to join in promoting the adoption and enforcement of traffic laws restricting people from riding in cargo areas and to join in other public information activities. NHTSA and the National Parent Teacher Association will join this fall in a campaign to educate parents and teens about the dangers associated with riding in cargo areas of pickups. The National Automobile Dealers Association will encourage dealers to alert their customers about this danger.



This pickup truck was crash tested at 35 mph.

WE WILL NEVER FORGET

Last month's DOT Today remembered the FHWA employees who perished in the gruesome bombing of the Alfred P. Murrah building in Oklahoma City, OK. Listed below are the names of those who were killed in the disaster:

LUCIO ALEMAN, JR.
Safety Engineer

JOHNNY A. WADEFIELD
Operations Engineer

RONOTA A. WOODBRIDGE
Pavement Engineer

MICHELLE A. REEDER
Administrative Staff

JERRY L. PARKER
Area Engineer

MARK A. BOLTE
Highway Engineer
LARRY J. JONES
Computer Specialist

JAMES K. MARTIN
Highway Engineer

MICHAEL J. CARRILLO
State Director, Office of Motor Carriers

RICKY L. TOMLIN
Motor Carrier Safety Specialist

JAMES A. YOUNGBLOOD
Motor Carrier Safety Specialist

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Secretary Peña and Dr. K.D. Sharma (to the right of the Secretary) meet with the headquarter's emergency response coordinators during RESPONSE '95.

"Hurricane Jennifer"

Tests DOT's Emergency Transportation Procedures

Recently, the department participated in a week-long government-wide exercise RESPONSE '95, sponsored by the Federal Emergency Management Agency (FEMA). The exercise simulated a Category 4 hurricane, named "Hurricane Jennifer," that was about to land in the Gulf Coast United States.

As part of the drill, Secretary Peña called a staff meeting on the morning of Wednesday, May 10 just as "Hurricane Jennifer" was offshore and expected to reach New Orleans within hours. In the meeting,

Secretary Peña activated all modes to meet the challenges of the hypothetical "Hurricane Jennifer." Peña said, "I am sure I can count on all DOT employees to forcefully respond to the catastrophe we now face, just as though it were a genuine disaster."

It is important to note that this drill, and the hypothetical "Hurricane Jennifer," have no connection to the actual flooding that was taking place in New Orleans during the time of the drill. However, the real life event did provoke the cessation of the exercise.

"Mobility is the key factor during emergency response. You can't rescue people or evacuate them to safe areas, bring in medical assistance or move needed supplies if roads and bridges, railroads and airports are not usable," said Peña.

The DOT's actual emergency response record of the past has been nothing but exemplary. DOT's emergency response successes during Hurricane Andrew in 1992, the 1993 midwest floods, the 1994 Northridge earthquake and other disasters are due to the extensive planning and preparation that DOT employees conduct on a daily basis.

The DOT's emergency activities are directed by Dr. D.K. Sharma, Administrator of the Research and Special Programs Administration (RSPA),

which coordinates the efforts through its Office of Emergency Transportation (OET). Working from OET's Crisis Management Center in DOT headquarters, teams of players from each of the modal administrations were in contact with emergency response centers that had been activated in the affected areas (Louisiana, Mississippi, Texas) after "Hurricane Jennifer" touched down.

Tasks were required from each of the ten operating administrations, from the Federal Transit Administration's task of working with transit agencies in support of expected transportation needs of homeless persons who have been placed in shelters, to Maritime Administration advising merchant vessels of the availability of alternate ports to assure the import of relief supplies by ship, if any were needed.

In the field, the Regional Emergency Transportation Coordinators for Regions Four and Six headed teams of response experts from all DOT modes and the Interstate Commerce Commission. A total of 35 people were involved at four sites and worked with DOT's partners in the state to meet the requirements of the hurricane "victims."

In the past, railroad, motor carriers and private sector industries were most cooperative in providing needed services, but the department needed a broader framework to enable it to take advantage of their capabilities. In connection with RESPONSE '95, a meeting of 11 industries associations was convened to discuss potential contributions and explore the establishment of formal links with DOT response teams in times of disasters. In opening the meeting, DOT Chief of Staff Ann Bormolini acknowledged DOT's dependence on the private sector for transportation resources and contributions in times of disasters.

The exercise also featured international participation. Three representatives from the Japan Ministry of Transport joined the headquarters team to learn how DOT manages the flow of relief supplies. This contact was the result of a visit made by DOT officials just after the Kobe, Japan earthquake. Also participating were officials from Transport Canada who observed DOT field response in Louisiana.

The week-long exercise was a working example of the Clinton Administration's emphasis on preparation and safety.

RSPA Administrator Dedicates Gas Research Institute Pipeline Simulation Facility

Dr. D.K. Sharma, Administrator of the Research and Special Programs Administration (RSPA), delivered a keynote address to members of the press, industry and public at the dedication of a new state-of-the-art pipeline simulation facility in Columbus, Ohio on May 25, 1995.

The Pipeline Simulation Facility was developed by the Gas Research Institute (GRI) to test full-scale pipeline systems with emphasis on testing pipeline inspection tools. It has four main features, including a laboratory for tests and analyses, a pull rig for testing pipeline inspection devices, two vehicles for testing so called "smart pigs" (mechanical devices which travel inside

pipelines to detect damage), and a 4,700 foot pipeline that can simulate virtually all operating conditions. The new facility will allow industry to advance safety and reliability.

Dr. Sharma emphasized Secretary Peña's commitment to the safety of the nation's pipeline infrastructure, and outlined how the facility represents an important milestone in the developing partnership between business, industry and the government in the pursuit of improved pipeline integrity.



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Please Recycle

FRA Declares 1994 Safest Year Ever

The Federal Railroad Administration's (FRA) preliminary data for 1994 show that the number of railroad accidents decreased by 4 percent from 1993 to 1994. The statistics were recently released by Secretary Peña and FRA Administrator Jolene Molitoris at a press conference held at the National Press Club in Washington, D.C. "America's railroads have put safety first, implementing programs to improve worker and passenger safety," said Secretary Peña.

In 1978, the worst year for railroad accidents since the current system of record keeping began two decades ago, there were nearly 11,000 accidents. Last year there were 2,504.

The number of employee injuries and deaths has also dropped significantly. From 1993 to '94, employee injuries dropped from 15,410 to 13,080, a 15 percent decrease. Employee deaths reached a modern-era low of 31, a 34 percent decrease from the previous year.

Passenger fatalities last year totaled 5 compared with 58 the previous year, an abnormal year that saw the tragic Alabama incident in which a barge smashed into a bridge and derailed an Amtrak train.

The only areas that were largely unchanged during 1994 were highway-rail grade crossing collisions and trespasser incidents. When combined, these two areas are

the cause of 90 percent of rail-related fatalities. Last year 529 people trespassing on railroad property died when they were struck by trains, and another 1,500 were injured. Six hundred and fifteen people died in collisions at highway-rail grade crossings, and nearly 2,000 more were injured. Most of these occurred when drivers either ignored warning signals or recklessly drove around lowered gates to beat trains.

These deaths are especially tragic because they are preventable through personal responsibility. With industry, law enforcement and safety groups, FRA is consolidating grade crossings, developing new warning systems and educating the public on preventing such tragedies.

The safety of America's railroads today is directly attributable to the fact that FRA and America's railroads have put safety first. "We in the Clinton Administration are doing our part, supporting new technologies, such as communications-based train control systems that can increase safety and efficiency," said the Secretary. "We are working in partnership with railroads and unions to develop regulations that do the job that makes sense, that move us away from command-and-control and towards cooperation and trust."

Coast Guard Ends An Era At Sea

by LT Adolph Keyes, USCG

After nearly a century of monitoring telegraph distress calls the United States Coast Guard has turned off its Morse code equipment. This era ended on April 1, 1995, when the Coast Guard implemented its second and final phase of the discontinuance of its Morse (CW) code high frequency operations. For over 100 years, the Coast Guard has communicated with mariners over medium and high frequency Morse code. With the exception of the Automated Mutual-Assistance Vessel Rescue (AMVER) services at Guam, all high frequency Morse code operations were terminated on April 1. The Guam services will cease on June 30, 1995.

Since 1959 the Coast Guard has used high frequency Morse radiotelegraphy (HFCW) to communicate with government and merchant ships, primarily to broadcast safety warnings and navigation information, receive position and meteorological reports from ships, and to communicate with ships at sea reporting a distress alert or medical emergency.

The Coast Guard began experimenting with coastal landline communications in 1878 and explored the use of wireless telegraphy on board ship as early as 1903. In 1906, the

with SOS being the international signal for ships needing assistance at sea. On August 11, 1909, the first American ships to use the international distress signal (SOS) was the SS ARAPAHOE, which broke a shaft while sailing off Cape Hatteras. Using the international distress signal, ships came to her rescue and saved the crew and ship.

Coast Guard shore radio station operations expanded significantly after 1924. During their watch, these stations copied Morse code signals from mariners and contributed directly to thousands of successful rescue operations, saving numerous lives and thousands of dollars in personal property.

The 1927 United States Communications Instructions further stipulated that the Coast Guard must maintain a constant and efficient radio watch for distress communications on 500 kHz. This service was to always be available to communicate with deployed ships and aircraft. The mission of the Coast Guard communication service was established to receive distress alert information such as fire, flooding, sinking, severe weather conditions, etc. The service was also to provide prompt receipt of distress alert information, relay any distress alert and safety information

to any possible source for rescue assistance and provide reliable shipboard command and control.

Communication centers, established under the office of the Commandant, were operated under the communication officer, assisted by

the radio electrician, to guard the distress frequency 500 kHz. Later technologies, such as teletype and teletage, proved very efficient and reliable and eventually became a substitute replacement by many ships reporting distress alerts and sending other forms of communication messages.

The communication department staffs of the Cutters' MOJAVE and the ARGUS, Commander, Destroyer Force, New London, established the first training facilities to instruct communication officers. With no authorized specialist warrant grade, W.H. Ritter, a regular Coast Guard enlisted person, was appointed a gun-

ner (radio) at the Philadelphia Navy Yard on April 4, 1924, thereby becoming the first warrant communications officer.

Morse code also saw action during the North Atlantic

Campaign on the beaches at Normandy and World War II. Navy ships, manned by Coast Guard crew members, used Morse code and semaphore to communicate between the forces. United States Intelligence employed specially trained operators to intercept and decode enemy messages in an attempt to gain valuable information which would ultimately aid in winning the war.

Why has the Coast Guard abandoned Morse code after it has been such a valuable and effective communications tool throughout the years? Modern technology has found more efficient, rapid and secure ways of communicating.

Coast Guard operators have been viewed as a breed apart because they could send and receive Morse code messages with a rate of at least 20 words per minute and some even faster at 35 words per minute. Five years ago, the USCG Chesapeake Bay, Va., handled up to 10,000 Morse code messages a month, but in recent months that number has fallen to 500 a month.

The Coast Guard received only two distress calls in 1994 and none so far this year.

Today, vessels carry equipment that allows shipboard communications officers to activate emergency calls automatically. Satellite relay signals installed on today's vessels give the ships' exact location. Vessels will still be able to use Morse code through commercial relay stations that notify the Coast Guard of an emergency. The Coast Guard will provide this service from communication stations Kodiak, Boston, New Orleans, Guam, San Francisco and Portsmouth. Commercial radio stations will continue to communicate with boaters using Morse code. Commercial radio stations receiving distress alerts will forward them to the Coast Guard. In addition, government and merchant ships can contact designated commercial coast radio stations on HF/MF Morse code to pass safety, medical emergency reports to the



A typical shore command radio room circa 1940.

Coast Guard at no cost to the originator.

To commemorate the closing of Morse code, the Coast Guard Communication Master Station Portsmouth held a closing ceremony to conclude the Coast Guard's watch on Morse code. The ceremony was attended by many former Morse code operators, military and civilian alike.



A shipboard radio room circa 1930.

Secretary of the Treasury recommended that wireless equipment be installed on all first-class cruising cutters of the Coast Guard (the Cutter Revenue Service). As a result, the 59th Congress approved the sum of \$30,000.00 to install wireless radio equipment on 12 Cutters and in September 1907, the ALGONQUIN became the first cutter to be outfitted with wireless radio equipment under the provisions of this act.

In 1908, the Cutter Revenue Service led the fight for international adoption of 500 kHz as the international distress alerting frequency,



Before the meeting took place Secretary Peña said, "This meeting will provide a unique opportunity for dialogue among these growing economies. Transportation is a critical bond linking our economies together, and this meeting will continue the Clinton Administration's efforts to promote free trade and opportunities for economic growth."

APEC was established in 1989 to provide a forum for economies in the Pacific rim to discuss a broad range of economic issues of importance to the region. The transportation minister's meeting in Washington focused on trans-

DOT Continues To Promote Free Trade Worldwide

Continuing the Clinton Administration's efforts to promote free trade worldwide, Secretary Peña recently convened a meeting of the Asia-Pacific Economic Cooperation (APEC) transportation ministers at the U.S. State Department in Washington, D.C.

portation's role in economic growth and free trade, improving infrastructure throughout the region, utilizing new technology to support transporting goods and people, and the role of public-private partnerships in transportation initiatives.

APEC participants include Australia, Brunei, Canada, Chile, China, Hong Kong, Indonesia, Japan, South Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Philippines, Singapore, Chinese Taipei, Thailand, and the United States.

"By working together in this vast interconnected global economy, we can foster full trade and economic growth promoting democracy in these emerging new markets," said Peña.

Following the meeting in Washington, the ministers began a tour across the United States with cities showcasing American transportation technology..



FAA Deputy Administrator Linda Hall Daschle, left, and Peggy Baty, president of Women in Aviation, International, right, sign the partnership agreement. Behind them is FAA'er Janice Elrod, Airworthiness Certification Branch.

diverse populous."

During the sixth annual Women in Aviation Conference in St. Louis, Mo., FAA Deputy Administrator Linda Hall Daschle and Peggy Baty, president, Women in Aviation International, signed a historic agreement, vowing to "provide aviation education programs to the citizens of the United States."

The FAA has been supporting and assisting the Women in Aviation organization since its establishment in 1989, including participation at the annual conference. The partnership will now take that support to a higher level to increase public awareness of aviation opportunities. It will spell out joint goals for education and diversity.

"Women have brought to aviation a vital sense of mission, a strong commitment to safety, and a dedication to public service that is extremely valuable," said Daschle. "We have fought for the opportunity to be of service

Each One, Reach One by Briar Haggett

FAA Forms Partnership with Women In Aviation, International

Reinforcing the DOT's position on diversity, the FAA recently entered into a partnership with the Women in Aviation, International, to "cultivate, foster, and promote aviation education and encourage an interest in aviation to

to this industry, and we have prevailed."

In the past five years, attendance at the convention has increased from 150 people to about 1,000 this year. "The extraordinary growth of this conference demonstrates clearly that something good is happening here," said Daschle. This year's theme was "Each-One-Reach-One," which tied together the overall aviation industry revival by encouraging more people to consider aviation both vocationally and recreationally.

Daschle presented a superior achievement award to FAA'er Janice Elrod, headquarters Airworthiness Certification Branch, for her dedication to excellence in serving on the Women in Aviation's board of directors and her outstanding efforts in bringing women into the FAA. Daschle also recognized the efforts of a group of Women in Aviation members who worked to change the gender of the Airman's Information Manual to neutral. The manual, renamed the Aviation Information Manual, is expected to be issued later this year.

During the conference, several women were recognized as pioneers in aviation. Bessie Coleman, the first African-American woman to become a licensed pilot, was recognized with a new, commemorative U.S. postage stamp. Coleman was also inducted posthumously into the Women in Aviation Pioneer Hall of Fame.

In closing, Daschle told participants, "we need to move forward to expand the power and influence of women, not only in Washington, but all across the country. American aviation needs you and a lot of other women just like you, as design engineers at the drawing board, as pilots in the cockpit, as airport managers, and everywhere in-between."

Takata Seat Belts Recalled In Over Eight Million Vehicles

A voluntary safety recall was recently announced to replace or fix faulty seat-belt buckles in more than eight million 1986-1991 vehicles manufactured by 11 U.S. and Japanese automakers.

The National Highway Traffic Safety Administration (NHTSA) over the past nine months has investigated failures in certain seat belt buckles manufactured by the Takata Corporation. The investigation revealed that the companies which have agreed to conduct the recalls have acknowledged that the buckles' release buttons have broken and been rendered inoperable, creating a major safety risk.

The companies participating in the voluntary recall are Honda, Nissan, Mazda, Mitsubishi, Subaru, Suzuki, Isuzu, General Motors, Chrysler, and Ford.

Commending NHTSA's success in bringing

about the recall, Secretary Peña said, "The simple fact is that the proper use of seat belts saves 8,800 lives and prevents 161,000 injuries every year. They are clearly the most critical safety component in any car. It is absolutely imperative that seat belts themselves work properly. The swift action by NHTSA and the auto makers to commence these campaigns ensures continuing the highest level of safety."

Under the terms of the recall, the auto makers will conduct a safety recall of all vehicles with the affected seat belts, notifying all owners by first class mail that the front buckles will be repaired or replaced free of charge. The recall will include vehicles more than eight years old which are not required by law to be replaced or repaired. In addition, buckles that are not currently broken can either have the release button replaced or have a

guide shield or other effective remedy placed in the buckle to ensure its reliability. Lastly, a lifetime warranty on all front seat belt components will be extended or maintained.

"All owners of the vehicles involved should keep an eye out for a notification letter that prominently bears the words 'IMPORTANT SAFETY RECALL NOTICE' and schedule an appointment with their dealers to have the repairs made," said NHTSA Administrator Dr. Ricardo Martinez. "But if it is broken now or just doesn't seem to work right, don't wait. Call your dealer right away."

Owners who have any questions about these or any other safety recalls should call the NHTSA toll-free Hotline at (800) 424-9393. In the Washington, D.C. area, call 366-0123.

Seaway's Economic Impacts' Rise Significantly In Three Years by Kevin O'Malley

Great Lakes-St. Lawrence Seaway maritime commerce last year significantly boosted economic benefits to the U.S. Midwest region compared to 1991, according to a study recently completed for the Saint Lawrence Seaway Development Corporation, (SLSDC).

SLSDC Acting Administrator David G. Sanders explained "The sizable increases in benefits to the U.S. Great Lakes/Seaway economy reflect the recent growth in grain and steel cargoes through the Seaway system."

The updated study measured the same economic factors as the original study for comparisons — jobs (combines jobs directly created by maritime activity and jobs induced by that activity), annual personal income (direct and induced), annual revenue, state and local taxes, and federal taxes.

The study found the following economic improvements versus the 1991 study:

- 49,946 jobs, an increase of 5,318 or 12 percent;
- \$2.2 billion in annual personal income, an increase of \$259 million or 14 percent;
- \$1.9 billion in total annual revenue by Great Lakes firms engaged in handling and transporting cargo through the system, an increase of \$211 million or 12 percent;
- \$101.7 million in state and local taxes each year, an increase of \$11 million or 12 percent; and,
- \$155.8 million in federal taxes each year, an increase of \$18.6 million or 14 percent.

Other findings in the study are:

- Shippers and consignees are the economic sector that benefit the most from the direct employment impacts, the same result as found in the 1991 study;
- The movement of iron ore on the system creates the largest job impact, followed by iron and steel shipments. However, on a per ton basis, iron and steel products generate the greatest impact. For every 1,000 tons of steel moving on the system, nearly two jobs are directly generated; and,
- The movement of iron and steel products created more than \$673 million of business revenue, followed by iron ore (\$377 million) and coal (\$369 million).

The Study was performed for the SLSDC by Martin Associates of Lancaster, Pa. Updated results were obtained through interviews with the port authorities and private terminals in 16 U.S. Great Lakes port communities.

The ports analyzed on the Seaway System were: Ashtabula, Cleveland, Conneaut, Lorain, and Toledo, Ohio; Buffalo, Ogdensburg, and Oswego, N.Y.; Burns Harbor and Gary, Ind.; Erie, Pa.; Detroit, Mich.; Chicago, Ill.; Duluth, Minn.; and Milwaukee and Green Bay, Wis. Copies of the report, entitled "The Economic Impacts of the Great Lakes/Saint Lawrence Seaway" may be obtained at no charge by contacting the Saint Lawrence Seaway Development Corporation, tel: 800-785-2779 or 202-366-0091.



The SS John Brown,

seen here docked in its home port of Baltimore, Md., recently took about 600 passengers on a cruise of the Chesapeake Bay for a wreath laying ceremony to honor the courageous merchant mariners who lost their lives at sea during World War II. Most of the guests were in Baltimore to participate in the American Merchant Marine Veterans Convention. Built in September, 1942 in only 51 days, the SS John Brown was one of 2,710 Liberty Ships built during World War II in the span of about four years. The SS John Brown was involved in many invasions and trans-oceanic deployments throughout the War including the invasion of Anzio and the invasion of southern France. The John Brown now serves as an operational museum maintained by generous contributions and dedicated volunteers. For more information on the SS John Brown, its visiting hours, and its itinerary for the upcoming months, please call Herk Esibill of Project Liberty Ship at (410) 661-1550.

Livable Communities Initiative

This past month, the Federal Transit Administration (FTA) has seen a flurry of activity while promoting the Livable Communities Initiative. The initiative promotes "customer-friendly, community-oriented and well-designed transit facilities and services resulting from a planning and design process with active community involvement," said FTA Administrator Gordon J. Linton.

Grants in excess of one million dollars have been granted to repair or enhance transit authorities across the nation including the New York City Metropolitan Transit Authority, the Chicago Transit Authority, the Greater Cleveland Regional Transit Authority, the Maryland Transit Authority and the St. Louis Metrolink. Administrator Linton visited each of these sights as part of a tour to announce the award of these specialized grants and also to promote "Try Transit Week," a national effort to encourage the greater use of mass transportation.

FTA's objective is to strengthen the link between transit and the community it serves. "It is my belief that transit projects which are consistent with our Livable Communities Initiative will enhance personal mobility, increase transit patronage and improve the quality of life in our communities," said Linton.

Urban sprawl has forced increasingly longer trips and traffic congestion, factors that are diminishing the quality of life in the nation's communities. As a result, there is a renewed interest in more community-sensitive transit. Community-sensitive transit facilities and services are ones in which customer information is readily available, customers feel safe and secure, pedestrian and bicycle access are sufficient, parking is carefully managed, sufficient open space is available, and the values of the communities are reflected.

These Livable Communities however do not simply happen by themselves. They are the by-products of coordinated and participatory transit and community planning processes where transit decisions are made in conjunction with decisions on land use and other transportation investments. "At the FTA we will continue to support land use and transportation policies that encourage mixed use development, joint development of transit sites, safe and effective pedestrian access, parking management, transit pass programs, and innovative traffic engineering techniques that give priority to transit vehicles," said Administrator Linton.

Improving Safety

The FAA recently released its 1995 Runway Incursion Action Plan that lays out specific projects to continue improved airport safety, while dealing with the need to expand capacity and enhance ground operations.

The plan steps up the FAA's 1991 Runway Incursion Program in which the agency has completed 75 percent of its objectives. Included in the action plan is a timetable for new technologies, including a specific schedule for launching the Airport Movement Area Safety System (AMASS) in May, 1996 with system-wide application in 1997.

"The Runway Incursion Action Plan is based on a proactive, focused partnership with airports, controllers and the entire aviation community to achieve the common goal of increased safety," said FAA Administrator David Hinson. "While the current system is the safest in the world, this effort expands upon the unprecedented safety initiatives that emerged from the Aviation Safety Conference Secretary Peña and I convened in January this year with government, industry and aviation officials."

The plan establishes five specific functions FAA intends to address as it works to reduce surface errors at the nation's more than 570 civil airports. A runway incursion is any occurrence at an airport involving an aircraft, vehicle, person or object on the ground that creates a hazard or results in close contact with aircraft during takeoff or landing procedures. To address these situations, the action plan focuses on reducing human error, improving ground communications, development and implementation of technologies to increase surface guidance and surveillance, as well as improved ground traffic management procedures and equipment.

As a result of FAA's 1991 Runway Incursion Program, the agency has commissioned Airport Surface Detection Equipment (ASDE-3) at 11 airports nationwide, with 10 more facilities to receive equipment in 1995. ASDE-3 is an advanced digital radar that penetrates rain, snow, and fog to show controllers in the tower a picture of all airplanes and vehicles moving on runways and taxiways. A total of 34 airports will receive ASDE-3. The ability of ASDE-3 to be enhanced by new technologies clears the way for improvements to the system as the nation's aviation community enters the era of satellite navigation.

To capitalize on current technological advancements, FAA's 1995 Runway Incursion Action Plan augments ASDE-3 with the state-of-the-art automated alerting system AMASS. In less than one second, AMASS tracks all around operations, compares each movement, and automatically provides visual and audio alert of potential conflicts or even the slightest deviation in airport procedures. The first deployment of AMASS is scheduled for May 1996 in San Francisco, Calif. The agency's ongoing runway incursion effort has established a management process, and with industry participation has identified specific recommendations to improve airport surface movements. To date, the FAA has completed 30 out of the 45 projects.

Runway incursions have steadily declined since 1990. Five years ago, there were 0.43 runway incursions per 100,000 airport operations. Today, the number has dropped to 0.33. Out of 62 million takeoffs in 1994, there were 205 operation errors recorded.



The ASDE-3 Antenna monitors ground traffic enabling air traffic controllers to see positions of aircraft, fuel trucks and other traffic on airport property.



Some of the Point Hobart crew demonstrate one of the techniques learned in their smoking cessation program.

Smokeless Smokies Of The Sea

by PA3 Shannon E. Knight

Since Friday, Jan. 13, 1995, not a single member of USCG Cutter *Point Hobart's* crew, stationed in Oceanside, California, has lit a cigarette, smoked a cigar, chewed a dip of tobacco, or even

opened a pack of pipe tobacco.

Of the 12 people stationed on board, nine of them previously depended on tobacco whether they knew it or not, and according to BM I Ernie Ruoff, *Point Hobart's* executive

petty officer, only one of them didn't want to kick the habit.

"I had been thinking about getting the crew involved in a tobacco-cessation program which consisted of six classes," said Ruoff. "Initially, four people were interested in the program. Then when chewing (tobacco) was mentioned, it went from four to five, six and, suddenly, nine. The only one who didn't want to get involved was the master chief," said Ruoff.

Ruoff speaks of *Point Hobart's* officer in charge, Master Chief Petty Officer Mike Ascroft. Ascroft, a smoker for 21 years, thought he would be able to take part in the tobacco-cessation program as a mere onlooker. Little did he know the determined crew would tell his wife about their intentions and let her be the one to convince him to quit.

"The next Monday morning, he came to work saying he would join in and try to quit smoking," recalled Ruoff with a chuckle. Despite the strategies used, Ascroft has only good things to say about the efforts of the crew and himself to not only stop using nicotine, but to help each other out with the common goal.

"I'm real proud of myself and real proud of the crew," he said. "For the first couple of days, everyone was calling each other to make sure we were all doing okay." He added that the first weekend after the classes started, his phone rang almost every hour, with a different person on the other end checking his status. The teamwork is what got Ascroft through the toughest times, he said. "If they hadn't done it, I couldn't have done it," he explained. "I couldn't

have quit smoking without the crew."

Ruoff agrees that teamwork and support are the biggest reasons everyone has had success, but says that without the help of Marine Master Sgt. Joe Maher, the program's instructor, it would not have been possible. Ruoff looked to the Marines out of Camp Pendleton in Oceanside, Calif. after finding out the available Navy classes conflicted with the crew's busy schedule and operational commitments. "The Marines were just exceptionally helpful. They sent Master Sergeant Maher to check with us and work around our schedules," Ruoff said.

The classes, which began Jan. 3, covered the different reasons why people use tobacco, how to recognize what reason applies to each person using it, what methods can be used to stop, and what to expect after quitting. "He (Maher) showed us some really eye-opening statistics, which got our attention," Ruoff said.

The effectiveness of the classes led the boat's cook, SS2 Mike Kelly, to quit smoking immediately after the first class. The others, some with the help of nicotine patches and gum, all quit by the end of the last session. Although the change has put a strain on some of the daily activities of the crew, like eating healthy and maintaining even tempers, everyone seems to agree that it was an excellent thing to do — even the non-tobacco users. "I think it's great for the whole command to be smoke-free and tobacco-free," said BM2 Darren Brooks, a non-smoker. "It's better for our health and it helps keep the unit clean."

Ruoff, who has stopped smoking three times before, said this time feels much more permanent. "Knowing the entire crew is behind me is probably one of the biggest things that helps. It's easier to stay determined when you know everyone is watching you, and there is pressure to be a positive role model." But there are other incentives. "Since quitting," Ruoff said, "I taste and smell a lot more than I used to and I don't tire out as easily. Before, a flight of stairs would just about do me in."

The six classes were conducted on board *Point Hobart*. The entire endeavor cost *Point Hobart* crewmembers nothing but commitment and dedication - to themselves and each other. What they have to show for it is a proud and completely nicotine-free Coast Guard unit. "It was damn hard to quit chewing tobacco," said BM3 Garret Laws, a *Point Hobart* crewmember, "but it was worth it."



Productivity Gainsharing

by Albert C. Robinson

Would you like to save your office thousands of dollars and be eligible to receive some of the savings for yourself as a gainsharing dividend? With help from the Productivity Gainsharing System, this may eventually be a reality. The Airway Facilities (AF) Pay & Fiscal Management (PFM) Team has recently chartered a subteam to develop concepts of a Productivity Gainsharing System (PGS) within FAA's AF organizations.

The PGS subteam has been given the authority to study the benefits and costs of gainsharing proposals and systems. Upon completion of the study, recommendations will be made to PFM regarding design and use of a productivity gainsharing system to be used in Airway Facilities. Depending on the Team's specific recommendations, approval by DOT, the Office of Personnel Management, and even Congressional approval could be required.

What is gainsharing, and what benefits can be derived from it?

The PGS subteam's definition is: A group-based motivational system designed to improve productivity, enhance quality and encourage employee involvement. The dollar value of productivity and quality improvements could be returned to the employees and the organization as gainsharing dividends.

In this definition, productivity is a measure of how efficiently and effectively goods and services are produced and whether they meet or exceed customer and stakeholder expectations of quality.

Gainsharing closely links rewards with the overall performance of the organization and the role the employee plays in the decision making process. Employee involvement and empowerment through Business Process Re-engineering and the Employee Involvement Process are the major tools available to managers to increase productivity.

For gainsharing to be successful, management must provide visible and continuous support and be committed to supply the necessary resources for designing, implementing, and sustaining a gainsharing system.

Both the employee and the organization benefit from PGS. The organization benefits through improved productivity, reduced costs and improved quality in the products or services it provides resulting in an increase in customer satisfaction.

The employee benefits from improved office morale satisfaction for playing a major part in decisions that affect the work environment and the opportunity to receive a portion of the money saved.

The team itself is a varied group selected to provide a multifaceted view on gainsharing. Members are from Professional Airways Systems Specialists, FAA headquarters accounting, Fiscal and Resource Management functions, OST Office of Financial Management, and the organization of first line supervisors, (SUPCOM).



Ignatius Keyes is all smiles after being awarded the FAA's Heroism Award.

FAA's Distinguished Service Medal Given To Ignatius Keyes

In desperate situations heroes are likely to emerge. Such was the case on Alaska's Kenai peninsula recently when Mr. Ignatius Keyes saved three persons from the downed wreckage of an aircraft in which he was a passenger. For his valiant and heroic efforts Mr. Keyes was awarded the Federal Aviation Administration's Distinguished Service Award and medallion.

An Alaskan Native who works for Princess Lodge on Alaska's Kenai Peninsula, Keyes decided to join a couple of Princess guests who had scheduled a sightseeing trip. Shortly after takeoff the plane developed engine trouble and the pilot attempted an emergency landing. He crashed in the trees with the plane hanging vertically.

Although injured with a fractured back, Ignatius Keyes climbed out of the wreckage and worked to first free the pilot and then the two elderly passengers. Working frantically fearing the plane would explode, he dragged the other occupants to safety, covered them and hiked out of the dense forest to the highway to get help.

Upon finally reaching a local restaurant, Keyes succumbed to his exhaustion and was placed on the pool table to await evacuation to the hospital. While lying on the pool table, Mr. Keyes gave rescuers the location of the downed aircraft and the remaining three survivors. In the confusion that ensued upon finding the downed aircraft, Mr. Keyes was left lying on the pool table and his medical care delayed for hours.

Credited with saving the lives of the pilot and passengers, Keyes was honored at the Anchorage Convention and Visitors' Bureau annual award dinner with the presentation of the Federal Aviation Administration's (FAA) Heroism Award. The award was presented by FAA Regional Administrator Jacqueline L. Smith. Upon receiving the award, Mr. Keyes modestly told reporters he "would do it again," if it meant saving lives.

Russian Physicians Study FAA Medical Programs

The international influence of the FAA Office of Aviation Medicine was recently highlighted by a recent visit from 14 Russian physicians, 8 of them women, and all of them aviation medicine specialists. The group spent a day at Washington headquarters, and then 2 days at the Civil Aeromedical Institute (CAMI). Led by Moscow's Dr. Evgeny Khvatov (Chief of the Medical Office, Department of Air Transport), the group was interested in the structure, content, and conduct of aeromedical programs to use as a model for developing similar programs suited to the needs of the Russian civil aviation safety system.



Kathy Wade, the Civil Aeromedical Institute's medical librarian, provided demonstrations of CAMI's Internet and CD-ROM workstations for an intent group of Russian physicians. Dr. E. Khvatov, the group leader, is third from the right.

FRA And FHWA Praise Safety Efforts To Consolidate Colorado Highway-Rail Grade Crossings

Jolene Molitoris, Administrator of the Federal Railroad Administration (FRA) and Rodney E. Slater, Administrator for the Federal Highway Administration (FHWA) recently held a press conference to praise the innovative decision making by state and local transportation planners of Fort Collins, Colo., for consolidating railroad tracks and closing excess grade crossings.

Administrator Slater said, "Safety is the Clinton administration's highest transportation priority and Secretary Peña has set a goal of closing the most dangerous 25 percent of this country's grade crossings, including half of the nearly 4,500 crossings of the National Highway System (NHS). This is critical since the NHS will carry more than 40 percent of all highway traffic."

Though grade crossing crashes and fatalities have continually decreased over the past 20 years, the trend has leveled off. Colorado suffered 52 crashes, killing 13 and injuring 12 motorists in 1994.

"As our nation's economy grows, so too do our railroads. We are even seeing more freight trains operating on previously seldom-used lines where motorists were not accustomed to heavy train traffic," said Administrator Molitoris. She noted that the senseless tragedies that occur every year on America's railroad grade crossings could easily be avoided if motorists adhere to warning devices and look, listen and yield at all crossings. "At all crossings, drivers should obey lights and gates and above all, always expect a train."

Administrator Slater called the Fort Collins project a "model for hundreds of other communities across the nation," and both administrators praised the multi-government, public-private commitment of \$2.75 million that will pay for the track and roadway improvements. Two railroads, Union Pacific and Burlington Northern, will pay \$800,000 towards the project.

The funding and planning input came from FHWA, the Colorado Department of Transportation, the city of Fort Collins and the two railroads serving the community, Union Pacific and Burlington Northern. Molitoris pointed out that FRA and FHWA broke bureaucratic barriers to bring all participants to the table. She urged officials across America to use the Department of Transportation as a resource to address issues of highway rail grade crossing safety and traffic congestion caused by train-auto conflicts. FRA distributes a key resource for local officials who want to consolidate crossings to enhance safety in their communities entitled, *Guide to Crossing Consolidation and Closure*.



FHWA Administrator Slater and FRA Administrator Molitoris in Fort Collins, Colo., standing beside the Burlington Northern Hospitality Train.



Coast Guard Cadets Geoffrey Ottman (on the left) and William Dwyer will soon report to Guam for a two-year tour of duty.

Coast Guard Academy Cadets Prepare For "The Longest Journey" by PA2 Harry C. Craft, III

Every year the U. S. Coast Guard Academy prepares to graduate young men and women with sound bodies, stout hearts and alert minds with a liking for the sea and its lore. Every year the cadets prepare for the challenge of becoming an officer in the Coast Guard.

The cadets are sent to units all over the United States including Alaska and Hawaii to get their first experience in an operational unit. Every year there are cadets who get orders that will take them far away from the Coast Guard Academy.

This summer two graduating cadets, Geoffrey K. Ottman of Columbus, Ohio, and William G. Dwyer of Bridgewater, N. J.,

will make the longest journeys. They will report to the Coast Guard Cutter *Basswood* homeported in Apra Harbor, Guam.

Guam is an unincorporated territory of the U. S., and is the largest and southernmost of the Mariana Islands, in the West North Pacific Ocean. It is 30 miles long and approximately eight miles wide with a total area of 209 square miles.

"We're very excited about going to Guam. We both put in for it but we didn't think we would get it," said Ottman.

Neither man knew much about Guam before receiving their welcome aboard packages from the unit.

Dwyer, a government major, said, "There are a lot of things to do in Guam. I was surprised with all of the outdoor activities to get involved in, like golf, ten-

nis, swimming and scuba diving. I'm excited because I've heard that Guam has some of the best scuba diving in the world. I'm definitely going to do some scuba diving while I'm there. I'd like to make the dive team aboard the *Basswood* too," said Dwyer. "The six-man Navy trained dive team is one of the unique resources available aboard the *Basswood*. Their primary mission is working aids to navigation, salvage diving, battery recovery, and hull inspections."

Ottman, an electrical engineering major, said, "I'll be there for two years, and I don't think I'll get a television because I want to get involved in those outdoor activities as well."

The *Basswood* is an oceangoing buoy tender that was built in Duluth, Minn., and commissioned Jan. 12, 1944. After being in many other ports, the *Basswood* was moved to Guam in July 1967, and holds the distinction of being commissioned longer than any other Coast Guard ship assigned to Guam.

The *Basswood* is responsible for maintaining all federal aids to navigation in Micronesia. This area of responsibility is roughly the size of the continental United States. It includes more than 100 fixed and floating aids in Guam, the Commonwealth of the Northern Marianas Islands and the Republic of Belau. The *Basswood* was also responsible for the aids to navigation in Subic Bay and the Republic of the Philippines prior to the closing of the U. S. naval facility there.

Guam is one of the principal U. S. defense bastions in the West Pacific Ocean and is the site of extensive Naval, Army, Air Force, and Coast Guard installations. Petroleum refining, ship repair, and other service industries to the military establishment form a major part of the local economy.

Half-a-globe away from the academy at New London, Ottman and Dwyer will soon live the Coast Guard credo and be *Semper Paratus*.

BACK ON TRACK

FAA and Loral Sign Contract Modifications On Automated Work Station

The Federal Aviation Administration (FAA) and the Loral Corporation recently signed contract modifications to develop and install some 3,000 automated work stations for the nation's air traffic controllers.

As a result, the agency will proceed with the development and implementation of the Display System Replacement (DSR) at the FAA's 20 air traffic control centers, Anchorage, Alaska, the FAA Academy in Oklahoma City and the FAA Technical Center in Atlantic City, N.J. The delivery of the first Tower Control Computer Complex (TCCC) system to the FAA Technical Center in New Jersey will also be made. A future contract modification will be negotiated for 69 additional TCCC systems.

"The agreement will result in significant cost savings to the traveling public and taxpayers, improve aviation safety, and enhance system capacity in this century and well into the next," said FAA Deputy Administrator Linda Hall Daschle. "The decision to proceed was made only after we determined that Loral could successfully address critical issues relating to technical performance, affordability, management and program risk."

"This action is the latest step in a process by Secretary Peña and FAA Administrator David Hinson to turn the ATC automation program around," said Daschle. "It is the culmination of months of intense analysis, hard work and tough negotiations by a lot of dedicated FAA employees."

It is estimated that this latest decision and other automation program changes will result in a net cost reduction of \$1.6 billion when compared to the Advanced Automation System program approach. In addition, operation and maintenance savings in the DSR's first five years of full operation are projected to be \$50 million.

In a letter to all FAA employees, Hinson said, "I want to thank those employees who spent countless hours working to put ATC modernization back on track. When I took office, one of my first priorities was to take action to get the program back on schedule and on budget. Since then, we have focused on bringing this program in line. This recent action does just that. I am proud of the work all of the FAA'ers involved have done in bringing the program to this point, and expect that they will continue to make us all proud."

The new work stations will replace 25-year-old equipment that is hard to maintain and is strained by current traffic loads. The new units will permit controllers to easily use such new developments as Doppler radar and the Global positioning Satellite System.

The first DSR system is scheduled to be delivered to the Seattle, Wash., air traffic control center in the Fall of 1997. The final system is scheduled to be installed in the Boston center in the year 2000.

Transportation Data Directory Now Available

The DOT recently released the second edition of the Directory of Transportation Data Sources.

"The department's Bureau of Transportation Statistics (BTS) has done a valuable service for those who require transportation information," Secretary Peña said. "Users of transportation statistics are provided with a comprehensive inventory of transportation data sources to effect easier accessibility and availability of information."

The Directory contains information on transportation databases and regularly scheduled or special-published statistical reports developed within the federal government and private industry. This years edition also contains transportation information from Canada and Mexico.

Dr. T.R. Lakshmanan, Director of the BTS, said that "Accessibility to this data is vital to the transportation community. Providing the information in one source makes the data more readily available and widely known to planners, researchers and analysts, and allows for easier access and use of the material."

The Directory is also available on diskette in a dBase viewer format.

To order the Directory of Transportation Data Sources or for further information, contact the BTS at (202) 366- DATA or by fax, (202) 366-3640.

Tower Dedicated

The FAA and the Norfolk Virginia Airport Authority recently dedicated the new airport traffic control tower and terminal radar approach facility at the Norfolk International Airport, Norfolk, Va.

The new tower replaces the existing facility which was built in the 1950's. Standing 134 feet tall, the new, \$4.5 million structure houses seven air traffic control operator positions for local and ground control in the tower cab. Twenty controller positions are situated in the 14,500 square-foot base building, which provides radar approach control. The tower and base building house state-of-the-art equipment which includes airport surveillance radar and communications equipment as well as office facilities for approximately 100 FAA Air Traffic and Airways technical personnel.



DOT Initiative Named Semi-Finalist For Prestigious National Award

A Clinton Administration initiative designed to reinvent government and make federal transportation dollars go further has been named a semi-finalist for the prestigious Innovations in American Government Awards program.

The department's Partnership for Transportation Investment moves beyond the use of only one method of funding public infrastructure — grant reimbursement — and allows states and localities to use multiple strategies for financing, such as financial markets do. By beginning projects sooner, states provide benefits more quickly to transportation users and the economy, avoid inflation in construction costs and avoid additional interest costs on bonds.

The partnership has made possible 35 new projects in 21 states, valued at nearly \$2 billion. Each \$1 billion invested in transportation produces 25,000 new construction-related jobs. DOT continues to receive applications under the partnership.

"The partnership enables America to stimulate increased

investment in transportation and increase value without spending additional federal dollars," said Secretary Peña. "It is a model initiative that serves as the foundation for how we can do more with less and is part of the broad restructuring proposal."

The Innovations In American Government Awards program is sponsored by the John F. Kennedy School of Government at Harvard University and the Ford Foundation. The program selected the 100 semi-finalists from a pool of 1,451 applications. In July, the field will be narrowed to 30 finalists. The National Committee on Innovations in American Government, chaired by former Michigan Gov. William G. Milliken, will then select 15 winning programs, each of which will receive a \$100,000 grant. The other 15 finalists will receive a \$20,000 grant. The winning programs will be announced in the Fall of 1995.



by PA1 David M. Santos

Coast Guard Academy's Top Scholar

There are two things Cadet Scott Kirkpatrick Jr. credits with his success at the Coast Guard Academy - hard core studying and time management. This month the Essex, Conn., native will graduate with a 4.0 grade point average, the highest of his class, and a commission as an ensign in the Coast Guard.

He spent a year at nearby Connecticut College before entering the academy. "I chose the academy because I knew I'd get a good education," he said, "and I wanted a challenge."

During the school year Kirkpatrick's daily challenge started at 6 a.m. By 6:45 he'd already been to a morning formation and finished breakfast. He spent the rest of the morning in class or performing administrative tasks as class president. After lunch there were more classes to attend before sailing practice, which usually ended about 6 p.m. After dinner it was time for homework

and studying, which he usually didn't finish until midnight.

While at the academy, the 22-year-old left his mark in many ways. He was one of 12 people in the state interviewed in the semi-finalist competition for the Rhodes scholarship program. He was not selected, but plans to reapply next year.

He was elected class president by his classmates for the last three years and recently implemented a subordinate feedback and appraisal system within the corps of cadets. The system allows freshmen and sophomores to provide anonymous feedback on their cadet supervisors who are juniors and seniors. The supervisors take the appraisal back to their advisors and evaluate the information.

Kirkpatrick was also a member of the academy sailing team which qualified for the collegiate dinghy nationals. "He came back from an injury and jumped into the top spot on the dinghy team," said head sailing coach Allen Kruger. "He can juggle a lot of responsibilities and keep it all going."

"The lowest grade I've gotten here was a C-plus on a paper," Kirkpatrick said. "I was really upset with myself, but I got a chance to rewrite it and got an A-minus. I love to work hard, but you've got to get involved in other things and strike up a balance. I try not to do homework on weekends unless I've got a test coming up. Then I'll study on Sunday too."

"What he's done ... it just doesn't happen," said Lt. Cmdr. Patrick Kelly, chief of the leadership section at the academy, and Kirkpatrick's academic advisor. "To go through the academy and get all A's is virtually unheard of. I expect continued outstanding performance once he gets out into the operational Coast Guard."

This summer Kirkpatrick will report to his first duty station, the Coast Guard Cutter *Conifer*, a buoy tender homeported in Long Beach, Calif. On an average day, young men and women, like Kirkpatrick, on board Coast Guard buoy tenders service 150 aids to navigation in and around U.S. waters.



Race for the Cure
All Headquarters employees are urged to join in the

fifth annual Race for the Cure of breast cancer Saturday, June 17.

Secretary and Mrs. Peña will be leading the department in the race, which begins with celebrity quests and a warm-up at 8 a.m. with the race at 8:30 a.m.

Look for the DOT banner at 14th and Constitution Ave., N.W. Over the past several years, the DOT has maintained the highest participation rate of all federal agencies. This year, the Secretary of Commerce has issued a challenge to Peña to exceed the participation rate of DOT.

A post race celebration at the DOT banner, including refreshments and photo opportunities, is planned for employees.

Choose either a five-kilometer run or walk, or a one-mile fun walk. Call x64243 for information.

'Tis The (Open) Season

Federal employees have until July 31 to join the federal Thrift Savings Plan or to make changes in their current investments in the plan. Investment choices include: the G Fund, a U.S. Treasury securities fund, which had an annual increase of 7.9 percent between 1988 and 1994; the F Fund, a bond fund with a 7.7 percent annual return during the same period; and the C Fund, a common stock fund, which went up an average of 12.1 percent annually.

DOT's Procurement Best-In-Class Symposium

Recently, Deputy Secretary Mort Downey recognized several DOT Procurement offices by handing out "Best-In-Class" and "Runner-Up" Certificates to DOT procurement office representatives.

Ten individual procurement offices from across the nation were recognized by Deputy Secretary Downey for the outstanding work they perform: Federal Aviation Administration (FAA) Headquarters; FAA Northwest Mountain Region; FAA - Central Region; RSPA - Headquarters; USCG - Norfolk; USCG - Alameda; Marad, FTA, FRA, and OST - Headquarters. "These awards do more than recognize excellence they recognize teamwork," said the Deputy Secretary. "You've all set the benchmark for achievement that others should aspire to in the future."

In March and April of this year, 28 DOT procurement offices volunteered to be measured with a customer survey, an employee survey, a management self assessment survey and a statistical analysis. In lieu of reviewing contract files for compliance, the Office of Acquisition and Grant Management, M-60, along with an interagency team, re-engineered the procurement oversight process by offering a procurement measurement process focusing on customer satisfaction, employee empowerment, and management assessments. Measurement results compare DOT procurement

offices to each other to determine best or optimum practices. These "Best Practices" are then shared with other procurement offices to cause dramatic improvements in office operation. Individual procurement offices then refine and improve their operation rather than having headquarters dictate recommended changes across the board.

Representatives from the Department of Transportation, Treasury, Commerce, General Services Administration (GSA), and Health and Human Services comprised the Interagency Team. A performance measurement model was developed by the team as a direct result of the findings in Vice President Al Gore's National Performance Review (NPR).

The performance measurement model was tested repeatedly during the summer of 1994 in 14 procurement offices across the country three of which were offices within DOT. The model was improved and implemented in DOT beginning in March of 1995. Internal customers, individuals requesting services from the procurement office, completed a customer service survey while procurement employees completed an employee survey. Managers, throughout the process, assessed their procurement operations. Results were then displayed in chart format to show where offices needed to pinpoint improvement efforts. Survey data not only focused on customer and employee

satisfaction but on how important customers and employees considered the issues of the survey.

From reinventing Government initiatives to major changes in procurement law and regulation, procurement has been a target area of change. DOT is the first of ten civilian agencies, the others being Treasury, State, Energy, GSA, HHS, Interior, Social Security Administration, Peace Corps and Commerce, to implement the procurement performance measurement model, collect data and utilize best practices. While Energy, GSA and Commerce have mandated the model, 28 DOT procurement offices throughout the country (including all of FAA's procurement offices) volunteered to participate. Over 1,400 DOT employees participated in measuring their procurement offices performance.

With so much change taking place throughout the federal government, procurement offices from a small regional office to a major headquarters office strive harder than ever to save taxpayer dollars and at the same time fine tune the procurement process. Winning awards such as this provides procurement employees with the motivation and enthusiasm to strive for excellence in creating a better DOT.

Closing the awards ceremony Deputy Secretary Downey said, "I look forward to seeing how positive changes being made today in DOT procurement offices help to make improvements in the future."