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REMARKS PREPARED FOR DELIVERY BY SECRETARY OF TRANSPORTATION ALAN S. BOYD BEFORE THE 23RD ANNUAL TRANSPORTATION AND LOGISTICS FORUM, NATIONAL DEFENSE TRANSPORTATION ASSOCIATION, IN THE INTERNATIONAL BALLROOM, WASHINGTON HILTON HOTEL, WASHINGTON, D. C., OCTOBER 14, 1968, 9:30 A.M.

Good morning ladies and gentlemen of the N.D.T.A.

I am very pleased to be here this morning to talk briefly with you about "transportation - investment in defense." I feel very strongly the importance of this subject and also feel very strongly that it is a topic that requires the careful attention of the people of government and the people of industry working together jointly and cooperatively.

In the relatively few minutes which we have here together I am not going to dwell on the important changes that are on our horizons as a result of our rapidly growing hardware technology - important through those advances are. Instead I am going to focus on some perhaps somewhat pedestrian but important practical effort which we are investing in transportation and which we believe will have fruitful payoffs in enhancing our defense posture.

I want to begin with a success story which has probably escaped most people's attention.

Our transportation industry has been moving the vast cargoes and meeting the increased passenger demands involved in our Vietnam effort.

At the same time, it has been accommodating our expanded civilian demands as well.

Although there have been some isolated and temporary problems, the transportation industry has demonstrated initiative and flexibility.

It has, in some, assumed this tremendous double burden with outstanding success.

I congratulate you.

In the text of the law which established our Department of Transportation is the phrase, "the Secretary shall among his responsibilities exercise leadership under the direction of the President in transportation matters, including those affecting the national defense and those involving national or regional emergencies . . ."

In addition, by executive order, the Secretary is charged with development and coordination of an overall system of centralized control of all modes of transportation in an emergency.

The purpose of this control is to facilitate the movement of passenger and freight traffic of all types, and to determine the proper allocation of the civil transportation to meet essential civil and military needs.

We determined at the outset that we must bring the transportation industry into the picture - - right at the start. Any plans developed in isolation -- in the sometimes rarified air of Washington - - might sound fine in theory but might prove unworkable at the crucial time.

Our fundamental policy then is that the formulation of preparedness programs for transportation is a joint industry-government program.

In this work your organization is playing an important role.

Let me emphasize also that the entire Federal transportation community is participating - - the Interstate Commerce Commission, the Civil Aeronautics Board, the Maritime Administration of the Department of Commerce -- as well as the Department of Defense and Civilian User Agencies, and the Office of Emergency Planning are all actively involved.

Now, how are we going about the required transportation preparedness?

We have three basic elements in our program, information collection and analysis, development of control systems, and establishement of an operational readiness posture.

In the area of information and analysis we have assembled and analyzed national estimates of both the requirements for transport and of the capabilities to fulfill such requirements.

We are now engaged in efforts to substantially upgrade these estimates and analyses.

Just recently I directed that the efforts of the Offices of Systems Analysis and Emergency Transportation be brought together more effectively.

My purpose is to achieve the goal of optimum understanding of our needs for transportation and our capabilities -- under any environmental conditions -- to fulfill those needs.

I am confident that these joint efforts will substantially enlarge our knowledge of this area.

In the field of controls we have, in being, a series of esssentially "modal" control systems for railroads, aviation, marine transportation, and highway traffic.

We are now seeking to better correlate these independent developments.

We are working with Texas A & M University on plans for a conference, next Spring, on emergency transportation controls.

We hope that some 200 to 300 of the top transportation people in the country will attend.

The agenda for this conference calls for an opening general meeting, in which we in government will present our concepts and tentative plans for emergency controls on transportation.

The conference will then break up into small committees for a thorough discussion of whether these controls are good, indifferent or bad.

Each of the committees will be chaired by industry executives who will receive in advance of the conference a copy of proposed controls manual.

These executives will be knowledgeable and can provide meaningful directions to these sessions.

The second day, these chairmen will present summaries of the discussions that took place in their committee meetings.

Then it's open season for everybody -- the floor will be open for a free-for-all discussion.

I hope this whole conference will be a vigorous session.

Only from such competition of ideas can we obtain the kind of meaningful guidance as to practicability that we are seeking.

In this Spring conference, certainly some of our thinking is going to come out second best.

For those plans of ours that just won't fly -- it's back to the drawing board.

A special aspect of these controls needs emphasizing.

In the event of a national emergency, the Secretary of Transportation becomes the representative of the transportation industry.

He becomes the "pleader" of the industry's case for the resources -- manpower, fuels, materials and production capacity -- to maintain transportation operations.

The subject of the claimancy for operating resources is also scheduled to be on the agenda of the Spring conference at Texas A & M.

The third element in our broad emergency preparedness program is "operational readiness."

It is comprised of the plans for emergency-period organization for the staffing of such organization, and the training of such staff for their emergency duties.

Other plans cover the developing of standby procedures and the development of facilities -- including relocation sites and their equipping sites -- from which we can operate in emergencies.

Each of these is important.

I want to focus primarily on the staffing aspects for this is where you people are contributing most directly.

At the present time -- as part of our 4,500 member National Defense Executive Reserve -- we have more than 1,800 transportation industry executives who have promised their services to the Nation in an emergency.

Of these, over 500 are in DOT's Executive Reserves.

Substantial numbers of these -- including the majority of its leaders -- are from your NDTA membership and I am proud to say that your president -- Mr. Welby Frantz -- is one of our DOT Reservists.

The training of these Executive Reservists has begun to take a very constructive turn.

This past year, for the first time, we conducted in each region of the Nation, a set of exercises based on emergency assumptions prepared by the Joint Chiefs of Staff.

More than half of the 1,800 transportation experts in the Reserve participated in these sessions.

We are hopeful that even a higher percentage will participate in another series of similar exercises which are being planned for next Spring.

These sessions are good for all of us.

They give our government people practical knowledge -- of "what it's like to run a railroad."

They give you executives in industry a working knowledge of what we in government are thinking.

I am sure there are sometimes differences and conflicts in these meetings.

But it's better to have them now in practice sessions than to have them first appear at some critical time later.

Now I fully support and am very enthusiastic about our Executive Reserve Program and our conference next Spring.

But this isn't the end.

I hope and intend that they are in fact but the beginning.

It is my hope that there will be more of this backing and filling between us -- that government and industry will be meeting together arguing and disagreeing and working together.

In this matter of planning of emergency preparedness, we've got a big crosscut saw between us and each side will have to learn when it's time to push -- and when it's time to pull.

And here -- in this matter of the need for mutual knowledge - I want to praise your Defense Transportation Journal.

The recent series of articles which you presented on Federal Planning for Transportation Readiness is the first such definitive series ever published.

They were a valuable contribution to our effort.

I also want to repeat that this past Spring, we entered into a contract with General Jack Doyle, who headed the Special Study Group that prepared the "Doyle" Report on National Transportation Policies. General Doyle is completing a survey of our emergency transportation posture and will report to me next month on the results of that study. He is a knowledgeable and objective authority. I am looking forward to his study. It will be a basis for further improving our preparedness program, for the defense of our Nation is vital to our survival and transportation is vital to our defense.

I ALSO WANT TO REPORT THAT THIS PAST SPRING, WE ENTERED INTO A CONTRACT WITH GENERAL JACK DOYLE, WHO HEADED THE SPECIAL STUDY GROUP THAT PREPARED THE "DOYLE" REPORT ON NATIONAL TRANSPORTATION POLICIES. GENERAL DOYLE IS COMPLETING A SURVEY OF OUR EMERGENCY TRANSPORTATION POSTURE AND WILL REPORT TO ME NEXT MONTH ON THE RESULTS OF THAT STUDY. HE IS A KNOWLEDGEABLE AND OBJECTIVE AUTHORITY. I AM LOOKING FORWARD TO HIS STUDY. IT WILL BE A BASIS FOR FURTHER IMPROVING OUR PREPAREDNESS PROGRAM, FOR THE DEFENSE OF OUR NATION IS VITAL TO OUR SURVIVAL AND TRANSPORTATION IS VITAL TO OUR DEFENSE.

I HAVE BEEN TALKING HERE THIS MORNING ABOUT OUR WORK IN PREPARING FOR A CRISIS. I THINK, HOWEVER, WE SHALL ALL SHORTCHANGE OURSELVES IF WE CONFINE OUR THINKING MERELY TO DRAWING UP LISTS OF AVAILABLE FREIGHT CARS, SHIPS, TRUCKS AND AIRCRAFT. I WOULD ASK THAT YOU CONSIDER THE LARGER PROPOSITION; THE PROPOSITION THAT ONE OF THE BEST CONTRIBUTIONS THE TRANSPORTATION INDUSTRY CAN MAKE TO OUR DEFENSE EFFORT IS THE CONTINUING EXPANSION AND IMPROVEMENT OF YOUR GOODS AND SERVICES. CRISIS COME WHEN THE TIES BETWEEN PEOPLE BREAK DOWN -- THE TIES OF COMMUNICATION, THE TIES OF TRANSPORTATION. PHRASED IN A POSITIVE WAY -- THE MORE COMMUNICATIONS -- THE MORE TRANSPORTATION -- THE MORE CHANCE THERE IS FOR PEACE. SO THE KEYNOTE I WOULD LIKE TO

SOUND IS THAT TRANSPORTATION INCREASES THE MUTUAL UNDERSTANDING AMONG THE PEOPLES OF THE WORLD, AND AS SUCH CONSTITUTES ONE OF THE OUTSTANDINGLY FRUITFUL AREAS FOR THE INVESTMENT OF OUR TIME, EFFORT AND DOLLARS.

WE ARE WORKING TO IMPROVE THAT INTERNATIONAL TRANSPORTATION.

I have been talking here this morning about our work in preparing for a crisis. I think, however, we shall all short-change ourselves if we confine our thinking merely to drawing up lists of available freight cars, ships, trucks and aircraft. I would ask that you consider the larger proposition. The proposition that one of the best contributions the transportation industry can make to our defense effort is the continuing expansion and improvement of your goods and services. Crises come when the ties between people break down -- the ties of communication, the ties of transportation. Phrased in a positive way -- the more communications -- the more transportation -- the more chance there is for peace. If there is a theme to your discussions -- the keynote I would like to sound -- that theme is that transportation increases the mutual understanding among the peoples of the world.

We are working to improve that international transportation.

Let me illustrate:

Events in Eastern Europe have reminded us of the importance of cooperation among members of the Atlantic community. They have triggered again an awareness of the common denominators of political and economic interest underlying such defensive institutions as NATO.

Transportation is the economic mortar binding these Atlantic nations. Without it there could be no community. As the rate of technological change accelerates over time, and as the on-line controls linking extraction, manufacture, and distribution are tightened and rationalized, it is essential that transportation function more smoothly.

In an age of containerization and cybernation, failure to update transportation could produce severe strains in the world trading economy. Negative feedback might slow the rate of growth and depress our hard-won prosperity. The growing impasse in New York City is a harbinger of what could happen on the international level within a few years as trade and travel approach the saturation point.

Some way has to be found to Simplify and facilitate the exchange of goods among ourselves and our trading partners.

This means, for example, a complete reform of bills of lading and other paperwork, broader use of containers, and the unification of the various codes, customs, and laws that regulate the shipping and insuring of goods in international trade.

We have set out to identify these impediments to the intermodal flow of goods and remove them.

We are working again to share international transportation knowledge. Today, there is little reliable information on just how much money and how many man-hours are spent each year to reproduce technologies already developed by other nations. Notwithstanding a multitude of seminars and learned journals, a great deal of transportation research and development continues to be duplicated, when what we need is timely exchange and cooperation.

Obviously, transportation problems know no ideology; they exist everywhere in developed countries in substantially the same forms. We intend to visit and consult with other nations to enrich ourselves with their vast experience. London, Paris, Chicago, Moscow -- all suffer from the same congestion, the same delays, the same rising costs of doing business, the same dangers to national security.

We have established an International Industrial Cooperation program to make sure we get the best and latest information from abroad. We are trying to identify technical problems whose solution would be of interest to all advanced nations.

These are some of our programs designed either to remove the impediments or speed up the movements of cargo and passengers in international transportation. The immediate beneficiary will be the transportation industry in the fulfillment of its civilian obligations. The ultimate gain will accrue to the whole Nation for -- as I noted -- any expansion or improvement in the movement of goods and persons eventually contributes to international understanding and unity.

The most dramatic testimony to the role of transportation as a unifier -- a stabilizing influence -- a key to peace -- is the map of our own Nation. Looking at it chronologically and in terms of transportation, we find an amazing story. We find that the 16 states that made up the Union prior to 1800 each averaged about 25,000 square miles. This was the time of coastal sailing and horse drawn vehicles. If we move ahead into the period of the canal boat -- from 1800 to 1840, we find ten states were admitted -- each averaging about 50,000 square miles in size. Then came the railroads and their capacity for diminishing distance. In this railroad period from 1840 till right after the turn of the century -- 22 states were admitted to the Union. Their average size -- 100,000 square miles. And the picture is complete by the admission -- in the era of jet aircraft -- of Alaska and Hawaii.

This story speaks for itself.

I think the best statement on the role of transportation as a unifier was made by President Johnson. He was discussing the airplane, but the theme of his remarks are applicable to any mode of transportation -- the exchange of goods in friendly commerce equally contributes to knowledge. Here, then, is what he told a group of visiting foreign aviation officials:

> "The airplane, of all man's inventions, has done most to bring individual peoples of the world together in friendship. In human measurement, distance reduces to time,and aviation is diminishing to minutes and hours the separation between nations. This advances travel and, thereby, the cause of peace, for acquaintanceship is the first requisite of friendship.
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> "It is my sincere hope that this vast international exchange of people through air travel will become commonplace. War leans on ignorance. Perpetual peace thus demands that there be constant and recurring knowledge of each other among the citizens of the world. Aviation makes such direct, widespread understanding possible. Because of the airplane, the peoples of your countries and the people of America are touring the world -- arriving in foreign states as strangers, and departing as friends."
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> I can think of no better keynote than this.

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