

# NEWS2USE

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*The Office of Research Services thanks you, the NIH employees, for your support of the multitude of changes that have occurred on- and off-campus since the September 11 tragedy. For NIH to go from an open environment to a highly secured environment, literally overnight, could not have happened without your help. I trust that you will continue to support the current and future endeavors that are being initiated to ensure the safety and security of NIH employees, research, and facilities. We truly appreciate the cooperation that you have shown during a very trying time for all Federal Employees.*

Steve Ficca

## MASTER PLAN UPDATE

The Office of Facilities Planning is working on the first five-year update to the 1995 Bethesda Campus Master Plan. Implementation of the first 5-year phase has proceeded as scheduled with no surprises. The only news affecting the Master Plan Update is about population on campus.

## POPULATION

In 1993, interviews with the NIH leadership projected that 23,000 people would be working on campus by the year 2015. Then, in 1994-1995, there was considerable downsizing in the Federal Government that mirrored corporate downsizing. Since it looked like NIH's numbers would be going down, our projections were adjusted downward. Anticipated growth by 2015 leveled at 18,000 people.

Instead of decreasing, however, NIH has continued to grow, with the current campus population already approaching the 18,000 mark in 2001. Recent interviews conducted with the ICs resulted in projections of 27,000 people by the year 2020. Based on numerous considerations, NIH leadership has decided to propose a moderate growth scenario of up to 22,000 people on the campus, with additional growth to be accommodated off-campus. Holding down our campus population was a necessary and positive move for us in many areas. Traffic and parking are the most obvious, but utilities and other services would have been stretched to the limit if we had ever grown to 27,000 on campus. The communities surrounding NIH have always had concerns about our rising population and increased construction.

However, for the community and for us, NIH has established a buffer of green space around the perimeter of the campus.

#### **TRAFFIC**

What about the traffic all those people will create? We have had an agreement with the National Capital Planning Commission that correlates with Maryland National Capital Park and Planning to hold our peak-hour traffic to 1992 levels. "We have done even better than that," reports Stella Serras Fiotes, Assistant Director, Office of Facilities Planning, who was happy to say, "we've actually decreased traffic by 30 percent since then." Programs like TRANSHARE have had everything to do with the decrease. The loss of parking spaces resulting from major construction has been more than offset by the rise in the use of public transportation by our employees.

#### **TRANSPORTATION SURVEY**

A new transportation survey was sent to all employees via global e-mail at the end of August. The response rate to the last survey was 25 percent. That is considered an excellent rate of response by marketing professionals, however, ORS hopes for even more participation this time.

#### **PARKING**

In the 2002 budget, there is a plan to build a multi-level parking structure to the southwest of Building 10 that will add 800-900 spaces. We are committed to maintaining a ratio of one space for every two employees, which seems to create the right level of satisfaction about parking availability.

#### **OFF-CAMPUS**

NIH has not forgotten its leased facilities and other off-campus holdings. A parallel effort to manage growth off-campus is happening along with the Master Plan effort. Consolidations are being considered.

#### **FEDERAL FUNDING**

Everyone reads and remembers the headlines about federal funding of the NIH budget, and the \$20 billion figure is certainly a lot of money. However, 80 percent is budgeted for grants. The amount that remains here on campus is allocated by Institute. The line item for buildings and facilities in the past was around \$150 million, and we need twice that amount to build and maintain the new and existing space. N2U

#### **INFORMATION**

Stella Serras Fiotes 6-5037 or serrasfs@ors.od.nih.gov

### **NIH FACILITY MANAGEMENT PROGRAM**

Facility management is broadly defined as the process of coordinating the physical workplace with the people and the work of an organization. The primary objective of the Facility Management Program is to establish and maintain a safe, reliable, and functional work environment that effectively supports the goals, objectives, and staff of the organization.

#### **FACILITY MANAGERS (FMs)**

A total of 17 Facility Managers have been selected and trained to serve as ORS Ambassadors providing problem-solving, information, and consulting services to NIH building occupants who are their primary internal customers. In addition, 6 off-campus facility managers act as conservators of a NIH-owned building or as designated representatives of IC occupants in leased buildings.

Both on- and off-campus, the FM is a generalist who can be a valuable, timesaving resource for the ICs as a one-stop shop for a variety of building or service-related requests, problems, and questions, and when building-wide issues arise. As a matter of policy, FMs are not mandated or authorized to intrude on existing relationships ICs may have with ORS Divisions. However, ICs are encouraged to utilize the FMs when normal channels are not working well.

FMs are assigned to all NIH buildings. They continue to contact key personnel who represent the interests of IC occupants within each building. Two FMs are assigned to the Clinical Center.

FMs are out in their respective buildings, inspecting conditions, working with AOs, meeting with building occupants, and conducting facility council meetings. As ORS ambassadors, FMs also serve as the eyes and ears on ORS, providing timely information to ORS activities and marketing ORS services as appropriate. N2U

#### **INFORMATION**

Kelvin Lawson 4-1764 or  
Bradley Provancha 4-8355

### **SELF-HELP IN SELF-ASSESSING**

The Annual Self-Assessment (ASA) program is well underway in ORS, with the findings and recommendations to be presented this month, and in October of every year at a special ASA conference organized by the ORS Executive Committee. The purpose of the ASA is to examine and improve the performance of the services delivered to the NIH community.

ORS management hopes that each of the first 41 (of a total of more than 170) discrete service areas that were chosen to initiate this program have had a positive experience with self-assessment. On their own, the reports can highlight areas of achievement as well as areas of need. But this is not a stand alone project. The results of these studies will be incorporated into the next ORS business plan. If an area needs more staff or any kind of additional resource, it will be demonstrated in a measurable way thanks to the ASA, and it will be acted upon. If a service area is lacking, the service will be redesigned to provide better service to customers.

The ASA strategy can be easily understood by using the following four questions as a guide:

- To satisfy our stakeholders, how are we managing our resources?
- To satisfy our stakeholders and customers, at what business process must we excel?
- To achieve our vision, how should we appear to our customers?
- To achieve our vision, how will we sustain our ability to change and improve?

The following examples of ASA specifics may help to give an understanding of the report:

- Administrative overhead expenses*
- Customer retention*
- Frequency of reorders*
- Number of complaints*
- New product or program introductions*
- Calls on hold beyond standard time*
- Survey responses*
- Percent of waste recycled*
- OSHA reportables*
- Operational redundancies eliminated*
- Timeliness of delivery*
- Obsolete inventory in dollars*
- Downtime hours due to equipment failure*
- Training hours per employee*
- Promotion rates*
- Employee turnover, voluntary and involuntary*
- Vendor performance*

In the final analysis, ORS hopes to make appropriate matches between services and service providers, and to justify why ORS is providing each service to the NIH community. N2U

**INFORMATION** Myrna Lopez 2-3440 or lopezm@mail.nih.gov

## OMEGA TRAVEL CONTRACT UPDATE

The tragic events of September 11 will affect the travel industry for some time. While we were very relieved that no NIH staff or patients were onboard any of the hijacked planes, the Project Office and Omega knew that many staff and patients were stranded both domestically and inter-

nationally. The ORS instructed Omega to focus on re-scheduling people from the canceled and diverted flights. This priority was accomplished expeditiously given the circumstances.

Certain increased security protocols mandated by the Federal Aviation Administration (FAA) in order for airports and airlines to resume operations. Please be aware of the following requirements: when you travel

- ▶ A Picture ID is mandatory
- ▶ Travelers MUST have their tickets or e-ticket receipt/confirmation in order to gain access to the airport
- ▶ All luggage and packages will be checked and re-checked, and possibly searched
- ▶ No one will get through security check-points without a ticket, therefore friends and family may not accompany travelers to the gate.
- ▶ For domestic flights, travelers should arrive 2 - 3 hours in advance of the departure time; for international, 3-4 hours.
- ▶ For questions or issues that may arise during non-NIH business hours, please contact Omega's emergency after hours toll free number at 800-285-6342.

### OMEGA SERVICE FEES INCREASED

Due to the airlines reducing commissions paid to travel agencies, Omega has increased their service fees by 30%, which will be applied to all tickets issued on or after October 1.

The adjusted fee schedule is as follows:

#### STAFF AND PATIENTS

*Fax/Email . . . . . \$6.50*

*Phone/In-person . . . . . \$15.60*

#### MEETING

*Fax/Email . . . . . \$19.50*

*Phone/In-person . . . . . \$32.50*

**INFORMATION:** Ellen Grant 2-8180 or grante@mail.nih.gov

## TRANSHARE SUBSIDY RISING

Now at \$65 per month, the TRANSHARE subsidy maximum will go up to \$100 per month in January of 2002. This is an unlimited participation program, with 3,000 NIH employees currently receiving subsidies for using public transportation. The subsidy is available to all NIH employees who are willing to surrender their NIH parking permits.

NIH introduced the TRANSHARE Program to the Bethesda campus community in October of 1992 as an incentive for commuting by public transportation. At that time, a \$21 per month tax-free subsidy was provided. The NIH has steadily increased this subsidy, and has included vanpool commuters and off-campus employees in the program.

Eligible participants include employees classified as civil servants of the Federal Government. The NIH TRANSHARE Program has also been expanded to include trainees, IRTAs, visiting fellows, and volunteers. All participants must work at least 20 hours or more per week and be classified as permanent employee scheduled to work more than 120 consecutive calendar days.

Employees self-certify their commuting expenses on the honor system. Audits are performed periodically. All public transportation is acceptable: Metro bus or rail, MARC, and other trains. Gasoline for your car is not included, nor are parking fees. The subsidy is based on a 22-day work month. N2U

**INFORMATION** 2-RIDE

## **THE JOHN EDWARD PORTER NEUROSCIENCE RESEARCH CENTER: PUTTING THE BRAIN BACK TOGETHER**

The John Edward Porter Neuroscience Research Center, affectionately known as the Porter NRC or simply the NRC, will bring an integrated neuroscience program to the NIH. Ten Institutes are providing scientists and staff representing neurology, psychiatry, neurosurgery, medicine, basic sciences, and engineering. The building's design, mission, and researchers will set a new standard for the collaborative research that is especially important in studying the brain.

The NRC will be built on a site presently occupied by Buildings 35 and 36. Construction for the 545,000 square foot laboratory complex will start this fall and be completed in 2007. In the fall, Building 35 will be demolished. Activities located in that building have already been

relocated or closed down until the new building is completed. A new child care facility near the Natcher Building has opened and new offices for South Maintenance are in Building 13. The self-service store will not reopen until the first phase of the building is complete. The concession stand is now located on the first floor of Building 36. Food is also available in the new Cyber Café located in nearby Building 40, the Vaccine Research Center. The Office of Research Services has also provided a mobile food service truck that comes to a location near Building 49.

At the end of 2003, we should see the completion of the first milestone of the NRC: a 180,000 square foot space in four floors above grade and one basement, consisting of laboratories, a vivarium, loading dock, dining center, self service store, and concessions stand. Building 36

will then be demolished. In mid-2007, the remaining 365,000 square feet will be completed.

An architect's model and renderings of the NRC are in Trailer 36A which has moved with the project field office to just north of South Drive. Visitors are welcome to stop by to see the plans and the Project Team. The Project Team plans to do everything possible to minimize the inconvenience for the scientists and staff working in the surrounding buildings while they build the NRC. N2U

### **INFORMATION**

Bob McDonald  
Project Director  
Division of Engineering Services  
4-1746 or  
Frank Piatkowski  
Senior Project Manager  
Higgins Development Partners, LLC  
301-215-7700 or  
fpiatkowski@hdpTEAM.com

## **STATUS REPORT: CONSTRUCTION PROJECTS**

### **MARK O. HATFIELD CLINICAL RESEARCH CENTER (CRC)**

The CRC is now about 50 percent complete and is expected to be finished in the fall of 2003. As part of the CRC construction, the campus-wide utility tunnel has been extended through the new building, creating a loop utility system for the northern half of the campus.

### **LOUIS STOKES LABORATORIES (BUILDING 50)**

The dedication ceremony was held on June 14th, with many dignitaries in attendance. The 294,000 square foot laboratory building will accommodate over 600 researchers from nine different Institutes. The building has been designated as a Federal Showcase Facility by the Department of Energy for its energy efficient design.

### **NIH EAST CHILD CARE CENTER**

This new child care center, adjacent to the Natcher Building, has been completed. The 21,000 square foot facility contains five classrooms and

can accommodate 80 preschool and 20 kindergarten-age children. There are teacher/parent conference areas, administrative spaces, a large outdoor playground, and garden areas. There are 20 short-term parking spaces with access from Center Drive.

### **THE POWER PLANT (BUILDING 11)**

The Power Plant is being expanded to meet the increased demand caused by all of the new construction. In the process, system efficiency will also be increased, resulting in energy savings. The first phase increased the existing chilled water plant capacity by 20,000 tons through the installation of new centrifugal water chillers, cooling towers, and pumping systems. The next phase, which will add 10,000 tons of additional cooling capacity is underway and will be completed by the summer of 2003.

### **COGENERATION PLANT**

A 23-megawatt gas-fired cogeneration plant, which will generate both steam and electricity, is being constructed in Building 11. This project, which is being done through a partnership with Pepco, will not only cut energy costs by about \$55 million over 15 years, it will also reduce pollutant emissions. The plant is scheduled to go on-line in the summer of 2003. N2U

**INFORMATION** [des.od.nih.gov/eweb/construction/html/projects.htm](http://des.od.nih.gov/eweb/construction/html/projects.htm)

## **NIH LOWEST AIR FARE GUARANTEES... AND EXCEPTIONS**

NIH employees qualify to use government contract airfare rates known as "city-pair fares" that are generally 60% less expensive than commercial unrestricted tickets. Unrestricted tickets are those that are fully refundable, exchangeable, and transferable. GSA negotiates and awards

the government fares to specific airlines and mandates their use by federal employees. Therefore, whenever possible, the NIH Travel Management staff recommends their use.

As with everything in life, there are exceptions, and the following apply here:

- 1 Schedules
- 2 Hours
- 3 Lower fares
- 4 Other carriers or alternative transportation such as trains
- 5 Smoking

Smoking? Well, maybe the exceptions are outdated. Smoking is not much of an issue anymore since all U.S. airlines are smoke-free. The most commonly cited exception is the availability of a lower fare. Each traveler should assess his or her choice based on the possibility of a change in plans. When an NIH employee is booking a flight, the Travel Management staff quotes the lowest fare in addition to the government, or city-pair, fare. They will also make suggestions such as alternative airports and connections that would result in a lower fare. If they don't, please inquire about all your options.

In the end, the booking is the traveler's decision. However, the travel order must be completed with the correct justification if the non-government fare is chosen. N2U

**INFORMATION** Ellen Grant 2-8180  
or [grante@mail.nih.gov](mailto:grante@mail.nih.gov)

## BUSINESS CARDS: ONLINE AND ONLY ONLINE

The Reprographic Communications Branch wants you to know that the only way to order business cards from NIH is online.

How to order:

- Obtain an approved CSA number from your AO
- Go to [www.nih.gov/od/ors/dss](http://www.nih.gov/od/ors/dss) to supply the information

- Double check spelling of all words and names
  - Preview your cards, and print that preview for your records
- Your cards will be delivered to your office within 2-3 weeks of your confirmation message. N2U

**INFORMATION** Reprographics  
Communications Branch 6-6781

## CAFETERIA COMMENTS

Dwayne Parris, NIH Concessions Specialist, is a busy man. He supervises dining center renovations, cleanliness, and staffing; manages food orders and vendors; surveys the NIH community to measure their satisfaction; and researches new menu options. He also answers a lot of e-mail—hundreds of cafeteria comments have come in this year—and he encourages people to keep them coming. "That's the best way for me to know what people want, and what they don't like. I cannot see everything for myself, every day, in every location," says Parris. He has made a change based on just one comment. Parris has a suggestion for anyone who communicates with him: be specific. If you want more healthful food, state exactly what item(s) you want. There are minimum case orders to contend with, but don't let that stop you from making a suggestion.

Approximately 5,700 people eat in NIH dining centers each day. Out of that number, 564 people responded to the most recent survey of Eurest services. In most categories, the ratings ranged from 'good' to 'very good.' Only the 'variety of prices' category drew a score a little above 'fair.' Our prices are actually 10 percent below market price for our area, considered to be a five-mile radius. The government does not and cannot subsidize the NIH dining centers.

Many people express a desire for more healthful food. One out of three people who eat in Eurest dining centers purchase food from the salad

bar. Parris is exploring offering soymilk, soy juices, and apple chips, among other healthful items. Since variety is the spice of life, Eurest plans to continue its ethnic promotions such as Cinco de Mayo, Greek food, and other specialties.

## CONCESSIONS CONSTRUCTION UPDATES:

The renovation to the Building 10/B1 cafeteria may be completed by the time this newsletter is distributed. It will have a brand-new look and many new menu items. The Building 35 dining center and concession stand has closed its doors for good to make way for the new National Neuroscience Center. N2U

**INFORMATION** Dwayne Parris 2-8180  
or [cafeteriacomments@mail.nih.gov](mailto:cafeteriacomments@mail.nih.gov)

## PARKING PERMIT RENEWAL SCHEDULE

January: **A, B**  
February: **C, D**  
March: **E, F, G**  
April: **Red**  
May: **H, I, J, White** (Satellite)  
June: **K, L**  
July: **M, N**  
August: **O, P, Q, R**  
September: **S, T**  
October: **Carpool**  
November: **U, V, W, X, Y, Z**  
December: Off-Campus

## MAIL-IN RENEWAL FOR PARKING PERMITS

You no longer have to come to the parking office to renew your parking permit. The form is available at [http://forms.cit.nih.gov/adobe/procurement/NH2788\\_1.pdf](http://forms.cit.nih.gov/adobe/procurement/NH2788_1.pdf)

The parking office will mail the permit to your home, or you can pick it up. Call 6-5050 to inquire about the status of your request. N2U

## **RIDEFINDERS NETWORK: SHARE A RIDE IN A CARPOOL OR VANPOOL**

Commuting in the Washington Metropolitan area can be a nightmare. In an effort to help ease traffic congestion, decrease pollution, and reduce the stress associated with the daily trip to and from work, the NIH offers a free carpool and vanpool matching service called the NIH Ridefinders Network.

To locate other riders in your area who are interested in sharing a ride, complete the Ridefinder's Network application, which you can find at <http://www.nih.gov/od/ors/parking/ridefind.htm>

Send or fax it to the Employee Transportation Services Office (ETSO), Building 31, Room B3B18, fax 2-0394.

Within three business days, ETSO generates and faxes a list of compatible NIH commuters to the requesting employee. NIH shares information with the Council of Governments (COG) ridesharing program called Commuter Connections. ETSO expands the list to include names from the COG database if the employee needs a larger pool of possibilities. The only information that is given out to ride seekers is name and office phone number. Individuals contact each other and make their own arrangements.

### **BENEFITS OF RIDE SHARING INCLUDE:**

- Close-in carpool parking lots with reserved parking until 9:30 a.m.
- A reserved parking space for registered vanpools in the lot or their choice
- Use of HOV traffic lanes for carpools and vanpools
- Qualifying for the "Guaranteed Ride Home Program" sponsored by the Metropolitan Washington Council of Governments
- Monetary savings on gas, auto insurance, and vehicle wear and tear

## **WORRIED ABOUT EMERGENCIES?**

Carpool and vanpool riders may receive up to 24 temporary one-day parking permits per calendar year. They may obtain these temporary permits from the NIH Parking Office located in Building 31, Room B3B04 from 7:30 a.m. until 4:30 p.m. Short-term parking is available at the "C" Wing entrance for patrons to the Parking Office. N2U

**INFORMATION** ETSO 6-5050 or [nihparkingoffice@ors.od.nih.gov](mailto:nihparkingoffice@ors.od.nih.gov)

## **METROEM@IL**

Metro is launching a new customer service e-mail program called MetroEm@il that may be of interest to NIH's Metro riders. MetroEm@il provides timely, useful information about Metro, regional commuter news, special events, and legislative changes that may affect Metrochek/SmartBenefits programs. People can register for this free service by clicking on the commuter link.

The WMATA site is linked to the NIH Parking Web Page at: [www.nih.gov/od/ors/nih.htm#park](http://www.nih.gov/od/ors/nih.htm#park) Simply click on the WMATA icon to proceed. N2U

## **COUNTY AWARDS NIH FOR TRANSHARE PLUS**

In May, County Executive Doug Duncan presented Steve Ficca with Montgomery County's Ongoing Program of the Year Award for NIH's traffic mitigation efforts, which include TRANSHARE, car and van pooling, bicycling racks and resources, express buses, and the network of pedestrian pathways around campus. N2U

## **COUNTY AND FEDERAL AWARDS FOR GROUNDS MAINTENANCE AND LANDSCAPING**

### **COUNTY CHAMPION TREE AWARDS**

The Montgomery County Forestry Board presented the NIH with four County Champion Tree Awards for the year 2000 during the Montgomery County Arbor/Earth Day Festival held at the end of April. In 1999, the Grounds Maintenance and Landscaping Section (GMLS) received the NIH's first Champion Tree Award for the Japanese Zelkova tree off the southwest corner of Building 1.

The four new champion trees are:

- a black willow, *Salix nigra*, south of the NLM;
- a Carolina hemlock, *Tsuga caroliniana*, northwest of NLM;
- a golden rain tree, *Koelreuteria paniculata*, north of 12A; and
- a red buckeye, *Aesculus pavia*, North Drive at Rockville Pike.

This competition, which is held in odd numbered years, is open to any county resident who has or knows of a champion size tree. Call 301-854-6060 to request a nomination form.

### **WATER CONSERVATION AWARD**

On April 26, the GMLS was recognized by the Department of Health and Human Services during the 2000 Energy and Water Management Awards Ceremony held at the Herbert H. Humphrey Building. GMLS received the Organization/Group Water Conservation Award for the innovative water conservation measures they took during the drought of 2000 to preserve the hundreds of newly planted trees and shrubs across the campus and for the xeriscaping design and installation they provided for the National

Library of Medicine Lister Hill Center Plaza gardens. A story that appeared in the Federal Energy Management Program Focus Newsletter is available on the web at [www.eren.doe.gov/femp/newsevents/fempfocus.html](http://www.eren.doe.gov/femp/newsevents/fempfocus.html) Click on March/April 2001. N2U

**INFORMATION** Lynn Mueller  
[muellerl@ors.od.nih.gov](mailto:muellerl@ors.od.nih.gov)

## AWARD FOR QUALITY OF WORK LIFE

The Worksite Enrichment Programs Branch (WEPB), Division of Support Services received an NIH Quality of Work Life Award for 2001 "for outstanding oversight and management of programs which assist NIH employees in maintaining a quality and balanced work life." In addition, the NIH Child Care Board, an advisory board to the NIH Associate Director for Research Services, also received the award "for their long-term commitment to identify and support enhancements which have resulted in clearly focused initiatives on child care programs and increased resources to assist in meeting the needs of the NIH employees." N2U

## INTERN FROM GALLAUDET SHARES HIS KNOWLEDGE

Astrid Jones, a hearing impaired student, recently completed an internship with the Division of Public Safety (DPS) recently. Jones graduated from Gallaudet University in May with a major in Communication Arts. He received the Mattivi Award for maintaining high academic performance and is going on to pursue a master's degree in counseling.

During Jones' internship, organized meetings were held with police officers and hearing-impaired employees to discuss crime intervention. The

highlight of Jones' internship was the creation of a workshop for DPS entitled How To Communicate Effectively with the Deaf and the Hard of Hearing Individuals. He covered all communication modalities such as using sign language, gestures, mime, oralism, and basic written English.

Jones' communication tips have wide application:

- Don't be afraid or intimidated to communicate with a person who is deaf.
- Don't rely on co-workers or friends to interpret a message. Messages might be misinterpreted.
- Don't walk in between two deaf people who are communicating.
- Do keep your message clear. Write it down if necessary.
- Do put instructions in writing.
- Do use visual aids if possible.

Jones explained that some things make speech read (lip reading) difficult, such as lips that are not clearly visible when someone has a thick mustache. There are many words that sound alike, such as mat, bat, pat; or fifteen and fifty.

Here on the NIH campus, fire and police personnel have emergency and non-emergency lines to communicate with the hearing-impaired community. We are also collecting data on the pager 104, a pager that is integrated with the fire alarm system on campus. N2U

**INFORMATION** Marisa Sheelor 6-5685  
or [sheelorm@mail.nih.gov](mailto:sheelorm@mail.nih.gov)

## POLICE AWARENESS DAY OBSERVED

The NIH Police observed Police Awareness Day on May 17. They were joined by colleagues from many local police departments as well as colleagues from the Division of Public Safety, including the Emergency Management Branch, the Crime Prevention Branch, the Employee Transportation Services Office, and the Ridefinder's Program. This event, which was held during National Police Week (May 13-19) on the lawn in front of Building 1, attracted approximately 1,000 employees who enjoyed a picnic lunch and demonstrations by police bomb-sniffing dogs, motorcycle precision performance, bicycle squads, fire engines, and a hazardous material truck.

The officers served more than 325 meals at the picnic, which resulted in earnings of more than \$1,600. The money was contributed to NIH charities.

National Police Week is dedicated to law enforcement officers killed in the line of duty. This national observance began during President John F. Kennedy's administration and has special meaning to all men and women who put themselves at risk to dedicate themselves to public safety. On May 14, NIH Police officers participated in ceremonies honoring fallen officers at the National Police Memorial in Washington. N2U

**INFORMATION** Sonja M. Young  
6-2387 or [youngs@ors.od.nih.gov](mailto:youngs@ors.od.nih.gov)

## ORS NEWSLETTER DEBUTS NEW LOOK

Behold! The Medical Arts and Photography Branch, an ORS service, has freshened the look of ORS' periodical with new layout and typography featuring a re-interpretation of the name. Now dubbed News2Use, numbers relating to articles listed on page one reappear layered beneath the typography of the articles themselves printed on the subsequent pages. Elegantly simple typographic treatment sets off article titles, body texts and run-in heads enhancing readability. And – ah – notice the breathing room of white space between articles. N2U

# NEWS2USE

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### MISSION: COMMUNICATIONS

*The purpose of this newsletter is to inform and communicate with the entire NIH community about ORS projects, policy changes and initiatives that are of immediate practical interest, along with some items that might be filed away for future use. The Office of Research Services directly affects you and the place where you spend your whole day — your office, your building, and your entire organization. Therefore, your satisfaction is our utmost concern. Please let us hear your ideas and comments.*

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## FAX US A LINE!

*Mr. Steve Ficca, the Associate Director of Research Services, would like to respond to your questions, comments, and suggestions. Or, is there anything you would like to know about the Office of Research Services but were afraid to ask? Here's your chance! Just send your comments or questions along with your name, building & room and phone number. Fax your comments to Mr. Ficca's office: 2-0604 or send e-mail to [orswepb@mail.nih.gov](mailto:orswepb@mail.nih.gov)*

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**TO MR. FICCA'S OFFICE**

**FROM** .....

**BLDG** .....

**ROOM** .....

**PHONE** .....

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