

# DOT Today

Jan.-Feb. 1996  
Special Edition  
Volume V, No. 4  
U.S. Department of Transportation

Moving America Together

## Gail C. McDonald

Sworn In As  
**New Seaway Administrator**



On January 2, Secretary Peña swore in Gail C. McDonald, former chairman and a commissioner of the Interstate Commerce Commission, as administrator of the Saint Lawrence Seaway Development Corporation.

The Corporation operates and maintains the St. Lawrence Seaway in cooperation with the Seaway Authority of Canada, and globally promotes increased maritime trade for the entire Great Lakes Seaway system.

Secretary Peña lauded McDonald for her outstanding transportation leadership at the ICC, for her success in the private sector, and for her many achievements in state government in Oklahoma.

"This distinguished record makes her eminently qualified to assume the duties of the U.S. Seaway Administrator," said Secretary Peña.

McDonald said, "I welcome the opportunity to work with the Department of Transportation and the Great Lakes maritime

community in enhancing the competitive position of the Great Lakes Seaway system."

She added, "This dynamic international trade route generates enormous economic benefits for the binational region it serves, and I am committed to advancing its worldwide reputation as one of North America's busiest, cost competitive and reliable marine transportation arteries."

McDonald, a native of Ft. Worth, Texas, is the Corporation's seventh administrator and the first woman to ever hold the post. She was appointed as an ICC commissioner by President Bush in 1990, became vice chairman in 1992 and was named chairman by President Clinton in February 1993. She served in that role until March 1995.

Before joining the ICC, she served eight years as

Gail C. McDonald (left) was sworn in as the seventh administrator of the Saint Lawrence Seaway Development Corporation by Secretary Peña (right) on Jan. 2, 1996, in Washington, D.C. Her husband, Danny (center), held the bible during the ceremony.

the associate director of regulatory affairs at the Gas Research Institute in Washington, D.C. Prior to that, she served as director of the Energy Conservation Services Division and as executive assistant to Commissioner Norma H. Eagleton at the Oklahoma Corporation Commission. In 1979 she was a legislative aide to Oklahoma Senator David L. Boren, and was his Assistant for Education and Cultural Affairs when he was Governor.



## ONE LEVEL OF SAFETY

### FAA Announces the Most Comprehensive Changes Ever in Aviation Rulemaking



Marking the most comprehensive changes ever in aviation rulemaking, Secretary Peña and Federal Aviation Administrator David Hinson recently announced the Commuter Safety Initiative. The Initiative is a new set of rules that will result in the same high standard of safety for passengers on scheduled airlines, whether they board a "jumbo jet" or a "10-seater."

The commuter rule requires commuter airlines to meet the same operational, equipment and performance safety standards as major carriers. It requires all commuters that operate aircraft with 10 to 30 seats to meet the same or equivalent safety standards as the major air carriers. Prior to this rule, there was one set of rules for airplanes with 31 or more seats and another for 10 to 30 seat commuters.

President Clinton praised the new standard saying, "A universal high level of safety for all commercial airplanes is a bold step forward in the interest of passengers and demonstrates how common sense government can make a real difference in the lives of Americans."

In addition to the commuter rule, the Commuter Safety Initiative includes a final rule requiring more comprehensive training standards for air carrier pilots. These requirements include new Crew Resource Management standards that move forward the FAA's efforts to address "human factor" problems regarding flight crew and dispatches. The FAA also issued a Notice of Proposed Rulemaking that would require airlines to comply with proposed new flight/duty/rest standards for pilots.

"These new rules fundamentally enhance the way a vital segment of the air travel industry operates and meets a personal commitment I made to Americans a year ago," said Secretary Peña. "These new standards provide the nation with

the tools we need to meet the vast growth in commuter aviation. We have made an impressive move forward in government, labor and industry towards our mutual goal of 'zero accidents.'"

A major focus of the commuter rule is a new requirement for all commercial operators to appoint a safety officer, improve their ground deicing programs, upgrade operations and air-crew manuals, implement a carry-on-baggage program and introduce a proper dispatch system. It also requires duty limits for aircraft maintenance workers and additional passenger safety equipment such as medical kits and fire protection devices.

"The Commuter Safety Initiative will be recognized as a bold move in commercial aviation safety," said FAA Administrator Hinson. "Safety is the fundamental thread running through everything the FAA does and this new comprehensive package of rules underscores that commitment. I am particularly proud of those in the agency who contributed to this monumental effort. It is truly remarkable that exactly one year after Secretary Peña announced this initiative, we are issuing a final rule."

The initiative was achieved in an unprecedented amount of time by a team of dedicated FAA'ers led by Commuter/Air Taxi Branch Manager Katherine Hakala.

"Thanks to their extraordinary efforts, we have taken another step toward our goal of zero accidents," said Hinson. "The FAA is very proud of the contributions they will make to U.S. aviation safety. And we're proud of the dedicated men and women who have worked so hard over the past year to make them possible."

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## FRA Administrator Receives "Woman of the Year Award"

Jolene M. Molitoris, administrator of the Federal Railroad Administration, has been selected as "Woman of the Year" for 1995 by the Washington, D.C. chapter of the Women's Transportation Seminar (WTS).

Molitoris was honored as a leader in transportation and for her outstanding contribution to the transportation industry. In addition, the FRA administrator was honored for directly contributing to the advancement of women through opportunities in the transportation field and for her career achievements and support of women and in advancing the reputation and credibility of women in the industry.

In presenting the award, Laurie Radow, president of WTS, said, "In honoring Jolene Molitoris as our 'Woman of the Year', we congratulate one of our own, an enthusiastic member of our chapter and a

founding member of her chapter in Columbus, Ohio. A long standing member of WTS, Jolene understands the importance and value of bringing women into the transportation industry's workforce and the leadership positions."

Chosen by President Clinton as the first woman to head the FRA, Molitoris has supported many innovative rail safety and infrastructure initiatives and moved the FRA toward a more customer-driven and efficient agency. She also worked to create partnerships among passenger and freight railroads, rail labor, management, and suppliers, and the federal, state and local governments.

The D.C. chapter founded the National Women's Transportation Seminar Organization, which is devoted to helping women in transportation succeed. It now has 25 chapters throughout the country with more than 2,750 members.

## Time to Surf The Web

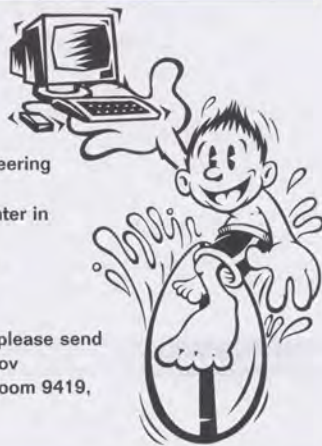
The Mike Monroney Aeronautical Center is now on the World Wide Web.

The Center's Web page allows the browser to obtain information services throughout the Center, the FAA Academy, the Civil Aeromedical Institute and the National Airways System Engineering Division. The address is <http://www.mmac.jccbi.gov>

The Coast Guard's Basic Instructor School (BIC) at the United States Coast Guard Training Center in Petulma, CA recently joined the World Wide Web as well. The site focuses on Performance Technology. The site is designed as a forum for the discussion and dissemination of information relating to instructional design and delivery, training, leadership and education. The address is <http://wco.com/~tcpettpf/tp.htm>

If your office is on the World Wide Web and you would like to see it printed in the DOT Today, please send your World Wide Web address via e-mail to the following address: [jim\\_gower@postmaster2.dot.gov](mailto:jim_gower@postmaster2.dot.gov)

You can send your World Wide Web page address via mail to Jim Gower, OST Public Affairs, Room 9419, 400 Seventh St., Washington, D.C. 20590 or by fax to (202) 366-7270.



## DOT Today

Volume V, No. 4 Jan.-Feb. 1996

DOT Today is an official publication of the U.S. Department of Transportation, under the direction of the Office of the Secretary, Office of Public Affairs. It is a monthly publication and is distributed to DOT employees nationwide.

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Director of Public Affairs  
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Design

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The deadline for the March 1996 issue is February 26.

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



Please Recycle

## DOT Releases 1995 Transportation Statistics Annual Report

The DOT has just released the 1995 Transportation Statistics Annual Report. The report is the second annual summary of the state of the transportation system and its consequences from the department's Bureau of Transportation Statistics.

"Our transportation network is the backbone of our economy. Transportation demand accounted for \$688 billion, or 11 percent of America's gross domestic product in 1993," Secretary Peña said.

The report, based on the latest available data, includes a thematic section on the "Economic Performance of Transportation," which discusses the trends in productivity of transportation services and the underlying factors as well as the contribution that highway investments made to the overall performance of the American economy.

Some important revelations the report mentions are that households on average spent \$5,453 for transportation during 1993. This represented nearly 18 percent of household expenditures. In 1992, all levels of government comprising the public sector expended \$113 billion for transportation and 70 percent of those expenditures were covered by user charges.

The Bureau's director, Dr. Lakshmanan said, "Transportation is a major factor in America's economic productivity and to our national competitiveness. In fact, a clear majority of studies both in the U.S. and elsewhere in Europe and Asia conclude that highway capital investment makes a positive contribution to total economic output."

The report is available in paper form as well as electronically via the Bureau's Internet at: <http://www.bts.gov>

Printed copies may be requested by calling (202) 366-DATA, by fax at (202) 366-3640, or by writing to the Bureau of Transportation Statistics, U.S. Department of Transportation, Room 3430, 400 Seventh Street, S.W. Washington, D.C. 20590.

**"Our transportation network is the backbone of our economy. Transportation demand accounted for \$688 billion, or 11 percent of America's gross domestic product in 1993," Secretary Peña said.**

## Correction

In the December issue of DOT Today the article titled "The DOT Connection — Truly A One-Stop-Shop," was mistakenly attributed to an incorrect author. The byline should have read Susan Schwartz.



BMCS Jim Nolda mentors future officers at the Coast Guard Academy.

After 16 years in the Coast Guard, Senior Chief Jim Nolda has seen a lot of duty stations and gained a wealth of experience. He has experience as a hands-on supervisor and mid-level manager. He is a qualified boarding team leader. He's been a buoy deck supervisor, and served as an officer-in-charge.

In his current job at the Coast Guard Academy, Nolda is putting his experience to work in a different way. He's involved in a new program that gives senior enlisted members a chance to do something they are uniquely qualified to do. He's a mentor to future Coast Guard Officers.

Senior enlisted members at the academy are shaping the future of the Coast Guard by mentoring cadets. By sharing experiences and explaining leadership techniques, Nolda and other mentors are helping to develop the new crop of ensigns headed to the fleet. "One of the things I tell them is that 50 percent of your day will be dictated by unplanned events," Nolda said. "It's how you handle those

## Enlisted Members Teach Cadets About "Life in The Guard"

events that will make all the difference to your people. And that's very important because that ship that you're going to be stationed on is just a big floating piece of metal. It's the people on that ship that make it run."

First Class Cadet Mike Ryan, a civil engineering major, is preparing to graduate in May. He's being mentored by Nolda and thinks the program has some very real benefits. "I've learned that as a junior officer, and throughout your career in the Coast Guard, what makes or breaks you is your relationship with the senior enlisted," Ryan said. "They understand both the command's objectives and the crew's capabilities. They are one of the most valuable resources we have and we need to cultivate a solid working relationship with them."

Petty Officer Victor Battin, an assistant company officer at the academy, is also involved in the mentor program. "Typically an officer's first tour is a shipboard tour where they will interact mostly with a Chief Petty Officer," Battin said. "If they have a bad experience during that first tour it can haunt them for the rest of their careers. After that first tour they get farther and farther from having that direct interaction with enlisted members. Sometimes they'll base their perceptions on that first experience. The mentors give cadets more exposure to enlisted personnel and give them the opportunity to form a more valid opinion."

"I remember when I was a first class petty officer," academy Command Enlisted Advisor Master Chief David Evans said. "Our district commander talked about the chief who helped guide him in the early years of his career. He said without that chief, he wouldn't have made it."

Evans developed the program at the academy

with help from the Commandant of Cadets, Capt. Patrick Stillman, and the Assistant Superintendent, Capt. Robert Olsen. He recognized the need for cadets to have access to enlisted advisors when his son was attending the academy. "He would bring classmates home and we would all sit down and talk about issues," Evans said. "Then, one day there were about nine of them in my living room asking me questions." But bridging the gap between enlisted members and cadets would be a challenge.

"When I first arrived at the academy," Evans said, "I had to make some major adjustments. Most of the enlisted members had no idea what cadet life was like. Some believed they were not allowed in the barracks. But we've broken down a lot of barriers. It used to be a cause for concern to see a chief in the cadet barracks. Now it's not uncommon to see a chief at 8 o'clock at night sitting and talking to cadets about issues in the Coast Guard," he said. Now there are 36 mentors involved in the program, with four assigned to each company of cadets.

"The mentor program has proven to be a win-win situation," academy superintendent Rear Adm. Paul Versaw said. "The cadets have a better understanding of the quality and capabilities of the enlisted corps and the enlisted corps have a better understanding of the cadets. If you take a look at what's happening between the chiefs and the petty officers here you'll see that this principle is being applied across the entire academy community. We do things in preparation for where we're going to be in the future. If we want to be the leadership center for the Coast Guard we have to harness, maximize and utilize the potential of all of our people," Versaw said, "and that's what mentoring accomplishes."



### DOT's CFC Campaign a Success

The department's 1995 CFC Campaign once again not only met its goal but surpassed it.

A total of \$1,247,094 was raised by department employees.

Congratulations DOT!



### Federal Buildings Soon to Post Missing Children Posters

President Clinton signed an Executive Order recently that will set aside an area in all federal buildings for the posting of missing children notices.

"This is more than a bulletin board, this is a helping hand," said Claudine Ryce, the mother of nine-year-old Jimmy Ryce who was kidnapped in Miami and murdered by a stranger last year.

"For every parent, one of the most horrible things imaginable is the disappearance of a child," said President Clinton. "We must do whatever we can to help parents in these situations find their children."

He urged people to "look twice at the photos of missing children you see in the

mail, on your milk cartons and now, in federal buildings across the country."

About 300 kidnappings occur each year in which the suspect is not a family member, according to the National Center for Missing and Exploited Children, which is funded by the Justice Department. A far larger number, 350,000, involve family abductions.

The federal building displays will not be mixed in with other notices, such as wanted posters or job openings. The President's Executive Order specifically requires that a space be set aside for the posting of missing children.

Take the time to look, it may mean the difference between life or death.

### DOT Awards \$16 Million to Accelerate Standards For Intelligent Transportation Infrastructure

As part of an initiative to promote Intelligent Transportation Infrastructure (ITI), the DOT announced a series of cooperative agreements, totaling \$16 million in commitments over the next five years, with \$2 million guaranteed for fiscal year 1996, to five organizations to spur development of standards for ITI equipment.

ITI is a national effort designed to improve traffic flow and reduce congestion, saving time for millions of commuters and companies and improving safety on the nation's roads. Under ITI, advanced and emerging technologies in fields such as information processing, communications and electronics are developed and applied to surface transportation systems to use the nation's infrastructure more efficiently. Examples of ITI include automated highway systems, traffic operation centers, electronic toll booths and computerized traffic control systems.

"I have set a national goal of developing Intelligent Transportation Infrastructure across the United States within a decade," said Secretary Peña. "ITI will save time and lives and improve the quality of life for Americans everywhere. In addition, our state and local partners can use Intelligent Transportation Infrastructure to increase transportation capacity today and to provide a modern transportation network for the next generation of Americans."

Congress mandated funds for the cooperative agreements in the 1991 intermodal Surface transportation Efficiency Act, which directed the Secretary to "develop and implement standards and protocols to promote widespread use and evaluation" of ITI technology.

### Norfolk Based Cargo Ships Return From Bosnia Ops

Two Ready Reserve Force cargo ships which served in NATO operations for Bosnia were recently welcomed home to Portsmouth, VA.

The 648-foot long Cape Race and Cape Rise were welcomed home by family, friends, military officials and a Navy band at their berth at Moon Engineering Company in Portsmouth.

The large, gray cargo ships are a familiar sight to Waterside and Town Point Park visitors. They are berthed on the Portsmouth side of the Elizabeth River and have red, white and blue stripes on their smoke tracks.

The ships' crews are civilian merchant mariners, many of whom live in the Hampton Roads area. The ships have logged more than 17,000 miles each since departing Norfolk on Dec. 3, 1995. They moved equipment from England, Belgium and Germany to Croatia for British NATO forces serving in Operation Joint Endeavor.

RRF ships are owned and maintained by the Maritime Administration. John Graykowski, Deputy Maritime Administrator for Inland Waterways and Great Lakes participated in the ceremony. Officials from the agency's South Atlantic Region also attended.



Atlanta firemen evacuate a MARTA train. The FTA seminar was conducted to evaluate emergency response capabilities of local agencies in preparation for the 1996 Olympics.

As real as this may seem, it is merely a scenario created during the recent Fire Life Safety Training Seminar sponsored by the Federal Transit Administration (FTA) and conducted by the Transit Division of the Transportation Safety Institute (TSI). The purpose of the seminar was to evaluate the emergency response capabilities of local agencies in preparation for the 1996 Olympic Games.

After the rescue and evacuation exercise, the bus was set ablaze so that seminar participants could compare burn times with evacuation times. After the fire was extinguished by the Atlanta Fire Department, a debriefing was held at the scene. Jim Hall, Chairman of the National Transportation Safety Board, told the participants that lessons learned from such drills can and do save lives. Federal Transit Administrator Gordon Linton complimented the emergency responders and indicated that because transit safety and security is of such importance such training exercises will be undertaken more frequently.

According to TSI's Bob Lower, there were more than 360 participants in the seminar. A series of meetings are scheduled to take place in Atlanta to discuss the exercise and lessons learned. TSI is based at the Mike Monroney Aeronautical Center in Oklahoma City. The Transit Division offers a wide range of safety and security training courses and seminars on behalf of the FTA.

For more information on the Fire Life Safety Training Exercise, or for more information on TSI, please contact Bob Lower, manager, Transit Division at (405) 954-3682.

## FTA Sponsors Fire and Life Safety Training Seminar by Judy I. Richey

Imagine the following scenario...police in Atlanta, Ga., receive a call that some sort of accident had occurred north of the Bankhead rail station. Metropolitan Atlanta Transportation Authority (MARTA) train controllers also report that they cannot contact the train in that area by radio and that the train has yet to clear a signal as scheduled. MARTA police are dispatched immediately to investigate.

Upon arriving at the scene, officers are faced with a wreck of major proportions. They find a MARTA train standing on the track but with all doors closed and numerous bodies strewn throughout the two-car train. The third rail is still "hot" with 750 volts running through it. Next to the train is an overturned MARTA bus, leaking fuel with bloodied passengers screaming for help. The train operator and the bus driver are dead. An injured train passenger was becoming hysterical and unruly. A call for help went out and, within precious minutes, the Atlanta Fire Department and other local emergency response agencies were on the scene. News media cameras were everywhere. There were hundreds of onlookers.



After the Fire-Life Safety Seminar, the Atlanta MARTA bus was set ablaze to compare burn time with evacuation time.

## Federal Financing Guaranteed For Second American Shipyard

The resurgent U.S. shipbuilding industry received yet another boost from the Department of Transportation recently when Secretary Peña executed a federal financing guarantee for a second American shipyard to build oceangoing commercial ships for export.

The \$53 million project is for the construction of two 472-foot-long chemical carriers to be built by Alabama Shipyard, Inc., Mobile, for the Danish firm Dannebrog-Rederi AS.

"This federal guarantee is another step forward in providing the U.S. shipbuilding industry with the tools it needs to compete in the global marketplace," President Clinton said. "This project will result in more jobs for the people of Alabama. I am pleased that my Administration has been able to assist in reinvigorating American shipbuilding."

Appearing with representatives of Dannebrog-Rederi AS, the Maritime Administration, Alabama Shipyard, Inc., and Congressman Sonny Callahan, Secretary Peña said, "America is back in the world shipbuilding market and we're here to stay and create jobs. This project will support 700 jobs at the shipyard and supplier company."

"This is the second major shipbuilding deal during this Administration, the second major shipbuilding deal in more than 30 years. Given the right tools, American shipbuilders can compete with the best in the world, and this is proof that we are."

In 1993, President Clinton announced a five-part program to strengthen the American shipbuilding industry. As part of that program, President Clinton and Congress expanded a ship financing program which previously had been available only to American vessel owners.

Under the ship financing program administered by the Maritime Administration (MARAD), the government does not make direct loans. Funds are secured in the private sector with repayment guaranteed by the government.

For more information about the federal ship financing program, please contact MARAD's office of Ship Financing at (202) 366-5744.

## Secretary Peña Announces New Transportation Administrative Service Center

At a January 24th ceremony attended by senior DOT officials, employees, and other invited guests, Secretary Peña cut the ribbon that officially signaled the beginning of a new entrepreneurial enterprise here at DOT—the creation of the Transportation Administrative Service Center (TASC). Deputy Secretary Mort Downey joined the Secretary in congratulating Melissa Spillenkothen, Assistant Secretary for Administration, for leading this remarkable accomplishment.

"The Assistant Secretary should be commended in taking the bold steps necessary to challenge the system and make the kind of improvements in cost, quality and service being touted by the President and Vice President," said the Secretary. The Center was created as a result of a National Performance Review effort to position administrative functions in the department to become entrepreneurial, efficient, competitively priced and customer-focused. It is in this spirit that TASC will

provide a full range of administrative services to the department and other government organizations at competitive rates. All the operational activities that were previously performed in the Office of the Assistant Secretary for Administration are now located in the Center and restructured into 11 lines of business and two staff offices that focus on: 1) customer service and 2) cost accounting and business systems. The long-term goal is to operate as a fee-for-service entity.

TASC customer service representatives are busy meeting with organizations throughout the department to explain Center services and to solicit ideas on possible new services to add. Currently, TASC offers a wide variety of administrative services including major systems development and information technology operations, an award winning multimedia animation and computer graphics capability, and worklife and career information services available in the DOT Connection. Secretary Peña encouraged the audience to pick up handouts and visit the display boards describing TASC services. TASC employees were also on hand to answer questions and provide additional information about Center services.

Assistant Secretary Melissa Spillenkothen believes the new Center's motto, "Our 'TASC' Is To Get The Job Done!" underscores the Center's "absolute commitment to listen to our customers and deliver the services they want better, faster and at a better price."

Call the Center's customer service office today on (202) 366-4747 to find out more about what TASC can do for you.

Secretary Peña and Deputy Secretary Mortimer Downey lend a helping hand to Assistant Secretary for Administration Melissa Spillenkothen in officially opening TASC.



**"This agreement with China is the capstone to a year of tremendous success in building better aviation links throughout the world," said Secretary Peña.**

## Historic Accord Signed With China

The DOT recently negotiated a new bilateral aviation agreement between the United States and China which permits the first non-stop service by an American carrier between the two nations. This was the 29th aviation agreement reached by the Department of Transportation as part of the Clinton Administration to aggressively expand economic opportunities and connections throughout the world. "This is an enormous step forward in our efforts to liberalize worldwide aviation and forge stronger economic ties around the globe," said Secretary Peña. "Airlines and consumers in both our nations will reap long-lasting benefits from this accord."

The agreement also provides for expanded code-sharing opportunities for U.S. and Chinese airlines. U.S. airlines without direct flights to China will be authorized to put their code on the Trans-Pacific flights of the Chinese airlines. Chinese airlines will be allowed to put their code on the flights of any U.S. airlines and, thereby, offer improved service to up to five more U.S. cities than are currently authorized for service by Chinese airlines. U.S. airlines will obtain similar opportunities to code share with Chinese airlines on a two-year phased-in basis to up to five additional points in China.

During Secretary Peña's 17-day eight-nation trade mission in Nov. 1995, new bilateral agreements were also signed with the Philippines, Hong Kong and Macau. In early December, a new agreement was also reached with India which allows direct service to begin in January, 1997.

"This agreement with China is the capstone to a year of tremendous success in building better aviation links throughout the world," said Secretary Peña. "It means more choices and better fares for consumers and greater economic opportunities with our trading partners."

## Coast Guard Responds to Spill Off Rhode Island Coast

by David M. Santos

The Coast Guard Cutter *Bittersweet* (immediate right) uses the Vessel of Opportunity Skimming System (VOSS) to collect oil spilled from the barge North Cape. The North Cape was being towed by the *Scandia* when a fire broke out on the 112 ft. tug during a storm on the afternoon of Jan. 19. The tug released tow of the barge which then spilled an estimated 828,000 gallons of home heating oil after grounding off Moonstone Beach in Rhode Island. With a storm packing gale force winds and rough seas approaching, Coast Guard and emergency personnel worked feverishly to pump all remaining oil off the stricken barge to avoid further damage to the surrounding area.



## Airport Development for Madrid, Spain

by Larry Kiernan

Development of Barajas Airport, serving Madrid, is one of the most promising endeavors on the European aviation scene. Capacity is increasing and service levels are improving at the airport, which is the thirteenth busiest in Europe and a popular gateway for air travelers from the United States. The airport presently is in the early stages of a massive expansion plan which will accommo-

date traffic through the middle of the next century. at Barajas. The declared capacity of the runways has been increased and two new terminal gates are in operation with a new passenger concourse under construction.

While these improvements are impressive, they are largely interim measures, coping with traffic growth until a long-range solution can be put into place. The most serious challenge for Madrid was

debt financing. Since noise is an issue for the expansion plan the airport has installed a state of the art noise monitoring system and intends to refine flight paths to minimize annoyance.

Carl Ball, a planner from FAA's Great Lakes Region, was a key participant throughout the planning process. Ball is an author, with fellow FAA'ers Jon Fieweger and Tom Hilquist, of the 1991 report that is the foundation for Plan Barajas. Ball's continuing close collaboration with the DGAC's office, and the presence of airport planner Ashraf Jan on the CAAG, have helped to keep the plan on course.



A model of Barajas' new passenger concourse.

date traffic through the middle of the next century.

The situation is especially remarkable because, less than 10 years ago, Madrid was considered a potential obstacle to the expansion of air transportation in Europe. In 1987 it was predicted that Barajas Airport would be severely congested within 10 years. Hardly anyone was optimistic about the long-term viability of Barajas and there was doubt whether the existing airport could be expanded.

The key to preserving Barajas was an extensive planning program led by Spain's office of the Director General of Civil Aviation (DGAC). U.S. technical assistance also played a major role in the program. A Civil Aviation Assistance Group (CAAG) is maintained by the FAA in Madrid under the sponsorship of the DGAC. Beginning in the 1980's, the CAAG arranged a series of visits by U.S. experts who exposed the Spanish to planning procedures that are widely used in the U.S., such as computer simulations to compare alternative airport configurations.

The results of the planning are already apparent

the prospect of turning the century with a congested airport that has no potential for expansion. The disruption and expense of developing a new airport threatened to drain Spain's resources and increase the cost of air transportation. Fortunately this will not occur, thanks to the long-term program known as "Plan Barajas."

Plan Barajas combines the best fixtures of expanding an existing airport with the enormous capacity gain that usually can be achieved only at a new site. Three new runways are planned and when the last runway is in place, Barajas will be one of the highest capacity airports in Europe. Because the project involves the gradual expansion of a busy airport, it is being financed by current airport revenues, without incurring the additional expense of

The Barajas project is the largest of a wide range of improvements being undertaken by a new government corporation.

The corporation, Aeropuertos Españoles y Navegacion Aerea (AENA), was formed in 1991 to consolidate Spanish airport and air traffic functions that had been provided by several government agencies. AENA has almost 10,000 employees and an annual budget of \$1 billion. About 70 percent of the staff and budget are for the airport system, which includes Madrid, Barcelona, and Palma de Mallorca, three of Europe's busiest, and 37 other airports with commercial service. AENA has plans for \$3 billion in airport improvements over the next 5 years, including new runways and passenger and cargo facilities.

Financial management is a key feature in AENA's program. Productivity in terms of cost per unit of traffic handled is improving and AENA's charges for air traffic control and airport use are among the lowest in Europe.

AENA is also a leader in airport retail sales, with some remarkable innovations. For example, at the airports serving resorts in the Canary Islands, departing tourists can now order beer in measures that correspond exactly to their remaining pocket change, leaving them happy and without a "peseta" to spare.

# DGPS Ushers In "New Era In Navigation History"

A revolutionary breakthrough in satellite technology, marking a "new era in navigation history," will grow into an \$8.5 billion industry by the end of the decade, creating 100,000 new jobs, said Secretary Peña.

At the kick-off of the initial phase of the Differential Global Positioning System (DGPS) at the Coast Guard Navigation Center in Alexandria, Va., Secretary Peña said, "I believe we are celebrating far more than a revolution in navigation...we're also saying to this country that government can work right, that all the different agencies can come together and develop something beneficial to all — and do it on schedule and within budget."

Commending the Coast Guard's work, Peña went on to say that DGPS fulfilled a pledge he made to President Clinton, "To find a way in transportation to use our national defense treasure, the Global Positioning System. And you have...You're a great team. You represent a new spirit in the Coast Guard." Peña also thanked the Department of Defense for its work in developing GPS and working with him in making GPS policy that enables effective civil use.

The Global Positioning System is a satellite-based radionavigation system originally deployed by the Department of Defense. It will allow

100,000 commercial maritime vessels and 175,000 recreational boaters expected to be equipped with DGPS to guide their ways into America's harbors more accurately and safely. Any vessel within about 150 miles of a DGPS tower will be able to chart its location 24-hours a day, regardless of weather conditions.

DGPS will vastly improve maritime transportation in harbors and harbor approach zones. Vessels equipped with the new receivers will collect navigational signals from all satellites in view, plus corrections from an additional DGPS position on land. The additional DGPS beacon on land further narrows the satellite fix, making the signal 10 times more accurate than GPS alone. DGPS is accurate to within 10 meters.

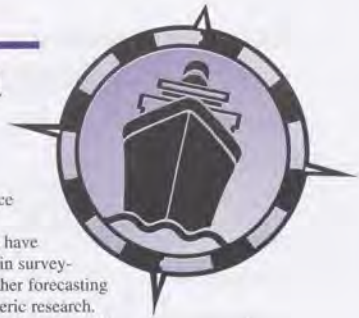
Forty-seven DGPS sites have been established across the United States, including Alaska and Hawaii, providing signals to receivers within about 150 miles.

The Secretary added, "Beyond maritime applications, we anticipate this system, with additional onboard augmentation, can be used by railroads to prevent collision and optimize the capacity of congested rail lines. In aviation, DGPS will be used to land planes. In transit, bus operators can track their fleets with it. In automobiles, DGPS tells the driver which way to turn. Beyond transportation,

the Commerce and Interior Departments have applications in surveying and weather forecasting and atmospheric research. DGPS has limitless capabilities."

Other government officials, agencies and industry groups represented at the dedication included the Secretary of Defense, the Federal Railroad Administration, the Research and Special Program Administration's Volpe Transportation System Center and the Saint Lawrence Seaway Development Corporation, as well as the National Geodetic Survey, the National Oceanic and Atmospheric Administration, the GPS Industry Council, the Naval Air Warfare Center, the Delaware Bay and River Pilots Association, and the Army Corps of Engineers.

For further information about DGPS, call NAVCEN at (703)-313-5900 or write to NAVCEN, U.S. Coast Guard, 7323 Telegraph Road, Alexandria, VA. 22315-3998. The information may be accessed and downloaded by modem by calling the CG Bulletin Board at (703)-313-5910. Internet access is available at: <http://www.navcen.uscg.mil>



## DOT Awards Funding Grants To The City Of Brotherly Love

Federal Transit Administrator Gordon J. Linton joined Rep. Thomas M. Foglietta, Louis Gambaccini, general manager, Southeastern Pennsylvania Transportation Authority (SEPTA) and Denise Goren, deputy mayor for transportation of the city of Philadelphia, in announcing \$6.5 million in transit grants for the city of Philadelphia.

Administrator Linton said that the grants "are examples of the President's and Secretary Peña's concern about the quality of life for Americans who use our public transportation systems."

The first grant of \$54,000 to SEPTA is a Livable Communities Initiative grant for the North Philadelphia Transportation Center. This project will provide funding for planning and outreach to rejuvenate the intersection of Broad Street and Lehigh Avenue in North Philadelphia. The area includes SEPTA's Broad Street Subway Station, North Broad Regional Rail Station, North Philadelphia Regional Rail Station and AMTRAK Northeast Corridor service.

The second grant is an intent to award \$3 million in capital funds which will enable SEPTA to rehabilitate the North Philadelphia station of the Broad Street subway and to provide funding for preliminary engineering and final design for

the North Philadelphia Transportation Center. Funds will be used to fix walls, flooring and tactile strips on the station platforms. Other improvements include the installation of new vandal resistant lighting and improvements on signage.

Following the presentation of these grants, a Town Meeting was held in the North Philadelphia community. The Town Meeting was an interactive and participatory working session featuring a unique audio visual presentation focusing on the Broad Street subway station area.

North Philadelphia is a part of a select number of demonstration project sites, under the Livable Communities Initiative, that are holding town meetings to bring residents, neighborhood organizations and the business community into the planning and design of community-sensitive transit project.

"These improvements to the area will make Broad Street and Lehigh Avenue a transportation center in the true sense of the word," said Linton.

The third grant, \$3.5 million to the city of Philadelphia, will provide funds for the Erie Avenue Intermodal Terminal Improvements Project. These funds will provide for engineering, design and construction of the Intermodal Terminal at the Broad-Erie-Germantown Intersection.

## Historic Civil Rights March Route Will Live in History

Black History Month

DOT awarded \$1.5 million in scenic byways discretionary funds to the state of Alabama to design and construct interpretive displays along

U.S. Route 80, site of the historic 1965 Voting Rights March from Selma to Montgomery.

"This grant represents a strategic investment of our transportation dollars on a route that was critical to one of the most defining moments in recent history," said Secretary Peña. "It is part of President Clinton's continuing commitment to rebuild America."

Federal Highway Administrator Rodney E. Slater announced the funds at a press conference at the state capitol in Montgomery, standing on the

same steps where the marchers concluded their historic journey.

Slater remarked, "The Voting Rights March of 1965 was one of many significant events that took place here in Alabama, fundamentally shaping our nation's history. The historic impact of the Selma to Montgomery march along U.S. Route 80 is of national importance and is of interest to both domestic and international tourists. It is my distinct pleasure to provide funding for this important project."

The project to provide interpretive facilities along the historic road also marks the beginning of a coordinated effort between the National Park Service, Alabama Historic Commission, Alabama DOT and community organizations to develop a comprehensive plan to formally recognize the site. Governor Fob James designated the route a scenic byway in honor of the historic march.

## COSCO Child Seats Being Recalled

The National Highway Traffic Safety Administration (NHTSA) announced a safety recall of 15,370 Dreamride Ultra infant seats manufactured by Cosco, Inc., of Columbus, Ind., because they do not meet the standards for crash safety.

"Properly used child safety seats are lifesavers," said NHTSA Administrator Ricardo Martinez, M.D. to owners of the seats. "We've seen time and time again how well child restraints protect children, even in some extremely violent crashes. By responding to this recall and working with the manufacturer to repair your child seat, you can be sure you are protecting your child if he or she is involved in a crash."

When subjected to a 30-mph impact in NHTSA tests, the Dreamride Ultra rotated backward too much. The federal safety standard requires that rear-facing restraints do not rotate more than 70 degrees from the vertical at impact. The involved Dreamride Ultra rotated slightly further. Involved in the recall are Model 02-719 Dreamride Ultra Car Bed/Seats manufactured from April 8, 1994 through June 15, 1995.

Dr. Martinez urged owners of the seats to contact Cosco, Inc., for a free reinforcement kit and installation instructions. Cosco, Inc., can be reached by calling (800) 314-9397 or by writing to Cosco, Inc., 2525 State St., Columbus, Ind., 47201-7494.

He also told parents who had no suitable, alternative safety seat that they should continue using their Cosco Dreamride Ultra until they receive and install the reinforcement kit. "An unrestrained child is at a much greater risk of injury in a crash than a child in a restraint system," Dr. Martinez said. He also reminded parents never to use a rear-facing infant seat in an air bag-equipped position.

# NATIONAL PERFORMANCE REVIEW

DEPARTMENT OF TRANSPORTATION'S

The department has made enormous progress over the past two years implementing the important change initiatives called for in Vice President Gore's National Performance Review of federal government including:

- Setting better outcome-oriented performance goals and objectives for an improved working environment and service delivery to customers;
- Providing the American people with more information about what their taxes are buying; and
- Providing our customers with more choices, flexibility and options.

During phase II of the National Performance Review, DOT strengthened its partnerships with state and local governments, streamlined business processes, flattened out and restructured its organization and set customer service standards for major transportation program areas. During the past year, these efforts have come together and resulted in a leaner, more efficient DOT with an emphasis on improving service delivery and experimenting with new, innovative practices and strategies.

As we begin Phase III of the National Performance Review, DOT will be asking for your continued help in establishing program performance standards for maximizing the use of federal transportation dollars.

## DOT Issues Customer Service Standards For 18 New High-Priority Areas

December marked this year's Clinton/Gore Administration kick-off celebration of the federal government's second round of published customer service standards. Across the nation, cabinet officials and other key senior officials will host activities and events throughout the year with customer groups to carry the Administration's customer service message and to publicize and present new standards to customers.

Federal agencies were encouraged to adopt the common corporate practice of setting "customer service standards," surveying customers about what they want, then setting standards that respond to what they say. Standards pledge improved reliability, access, competence, responsiveness, courtesy and communication. A record 214 agencies have set customer service standards. That's up from 150 in 1994 when the initiative began.

DOT pledged new departmental commitments of service for millions of DOT customers in 18 high-priority areas. The Secretary applauded these efforts to make DOT more efficient, effective and responsive. A highlight of this year's effort is the Federal Railroad Administration's (FRA) publication of the department's first comprehensive customer service plan that covers all

publication, "Putting Customers First - '95 Standards for Serving the American People," released by the White House on December 5. The report may be accessed on the Internet at <http://www.npr.gov>.

As a result of these standards, DOT customers can expect enhanced service in many areas:

- ★ A new Federal Transit Administration electronic grant making and management system will reduce the amount of paperwork grantees are required to submit with each application by more than 50 percent.
- ★ Telephone requests for information about National Highway Traffic Safety Administration services and programs will be answered within one business day.
- ★ States who use the new Federal Highway Administration electronic signature feature to request a reimbursement payment will receive funds the very same day a request is made.
- ★ Results of R&D railroad projects will be published within 30 days of final approval.
- ★ Pilots will have 24-hour free access to a Federal Aviation Administration direct user access terminal vendor help line to answer technical or data base questions.

★ Requests to add existing or proposed airports to the National Plan of Integrated Airport System will be responded to within 10 days.

★ Requests for duplicate medical certificates will be issued to pilots within three working days of receipt.

★ Federal Security

Managers will be on hand at 19 U.S. major airports to coordinate security measures, policies, and programs.

- ★ An electronic bulletin board system will continuously provide users with the latest maritime information.
- ★ The National Maritime Resource and Education Center will provide accurate and complete responses to information requests within one to three days.
- ★ The United States Merchant Marine Academy will provide information about an applicant's status within 24 hours of a request.

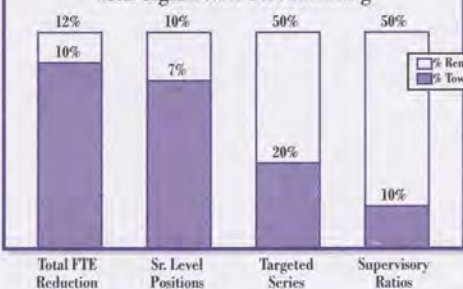
## NPR Highlights

- Agencies have completed one-third of NPR's original 1993 recommendations, nearly all of the rest are underway.
- More than 200 agencies have published customer service standards.
- More than 200 reinvention labs are testing innovative ideas.
- About 400 labor-management partnerships are developing common sense approaches to government.
- \$58 billion of NPR's \$108 billion in savings proposed in 1993 are in the bank, and agencies' reinvention efforts have saved an additional \$10 billion beyond projected savings.
- Federal employment dropped more than 160,000; reductions are nearly one year ahead of schedule.
- Federal workers are sending 16,000 pages of obsolete regulations to the scrap heap and reworking 31,000 more pages of 86,000 pages of regulations reviewed.
- Reduced regulatory and administrative burdens will save the public nearly \$28 billion.
- Agencies are closing nearly 2,000 field offices.
- Congress has enacted 36 NPR-related laws including the biggest procurement streamlining bill ever, with a second in progress.

### It's on Internet

The report is on Internet. The World Wide Web address is: <http://www.npr.gov/>  
You may buy the government version from the Government Printing Office for \$16 or from Random House publication in book stores for \$12.

Major Accomplishments with Significant Streamlining



Figures as of 12/28/95; show reduction from FY91 base

aspects of customer service for the entire agency and outlines their commitments to customers for every service they offer. The Research and Special Programs Administration (RSPA) also broke new ground by publishing the department's first customer service standards in Spanish. RSPA administrator Dr. D.K. Sharma believes that the Spanish version of the standards set for the hazardous materials safety program will broaden the accessibility of services and information to RSPA customers.

The standards set this year build upon the nine high-priority areas set last fall. These new standards are included in the

# The Coast Guard's **STREAMLINING** SuccessStory

The Coast Guard began taking a serious look at streamlining its operations in light of the National Performance Review (NPR) and the Government and Performance Results Act (GPRA) goals to provide improved customer service at a lower cost to the American taxpayer. An effort was made to avoid the pitfalls of past downsizing initiatives that simply levied across-the-board reductions without changing the basic structure of services provided to customers. Instead, the USCG took a comprehensive look at its organizational structure and administrative overhead with respect to existing and potential workload and resource requirements, disconnects and overlaps.

Admiral Kramek kicked off the USCG streamlining initiative by chartering two teams to identify opportunities for modifying existing processes and structures and reengineering opportunities for replacing existing processes with completely new ways of doing business. Issues explored included approaches to increase supervisory-to-employee spans of control; consolidat-



Moving USCG forces from Governors Island, (pictured above), will generate the largest single savings of the streamlining plan.

ing, reducing or eliminating management layers; and generating savings and increased productivity through technology. One team focused on existing USCG organizational structures — from

Headquarters to field units — that included two area commands, 10 district staffs, and two maintenance and logistics commands. The other team primarily focused on issues surrounding training including infrastructure, training centers, staffing and training processes.

The teams examined what command and control processes were required for these organizations to deliver their services and what resources such as funding, manpower and information were needed. A participatory process described as "streamlining in the daylight" was used to gather needed information. Widespread participation from all levels was received through surveys, E-mail responses and onsite visits. Current and retired Commandants were interviewed as well as all flag and senior executive service (SES) members.

After months of gathering employee input, the teams developed a wide range of options that were reviewed by the December 1994 Flag/SES conference. This top management feedback was integrated into the final recommendations forwarded to the Commandant in April 1994 which included cost-benefit analyses, life cycle cost projections and return-on-investment comparisons for various options.

The USCG streamlining plan was announced by the Commandant in October 1995 and is detailed along the following five components: Headquarters; Field Command, Control and Support; Training; Governors Island; and Centers of Excellence. The plan calls for:

#### Headquarters

- Streamlining 11 headquarters operating and support program directors into "directorates" that more closely match current work flow processes. This change is expected to enhance productivity by eliminating

duplicate program management functions.

#### Field Command/Control and Support

- Merging the two area commands with adjacent districts.
- Consolidating two adjacent districts having similar external customer groups.
- Reorienting districts to focus on operations and shifting support functions to maintenance and logistic command control.
- Combining operations centers, communication centers and support staffs to improve the coordination and delivery of USCG services to external customers. This "one-stop-shop" approach focuses on strengthening the operational missions of ports, approaches and coastal environments.

Improving support service delivery with the establishment of 12 integrated support commands (ISCs) which will provide support to operational units. In the past, bases and support centers provided equipment maintenance support while a variety of units and staffs provided finance, personnel and information resource management support. Under this plan, ISCs will manage all personnel and finance work as well as the more typical industrial support for cutters, boats and other operating units.

#### Training

- Establishing a director of Reserve and Training at headquarters to focus on training policy, determine resource allocations and continually monitor the effectiveness of existing training.
- Establishing a "one-stop" Performance Technology Center in Yorktown, Va., which focuses on product development.
- Identifying overlaps and similarities among the Coast Guard's 23 enlisted ratings to minimize the resource requirements of entry level technical training by combining similar curricula, facilities and instructors.
- Creating the Leadership Development Center at the Coast Guard Academy in New London, Conn., to leverage the Academy's overhead costs and bring future officers into close contact with current enlisted and civilian volunteer auxiliary leaders.

#### Governors Island

- Moving USCG forces from Governors Island, N.Y. This will generate the largest single savings of the streamlining plan. Major commands not requiring a presence in the New York harbor will be moved to less expensive areas. The Coast Guard will continue to provide all the same services from less expensive Staten Island and New Jersey locations.

#### Centers of Excellence

- Creating Centers of Excellence by:
    - Reducing the number of electronics, communications and information resource management support facilities.
    - Restructuring the research and development program.
    - Combining overall management of military and civilian personnel into a single Coast Guard Personnel Command.
    - Consolidating civilian personnel services from five offices into a single full service center within the Command. The Center will consolidate the expertise needed for functions not requiring face-to-face interaction, while onsite liaisons would be expanded to some 14 geographic sites having large concentrations of civilian employees.
- Streamlining and reengineering these processes and operations will help the USCG to save the American taxpayer nearly \$400 million dollars over the next four years.

## Reinvention Laboratory Conference March 25-27

During March 25-27, the National Performance Review (NPR) will co-sponsor a federal reinvention laboratory conference at the National Institutes of Health in Bethesda, Md. The conference will be coordinated in partnership with Syracuse University's Maxwell School of Citizenship and Public Affairs, Government Executive Magazine and the Council for Excellence in Government.

Reinvention laboratories are innovative organizations or activities established to test reinventing government initiatives. Laboratory participants are encouraged to experiment with radical new ways of doing business and to share their experiences across government.

DOT established three reinvention laboratories early in the NPR process. Each of these laboratories was developed with significant customer involvement, and each demonstrates a new way of doing business that is more customer-oriented, cost-effective and time-saving:

- The USCG Merchant Mariner Licensing and Documentation System is a proposed national database system to automate the licensing of merchant mariners. The plan is to install the system by this spring to be fully operational by August.
- The Federal Aviation Administration (FAA) is creating a partnership between system users and FAA to improve the overall effectiveness of the National Airspace System.
- The Federal Highway Administration's (FHWA) Electronic Signature Project is permitting states and FHWA to sign and approve documents for federal-aid highway projects electronically, rather than relying on hard copy records. This new technology has already been successfully applied to FHWA's billing process and project authorizations with nearly 80 percent participation by DOT's state partners.

In June 1995, the Department announced a new procurement reinvention laboratory. This designation was sought by the Procurement Management Council and endorsed by the Secretary's Management Council to improve the Department's acquisition system.

#### What Does this Conference Have to Offer Me?

The conference is an event to share reinvention experiences, problems and obstacles successful solutions and strategies, and reinvention lessons. Conference participants will also have opportunities to exchange information to help sustain ongoing reinvention change efforts and to further encourage future reinvention initiatives.

In addition to the 200 existing laboratories, the conference

is aimed at other government innovators, reinvention hopefuls and government officials in a position to help remove some of the barriers to entrepreneurial government. For more information, please contact Patrice Blackman on (202) 366-9844.

**"If our laboratories are to continue to thrive they must begin to learn from each other. Common problems, successful solutions and strategies, and even mistakes can teach the rest of us how to change government."**

- Vice President Gore  
October 3, 1995

## DOT Partnership Council -A New Way of Doing Business

The involvement of federal government employees and their union representatives is essential to achieving the National Performance Review's government reform objectives. President Clinton's Executive Order asking agencies to form labor-management partnerships reflects his belief that union and employee involvement in this transformation process, in fact, plays a key role in delivering the highest quality service to the American people.

In June, 1995, DOT ushered in a new way of doing business by signing a charter establishing the Department of Transportation Partnership Council. The Council, which is represented by senior management and unions representing substantial numbers of DOT employees, provides a unique opportunity for management and unions to work together in a collaborative partnership. Consensus decision-making will be used to make recommendations on department-level matters to the Secretary. There are 12 principal members and 12 associate members, with working groups to be formed on an ad-hoc basis to address specific issues.

The department-wide Partnership Council will serve as a forum for discussion and exchange of information about department level issues. It will also promote and facilitate work partnerships throughout DOT.

In addition to the Council, there are currently 25 labor management partnerships operating at the level of exclusive representation in most of the operating administrations. These partnerships cover over 31,000 bargaining unit employees. Each partnership is different and reflects the varying needs of the operating administration, union and employees it serves.

One of the first activities of the DOT Partnership Council will be to develop a career transition program for providing placement assistance to surplus and displaced employees within DOT as well as those Riffed at other agencies. Details of this program will be shared with employees as they become available.

With the many changes and transitions taking place today and well into the future, there will be many opportunities for the DOT Partnership Council to make a difference by offering recommendations to enable the department to better serve its customers, improve productivity and enhance the quality of worklife for its employees.



## New Customer Service Initiatives

Vice President Gore recently announced two new ambitious government-wide initiatives to provide better information about Federal services available to the public. The first initiative asks DOT to improve public access to transportation services by adopting a more customer-friendly approach to DOT listings found in the federal blue pages of telephone directories throughout the country. Rather than providing information under organizational lines of responsibility, the goal is to list needed information and phone numbers under key DOT services. Eventually, services available to the public will even be cross-referenced across all federal agencies. As a result of this improvement, callers are expected to enjoy greater convenience and benefit from improved accuracy of information received.

The second initiative, the Business Advisor, will provide the business community with on-line information about federal regulations, information and services in one place on the Internet. Intermodal DOT task forces will be formed in the near future to implement these important customer service improvements.

## Procurement Reform

Last October, John Koskinen, deputy director of the Office of Management and Budget, asked DOT Deputy Secretary Mortimer Downey to assume an important new challenge — leadership of the President's Management Council (PMC) task force on procurement reform in the federal government. The President views procurement reform as critical to achieve a government that works better and costs less.

The government-wide task force formed to tackle this initiative included the chief operating officers from the Department of Energy, the Department of Defense, the General Services Administration, the Small Business Administration and the Administrator of the Office of Federal Procurement Policy (OFPP). The group's charter was to make improvements to the acquisition process within the limits of the law.

By early November when Deputy Secretary Downey presented an action plan to the entire PMC he noted that one of the problems with past attempts to improve the procurement system was the absence of government mechanisms to determine if the changes being made had their intended result. Secondly, past efforts failed to have a clear understanding of just what was a "successful" procurement system.

Deputy Secretary Downey asked that each PMC member become personally involved in the efforts to improve the procurement system in his or her agency. Each agency also agreed to identify a new or ongoing project or process improvement that could be highlighted at a government-wide procurement symposium sponsored by the Council for Excellence in Government this spring. Finally, each PMC member agreed to nominate a senior career procurement executive from the agency to participate in a working group to help define what a world class acquisition system should be.

In mid-November, the Deputy Secretary and the OFPP Administrator Steve Kelmar met with more than 20 top procurement executives from around the government to kick-off the working group effort. Two parameters were set for the group. The first was to develop a set or sets of balanced performance measures that can be used to determine the "success" of the procurement system. The second was to develop a "best practices" strategy that could serve as a prototype for showing government agencies how to share their successes and transfer knowledge among themselves more rapidly.

"It is time to step back and develop a consensus vision of what it is we want the procurement system to be and then how to measure it if we've achieved that vision," said Deputy Secretary Downey to the work-



ing group. "To accomplish this requires high level management attention, increased ability to share knowledge among agencies to accelerate the pace of change and a system to measure the impact of change." Downey also pledged to create an environment which rewards innovation and diminishes the fear of risk taking. This working group of senior procurement executives has been meeting since late November 1995 and expects to present its findings and recommendations to the task force and the full PMC.

Deputy Secretary Mortimer Downey was chosen to lead the President's Management Council task force on procurement reform.

## Reinvention Procurement— A Vision Becomes Reality

This December the Research and Special Programs Administration's (RSPA) Office of Contracts and Procurement awarded three contracts totaling \$9.2 million dollars using a new reinvented contracting process. The new process, registered under DOT's Procurement Reinvention Laboratory, reduced the procurement lead time by 50 percent. A procurement of this complexity which would normally have taken eight to twelve months to award was achieved in just four months. RSPA Administrator, Dr. D.K. Sharma said, "This achievement supports President Clinton's goals to cut red tape, streamline government procedures and improve customer service and the Secretary's Strategic Plan by reinventing that which could work better."

## Lessons Learned In NHTSA

During the reinvention process, the National Highway Traffic Safety Administration has learned many valuable lessons. As other private and public sector organizations have found, many change management initiatives are met with resistance. NHTSA has found that involving the employees and customers in the development of the initiatives and continually communicating with them as the effort progresses reduces this resistance.

Central to NHTSA's success was to its management initiatives using the Strategic Plan as the overarching basis. Centralizing lead responsibility for such activities helps facilitate their integration. NHTSA's Office of Plans and Policy has lead responsibility for the Strategic Plan, the Government Performance Plan and Results Act (GPRA) and the Budget.

Finally, don't wait for GPRA requirements to become effective, develop a strategic plan and performance measures. The underlying key to future success is to focus on outcomes. If you'd like more information on NHTSA's activities, please contact Noble Bowie at 202-366-2549 or Barbara Faigin at 202-366-2585.

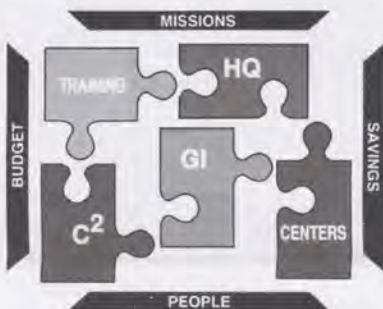
# The Reinvention Puzzle: "Making the Pieces Fit at NHTSA"

Like other operating administrations, the National Highway Safety Administration (NHTSA) has been actively involved in the National Performance Review to reinvent the federal government. NHTSA has embraced many of the NPR concepts like customer service, performance agreements, performance measurement and strategic planning. The real challenge, however, is to use these concepts collectively to change how NHTSA does business. Although at first NHTSA struggled with this issue, it was eventually successful in integrating these management strategies into a comprehensive and coherent approach to change management.

The multi-level approach adopted models the DOT Strategic Plan. The DOT Strategic Plan's seven goals provide the overarching basis for the NHTSA Strategic Plan as well as the DOT budget and the Secretary's Performance Agreement with the President. The NHTSA Strategic Plan, released in December 1994, articulates the agency's long-term vision. It includes 11 goals with supporting objectives under each.

As a next step, NHTSA drafted a Strategic Execution Plan translating the broad goals and objectives of the Strategic Plan into specific programs and activities that will be conducted over the next five years. In addition performance measures were added with five-year targets so that NHTSA can measure its progress toward achieving the goals of the Strategic Plan. The draft plan was recently circulated to NHTSA's partners and customers for comment and will be finalized this spring.

As a pilot agency under the Government Performance Plan and Results Act



(GPRA), NHTSA developed performance plans with measures for all of its major program areas for fiscal years 1994-96. The one-year targets in the annual performance plan represent incremental progress toward meeting the five-year targets established in the Strategic Execution Plan.

Together, the Strategic Execution Plan and the annual GPRA Performance Plan drive the agency's budget. In crafting annual budget submissions, NHTSA program managers had to do a "cross-walk" between proposed activities and measures and those in the Strategic Execution Plan of any given year as well as the measures from the annual GPRA Performance Plan that will be used to assess the effectiveness of those programs.

The Strategic Execution Plan and GPRA Performance Plan also lay the foundation for the administrators Performance Agreement with the Secretary. Organized under the goals of the DOT Strategic Plan, key programs and activities in the Strategic Execution Plan and performance measures in the GPRA

Performance Plan are the basis for the Administrators Performance Agreement with the Secretary. The administrator meets monthly with the Deputy Secretary to review progress on carrying out the Agreement. NHTSA and other DOT modal administrators also provide electronic status reports to OST. NHTSA is currently in the process of developing an electronic project tracking system to monitor progress in carrying out the Strategic Execution Plan and the Administrators' Performance Agreement. Activities and performance measures from NHTSA's Performance Agreement with the Secretary, along with those from the other DOT modal administrations, form the substance of the Secretary's Performance Agreement with the President.

To ensure that NHTSA maintains sufficient focus on its near-term priorities, each NHTSA program office develops a list of their respective priority activities. In developing these priorities, each office refers to the Strategic Execution Plan and the Administrators Performance Agreement. Once every two months, the administrator meets individually with each associate administrator and their senior managers to review progress on the priority activities as well as to discuss any emerging or unanticipated issues.

Without a sound management structure, strategic plans often end up "on a shelf," never making the change sought in an organization. NHTSA's approach uses the DOT and NHTSA Strategic Plans as roadmaps for organizational change. The DOT Strategic Plan, coupled with NHTSA's Plan are excellent examples of how Federal agencies can successfully transform how they do business.

## NHTSA's Transformation Accomplishments

**Goal 8: Improve NHTSA's internal processes, management and structure to create a more effective and efficient agency that is better able to pursue its mission.**

- Efforts by process improvement teams comprised of NHTSA employees have resulted in savings of over 6,000 staff hours.
- NHTSA's Government Performance Plan and Results Act is considered as one of the best in government and is used by OPM in their GPRA training courses.
- The agency implemented an electronic employee survey in January 1995. A follow-up survey indicated that over half of NHTSA's employees believe that they are now being delegated more authority in performing their jobs.

**Goal 9: Listen to, involve and serve customers and partners in the planning, programs and activities of the agency.**

- NHTSA's Auto Safety Hotline was recently given the Vice President's Hammer Award for making customer service enhancements.
- The National Association of Governor's Highway Safety Representatives lauded NHTSA's pilot highway safety grant process that relies less on federal intervention and more on state accountability.
- By making crash test information easier to understand, consumer requests for crash test information have more than doubled.

**Goal 10: Build and maintain a professional, productive, innovative and diverse workforce.**

- NHTSA has developed an in-house training program where specially trained NHTSA employees provide instruction to their peers on continuous improvement concepts and tools. More than 100 staff-persons have already received training.
- Fifty percent of all executive/supervisory training was received by minorities and women.
- A new awards program, the "People Saving People Awards," was developed to reward employees for their innovation and teamwork.

**Goal 11: Effectively manage and use information resources.**

- NHTSA information is now available and can be quickly obtained by consumers through the on-line services of the Fed World Information System. Thousands of users of the system have downloaded information since its inception.
- The agency has implemented a fax-on-demand system as part of the Auto Safety Hotline operation to expedite responses to its customers. In a recent three month period the fax-on-demand system handled over 20,000 Hotline caller requests.
- The agency has developed a computerized Grant Tracking System to automate the process of tracking grant funds. The new system speeds up financial transactions while reducing errors.

## Vice President Presents Second Year NPR Report to President

At a ceremony at the White House on Sept. 7, Vice President Gore presented President Clinton with a report describing what federal workers have accomplished in the second year of reinventing government. "The entire government has been doing the hard work of changing," Gore told 100 special guests from the private sector and government. "Common sense government is making a comeback," the Vice President added.

*Common Sense Government: Works Better & Costs Less*, the NPR's third major report, highlights significant progress made by federal agencies since the initial report was issued exactly two years earlier.

Accepting the report, President Clinton said, "There's nothing quite like our reinvention progress in the history of modern American government." He thanked federal employees for their contributions, noting "They have worked very, very hard at this difficult job and they have done it remarkably well."

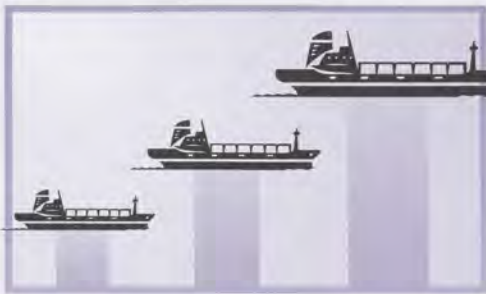


# 1995 Seaway Cargo Tonnages Increase For Third Consecutive Season

by Kevin P. O'Malley

During the 1995 navigation season, cargo tonnage on the Montreal-Lake Ontario section of the St. Lawrence Seaway increased for the third consecutive year, according to preliminary figures released by the Saint Lawrence Seaway Development Corporation.

During the navigation season that ended Dec. 28, 38.6 million metric tons of cargo were moved via the binational waterway, an increase of more than 140,000 metric tons versus 1994.



During the season, the Seaway recorded its longest shipping season in history at 280 days, surpassing the previous record of 276 days in 1984. Also, an all-time record was set in salt movements at 1.5 million metric tons, breaking the former record of 1.4 million metric tons in 1989.

Other commodities that recorded increases in 1995 included: total grain (14.5 million metric tons, up 10 percent); U.S. grain (7.2 million metric tons, up 37 percent) — its highest level since 1984; coal (943,000 metric tons, up 76 percent); coke (886,000 metric tons, up 40 percent); stone (810,000 metric tons, up 10 percent); chemicals (458,000 metric tons, up 18 percent); ores and concentrates (387,000 metric tons, up 27 percent); scrap iron and steel (149,000 metric tons, up 224 percent); and cement (66,000 metric tons up 633 percent).

Newly sworn-in Corporation Administrator Gail C. McDonald noted that the increase in cargo tonnage is a sign that foreign markets are recognizing the Great Lakes Seaway System as a cost effective and reliable transportation route to and from North America. "The continuing cargo increases on the St. Lawrence Seaway are a clear indication that international markets remain attracted by the cost advantages of the Seaway System," McDonald said.

## Funds Awarded For Key Infrastructure Projects

DOT recently awarded more than \$220 million in discretionary funds for important infrastructure-related projects across the nation.

"In the first two years of this Administration, we have invested more than \$40 billion in our nation's transportation infrastructure, a larger amount than in any other two-year period," said Secretary Peña. "DOT has chosen them with common sense, strategically investing these funds so that we provide the greatest benefit to our highway users across the country."

The funds, made available for eligible projects at the discretion of the Secretary, are provided from various accounts through the department's Federal Highway Administration (FHWA). Selection and distribution of the fiscal year 1996 allocations were

based on requests by the states and the eligibility of the projects submitted for additional federal funding.

"I have seen many of these projects firsthand," said FHWA Administrator Rodney E. Slater. "Over the last two years, as I have traveled the roads of this great nation, I have seen how significant these projects are to the future of their local economies. I am pleased and proud to provide these important grants."

Funds were made available in Interstate Discretionary, National Highway System (NHS) High Priority Corridor, Public Lands Highways, NHS Major Bridges, Timber Bridges, Scenic Byways and Right of Way.

For more information please contact the FHWA Office of Public Affairs at (202) 366-0660.

## Accessible Transportation Services

Accessible transportation services are available for DOT employees, official visitors and guests between DOT Headquarters' buildings and to other locations for official business. Please call Bill Thrift, Chief of the Motor Vehicle Section, Cleveland Montgomery or Franklin Weaver at 202-366-1364, between the hours of 7 a.m. and 5:30 p.m. Arrangements should be made at least 24-hours in advance. This is the current procedure with modifications being planned for the future.

## DOT Names Students of the Year

DOT's commitment to ensuring that the future of transportation will be successful can readily be seen throughout the University Transportation Centers Program. It is here where promising students are given the opportunity to work on transportation related research projects, gain experience and develop foundations for careers in transportation. DOT recently selected UTC's outstanding students of 1995 and presented them with awards.

"The students we honor today have proven themselves to be exemplary in their chosen disciplines," said Secretary Peña at the awards ceremony. "If students are the future of transportation,

and they are, then our future is bright."

The UTC Students-of-the-Year Award recognizes one student from each of the 13 Centers. Award winners are graduate degree candidates selected on their technical merit, research contributions, academic performance, professionalism and leadership. The students selected received a cash award of \$1,000 and a certificate of achievement.

The Centers, which were established over the past nine years, are administered by the department's Research and Special Programs Administration (RSPA).

RSPA Administrator Dr. D.K. Sharma said, "The continued success of the UTC program is due to the hard work and effort of the individual students who participate in the program. It is my belief that all of us will benefit as these exceptional students put their education to work for the future safety and efficiency of the U.S. transportation system."

### 1995 UTC Students of the Year

Region One - Massachusetts Institute of Technology

John L. Bowman, Brookline, MA

Region II - City College of New York

Jeffrey M. Casello, Albany, NY

Region III - Pennsylvania State University

Christopher M. Poe, Dallas, TX

Region IV - University of Tennessee

Jennifer J. Harper, Knoxville, TN

Region V - University of Michigan

Gregory L. Ohl, Ann Arbor, MI

Region VI - Texas A&M University

Elise D. Miller, Austin, TX

Region VII - University of Nebraska

Bryan A. Hartnagel, Columbia, MO

Region VIII - North Dakota State University

Geoffrey C. Robinson, Fort Collins, CO

Region IX - University of California

Susan A. Shaheen, Spencerport, NY

Region X - University of Washington

Eric L. Jessup, Pullman, WA

### National Centers

National Center for Transportation and Industrial Productivity

New Jersey Institute of Technology, Newark, NJ

Arlene R-M Willis

National Transportation Center

Morgan State University, Baltimore, MD

Danyell C. Beard, Baltimore, MD

Mack-Blackwell Center

University of Arkansas, Fayette, AR

Quintin B. Watkins, Charlotte, NC



Blizzard conditions kept several students from participating in the awards ceremony. Pictured above with Secretary Peña are the students who arrived just before the snow.

## • People •

Nancy McFadden was sworn in as DOT general counsel recently. Formerly the deputy associate attorney general at the Department of Justice, McFadden takes over a position left vacant when Stephen Kaplan left in July 1995.

McFadden was nominated by President Clinton on Aug. 8, 1995 and confirmed by the Senate Dec. 26, 1995. Attorney General Janet Reno said, "Nancy McFadden is an extraordinary public servant. Her high ideals and hard work will serve the Transportation Department well, just as they did at the Justice Department."

Peter G. Halpin was recently appointed head of the department's Office of Congressional Affairs by Secretary Peña. Halpin had previously been the Director of Communications and External Affairs in the Federal Transit Administration.

"The Clinton Administration is committed to developing a more effective working relationship with Congress," Secretary Peña said. "That is why I am delighted we will now be able to use Pete Halpin's talents to keep our channels of communication open with Capitol Hill."



## Cutter Eagle Graces Coast Guard Yard's Waterfront

The Coast Guard *Barque Eagle* rests majestically in dry dock at the Coast Guard Yard in Baltimore, Md., just before re-entering the water after 12 weeks and over \$1.5 million in much needed safety, habitability and structural modifications. The world renowned, 60-year-old tall ship, used primarily to train U.S. Coast Guard Academy cadets, returned to the Coast Guard Yard in early October after a 10-year absence to meet the vessel's special needs.

Primary among the many projects completed were the renewal of three boilers and the evaporator, a modern engine room firefighting installation, bilge and tank dewatering upgrades, as well as extensive repair to the hull, masts and internal structural foundations.

*Eagle* is the largest tall ship flying the Stars and Stripes and the only square-rigger in U.S. government service. Built in 1936 in Hamburg, Germany, it was one of three sail training ships operated by Nazi Germany. The United States took the ship as a war prize following World War II and sailed it to its present homeport at the Coast

Guard Academy in New London, Conn. *Eagle* serves as a seagoing classroom for the future officers of the U.S. Coast Guard. It is 295 feet in length. The height of the mainmast is 147.3 feet. Speed under sail is up to 17 knots.

## Decrease Your Chances Of Car Theft

Here's a few tips on how to discourage a thief from targeting your car:

- Use security devices such as alarms, a steering wheel lock, interior hood locks, a tracking system or a disabling device that cuts off fuel to the engine.
- When buying a car, consider a factory-installed alarm system that flashes a red light to alert potential thieves that your car is equipped with an alarm.
- Never leave the keys in an unattended car.
- Have car identification numbers taken off your keys. A thief can trace the numbers and obtain a duplicate from a car dealer.
- Don't leave your car in an unattended lot for a long

time. Park in well-lighted area.

- Leave only your car keys with the attendant at commercial lots.
- To keep a thief from towing your car, avoid parking on street corners and sharply turn your wheels toward the curb.
- When leaving the car, lock all valuables in the trunk.
- Never leave personal identification, such as mail, that can be matched to your registration in your car; a thief may be able to use it to "prove" ownership.

Source: American Automobile Association

## Going For the Gold FAA Releases Final Plans for the 1996 Summer Olympics

With the expectation of more than 800 general aviation and 1,600 air carrier flights daily into and out of Atlanta area airports, the FAA recently released its final plan for handling the anticipated increase in air traffic during the 17-day Olympic period next summer.

"The 1996 Summer Olympic Games will be the largest peacetime event in the history of the world," said FAA administrator David Hinson. "This plan will enable the FAA to ensure the safety and security of travelers visiting the Atlanta area during the Games. We are confident that we will be able to provide the same high level of service that the American public depends on every day."

The plan was developed with the full participation of the aviation and law enforcement communities and the Atlanta Committee for the Olympic Games. The FAA will have additional security agents at air carrier and general aviation airports in all Olympic cities to support local law enforcement. These airports include Hartsfield, Savannah, Columbus and Ben Epps Field in Georgia, Birmingham, AL, Chattanooga, TN, Miami, Orlando, FL, Washington National and Washington Dulles International.

Special Federal Aviation Regulations will be established to define restricted airspace over all Olympic venues and villages. Under the plan, general aviation flights will be required to make departure and arrival reservations and air traffic control services will be provided at airports which are normally uncontrolled.

The FAA will establish a security command center at the agency's Southern Region Headquarters in Atlanta to coordinate aviation security efforts with airports near venue sites, FAA Headquarters in Washington, D.C., the Joint Public Safety Operations Center in Atlanta and other agencies.

Hartsfield Atlanta International Airport was approved for \$1,225,313 in Airport Improvement Program funds for security equipment and enhancements. These will include fence improvements, portable x-ray machines, police booths, guard posts, a remote, mobile robot used to retrieve explosive devices, police vehicles, an all-terrain hydraulic transporter and equipment used to transport explosive devices to a bomb disposal site.

The FAA expects to have an additional 75 employees on temporary duty prior to and during the 17-day period next summer. The agency's Olympic expenditures will total \$2.4 million which includes installation and operation cost for temporary air traffic control towers and air traffic services, temporary duty personnel, overtime and security enhancements.

The "Blizzard of '96" left much of the east coast helpless. Record levels of predictable snow brought many major cities to a standstill. Like many streets up and down the east coast, "C" Street, just outside FAA Headquarters in



Courtesy of Anne-Marie Boelke

Washington, D.C., remained a drivers nightmare days after the storm.

## FHWA 1996 Safety Awards Competition Underway

The Federal Highway Administration (FHWA) recently announced that it has begun accepting nominations for the 1996 Biennial Highway Safety Awards. The competition recognizes the "best of the best" in the transportation industry for outstanding achievements in highway safety.

"This competition is an opportunity for us to give safety projects and innovators the recognition they deserve for helping us achieve our goal of providing the safest driving environment in the world," FHWA administrator Rodney E. Slater said.

"I am proud to note that with each competition, the safety award nominations we receive have been excellent indicators that highway safety contin-

ues to improve. It will be my pleasure to recognize our partners in the highway safety community and to congratulate all who participate in this competition for their commitment to highway safety," said Slater. Nominations will be accepted until February 9, 1996. Entry forms are available at FHWA division offices in each state or from FHWA Headquarters, Office of Highway Safety, HHS-10, 400 Seventh St. S.W., Room 3416, Washington, D.C., 20590. Federal, state, and local highway and/or safety agencies are encouraged to participate. Winners will be announced in spring 1996.



## CALENDAR

### February

#### Black History Month

8-9 RSPA administrator Sharma to address DOT National Emergency Planning workshop. Phoenix, AZ.

19 Washington's Birthday - federal holiday

27 House Transportation Appropriations Subcommittee begins hearings on the FY 1997 budget. Expected to last until about April 18.

28 "Visualization Technologies in Transportation" teleconference, North Carolina University, Raleigh, NC. Teleconference will focus on planning and financial issues which administrators and decision-makers must address as they determine how to make the most effective use of visualization transportation technologies. There is no downlink fee for this event. For more information, please contact Pam Cloer at (919) 878-8080, or e-mail : pcloer@unity.ncsu.edu.

### March

#### Women's History Month

#### National Nutrition Month

1 Rail Crossing Safety Task Force Report due.

22 LAX Tower Dedication

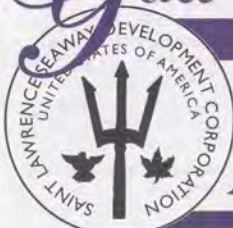
# DOT Today

Jan.-Feb. 1996  
Special Edition  
Volume V, No. 4  
U.S. Department of Transportation

Moving America Together

## Gail C. McDonald

Sworn In As  
**New Seaway Administrator**



Gail C. McDonald (left) was sworn in as the seventh administrator of the Saint Lawrence Seaway Development Corporation by Secretary Peña (right) on Jan. 2, 1996, in Washington, D.C. Her husband, Danny (center), held the bible during the ceremony.

On January 2, Secretary Peña swore in Gail C. McDonald, former chairman and a commissioner of the Interstate Commerce Commission, as administrator of the Saint Lawrence Seaway Development Corporation.

The Corporation operates and maintains the St. Lawrence Seaway in cooperation with the Seaway Authority of Canada, and globally promotes increased maritime trade for the entire Great Lakes system.

Secretary Peña lauded McDonald for her outstanding transportation leadership at the ICC, for her success in the private sector, and for her many achievements in state government in Oklahoma.

"This distinguished record makes her eminently qualified to assume the duties of the U.S. Seaway Administrator," said Secretary Peña.

McDonald said, "I welcome the opportunity to work with the Department of Transportation and the Great Lakes maritime

community in enhancing the competitive position of the Great Lakes Seaway system."

She added, "This dynamic international trade route generates enormous economic benefits for the binational region it serves, and I am committed to advancing its worldwide reputation as one of North America's busiest, cost competitive and reliable marine transportation arteries."

McDonald, a native of Ft. Worth, Texas, is the Corporation's seventh administrator and the first woman to ever hold the post. She was appointed as an ICC commissioner by President Bush in 1990, became vice chairman in 1992 and was named chairman by President Clinton in February 1993. She served in that role until March 1995.

Before joining the ICC, she served eight years as

the associate director of regulatory affairs at the Gas Research Institute in Washington, D.C. Prior to that, she served as director of the Energy Conservation Services Division and as executive assistant to Commissioner Norma H. Eagleton at the Oklahoma Corporation Commission. In 1979 she was a legislative aide to Oklahoma Senator David L. Boren, and was his Assistant for Education and Cultural Affairs when he was Governor.



## ONE LEVEL OF SAFETY

### FAA Announces the Most Comprehensive Changes Ever in Aviation Rulemaking



Marking the most comprehensive changes ever in aviation rulemaking, Secretary Peña and Federal Aviation Administrator David Hinson recently announced the Commuter Safety Initiative. The Initiative is a new set of rules that will result in the same high standard of safety for passengers on scheduled airlines, whether they board a "jumbo jet" or a "10-seater."

The commuter rule requires commuter airlines to meet the same operational, equipment and performance safety standards as major carriers. It requires all commuters that operate aircraft with 10 to 30 seats to meet the same or equivalent safety standards as the major air carriers. Prior to this rule, there was one set of rules for airplanes with 31 or more seats and another for 10 to 30 seat commuters.

President Clinton praised the new standard saying, "A universal high level of safety for all commercial airplanes is a bold step forward in the interest of passengers and demonstrates how common sense government can make a real difference in the lives of Americans."

In addition to the commuter rule, the Commuter Safety Initiative includes a final rule requiring more comprehensive training standards for air carrier pilots. These requirements include new Crew Resource Management standards that move forward the FAA's efforts to address "human factor" problems regarding flight crew and dispatches. The FAA also issued a Notice of Proposed Rulemaking that would require airlines to comply with proposed new flight/duty/rest standards for pilots.

"These new rules fundamentally enhance the way a vital segment of the air travel industry operates and meets a personal commitment I made to Americans a year ago," said Secretary Peña. "These new standards provide the nation with

the tools we need to meet the vast growth in commuter aviation. We have made an impressive move forward in government, labor and industry towards our mutual goal of 'zero accidents.'"

A major focus of the commuter rule is a new requirement for all commercial operators to appoint a safety officer, improve their ground deicing programs, upgrade operations and air-crew manuals, implement a carry-on-baggage program and introduce a proper dispatch system. It also requires duty limits for aircraft maintenance workers and additional passenger safety equipment such as medical kits and fire protection devices.

"The Commuter Safety Initiative will be recognized as a bold move in commercial aviation safety," said FAA Administrator Hinson. "Safety is the fundamental thread running through everything the FAA does and this new comprehensive package of rules underscores that commitment. I am particularly proud of those in the agency who contributed to this monumental effort. It is truly remarkable that exactly one year after Secretary Peña announced this initiative, we are issuing a final rule."

The initiative was achieved in an unprecedented amount of time by a team of dedicated FAA'ers led by Commuter/Air Taxi Branch Manager Katherine Hakala.

"Thanks to their extraordinary efforts, we have taken another step toward our goal of zero accidents," said Hinson. "The FAA is very proud of the contributions they will make to U.S. aviation safety. And we're proud of the dedicated men and women who have worked so hard over the past year to make them possible."

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Year Award

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National Performance  
Review Special Insert

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New Era in Navigation  
History



## FRA Administrator Receives

# "Woman of the Year Award"

Jolene M. Molitoris, administrator of the Federal Railroad Administration, has been selected as "Woman of the Year" for 1995 by the Washington, D.C. chapter of the Women's Transportation Seminar (WTS).

Molitoris was honored as a leader in transportation and for her outstanding contribution to the transportation industry. In addition, the FRA administrator was honored for directly contributing to the advancement of women through opportunities in the transportation field and for her career achievements and support of women and in advancing the reputation and credibility of women in the industry.

In presenting the award, Laurie Radow, president of WTS, said, "In honoring Jolene Molitoris as our 'Woman of the Year', we congratulate one of our own, an enthusiastic member of our chapter and a

founding member of her chapter in Columbus, Ohio. A long standing member of WTS, Jolene understands the importance and value of bringing women into the transportation industry's workforce and the leadership positions."

Chosen by President Clinton as the first woman to head the FRA, Molitoris has supported many innovative rail safety and infrastructure initiatives and moved the FRA toward a more customer-driven and efficient agency. She also worked to create partnerships among passenger and freight railroads, rail labor, management, and suppliers, and the federal, state and local governments.

The D.C. chapter founded the National Women's Transportation Seminar Organization, which is devoted to helping women in transportation succeed. It now has 25 chapters throughout the country with more than 2,750 members.

## Time to Surf The Web

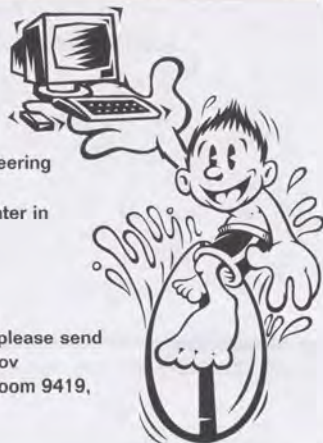
The Mike Monroney Aeronautical Center is now on the World Wide Web.

The Center's Web page allows the browser to obtain information services throughout the Center, the FAA Academy, the Civil Aeronautical Institute and the National Airways System Engineering Division. The address is <http://www.mmac.jccbi.gov>

The Coast Guard's Basic Instructor School (BIC) at the United States Coast Guard Training Center in Petaluma, CA recently joined the World Wide Web as well. The site focuses on Performance Technology. The site is designed as a forum for the discussion and dissemination of information relating to instructional design and delivery, training, leadership and education. The address is <http://wco.com/~tcpetpf/tp.htm>

If your office is on the World Wide Web and you would like to see it printed in the DOT Today, please send your World Wide Web address via e-mail to the following address: [jim\\_gower@postmaster2.dot.gov](mailto:jim_gower@postmaster2.dot.gov)

You can send your World Wide Web page address via mail to Jim Gower, OST Public Affairs, Room 9419, 400 Seventh St., Washington, D.C. 20590 or by fax to (202) 366-7270.



## DOT Today

Volume V, No. 4 Jan.-Feb. 1996

DOT Today is an official publication of the U.S. Department of Transportation, under the direction of the Office of the Secretary, Office of Public Affairs. It is a monthly publication and is distributed to DOT employees nationwide.

Secretary of Transportation  
Director of Public Affairs  
Editor  
Design

Federico Peña  
Steven J. Akey  
James Gower  
OST Graphics

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The deadline for the March 1996 issue is February 26.

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



Please Recycle

## DOT Releases 1995 Transportation Statistics Annual Report

The DOT has just released the 1995 Transportation Statistics Annual Report. The report is the second annual summary of the state of the transportation system and its consequences from the department's Bureau of Transportation Statistics.

"Our transportation network is the backbone of our economy. Transportation demand accounted for \$688 billion, or 11 percent of America's gross domestic product in 1993," Secretary Peña said.

The report, based on the latest available data, includes a thematic section on the "Economic Performance of Transportation," which discusses the trends in productivity of transportation services and the underlying factors as well as the contribution that highway investments made to the overall performance of the American economy.

Some important revelations the report mentions are that households on average spent \$5,453 for transportation during 1993. This represented nearly 18 percent of household expenditures. In 1992, all levels of government comprising the public sector expended \$113 billion for transportation and 70 percent of those expenditures were covered by user charges.

The Bureau's director, Dr. Lakshmanan said, "Transportation is a major factor in America's economic productivity and to our national competitiveness. In fact, a clear majority of studies both in the U.S. and elsewhere in Europe and Asia conclude that highway capital investment makes a positive contribution to total economic output."

The report is available in paper form as well as electronically via the Bureau's Internet at: <http://www.bts.gov>

Printed copies may be requested by calling (202) 366-DATA, by fax at (202) 366-3640, or by writing to the Bureau of Transportation Statistics, U.S. Department of Transportation, Room 3430, 400 Seventh Street, S.W. Washington, D.C. 20590.

**"Our transportation network is the backbone of our economy. Transportation demand accounted for \$688 billion, or 11 percent of America's gross domestic product in 1993," Secretary Peña said.**

## Correction

In the December issue of DOT Today the article titled "The DOT Connection — Truly A One-Stop-Shop," was mistakenly attributed to an incorrect author. The byline should have read Susan Schwartz.



BMCS Jim Nolda mentors future officers at the Coast Guard Academy.

After 16 years in the Coast Guard, Senior Chief Jim Nolda has seen a lot of duty stations and gained a wealth of experience. He has experience as a hands-on supervisor and mid-level manager. He is a qualified boarding team leader. He's been a buoy deck supervisor, and served as an officer-in-charge.

In his current job at the Coast Guard Academy, Nolda is putting his experience to work in a different way. He's involved in a new program that gives senior enlisted members a chance to do something they are uniquely qualified to do. He's a mentor to future Coast Guard Officers.

Senior enlisted members at the academy are shaping the future of the Coast Guard by mentoring cadets. By sharing experiences and explaining leadership techniques, Nolda and other mentors are helping to develop the new crop of ensigns headed to the fleet. "One of the things I tell them is that 50 percent of your day will be dictated by unplanned events," Nolda said. "It's how you handle those

## Enlisted Members Teach Cadets About "Life in The Guard"

events that will make all the difference to your people. And that's very important because that ship that you're going to be stationed on is just a big floating piece of metal. It's the people on that ship that make it run."

First Class Cadet Mike Ryan, a civil engineering major, is preparing to graduate in May. He's being mentored by Nolda and thinks the program has some very real benefits. "I've learned that as a junior officer, and throughout your career in the Coast Guard, what makes or breaks you is your relationship with the senior enlisted," Ryan said. "They understand both the command's objectives and the crew's capabilities. They are one of the most valuable resources we have and we need to cultivate a solid working relationship with them."

Petty Officer Victor Battin, an assistant company officer at the academy, is also involved in the mentor program. "Typically an officer's first tour is a shipboard tour where they will interact mostly with a Chief Petty Officer," Battin said. "If they have a bad experience during that first tour it can haunt them for the rest of their careers. After that first tour they get farther and farther from having that direct interaction with enlisted members. Sometimes they'll base their perceptions on that first experience. The mentors give cadets more exposure to enlisted personnel and give them the opportunity to form a more valid opinion."

"I remember when I was a first class petty officer," academy Command Enlisted Advisor Master Chief David Evans said. "Our district commander talked about the chief who helped guide him in the early years of his career. He said without that chief, he wouldn't have made it."

Evans developed the program at the academy

with help from the Commandant of Cadets, Capt. Patrick Stillman, and the Assistant Superintendent, Capt. Robert Olsen. He recognized the need for cadets to have access to enlisted advisors when his son was attending the academy. "He would bring classmates home and we would all sit down and talk about issues," Evans said. "Then, one day there were about nine of them in my living room asking me questions." But bridging the gap between enlisted members and cadets would be a challenge.

"When I first arrived at the academy," Evans said, "I had to make some major adjustments. Most of the enlisted members had no idea what cadet life was like. Some believed they were not allowed in the barracks. But we've broken down a lot of barriers. It used to be a cause for concern to see a chief in the cadet barracks. Now it's not uncommon to see a chief at 8 o'clock at night sitting and talking to cadets about issues in the Coast Guard," he said. Now there are 36 mentors involved in the program, with four assigned to each company of cadets.

"The mentor program has proven to be a win-win situation," academy superintendent Rear Adm. Paul Versaw said. "The cadets have a better understanding of the quality and capabilities of the enlisted corps and the enlisted corps have a better understanding of the cadets. If you take a look at what's happening between the chiefs and the petty officers here you'll see that this principle is being applied across the entire academy community. We do things in preparation for where we're going to be in the future. If we want to be the leadership center for the Coast Guard we have to harness, maximize and utilize the potential of all of our people," Versaw said, "and that's what mentoring accomplishes."



### DOT's CFC Campaign a Success

The department's 1995 CFC Campaign once again not only met it's goal but surpassed it.

A total of \$1,247,094 was raised by department employees.

Congratulations DOT!



### Federal Buildings Soon to Post Missing Children Posters

President Clinton signed an Executive Order recently that will set aside an area in all federal buildings for the posting of missing children notices.

"This is more than a bulletin board, this is a helping hand," said Claudine Ryce, the mother of nine-year-old Jimmy Ryce who was kidnapped in Miami and murdered by a stranger last year.

"For every parent, one of the most horrible things imaginable is the disappearance of a child," said President Clinton. "We must do whatever we can to help parents in these situations find their children."

He urged people to "look twice at the photos of missing children you see in the

mail, on your milk cartons and now, in federal buildings across the country."

About 300 kidnappings occur each year in which the suspect is not a family member, according to the National Center for Missing and Exploited Children, which is funded by the Justice Department. A far larger number, 350,000, involve family abductions.

The federal building displays will not be mixed in with other notices, such as wanted posters or job openings. The President's Executive Order specifically requires that a space be set aside for the posting of missing children.

Take the time to look, it may mean the difference between life or death.

### DOT Awards \$16 Million to Accelerate Standards For Intelligent Transportation Infrastructure

As part of an initiative to promote Intelligent Transportation Infrastructure (ITI), the DOT announced a series of cooperative agreements, totaling \$16 million in commitments over the next five years, with \$2 million guaranteed for fiscal year 1996, to five organizations to spur development of standards for ITI equipment.

ITI is a national effort designed to improve traffic flow and reduce congestion, saving time for millions of commuters and companies and improving safety on the nation's roads. Under ITI, advanced and emerging technologies in fields such as information processing, communications and electronics are developed and applied to surface transportation systems to use the nation's infrastructure more efficiently. Examples of ITI include automated highway systems, traffic operation centers, electronic toll booths and computerized traffic control systems.

"I have set a national goal of developing Intelligent Transportation Infrastructure across the United States within a decade," said Secretary Peña. "ITI will save time and lives and improve the quality of life for Americans everywhere. In addition, our state and local partners can use Intelligent Transportation Infrastructure to increase transportation capacity today and to provide a modern transportation network for the next generation of Americans."

Congress mandated funds for the cooperative agreements in the 1991 intermodal Surface transportation Efficiency Act, which directed the Secretary to "develop and implement standards and protocols to promote widespread use and evaluation" of ITI technology.

### Norfolk Based Cargo Ships Return From Bosnia Ops

Two Ready Reserve Force cargo ships which served in NATO operations for Bosnia were recently welcomed home to Portsmouth, VA.

The 648-foot long Cape Race and Cape Rise were welcomed home by family, friends, military officials and a Navy band at their berth at Moon Engineering Company in Portsmouth.

The large, gray cargo ships are a familiar sight to Waterside and Town Point Park visitors. They are berthed on the Portsmouth side of the Elizabeth River and have red, white and blue stripes on their smoke tracks.

The ships' crews are civilian merchant mariners, many of whom live in the Hampton Roads area. The ships have logged more than 17,000 miles each since departing Norfolk on Dec. 3, 1995. They moved equipment from England, Belgium and Germany to Croatia for British NATO forces serving in Operation Joint Endeavor.

RRF ships are owned and maintained by the Maritime Administration. John Graykowski, Deputy Maritime Administrator for Inland Waterways and Great Lakes participated in the ceremony. Officials from the agency's South Atlantic Region also attended.



Atlanta firemen evacuate a MARTA train. The FTA seminar was conducted to evaluate emergency response capabilities of local agencies in preparation for the 1996 Olympics.

As real as this may seem, it is merely a scenario created during the recent Fire Life Safety Training Seminar sponsored by the Federal Transit Administration (FTA) and conducted by the Transit Division of the Transportation Safety Institute (TSI). The purpose of the seminar was to evaluate the emergency response capabilities of local agencies in preparation for the 1996 Olympic Games. After the rescue and evacuation exercise, the bus was set ablaze so that seminar participants could compare burn times with evacuation times. After the fire was extinguished by the Atlanta Fire Department, a debriefing was held at the scene. Jim Hall, Chairman of the National Transportation Safety Board, told the participants that lessons learned from such drills can and do save lives. Federal Transit Administrator Gordon Linton complimented the emergency responders and indicated that because transit safety and security is of such importance such training exercises will be undertaken more frequently.

According to TSI's Bob Lower, there were more than 360 participants in the seminar. A series of meetings are scheduled to take place in Atlanta to discuss the exercise and lessons learned. TSI is based at the Mike Monroney Aeronautical Center in Oklahoma City. The Transit Division offers a wide range of safety and security training courses and seminars on behalf of the FTA.

For more information on the Fire Life Safety Training Exercise, or for more information on TSI, please contact Bob Lower, manager, Transit Division at (405) 954-3682.

## FTA Sponsors Fire and Life Safety Training Seminar by Judy I. Richey

Imagine the following scenario...police in Atlanta, Ga., receive a call that some sort of accident had occurred north of the Bankhead rail station. Metropolitan Atlanta Transportation Authority (MARTA) train controllers also report that they cannot contact the train in that area by radio and that the train has yet to clear a signal as scheduled. MARTA police are dispatched immediately to investigate.

Upon arriving at the scene, officers are faced with a wreck of major proportions. They find a MARTA train standing on the track but with all doors closed and numerous bodies strewn throughout the two-car train. The third rail is still "hot" with 750 volts running through it. Next to the train is an overturned MARTA bus, leaking fuel with bloodied passengers screaming for help. The train operator and the bus driver are dead. An injured train passenger was becoming hysterical and unruly. A call for help went out and, within precious minutes, the Atlanta Fire Department and other local emergency response agencies were on the scene. News media cameras were everywhere. There were hundreds of onlookers.



After the Fire-Life Safety Seminar, the Atlanta MARTA bus was set ablaze to compare burn time with evacuation time.

## Federal Financing Guaranteed For Second American Shipyard

The resurgent U.S. shipbuilding industry received yet another boost from the Department of Transportation recently when Secretary Peña executed a federal financing guarantee for a second American shipyard to build oceangoing commercial ships for export.

The \$53 million project is for the construction of two 472-foot-long chemical carriers to be built by Alabama Shipyard, Inc., Mobile, for the Danish firm Dannebrog-Rederi AS.

"This federal guarantee is another step forward in providing the U.S. shipbuilding industry with the tools it needs to compete in the global marketplace," President Clinton said. "This project will result in more jobs for the people of Alabama. I am pleased that my Administration has been able to assist in reinvigorating American shipbuilding."

Appearing with representatives of Dannebrog-Rederi AS, the Maritime Administration, Alabama Shipyard, Inc., and Congressman Sonny Callahan, Secretary Peña said, "America is back in the world shipbuilding market and we're here to stay and create jobs. This project will support 700 jobs at the shipyard and supplier company."

"This is the second major shipbuilding deal during this Administration, the second major shipbuilding deal in more than 30 years. Given the right tools, American shipbuilders can compete with the best in the world, and this is proof that we are."

In 1993, President Clinton announced a five-part program to strengthen the American shipbuilding industry. As part of that program, President Clinton and Congress expanded a ship financing program which previously had been available only to American vessel owners.

Under the ship financing program administered by the Maritime Administration (MARAD), the government does not make direct loans. Funds are secured in the private sector with repayment guaranteed by the government.

For more information about the federal ship financing program, please contact MARAD's office of Ship Financing at (202) 366-5744.

## Secretary Peña Announces New Transportation Administrative Service Center

At a January 24th ceremony attended by senior DOT officials, employees, and other invited guests, Secretary Peña cut the ribbon that officially signaled the beginning of a new entrepreneurial enterprise here at DOT—the creation of the Transportation Administrative Service Center (TASC). Deputy Secretary Mort Downey joined the Secretary in congratulating Melissa Spillenkothen, Assistant Secretary for Administration, for leading this remarkable accomplishment.

"The Assistant Secretary should be commended in taking the bold steps necessary to challenge the system and make the kind of improvements in cost, quality and service being touted by the President and Vice President," said the Secretary. The Center was created as a result of a National Performance Review effort to position administrative functions in the department to become entrepreneurial, efficient, competitively priced and customer-focused. It is in this spirit that TASC will

provide a full range of administrative services to the department and other government organizations at competitive rates. All the operational activities that were previously performed in the Office of the Assistant Secretary for Administration are now located in the Center and restructured into 11 lines of business and two staff offices that focus on: 1) customer service and 2) cost accounting and business systems. The long-term goal is to operate as a fee-for-service entity.

TASC customer service representatives are busy meeting with organizations throughout the department to explain Center services and to solicit ideas on possible new services to add. Currently, TASC offers a wide variety of administrative services including major systems development and information technology operations, an award winning multimedia animation and computer graphics capability, and worklife and career information services available in the DOT Connection. Secretary Peña encouraged the audience to pick up handouts and visit the display boards describing TASC services. TASC employees were also on hand to answer questions and provide additional information about Center services.

Assistant Secretary Melissa Spillenkothen believes the new Center's motto, "Our 'TASC' Is To Get The Job Done!" underscores the Center's "absolute commitment to listen to our customers and deliver the services they want better, faster and at a better price."

Call the Center's customer service office today on (202) 366-4747 to find out more about what TASC can do for you.

Secretary Peña and Deputy Secretary Mortimer Downey lend a helping hand to Assistant Secretary for Administration Melissa Spillenkothen in officially opening TASC.



# NATIONAL PERFORMANCE REVIEW

DEPARTMENT OF TRANSPORTATION'S

The department has made enormous progress over the past two years implementing the important change initiatives called for in Vice President Gore's National Performance Review of federal government including:

- Setting better outcome-oriented performance goals and objectives for an improved working environment and service delivery to customers;
- Providing the American people with more information about what their taxes are buying; and
- Providing our customers with more choices, flexibility and options.

During phase II of the National Performance Review, DOT strengthened its partnerships with state and local governments, streamlined business processes, flattened out and restructured its organization and set customer service standards for major transportation program areas. During the past year, these efforts have come together and resulted in a leaner, more efficient DOT with an emphasis on improving service delivery and experimenting with new, innovative practices and strategies.

As we begin Phase III of the National Performance Review, DOT will be asking for your continued help in establishing program performance standards for maximizing the use of federal transportation dollars.

## DOT Issues Customer Service Standards For 18 New High-Priority Areas

December marked this year's Clinton/Gore Administration kick-off celebration of the federal government's second round of published customer service standards. Across the nation, cabinet officials and other key senior officials will host activities and events throughout the year with customer groups to carry the Administration's customer service message and to publicize and present new standards to customers.

Federal agencies were encouraged to adopt the common corporate practice of setting "customer service standards," surveying customers about what they want, then setting standards that respond to what they say. Standards pledge improved reliability, access, competence, responsiveness, courtesy and communication. A record 214 agencies have set customer service standards. That's up from 150 in 1994 when the initiative began.

DOT pledged new departmental commitments of service for millions of DOT customers in 18 high-priority areas. The Secretary applauded these efforts to make DOT more efficient, effective and responsive. A highlight of this year's effort is the Federal Railroad Administration's (FRA) publication of the department's first comprehensive customer service plan that covers all

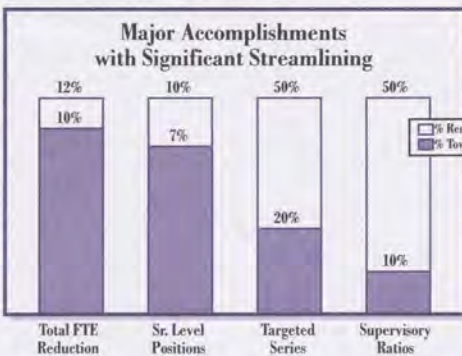
publication, "Putting Customers First - '95 Standards for Serving the American People," released by the White House on December 5. The report may be accessed on the Internet at <http://www.npr.gov>.

- As a result of these standards, DOT customers can expect enhanced service in many areas:
- A new Federal Transit Administration electronic grant making and management system will reduce the amount of paperwork grantees are required to submit with each application by more than 50 percent.
- Telephone requests for information about National Highway Traffic Safety Administration services and programs will be answered within one business day.
- States who use the new Federal Highway Administration electronic signature feature to request a reimbursement payment will receive funds the very same day a request is made.
- Results of R&D railroad projects will be published within 30 days of final approval.
- Pilots will have 24-hour free access to a Federal Aviation Administration direct user access terminal vendor help line to answer technical or data base questions.

- Requests to add existing or proposed airports to the National Plan of Integrated Airport System will be responded to within 10 days.
- Requests for duplicate medical certificates will be issued to pilots within three working days of receipt.
- Federal Security

Managers will be on hand at 19 U.S. major airports to coordinate security measures, policies, and programs.

- An electronic bulletin board system will continuously provide users with the latest maritime information.
- The National Maritime Resource and Education Center will provide accurate and complete responses to information requests within one to three days.
- The United States Merchant Marine Academy will provide information about an applicant's status within 24 hours of a request.



aspects of customer service for the entire agency and outlines their commitments to customers for every service they offer. The Research and Special Programs Administration (RSPA) also broke new ground by publishing the department's first customer service standards in Spanish. RSPA administrator Dr. D.K. Sharma believes that the Spanish version of the standards set for the hazardous materials safety program will broaden the accessibility of services and information to RSPA customers.

The standards set this year build upon the nine high-priority areas set last fall. These new standards are included in the

## NPR Highlights

- Agencies have completed one-third of NPR's original 1993 recommendations, nearly all of the rest are underway.
- More than 200 agencies have published customer service standards.
- More than 200 reinvention labs are testing innovative ideas.
- About 400 labor-management partnerships are developing common sense approaches to government.
- \$58 billion of NPR's \$108 billion in savings proposed in 1993 are in the bank, and agencies' reinvention efforts have saved an additional \$10 billion beyond projected savings.
- Federal employment dropped more than 160,000; reductions are nearly one year ahead of schedule.
- Federal workers are sending 16,000 pages of obsolete regulations to the scrap heap and reworking 31,000 more pages of 86,000 pages of regulations reviewed.
- Reduced regulatory and administrative burdens will save the public nearly \$28 billion.
- Agencies are closing nearly 2,000 field offices.
- Congress has enacted 36 NPR-related laws including the biggest procurement streamlining bill ever, with a second in progress.

### It's on Internet

The report is on Internet. The World Wide Web address is: <http://www.npr.gov/>

You may buy the government version from the Government Printing Office for \$16 or from Random House publication in book stores for \$12.

In the coming year, the department will issue standards for over 45 additional high-priority areas that will cover DOT's remaining major customer segments. Publishing customer service standards, however, is just part of the department's commitment to transform DOT into a customer-driven agency. DOT also plans to:

- Continuously solicit customer feedback to refine the services we are providing so that DOT customers receive the kind and quality of services they want;
- Use customer feedback to re-engineer and streamline our business processes and help determine where to put limited departmental resources;
- Count on front-line employees to deliver on these commitments and continue to contribute ideas on how to improve customer service;
- Evaluate improving customer service and reinforce improved service delivery through performance and recognition systems; and
- Benchmark customer service performance against the best in business. These activities will guide DOT in delivering a more responsive, efficient and effective DOT.

# The Coast Guard's **STREAMLINING** SuccessStory

The Coast Guard began taking a serious look at streamlining its operations in light of the National Performance Review (NPR) and the Government and Performance Results Act (GPRA) goals to provide improved customer service at a lower cost to the American taxpayer. An effort was made to avoid the pitfalls of past downsizing initiatives that simply levied across-the-board reductions without changing the basic structure of services provided to customers. Instead, the USCG took a comprehensive look at its organizational structure and administrative overhead with respect to existing and potential workload and resource requirements, disconnects and overlaps.

Admiral Kramek kicked off the USCG streamlining initiative by chartering two teams to identify opportunities for modifying existing processes and structures and reengineering opportunities for replacing existing processes with completely new ways of doing business. Issues explored included approaches to increase supervisory-to-employee spans of control; consolidat-



Moving USCG forces from Governors Island, (pictured above), will generate the largest single savings of the streamlining plan.

ing, reducing or eliminating management layers; and generating savings and increased productivity through technology. One team focused on existing USCG organizational structures — from

Headquarters to field units — that included two area commands, 10 district staffs, and two maintenance and logistics commands. The other team primarily focused on issues surrounding training including infrastructure, training centers, staffing and training processes.

The teams examined what command and control processes were required for these organizations to deliver their services and what resources such as funding, manpower and information were needed. A participatory process described as "streamlining in the daylight" was used to gather needed information. Widespread participation from all levels was received through surveys, E-mail responses and onsite visits. Current and retired Commandants were interviewed as well as all flag and senior executive service (SES) members.

After months of gathering employee input, the teams developed a wide range of options that were reviewed by the December 1994 Flag/SES conference. This top management feedback was integrated into the final recommendations forwarded to the Commandant in April 1994 which included cost-benefit analyses, life cycle cost projections and return-on-investment comparisons for various options.

The USCG streamlining plan was announced by the Commandant in October 1995 and is detailed along the following five components: Headquarters; Field Command, Control and Support; Training; Governors Island; and Centers of Excellence. The plan calls for:

#### Headquarters

- Streamlining 11 headquarters operating and support program directors into "directorates" that more closely match current work flow processes. This change is expected to enhance productivity by eliminating

duplicate program management functions.

#### Field Command/Control and Support

- Merging the two area commands with adjacent districts.
- Consolidating two adjacent districts having similar external customer groups.
- Reorienting districts to focus on operations and shifting support functions to maintenance and logistic command control.
- Combining operations centers, communication centers and support staffs to improve the coordination and delivery of USCG services to external customers. This "one-stop-shop" approach focuses on strengthening the operational missions of ports, approaches and coastal environments.

Improving support service delivery with the establishment of 12 integrated support commands (ISCs) which will provide support to operational units. In the past, bases and support centers provided equipment maintenance support while a variety of units and staffs provided finance, personnel and information resource management support. Under this plan, ISCs will manage all personnel and finance work as well as the more typical industrial support for cutters, boats and other operating units.

#### Training

- Establishing a director of Reserve and Training at headquarters to focus on training policy, determine resource allocations and continually monitor the effectiveness of existing training.
- Establishing a "one-stop"

Performance Technology Center in Yorktown, Va., which focuses on product development.

- Identifying overlaps and similarities among the Coast Guard's 23 enlisted ratings to minimize the resource requirements of entry level technical training by combining similar curricula, facilities and instructors.

- Creating the Leadership Development Center at the Coast Guard Academy in New London, Conn., to leverage the Academy's overhead costs and bring future officers into close contact with current enlisted and civilian volunteer auxiliary leaders.

#### Governors Island

- Moving USCG forces from Governors Island, N.Y. This will generate the largest single savings of the streamlining plan. Major commands not requiring a presence in the New York harbor will be moved to less expensive areas. The Coast Guard will continue to provide all the same services from less expensive Staten Island and New Jersey locations.

#### Centers of Excellence

- Creating Centers of Excellence by:
    - Reducing the number of electronics, communications and information resource management support facilities.
    - Restructuring the research and development program.
    - Combining overall management of military and civilian personnel into a single Coast Guard Personnel Command.
    - Consolidating civilian personnel services from five offices into a single full service center within the Command. The Center will consolidate the expertise needed for functions not requiring face-to-face interaction, while onsite liaisons would be expanded to some 14 geographic sites having large concentrations of civilian employees.
- Streamlining and reengineering these processes and operations will help the USCG to save the American taxpayer nearly \$400 million dollars over the next four years.

## Reinvention Laboratory Conference March 25-27

During March 25-27, the National Performance Review (NPR) will co-sponsor a federal reinvention laboratory conference at the National Institutes of Health in Bethesda, Md. The conference will be coordinated in partnership with Syracuse University's Maxwell School of Citizenship and Public Affairs, Government Executive Magazine and the Council for Excellence in Government.

Reinvention laboratories are innovative organizations or activities established to test reinventing government initiatives. Laboratory participants are encouraged to experiment with radical new ways of doing business and to share their experiences across government.

DOT established three reinvention laboratories early in the NPR process. Each of these laboratories was developed with significant customer involvement, and each demonstrates a new way of doing business that is more customer-oriented, cost-effective and time-saving:

- The USCG Merchant Mariner Licensing and Documentation System is a proposed national database system to automate the licensing of merchant mariners. The plan is to install the system by this spring to be fully operational by August.

- The Federal Aviation Administration (FAA) is creating a partnership between system users and FAA to improve the overall effectiveness of the National Airspace System.

- The Federal Highway Administration's (FHWA) Electronic Signature Project is permitting states and FHWA to sign and approve documents for federal-aid highway projects electronically, rather than relying on hard copy records. This new technology has already been successfully applied to FHWA's billing process and project authorizations with nearly 80 percent participation by DOT's state partners.

In June 1995, the Department announced a new procurement reinvention laboratory. This designation was sought by the Procurement Management Council and endorsed by the Secretary's Management Council to improve the Department's acquisition system.

#### What Does this Conference Have to Offer Me?

The conference is an event to share reinvention experiences, problems and obstacles successful solutions and strategies, and reinvention lessons. Conference participants will also have opportunities to exchange information to help sustain ongoing reinvention change efforts and to further encourage future reinvention initiatives.

In addition to the 200 existing laboratories, the conference is aimed at other govern-

**"If our laboratories are to continue to thrive they must begin to learn from each other. Common problems, successful solutions and strategies, and even mistakes can teach the rest of us how to change government."**

ment innovators, reinvention hopefuls and government officials in a position to help remove some of the barriers to entrepreneurial government. For more information, please contact Patrice Blackman on (202) 366-9844.

- Vice President Gore  
October 3, 1995

## DOT Partnership Council -A New Way of Doing Business

The involvement of federal government employees and their union representatives is essential to achieving the National Performance Review's government reform objectives. President Clinton's Executive Order asking agencies to form labor-management partnerships reflects his belief that union and employee involvement in this transformation process, in fact, plays a key role in delivering the highest quality service to the American people.

In June, 1995, DOT ushered in a new way of doing business by signing a charter establishing the Department of Transportation Partnership Council. The Council, which is represented by senior management and unions representing substantial numbers of DOT employees, provides a unique opportunity for management and unions to work together in a collaborative partnership. Consensus decision-making will be used to make recommendations on department-level matters to the Secretary. There are 12 principal members and 12 associate members, with working groups to be formed on an ad-hoc basis to address specific issues.

The department-wide Partnership Council will serve as a forum for discussion and exchange of information about department level issues. It will also promote and facilitate work partnerships throughout DOT.

In addition to the Council, there are currently 25 labor management partnerships operating at the level of exclusive representation in most of the operating administrations. These partnerships cover over 31,000 bargaining unit employees. Each partnership is different and reflects the varying needs of the operating administration, union and employees it serves.

One of the first activities of the DOT Partnership Council will be to develop a career transition program for providing placement assistance to surplus and displaced employees within DOT as well as those Riffed at other agencies. Details of this program will be shared with employees as they become available.

With the many changes and transitions taking place today and well into the future, there will be many opportunities for the DOT Partnership Council to make a difference by offering recommendations to enable the department to better serve its customers, improve productivity and enhance the quality of worklife for its employees.



## New Customer Service Initiatives

Vice President Gore recently announced two new ambitious government-wide initiatives to provide better information about Federal services available to the public. The first initiative asks DOT to improve public access to transportation services by adopting a more customer-friendly approach to DOT listings found in the federal blue pages of telephone directories throughout the country. Rather than providing information under organizational lines of responsibility, the goal is to list needed information and phone numbers under key DOT services. Eventually, services available to the public will even be cross-referenced across all federal agencies. As a result of this improvement, callers are expected to enjoy greater convenience and benefit from improved accuracy of information received.

The second initiative, the Business Advisor, will provide the business community with on-line information about federal regulations, information and services in one place on the Internet. Intermodal DOT task forces will be formed in the near future to implement these important customer service improvements.

## Procurement Reform

Last October, John Koskinen, deputy director of the Office of Management and Budget, asked DOT Deputy Secretary Mortimer Downey to assume an important new challenge — leadership of the President's Management Council (PMC) task force on procurement reform in the federal government. The President views procurement reform as critical to achieve a government that works better and costs less.

The government-wide task force formed to tackle this initiative included the chief operating officers from the Department of Energy, the Department of Defense, the General Services Administration, the Small Business Administration and the Administrator of the Office of Federal Procurement Policy (OFPP). The group's charter was to make improvements to the acquisition process within the limits of the law.

By early November when Deputy Secretary Downey presented an action plan to the entire PMC he noted that one of the problems with past attempts to improve the procurement system was the absence of government mechanisms to determine if the changes being made had their intended result. Secondly, past efforts failed to have a clear understanding of just what was a "successful" procurement system.

Deputy Secretary Downey asked that each PMC member become personally involved in the efforts to improve the procurement system in his or her agency. Each agency also agreed to identify a new or ongoing project or process improvement that could be highlighted at a government-wide procurement symposium sponsored by the Council for Excellence in Government this spring. Finally, each PMC member agreed to nominate a senior career procurement executive from the agency to participate in a working group to help define what a world class acquisition system should be.

In mid-November, the Deputy Secretary and the OFPP Administrator Steve Kelmar met with more than 20 top procurement executives from around the government to kick-off the working group effort. Two parameters were set for the group. The first was to develop a set or sets of balanced performance measures that can be used to determine the "success" of the procurement system. The second was to develop a "best practices" strategy that could serve as a prototype for showing government agencies how to share their successes and transfer knowledge among themselves more rapidly.

"It is time to step back and develop a consensus vision of what it is we want the procurement system to be and then how to measure it if we've achieved that vision," said Deputy Secretary Downey to the work-



ing group. "To accomplish this requires high level management attention, increased ability to share knowledge among agencies to accelerate the pace of change and a system to measure the impact of change." Downey also pledged to create an environment which rewards innovation and diminishes the fear of risk taking. This working group of senior procurement executives has been meeting since late November 1995 and expects to present its findings and recommendations to the task force and the full PMC.

### Reinvention Procurement- A Vision Becomes Reality

This December the Research and Special Programs Administration's (RSPA) Office of Contracts and Procurement awarded three contracts totaling \$9.2 million dollars using a new reinvented contracting process. The new process, registered under DOT's Procurement Reinvention Laboratory, reduced the procurement lead time by 50 percent. A procurement of this complexity which would normally have taken eight to twelve months to award was achieved in just four months. RSPA Administrator, Dr. D.K. Sharma said, "This achievement supports President Clinton's goals to cut red tape, streamline government procedures and improve customer service and the Secretary's Strategic Plan by reinventing that which could work better."

## Lessons Learned In NHTSA

During the reinvention process, the National Highway Traffic Safety Administration has learned many valuable lessons. As other private and public sector organizations have found, many change management initiatives are met with resistance. NHTSA has found that involving the employees and customers in the development of the initiatives and continually communicating with them as the effort progresses reduces this resistance.

Central to NHTSA's success was to its management initiatives using the Strategic Plan as the overarching basis. Centralizing lead responsibility for such activities helps facilitate their integration. NHTSA's Office of Plans and Policy has lead responsibility for the Strategic Plan, the Government Performance Plan and Results Act (GPRA) and the Budget.

Finally, don't wait for GPRA requirements to become effective, develop a strategic plan and performance measures. The underlying key to future success is to focus on outcomes. If you'd like more information on NHTSA's activities, please contact Noble Bowie at 202-366-2549 or Barbara Faigin at 202-366-2585.

# The Reinvention Puzzle: "Making the Pieces Fit at NHTSA"

Like other operating administrations, the National Highway Safety Administration (NHTSA) has been actively involved in the National Performance Review to reinvent the federal government. NHTSA has embraced many of the NPR concepts like customer service, performance agreements, performance measurement and strategic planning. The real challenge, however, is to use these concepts collectively to change how NHTSA does business. Although at first NHTSA struggled with this issue, it was eventually successful in integrating these management strategies into a comprehensive and coherent approach to change management.

The multi-level approach adopted models the DOT Strategic Plan. The DOT Strategic Plan's seven goals provide the overarching basis for the NHTSA Strategic Plan as well as the DOT budget and the Secretary's Performance Agreement with the President. The NHTSA Strategic Plan, released in December 1994, articulates the agency's long-term vision. It includes 11 goals with supporting objectives under each.

As a next step, NHTSA drafted a Strategic Execution Plan translating the broad goals and objectives of the Strategic Plan into specific programs and activities that will be conducted over the next five years. In addition performance measures were added with five-year targets so that NHTSA can measure its progress toward achieving the goals of the Strategic Plan. The draft plan was recently circulated to NHTSA's partners and customers for comment and will be finalized this spring.

As a pilot agency under the Government Performance Plan and Results Act



(GPRA), NHTSA developed performance plans with measures for all of its major program areas for fiscal years 1994-96. The one-year targets in the annual performance plan represent incremental progress toward meeting the five-year targets established in the Strategic Execution Plan.

Together, the Strategic Execution Plan and the annual GPRA Performance Plan drive the agency's budget. In crafting annual budget submissions, NHTSA program managers had to do a "cross-walk" between proposed activities and measures and those in the Strategic Execution Plan of any given year as well as the measures from the annual GPRA Performance Plan that will be used to assess the effectiveness of those programs.

The Strategic Execution Plan and GPRA Performance Plan also lay the foundation for the administrators Performance Agreement with the Secretary. Organized under the goals of the DOT Strategic Plan, key programs and activities in the Strategic Execution Plan and performance measures in the GPRA

Performance Plan are the basis for the Administrators Performance Agreement with the Secretary. The administrator meets monthly with the Deputy Secretary to review progress on carrying out the Agreement. NHTSA and other DOT modal administrators also provide electronic status reports to OST. NHTSA is currently in the process of developing an electronic project tracking system to monitor progress in carrying out the Strategic Execution Plan and the Administrators' Performance Agreement. Activities and performance measures from NHTSA's Performance Agreement with the Secretary, along with those from the other DOT modal administrations, form the substance of the Secretary's Performance Agreement with the President.

To ensure that NHTSA maintains sufficient focus on its near-term priorities, each NHTSA program office develops a list of their respective priority activities. In developing these priorities, each office refers to the Strategic Execution Plan and the Administrators Performance Agreement. Once every two months, the administrator meets individually with each associate administrator and their senior managers to review progress on the priority activities as well as to discuss any emerging or unanticipated issues.

Without a sound management structure, strategic plans often end up "on a shelf," never making the change sought in an organization. NHTSA's approach uses the DOT and NHTSA Strategic Plans as roadmaps for organizational change. The DOT Strategic Plan, coupled with NHTSA's Plan are excellent examples of how Federal agencies can successfully transform how they do business.

## NHTSA's Transformation Accomplishments

**Goal 8: Improve NHTSA's internal processes, management and structure to create a more effective and efficient agency that is better able to pursue its mission.**

- Efforts by process improvement teams comprised of NHTSA employees have resulted in savings of over 6,000 staff hours.
- NHTSA's Government Performance Plan and Results Act is considered as one of the best in government and is used by OPM in their GPRA training courses.
- The agency implemented an electronic employee survey in January 1995. A follow-up survey indicated that over half of NHTSA's employees believe that they are now being delegated more authority in performing their jobs.

**Goal 9: Listen to, involve and serve customers and partners in the planning, programs and activities of the agency.**

- NHTSA's Auto Safety Hotline was recently given the Vice President's Hammer Award for making customer service enhancements.
- The National Association of Governor's Highway Safety Representatives lauded NHTSA's pilot highway safety grant process that relies less on federal intervention and more on state accountability.
- By making crash test information easier to understand, consumer requests for crash test information have more than doubled.

**Goal 10: Build and maintain a professional, productive, innovative and diverse workforce.**

- NHTSA has developed an in-house training program where specially trained NHTSA employees provide instruction to their peers on continuous improvement concepts and tools. More than 100 staff-persons have already received training.
- Fifty percent of all executive/supervisory training was received by minorities and women.
- A new awards program, the "People Saving People Awards," was developed to reward employees for their innovation and teamwork.

**Goal 11: Effectively manage and use information resources.**

- NHTSA information is now available and can be quickly obtained by consumers through the on-line services of the Fed World Information System. Thousands of users of the system have downloaded information since its inception.
- The agency has implemented a fax-on-demand system as part of the Auto Safety Hotline operation to expedite responses to its customers. In a recent three month period the fax-on-demand system handled over 20,000 Hotline caller requests.
- The agency has developed a computerized Grant Tracking System to automate the process of tracking grant funds. The new system speeds up financial transactions while reducing errors.

## Vice President Presents Second Year NPR Report to President

At a ceremony at the White House on Sept. 7, Vice President Gore presented President Clinton with a report describing what federal workers have accomplished in the second year of reinventing government. "The entire government has been doing the hard work of changing," Gore told 100 special guests from the private sector and government. "Common sense government is making a comeback," the Vice President added.

*Common Sense Government: Works Better & Costs Less*, the NPR's third major report, highlights significant progress made by federal agencies since the initial report was issued exactly two years earlier.

Accepting the report, President Clinton said, "There's nothing quite like our reinvention progress in the history of modern American government." He thanked federal employees for their contributions, noting "They have worked very, very hard at this difficult job and they have done it remarkably well."



"This agreement with China is the capstone to a year of tremendous success in building better aviation links throughout the world," said Secretary Peña.

## Historic Accord Signed With China

The DOT recently negotiated a new bilateral aviation agreement between the United States and China which permits the first non-stop service by an American carrier between the two nations. This was the 29th aviation agreement reached by the Department of Transportation as part of the Clinton Administration to aggressively expand economic opportunities and connections throughout the world. "This is an enormous step forward in our efforts to liberalize worldwide aviation and forge stronger economic ties around the globe," said Secretary Peña. "Airlines and consumers in both our nations will reap long-lasting benefits from this accord."

The agreement also provides for expanded code-sharing opportunities for U.S. and Chinese airlines. U.S. airlines without direct flights to China will be authorized to put their code on the Trans-Pacific flights of the Chinese airlines. Chinese airlines will be allowed to put their code on the flights of any U.S. airlines and, thereby, offer improved service to up to five more U.S. cities than are currently authorized for service by Chinese airlines. U.S. airlines will obtain similar opportunities to code share with Chinese airlines on a two-year phased-in basis to up to five additional points in China.

During Secretary Peña's 17-day eight-nation trade mission in Nov. 1995, new bilateral agreements were also signed with the Philippines, Hong Kong and Macau. In early December, a new agreement was also reached with India which allows direct service to begin in January, 1997.

"This agreement with China is the capstone to a year of tremendous success in building better aviation links throughout the world," said Secretary Peña. "It means more choices and better fares for consumers and greater economic opportunities with our trading partners."

## Coast Guard Responds to Spill Off Rhode Island Coast

by David M. Santos

The Coast Guard Cutter *Bittersweet* (immediate right) uses the Vessel of Opportunity Skimming System (VOSS) to collect oil spilled from the barge North Cape. The North Cape was being towed by the *Scandia* when a fire broke out on the 112 ft. tug during a storm on the afternoon of Jan. 19. The tug released tow of the barge which then spilled an estimated 828,000 gallons of home heating oil after grounding off Moonstone Beach in Rhode Island. With a storm packing gale force winds and rough seas approaching, Coast Guard and emergency personnel worked feverishly to pump all remaining oil off the stricken barge to avoid further damage to the surrounding area.



## Airport Development for Madrid, Spain

by Larry Kiernan

Development of Barajas Airport, serving Madrid, is one of the most promising endeavors on the European aviation scene. Capacity is increasing and service levels are improving at the airport, which is the thirteenth busiest in Europe and a popular gateway for air travelers from the United States. The airport presently is in the early stages of a massive expansion plan which will accommo-

at Barajas. The declared capacity of the runways has been increased and two new terminal gates are in operation with a new passenger concourse under construction.

While these improvements are impressive, they are largely interim measures, coping with traffic growth until a long-range solution can be put into place. The most serious challenge for Madrid was

debt financing. Since noise is an issue for the expansion plan the airport has installed a state of the art noise monitoring system and intends to refine flight paths to minimize annoyance.

Carl Ball, a planner from FAA's Great Lakes Region, was a key participant throughout the planning process. Ball is an author, with fellow FAA'ers Jon Fieweger and Tom Hilquist, of the 1991 report that is the foundation for Plan Barajas. Ball's continuing close collaboration with the DGAC's office, and the presence of airport planner Ashraf Jan on the CAAG, have helped to keep the plan on course.



A model of Barajas' new passenger concourse.

date traffic through the middle of the next century.

The situation is especially remarkable because, less than 10 years ago, Madrid was considered a potential obstacle to the expansion of air transportation in Europe. In 1987 it was predicted that Barajas Airport would be severely congested within 10 years. Hardly anyone was optimistic about the long-term viability of Barajas and there was doubt whether the existing airport could be expanded.

The key to preserving Barajas was an extensive planning program led by Spains office of the Director General of Civil Aviation (DGAC). U.S. technical assistance also played a major role in the program. A Civil Aviation Assistance Group (CAAG) is maintained by the FAA in Madrid under the sponsorship of the DGAC. Beginning in the 1980's, the CAAG arranged a series of visits by U.S. experts who exposed the Spanish to planning procedures that are widely used in the U.S., such as computer simulations to compare alternative airport configurations.

The results of the planning are already apparent

the prospect of turning the century with a congested airport that has no potential for expansion. The disruption and expense of developing a new airport threatened to drain Spain's resources and increase the cost of air transportation. Fortunately this will not occur, thanks to the long-term program known as "Plan Barajas."

Plan Barajas combines the best fixtures of expanding an existing airport with the enormous capacity gain that usually can be achieved only at a new site. Three new runways are planned and when the last runway is in place, Barajas will be one of the highest capacity airports in Europe. Because the project involves the gradual expansion of a busy airport, it is being financed by current airport revenues, without incurring the additional expense of

The Barajas project is the largest of a wide range of improvements being undertaken by a new government corporation.

The corporation, Aeropuertos Españoles y Navegacion Aerea (AENA), was formed in 1991 to consolidate Spanish airport and air traffic functions that had been provided by several government agencies. AENA has almost 10,000 employees and an annual budget of \$1 billion. About 70 percent of the staff and budget are for the airport system, which includes Madrid, Barcelona, and Palma de Mallorca, three of Europe's busiest, and 37 other airports with commercial service. AENA has plans for \$3 billion in airport improvements over the next 5 years, including new runways and passenger and cargo facilities.

Financial management is a key feature in AENA's program. Productivity in terms of cost per unit of traffic handled is improving and AENA's charges for air traffic control and airport use are among the lowest in Europe.

AENA is also a leader in airport retail sales, with some remarkable innovations. For example, at the airports serving resorts in the Canary Islands, departing tourists can now order beer in measures that correspond exactly to their remaining pocket change, leaving them happy and without a "peseta" to spare.

# DGPS Ushers In "New Era In Navigation History"

A revolutionary breakthrough in satellite technology, marking a "new era in navigation history," will grow into an \$8.5 billion industry by the end of the decade, creating 100,000 new jobs, said Secretary Peña.

At the kick-off of the initial phase of the Differential Global Positioning System (DGPS) at the Coast Guard Navigation Center in Alexandria, Va., Secretary Peña said, "I believe we are celebrating far more than a revolution in navigation...we're also saying to this country that government can work right, that all the different agencies can come together and develop something beneficial to all — and do it on schedule and within budget."

Commending the Coast Guard's work, Peña went on to say that DGPS fulfilled a pledge he made to President Clinton, "To find a way in transportation to use our national defense treasure, the Global Positioning System. And you have...You're a great team. You represent a new spirit in the Coast Guard." Peña also thanked the Department of Defense for its work in developing GPS and working with him in making GPS policy that enables effective civil use.

The Global Positioning System is a satellite-based radionavigation system originally deployed by the Department of Defense. It will allow

100,000 commercial maritime vessels and 175,000 recreational boaters expected to be equipped with DGPS to guide their ways into America's harbors more accurately and safely. Any vessel within about 150 miles of a DGPS tower will be able to chart its location 24-hours a day, regardless of weather conditions.

DGPS will vastly improve maritime transportation in harbors and harbor approach zones.

Vessels equipped with the new receivers will collect navigational signals from all satellites in view, plus corrections from an additional DGPS position on land. The additional DGPS beacon on land further narrows the satellite fix, making the signal 10 times more accurate than GPS alone. DGPS is accurate to within 10 meters.

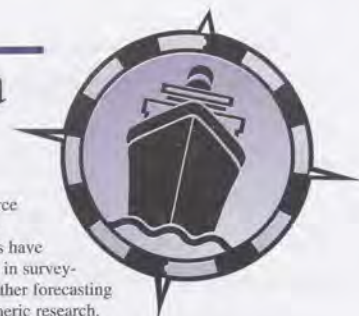
Forty-seven DGPS sites have been established across the United States, including Alaska and Hawaii, providing signals to receivers within about 150 miles.

The Secretary added, "Beyond maritime applications, we anticipate this system, with additional onboard augmentation, can be used by railroads to prevent collision and optimize the capacity of congested rail lines. In aviation, DGPS will be used to land planes. In transit, bus operators can track their fleets with it. In automobiles, DGPS tells the driver which way to turn. Beyond transportation,

the Commerce and Interior Departments have applications in surveying and weather forecasting and atmospheric research. DGPS has limitless capabilities."

Other government officials, agencies and industry groups represented at the dedication included the Secretary of Defense, the Federal Railroad Administration, the Research and Special Program Administration's Volpe Transportation System Center and the Saint Lawrence Seaway Development Corporation, as well as the National Geodetic Survey, the National Oceanic and Atmospheric Administration, the GPS Industry Council, the Naval Air Warfare Center, the Delaware Bay and River Pilots Association, and the Army Corps of Engineers.

For further information about DGPS, call NAVCEN at (703)-313-5900 or write to NAVCEN, U.S. Coast Guard, 7323 Telegraph Road, Alexandria, VA. 22315-3998. The information may be accessed and downloaded by modem by calling the CG Bulletin Board at (703)-313-5910. Internet access is available at: <http://www.navcen.uscg.mil>



## DOT Awards Funding Grants To The City Of Brotherly Love

Federal Transit Administrator Gordon J. Linton joined Rep. Thomas M. Foglietta, Louis Gambaccini, general manager, Southeastern Pennsylvania Transportation Authority (SEPTA) and Denise Goren, deputy mayor for transportation of the city of Philadelphia, in announcing \$6.5 million in transit grants for the city of Philadelphia.

Administrator Linton said that the grants "are examples of the President's and Secretary Peña's concern about the quality of life for Americans who use our public transportation systems."

The first grant of \$54,000 to SEPTA is a Livable Communities Initiative grant for the North Philadelphia Transportation Center. This project will provide funding for planning and outreach to rejuvenate the intersection of Broad Street and Lehigh Avenue in North Philadelphia. The area includes SEPTA's Broad Street Subway Station, North Broad Regional Rail Station, North Philadelphia Regional Rail Station and AMTRAK Northeast Corridor service.

The second grant is an intent to award \$3 million in capital funds which will enable SEPTA to rehabilitate the North Philadelphia station of the Broad Street subway and to provide funding for preliminary engineering and final design for

the North Philadelphia Transportation Center. Funds will be used to fix walls, flooring and tactile strips on the station platforms. Other improvements include the installation of new vandal resistant lighting and improvements on signage.

Following the presentation of these grants, a Town Meeting was held in the North Philadelphia community. The Town Meeting was an interactive and participatory working session featuring a unique audio visual presentation focusing on the Broad Street subway station area.

North Philadelphia is a part of a select number of demonstration project sites, under the Livable Communities Initiative, that are holding town meetings to bring residents, neighborhood organizations and the business community into the planning and design of community-sensitive transit project.

"These improvements to the area will make Broad Street and Lehigh Avenue a transportation center in the true sense of the word," said Linton.

The third grant, \$3.5 million to the city of Philadelphia, will provide funds for the Erie Avenue Intermodal Terminal Improvements Project. These funds will provide for engineering, design and construction of the Intermodal Terminal at the Broad-Erie-Germantown Intersection.

## Historic Civil Rights March Route Will Live in History

**Black History Month**

DOT awarded \$1.5 million in scenic byways discretionary funds to the state of Alabama to design and construct interpretive displays along U.S. Route 80, site of the historic 1965 Voting Rights March from Selma to Montgomery.

"This grant represents a strategic investment of our transportation dollars on a route that was critical to one of the most defining moments in recent history," said Secretary Peña. "It is part of President Clinton's continuing commitment to rebuild America."

Federal Highway Administrator Rodney E. Slater announced the funds at a press conference at the state capitol in Montgomery, standing on the

same steps where the marchers concluded their historic journey.

Slater remarked, "The voting Rights March of 1965 was one of many significant events that took place here in Alabama, fundamentally shaping our nation's history. The historic impact of the Selma to Montgomery march along U.S. Route 80 is of national importance and is of interest to both domestic and international tourists. It is my distinct pleasure to provide funding for this important project."

The project to provide interpretive facilities along the historic road also marks the beginning of a coordinated effort between the National Park Service, Alabama Historic Commission, Alabama DOT and community organizations to develop a comprehensive plan to formally recognize the site. Governor Fob James designated the route a scenic byway in honor of the historic march.

## COSCO Child Seats Being Recalled

The National Highway Traffic Safety Administration (NHTSA) announced a safety recall of 15,370 Dreamride Ultra infant seats manufactured by Cosco, Inc., of Columbus, Ind., because they do not meet the standards for crash safety.

"Properly used child safety seats are lifesavers," said NHTSA Administrator Ricardo Martinez, M.D. to owners of the seats. "We've seen time and time again how well child restraints protect children, even in some extremely violent crashes. By responding to this recall and working with the manufacturer to repair your child seat, you can be sure you are protecting your child if he or she is involved in a crash."

When subjected to a 30-mph impact in NHTSA tests, the Dreamride Ultra rotated backward too much. The federal safety standard requires that rear-facing restraints do not rotate more than 70 degrees from the vertical at impact. The involved Dreamride Ultra rotated slightly further. Involved in the recall are Model 02-719 Dreamride Ultra Car Bed/Seats manufactured from April 8, 1994 through June 15, 1995.

Dr. Martinez urged owners of the seats to contact Cosco, Inc., for a free reinforcement kit and installation instructions. Cosco, Inc., can be reached by calling (800) 314-9397 or by writing to Cosco, Inc., 2525 State St., Columbus, Ind., 47201-7494.

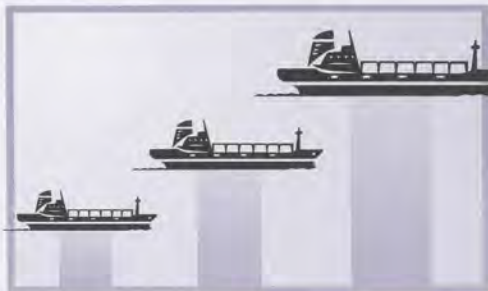
He also told parents who had no suitable, alternative safety seat that they should continue using their Cosco Dreamride Ultra until they receive and install the reinforcement kit. "An unrestrained child is at a much greater risk of injury in a crash than a child in a restraint system," Dr. Martinez said. He also reminded parents never to use a rear-facing infant seat in an air bag-equipped position.

# 1995 Seaway Cargo Tonnages Increase For Third Consecutive Season

by Kevin P. O'Malley

During the 1995 navigation season, cargo tonnage on the Montreal-Lake Ontario section of the St. Lawrence Seaway increased for the third consecutive year, according to preliminary figures released by the Saint Lawrence Seaway Development Corporation.

During the navigation season that ended Dec. 28, 38.6 million metric tons of cargo were moved via the binational waterway, an increase of more than 140,000 metric tons versus 1994.



During the season, the Seaway recorded its longest shipping season in history at 280 days, surpassing the previous record of 276 days in 1984. Also, an all-time record was set in salt movements at 1.5 million metric tons, breaking the former record of 1.4 million metric tons in 1989.

Other commodities that recorded increases in 1995 included: total grain (14.5 million metric tons, up 10 percent); U.S. grain (7.2 million metric tons, up 37 percent) — its highest level since 1984; coal (943,000 metric tons, up 76 percent); coke (886,000 metric tons, up 40 percent); stone (810,000 metric tons, up 10 percent); chemicals (458,000 metric tons, up 18 percent); ores and concentrates (387,000 metric tons, up 27 percent); scrap iron and steel (149,000 metric tons, up 224 percent); and cement (66,000 metric tons up 633 percent).

Newly sworn-in Corporation Administrator Gail C. McDonald noted that the increase in cargo tonnage is a sign that foreign markets are recognizing the Great Lakes Seaway System as a cost effective and reliable transportation route to and from North America. "The continuing cargo increases on the St. Lawrence Seaway are a clear indication that international markets remain attracted by the cost advantages of the Seaway System," McDonald said.

## Funds Awarded For Key Infrastructure Projects

DOT recently awarded more than \$220 million in discretionary funds for important infrastructure-related projects across the nation.

"In the first two years of this Administration, we have invested more than \$40 billion in our nation's transportation infrastructure, a larger amount than in any other two-year period," said Secretary Peña. "DOT has chosen them with common sense, strategically investing these funds so that we provide the greatest benefit to our highway users across the country."

The funds, made available for eligible projects at the discretion of the Secretary, are provided from various accounts through the department's Federal Highway Administration (FHWA). Selection and distribution of the fiscal year 1996 allocations were

based on requests by the states and the eligibility of the projects submitted for additional federal funding.

"I have seen many of these projects firsthand," said FHWA Administrator Rodney E. Slater. "Over the last two years, as I have traveled the roads of this great nation, I have seen how significant these projects are to the future of their local economies. I am pleased and proud to provide these important grants."

Funds were made available in Interstate Discretionary, National Highway System (NHS) High Priority Corridor, Public Lands Highways, NHS Major Bridges, Timber Bridges, Scenic Byways and Right of Way.

For more information please contact the FHWA Office of Public Affairs at (202) 366-0660.

## Accessible Transportation Services

Accessible transportation services are available for DOT employees, official visitors and guests between DOT Headquarters' buildings and to other locations for official business. Please call Bill Thrift, Chief of the Motor Vehicle Section, Cleveland Montgomery or Franklin Weaver at 202-366-1364, between the hours of 7 a.m. and 5:30 p.m. Arrangements should be made at least 24-hours in advance. This is the current procedure with modifications being planned for the future.

## • People •

Nancy McFadden was sworn in as DOT general counsel recently. Formerly the deputy associate attorney general at the Department of Justice, McFadden takes over a position left vacant when Stephen Kaplan left in July 1995.

McFadden was nominated by President Clinton on Aug. 8, 1995 and confirmed by the Senate Dec. 26, 1995. Attorney General Janet Reno said, "Nancy McFadden is an extraordinary public servant. Her high ideals and hard work will serve the Transportation Department well, just as they did at the Justice Department."

Peter G. Halpin was recently appointed head of the department's Office of Congressional Affairs by Secretary Peña. Halpin had previously been the Director of Communications and External Affairs in the Federal Transit Administration.

"The Clinton Administration is committed to developing a more effective working relationship with Congress," Secretary Peña said. "That is why I am delighted we will now be able to use Pete Halpin's talents to keep our channels of communication open with Capitol Hill."

## DOT Names Students of the Year

DOT's commitment to ensuring that the future of transportation will be successful can readily be seen throughout the University Transportation Centers Program. It is here where promising students are given the opportunity to work on transportation related research projects, gain experience and develop foundations for careers in transportation. DOT recently selected UTC's outstanding students of 1995 and presented them with awards.

"The students we honor today have proven themselves to be exemplary in their chosen disciplines," said Secretary Peña at the awards ceremony. "If students are the future of transportation,

and they are, then our future is bright."

The UTC Students-of-the-Year Award recognizes one student from each of the 13 Centers. Award winners are graduate degree candidates selected on their technical merit, research contributions, academic performance, professionalism and leadership. The students selected received a cash award of \$1,000 and a certificate of achievement.

The Centers, which were established over the past nine years, are administered by the department's Research and Special Programs Administration (RSPA).

RSPA Administrator Dr. D.K. Sharma said, "The continued success of the UTC program is due to the hard work and effort of the individual students who participate in the program. It is my belief that all of us will benefit as these exceptional students put their education to work for the future safety and efficiency of the U.S. transportation system."

### 1995 UTC Students of the Year

Region One - Massachusetts Institute of Technology  
John L. Bowman, Brookline, MA

Region II - City College of New York  
Jeffrey M. Casello, Albany, NY

Region III - Pennsylvania State University  
Christopher M. Poe, Dallas, TX

Region IV - University of Tennessee  
Jennifer J. Harper, Knoxville, TN

Region V - University of Michigan  
Gregory L. Ohl, Ann Arbor, MI

Region VI - Texas A&M University  
Elise D. Miller, Austin, TX

Region VII - University of Nebraska  
Bryan A. Hartnagel, Columbia, MO

Region VIII - North Dakota State University  
Geoffrey C. Robinson, Fort Collins, CO

Region IX - University of California  
Suasn A. Shaheen, Spencerport, NY

Region X - University of Washington  
Eric L. Jessup, Pullman, WA

### National Centers

National Center for Transportation and Industrial Productivity  
New Jersey Institute of Technology, Newark, NJ  
Arlene R-M Willis

National Transportation Center  
Morgan State University, Baltimore, MD  
Danyell C. Beard, Baltimore, MD

Mack-Blackwell Center  
University of Arkansas, Fayette, AR  
Quintin B. Watkins, Charlotte, NC



Blizzard conditions kept several students from participating in the awards ceremony. Pictured above with Secretary Peña are the students who arrived just before the snow.



## Cutter Eagle Graces Coast Guard Yard's Waterfront

The Coast Guard *Barque Eagle* rests majestically in dry dock at the Coast Guard Yard in Baltimore, Md., just before re-entering the water after 12 weeks and over \$1.5 million in much needed safety, habitability and structural modifications. The world renowned, 60-year-old tall ship, used primarily to train U.S. Coast Guard Academy cadets, returned to the Coast Guard Yard in early October after a 10-year absence to meet the vessel's special needs.

Primary among the many projects completed were the renewal of three boilers and the evaporator, a modern engine room firefighting installation, bilge and tank dewatering upgrades, as well as extensive repair to the hull, masts and internal structural foundations.

*Eagle* is the largest tall ship flying the Stars and Stripes and the only square-rigger in U.S. government service. Built in 1936 in Hamburg, Germany, it was one of three sail training ships operated by Nazi Germany. The United States took the ship as a war prize following World War II and sailed it to its present homeport at the Coast Guard Academy in New London, Conn. *Eagle* serves as a seagoing classroom for the future officers of the U.S. Coast Guard. It is 295 feet in length. The height of the mainmast is 147.3 feet. Speed under sail is up to 17 knots.

Guard Academy in New London, Conn. *Eagle* serves as a seagoing classroom for the future officers of the U.S. Coast Guard. It is 295 feet in length. The height of the mainmast is 147.3 feet. Speed under sail is up to 17 knots.

## Decrease Your Chances Of Car Theft

Here's a few tips on how to discourage a thief from targeting your car:

- Use security devices such as alarms, a steering wheel lock, interior hood locks, a tracking system or a disabling device that cuts off fuel to the engine.
- When buying a car, consider a factory-installed alarm system that flashes a red light to alert potential thieves that your car is equipped with an alarm.
- Never leave the keys in an unattended car.
- Have car identification numbers taken off your keys. A thief can trace the numbers and obtain a duplicate from a car dealer.
- Don't leave your car in an unattended lot for a long

time. Park in well-lighted area.

- Leave only your car keys with the attendant at commercial lots.
- To keep a thief from towing your car, avoid parking on street corners and sharply turn your wheels toward the curb.
- When leaving the car, lock all valuables in the trunk.
- Never leave personal identification, such as mail, that can be matched to your registration in your car; a thief may be able to use it to "prove" ownership.

Source: American Automobile Association

## Going For the Gold FAA Releases Final Plans for the 1996 Summer Olympics

With the expectation of more than 800 general aviation and 1,600 air carrier flights daily into and out of Atlanta area airports, the FAA recently released its final plan for handling the anticipated increase in air traffic during the 17-day Olympic period next summer.

"The 1996 Summer Olympic Games will be the largest peacetime event in the history of the world," said FAA administrator David Hinson. "This plan will enable the FAA to ensure the safety and security of travelers visiting the Atlanta area during the Games. We are confident that we will be able to provide the same high level of service that the American public depends on every day."

The plan was developed with the full participation of the aviation and law enforcement communities and the Atlanta Committee for the Olympic Games. The FAA will have additional security agents at air carrier and general aviation airports in all Olympic cities to support local law enforcement. These airports include Hartsfield, Savannah, Columbus and Ben Epps Field in Georgia, Birmingham, AL, Chattanooga, TN, Miami, Orlando, FL, Washington National and Washington Dulles International.

Special Federal Aviation Regulations will be established to define restricted airspace over all Olympic venues and villages. Under the plan, general aviation flights will be required to make departure and arrival reservations and air traffic control services will be provided at airports which are normally uncontrolled.

The FAA will establish a security command center at the agency's Southern Region Headquarters in Atlanta to coordinate aviation security efforts with airports near venue sites, FAA Headquarters in Washington, D.C., the Joint Public Safety Operations Center in Atlanta and other agencies.

Hartsfield Atlanta International Airport was approved for \$1,225,313 in Airport Improvement Program funds for security equipment and enhancements. These will include fence improvements, portable x-ray machines, police booths, guard posts, a remote, mobile robot used to retrieve explosive devices, police vehicles, an all-terrain hydraulic transporter and equipment used to transport explosive devices to a bomb disposal site.

The FAA expects to have an additional 75 employees on temporary duty prior to and during the 17-day period next summer. The agency's Olympic expenditures will total \$2.4 million which includes installation and operation cost for temporary air traffic control towers and air traffic services, temporary duty personnel, overtime and security enhancements.

The "Blizzard of '96" left much of the east coast helpless. Record levels of predictable snow brought many major cities to a standstill. Like many streets up and down the east coast, "C" Street, just outside FAA Headquarters in



Courtesy of Anne-Marie Boelke

Washington, D.C., remained a drivers nightmare days after the storm.

## FHWA 1996 Safety Awards Competition Underway

The Federal Highway Administration (FHWA) recently announced that it has begun accepting nominations for the 1996 Biennial Highway Safety Awards. The competition recognizes the "best of the best" in the transportation industry for outstanding achievements in highway safety.

"This competition is an opportunity for us to give safety projects and innovators the recognition they deserve for helping us achieve our goal of providing the safest driving environment in the world," FHWA administrator Rodney E. Slater said.

"I am proud to note that with each competition, the safety award nominations we receive have been excellent indicators that highway safety contin-

ues to improve. It will be my pleasure to recognize our partners in the highway safety community and to congratulate all who participate in this competition for their commitment to highway safety," said Slater.

Nominations will be accepted until February 9, 1996. Entry forms are available at FHWA division offices in each state or from FHWA Headquarters, Office of Highway Safety, HHS-10, 400 Seventh St. S.W., Room 3416, Washington, D.C., 20590. Federal, state, and local highway and/or safety agencies are encouraged to participate. Winners will be announced in spring 1996.



## CALENDAR

### February

#### Black History Month

8-9 RSPA administrator Sharma to address DOT National Emergency Planning workshop. Phoenix, AZ.

19 Washington's Birthday - federal holiday

#### 27 House Transportation

Appropriations Subcommittee begins hearings on the FY 1997 budget. Expected to last until about April 18.

28 "Visualization Technologies in Transportation" teleconference, North Carolina University, Raleigh, NC.

Teleconference will focus on planning and financial issues which administrators and decision-makers must address as they determine how to make the most effective use of visualization transportation technologies. There is no downlink fee for this event. For more information, please contact Pam Cloer at (919) 878-8080, or e-mail: pcloer@unity.ncsu.edu.

### March

#### Women's History Month

#### National Nutrition Month

1 Rail Crossing Safety Task Force Report due.

22 LAX Tower Dedication