U.S. Department of Transportation
Administrative History Project
1993 - 2001
Supplementary Documents

- Pending: Electronic Record of DOT Website Information as of January 2001
- U.S. DOT Strategic Plan Brochure (January, 1994)
- U.S. DOT Strategic Plan1997-2002 (September, 1997)
  * Brochure; * Plan; * Mission/Vision Laminated Card
- U.S. DOT Strategic Plan 2000-2005 (July, 2000)
  * Plan; * Mission/Vision Laminated Card
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- A Coast Guard For the Twenty First Century, Report of the Interagency Task Force on U.S. Coast Guard Roles and Missions (December, 1999)* Executive Summary; * Report
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- The Secretary's Report to Congress on Transportation Security, 1998
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- Report of the Cruise Ship Safety Review Task Force (October, 1995)
- Leading the Way to Transportation Excellence in the 21st Century, Report to the Nation (May, 2000)
- A Summary, Transportation Equity Act for the 21st Century, U.S. DOT Brochure (1998)
- National Economic Crossroads Transportation Efficiency Act (NEXTEA), Key Information (March, 1997)
- List of Executed Full Funding Grant Agreements Since January 1993

- List of US DOT Memoranda of Understanding, 1993 - 2001 and addendum, FAA list of MOUs
- Celebrating the Federal Investment in Mass Transit: A Report to Our Customers, 2000
- This is the Federal Transit Administration (September 2000)
- Engineering Analysis EA92-041, General Motors Pickup Truck Defect Investigation (October 17, 1994) and Press Release announcing settlement (December 2, 1994)
- Pocket Guide to Transportation, Bureau of Transportation Statistics (Dec. 1999)
- List of U.S. Bilateral Civil Aviation Agreements
- Sample Open Skies Agreement
- List of Significant Rulemakings and Views letters
- Legislative Proposals of the U.S. Department of Transportation (1993--2000)
- List of Key DOT Testimony (1993-2000)
- Transportation Decision Making: Policy Architecture for the 21st Century (January, 2001)
- Ideas for Action: The Spirit of the Innovation in Transportation Conference (June, 1999)
- Conference Report: Aviation in the 21st Century – Beyond Open Skies Ministerial (December, 1999)
- Brochures: 1998 Large Truck Crash Overview; Important Website Addresses -- 50 by 2010; FMCSA's Accomplishments Report (January 2001)
- Considerations for Transportation Assets During Special Events Planning (September, 1997)
- Traffic Safety Materials Catalog, 1999/2000 (June, 1999)
- School Bus Safety: Safe Passage for America's Children (August, 1998)
- Memorandum for the President from Secretary of Transportation Federico Peña, Accomplishments During Your First Term and Challenges Ahead (Dec. 9, 1996)
- List of Maritime Administration Title XI Loan Projects, FY 1994 - FY 2000
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- Binder: Mississippi Delta Regional Initiative: Delta Tourism Development Forum Final Report (October, 2000)
- Linking the Delta Region with the Nation and the World (December 1995)
- Delta Vision, Delta Voices: The Mississippi Delta Beyond 2000 (2000)
- The Garrett A. Morgan Technology and Transportation Futures Program Flagship Report, 2000
- Recent Strategies for Improving Child Safety in Transportation, 1993 - 2000
- Federal Highway Administration List of Significant Reports Produced From 1993 - 2001
- RSPA List of Significant Documents

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Secretary Rodney E. Slater
Secretary Federico Pena
Deputy Secretary Mortimer L. Downey
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Gail C. McDonald - SLSDC
David Sanders - SLSDC
Albert S. Jacquez - SLSDC
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- Best Practices for a Safe Community: A Vision for the Future: A Safe Community in Every Community in America (May, 1997)
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- Aviation Industry Overview, FAA Office of Policy and Plans, FY 1999 (latest edition)
- Aviation Safety Plan, FAA, 1996 and 1997
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- B737 Flight Control System Critical Design Review, FAA, May 3, 1995
- Blueprint for NAS Modernization: An Overview of the National Airspace System Architecture Version 4.0, FAA Office of System Architecture and Investment Analysis, Jan 1999
- Boeing 757 Wake Turbulence: A Review of the Actions of the Federal Aviation Administration, Submitted by the General Counsel of the Department of Transportation and the Deputy Administrator of the Federal Aviation Administration, July 1994
- Challenge 2000: Recommendations for Future Aviation Safety Regulation, Booz Allen & Hamilton, Inc. (FAA commissioned), 1996
- Civil Tiltrotor Advisory Committee Report to Congress in Accordance with P.L. 102-581, FAA, Dec 29, 1995
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- FAA Annual Report, FAA Office of Financial Services (annual)
- FAA Directory of Plans, FAA Office of Policy and Plans, June 2000
- FAA Forecast Conference Proceedings, FAA Office of Policy and Plans (annual)
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- FAA National Aviation Research Plan, FAA Office of Aviation Research, Mar 1998 and Feb 2000 (previously FAA Plan for Research, Engineering and Development (annual)
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- Index to FAA Office of Aviation Medicine Reports: 1961 through 1999, Final Report, FAA Civil Aeromedical Institute, Jan 2000
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List of Significant Reports Produced from 1993 –2001*

1993
- The Highway Statistics Report
- Highway Taxes and Fees: How They Are Collected and Distributed
- Toll Facilities in the United States
- 1993 Status of the Nations Highway, Bridges, and Transit: *Conditions and Performance Report to Congress*
- America on the Move
- FHWA 1993 Stewardship – Program Accomplishments
- Geotechnology—Soil Nailing
- International Contract Administration Techniques for Quality Enhancement
- Report to Congress on the Proposed National Highway System required by Section 1006(a) of the Intermodal Surface Transportation Act of 1991, P.L. 102-240: The National Highway System; The Backbone of America's Intermodal Transportation Network

1994
- The Highway Statistics Report
- NPTS Urban Travel Patterns
- 1990 NPTS Databook
- Journey to Work Trends in the United States and Its Major Metropolitan Areas
- Assessment of Border Crossings and Transportation Corridors for North American Trade: *Report to Congress*
- European Intermodal Programs: Planning, Policy and Technology
- National Travel Surveys
- Pedestrian and Bicycle Safety in England, Germany and the Netherlands

1995
- The Highway Statistics Report
- Highway Taxes and Fees: How They Are Collected and Distributed
- Our Nations Highways - Selected Facts and Figures
- Toll Facilities in the United States
- 1995 Status of the Nations Surface Transportation System: *Conditions and Performance Report to Congress*
- The Federal-aid Highway Program, An Overview
- Highway/Commercial Vehicle Interaction
- European Bridge Structures
- Safety Management Practices in Japan, Australia, and New Zealand
- Advanced Transportation Technology
- Acquiring Highway Transportation Information from Abroad—Handbook
- Acquiring Highway Transportation Information from Abroad—Final Report
- Linking the Delta Region with the Nation and the World: An Update by the Federal Highway Administration on Progress Achieved in Transportation and Employment in the Lower Mississippi Delta Region

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- Transportation Users Views Of Quality
- Daily Travel by Persons with Low Income
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- 1997 Federal Highway Cost Allocation Study
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- Asian Bridge Structures
- Bridge Maintenance Coatings
- Road Safety Audits—Final Report
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- European Traffic Monitoring
- Traffic Management and Traveler Information Systems
- Flexibility in Highway Design

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- The Highway Statistics Report
- Equitable Transportation Access in the Journey to Work for Part-Time Workers
- Highway Taxes and Fees: How They Are Collected and Distributed
- Our Nations Highways - Selected Facts and Figures
- Transportation Users' Views of Quality
- Examining Trip-Chaining Behavior: A Comparison of Travel by Men and Women
- Reducing Traffic Congestion - *Report to Congress on the Progress and Accomplishments of the Congestion Pricing Pilot Program*
- 1997 Status of the Nations Surface Transportation System: *Conditions and Performance Report to Congress*
- FHWA National Strategic Plan
- Highway Trust Fund Primer
- Transportation Equity Act for the 21st Century, A summary
- European Practices for Bridge Scour and Stream Instability Countermeasures
- Advanced Composites in Bridges in Europe and Japan
- European Winter Service Technology

- Emerging Models for Delivering Transportation Programs and Services
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1999
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- Summary of Travel Trends - 1995 Nationwide Personal Transportation Survey
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- TEA-21 Delivers: One Year Anniversary
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- Innovative Traffic Control Technology & Practice in Europe
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- Designing Sidewalks and Trails for Access; *Review of Existing Guidelines and Practices*

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- Our Nations Highways - Selected Facts and Figures
- Travel Patterns of People of Color
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- Federal Truck Size and Weight Policy: *Looking Beyond the Comprehensive Truck Size and Weight Study*
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- Recycled Materials in European Highway Environments
- Methods and Procedures to Reduce Motorist Delays in European Work Zones
- Commercial Vehicle Safety Technology & Practice in Europe
- International Guide to Highway Transportation Information
- National Highway User Survey, May 1996
- Flexibility in Highway Design, September 1997
- Workforce Planning and Professional Development Task Force Final Report
- Findings and Recommendations of FHWA National Task Force on Historically Black Colleges and Universities (HBCU) and Other Minority Institutions of Higher Education (MIHE)
- Multi-Year Affirmative Employment Program (MYAEP) Plan (1999-2003)
- National Summer Transportation Institutes: Facts You Should Know

*This list is not intended to be all inclusive

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FY	DOC #	DOC DATE	DOC TITLE SUB TITLE	NTIS # NTIS COST
1993	1	MAR 1992	REVERSE COMMUTE TRANSPORTATION: EMERGING PROVIDER ROLES	PB 93-120111 A07/A02
1993	2	NOV 1992	URBAN TRANSPORTATION PLANNING IN THE UNITED STATES AN HISTORICAL OVERVIEW (REVISED EDITION)	PB 93-178978 A14/A03
1993	3	SEPT 1992	GUIDELINE SPECIFICATIONS FOR PASSIVE LIFTS, ACTIVE LIFTS, WHEELCHAIR RAMPS, AND SECUREMENT DEVICES	PB 93-178812 A06/A02
1993	4	SEPT 1992	GUIDELINES FOR IMPROVEMENTS TO TRANSIT ACCESSIBILITY FOR PERSONS WITH DISABILITIES	PB 93-180214 A05/A02
1993	5	SEPT 1992	SUBURBAN PARKING ECONOMICS AND POLICY: CASE STUDIES OF OFFICE WORKSITES IN SOUTHERN CALIFORNIA	PB 93-144228 A07
1993	6	AUG 1992	FINAL REPORT ON THE DOT/DHHS COORDINATION ROUNDTABLE	PB 94-109725 A03/A01
1993	7	SEPT 1992	CHARACTERISTICS OF URBAN TRANSPORTATION SYSTEMS REVISED EDITION	PB 93-178960 A07/A02
1993	8	DEC 1992	DEVELOPMENT OF AN INDEPENDENT LOCKING SECUREMENT SYSTEM FOR MOBILITY AIDS ON PUBLIC TRANSPORTATION VEHICLES	PB 93-207264 A05
1993	9	AUG 1992	TEXAS HIGHWAY OPERATIONS MANUAL	PB 93-126753 A14
1993	10	JAN 1993	PENNSYLVANIA TURNPIKE COMMISSION'S INCIDENT MGT SYSTEM	PB 93-215994 A05/A01
1993	10	MAY 1987	TIRE/PAVEMENT CONTACT FORCE MODELING INVESTIGATION OF THE TIRE/PAVEMENT INTERACTION MECHANISM:	PB 93 152981 A09/A02
1993	11	MAY 1987	DYNAMIC RESPONSE MODELING OF THE INFLATED TIRE STRUCTURE INVESTIGATION OF THE TIRE/PAVEMENT INTERACTION MECHANISM:	PB 93 156511 A06/A02
1993	12	MAY 1987	MODELING TIRE ACOUSTIC RESPONSE, PHASE III, VOL 3 INVESTIGATION OF TIRE/PAVEMENT INTERACTION MECHANISM	PB 93 152973 A07/A02

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1993	13	APR 1992	CITY OF ANAHEIM INTEGRATED TRAFFIC MANAGEMENT SYSTEM DEMONSTRATION PROJECT	PB 93-191161 A04/A01
1993	14	DEC 1992	RURALIZATION OF RISK MANAGEMENT A HANDBOOK FOR SMALL TRANSIT MANAGERS	PB 93-200863 A08/A02
1993	15	DEC 1992	COMMUTER RAIL STATE-OF-THE-ART: A STUDY OF CURRENT SYSTEMS	PB93-145753 A06
1993	16	OCT 1992	MANUAL ON CONTRACTING FOR VEHICLE MAINTENANCE SERVICES	PB 93-144251 A11
1993	17		AMERICANS WITH DISABILITIES ACT (ADA) PARATRANSIT ELIGIBILITY MANUAL	PB 94-176609 A15/A03
1993	18	SEPT 1986	SELF INSTRUCTING COURSE IN DISAGGREGATE MODE CHOICE MODELING	PB 94-106986 A09/A02
1993	19	MAY 1993	CELEBRATING EXCELLENCE IN PUBLIC TRANSIT	PB 93-208205 A11
1993	20	JAN 1993	VANPOOLING A HANDBOOK TO HELP YOU SET UP A PROGRAM AT YOUR COMPANY	PB 94-1109717 A04/A01
1993	21	DEC 1992	ESTIMATION OF OPERATING & MAINTENANCE COSTS FOR TRANSIT SYSTEM	PB 93-191260 A13
1993	22	DEC 1992	APPLICATION OF THE QUALITY FUNCTIONAL DEPLOYMENT METHOD IN MOBILITY AID SECUREMENT SYSTEM DESIGN	PB 93-217545 A07/A02
1993	23	JAN 1993	THE PENNSYLVANIA TURNPIKE COMMISSION'S INCIDENT MANAGEMENT TEAM	
1993	24	AUG 1992	INTERJURISDICTIONAL COORDINATION OF KATELLA AVE TRAFFIC SIGNALS	PB 94 108313 A07/A02
1993	26	JAN 1993	GERMAN "SMART BUS" SYSTEMS: VOL II, APPENDICES POTENTIAL FOR APPLICATION IN PORTLAND OREGON	PB 93-211282 A04/A01
1993	27	MAR 1991	UPTOWN HOUSTON COMPREHENSIVE TRANSPORTATION STRATEGY	PB 93-219962 A09/A03
1993	28	MAY 1993	REGION IV TECHNICAL TRAINING WORKSHOPS IN TRANSPORTATION FINANCING THE 1990'S - SELECTED PRESENTATIONS	PB 94-109493 A06/A02

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1993	29	MAY 1992	TENTH NATIONAL CONFERENCE ON RURAL PUBLIC TRANSPORTATION	PB 93-202877 A05/A01
1993	30	MAY 1993	BELLEVUE SMART TRAVELER AND CELLULAR COMMUNICATIONS	PB97-157937 A05/A01
1993	31	MAR 1993	COST ESTIMATES FOR SELECTED CA SMART TRAVELER OPER TESTS VOLUME 1, TECHNICAL REPORT	PB 93-219590 A04/A01
1993	32	MAR 1993	COST ESTIMATES FOR SELECTED CA SMART TRAVELER OPER TESTS VOLUME 2, APPENDICES	PB 93-219608 A06/A02
1993	33	JUN 1993	MEASUREMENT OF TRANSIT BENEFITS	PB 93-208122 A08
1993	34	JUN 1993	ENTREPRENEURIAL SERVICES PROGRAM FINANCING HANDBOOK	PB 95-219606 A06/A02
1993	35	MAR 1993	ROAD TO 2012 LOOKING TOWARDS THE NEXT TWO DECADES	ADA 272-448 A16/A03
1993	36	MAY 1993	BELLEVUE SMART TRAVELER AND CELLULAR COMMUNICATIONS	PB97-157937 A05/A01
1994	1	MAR 1993	ESTIMATES OF URBAN ROADWAY CONGESTION - 1990	PB 93-237881 A05/A01
1994	2	MAR 1993	IMPLEMENTING EFFECTIVE TRAVEL DEMAND MANAGEMENT MEASURES AN INVENTORY OF MEASURES AND A SYNTHESIS OF EXPERIENCE	
1994	3	Oct 1993	ADVANCED VEHICLE MONITORING AND COMMUNICATION SYSTEMS FOR BUS TRANSIT	PB94-164068 A05/A01
1994	4	AUG 1993	IMPROVING BUS ACCESSIBILITY SYSTEMS FOR PERSONS WITH SENSORY AND COGNITIVE IMPAIRMENTS	
1994	5	NOV 1993	GUIDANCE MANUAL FOR IMPLEMENTATION EFFECTIVE EMPLOYER-BASED TRAVEL DEMAND MGT PROGRAMS	PB 94-184363 A08
1994	6	NOV 1993	CONDUCTING PRE-AWARD AND POST-DELIVERY AUDITS FOR BUS PROCUREMENTS	PB 94-151800 A04/A01

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1994	7	NOV 1993	BUSINESS COMMUNITY TRANSPORTATION MGT PROGRAM LESSONS FROM CHARLOTTE, NC	PB 94-161429 A03/A01
1994	8	DEC 1993	TRANSIT-SUPPORTIVE DEVELOPMENT IN THE UNITED STATES EXPERIENCE AND PROSPECTS	PB 94-161510 A12/A03
1994	9	JAN 1994	ADVANCED PUBLIC TRANSPORTATION SYSTEMS: STATE OF THE ART - UPDATE '94	PB 94-169260 A08
1994	10	MAR 1991	EVACUATING ELDERLY AND DISABLED PASSENGERS FROM PUBLIC TRANSPORTATION VEHICLES EMERGENCIES - PARTICIPANTS HANDBOOK	PB97-157929 A06/A01
1994	10	JAN 1994	ADVANCED PUBLIC TRANSPORTATION SYSTEMS: EVALUATION GUIDELINES	PB 94-168473
1994	11	JAN 1994	OVERVIEW OF TRAVEL DEMAND MANAGEMENT MEASURES	PB 95-137675 A03/A01
1994	12	DEC 1991	EFFECTS OF ADDED TRANSPORTATION CAPACITY CONFERENCE PROCEEDINGS	PB 95-137691 A07/A02
1994	13	APR 1987	RAIL MODERIZATION STUDY	PB 87-190351 A15/A01
1994	14	JAN 1993	BUS SUPPORT FACILITES CONDITIONS AND NEEDS	PB97-163554 A12/A03
1994	15	JAN 1994	NEW APPROACHES TO TRAVEL FORECASTING MODELS A SYNTHESIS OF FOUR RESEARCH PROPOSALS	PB 95-138012 A03/A01
1994	16	MAR 1991	EVACUATING ELDERLY AND DISABLED PASSENGERS FROM PUBLIC TRANSPORTATION VEHICLE EMERGENCIES	
1994	17		ASSESSMENT OF HIGH-OCCUPANCY VEHICLE FACILITIES IN NORTH AMERICA EXECUTIVE REPORT	PB 94-121605 A05/A01
1994	18	AUG 1992	HIGH OCCUMPANCY VEHICLE PROJECT CASE STUDIES HISTORICAL TRENDS AND PROJECT EXPERIENCES	PB 95-136214 A05/A01
1994	19	MAY 1994	SEISMIC DESIGN CONSIDERATIONS FOR MASS TRANSIT FACILITIES	PB97-157945 A04/A01
1994	20	MAY 1994	BUS TRANSIT SYSTEM ITS UNDERUTILIZED POTENTIAL	PB 95-136255 A05/A01

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1994	21	JUL 1994	IDENTIFICATION OF TRANSPORTATION PLANNING DATA REQUIREMENTS IN FEDERAL LEGISLATION	
1994	22	APR 1982	PREDICTING TRAVEL VOLUMES FOR HOV PRIORITY TECHNIQUES TECHNICAL REPORT	PB 82-231812 A05/A01
1994	23	APR 1982	PREDICTING TRAVEL VOLUMES FOR HOV PRIORITY TECHNIQUES USERS GUIDE	PB 82-247347 A04/A01
1994	24	DEC 1993	GUIDE TO LAND USE AND PUBLIC TRANSPORTATION VOL II: APPLYING THE CONCEPTS	PB 95-219267 A12/A03
1994	25	JUL 1994	REVIEW OF AND PRELIMINARY GUIDELINES FOR INTERGRATING TRANSIT INTO TRANSPORTATION MANAGEMENT CENTERS	PB97-157630 A07/A02
1994	26	SEPTT 1994	IMPLEMENTING TELECOMMUTING	PB 95-181749 A03/A01
1994	27	SEPTT 1994	ORIENTATION TO TELECOMMUTING TRAINER'S GUIDE AND PARTICIPANT WORKBOOKS	PB 95-181756 A03/A01
1995	1	JAN 1994	RISK ASSESSMENT IN FIXED GUIDEWAY TRANSIT SYSTEM CONSTRUCTING	PB97-163588 A08/A02
1995	2	SEPTT 1994	EVALUATION OF INTERMODAL PASSENGER TRANSFER FACILITIES	PB97-163562 A12/A03
1995	3	NOV 1994	PLANNING & MANAGING INTERMODAL PASSENGER AND FREIGHT SYSTEMS GUIDE TO ISTEA REQUIREMENTS	PB 95-220240 A06/A02
1995	4	SEPTT 1994	HIGH OCCUPANCY VEHICLE (HOV) LANE MARKETING MANUAL	PB 95-219028 A15/A03
1995	5	OCT 1994	SHORT-TERM TRAVEL MODEL IMPROVEMENTS	PB 95-219630 A05/A01
1995	6	NOV 1994	EFFECTS OF LAND USE & TRAVEL DEMAND MGT STRATEGIES ON COMMUNITY BEHAVIOR	PB 95-219473 A05/A02
1995	7	SEPTT 1994	ADVANCED TRAVELER AID SYSTEMS FOR PUBLIC TRANSPORTATION INTELLIGENT TRANSIT MOBILITY SYSTEM (ITMS)	PB 95-219150 A07/A02

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1995	8	DEC 1994	TRANSPORTATION SERVICES, UTILIZATION & NEEDS OF ELDERLY... PATTERNS IN TWO KENTUCKY COMMUNITIES	PB 95-219986 A06/A02
1995	9	DEC 1994	SOURCEBOOK ON TRANSIT-RELATED ENVIRONMENTAL REGULATIONS REQUIREMENTS AFFECTING THE ACQUISITION AND MAINTENANCE	PB 96-118088 A10/A03
1995	10	OCT 1994	ASSESSING TRAVEL BEHAVIOR BY BLACKS IN THE UNITED STATES A NEW PERSPECTIVE	PB 95-172631 A04/A01
1995	11	DEC 1994	COMMUTING ALTERNATIVE IN THE UNITED STATES RECENT TRENDS AND A LOOK TO THE FUTURE	PB 95-172797 A06/A02
1995	12	OCT 1994	EFFECTS OF AGE ON THE DRIVING HABITS OF THE ELDERLY EVIDENCE FROM THE 1990 NATIONWIDE PERSONAL TRANS SURVEY	PB95-172805 A04/A01
1995	13	APR 1995	TRAVEL MODE IMPROVEMENT PROGRAM CONFERENCE PROCEEDINGS AUGUST 14-17, 1994: FORT WORTH, TX	PB95-263976 A04/A01
1995	14	NOV 1994	OPERATIONAL DESIGN GUIDELINES FOR HOV LANES ON ARTERIAL ROADS	PB 96-125489 A09/A02
1995	15	AUG 1994	DO IT YOURSELF VANPOOL GUIDE	PB 96-125380 A04/A01
1995	16	APR 1995	TRANSIT NOISE AND VIBRATION IMPACT ASSESSMENT	PB 96-172135 A12/A03
1995	17	JUN 1995	RAMP METERING STATUS IN NORTH AMERICA - 1995 UPDATE	PB 96-125273 A04/A01
1995	18	DEC 1993	IMPACT ASSESSMENT OF THE VRE COMMUTER RAIL ON LAND USE DEVELOPMENT PATTERNS IN NORTHERN VIRGINIA	PB 96-125497 A12/A03
1995	19	AUG 1995	INVOLVING CITIZENS IN METROPOLITAN TRANSPORTATION PLANNING EXPERIENCES UNDER ISTEA	
1995	20	MAY 1995	NETWORK OPTIMIZED CONGESTION PRICING A PARABLE, MODEL AND ALGARITHM	PB97-151344 A04/A01
1995	21	JUN 1995	TRANSIMS MODEL DESIGN CRITERIA DERIVED FROM FED LEGISLATION	PB96-209606 A04/A01

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1996	1	NOV 1995	MATERIALS RESEARCH AND TECHNOLOGY INITIATIVES	PB97-163547 A05/A01
1996	2	SEPTT 1995	ACTIVITY-BASED MODELING SYSTEM FOR TRAVEL DEMAND FORECASTING	PB 96-167937 A10/A02
1996	3	JUL 1995	REVIEW AND ASSESSMENT OF EN-ROUTE TRANSIT INFORMATION SYSTEM	PB 96-168810 A07/A02
1996	4	DEC 1995	INTERMODAL FREIGHT TRANSPORTATION VOL 1: OVERVIEW OF IMPEDIMENTS, DATA SOURCES FOR INTERMODAL	PB96-172-1119 A05/A01
1996	5	DEC 1995	INTERMODAL FREIGHT TRANSPORTATION VOL 2: FACT SHEET & FED AID ELIGIBILITY	PB96-172127 A04/A01
1996	6	NOV 1995	DEVELOPING EFFECTIVE CONGESTION MANAGEMENT SYSTEMS FOUR CASE STUDIES	PB96-172150 A12/A03
1996	7	NOV 1995	ANALYTICAL PROCEDURES TO SUPPORT A CONGESTION MGT SYSTEM	
1996	8	OCT 1995	PLANNING INTERMODAL & OPERATIONS FACILITIES FOR RURAL/SMALL URBAN TRANSIT SYSTEMS: WORKSHOP MANUAL	PB97-134746 A08/A02
1996	9	FEB 1995	TRAVEL MODEL IMPROVEMENT PROGRAM LAND USE MODELING CONFERENCE PROCEEDINGS	PB97-146021 A08/A02
1996	10	JUN 1995	ACCESS OHIO PUBLIC TRANSPORTATION FUNDING STUDY	PB97-146062 A11/A03
1996	11		EXPLORATION OF GPS AND DGPS TO ENHANCE THE SAFE TRANSPORT OF HAZARDOUS MATERIALS	
1996	12		(HOLDER) PILOT PROJECT IN HAZMAT TRANSPORTATION PHASE I, FINAL REPORT	
1996	13	JAN 1996	LIABILITY COST AND RISK ANALYSIS STUDIES BUS LIABILITY REVIEW FOR SIX TRANSIT SYSTEMS	PB97-146-930 A06/A02
1996	14	MAR 1996	INCORPORATING FEEDBACK IN TRAVEL FORECASTING METHODS, PITFALLS, AND COMMON CONCERNS	PB97-163570 A08/A02
1996	15	AUG 1995	LOS ANGELES EARTHQUAKE TRANSPORTATION STUDY ANALYSIS '94 NORTHRIDGE QUAKE ON METROLINK COMMUTER RAIL RID	PB97-146054 A10/A03

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1996	16	MAR 1996	AN EVALUATION OF AN INNOVATIVE TRANSIT PASS PROGRAM: THE UPASS	PB96-172168 A08/A02
1996	17	MAR 1996	SURFACE TRANSPORTATION RESEARCH & DEVELOPMENT PLAN-3RD ED.	
1996	18	JUN 1996	USE OF INTERMODAL PERFORMANCE MEASURES BY STATE DOT'S	PB97-157648 A05/A01
1996	19	JUN 1996	PROBABALISTIC RISK ANALYSIS FOR TURNKEY CONSTRUCTION A CASE STUDY	
1996	20	JUL 1996	ACCESS FOR PERSONS WITH DISABILITIES TO PASSENGER VESSELS & SHORE FACILITIES	PB97-146948 A13/A03
1996	21	JUL 1996	TRANSPORTATION MANAGEMENT CENTERS TRAVELER INFORMATION DISSEMATION STRATEGIES	
1996	22	DEC 1995	CHARACTERISTICS OF URBAN FREIGHT SYSTEMS	PB97-153597 A20/A04
1997	1	MAR 1996	OPERATIONAL STRATEGICS FOR RURAL TRANSPORTATION	PB97-189492 A03/A01
1997	2	MAR 1996	RESOLUTION OF LAND USE AND PORT ACCESS CONFLICTS AT INLAND WATERWAY PORTS	PB96-188396 A06/A01
1997	3	OCT 1996	TRANSPORTATION AND GLOBAL CLIMATE CHANGE A PRELIMINARY DICUSSING	
1997	4	APR 1996	NATIONAL TRANSPORTATION SYSTEM PERFORMANCE MEASURES FINAL REPORT	
1997	5	SEPTT 1995	NATIONAL TRANSPORTATION NETWORK ANALYSIS WORKSHOP PROCEEDINGS	PB97-189575 A06/A01
1997	6	NOV 1995	NATIONAL TRANSPORTATION SYSTEM PERFORMANCE MEASUREMENT CONFERENCE PROCEEDINGS	
1997	7	SEPTT 1996	SCAN OF RECENT DATA RESEARCH	PB97-157952 A05/A01
1997	8	JUN 1996	SCAN OF RECENT TRAVEL SURVEYS	

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1997	9	JUN 1996	DATA COLLECTION IN THE PORTLAND, OREGON METROPOLITAN AREA CASE STUDY	PB97-157622 A10/A03
1997	10	SEPTT 1996	QUICK RESPONSE FREIGHT MANUAL	PB98-110612 A18/A04
1997	10	APR 1996	NATIONAL TRANSPORTATION SYSTEM PERFORMANCE MEASURES	PB97-197057 A08/A02
1997	11	OCT 1996	INTERAGENCY CONSULTATION: THE KEY TOWARD COLLABORATIVE STATE AND LOCAL DECISION MAKING	PB97-158-083 A04/A01
1997	12	SEPTT 1996	EARTHQUAKE VULNERABILITY OF TRANSPORTATION SYSTEMS IN THE CENTRAL UNITED STATES	
1997	13	MAR 1996	SYNOPSIS OF SEISMIC THREATS IN THE WESTERN UNITED STATES IMPACTS TO THE NATIONAL TRANSPORTATION INFRASTRUCTURE	PB97-155352 A05/A01
1997	14	DEC 1996	CONGESTION MITIGATION AND AIR QUATITY IMPROVEMENT PROGRAM REVIEW	
1997	15	DEC 1996	INTERMODAL GROUND ACCESS TO AIRPORTS: A PLANNING GUIDE	PB97-189484 A12/A03
1997	16	FEB 1997	OPERATIONS RESPOND - LESSONS LEARNED RESEARCH & DEMO PROG TO PROMOTE SAFE & SECURE TRANSPORTATION	PB97-181960 A05/A01
1997	17	DEC 1998	PUBLIC/PRIVATE PARTNERSHIP IMPLICATIONS FOR INNOVATION IN TRANSPORTATION	
1997	18	FEB 1997	TRANSFER PENALTIES IN URBAN MODE CHOICE MODELING	
1997	19	SEPTT 1995	INSTITUTIONAL AND POLICY ISSUES IN ADOPTING ADVANCED PUBLIC TRANSPORATION SYSTEMS (APTS) TECHNOLOGIES	PB98-102999 A05/A01
1997	20	OCT 1995	CONNECTIONS: RURAL MOBILITY AT THE CROSSROADS PROCEEDING OF THE 12TH NATIONAL CONFERENCE ON RURAL PUBLIC TRANSPORTATION	PB98-113210 A12/A03
1997	21	MAR 1997	SURFACE TRANSPORTATION RESEARCH AND DEVELOPMENT PLAN FOURTH EDITION	PB98-124597 A13/A03

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1997	22	MAY 1997	TAXI COM "95 INTERNATIONAL SURVEY OF LEADING INNOVATINAL TAXI COMMUNICATIONS AND OPERATIONS APPROCHES	PB98-119282 A10/A03
1997	23	JUN 1997	LESSONS LEARNED IN TRANSIT EFFICIENCIES REVENUE GENERATIONS AND COST REDUCTIONS	PB98-107469 A08/A02
1997	24	SEPTT 1997	URBAN TRANSPORTATION PLANNING IN THE UNITED STATES: A HISTORICAL OVERVIEW	PB98-124571 A15/A03
1997	25	AUG 1997	SUCCESSFUL TELECOMMUTING PROGRAMS IN THE PUBLIC AND PRIVATE SECTORS: A REPORT TO CONGRESS	PB98-108947 A05/A01
1997	26	SEPTT 1997	TRANSPORTATION SCIENCE AND TECHNOLOGY STRATEGY	PB98-1B657 A06/A01
1998	1	DEC 1997	PROCEEDINGS OF TWO NATIONAL FREIGHT CONFERENCES	
1998	2	NOV 1997	URBAN DESIGN, TELECOMMUTING AND TRAVEL FORECASTING CONFERENCE	PB98-155625 A15/A03
1998	3	OCT 1997	INTRODUCTION TO PANEL SURVEYS IN TRANSPORTATION STUDIES	PB98-155633 A05/A01
1998	4	OCT 1997	NONRESPONSE IN HOUSEHOLD TRAVEL SURVEYS	PB98-155641 A08/A02
1998	5	OCT 1997	TRAVEL MODEL SPEED ESTIMATION AND POST PROCESSING METHODS FOR AIR QUALITY ANALYSIS	PB98-155658 A06/A01
1998	6	JAN 1998	SETTING GOALS AND MEASURING PERFORMANCE FOR TRANSPORTATION RESEARCH AND TECHNOLOGY PROGRAMS	
1999	1	OCT 1998	TIME OF DAY MODELING PROCEDURES	
1999	2	MAY 1998	A SYSTEM OF ACTIVITY-BASED MODELS FOR PORTLAND, OREGON	
1999	3	OCT 1998	LAND USE COMPENDIUM	
1999	4	OCT 1998	TRANSPORTATION ANALYSIS SIMULATION SYSTEMS (TRANSIMS): DALLAS CASE STUDY	

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1999	5	OCT 1999	GUIDELINE FOR NETWORK REPRESENTATION OF TRANSIT ACCESS STATE OF THE PRACTICE SUMMARY	
1999	6		VULNERABILITY OF COMMERCIAL VEHICLE ELECTRONIC DATA INTERCHANGE (IDE)	
1999	7	JAN 1998	EFFECTS OF AGING INFRASTRUCTURE ON TRANSPORTATION	
1999	8	NOV 1997	STATE OF MARYLAND-INTELLIGENT TRANSPORTATION SYSTEMS SECURITY REQUIREMENTS-RECOMMENDATIONS	
1999	9	MAR 1998	RAIL/AVIATION INTERFACE VULNERABILITY ASSESSMENT	
1999	10	MAR 1998	CRIMINAL USE OF THE TRANSPORTATION INFRASTRUCTURE	
1999	11	DEC 1997	RAILROAD INFRASTRUCTURE VULNERABILITY: BRIDGES AND TUNNELS	
1999	12	FEB 1998	RAIL GRADE VULNERABILITY ASSESSMENT	
1999	13	FEB 1998	RAILROAD INFRASTRUCTURE VULNERABILITY: SIGNALING AND CONTROL SYSTEMS	
1999	14	APR 1997/JULY	RAIL SIGNALING AND ELECTROMAGNETIC THREATS TO SECURITY	
1999	15		FIRST RESPONDER TRAINING WORKSHOP PUBLIC TRANSPORTATION CHEMICAL, BIOLOGICAL, AND NUCLEAR INCIDENTS	
1999	16	NOV 1998	TRANSPORTATION TECHNOLOGY PLAN	
1999	18	MAY 1999	TRANSPORTATION STRATEGIC RESEARCH PLAN	PB99-155020
1999	19	MAY 1999	INTERMODAL CARGO TRANSPORTATION INDUSTRY BEST SECURITY PRACTICES	
1999	20	APR 1999	NATIONAL TRANSPORTATION SCIENCE AND TECHNOLOGY STRATEGY	PB99-151383

FY	DOC #	DOC DATE	DOC TITLE SUB TITLE	NTIS # NTIS COST
1999	21	MAY 1999	U.S. DEPARTMENT OF TRANSPORTATION RESEARCH AND DEVELOPMENT PLAN	
1999	22	MAY 1999	SURFACE TRANSPORTATION: RESEARCH AND TECHNOLOGY ASSESSMENT	
1999	23	SEPT 1999	COMPARISON OF INTERNATIONAL TRANSPORTATION R&D EXPENDITURES AND PRIORITIES	PB2000-102553 A04/A01
1999	24	SEPT 1999	EFFECTIVE GLOBAL TRANSPORTATION IN THE TWENTY-FIRST CENTURY: A VISION DOCUMENT	PB2000-102510 A04/A01
1999	25	NOV 1999	NATIONAL RESEARCH AND DEVELOPMENT PLAN FOR AVIATION SAFETY, SECURITY, EFFICIENCY, AND ENVIRONMENTAL COMPATIBILITY	PB2000-102554 A03/A01
1999	26	SEPT 1999	ACCESSIBILITY FOR AGING AND TRANSPORTATION-DISADVANTAGED POPULATIONS IMPLEMENTATION PLAN	PB2000-102831 A03/A01
1999	27	SEPT 1999	NATIONAL RESEARCH AGENDA FOR TRANSPORTATION AND SUSTAINABLE COMMUNITITES	PB2000-102554 A03/A01
2000	1	FEB 2000	PARTNERSHIP TO PROMOTE ENHANCED FREIGHT MOVEMENT AT INTERNATIONAL BORDER GATEWAYS	PB2001-100198 A05/A01
2000	2	FEB 2000	PARTNERSHIP TO PROMOTE ENHANCED FREIGHT MOVEMENT AT PORTS AND INTERMODAL TERMINALS	PB2001-100199 A04/A01
2000	3	MAY 2000	NATIONAL TRANSPORTATION TECHNOLOGY PLAN	PB2001-100217 A07/A02
2000	4	MAY 2000	NATIONAL TRANSPORTATION STRATEGIC RESEARCH PLAN	PB2001-100218 A06/A01
2000	5		MEDIUM-AND HEAVY-DUTY VEHICLE R&D STRATEGIC PLAN	PB2000-106318 A05/A01
2000	6	MAY 2000	PUBLIC/PRIVATE PARTNERSHIPS II ENGINES FOR INNVATION IN TRANSPORTATION	PB2001-100201 A05/A01
2000	7	MAY 2000	U.S. DEPARTMENT OF TRANSPORTATION'S RESEARCH AND DEVELOPMENT PLAN (FISCAL YEAR 2001)	PB2001-101589 A11/A03

FY	DOC #	DOC DATE	DOC TITLE SUB TITLE	NTIS # NTIS COST
2000	8	NOV 2000	REVIEW OF FEDERAL PROGRAMS FOR WIRE SYSTEMS SAFETY FINAL REPORT	PB2001-101590 A10/A02
2000	26		SERVING RURAL AMERICA U.S. DEPARTMENT OF TRANSPORTATION RURAL PROGRAM GUIDE	
2000	27	FEB 1999	RURAL TRANSPORTATION AN ANNOTATED BIBLIOGRAPHY	
2000	28	MAY 1999	SERVING RURAL AMERICA THE RURAL TRANSPORTATION INITIATIVE	

U.S. Department of Transportation
Office of Public Affairs
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www.dot.gov/briefing.htm
News

FOR IMMEDIATE RELEASE
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NHTSA 2-01
Contact: Rae Tyson
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U.S. Transportation Secretary Slater
Announces First Rollover Resistance Ratings

U.S. Transportation Secretary Rodney E. Slater today announced the first rollover resistance ratings for passenger vehicles as the U.S. Department of Transportation's National Highway Traffic Safety Administration (NHTSA) finalized a rating program that provides consumers with a measure of a vehicle's resistance to rolling over in a single vehicle crash.

"By providing consumers with information about the comparative rollover risk of various types of vehicles, they will be better able to choose a safe vehicle for themselves and their family," Secretary Slater said. "We expect these ratings to drive improved safety, which is President Clinton and Vice President Gore's highest transportation priority. By providing consumers with additional information, we can motivate manufacturers to respond with safer, more stable vehicles."

The program gives "star" ratings for rollover resistance as part of the agency's New Car Assessment Program (NCAP). The highest rating is five stars; the lowest is one star. The ratings released today are for model year 2001 vehicles.

More than 10,000 people die every year in rollover crashes, according to NHTSA. Over 60 percent of the sport utility vehicle (SUV) occupants killed in 1999 died in crashes when their vehicle rolled over, compared to 23 percent for car occupants.

NHTSA Administrator Dr. Sue Bailey stated the importance of these ratings to consumers when shopping for safety. She said that with the rollover resistance ratings, NHTSA is providing consumers with information about one of the deadliest types of crashes.

NHTSA expects motivated manufacturers will respond to consumer demand for safer, more stable vehicles. In 1979 when NCAP ratings for frontal crashes began, just 33 percent of vehicles achieved a four- or five-star rating. By 1997, 85 percent had received four or five stars.

Bailey emphasized that the best consumer advice about rollover is the dramatic effect of seat belts. "Your best chance of surviving a rollover is by buckling up. Eighty percent of the people killed in single vehicle rollovers were unbelted, and we know that belted occupants are about 75 percent less likely to be killed in a rollover crash than unbelted occupants," Bailey said.

The Rollover Resistance Rating is an estimate of the risk of rolling over if a person has a single vehicle crash, usually when the vehicle runs off the road and is tripped by a curb, ditch or soft soil. It does not predict the likelihood of that crash. The Rollover Resistance Rating is based on "static stability factor," a measure of a vehicle's center of gravity and track width to determine how "top-heavy" the vehicle is. The more "top-heavy" the vehicle, the more likely it is to roll over. The lowest-rated vehicles (one star) are at least four times more likely to roll over than the highest-rated vehicles (five stars). Here is the five star rating system:

In a single vehicle crash, a vehicle with a rating of:

Five Stars - ★★★★★	Has a risk of rollover of less than 10 percent
Four Stars - ★★★★	Has a risk of rollover between 10 percent and 20 percent
Three Stars - ★★★	Has a risk of rollover between 20 percent and 30 percent
Two Stars - ★★	Has a risk of rollover between 30 percent and 40 percent
One Star - ★	Has a risk of rollover greater than 40 percent

Among the first vehicles rated, only one, the Honda Accord, received five stars. All of the other passenger cars rated to date received four stars. In addition, the Chrysler PT Cruiser, Honda Odyssey, Chevrolet Silverado Extended Cab 4x2, and the GMC Sierra Extended Cab 4x2 received a four star rating. One vehicle, the Ford Focus, has Electronic Stability Control, a device which does not affect the Rollover Resistance Rating directly but may reduce the likelihood of a single vehicle crash, and thus, the risk of subsequent rollover. NHTSA will note vehicles equipped with Electronic Stability Control in all future Rollover Resistance Ratings announcements.

The agency expects to issue rollover resistance ratings for more than 80 Model Year 2001 vehicles by April of 2001. Ratings will be posted on the NHTSA web site www.nhtsa.dot.gov as they become available. The first set of ratings for model year 2001 vehicles follows:

Model Year 2001 Rollover Resistance Ratings

Vehicle	Model Tested	Rollover Resistance Rating
2001 Light Passenger Cars (2000-2499 lbs. curb weight)		
Ford Focus	4DR[1]	4 stars
2001 Compact Passenger Cars (2500-2999 lbs. curb weight)		
Chevrolet Cavalier	4DR	4 stars
Honda Civic	4DR	4 stars
Pontiac Sunfire	4DR	4 stars
Volkswagen Jetta	4DR	4 stars

Vehicle	Model Tested	Rollover Resistance Rating
2001 Medium Passenger Cars (3000-3499 lbs. curb weight)		
Chevrolet Impala	4DR	4 stars
Ford Taurus	4DR	4 stars
Honda Accord	4DR	5 stars
Mercury Sable	4DR	4 stars
2001 Sport Utility Vehicles		
Chevrolet Blazer	4DR 4x2	1 star
	4DR 4x4	2 stars
Chevrolet Suburban	4x4	3 stars
Chevrolet Tahoe	4DR 4x4	3 stars
Chevrolet Tracker	4DR 4x2	3 stars
	4DR 4x4	3 stars
Ford Expedition	4x2	2 stars
Ford Explorer	4x4	2 stars
GMC Jimmy	4DR 4x2	1 star
	4DR 4x4	2 stars
GMC Yukon	4DR 4x4	3 stars
GMC Yukon XL	4x4	3 stars
Honda CR-V	4x4	3 stars
Jeep Grand Cherokee	4x4	2 stars
Lincoln Navigator	4x2	2 stars
Mercury Mountaineer	4x4	2 stars
Mitsubishi Montero Sport	4x4	2 stars
Suzuki Vitara	4DR 4x2	3 stars

Vehicle	Model Tested	Rollover Resistance Rating
	4DR 4x4	3 stars
2001 Light Trucks		
Chevrolet S-10	4x2	3 stars
	4x4	3 stars
Chevrolet Silverado	ExCab 4x2	4 stars
	ExCab 4x4	3 stars
Ford F-150	4x4	3 stars
GMC Sierra	ExCab 4x2	4 stars
	ExCab 4x4	3 stars
GMC Sonoma	4x2	3 stars
	4x4	3 stars
Isuzu Hombre	4x2	3 stars
	4x4	3 stars
2001 Vans		
Honda Odyssey		4 stars
Mazda MPV		3 stars
Chrysler PT Cruiser	4DR	4 stars

[1] Electronic Stability Control available as an option

U.S. Department
of Transportation
**National Highway
Traffic Safety
Administration**

400 Seventh Street, S.W.
Washington, D.C. 20590

Biography

Rosalyn G. Millman

Rosalyn G. Millman became Deputy Administrator of the National Highway Traffic Safety Administration (NHTSA) in October, 1999. Prior to her appointment, she served for six years as a Transportation Economist for the Democratic staff of the Committee on Transportation and Infrastructure, U.S. House of Representatives.

While working for the Committee, Millman developed many significant policy provisions of the Transportation and Equity Act for the 21st Century (TEA-21), including such safety programs as alcohol-impaired driving countermeasures grants, the Motor Carrier Safety Assistance Program, and intelligent transportation systems model deployments.

Among her other legislative accomplishments are drafting of the National Highway System Designation Act of 1995 and the Interstate Commerce Commission Termination Act. Most recently she worked for the Subcommittee on Ground Transportation where she focused her efforts on motor carrier and commercial driver safety, hazardous materials transportation safety, research and technology and implementation of the trucking provisions of the North American Free Trade Agreement (NAFTA).

From 1989 to 1993 she worked for the U.S. General Accounting Office on such issues as oversight of foreign air carrier safety, tax treatment of U.S.-owned foreign flag shipping and management of a Navy aircraft program. She has co-authored or contributed to 12 published articles and reports on transportation, economics, and tax policy, including five General Accounting Office "blue books" and two articles in refereed journals.

Ms. Millman has also worked for the International Food Policy Research Institute and the U.S. Agency for International Development in India.

A native Pennsylvanian, Millman graduated from the Pennsylvania State University in 1983 and received her master's degree in Economics and Public Policy from Princeton University in 1988. She currently resides in Washington, D.C.

For further information, please contact NHTSA's Office of Public and Consumer Affairs, (202) 366-9550.

News:

U.S. Department of
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Office of the Assistant Secretary for Public Affairs
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FOR IMMEDIATE RELEASE
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DOT 208-98
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Malone Named Chief of Staff at the U.S. Department of Transportation

Secretary of Transportation Rodney E. Slater has named Jerry L. Malone, formerly the deputy chief of staff, to be chief of staff at the U.S. Department of Transportation.

"Jerry brought a commitment to excellence to his role as deputy chief of staff and, before that, as chief counsel for the Federal Highway Administration," said Secretary Slater. "I look forward to having Jerry head up my leadership team."

Malone became deputy chief of staff at the Department of Transportation on June 8, 1997, and, before that, chief counsel of the Federal Highway Administration (FHWA) June 9, 1996. Prior to that, he was a partner in the law firm of Friday, Eldredge & Clark in Little Rock, the largest law firm in Arkansas. He joined the firm as a law clerk in May 1983 and was named an associate attorney in May 1985, becoming the only African-American to work as a lawyer for the firm. He had been a partner since 1991.

A native of Earle, Arkansas, Malone is a graduate of the University of Central Arkansas, where he was a Presidential Scholar, and the University of Arkansas at Little Rock School of Law, where he was managing editor of the school's law journal, graduating with high honors. He has been adjunct professor at the law school and served on the board of trustees at the University of Central Arkansas as an appointee of then-Governor Bill Clinton. He was president of the board for Legal Services of Arkansas and former chair of the Arkansas Board of Continuing Legal Education. He served as a board member of the Arkansas Regional Minority Supplier Development Council, was a member of the Greater Little Rock Chamber of Commerce Leadership Institute and served as chair of the Leadership Greater Little Rock Alumni Board of Directors. Malone also served as a youth Sunday school teacher at Second Baptist Church before moving to Washington, D.C.

Malone has received numerous awards and honors, including 1995 advocate of the year by the Minority Enterprise Development Council, the United Negro College Fund's 1996 service award and the Arkansas Trailblazer Award. He also has been recognized by *Who's Who in American Law.*

DOT 208-98
November 17, 1998

Malone served on Secretary Slater's confirmation and transition teams after then-Administrator Slater was nominated by President Clinton to become a member of his Cabinet. As chief counsel at FHWA, Malone supervised a staff of approximately 50, including attorneys and support staff, and had responsibility for advising the administrator and the agency on all matters of operation undertaken by FHWA. Malone and his staff provided legal guidance and drafting services as the agency developed its proposal to reauthorize the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). The new funding program, the Transportation Equity Act for the 21st Century (TEA-21), which guaranteed record levels of $198 billion over six years for surface transportation, was signed into law by President Clinton on June 9, 1998. Malone also provided legal guidance and direction on DOT's loan to the State Infrastructure Bank (SIB) program and the agency's Disadvantaged Business Enterprise (DBE) program. FHWA is an agency within DOT which has approximately 3,800 employees and an annual budget of more than $20 billion.

As Deputy Chief of Staff, Malone oversaw the development of the Secretary's Africa Transportation Initiative, a department-wide effort involving all modal administrations, which supports the Clinton administration's Partnership for Economic Growth and Opportunity in Africa; accompanied Secretary Slater on President Clinton's historic trip to the continent of Africa and organized Secretary Slater's follow-up trip to the Continent to support the Administration's Safe Skies for Africa Aviation Initiative.

Recognizing that safety is President Clinton's highest transportation priority and the northstar by which Secretary Slater and the department are guided, Malone was ever vigilant to maintain a watchful eye over the department's policies and practices which could either enhance or compromise the safety of our nation's highways, waterways and airways. As Deputy Chief of Staff, Malone interacted frequently with White House staff, members of Congress and their staffs, public and private sector constituencies and foreign dignitaries.

As Chief of Staff, Malone will serve as the manager of Secretary Slater's immediate staff and will provide direct policy, program and managerial support to the Secretary in administering all operations of the department, including all secretarial offices and operating administrations, such as the Federal Aviation Administration, the U.S. Coast Guard, the National Highway Traffic Safety Administration, Federal Railroad Administration, the Federal Transit Administration, the Federal Highway Administration, the Research and Special Programs Administration, the Maritime Administration and the St. Lawrence Seaway Development Corp. Malone will speak authoritatively for the Secretary and will represent the Secretary in any area of the department's activities and program responsibilities.

The Chief of Staff ensures that established program operations are administered in accordance with the goals and objectives of the Secretary and the Administration.

The U.S. Department of Transportation is a cabinet-level agency with approximately 100,000 employees and an annual budget of more than $48 billion.

Malone is married to the former Cassandra Renae Ford, a native of Joiner, Arkansas, who currently serves as a policy analyst for the District of Columbia Public Service Commission.

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U.S. Department of Transportation

News:

Office of the Assistant Secretary for Public Affairs
Washington, D.C. 20590

FOR IMMEDIATE RELEASE
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DOT 45-97
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SLATER TAPS HUERTA FOR CHIEF OF STAFF AT U.S. DEPARTMENT OF TRANSPORTATION

Secretary of Transportation Rodney E. Slater today named Michael Huerta, currently associate deputy secretary and director of the Office of Intermodalism, to be his chief of staff.

"I am pleased to have Michael play such a key role on my team because his experience and leadership, particularly in the intermodal area, will serve us well as we work to be a visionary and vigilant department for the 21st century," Slater said. "As he accepts a broader role, Michael knows that the modes of transportation must work well together to make a system that is greater than the sum of its parts."

The chief of staff will provide policy, program and managerial support to Secretary Slater and Deputy Secretary Mortimer Downey for the overall operations of the department, which has a budget of $38.4 billion and approximately 100,000 employees.

Huerta was sworn in as associate deputy secretary of transportation on June 7, 1993. At the same time, he was appointed director of the Office of Intermodalism, which was created by the Intermodal Surface Transportation Efficiency Act of 1991, to promote efficient intermodal transportation in the United States. He has led a number of major departmental projects, including structure DOT's $400 million loan to California's Alameda Corridor Transportation Project, a truck and rail corridor that will link the ports of Los Angeles and Long Beach to the nation's main rail lines.

Between January 1989 and 1993, he served as executive director of the Port of San Francisco, where his responsibilities included overseeing and managing the Port's operations. Under his leadership, the Port's first strategic plan in its 130-year history was completed and its container volume and terminal efficiency increased substantially.

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Huerta was head of the Department of Ports, International Trade and Commerce in New York City from March 1986 to January 1989 under Mayor Ed Koch, where he had oversight of the marine terminals and airports and led the city's efforts to attract international business. The port undertook a major renovation of its cargo, fishing and public access facilities.

He served as economic development advisor to the government of St. Kitts and Nevis, West Indies, through a program sponsored by the U.S. Agency for International Development (1984-1986) and as a consultant for the accounting firm of Coopers & Lybrand in Washington, D.C. (1980-1984).

Huerta, a native of Riverside, Calif., holds a B.A. in political science from the University of California, Riverside, and an M.P.A. in international relations and policy analysis from the Woodrow Wilson School of Public and International Affairs, Princeton University.

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BORMOLINI, ARCHULETA APPOINTED TO SENIOR POSITIONS AT DOT

Secretary of Transportation Federico Peña today announced the appointments of Ann M. Bormolini as his Chief of Staff and Katherine Archuleta as Deputy Chief of Staff.

"I am pleased that Ann and Katherine have agreed to accept the challenges of their new positions. I was fortunate to have them with me in Colorado and having them on my top management team again will not only be beneficial to me but to the department as well," Secretary Peña said.

From August 1989 to July 1991, Bormolini served as Peña's chief of staff when the Secretary was mayor of Denver. In that position she developed and coordinated policy and political agendas for his administration. Bormolini was with the Denver District Attorney's office from November 1977 until August 1989. There, she began her career as a paralegal and in 1979 was promoted to executive officer. In that capacity, she managed a $6 million budget and developed and executed administrative policies for all employees.

Bormolini is a 1965 Phi Beta Kappa, Cum Laude graduate of the University of South Dakota where she received her bachelor of arts degree in psychology. She was born in Boston and since 1967, has made her home in Denver. Bormolini is married, has three children and resides in Virginia.

Prior to accepting the position of deputy chief of staff, Archuleta was director of special initiatives at the Hunt Alternatives Fund. During that time, she also served as management consultant to the CEO and President of PACE Membership Warehouse, Inc.

- more -

Archuleta served for eight years in Peña's office while he was mayor of Denver. She was administrative cabinet officer from January 1990 until July 1991, deputy chief of staff from July 1987 to January 1990 and administrative assistant to the mayor from July 1983 to July 1987.

Archuleta received a masters degree in education from the University of Northern Colorado in 1976, attended the University of Colorado School of Law, 1980-1981 and graduated Magna Cum Laude from Metropolitan State College in 1971. She also attended the University of Colorado, Rocky Mountain Program for State and Local Officials in 1989, and Harvard University, Institute for Senior Executives in State and Local Government in 1984.

Archuleta, a native of Colorado, is married, has a daughter and currently resides in Virginia.

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Ever Visionary and Vigilant: Transforming Transportation

MESSAGE FROM U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER

January 2001

Under President Clinton and Vice President Gore's leadership, the 100,000-strong, ever visionary and vigilant workforce of the U.S. Department of Transportation has enhanced a transportation system to serve an America on the move.

Now, in a new century and a new millennium, the world is changing faster than ever. There are significant demographic shifts: people are living longer; national economies are more global in scope; and technology touches every aspect of our lives. As the world evolves, the transportation needs of the American people and our economy are also changing.

Americans need and deserve a transportation system that is safe, fast, efficient, accessible and convenient. In order to successfully accommodate our customers – the American people – we must anticipate the demands required of the nation's transportation system and provide leadership to ensure that system meets our needs in the 21st century.

In recent years, we have realized that integrating our efforts is imperative if we are to continue leading the change and growth in our transportation system. Instead of planning and operating a range of separate, distinct modes of transportation, we must now think of the nation's transportation system as a cohesive and integrated whole.

This integrated approach is the foundation for the ONE DOT management strategy, a change both in the culture within DOT and in how we conduct business. This management strategy creates an environment that encourages collaboration across modes and agencies at all levels; rewards efficiency and creativity; and instills in each employee pride and purpose.

The future of the ONE DOT management strategy is driven by the needs of our customers for intermodal transportation services in the 21st century. ONE DOT is already generating successes, as employees integrate their skills with their counterparts in other operating administrations in ways that better serve our customers.

The American people depend upon us to develop a transportation system that enhances the quality of their lives and the prosperity of our economy. We are committed to doing this, and we are working together to meet the nation's needs. And we will do this because we are the U.S. Department of Transportation. We are ONE DOT.

Rodney E. Slater
U.S. Secretary of Transportation

INTRODUCTION

The U.S. Department of Transportation (DOT) was created in 1967, the result of President Johnson's recognition that transportation's growing importance demanded a coordinated, integrated, national approach to policymaking and program implementation.

When it opened its doors for business on April 1, 1967, the new DOT brought together staff and programs from 35 government agencies with transportation-related responsibilities – everything from the Federal Aviation Administration to the United States Coast Guard to the Bureau of Public Roads.

Yet, from its inception, the Department's more centralized approach to decisionmaking faced uphill challenges – from Congress, its industry constituents and its own operating administrations and staff offices.

Much like the armed services within the newly created Department of Defense two decades earlier, DOT's operating administrations were uneasy with a systemwide approach. As an aide to Alan Boyd, the first Secretary of Transportation, later said, "The overriding problem of that time was just trying to get the agencies to think of themselves as parts of one department."

Every DOT leader since Secretary Boyd has faced the challenge of getting the Department's agencies to coordinate their work. Several proposed to do so through reorganizations, usually by simply moving around boxes on organizational charts. Others created interagency task forces, usually with little support from the agencies' senior leadership. Others sought to implement joint planning or decisionmaking initiatives.

But none, until recently, had proposed a simpler, yet far more difficult solution: changing the Department's fundamental culture. That is what Rodney Slater, the 13th Secretary of Transportation, set out to do upon taking office four years ago.

When he took office, Secretary Slater had just completed four years as Federal Highway Administrator, leading one of DOT's largest operating agencies. He might have been predisposed to favor the FHWA's interests. Instead, his experience and a temperament given to collegiality took him, and the Department, in a different direction.

Secretary Slater's experience in implementing programs that required close cooperation with other modes, especially with transit, rail and highway safety agencies, led him to conclude that the Department needed greater internal coordination and cohesion. The inspiration for the "willingness to change" derived from the Secretary's capacity to envision a different and better transportation system as well as his core belief that people could only reach that vision by working together. Thus, the Secretary's invitation and, yes, challenge to DOT's 100,000 employees to join him in creating a truly visionary and vigilant Department of Transportation.

Deputy Secretary Mortimer Downey and other DOT officials with experience in multiple transportation modes supported the Secretary in this view. These officials lacked the parochialism that marks some in any field; instead, they understood the importance of reaching across barriers, and working to transform transportation – first within DOT, and then across the entire field.

A VISIONARY AND VIGILANT DEPARTMENT OF TRANSPORTATION CREATING THE CLIMATE FOR TRANSFORMATION AND INNOVATION

Although the effort to transform transportation has involved literally thousands of DOT employees in consultation with the Department's constituents and stakeholders, the inspiration derived from Secretary Slater's ideal of a different and better transportation system and his core belief that people could only reach the vision by working together, challenging the best in every one. In Secretary Slater's view, the American people deserve a transportation enterprise characterized by vision and vigilance.

What the Secretary possessed were the ingredients that James Collins and Jerry Porras outlined in *Built to Last*, their study of the successful habits of visionary companies. Helping create changes and improvements that significantly transform an organization is compelling and attractive, and people are inspired by the very notion of building enduring, great organizations. Corporate leaders such as David Packard of Hewlett-Packard, George Merck of Merck & Company, Masaru Ibuka of Sony, and Walt Disney tapped into this yearning, bringing vision and core values to their companies.

BOXED QUOTE:

"Leadership is the art of mobilizing others to want to struggle for shared aspirations."

– James Kouzes and Barry Posner, *The Leadership Challenge*, 1995

A PERSONAL VISION

At the core of Secretary Slater's vision for the future was the desire to shape transportation by its potential more than by its past. The future was challenging and compelling. He believed people had to look beyond the solutions that had given answers for the 20th century. A new, 21st century vision was necessary to engage the 100,000 DOT employees who were responsible for the transportation enterprise. If transportation was to be transformed, they first must share the vision.

Creating a shared vision of transportation's potential demanded no less than a redefinition of the field, literally changing the way people think about its purpose and means. More importantly, Secretary Slater recognized that if people could define transportation differently, then they also could think and act differently. And that would enable them to create a different transportation system, one that was more responsive to people's real needs. Systems thinking and acting would go well beyond the more parochial, modally specific definitions of transportation that otherwise would limit the solutions necessary for the new century.

The Secretary shaped this shared vision of the future around a series of themes that would serve not only a new view of the national transportation system but also the values and processes critical to the vision.

Former Notre Dame President Theodore M. Hesburgh said, "The trumpet call must never be unclear." The Secretary's themes, full of intensity, sincerity and passion, served as a clarion call to arms, inspiring people at all levels to marshal their personal and organizational resources.

The themes that Secretary Slater articulated infused his speeches and conversations, both within the Department and with the transportation community and public. They would help create a shared direction for the Department.

BOXED QUOTE:

"During the last few years, we in the private sector have faced new leadership challenges. Today, competing for employees is more difficult than competing for customers, building employee loyalty is more important than building customer loyalty, and treating employees right is the key to shareholder satisfaction. Without a doubt, the greatest influence on people in the workforce today is leadership. A strong and effective leader will attract and retain the best people. Secretary Slater recognized that this was equally as important in the public sector. I was very impressed with the leadership team at the DOT and their passion for becoming the best leaders in government. The teamwork and camaraderie of this group was obvious the minute I walked in the room. I am sure that created a very positive working environment at DOT."

– Libby Sartain, Vice President of People, Southwest Airlines

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"More Than Concrete, Asphalt and Steel"

Not long after taking office, Secretary Slater said that, "Transportation is more than concrete, asphalt, and steel. It is about people, visionary and vigilant people, leading the way to transportation excellence in the 21st century."

With these words, the Secretary articulated President Clinton's commitment to "putting people first." President Clinton called for a government that "put people first." And this has been done in transportation.

The Secretary recognized that, at its core, transportation is about people, and assisting them in their pursuit of happiness as they lead safer, better and more fulfilling lives. As a result, DOT redefined transportation beyond the traditionally narrow public works definition of concrete, asphalt and steel to acknowledge that it is essential to our nation's journey of becoming One America and the more perfect union of our founders' dreams.

BOXED QUOTE:

"The transportation system of the 21st century must be safe and sustainable, to be sure, but it also must be international in reach, intermodal in form, intelligent in character and inclusive in service. A climate of innovation is necessary to bring this type of transportation system fully into being."

-- Secretary Slater

"International in Reach"

In a world of interconnected markets, being able to move people and products quickly and efficiently is crucial to economic competitiveness. Secretary Slater called for developing a U.S. transportation system that was truly "International in Reach," connecting the nation to new markets and destinations around the globe.

Through "Open Skies" aviation agreements that broke down barriers to air travel, investments in airports and seaports and a renewed commitment to the nations of Asia, Africa and Latin America, DOT helped to

This new spirit of global cooperation was seen most clearly in the first-ever International Transportation Symposium that Secretary Slater hosted in October 2000, which brought representatives of more than 100 nations to Washington to share best practices and to discuss ways to improve their common transportation links.

"Intermodal in Form"

Throughout the past generation, transportation has become increasingly intermodal – that is, shippers and travelers use more than one form of transportation for a single trip. A shipment may travel by rail and then be transferred to a truck for the drive to its destination. A commuter may drive to a suburban train station, travel by rail to a city and then take a subway to her office. Integrating these different forms of travel into a seamless, efficient and convenient network has been the goal of many initiatives by DOT, Congress and industry.

Although increased progress was made during the 1990s to establish new links and improve existing connections between these different modes, the individual transportation modes often were reluctant to support intermodal projects, fearing a diversion of limited funds from their own projects.

Secretary Slater wanted to build on the growing recognition and acceptance of intermodalism to accelerate the creation of a transportation system that was truly intermodal in form, enabling us to benefit from the collective strengths of the various individual modes of transport.

"Intelligent in Character"

The transportation system of the future must be intelligent in character, allowing us to harness the awesome power of technology to enhance the efficiency, capabilities and capacity of our transportation system. This translates into saved lives, reduced injuries, more efficient mobility for people and goods, environmental enhancement and greater security.

The Department's investment in Intelligent Transportation Systems, Global Positioning Satellite systems and advanced aviation technology are yielding real results. DOT is continuing this commitment by applying new concepts, such as e-commerce and nanotechnologies, to transportation.

Promoting the creation of such a system requires not only the record level investment in research and development that President Clinton proposed but also a commitment to adapting new technologies and altering ways of business to make the most of their capabilities.

"Inclusive in Service"

The nation's transportation system had long limited access to opportunity for millions of Americans who were disabled, geographically isolated or unable to afford cars or air travel. Secretary Slater sought to make improvements to our transportation system to ensure that, as we move forward, no one is left behind.

Initiatives to expand access to the nation's transportation system for Americans with disabilities, those making the transition from welfare to work and those living in isolated rural areas became high priorities during the Clinton-Gore Administration.

"Creating a Climate of Innovation"

Vice President Gore, who has long been one of America's strongest voices for innovation, often spoke of his belief that technology can advance human progress: "The promise of new discovery and new technology has made it possible to renew and strengthen our oldest and most cherished values."

We therefore need to foster, nurture and sustain a climate of innovation—a climate that is flexible and responsive to change—one that is nimble—one that can adapt to new and unexpected demands—one that responds automatically to new challenges.

Creating a climate of innovation is, by definition, an ongoing effort—a journey whose rewards will be the improvements made along the way. Such innovation cannot always be produced on demand. But it can be encouraged, and Secretary Slater has put in place policies to promote innovation.

"A Visionary and Vigilant DOT"

In Secretary Slater's view, the American people deserve a transportation enterprise characterized by vision and vigilance. This meant not only fulfilling the Department's commitment to meeting today's transportation needs but also helping to shape a shared vision of a system that would meet tomorrow's needs as well.

The "visionary and vigilant" paradigm served to shape everything DOT did during the past four years. For example, in its effort to be ever "visionary," the Department built on what Congress rated the best strategic and performance plans in government by producing "The Changing Face of Transportation," which anticipates the challenges that will be faced by our transportation system in the year 2025. This report built on an extensive "visioning" process to identify transportation trends and choices. DOT also created an innovative policy architecture to provide a framework for effective decisionmaking. As a way to be "vigilant," the Department created "flagships" to focus on specific, short-term priorities.

"Find the Good and Praise It"

On a table in Secretary Slater's conference room is a plaque with six simple words: "Find the good and praise it." These words, originally written by the author and former Coastguardsman Alex Haley, articulate Secretary Slater's management style.

The Secretary capitalized on a personal strength of his by institutionalizing the recognition of good work. In a transformational process, the recognition of small wins and positive steps is absolutely essential in sustaining work that contributes to the vision, mission and strategic goals. Secretary Slater carried this out through a series of awards he made personally to 3,000 DOT staff members who had outstanding achievements. He also encouraged other DOT officials to recognize their star performers.

"Moving from Strength to Strength"

Significant accomplishments and transformations are born out of personal dreams and visions. Leaders "see more, see further and see before" those around them. The seeds of Secretary Slater's vision were planted early in his Arkansas childhood, when he dreamt of distant horizons. Years later, first as chair of the Arkansas State Highway Commission and then as Federal Highway Administrator, the Secretary's boyhood dreams of travel became the driving force behind his commitment to making transportation safer and better.

Early in his service, Secretary Slater began to speak of "moving from strength to strength." In these few words, the Secretary articulated the essentially transformational nature of the journey that the Department was embarking upon: honoring a proud history of achievement by building on it, raising the bar of excellence ever higher for an even more promising future.

Transformation is not so much about destruction as it is about creation: the creation of new solutions for significantly different times. The solutions that brought transportation to 1997 would simply not be the solutions to take transportation to the future. This vision theme would ultimately make it easier to make a significant budget investment in the leadership development needed for 21st century leaders.

BOXED QUOTE:

"Transportation is also about our personal journey of becoming. Over the past three years, I have sought to become more thoughtful, insightful and resolute as a leader and follower. I have reflected may times on the sincerity with which I declared at the time of my nomination by President Clinton: that there is no position within DOT more important than any other, and that I would, as Secretary, be willing to lead by following, as well as to lead by leading."

– Secretary Slater, Third Anniversary Message, 2000

TRANSPORTATION IN 1997

Secretary Slater's personal vision themes provided the pull of the future. The reality of transportation when he took office in 1997 provided the beginning point for transformation. Vision and current reality were, in effect, the bookends for the transformation, providing the framework and catalyst for the dynamic change to follow.

Congress

The forces of democracy at work in the federal government help to direct resources and regulations to serve the interests of the American people. At the same time, the legislation governing the Department provides for separate budgeting, funding and authorization for most of the individual modal administrations, contributing to what some have called a "stove pipe" mentality in which each operating administration stands on its own, unconnected to the others.

Constituency Groups

Highly organized, modal specific constituency groups often seek to influence the process for each of their causes, opposing coordination or centralization that might affect their interests. They hampered previous efforts to formally reorganize the Department around a more global, intermodal framework, notably a 1995 Clinton-Gore Administration proposal to reorganize the Department into three operating administrations.

DOT's Operating Administrations

With a few exceptions, DOT's own operating administrations have historically acted with modal specific mindsets. This approach is expected when viewed in the framework of the laws that fund and govern the Department. The patterns of behavior that have characterized DOT's management and decisionmaking practices have been shaped by this environment and have become entrenched over time. To achieve a more synergistic, intermodal and team-oriented approach, DOT needed a broader awareness of the importance of working across barriers.

Concerns About Change

In the fall of 1997, Secretary Slater and DOT's leadership team signaled the beginning of the change process by initiating a Departmental strategic planning process. As part of this effort, the Secretary shared his intention of developing a strategy for becoming a fully integrated, cooperative and intermodal operation.

As might be expected in any change effort, the stated goal to create a truly intermodal and collaborative Department was greeted with responses that ranged from acceptance and hope at one end of the continuum to cynicism and skepticism at the other. Even the most positive leaders feared that the failures of some previous change efforts would haunt the initiative and drain away enthusiasm. Most of all, middle managers feared that their efforts would be futile.

The Coleman Report

In addition to the environmental realities that faced the Department in 1997, Secretary Slater was impressed by a comprehensive planning document created under William T. Coleman Jr., Secretary of Transportation in the Ford-Rockefeller Administration.

Issued in 1977, the Coleman Report had broad scope and a visionary nature. Officially entitled *National Transportation: Trends and Choices to the Year 2000*, it clearly identified many of the issues that would challenge the Department in the next quarter-century.

The comprehensive Coleman Report was significant for three reasons:

- It was perhaps the first and only large-scale planning effort done prior to 1997.
- The issues addressed in the mid-1970s regarding roadblocks to creating a seamless transportation system for the American public would continue to bedevil the Department in 1997.
- The Coleman Report discussed trends and choices to the year 2000 and stood as a challenge to push visioning and planning far into the 21st century. The 25-year timeframe set forth in the Coleman Report was used in Secretary Slater's own visioning initiatives as the Department looked out to the year 2025.

In 1997, Secretary Slater, Deputy Secretary Downey and officials from throughout the Department met this challenge with a strategic plan, and a performance plan, that creates a pathway to successful transportation solutions for the 21st century. The transformational journey had begun, framed between the reality of transportation in 1997 and the compelling pull of the Secretary's personal vision. It set forth a pathway to the future.

TRANSFORMATIONAL CHANGE

The story of the change process at the Department of Transportation is best told through use of the working models that most influenced and guided the process.

The first model, developed by Harvard Professor John Kotter, suggests eight key steps in transformational change and guide the story of the Department's change journey.

Embedded in this story is a second, collaborative model. Developed by Dr. Bethel "Bo" Thomas of Thomas Consulting Group and Dr. Bob Fisher, President of Belmont University, this model determined the thinking and acting processes.

1. Creating a Sense of Urgency: *"Why Take a New Journey?"*

If people are to choose a new journey and take the road less traveled, there must be some compelling reason to do so. Early on, the gap between the Secretary's personal vision and the realities of transportation in 1997 signaled urgency: there was a clear discrepancy between "where we are" and "where we want to be."

Perceiving a gap is critical for sensing the need to do something different. It was necessary for DOT's employees, and for others in the transportation community, to recognize that the current approaches to transportation solutions would have to be radically altered to create a more desirable and visionary national and global system.

Shortly after taking office in February 1997, Secretary Slater assembled his senior leadership team to discuss key issues, how to align them with the President's vision and how to begin the journey toward a new vision.

In addition, the Government Performance and Results Act (GPRA) of 1993 required federal agencies to undertake comprehensive strategic planning, goal setting and performance evaluation. The challenges and opportunities of this strategic planning process could serve to pull the Department well beyond where it had been and generate more creative tension and urgency.

Lou Whittaker, leader of the first all-American climbing team to the summit of Mount Everest, was asked how the team was formed. "Quite simple," Whittaker replied. "I select the first person. The two of us select the third. The three of us select the fourth, and so on. In the business of climbing mountains, one has to be careful whose rope he hooks into."

The transformation challenge of the Department of Transportation, from the strategic planning process on, required a collective process of hooking into each other's ropes to achieve the new vision. As the Secretary's personal vision became the Department's collective vision, the circle of transformation expanded to include appointed and career officials at DOT and the Department's partners elsewhere in the public and private sectors.

Every strategy going forward would be designed to help people see the need to "hook together" when tackling common objectives. Shared initiatives cut a national and international path to include people at headquarters, regional, state, and local levels.

BOXED QUOTE:

"The development and cultivation of visionary and inspirational leaders must be a primary objective of all organizations, both in and out of government. The Department of Transportation under Secretary Slater clearly recognizes the critical need to develop leaders for today and tomorrow--the men and women who will need to challenge their colleagues to perform at their highest levels. Conferences and programs such as this can and will play a valuable role in generating the needed ideas and momentum to develop the leaders who will help guide our nation's industry and government in the years ahead."

– Anne Altman, Vice President for the Federal Sector, IBM

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2. Forming a Powerful Guiding Coalition: *"Who Will Lead Us on the New Journey?"*

Someone, or some group, has to lead the way in any major change effort, and it certainly has to be a powerful enough individual or group to successfully outweigh the strong forces of the status quo.

The vision has to be shared, people have to commit rather than comply and people of influence have to lead the way. Although this group would expand over time, the initial change leaders were the chief administrators of the various DOT operating administrations, who were the direct reports to Secretary Slater and Deputy Secretary Downey.

This team of senior administrators would lead in several ways. First, they formed the nucleus for quarterly leadership conferences designed to help the Department align with the vision, mission and strategies of the strategic plan.

The first conference of this type was held at the Federal Highway Administration's Turner-Fairbanks research facility near Washington in February 1998. It was here that the Department's leaders first saw their collective role in leading change as the Kotter and Fisher-Thomas models were introduced.

Second, the senior leaders changed the format of one of their two weekly meetings to gather solely as a "guiding coalition" in order to become a stronger team and better lead the transformation.

Third, these leaders would, later in the process, become "regional champions" and provide more focused leadership throughout the country.

3. Creating Vision, Mission and Strategies: *Where Are We Going?*

On a journey, everyone wants to know the destination. Only if the destination is known can we answer the question: is the journey worth taking? The effort to change DOT meant serious visioning and scenario planning to identify what the world of 2025 would look like.

The creation of the GPRA-mandated strategic plan formally began the Department's progress toward organizational improvement. DOT conducted a very thorough, inclusive planning process that resulted in the identification of a vision statement, mission statement, five strategic goals and an overall strategy. The result of this 1997 process was a strategic plan that was judged by Congress to be the "best in government," as was the subsequent performance plan.

The plan was judged the best because it had the most potential for positively impacting desired performance and results. Think about that. Isn't that the litmus test for strategic plans: showing people what is most important and how they and the organization can achieve the desired results? It is no surprise, then, to learn that the Department's Performance Plan, directly linked to strategic initiatives, would also be judged to be the best in government.

Vision and Mission

The strategic planning process resulted in a statement for the Department that envisioned it would become "A visionary and vigilant Department of Transportation leading the way to transportation excellence in the 21st century."

The mission statement was clearly supportive of that vision as the Department carved out its core purpose: "To serve the United States by ensuring a safe, fast, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future."

The Strategic Goals

The five strategic goals that were identified in the strategic planning process have served as the directional forces in departmental decision making for the past four years and led to a wealth of initiatives designed to move the Department forward on its journey toward excellence in the coming new century.

- Safety: Improving safety was President Clinton and Vice President Gore's top transportation priority throughout the eight years of their Administration. It became the Department's "North Star," an ever-present standard that provided direction for all important decisions.

- Mobility: Moving people and goods rapidly and efficiently is an outcome that the American people expect of their transportation system. Mobility is about bringing people together, giving them more freedom and choice and enabling them to make the most of the opportunities the nation offers them.

- Economic Growth and Trade: Transportation is a key to economic growth and prosperity. Today's DOT promotes this goal via a variety of innovative initiatives ranging from "Open Skies" aviation agreements to educating our youth about career opportunities in the transportation industry through the Garrett A. Morgan Transportation and Technology Futures Program.

- Human and Natural Environment: Transportation is the tie that binds us together as a nation, enhancing the quality of our lives and our society. But transportation can generate unwanted side effects in the form of air pollution and noise pollution, as well as the loss of valuable land and fisheries. And it can harm the quality of life. The Clinton-Gore Administration recognized the adverse effects that can accompany transportation investments and followed a plan that put a premium on avoiding, mitigating and controlling those effects whenever possible.

- National Security: Much progress has been made toward securing our national interest and defending our national borders during the eight years of the Clinton-Gore Administration. Maintaining such high levels of security vigilance is an ongoing process, however, for in an often turbulent and ever-changing world, threats to our national interest and national security are never likely to end entirely.

In addition, the updated strategic plan released in 2000 included "organizational excellence" as a goal with equal standing, to emphasize DOT's commitment to managing for results and innovation.

Bringing Together the Modes

This was the most comprehensive planning process in DOT's history, and it included all the operating administrations and all levels within the organization. Observers of organizational change would clearly see this broad-based, systemwide effort as a defining moment of change.

In April and August 1997, DOT held strategic planning sessions to develop a common understanding of the forces and trends expected to influence transportation and the Department in the next several decades. For the first time in DOT's 30-year history, leaders from every sector of transportation met in one room to seek common ground and a sense of how to maximize transportation's contribution to the nation.

These retreats developed a commitment to a shared vision; a blueprint for guiding the Department into the 21st century; and a common understanding of goals and how to achieve them.

The separate modes of transportation had been truly connected for the first time and asked to work better together to create their shared future. The process forced a new perspective, and the collective strategic plan signaled the beginning of the shared journey. The Secretary's personal vision was now articulated in a strategic plan that carried four powerful directional forces:

- Vision: Creating a desirable future.
- Mission: Clarifying why we exist.
- Values: Acknowledging core values.
- Strategic Plan: The near-term steps that move us closer to the vision.

4. **Communicating the Vision:** ***"How will people learn about the new direction?"***
5. **Empowering Others to Act:** ***"What will enable people to act differently?"***

The strategic plan provided the road map for the journey of transformation, bridging the gap between the present and the year 2025. Since this was one of the first ever Department-wide plans, calling for significant increases in cross-modal or intermodal collaboration, the road map itself was not enough. *Taking the journey was essential.*

As a means to the journey, Secretary Slater oversaw the creation of ONE DOT – a corporate management strategy that would capture the essence of the Secretary's core value of teamwork, partnering and collaboration. It would provide the synergistic process for how DOT's employees could work together to achieve the goals and objectives of the strategic plan.

The Strategy – ONE DOT

This integrated approach is the foundation for the ONE DOT management strategy, a change both in the culture within DOT and how business is conducted. This management strategy creates an environment that encourages collaboration across modes and agencies at all levels; rewards efficiency and creativity; and instills in each employee that they represent their operating administration, as well as the Department and the national transportation system.

The ONE DOT management strategy, stated simply, encourages the operating administrations to "work better together." It builds on the strengths and technical expertise of each administration and encourages collaboration and integration, when necessary and applicable.

ONE DOT has been visually characterized by a series of overlapping circles. Each of the intersections, where circles overlap, provides opportunities for integrated or cooperative ONE DOT activities. Where the circles do not overlap, the unique, individual mandates, expertise and responsibilities of the operating administrations continue.

Unlike past proposals, ONE DOT is not intended to be a precursor to reorganization or to moving blocks on organization charts. Rather, it is intended simply to be a management strategy to add value to Departmental activity.

In February 1998, the Turner-Fairbanks leadership conference linked the ONE DOT Management strategy with the strategic plan. The strategic plan was the road map and the ONE DOT "working better together" management strategy provided the collaborative process.

Both the Kotter model of transformational change and the Fisher-Thomas "Real Dream Teams" template of seven extraordinary team practices were introduced at this time. The latter model blended a strong mission and a focus on clear roles with the empowering practices of open communications, cooperative spirit and a winning attitude. Five thousand key DOT employees were trained through a customized "Partnering for Excellence" program to incorporate these values and procedures into DOT's routine operations.

BOXED QUOTE:

"The people within the Department of Transportation system across the country really do get up every day and make a positive difference in the lives of so many Americans. We, as consultants, have been energized and inspired to see a significant number of people in a large government enterprise work together differently and realize even greater positive impact, literally transforming the way the Department goes about its important work."

– Bo Thomas, Ph.D., and Bob Fisher, Ph.D., consultants to the Department's collaborative change process

The program empowered Departmental teams at all levels to work together to achieve the strategic plan's goals. One of the most positive outcomes was the establishment of cross-functional and intermodal ONE DOT teams in each region of the country. Supported by "champions" from the senior leadership team, these teams have accomplished remarkable success in disseminating ONE DOT thinking and action throughout the daily operations of the regions. They exemplify Secretary Slater's pronouncement that "Leadership is not given; it is assumed."

BOXED QUOTE:

"Our intent is to create a climate in which good ideas will flourish and mature. Our meaning is to foster ONE DOT innovation and resist modal tradition when that tradition constrains efforts to cooperate and collaborate."

– Deputy Secretary Downey, October 1998

6. Planning for and Creating Short-Term Wins: *"What Sustains Effort on a Difficult Journey?"*

What will sustain motivation and commitment in new and unfamiliar territory? On a journey in a different environment, people need early signs that they are on the right track and making progress. To provide these milestones, Secretary Slater and Deputy Secretary Downey and the Department's other senior officials created a "Flagship" concept for priority projects that could have the highest impact.

There are 60 such Flagships aimed at advancing the Department's strategic goals. Most of them involve two or more modes of transportation working together to maximize the impact on performance targets as well as future transportation solutions. These same Flagships are reflected in DOT's mission-driven budget.

Flagship initiatives and their results include:

- Corridors and Borders Programs Flagship
  - Improved economic growth, multi-state planning efforts, improved bi-national planning, and improved safety along the nation's borders.
  - Encouraged states to work with other states when developing a corridor. The collaborative effort and funding of awards often sped up implementation by two to three years.
- Garrett A. Morgan Technology and Transportation Futures Program Flagship
  - Created partnerships among all sectors, public and private, of the transportation enterprise and among the modes to assure that students have knowledge and skills necessary to pursue transportation careers. Three million students were reached by the end of 2000.
- Seat Belt Flagship
  - Reduced child fatalities by 15 percent, achieving that goal one year early.
  - Enabled 19 million more people to buckle up during the past 2 years.
- High Speed Rail Flagship
  - Successfully initiated Amtrak's ACELA Express service between Washington and Boston, with enormous implications for high-speed service in other intercity corridors.

- Operator Fatigue Management and Advanced Instructional Technologies Flagship
  - Developed detailed road maps for Operator Fatigue Management. Collaborative Departmental research indicates the future saving of thousands of lives.

Each of the 60 Flagship teams was able to identify a short-term win as well as potential further gains with sustained effort and additional resources. The commitment to gather talent from across the Department to collaborate on shared initiatives paid off in innovative and higher quality transportation solutions.

BOXED QUOTE:

"Two key things have resulted. We became a results based organization that appreciated each other's high priority projects and issues, and we realized the American people were the real customers and we could optimize our productivity for them by believing in and living our ONE DOT credo. The mixed part is connected to the challenge we face to carry over this team feeling to the new leadership. Those of us who will be here and have experienced ONE DOT realize there's no turning back. We look forward to the challenge of continuing the spirit we've been privileged to help build."

– Admiral James M. Loy, Commandant, U.S. Coast Guard

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7. Consolidating Improvements and Producing Still More Change: *"How Can We Make Continuous Change Our Friend?"*

DOT's regional teams have enjoyed tremendous success with coordinated, collaborative and collective transportation efforts. In fact, regional DOT offices have often moved even faster than their counterparts in Washington to consolidate their efforts, perhaps because of their proximity to their customers: the American people.

Early on, regional officials asked for senior leaders in Washington to be their champions, to remove roadblocks, and break barriers. Officials in both Washington and the Department's field offices also saw their efforts supported by the individual performance plan review conducted regularly by Deputy Secretary Downey and by recognition at all levels to help sustain progress.

BOXED QUOTE:

"Regional Champions are true visionary leaders who 'walk the talk' on ONE DOT. They facilitate the flow of information between headquarters and the field and participate in Regional ONE DOT team meetings and activities. They bridge the distance and differences with enthusiasm and commitment."

– Cecilia L. Hunziker, Regional Administrator, Federal Aviation Administration Great Lakes Region

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Urgency for more change came in the form of two visionary reports, both created with DOT-wide involvement. The first was an insightful consideration of transportation scenarios in the year 2025. The second provided an equally penetrating look at 2025 trends and choices. Both were inspired by the Coleman Report's visionary look at what transportation would be like in 2000.

8. Institutionalizing New Approaches: *"What Are Significant Changes That Assure The Success of the Journey and Make the Journey Easier for Those Who Follow?"*

DOT's leadership agreed to four significant changes to institutionalize the Department's process of transformational change and ensure that it would continue to generate results even after a new Administration took office:

- **Budget Process**. Significantly altered in 1999 to become a vision/mission-driven budget process, aligning significant funding to strategic priorities.

- **Integrated Communications**. Allows the Department to significantly improve the usefulness, timeliness and availability of information to 100,000 DOT employees and their partners.

- **Employee Development**. Includes significant, new investment for employee learning and development as well as Management Development. Also includes other commitments to people, including quarterly leadership conferences, an Executive Leadership Institute and a rotational assignment program for senior career officials.

- **Accountability.** Enables every DOT employee to connect his or her work to the strategic plan and performance expectations,, allowing each person to see how his or her work makes a difference.

BOXED QUOTE:

We cannot advance as ONE DOT without creating a system that includes all modes in determining how our resources are applied and that also ties those resources to real outcomes that meet the overall strategic objectives of DOT. I believe we are well on the road to reaching that state.

– Peter J. "Jack" Basso Jr., Assistant Secretary for Budget and Programs/Chief Financial Officer, OST

BOXED QUOTE:

"Since the Department began the process of transformation, we've changed the way we work, not the way we're organized. The Secretary and Deputy Secretary have challenged senior leaders and employees to step out of their organizational boxes when appropriate, and include and engage employees from other Administrations and offices to work on projects and solve problems. We've also become an agency that collaborates with constituencies, stakeholders and partners. While the journey has taken a few years to implement, we've seen the results take hold – not only in headquarters, but in the regions as well. Employees across the Department are clear idea of the Department's direction and their role in advancing our mission. It's not easy to have 100,000 people stop on a dime and change course, but the ONE DOT Management Strategy has enabled the Department to accomplish this."

– Melissa J. Allen, Assistant Secretary for Administration, OST

The Secretary's personal vision had framed the journey of transformation.

The strategic plan, performance plans and 2025 visioning initiatives provided roadmaps for the journey.

The ONE DOT management strategy, Flagship Initiatives, major systems change initiatives and a collaborative transformational change process fueled the journey itself and led to significant change.

As with any transformation, the story of the journey is still unfolding. But the successes of this effort have institutionalized it, and ensured that it will continue to generate progress for years to come.

BOXED QUOTE:

"In my opinion, Secretary Rodney Slater's leadership at the Department of Transportation has been remarkable. It is clear to me that he has taken great leadership principles, and not only talked them up, but actually applied them and made them work. He transformed the Department from a focus on separate modes of transportation ... to a broader and more connected team approach where everyone is working together and leading the way to excellence in the 21st century."

– Donald T. Phillips, author, *Lincoln on Leadership*, 2000

REALIZING A SHARED VISION

Leaders at all levels within DOT have been encouraged and engaged in a process that focused on the delivery of results based on a shared vision, mission, goals and commitments.

BOXED QUOTE:

"I felt two things at the end of our transformation experience. First, the pure joy that always comes from having worked hard on something you believe in and watching it flourish in your work environment. That's what happened when Secretary Slater committed himself to us and to the process.

Second, the satisfaction that comes from knowing you've gotten it right. We forged a consensus vision with the Secretary and then methodically set about the business of bringing it alive. We designed graphics and wrote paragraphs and developed volumes of complex material until Mort Downey simplified it for all of us: it's all about ...working better together. We knew then that we had it right."

– Admiral James M. Loy, Commandant, U.S. Coast Guard

This vision is being realized. DOT is being transformed into a visionary and vigilant enterprise with more foresight, more inclusive and system-wide planning, more innovative and collaborative thinking and acting and a more clearly aligned transportation system.

BOXED QUOTE:

"Having had the privilege of serving with Secretary Rodney Slater as a member of the U.S. Department of Transportation's Senior Leadership Team, I can say without hesitation that his extraordinary vision and perseverance led the Department to become a more accountable, effective and cohesive organization. Perhaps Secretary Slater's most important and lasting contribution to improving transportation in America will be the way in which he fundamentally changed the management philosophy and practices of the Department. By tirelessly leading the effort to promote team-based management strategies Secretary Slater altered the operating ethos of the Department."

– David G. Sanders, President and CEO, Performance and Results International, LLC; Former Acting Administrator of the Saint Lawrence Seaway Development Corporation and Chairman of the U.S. DOT Accountability Systems Change Group

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Therefore, at the end of the first year of the 21st century, people could indeed look back and see the transformation process:

- Vision
- Mission
- Best-in-government Strategic Plan
- Best-in-government Performance Plan
- Collaboration model, "The 7 Practices," for Working Better Together
- Results-oriented Partnering for Excellence training process
- Transformational Change Model
- Guiding Coalition for sustaining transformation
- Regional Champions
- Flagship Initiatives
- Systems changes
- Scenario Planning
- New leadership
- ONE DOT thinking and acting
- Breakthrough transportation solutions
- A connected and coherent framework
- Record-level funding
- 2025 Trends and Choices

The journey had led to a visionary and vigilant Department of Transportation, leading the way to excellence in transportation solutions for the 21st century.

BOXED QUOTE:

"To make crooked ways straight and to serve as a bridge over troubled waters, so is the transforming power of transportation – the tie that binds. I am deeply honored and blessed to join you and the 100,000 visionary and vigilant members of our DOT family as we lead the way to transportation excellence in the 21st Century, thus ensuring that our best days, as a department and as nation, are yet ahead of us."

– Secretary Rodney Slater, Third Anniversary Address to Department Leaders

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The Seven Practices of Real Dream Teams

1. Shared Mission and Direction
2. Clear Roles and Expectations
3. Mutual Trust and Respect
4. Win-Win Cooperation
5. Individual Competence and Personal Development
6. Empowering Communication
7. Winning Attitude

From: *Real Dream Teams*, by Bob Fisher, Ph.D. and Bethel "Bo" Thomas, Ph.D.

Eight Steps to Transforming Your Organization

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition
3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short-term Wins
7. Consolidating Improvements and Producing Still More Change
8. Institutionalizing New Approaches

From: *Leading Change*, by John P. Kotter, Ph.D., Harvard University

ONE DOT Guiding Coalition

Secretary Rodney E. Slater, OST
Deputy Secretary Mortimer L. Downey, OST
Jerry L. Malone, Chief of Staff, OST
Norma Krayem, Deputy Chief of Staff, OST
Rosalind Knapp, Deputy General Counsel, OST
Eugene Conti, Assistant Secretary for Transportation Policy, OST
Fernando Sanchez, Assistant Secretary for Aviation and International Affairs, OST
Peter J. "Jack" Basso Jr., Assistant Secretary for Budget and Programs/Chief Financial Officer, OST
Melissa J. Allen, Assistant Secretary for Administration, OST
Michael Frazier, Assistant Secretary for Governmental Affairs, OST
Mary Trupo, Assistant Secretary for Public Affairs, OST
Kenneth Mead, Inspector General
Admiral James M. Loy, Commandant, U.S. Coast Guard
Jane F. Garvey, Federal Aviation Administration
Kenneth Wykle, Federal Highway Administration
Jolene Molitoris, Federal Railroad Administration
Dr. Susan Bailey, National Highway Traffic Safety Administration
Nuria Fernandez, Federal Transit Administration
Albert Jacquez, St. Lawrence Seaway Development Corporation
Clyde Hart, Maritime Administration
Kelley Coyner, Research and Special Programs Administration
Dr. Ashish Sen, Bureau of Transportation Statistics

ONE DOT Steering Team

Melissa J. Allen, Assistant Secretary for Administration, OST
Peter J. "Jack" Basso Jr., Assistant Secretary for Budget and Programs/Chief Financial Officer, OST
Admiral James M. Loy, Commandant, U.S. Coast Guard
Jerry L. Malone, Chief of Staff, OST

Leadership Conference and/or Partnering for Excellence Facilitators

Dale Andrews, OST
Margarete Berrios, FAA
Randy Bergquist, OST
Patrice Blackman, OST
Edith Boyden, RSPA
Gregory Brown, FTA
Tony Dixon, FMCSA
Carlos Dominguez, OST
Ellen Heup, MARAD
Beth Hill, FAA
Elizabeth Hoefer, OST
Nancy Horkan, OST
Sampath Krishnan, FAA
Sandra Lewis-Haskell, FAA
Ann Linnertz, TASC
Maureen Melton, USCG
Nancy Mowry, TASC
Henry Nejako, FTA
Joanne Petrie, OST
Augie Rios, USCG
Terri Seibert, FHWA
Mary Sibley, OST
CDR. Robert Smith, USCG
Louise Carter, FAA
Janice Pope, FAA
Sharon Pough, FAA
LT. Scott Larson, USCG
LT. Brad Nelson, USCG
LT. Scott Beck, USCG

Leadership Conference Planning Team:
Melissa J. Allen, Assistant Secretary for Administration, OST
Carmen Jones, Program Manager, OST
The Thomas Consulting Group

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Region 2:	Arlene Feldman (FAA)
Region 3:	Dr. Beth Baker (FTA)
Region 4:	Carolyn Blum (FAA)
Region 5:	Cecelia Hunziker (FAA)
* Region 6:	Blas Uribe (FTA)
Region 7:	Darrell Tisor, (FRA)
* Region 8:	Lou DeCarolis (NHTSA)
Region 9:	Gary Hamby (FHWA)
Region 10:	Larry Andriesen (FAA)
Alaska:	John Madden, (FAA)
Headquarters:	Melissa Allen (OST)

* Acting

Regional Champions

Boston: James M. Loy, U.S. Coast Guard Commandant
New York: Ken Mead, Inspector General
Philadelphia: Nuria Fernandez, FTA Deputy Administrator
Atlanta: Rosalyn Millman, NHTSA Deputy Administrator
Chicago: Albert Jacquez, Administrator, SLSDC & Jerry L. Malone, Chief of Staff, OST
Kansas City: Gene Conti, Assistant Secretary for Transportation Policy
Dallas/Fort Worth: Jolene Molitoris, FRA Administrator
Denver: Ken Wykle, FHWA Administrator
San Francisco: Jane F. Garvey, FAA Administrator
Seattle: Nancy E. McFadden, General Counsel, OST
Alaska: Clyde Hart, MARAD

U.S. DEPARTMENT OF TRANSPORTATION FLAGSHIP LEADER LIST

Elizabeth Hoefer	Flagship Team Coordinator	OST
Demetra Collia	Sharing Safety Information	BTS
Maurice Banks	Diversity	FAA
Charles Keegan	Free Flight	FAA
Thomas McSweeney	Safer Skies	FAA
David Traynham	Aircraft Noise	FAA
Courtney Tucker	Whitehouse Commission	FAA
Walter Adams	Safety Technology Sharing	FHWA
Jill Hochman	Corridors and Borders	FHWA
Jeffrey Paniati	Intelligent Transportation Systems	FHWA
Gloria Shepherd	Transportation Community and Systems Preservation	FHWA
Frederick Skaer	Environmental Streamlining	FHWA
Tom Sorel	2002 Olympics	FHWA
Robert Proferes	Truck and Bus Safety	FMCSA
Phyllis Young	Technology Sharing	FMCSA
Ed Pritchard	Transport of Radioactive Materials	FRA
Mark Yachmetz	High-Speed Rail	FRA
Scott Biehl	2002 Olympics	FTA
Ron Fisher	Transit New Starts	FTA
Charles Goodman	Transit Investment	FTA
Edward Thomas	Job Access and Reverse Commutes	FTA
Ray Barberesi	Marine Transportation Systems	MARAD
James Caponiti	Strategic Deployment	MARAD
Jeffrey High	Marine Transportation Systems	USCG
Marilena Amoni	Seatbelts/Buckle Up America	NHTSA
Adele Derby	Livable Communities	NHTSA
Stephanie Kaufman	Innovative Finance	OST/B
Tom Park	Sound Resource Management	OST/B
Roberta Gabel	Environmental Justice	OST/C
Melissa Allen	Working Better Together	OST/M
Randy Bergquist	Employee Development	OST/M
Patrice Blackman	Managerial and Operational Flexibility	OST/M
Lesley Field	21st Century Business Processes	OST/M
Nancy Horkan	Workforce Planning	OST/M
David Litman	21st Century Business Processes	OST/M

Kenneth Edgell	Alcohol and Drug Program	OST/OADPC
Dani Brzezinska	Long-Range Planning	OST/P
Joseph Canny	Peacetime Engagement ; GPS ; Radionavigation	OST/P
Robert Clarke	Fatigue; Safety Council	OST/P
Ira Laster	Accessibility	OST/P
Linda Lawson	Livability; Rural Transportation; Appalachian and Delta Transportation	OST/P
Don Trilling	Aging	OST/P
Tom Falvey	PDD-62/63; DOD Partnerships; Illegal Drugs & Aliens	
Richard Biter	Intermodal Connectors; Multi-Modal Integration	OST/S-3
Joseph Capuano	Small and Disadvantaged Business	OST/S-40
John Blum	Y2K	OST/S-80
Eugene K. Taylor	Communications; IT Security	OST/S-80
Dennis DeVany	Domestic Aviation	OST/X
Paul Gretch	Global Transportation	OST/X
Edward Brigham	Advanced Vehicle Technology; World Class R&D; R&D Strategic Planning	RSPA
Patricia Carroll	Garrett Morgan	RSPA
William Medigovich	National Emergency Response	RSPA
James O'Steen	HazMat	RSPA
CAPT Jonathon Sarubbi	Commercial Fishing Vessel Safety	USCG
CAPT David Westerholm	Oil Spills	USCG

Key:

OST:	Office of the Secretary of Transportation
TASC:	Transportation Administrative Service Center
USCG:	U.S. Coast Guard
FAA:	Federal Aviation Administration
FHWA:	Federal Highway Administration
FMCSA:	Federal Motor Carrier Safety Administration
FRA:	Federal Railroad Administration
NHTSA:	National Highway Traffic Safety Administration
FTA:	Federal Transit Administration
SLSDC:	Saint Lawrence Seaway Development Corporation
MARAD:	Maritime Administration
RSPA:	Research and Special Programs Administration
BTS:	Bureau of Transportation Statistics

United States Department of Transportation (DOT)
Memoranda of Understanding (MOU)
1993 - 2001

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and the Secretariat of Communications and Transport of the United Mexican States	To provide a framework for cooperative activities and the implementation of standards and procedures for the management of drug and alcohol tests of commercial vehicle operators that cross the border between the U.S. and Mexico.	DOT and Secretariat of Communications and Transport of the United Mexican States	Secretary	6/10/98	N/A
MOU between DOT, the National Association for Equal Opportunity in Higher Education (NAFEO), and the Hispanic Association of Colleges and Universities (HACU)	To provide opportunities for minority serving institutions affiliated with the NAFEO and HACU to engage in educational partnership activities, educational research, grants and other developmental opportunities directed at Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs).	DOT and NAFEO	Secretary	10/4/99	N/A
MOU between DOT and the National Urban League (NUL)	To provide for the development of mutual programs and projects supporting research, development, transportation planning and technology exchanges between DOT and the NUL.	DOT and NUL	Secretary	10/2/98	N/A
MOU between DOT and the Center for the Advancement of Hispanics in Science and Engineering (CAHSE)	To provide continuing partnership opportunities between DOT's Operating Administrations and the CAHSE in support of student and faculty internships, educational partnerships, and outreach projects.	DOT, CAHSE, Society of Hispanic Engineers, and Mexican American Engineers and Scientists	Secretary	10/3/96	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
U.S. Tax Court	Hear and determine appeals under the U.S. Tax Court contracts.	DOT, U.S. Tax Court and law firms involved	Secretary	4/21/95	N/A
Reciprocal certification principle and streamline procedure for expediting the Small Disadvantaged Business (SDB) certification requirement	To develop procedures that will streamline the SDB certification process of the Small Business Administration's 8(a), SDB, and DOT's disadvantaged Business programs.	DOT and SBA	Secretary	11/23/99	11/22/04
Women-owned Small Business Enterprises (WOSB)	To increase the participation of WOSB in prime and subcontracting opportunities at DOT.	DOT and SBA	Secretary	12/1/98	N/A
Partnership Agreement	To establish basic procedures for expediting the award requirements pursuant to section 8(a) of the Small Business Act.	DOT and SBA	Secretary	9/30/00	9/20/01
MOU between the Small Business Administration and DOT	To identify reciprocal certification principles and streamline procedures for expediting the certification requirements of SBA and DOT regulations.	DOT and SBA	Secretary	11/23/99	11/23/04
MOU between the U.S. Department of Agriculture and DOT	To foster collaboration between the Departments in addressing long-term agricultural transportation and rural passenger and freight mobility challenges.	DOT and U.S. Department of Agriculture	Secretary	8/7/98	8/7/03

Name	Purpose	Organizations	Signed By	Date Signed	End Date
Coordination of Federal radionavigation and positioning systems planning.	To establish a working relationship between DOD and DOT for coordination of Federal radionavigation planning and production of the Federal Radionavigation Plan.	DOT and DOD	Deputy Secretary	1/19/99	9/30/07
MOU between DOT and SBA	To establish procedures for expediting awards to small disadvantaged businesses under section 8(a) of the SBA Act.	DOT Office of Senior Procurement Executive, DOT Office of the Secretary, DOT Operating Administrations, and SBA.	Secretary	9/17/98 (Latest Amendment)	6/30/03
National Search and Rescue Plan	To establish a National Plan for rescue of person in distress and provide guidance for search and rescue activities by all Federal agencies.	DOT, DOC, DOD, DOI, NASA, and FCC	Secretary	1/14/99	N/A
MOU between DOT and the Department of Interior (DOI)	To develop and implement integrated transportation planning procedures within DOI, National Park Service.	DOT and DOI	Secretary	11/25/97	N/A
MOU between the DOT and U.S. Department of Agriculture (DOA)	To establish long-term procedures to address agriculture transportation and rural passenger and freight mobility challenges.	DOT and DOA	Secretary	8/7/98	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and National Urban League (NUL)	To promote educational opportunities, employment, job training, safety and environmental justice.	DOT and NUL	Secretary	1/4/01	N/A
MOU between DOT and SBA	To increase the participation of Women Owned Small Businesses in prime and subcontracting opportunities.	DOT and SBA	Secretary	1/7/99	1/7/01
MOU between DOT, U.S. Department of Labor (DOL), Career Connections of Prince Georges County, MD, and Board of Education of Prince Georges (PG) County, MD	To assist students in preparation for careers in transportation and transportation technology.	DOT, DOL, Career Connections, Board of Education of PG County	Secretary	11/20/97	N/A
Intermodal Safe Communities	To promote a safer transportation system.	National Highway Traffic Safety Administration, Federal Highway Administration, Federal Railroad Administration, Federal Transit Admin istration, Federal Aviation Admin istration, and Coast Guard	Secretary	6/27/97	N/A
Atlanta Forum	To forge a coordinated effort dedicated to reducing pedestrian injury and death in the Atlanta area.	DOT	Secretary	10/19/99	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and U.S. Department of Interior (DOI)	To improve transportation in National Parks	DOT and DOI	Secretary	11/25/97	N/A
MOU concerning the Voluntary Intermodal Sealift Agreement (VISA)	To establish responsibilities of the U.S. Transportation Command and DOT Maritime Administration regarding the VISA program. To provide a responsive transition from peace to contingency operations through pre-coordinated agreements for sealift capacity to support the Department of Defense (DOD) contingency requirements.	DOT and DOD	Secretary	9/23/97	N/A
Agreement on Maritime Transport	To conduce bilateral maritime relations relative to oceanborne liner trade to afford fair and nondiscriminatory opportunity to National-Flag carriers, including carriage of government controlled cargoes.	DOT and Minister of Transport, Federative Republic of Brazil	Secretary	10/20/99	N/A
MOU between DOT, Department of Defense (DOD), Department of Commerce (DOC), Department of Interior (DOI), Department of Agriculture (DOA), Environmental Protection Agency (EPA), and the Coast Guard	To create an interagency partnership of Federal agencies with responsibility for MTS.	DOT, DOD, DOC, DOI, DOA, EPA; and Coast Guard	Secretary	4/21/00	4/21/05

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and Council on Competitiveness (COC)	To further the understanding of how transportation supports the e-commerce revolution and how e-commerce solutions can help the transportation sector, and to identify candidate actions for transportation that could foster the growth of the e-commerce economy.	DOT and COC	Secretary	2/11/00	N/A
MOU between DOT and New Mexico State Highway Department (NMSHD)	To set forth a mutual intent on the part of the NMSHD and DOT Research and Special Programs Administration to work cooperatively in the New Mexico Road Lifecycle Innovative Financing Evaluation initiative.	DOT and NMSHD	Secretary	10/1/99	10/1/04
MOU between DOT and Department of Defense (DOD)	To develop plans and allocate civil air carrier aircraft during national emergencies.	DOT and DOD	Secretary	11/10/98	11/10/03
MOU between DOT and Nation Urban League (NUL)	To encourage the exchange of ideas and information to promote transportation safety awareness, transporation-related employment, and transportation-related eeducational opportunities in the nation's urban areas.	DOT and NUL	Secretary	10/2/99	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and U.S. Department of Interior (DOI)	To establish the boundaries that will be used to delineate the location over which DOT and DOI/ Minerals Management Service will exercise their respective pipeline safety regulatory authority on the Outer Continental Shelf.	DOT and DOI	Secretary	12/19/96	N/A
MOU between DOT, Department of Interior (DOI), and the Environmental Protection Agency (EPA)	To establish jurisdiction responsibilities for offshore facilities, including pipelines, pursuant to the Clean Water Act and Oil Pollution Act.	DOT, DOI, and EPA	Secretary	12/14/93	N/A
MOU between DOT and Department of Energy (DOE)	To define the working relationship between DOT and DOE for carrying out the Intelligent Vehicle/ Highway System Program.	DOT (Volpe National Transportation Systems Center) and DOE	Secretary	8/6/93	N/A
MOU between DOT, Department of Agriculture (DOA), Department of the Army (DOD), Department of Education (DOE), Department of Interior (DOI), and the National Lewis and Clark Bicentennial Council (NLCBC)	To establish a general framework to work together in a spirit of collaboration and partnership to commemorate the Bicentennial of Meriwether Lewis and William Clark's Corps of Discovery Expedition from 1804 to 1806.	DOT, DOA, DOD, DOE, DOI, and NLCBC	Secretary	10/1/98	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and DOE	To establish a framework for cooperation between the participants to develop and apply technologies and systems to improve the preparedness of underground transit systems to weapons of mass destruction incidents, particularly attacks involving chemical and biological weapons.	DOT and DOE	Secretary	6/23/00	N/A
MOU between DOT, Department of Interior (DOI), Department of the Army (DOD), Environmental Protection Agency (EPA), Department of Commerce (DOC), Department of Agriculture (DOA), and the Advisory Council on Historic Preservation (ACHP).	To establish a coordinated environmental review process to expedite Federal highway and transit projects.	DOT, DOI, DOA, EPA, DOC, DOA, and ACHP	Deputy Secretary	7/10/99	N/A
MOU between DOT and the Ministry of Transport and Works (MT&W) of Jamaica	To promote effective communication between the relevant agencies concerning transportation statistics, facilitate the exchange of experience, and techniques to help create an Office of Transportation Statistics and Information within the Ministry of Transport and Works of Jamaica.	DOT and MT&W	Secretary	12/15/99	12/15/04

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and Department of Defense (DOD)	To establish framework for the use of commercial air carriers in meeting both peacetime and wartime airlift and associated support for transporting DOD personnel and cargo.	DOT and DOE	Secretary	11/10/98	N/A
Waterfront Initiative Endeavor	To realize the full potential of the District of Columbia's waterfronts in order to enhance the quality of life for residents of, and visitors to, the greater Washington, D.C. area.	DOT, District of Columbia, Department of Agriculture, General Services Administration, Office of Management and Budget, Department of Defense, Department of Labor, National Capital Planning Commission, Washington Metropolitan Area Transit Authority, Environmental Protection Agency, Department of Housing and Urban Development, and Small Business Administration	Secretary	3/22/00	N/A
MOU between DOT and Alpha Kappa Alpha Sorority, Incorporated (AKA)	To promote equal opportunity in transportation-related careers, to improve job access, to provide job and transportation-related educational opportunities for those in economically disadvantaged communities, and to advance transportation safety awareness programs.	DOT and AKA	Secretary	4/22/99	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and GSA	To consolidate all of the Federal agency information available on Federal resources, programs, and best practices to support out-of-school-time initiatives for children 6-18 years of age. Federal Out-of-School-Time Website	DOT and GSA	Secretary	10/16/00	N/A
MOU between DOT and Opportunities Industrialization Centers of America, Inc. (OICA)	To address employment and training needs of organizations within DOT	DOT and OICA	Secretary	7/17/00	N/A
Arkansas Delta Circuit Rider Initiative	To provide a concentrated, coordinated effort by Federal agencies to address needs in areas as housing, economic development, transportation, environment, tourism, cultural resources, infrastructure, technology, education, and health care.	DOT, Department of Agriculture, Department of Commerce, Department of Defense, Department of Interior, Department of Energy. Department of Health and Human Services, Department of Housing and Urban Development, Department of Energy, Department of Labor, Department of Treasury, Department of Veteran Affairs, Small Business Administration, and Environmental Protection Agency		8/4/00	N/A

Name	Purpose	Organizations	Signed By	Date Signed	End Date
MOU between DOT and American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)	To promote the development of a diverse, skilled workforce, with the competencies to respond to the transportation industry needs of the 21st Century, and to improve job safety for workers in the transportation field.	DOT and AFL-CIO	Secretary	7/20/00	N/A

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									RESEARCH
									SPACE
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(P)		AVTN INDSTRY							OCCUPATIONAL
									SAFETY
									HEALTH
									AVIATION

	Signee Last Name = GARVEY AND (Subject Keywords = MOU)	15

OST
Includes coordination
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QUERY RESULTS

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									SYSTEM
									MOU
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									RESEARCH
									SPACE

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(P)									OCCUPATIONAL
									SAFETY
									HEALTH
									AVIATION

Federal Aviation Administration this month launched its new Automatic Dependent Surveillance (ADS-B) technology in the Bethel area of Alaska, beginning what it called "one of the most innovative air traffic tracking technology advancements since the advent of radar." ADS-B will enable air traffic controllers to provide a number of ATC services to small aircraft that operate in remote regions where such services have not been available (BA, Sept. 4/110). "The implications of using ADS-B for air traffic surveillance are extremely important for worldwide aviation safety since much of the world is without radar coverage," said FAA Administrator Jane Garvey. "This technology has the potential of filling in huge gaps in radar coverage including vast areas in South America, Africa and in remote areas of the U.S." With ADS-B, air traffic controllers and pilots can track aircraft traffic through the global positioning system. Aircraft equipped for ADS-B broadcast precise position information through a digital datalink and ground-based transceivers pick up transmissions, which are then displayed on controller screens at the Anchorage Air Route Traffic Control Center. ADS-B is part of FAA's "Capstone" project, which is designed to reduce aircraft accidents in Alaska through use of emerging technology.

Back to Headlines

ICAO OPENS MAJOR MEETING THIS WEEK ON AIRCRAFT NOISE AND EMISSIONS

The International Civil Aviation Organization's Committee on Aviation Environmental Protection (CAEP) opens a nine-day session in Montreal this week that will address a number of issues, including adoption of new Stage 4 aircraft noise standards.

The new noise standards are expected to be the most controversial issue on the agenda. ICAO said the CAEP committee "made considerable progress" during the past year "in developing a recommendation for a new noise standard that would be more stringent than the present standard in Chapter 3 of Annex 16 and in analyzing possible new operating restrictions on noisier aircraft." In addition to determining appropriate noise standards for new aircraft, the 18 member nations of the CAEP Committee also must wrestle with the transition from Stage 3 to Stage 4 standards and determine on what sort of schedule older, noisier aircraft will be phased out. The noise issues are expected to consume much of the latter stages of the meeting.

The first item on the agenda is formulating ICAO's response to the Kyoto Protocol agreement, which is aimed at lowering emission levels from a variety of sources worldwide. CAEP will "review policy options to limit or reduce engine emissions of greenhouse gases," ICAO said, with the meeting expected to focus on use of three different avenues to achieve emissions reductions: new technology, operational procedures and market-based options.

This week's gathering, expected to draw about 200 attendees, will be the fifth CAEP meeting; sessions are held every several years. Reports and recommendations from the CAEP meeting will be forwarded to the ICAO Council session in early April and ultimately will come before the full 185-member Council of ICAO.

FAA

Back to Headlines

OSHA TO HAVE SIGNIFICANT OVERSIGHT OVER AVIATION PERSONNEL UNDER MOU WITH FAA

Occupational Safety and Health Administration regulations would be applicable to aviation industry employees under the provisions of a report just completed pursuant to an earlier memorandum of understanding among FAA, DOT, OSHA and the Labor Department.

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The MOU was signed in early August, the result of intense lobbying by airline flight attendant unions, and called for the parties to produce an initial report within 120 days. That report, just published, would make OSHA regulations - regarding recordkeeping, bloodborne pathogens, noise, sanitation, hazard communication, anti-discrimination, employee exposure and medical records - applicable, in varying degrees, to certain aviation employees. While the primary impact of OSHA's involvement is expected to be felt by large, scheduled airlines, there could be fallout for smaller operators as well.

Although the report states that it "is not intended to modify, supplement or replace any federal standard, policy or legal interpretation," the joint agency team concluded that in the seven areas listed, OSHA's regulations would be applicable to aviation personnel. In some areas - bloodborne pathogens, noise and anti-discrimination - the rules apparently would not apply to flight deck crewmembers, but only to cabin personnel.

Application of the OSHA regulations to aviation personnel is liable to add another expensive layer of requirements for aviation employers, who already must meet the exacting standards of the Federal Aviation Regulations and oversee drug and alcohol testing programs for their employees. In the area of recordkeeping, OSHA standards provide that "medical records must be maintained for each employee with an occupational exposure for the duration of that employee's employment plus an additional 30 years. The records must be treated as confidential and must include...hepatitis B vaccination status (including dates), results of any examinations, medical testing and follow-up procedures, a copy of the healthcare professional's written opinion and a copy of information provided to the healthcare professional." In addition, medical records must be made available to: the subject employee, anyone with the employee's written consent, OSHA and the National Institute of Occupational Safety and Health (NIOSH). Even the disposal of such records "must be in accord with OSHA's standard covering access to records."

Regarding occupational exposure to noise, the report states that when employees are subjected to sound levels exceeding permissible noise levels, "the employer must implement administrative or engineering controls. If such controls fail, the employer must provide and the employees must use personal protective equipment (PPE). In cases where exposure exceeds or equals the eight-hour time-weighted average of 85 decibels, the employer must take other actions, including monitoring sound levels, administering a hearing conservation program, providing hearing PPE at no cost to employees and establishing and maintaining an audiometric testing program."

In July 1975, FAA published a Federal Register notice "asserting FAA's complete and exclusive responsibility for the regulation of the safety of civil aircraft in operation, and asserting that FAA prescribes and enforces standards and regulations affecting occupational safety or health with respect to U.S. registered civil aircraft in operation." In the recent MOU signed by FAA and OSHA, the two agencies "recognize that it is important to work together to ensure that one agency does not unnecessarily block the application of the other agency's regulations." FAA and OSHA said they will "establish a procedure for coordinating and supporting enforcement of the OSHA Act with respect to the working conditions of employees on aircraft in operation (other than flight deck crew) and for resolving jurisdictional questions."

By David Collogan (businessaviation@mcgraw-hill.com)

Back to Headlines

PRECISION CASTPARTS ADDS FORGING CAPACITY THROUGH ACQUISITION

Precision Castparts Corp. (PCC), expanding its forgings capacity, acquired the assets of Drop Dies and Forgings Company of Cleveland, Ohio in a deal valued at approximately $23 million.

PCC said the Cleveland firm, which was founded in 1919, "has established a reputation for the production of high-quality specialty forgings from difficult-to-forge metals." The company manufactures

CLEARANCE RECORD
(See Instructions on Reverse)

KIND OF DOCUMENT	IDENTIFICATION (If any)
Memorandum of Agreement (MOA)	n/a

SUBJECT: MOA between the Department of Air Force and the FAA on Safety for Space Transportation

PERSON MOST FAMILIAR WITH ATTACHED

NAME	ROUTING SYMBOL	TELEPHONE
Kelvin Coleman	AST-100	77972

REASON FOR ATTACHED. WHAT DOES IT DO? (Continue on reverse)

This Memorandum of Agreement between the FAA and the Air Force on Safety for Space Transportation and Range activities formalizes each organization's respective roles and responsibilities for the safety of licensed space launch activities. A White House led Intergency Working Group (IWG) recommended that this MOA be developed in order to enhance the current partnership between the FAA and the Air Force on safety for commercial launches. The report of the IWG on the Future Management and Use of the U.S. Space Launch Bases and Ranges was published on February 8, 2000. Revision 7 is the final draft of the proposed agreement and incorporates resolution of comments (attached) received in response to the AST-1 memo dated September 26, 2000.

PROPOSED DISTRIBUTION (Spell out - Do not use code)

Standard Distribution

ORIGINATING OFFICE CLEARANCE

ROUTING SYMBOL	INIT	ROUTING SYMBOL	DATE	SIGNATURE AND ROUTING SYMBOL	DATE	OFFICE FORMS APPROVAL	OFFICE REPORTS APPROVAL
	HB	AST100	11/3/00	Associate Administrator for Commercial Space	11/3/00		

CLEARANCE ROUTING

DEADLINE DATE: November 17, 2000

ROUTING SYMBOL	INTERNAL CLEARANCE INIT	INTERNAL CLEARANCE ROUTING SYMBOL	INTERNAL CLEARANCE DATE	SIGNATURE AND ROUTING SYMBOL	DATE	CONCUR (Substance & Distribution) No Comment	CONCUR (Substance & Distribution) Comment Attached	NON-CONCUR Comment Attached	COMMENT ACCEPTED CHANGES MADE
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AVR-1									
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AGC-1				Donna R. McLean, Assistant Administrator for Financial Services, ABA-1					
ASY-1									
API-1									
ARP-1				[illegible]					
ARC-1									
	FINAL ADMINISTRATIVE CLEARANCE								
	FINAL APPROVAL (Authorizing Release)				DATE APPROVED				

AFTER APPROVAL SEND TO:

FAA Form 1300-2 (10/82)

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DRAFT
Revision 7

MEMORANDUM OF AGREEMENT BETWEEN DEPARTMENT OF THE AIR FORCE AND FEDERAL AVIATION ADMINISTRATION ON SAFETY FOR SPACE TRANSPORTATION AND RANGE ACTIVITIES

U.S. AIR FORCE

FEDERAL AVIATION ADMINISTRATION

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DRAFT 12/08/00

Recent Strategies for Improving Child Safety in Transportation, 1993 to 2000

U.S. Department of Transportation
December 2000

Recent Strategies for Improving Child Safety

in Transportation, 1993 to 2000

Contents

I. Executive Summary

II. Highway Safety

III. Aviation Safety

IV. Boating Safety

V. Railroad Safety

I. EXECUTIVE SUMMARY

This report provides an overview of various initiatives addressing transportation threats to child safety and includes information on the legislative, regulatory or cooperative remedies; participants; death and death statistical trends; and, where possible, quantifiable outcomes.

A review of safety efforts in highway, aviation, boating and railroad arenas yielded the following:

1. Decreases in:
   - Teenage Drinking/Driving Fatalities
   - Child Occupant Fatalities
   - Unrestrained Fatalities Among 15 to 20 year-olds
   - Bicycling Fatalities for Children in All Age Groups
   - Child Pedestrian Fatalities
   - Red light running
   - Recreational Boating Fatalities
   - Highway-rail crossing casualties among children 15 years and under

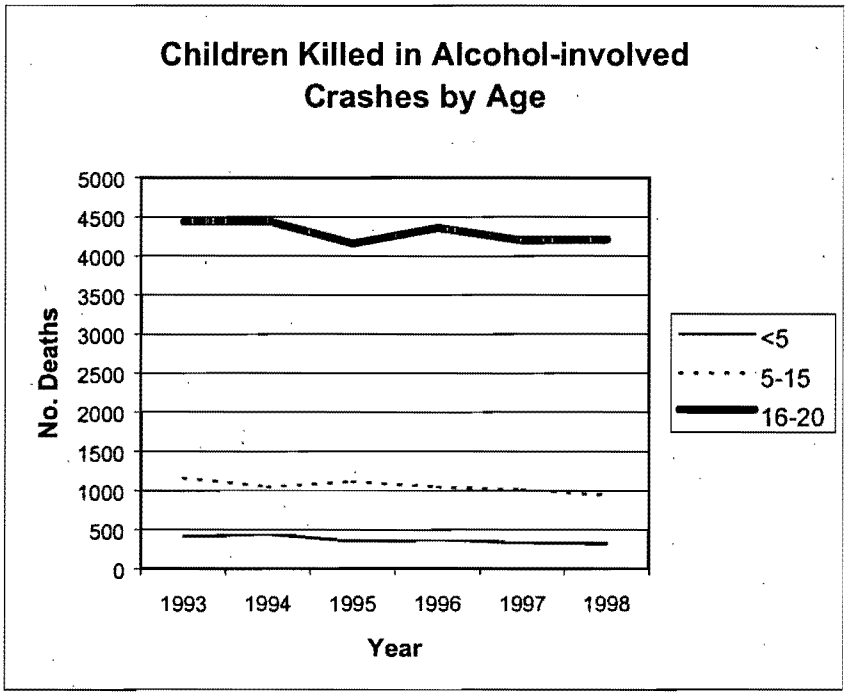
2. New or Expanded Initiatives:
   - Issued Guidelines to increase safety of pre-school age children transported in school buses through use of properly secured child safety restraint systems
   - Implicated School Bus Handrail Snagging as a Child Safety Hazard
   - Developed In-Service School Bus Driver Training Curriculum
   - Formed Multi-agency Partnership to Advance Occupant and Pedestrian Safety
   - Introduced "Turbulence Happens" Air Passenger Safety Campaign
   - Initiated Development of Proposed Rulemaking for Child Safety Seats (Child Restraint Systems) on Airplanes

This report was compiled with input from the following agencies and offices within the United States Department of Transportation: Office of the Secretary of Transportation; National Highway Traffic Safety Administration; Federal Highway Administration; Federal Aviation Administration; United States Coast Guard; Federal Railroad Administration; and Bureau of Transportation Statistics

II. HIGHWAY SAFETY

National Highway Traffic Safety Administration (NHTSA):

REDUCING IMPAIRED DRIVING FATALITIES



- **Teenage Drinking Driving Fatalities Drop 10 Percent.** *Since 1992, alcohol-related fatalities among youth (ages 15 through 20) have declined by approximately 10 percent, despite a rise in this population group of over 2.5 million during the same eight year period. The youth alcohol-related fatality rate has reached an historic low of 9 deaths per 100,000 youth population.* The passage of state zero tolerance laws (laws that make it illegal for drivers under 21 years of age to operate a motor vehicle with any amount of alcohol in their system) was directly attributable to national leadership. In his weekly radio address on June 10, 1995, President Clinton called on Congress to require "zero tolerance" laws in all states. On that date, only 24 states and the District of Columbia had zero tolerance laws in effect. Forty-five states have enacted these laws since 1992. All 50 states now have zero tolerance laws. On November 28, 1995, President Clinton signed the National Highway Systems Act, which included the zero tolerance requirement.

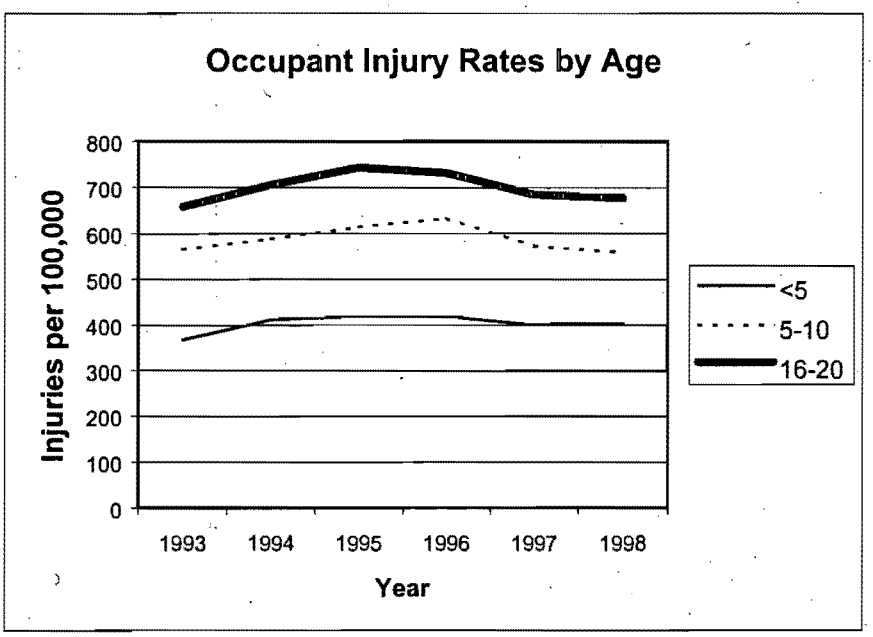
The National Organizations for Youth Safety (NOYS), a coalition of youth-serving organizations, developed outreach programs for teens regarding underage drinking and drinking and driving to reduce the high youth fatality rate. *Operation Prom/Graduation*, alcohol-free alternatives to prom and graduation parties, *Speak Out and Make NOYS*, a program to involve teens in alcohol-free parties, and *Zero Tolerance Means Zero Chances*, a program targeting underage drinking, are examples of the activities of "teens helping teens" towards reducing alcohol-related crashes.

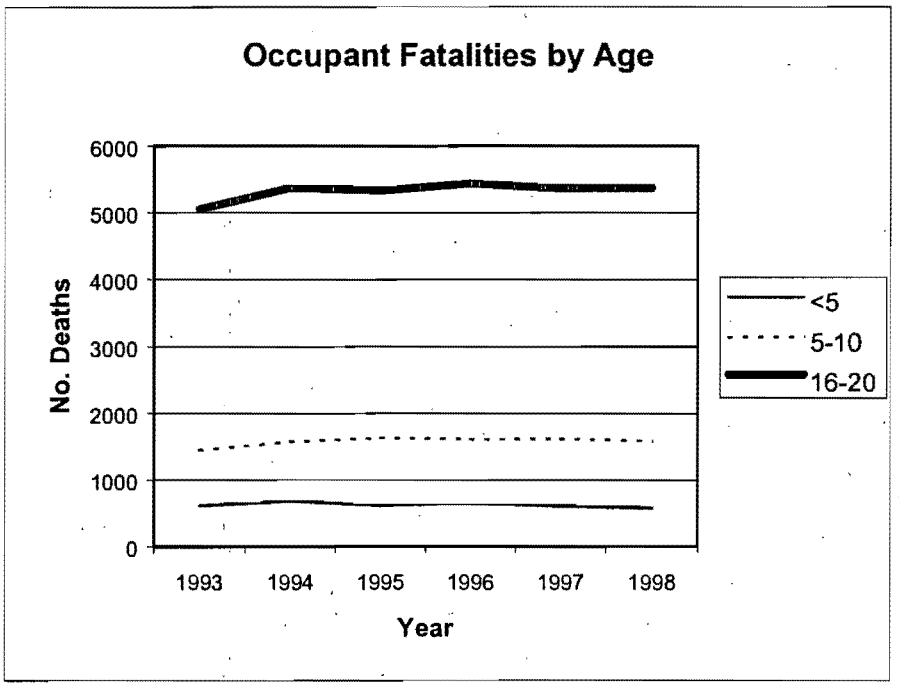
From "courtroom in the classroom" programs in which young people watch real impaired driving trials, to school assemblies in which members of the judiciary discuss impaired driving and outcomes of inappropriate decisions, young people are being educated on the consequences of drinking and driving. These activities are helping them to learn to resist peer pressure to drink and drive.

Teen (youth) courts are programs in which juvenile offenders voluntarily agree to be sentenced by a jury of their peers. This not only relieves the regular courts of less serious offenses, but it also provides the opportunity to provide meaningful, remedial action. In 1994, the Departments of Transportation and Justice began a joint effort to provide communities with information and training to expand this concept and provide more attention to underage alcohol and traffic offenses. Since the initiation of this project, extensive how-to manuals were developed and 16 regional training sessions were conducted throughout the country. The number of teen courts expanded from 78 known programs in 1994 to over 700 today in 45 states and the District of Columbia.

In 1997, Students Against Destructive Decisions (SADD) initiated their *2000 x 2000* campaign to raise awareness among 15- to 20-year-olds about the dangers of underage drinking and driving. This campaign is an effort to reduce teen alcohol-related motor vehicle fatalities to no more than 2000 by the year 2000. It is part of a broader campaign among national organizations (public and private) to reduce alcohol-related motor vehicle fatalities to no more than 11,000 by the year 2005.

INCREASING CHILD SAFETY SEAT AND SEAT BELT USE





- **Child Occupant Fatalities Drop Dramatically.** *Fatalities among child motor vehicle occupants (children less than five years of age) have been reduced from 653 in 1996 to 550 in 1999, a reduction of more than 15 percent. In addition, between 1994 and 1998 child safety seat usage increased from 89 percent to 97 percent for children under one year of age and increased from 61 percent to 91 percent for children ages one through*

four years.

On December 28, 1996, President Clinton asked all Americans to wear seat belts and keep their children properly restrained. The Secretary of Transportation was directed to develop and implement a plan to increase seat belt and child safety seat use. This plan developed into the national *Buckle Up America* campaign, which ultimately led to changes in state child safety seat laws, increases in partnerships focusing on child safety seats, and enhanced enforcement of child safety seat laws. A major aspect of the *Buckle Up America* campaign is seasonal "mobilizations" during which law enforcement agencies step up enforcement of child passenger and seat belt laws. Seven mobilizations have been conducted since the beginning of 1998, with more than 10,000 law enforcement agencies participating in the November 2000 mobilization. The mobilizations have been a major factor in the reduction in child passenger fatalities and increase in restraint use.

Also in 1996, a national training and educational venture, *Patterns for Life*, was initiated to develop and maintain a community infrastructure of child passenger safety professionals throughout the nation. The National Standardized Child Passenger Safety Training Program and the AAA certification program was subsequently developed. This program has resulted in the training and certification of over 10,000 child passenger safety technicians from all 50 states, DC, and Puerto Rico. These technicians inspect and properly install tens of thousands of child safety seats at special clinics and checkpoints in every state and territory. Their work has had a significant impact on the child safety seat misuse problem and has had a significant impact on reducing child occupant fatalities.

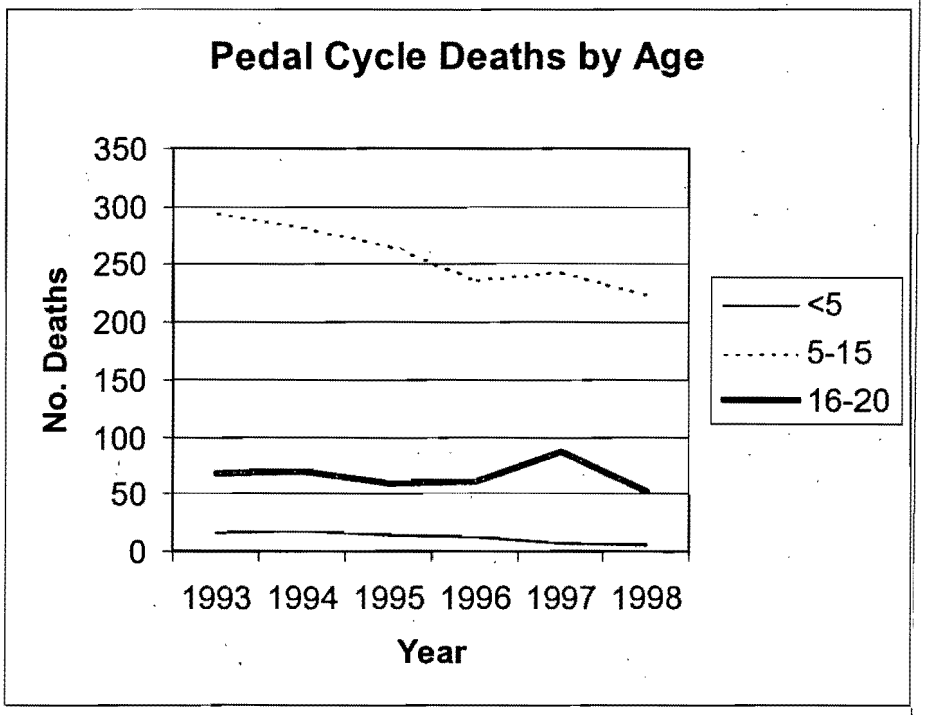
During 1999, a special bi-lingual training program was conducted for Spanish-speaking technicians to increase the opportunity for parents with limited English proficiency. To assist in outreach to the Latino population, the *Corazón de mi vida* Spanish-language child passenger safety program was developed to provide linguistically and culturally appropriate materials to the Hispanic population.

During the past eight years, NHTSA has partnered with many private sector organizations to increase child seat use–such as McDonalds, Nationwide Insurance, USAA, Ford, General Motors, DaimlerChrysler, National SAFE KIDS Campaign, and others–to educate parents about the need for child seats and their proper installation. Private sector partners have distributed: 1) informational materials (McDonald's distributed more than six million child seat pamphlets with their "Happy Meals"); and 2) child seats (Nationwide Insurance, in partnership with the National Latino Children's Institute; General Motors in partnership with the NAACP and the National Council of La Raza). In addition, permanent "fitting stations" have been initiated where parents can take their vehicles to have their child seat installation inspected (Ford, General Motors, and DaimlerChrysler have sponsored fitting stations involving their dealership networks).

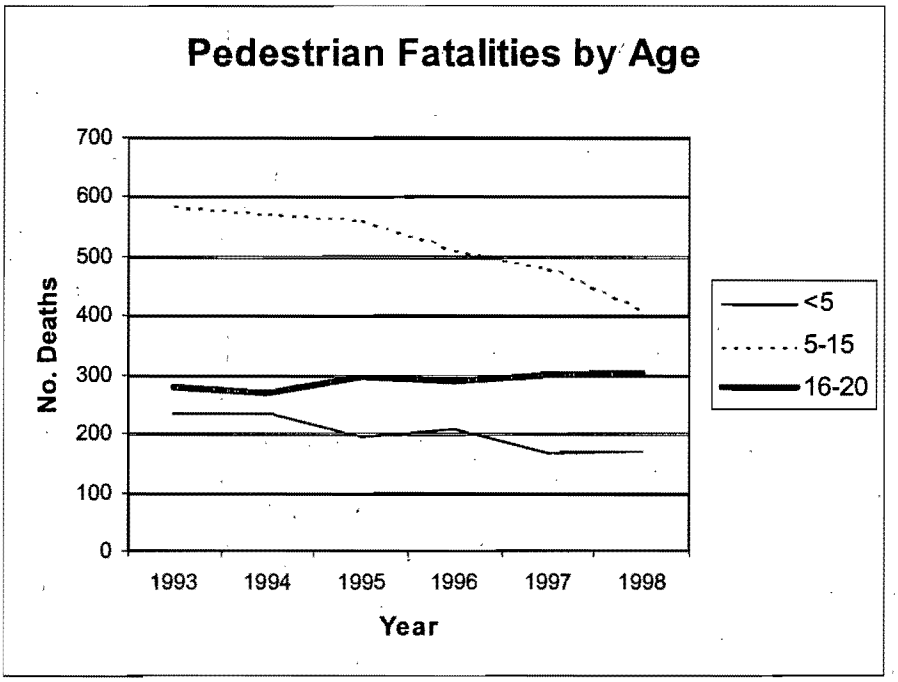
- **Unrestrained Fatalities Among 15 to 20 Year Olds Decrease.** *Despite an increasing population base, the number of unrestrained fatalities among 15- to 20-year-olds decreased from 3,311 in 1996 to 3,250 in 1998, a reduction of 2 percent. In addition, between 1994 and 1998, restraint usage increased from 58 percent to 69 percent for children age five through 15 years.*

  The National Organizations for Youth Safety (NOYS) focuses on peer-to-peer outreach to increase seat belt use. During school programs, seat belt checks in school parking lots, and community outreach programs, teens across the country have been working on the *Buckle Up America* campaign to increase seat belt use. Organizations such as the Future Homemakers of America, Farm Safety 4 Just Kids, Students Against Destructive Decisions, and others that make up the NOYS coalition, have partnered with NHTSA to be active participants in the *Buckle Up America* Campaign and advocate for seat belt use among teens. The *Operation ABC (America Buckles Up Children),* which targets young children as a method of reaching all of the motoring public, has been instrumental in increasing seat belt use among teens, as fear of a ticket is a primary motivator to entice young people to buckle up. Further, the graduated drivers licensing provisions in some states require seat belt use to maintain the license. This is also an excellent motivator for young people to buckle up.

REDUCING INJURIES AND DEATHS INVOLVING BICYCLES



- **Bicycling Fatalities Decrease for Children in All Age Groups.** *Among children from birth to age 15, bicycling fatalities decreased from 310 in 1993 to 214 in 1999, a reduction of 31 percent.* Bicycle helmets are 85 to 88 percent effective in mitigating head and brain injuries, making the use of helmets the single most effective way to reduce head injuries and fatalities resulting from bicycle crashes. Working through its partners, the National Highway Traffic Safety Administration sponsored a number of programs to increase helmet use and promote safe riding practices. These activities included the *Ride Like a Pro Bicycle Safety Event*, conducted in partnership with the National Football League; *Bicycle Safety Peer Education Program,* developed in partnership with the National Peer Helpers Association, International Association of Campus Law Enforcement, National Safety Council, and National Organizations for Youth Safety; and a partnership with the Emergency Nurses Association and Minor League Baseball promoting bicycle helmet use throughout the summer months. Activities also included conducting an invitational interdisciplinary bicycle conference, along with the Centers for Disease Control and Prevention and the Federal Highway Administration, to develop a *National Plan for Bicycle Safety.*

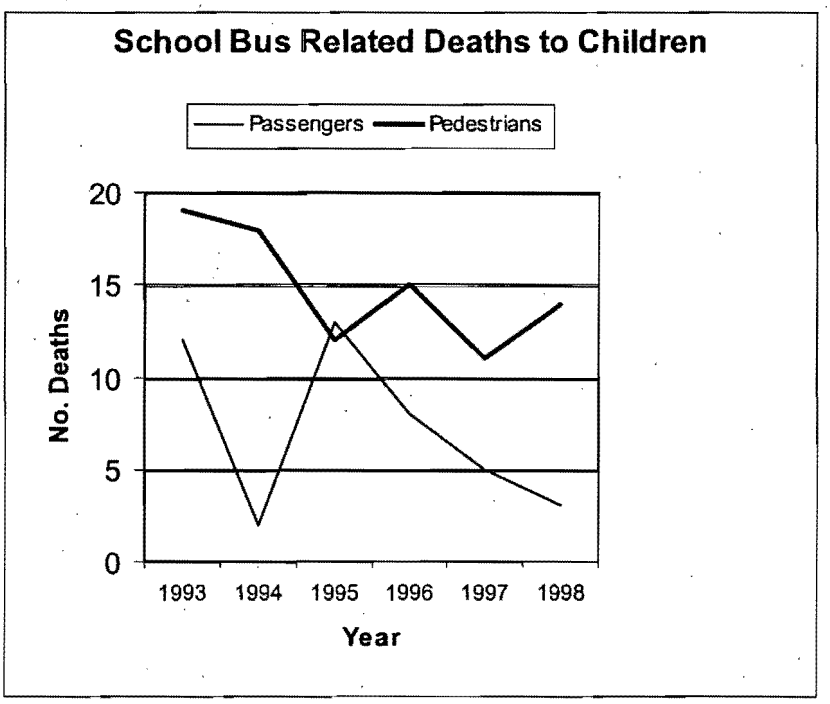


- **Child Pedestrian Fatalities Drop.** *Pedestrian fatalities among children from birth to age 15 dropped from 818 in 1993 to 580 in 1998, a reduction of nearly 30 percent.* The first official "Walk Our Children to School Day" was organized by the Partnership for a Walkable America and took place in Chicago in 1997. The walk was intended to raise public awareness of the many benefits of walking to school and the need for safer pedestrian facilities, so that children reach their destination in the safest possible manner. Since that first walk, the event has grown substantially in numbers and in purpose. In 1999, over 300,000 walkers took part in the event.

  In 1998, NHTSA partnered with the Centers for Disease Control and Prevention (CDC) to conduct an interdisciplinary conference to reduce childhood pedestrian injuries. This conference led to the development of a *National Pedestrian Action Plan for Children* (authored by NHTSA, CDC, health care advocates, and child care advocates) to serve as a road map to innovative ways to reduce childhood traffic-related pedestrian injuries.

Because anecdotal evidence indicates that Spanish-speaking populations are especially at-risk for pedestrian injuries, NHTSA initiated an effort to address the needs of the Hispanic population by developing a three-part Spanish language pedestrian safety program, titled *Caminando a Través de los Años* (Walking through the Years). This program addresses older Hispanic pedestrians and common Hispanic childhood pedestrian risks. The materials are targeted to parents, grandparents, and other adult care givers. They can also be used by health providers and educators, including ESL (English as a Second Language) instructors.

INCREASING THE SAFETY OF TRANSPORTING CHILDREN TO/ FROM SCHOOL



- **Guideline issued to increase safety of pre-school age children transported in school buses.** To determine the safest way to transport young children in school buses, NHTSA conducted crash testing of pre-school age size dummies in school bus seats. These test results showed that pre-school age children in school buses are safest when transported in child safety restraint systems (CSRSs) that meet Federal Motor Vehicle Safety Standard (FMVSS) 213 and are correctly attached to the seats. Based on that research, NHTSA issued the *Guidelines for the Safe Transportation of Pre-School Age Children in School Buses,* recommending all pre-school age children transported in school buses be transported in properly secured CSRSs. The guidelines provide assistance to school and other transportation managers in developing and implementing policies and procedures for the transportation of pre-school age children in school buses.

- **School Bus Handrail Snagging Implicated as a Child Safety Hazard.** During 1993, the National Highway Traffic Safety Administration Office of Defects Investigation conducted 22 investigations of North American school bus manufacturers to determine if their handrails pose snagging problems for children's clothing, especially drawstrings. These investigations resulted in 20 recall campaigns conducted by 10 manufacturers. Over 260,000 vehicles were affected by these recalls. In addition, the Secretary of Transportation sent letters regarding handrail snagging to each state governor, school superintendent, and Governor's Representative for Highway Safety. Video news releases, training films, and educational materials on the subject were also developed and distributed.

- **In-Service School Bus Driver Training Curriculum Developed.** In response to the needs of the pupil transportation community, the Office of Traffic Safety Programs developed a school bus driver in-service training curriculum. The training package contains lesson plans, videos, student handouts, and a supervisor's guide -- everything a pupil transportation manager needs to conduct this safety training. The package contains seven training modules addressing the issues of driver attitude, student management, loading and unloading, vehicle training, transporting preschool children, knowing her/his route, and highway-rail grade crossings. Two additional curriculum modules addressing driving under adverse weather conditions and transporting students with special needs are expected in January 2001.

ADDRESSING CROSS-CUTTING ISSUES TO INCREASE CHILDREN'S SAFETY

- ***Getting To School Safely* Community Action Kit Developed.** This kit provides everyone involved in student travel -- parents, care givers, school administrators, teachers, police officers, crossing guards, and the many other community organizations concerned about student safety -- the resources they need to improve the safety of students traveling to school. It includes information on how to identify a community's safety problems related to students traveling to school via all modes of transportation, and how to create lifesaving programs to address the problems.

- **Spanish Language Pedestrian, Bicycle, and School Bus Safety Messages Developed.** In an attempt to increase safety awareness and reduce the number of traffic-related fatalities and injuries among the Hispanic community, NHTSA developed radio public service announcements that focused on identifying pedestrian, bicycle, and school bus-related risks, and suggested actions that people can take to avoid collisions. The complete audio packages will be available for distribution in January 2001.

SELECTED INTERDEPARTMENTAL COLLABORATIONS

- **Moving Kids Safely Conferences ('95,'96,'97)**: The Department of Transportation took safety for children and youth to new heights during a three-year period when annual intermodal safety conferences on child and youth safety were held in Washington, DC For the first time, conference participants looked at children's issues across transportation modes, collaborated with new partners, and learned about new and innovative strategies that cut across previous barriers. Memoranda of Understanding with other Federal agencies, including the Department of Education and the Department of Health and Human Services were signed and implemented during these conferences, enhancing intergovernmental working relationships. NHTSA and Federal Highway Administration (FHWA) regions co-hosted regional Moving Kids Safely Conferences as follow-up to the national conference, allowing more partners at the state and local level to experience the same opportunities for networking and collaboration afforded at the national meetings.

- **Moving Kids Safely in Child Care**: Through a collaborative relationship with the Maternal and Child Health Bureau, the Child Care Bureau, and the American Academy of Pediatrics, NHTSA has developed a new curriculum on child transportation safety for child care providers and licensing agencies. The project is being launched soon. The curriculum and accompanying resources address policy, vehicles, training for employees, transportation safety education for children and their families, and the liability issues affecting paid providers. Through several other national partners involved in the development of the project, including the National Association for the Education of Young Children (NAEYC) and the National Association of Child Care Resource and Referral Agencies (NACCRRA), this curriculum is undergoing final editing and review for promotion and distribution to child care professionals and to the child passenger safety technicians.

1992-1999 SELECTED CHILD SAFETY RULEMAKINGS

September 1992 — **Owner Registration of Child Restraints**
NHTSA amended Standard 213 to require manufactures of child restraints to provide a postage-paid registration form with each seat, and information to purchasers about the importance of registering the restraint. These requirements were to improve the effectiveness of recall campaigns. Effective March 1993.

April 1993 — **Built-In Child Restraints in Minivans**
NHTSA applied Standard 213's dynamic performance requirements to built-in restraints installed in vehicles other than passenger cars and to

built-in systems intended for used vehicles, to ensure that the restraints are properly installed in those vehicles. Effective October 1993.

February 1994 — **Air Bag Warning Label for Rear-Facing Restraints**
NHTSA required rear-facing infant restraint systems to have a label warning label against using the restraint in any vehicle seating position equipped with an air bag. Effective August 1994.

April 1994 — **Allow Innovation in Infant Seats**
NHTSA permitted infant restraints to change adjustment position during dynamic testing, if the movement does not injure a restrained infant. This permitted the production of restraints specifically designed for infants with apnea or other breathing problems.

July 1994 — **Allow Manufacture of New Type of Booster Seat**
NHTSA amended Standard 213 to allow the manufacture of "belt-positioning" child restraints (i.e., booster seats designed to be used with the vehicle's lap/shoulder belts). NHTSA allowed these restraints because belt-positioning seats are capable of accommodating a wider range of child sizes than then-manufactured boosters, and because lap/shoulder belts were increasingly available in vehicle rear seats. Effective August 1994.

July 1995 — **Require Additional Dummies in Testing Child Restraints**
NHTSA added a newborn infant, a 9-month-old child and a 6-year-old child to Standard 213 for use in compliance tests. This rule provided for a fuller evaluation of the performance of child restraints. Effective September 1996.

June 1996 — **Restrict Certification of Child Restraints for Aircraft Use**
Because testing has raised FAA's concerns about the safety of using harnesses and backless booster seats on types of seats found in aircraft, NHTSA amended Standard 213 to require manufacturers to label these restraints as not certified for use in aircraft

October 1996 — **Public Meeting on Child Restraint Anchorage Systems**
NHTSA held a two-day meeting to discuss various designs of child restraint anchorage systems that were then being considered by the agency, safety advocates, and automotive and child safety organizations. Attending the meeting were about 100 persons from the U.S., Canada, Europe, Japan and Australia, representing governments, manufacturers, and consumer advocates.

November 1996 **Enhanced Air Bag Warning Label**
NHTSA required an enhanced, eye-catching warning label to replace the existing label on rear-facing child restraints. Effective May 1997.

February 1997 **Proposal for New Child Restraint Anchorage System**
NHTSA proposed a new standard that would require motor vehicle manufacturers to provide motorists with a new way of installing child restraints. The new standard would require an anchorage system in motor vehicles that is independent of the vehicle's belt system and would require child restraints to have a means of attaching to that anchorage system.

March 1999 **Rule on New Child Restraint Anchorage System**
This final rule completed action on the above proposal by establishing a new standard for child restraint anchorage systems that are standardized and independent of the vehicle seat belts. Effective September 1999.

July 1999 **Top Tethers for Child Restraints**
NHTSA issued a request for comments to help determine whether Standard 213 should be amended to permit child restraints to be tethered to meet the standard's limit on head excursion when tested with the 6-year-old child dummy. At the time of the issuance of the notice, there were no child restraints for children weighing over 40 pounds that could be used in vehicle seating positions that have lap belts. NHTSA is reviewing comments and evaluating them for development of the next agency action.

August 1999 **Belt Positioning Devices**
NHTSA published an Notice of Proposed Rulemaking (NPRM) to amend the agency's consumer information regulations and require that seat belt positioners be labeled as not suitable for children of a certain age, e.g., under 6 years old, or a certain height. Seat belt positioners alter the positioning of vehicle lap and shoulder belts on children. NHTSA found in tests that some of the devices inadequately restrained a 3-year-old dummy and reduced the performance of vehicle belts restraining a 6-year-old dummy. Comments are being reviewed and evaluated.

March 2000 **Improved Child Test Dummies**
NHTSA amended its regulation for anthropomorphic test devices by adding new, more advanced test dummies representing a 12-month-old child, a 3-year-old and a 6-year-old child. Adopting the dummies is a step toward using them in tests to determine compliance with safety standards.

October 2000 **Internal Truck Releases on Cars**
All passenger cars with trunks will be required to have a release or other

automatic system inside to allow children or adults to escape if trapped. Effective September 2001.

Federal Highway Administration (FHWA):

REDUCING RED LIGHT RUNNING

- **Significant declines in red light running:** *In 1995, failure to comply with traffic control devices was associated with approximately 22 percent of all urban crashes. The **"Stop Red Light Running Program"** significantly decreased crashes in 28 of 31 participating communities. In addition, there has been a 10-15% decline in red light running crashes and fatalities.*

  The Stop Red Light Running Program was created by the FHWA in 1995 as a community-based safety program. This campaign raised awareness of the dangers of red light running and helped reduce fatalities in many of the participating communities. In April of 1998, DaimlerChrysler and the American Trauma Society partnered with FHWA to continue the Stop Red Light Running Program. Together, they sponsored the Annual National Stop on Red Week, provided support to local programs around the country, worked with victims and family members, and developed and distributed educational materials. Daimler Chrysler ceased funding of the Stop Red Light Running Program in late 1999; FHWA maintains on-going support for the Program primarily through provision of information to state and local entities and facilitation of state and local efforts.

ADDRESSING OCCUPANT AND PEDESTRIAN SAFETY

- **Partnering with NHTSA on Occupant and Pedestrian Safety:** Prior to becoming Secretary of Transportation, Rodney E. Slater advanced support for seat belt programs and partnership with NHTSA while he was FHWA Administrator. As Administrator, Mr. Slater encouraged FHWA to highlight such programs within FHWA's public education and outreach efforts as well as in work with states to implement comprehensive safety management systems.

  Collaboration continued when FHWA joined forces with NHTSA and developed a new pedestrian program titled "Pedestrian Safety Roadshow ". The purpose of the Roadshow is to assist communities in developing their own approach to identifying and solving the problems that affect pedestrian safety and walkability. The Pedestrian Safety Roadshow is a free 4-hour workshop tailored to the specific community in which it takes place. It is geared to community officials (i.e., engineering, planning, enforcement, educators and health officials) and has the objectives of increasing awareness of pedestrian safety and walkability concerns, providing participants with information about the elements that make a community safe and walkable, and channeling local concerns into a plan of action for addressing pedestrian safety issues. It is designed for small to medium-sized cities, although it is adaptable for larger cities as well.

III. AVIATION SAFETY

Federal Aviation Administration (FAA):

ADDRESSING TURBULENCE

- **Introduction of "Turbulence Happens" safety campaign:** *Each year, approximately 58 airline passengers in the United States are injured by turbulence while not wearing their seat belts. From 1981 through December 1997, there were 342 reports of turbulence affecting major air carriers. As a result, three passengers died, 80 suffered serious injuries and 769 received minor injuries. Of the 80 passengers who were seriously injured, approximately 73 were not wearing their seat belts while the seat belt sign was illuminated. At least two of the three fatalities involved passengers who were not wearing their seat belts while the seat belt sign was illuminated.*

  In the aftermath of two serious turbulence events in June 1995, the FAA issued a public advisory to airlines urging the use of seat belts at all times when passengers are seated. Since December 1996, the FAA's nationwide ***Turbulence Happens*** safety campaign has promoted the use of seat belts and child restraints aboard commercial aircraft to prevent turbulence-related injuries. The multimedia campaign consists of print, television and radio public service announcements. All print and television public service announcements (PSAs) were produced in both English and Spanish and have been distributed nationally to hundreds of media outlets. Major media placements include: CBS News, *CBS This Morning,* NBC News, NBC's *Today*, ABC News, ABC's *Good Morning America,* Fox News, CNN, C-SPAN, National Public Radio, *The Washington Post, USA Today, and New York Times.* Magazines such as *American Baby, Baby Talk, Expecting, Parents, Good Housekeeping,* and *Redbook* ran features on the campaign. Major airlines, including Southwest and Continental, have run campaign PSAs in their in-flight magazines. The television PSA has a donated airtime of $2.3 million. The airtime value of the radio PSAs is $709,885. The initiative is supported by the Air Transport Association, Association of Flight Attendants, National SAFE KIDS Campaign, and the National Safety Belt Coalition.

- **Child Safety Seats (Child Restraint Systems) on Airplanes:** In December 1999, FAA Administrator Jane Garvey announced that there will be a rulemaking on child restraint systems in airplanes. A notice for proposed rulemaking is scheduled for the winter of 2000-2001.

IV. BOATING SAFETY

United States Coast Guard (USCG):

REDUCING BOATING FATALITIES

- **Recreational Boating Fatalities are Decreasing:** *Since 1995, recreational boating fatalities have decreased from 829 to 724 in 1999 with a projected decrease to 700 in 2000. Hundreds of children, who could have been saved, drown each year in water related incidents.* United State Coast Guard (USCG) emphasis on boating safety through initiatives and partnerships is helping to reduce recreational boating fatalities.

Initiatives and Partnerships

- **"Coastie The Safety Boat:"**

  USCG Auxiliary's "Coastie The Safety Boat" Youth Education, Boating, and Water Safety Program leads the nation as the number one Youth Boating and Water Safety Education Program. Coastie is an animated robotic cartoon character and is very mobile. Coastie was acquired through an $8,616.00 grant from the Ohio Department of Natural Resources (ODNR), Division of Watercraft.

  Coastie teaches rules about what to do and not do in a water emergency situation. For instance, Coastie teaches "Reach or Throw But Never Go In." Coastie teaches children how to throw or reach something to a person who is in trouble in the water rather than going in to try to save him. He also teaches slogans that kids remember like "Don't Just Pack It! Wear Your Life Jacket!" and "Always Swim With A Buddy In A Supervised Area." Coastie also has his own Boating Safety Jingle, which was written by two elementary students. All these programs involve visiting schools and instructing children on how to be safe around boats and the water.

  This program has already educated thousands of children since it was started in 1996 and interacted with children and their parents at boat shows, schools, parades and hospitals all over the Columbus, Ohio area. Coastie has visited other cities such as Marietta and Dayton, OH, Washington, DC, Chicago, IL, and St. Louis, MO. He has even gone to Pittsburgh in 1997-1998 for the Tri-City Regatta and Parade. The bottom line for Coastie is "Education and Saving Lives" while sharing the boating and water safety message with everyone he contacts. Coastie's Team motto is "Saving Lives Through Education."

  Coastie is fostering partnerships with other organizations throughout the country. There are now ten Coasties in service within the Auxiliary: Westerville, Marietta, and Lima, OH; Boston, MA; Jacksonville, FL; Scarsdale, NY; and Anchorage, AK. The Eighth Coast Guard District HQ has acquired three Coasties: one each for New Orleans, LA, Louisville, KY, and St. Louis, MO. Soon to follow will be a Coastie in Huntington, WV, which will be Coastie number eleven.

Coastie has received four awards during 1998 and 1999. His first award in 1998 was at the International Boating and Water Safety Summit held in Hollywood Florida. This award, the Award of Merit, was from the National Water Safety Congress. During the 1999 Summit held in Albuquerque, NM, Coastie received the National Safe Boating Council's Southern Regional Advancement Award that placed the program in competition for the National Award. Coastie competed with other outstanding Youth Education programs and was unanimously voted the 1999 National Award winner. At the same event Coastie received the National Water Safety Congress Eastern Regional Award for outstanding program accomplishment.

- **Child Life Jacket (Personal Flotation Device) Proposal:**

The Coast Guard worked with the National Association of State Boating Law Administrators (NASBLA) and the American Academy of Pediatrics (AAP) to develop a recommended age (12-and-under) for mandatory wearing of life jackets by children. During 1996, 1997, 1998, and 1999, while boating, 47 children drowned who would have probably survived if they had been wearing life jackets. The National Boating Safety Advisory Council has recommended that the Coast Guard propose a Federal requirement that children 12 and under wear a Coast Guard-approved life jacket while onboard a vessel that is underway, except when below deck or in an enclosed cabin. The Coast Guard is considering whether to propose such a requirement on waters subject to the jurisdiction of the United States. Under such a proposal, the Coast Guard would defer to similar requirements enacted by States.

In addition, the Coast Guard encouraged the establishment of and works closely with the National Recreational Boating Safety Coalition (NRBSC) in promoting the adoption of mandatory 12-and-under child life jacket laws by States that currently do not have such requirements or whose laws are at ages lower than 12-and-under. Currently, 36 States have adopted mandatory wearing of life jackets by children at ages ranging from 5-and-under to 12-and-under. The NRBSC is an insurance industry-based coalition that includes representatives of such groups as the National SAFE KIDS Campaign, Mothers Against Drunk Driving (MADD), NASBLA, AAP, National Marine Manufacturers Association, Coast Guard Auxiliary, and U.S. Power Squadrons. The Coast Guard and NTSB serve in an advisory capacity. As part of a proposed major emphasis on water safety in 2001, the National SAFE KIDS Campaign will include information on the need for child life jacket laws.

- **Recreational Boating Safety (RBS) Grant Program:**

Under 46 U.S.C. Chapter 131, the Coast Guard administers a matching grant program for State RBS programs. Grant funds are boater user fees from the Federal gasoline excise taxes on fuel used in motorboats. Numerous initiatives aimed at increasing boating safety

for children are accomplished through these State programs. Boating safety education materials aimed at children of all ages have been developed. Most States are using their own versions of "Coastie the Boat" to educate children about boating safety. Another very successful initiative is States partnering with local merchants (e.g., Hardee's, Dairy Queen) for free ice cream coupons to be handed out by State marine patrol officers to children on boats who are wearing their life jackets. Other States have distributed tee shirts with messages such as "*I got caught wearing my life jacket.*" A number of State RBS programs, as well as private groups working through local marinas, have established life jacket loaner programs to ensure that this essential equipment is available to children without them. These on-the-water initiatives provide positive reinforcement of the importance of boating safety that children may have heard in school, and hopefully will carry into adulthood.

- **U.S. Coast Guard and Metlife Auto & Home:**

The U.S. Coast Guard and Metlife Auto & Home have been working together for several years to raise the level of recreational boating safety consciousness to both children and adults. *Snoopy, the Coast Guard's Ambassador for Recreational Boating Safety,* has made numerous public appearances at national press events and congressional activities on behalf of the Coast Guard's recreational boating safety program. Metlife also contributes millions of safe boating booklets and posters annually to the National Safe Boating Campaign and recreational boating public.

- **U.S. Coast Guard's Sea Partner Campaign:**

The Sea Partners Campaign is the Coast Guard's Marine Environmental Protection outreach and education program. Through Sea Partners, the Coast Guard seeks to educate a variety of audiences about marine pollution issues and improve compliance with marine environmental protection laws and regulations. By presenting educational programs to school students and youth groups throughout the country, Sea Partners is fostering a commitment to environmental stewardship among the leaders of tomorrow.

- **U.S. Coast Guard and Theodore Tugboat:**

Theodore Tugboat is an animated television series, produced by a Canadian company, that teaches children about water safety. It is nationally syndicated in the U.S. by the Public Broadcasting Service (PBS). Partnering with the Coast Guard and the National Safe Boating Council, a life-sized replica of Theodore made his first debut in the United States at the annual "Kick Off" of National Safe Boating Week 2000 in Washington, DC. Admiral Loy and Assistant Secretary for Transportation Policy Eugene Conti attended. Plans are underway for future activities with Theodore Tugboat and the boating safety community.

V. RAILROAD SAFETY

Federal Railroad Administration (FRA):

CHILD-RELATED RAIL FATALITIES DECREASED

- **Highway-rail crossing casualties among children 15 years and under significantly decreased:** *Between 1993 and 1997 child-related rail casualties have declined by approximately 20 percent. For all age groups, trespass fatalities have decreased 13 percent in 2000 compared to 1999.*

  As part of its 1994 Rail-Highway Crossing Safety Action Plan, the FRA made improving child-related rail safety a national priority. FRA has worked Amtrak, freight railroads, unions, public safety organizations, and state and local governments to raise awareness about highway-rail crossing safety and to educate children that railroad rights-of-way are dangerous areas and are not playgrounds. Highway rail crossing and trespasser incidents account for more than 90 percent of all rail fatalities.

  As part of FRA's commitment to saving lives, the "Always Expect A Train" public education campaign was created in 1995. The campaign has reached citizens in all 50 states via 270 television and cable markets, 673 radio markets and 194 publications.

  In 1995, FRA partnered with the U.S. Department of Interior to create a classroom-teaching program about rail history, technology development and safety. The program was distributed nationally to state Departments of Education.

  In the aftermath of the tragic collision between a school bus and train at a crossing in Fox River Grove, IL, in October 1995, the Department partnered with Operation Lifesaver to develop a school bus driver-training program, "The Responsibility is Ours," to raise awareness about crossing safety.

  In 1996, FRA partnered with the Association of American Railroads and Operation Lifesaver to create the Highways or Dieways – "The Choice is Yours" public awareness campaign. It is an aggressive multimedia public education campaign aimed at reducing highway-rail grade crossing collisions and railroad trespassing incidents.

  In 1999, teenagers from a Washington, DC area high school were responsible for scripting and acting in a video entitled "Die Hard If You Are Dumb" that specifically targets teen trespassing. In 2000, FRA funded focus groups that assisted in developing PSAs addressing grade crossing safety and trespass prevention. FRA continues to fund Operation Lifesaver and has participated in presentations concerning grade crossing safety and trespass prevention to thousands of children.