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U. S. DEPARTMENT OF TRANSPORTATION
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REMARKS BY THE HONORABLE ALAN S. BOYD
SECRETARY OF TRANSPORTATION, PREPARED FOR
THE INSTALLATION DINNER OF THE MIAMI-DADE
CHAMBER OF COMMERCE AT THE CARILLON HOTEL
MIAMI BEACH, FLORIDA, SATURDAY, JUNE 3, 1967
7:15 P.M.

I am delighted to be here tonight -- in this distinguished company and in one of the outstanding metropolitan areas, not only of this my home state, but of the entire country.

For Miami is far more than a great place to visit -- it is also a great place to live. It is far more than a great place to retire, or to retreat from the demands and difficulties of daily living -- it is also a great place to begin, a great place to be and to build, a great place to create and to accomplish.

The time has long since passed when Miami was known merely, or mainly, for her splendid physical climate. Today, she is known equally for the climate her citizens have created -- a climate in which innovation, initiative and enterprise can flourish.

If the marvels of modern transportation serve -- and will continue to serve -- (along with increasing incomes and leisure time) to enable more and more people to savor your sea and your sun and your sand, they also serve -- in growing degree -- to enable your industries to

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export more and more products made in the Miami area. For apart from tourism you have succeeded in developing a strong and diversified economy -- an economy whose prospect for continued growth seems bright indeed.

Equally impressive are your pioneering efforts in the public sphere. At a time when so many local governments throughout the nation have seemed unable or unwilling to cope with the needs of their citizens, your adoption of the "Metro" -- in which you tailored to your own unique needs and desires the "federation" form of local government regarded by many informed observers as the most feasible and effective under modern conditions -- has earned you an enviable reputation as a city eager and organized to face up to its own problems and to shape its own future.

As individuals and as a group, the members of the Miami-Dade Chamber played a very large role in all of these achievements -- in both the private and public spheres.

At first glance, it may seem as if your accomplishments here in Miami have only the remotest relevance to the work of the new Department of Transportation -- or to the building here in America of a society that deserves to be called great.

But I am convinced that how well the new Department succeeds, and how well the nation succeeds in creating a truly great society, depends very critically upon the viability and vitality of our state and local governments -- upon their ability to work in full and equal partnership with the Federal government and with private citizens, institutions and organizations.

America is now in its seventh year of unprecedented and unbroken prosperity -- a prosperity that is broadly based and broadly shared.

It is a prosperity that stems in great part from national economic policies -- highlighted by massive Federal tax reductions -- designed to enhance and enlarge the role of the private sector in the pursuit of our economic goals. I might add that I get awfully tired of hearing people who have benefited so abundantly from this prosperity carp and complain about the Administration whose policies have made this prosperity possible.

It is a prosperity that -- under the determined leadership of President Johnson -- has been sustained in substantial degree by the emergence of a strong partnership for progress between the private and public sectors of our economy.

It is a prosperity made possible, in great measure, by the willingness of both government and business to revise old assumptions and put aside old prejudices -- to work as allies rather than as antagonists -- to seek, not cause for senseless conflict, but common cause in the national interest.

But prosperity is not nearly enough. The time has long passed -- if, indeed, there ever was a time -- when we could justify a prosperity that meant only more for those who already had enough, that meant only a growing gap between those who shared and those who failed to share in its fruits, that meant only continued neglect of needs too long left unmet and of problems whose solution had been too long postponed.

There is, I would imagine, scarcely a city or state in this country that does not have its share -- and more -- of serious and stubborn problems -- problems of poverty and slums, of delinquency and crime, of schools, of housing, of race relations; of traffic and transportation, of air and water pollution. So acute and widespread are these problems that they have long since passed beyond the boundaries of purely state or local concern, of purely state or local effort, to arouse national concern and to require national effort.

A little more than three years ago, when President Johnson summoned America to the building of a Great Society and to an all-out attack upon these problems, he stressed -- and I quote -- that: "The solution to these problems does not rest on a massive program in Washington, nor can it rely solely on the strained resources of local authority. They require us to create new concepts of cooperation, a creative federalism, between the national capital and the leaders of local communities."

And the President has labored long and hard to encourage that kind of cooperation.

Through a former Governor of this State, Farris Bryant, and through Vice-President Humphrey, he maintains close and constant contact with state and local officials throughout the country -- seeking their advice as well as their assistance, their counsel as well as their cooperation.

He has directed the heads of all Federal Departments and Agencies to consult on a frequent and systematic basis with Governors, mayors and other local officials in the development and administration of Federal programs.

On numerous occasions he has personally met with the Governors of our states, or large groups of them, to talk about mutual problems and concerns.

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In a variety of ways, he has moved to streamline and strengthen the organization and administration of the Federal government, and thus to enhance its ability to assist and serve our states and localities.

He recommended, and Congress approved, the consolidation and coordination of Federal urban and transportation functions in two new Federal Departments -- and has recommended that the Commerce and Labor Departments be merged into a single Department.

He has asked the Director of the Bureau of the Budget, in cooperation with the Federal agencies concerned and with representatives of the states and local governments, to develop a workable plan to simplify the procedures for Federal grants-in-aid to our states.

The President is taking these steps, and more, because -- as he put it in his Message on the Quality of American Government -- he is convinced that: "...to survive and serve the ends of a free society, our Federal system must be strengthened -- and not alone at the national level....We began as a nation of localities. And however changed in character those localities become, however urbanized we grow and however high we build, our destiny as a Nation will be determined there."

Indeed, I sense a widespread and growing awareness in this country that we can no longer afford to indulge in arid, ideological arguments about "the evils of big government" or the obsolescence of state and local governments.

We have begun to abandon the always erroneous notion that there is some kind of inherent enmity or incompatibility between the Federal government on the one hand and state and local governments on the other -- that somehow we must choose between one or the other -- that we must swear eternal and undivided allegiance to one and eternal and undivided opposition to the other.

We have begun to understand that an extension of Federal activity does not mean an erosion, in equal amount, of State or local authority -- as if there is some sort of fixed and immutable quantity of total government involvement, so that one level of government can grow only at the expense of the other.

We have come, instead, to appreciate the very simple truth that an effective Federal system requires that every level of government be strong and supple, and that all levels of government share jointly the common task of improving the lot of our citizens.

A week ago today, for example -- following in the footsteps of other distinguished business organizations, such as the Committee for Economic

Development, which last year published a searching review of local government in America with detailed recommendations for reform -- the United States Chamber of Commerce issued a 24-page booklet called "Modernizing Local Government."

In so doing, the Chamber declared -- and I quote:

"In a nation with the highest standard of living, the broadest educational opportunities, the most sophisticated technology people have ever known, we have:

"Cities choked with traffic.

"Millions of substandard dwellings.

"Rising crime and delinquency rates.

"Widespread social unrest.

"An environment becoming steadily polluted.

"Vast, deteriorating commercial areas.

"....The nation's future depends on solving these growing 20th century problems. The question is not 'whether' but "how." Clearly, if solutions are not found within the framework of balanced private enterprise and Federal-state-local arrangements, other ways will be sought."

One thing that most metropolitan areas in this country share is a transportation problem. And each can learn something about solving its own problems by observing the experience of others. But it is equally true that Boston, say, and Philadelphia and Los Angeles have fundamentally different transportation problems for the simple reason that they are fundamentally different cities. Because a city's transportation system so profoundly influences, and is so intimately bound up with, every important aspect of a city's life, any decision to alter its transportation system must follow upon a host of other decisions involving the very shape and size and character of the city itself. It is the people of the city themselves who -- through their officials -- can alone make these decisions.

We intend therefore to keep in close touch with State and local officials throughout the Nation and with all those who operate and manage our transportation system. Within my immediate office, we have established liaison units for State and local governments and transportation industry and labor. The men who head these offices have one important job -- to maintain a constant line of communication with our Governors and Mayors and leaders in the transportation field.

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Furthermore, I am one who believes that there is some truth to past charges that the Federal Government has sometimes acted in ways that can only be considered arbitrary by State and local officials. I do not believe that it is possible to sit in Washington, alone and unaided, hundreds or often thousands of miles away from where problems exist, and come up with adequate solutions. All too often I believe it has been the practice of Federal officials to ask State and local officials to conform to national standards established without regard for the frequently very different needs of very different areas of the country.

I am convinced -- as I know President Johnson is convinced -- that it is time to amend these attitudes and to end these practices wherever they exist and we are taking action in this area -- we are endeavoring, as I have indicated earlier, to restructure our Federal effort and to render it far more relevant and responsive to the needs of our States and localities. And we are guided in that endeavor, not by what we think our States and localities need, but by what they tell us they need.

We cannot accomplish this restructuring solely by administrative action. In many instances, legislation is necessary. The President as I have pointed out, has already proposed many of these legislative changes. I believe one of my primary tasks is to advise him of necessary changes in legislation that will afford the Federal Government the flexibility it must have if it is to assist our States and localities in solving their unique, transportation problems.

For example, one of the major transportation questions faced by our cities today is the location of urban freeways.

Our present Federal standards for highway administration are based primarily on requirements of economy and safety. They largely ignore the environmental factors that can -- in the long run -- prove far more important to the future of a city. As a result, we have all too often tended to select the route that will give us the straightest and safest possible line at the lowest possible cost.

Yet we all know what kind of enormous social dislocation can result from such a decision. Neighborhoods, and at times entire cities, can be split in two. Thousands are often left without housing -- in many instances those thousands least able to pay for new housing -- and some of the finest aesthetic and cultural assets of our cities are frequently destroyed.

We must begin to take a far more comprehensive approach. We must begin to think of a highway or a street as one more facility to improve the quality of urban life -- and not as some narrow end in itself. I hope that we in the Federal Government can recognize that there are

other considerations in urban transportation that are at least equally as important as merely the movement, at low cost, of privately owned vehicles.

This country has created the finest system of public education in the world. We could not have done so if our primary consideration had been how cheaply we could have provided it. We have the most powerful system of security and defense that the world has ever seen. We could not have reached this pre-eminent position had we been looking merely for the cheapest system. This desire for the best -- and not simply the cheapest -- must be our supreme standard in our search for a sound system of urban transportation.

It will be you in the cities and the States that must tell us how to preserve what must be preserved and exploit those assets which can lead to an even better life for your community. I assure you that the Department of Transportation will take every step necessary to assist you in that effort.

I have established, under the Assistant Secretary for Policy Development in the new Department, a central point for the development of a new urban transportation program which will give primary consideration to the total needs of the city rather than simply to its purely transportation needs or single aspect of those needs.

As the President put it in his State of the Union Address:

"Federal energy is essential. But it is not enough. Only a total working partnership among Federal, State and local governments can succeed. The test of that partnership will be the concern of each public organization, each private institution, and each responsible citizen."

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