

REMARKS PREPARED FOR DELIVERY BY SECRETARY OF TRANSPORTATION
ALAN S. BOYD, BEFORE THE 1st ANNUAL AWARDS CEREMONY, IN THE
DEPARTMENTAL AUDITORIUM, WASHINGTON, D.C., ON TUESDAY, OCTOBER 15,
1968, 10:00 A.M.

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GOOD MORNING, I AM GLAD TO MEET WITH YOU THIS
MORNING AT WHAT IS PROBABLY ONE OF THE LARGEST
GATHERINGS TO DATE OF DEPARTMENT PERSONNEL.

THIS CEREMONY IS ESPECIALLY SIGNIFICANT BECAUSE
IT IS ANOTHER MARK OF THE SUCCESS WE HAVE HAD IN
ACHIEVING A TRUE DEPARTMENT OF TRANSPORTATION. THE
ESTABLISHMENT OF THE DEPARTMENT HAS INVOLVED
PERHAPS THE MOST COMPLEX REORGANIZATION WITHIN
THE EXECUTIVE BRANCH IN RECENT HISTORY. THE TASK OF
ORGANIZING THE DEPARTMENT INTO AN EFFECTIVE TEAM
INVOLVING EVERY MODE OF TRANSPORTATION HAS BEEN A
CHALLENGING ONE. I AM GLAD TO SEE SO MANY MEMBERS
OF THE TEAM HERE TODAY. OUR ACHIEVEMENTS THUS FAR
HAVE BEEN NOTEWORTHY CONSIDERING THE FACT THAT THE
ELEMENTS AND PEOPLE OF THE DEPARTMENT, CIVILIAN AND
MILITARY, CAME FROM NUMEROUS OTHER PARTS OF THE

IT IS RARE THAT A PERSON CAN SHARE IN ESTABLISHING
A TRADITION. WE HERE PARTICIPATE IN SUCH A LANDMARK
EVENT -- THE FIRST IN AN ANNUAL SERIES OF AWARDS
CEREMONIES.

EXECUTIVE BRANCH. MELDING THE VARIOUS TRADITIONS, PRACTICES AND CONCEPTS INTO AN EFFECTIVE APPROACH TO SERVE THE WIDE RANGE OF PUBLIC INTEREST HAS NOT BEEN EASY -- BUT I AM CONFIDENT THAT WE SHALL CONTINUE TO MAKE PROGRESS. YOUR PRESENCE HERE TODAY IS INDICATIVE OF THAT PROGRESS.

THIS IS ONLY THE SECOND ANNIVERSARY OF THE SIGNING OF THE DEPARTMENT OF TRANSPORTATION ACT. YET, IN THIS SHORT TIME, MANY HAVE DISTINGUISHED THEMSELVES BY ESPECIALLY SIGNIFICANT SERVICE. THIS CEREMONY IS TO HONOR THE MOST NOTEWORTHY OF THESE ACHIEVEMENTS.

I WISH TO ESPECIALLY PRAISE THE 1500 COAST GUARD MILITARY PERSONNEL WHO GALLANTLY SUPPORT AND AUGMENT OUR OTHER ARMED FORCES IN THE VIETNAM AREA. WE WILL LATER RECOGNIZE A REPRESENTATIVE FEW OF THE MEN WHO HAVE EARNED DECORATIONS FOR THEIR ACHIEVEMENT IN COMBAT. THEY CARRY ON THE COAST GUARD'S 178 YEAR TRADITION AS AMERICA'S OLDEST SEAGOING SERVICE.

WE IN THE DEPARTMENT HAVE MADE A GOOD START IN THE PAST YEAR AND A HALF OF THE JOB THAT PRESIDENT JOHNSON AND THE 89th CONGRESS ASKED US TO DO: TO TRY TO PULL TOGETHER THE VARIOUS SUBSYSTEMS OF AMERICAN TRANSPORTATION INTO A BETTER COORDINATED, TOTAL SYSTEM: TO MAKE IT SAFER TO TRAVEL, EASIER TO SHIP CARGO, AND LESS FRUSTRATING TO GET FROM HERE TO THERE.

LET ME BE ABSOLUTELY CLEAR ABOUT ONE THING. WE HAVE MADE NO MORE THAN A START.

OUR SYSTEM OF TRANSPORTATION IS, BY ANY STANDARD, MAMMOTH. IT REPRESENTS AN INVESTMENT OF SOME \$500 BILLION. IT MEETS THE NEEDS, WITH VARYING DEGREES OF EFFECTIVENESS, OF 200 MILLION PEOPLE. IT ACCOUNTS FOR ONE OF EVERY SIX DOLLARS IN THE ECONOMY: PROVIDES JOBS FOR 9 MILLION PEOPLE: AND UNITES A CONTINENT.

YET THE INCREASING DEMANDS ON THIS SYSTEM ALREADY STRAIN ITS CAPACITY IN SOME AREAS AND THE

GROWTH TO COME - COMPOUNDED BY CONCENTRATION OF THAT GROWTH - COULD BRING IT NEAR COLLAPSE. TAKE THE YEAR 1975 AS A YARDSTICK OF GROWTH - A GOOD YEAR BECAUSE IT IS SO CLOSE YOU CAN ALMOST REACH OUT AND TOUCH IT.

BY THEN, THE NUMBER OF PRIVATE AIRCRAFT WILL HAVE NEARLY DOUBLED. COMMERCIAL AIR TRAVEL WILL HAVE TRIPLED. AUTOMOBILE TRAFFIC WILL BE UP BY 40 PERCENT. RAILROADS, WHICH NOW HAUL 750-BILLION TON MILES A YEAR, WILL BE HAULING ONE-TRILLION TON MILES. TRUCKS, NOW CARRYING 400-MILLION TON MILES, WILL CARRY 50 PERCENT MORE. IN FACT, IF THE DEMAND FOR TRANSPORTATION CONTINUES TO MATCH AMERICA'S ECONOMIC GROWTH, WE WILL HAVE TO DOUBLE IN LESS THAN TWO DECADES THE CAPACITY OF A SYSTEM THAT HAD TAKEN A LIFE-TIME OF A NATION TO BUILD.

PRESIDENT JOHNSON AND THE 89th CONGRESS READ THE DANGER SIGNALS OF INCREASED DELAY, CONGESTION AND COST TWO YEARS AGO. THEY CALLED FOR MORE INTELLIGENT PLANNING, MORE RESEARCH AND DEVELOPMENT AND MORE PRUDENT INVESTMENT OF TRANSPORTATION

FUNDS. AND THEY CREATED THE DEPARTMENT OF TRANSPORTATION AND GAVE IT RESPONSIBILITY FOR LEADING THE EFFORT TO MAKE THIS COUNTRY'S TRANSPORTATION SYSTEM CONFORM TO THE NEEDS OF THE PEOPLE RATHER THAN FORCING THE PEOPLE TO CONTINUE TO CONFORM TO THE SYSTEM.

TO DO THIS HAS REQUIRED STARTING VIRTUALLY FROM SCRATCH ON THE MOST COMPLICATED ANALYSIS OF A SYSTEM EVER UNDERTAKEN BY ANYONE. WE ARE INVOLVED IN JOBS NEVER BEFORE ATTEMPTED - TRYING TO MEASURE NOT ONLY THE EFFICIENCY OF THE RAILROADS, FOR EXAMPLE, BUT TO RELATE THEM TO AIR TRANSPORTATION AND TO SET SOME CRITERIA FOR FUTURE INVESTMENT OF TRANSPORTATION FUNDS.

THERE IS VIRTUALLY NO ASPECT OF AMERICAN SOCIETY THAT DOES NOT AT SOME POINT COME WITHIN THE PURVIEW OF THE DEPARTMENT OF TRANSPORTATION. TRANSPORTATION ITSELF IS SO INTRICATELY TIED UP WITH ALL OTHER ASPECTS OF OUR COMPLEX, RAPIDLY EVOLVING, TECHNOLOGICAL SOCIETY.

ULTIMATELY, WE ARE A CONSUMER AGENCY WHOSE RESPONSIBILITY IS TO CREATE A TRANSPORTATION SYSTEM THAT IS FULLY RESPONSIVE TO THE NEEDS OF A DEMOCRATIC SOCIAL ORDER.

OUR BEST CONTRIBUTION, HOWEVER, WILL PROVE TO BE THE SENSE OF UNITY WE SHALL BE GIVING TO TRANSPORTATION PLANNING. WE HAVE, IN CREATING THE DEPARTMENT OF TRANSPORTATION, PULLED THE PIECES OF THE NATIONAL TRANSPORTATION PUZZLE TOGETHER IN ONE PLACE WHERE WE CAN LOOK AT THEM AND FIT THEM TOGETHER. WE HAVE, AT THE SAME TIME, TAKEN THE STUDIES OF THE TRANSPORTATION PLANNERS OUT OF THE THINK TANKS AND THE UNIVERSITIES AND PUT THEM TO WORK. AND FINALLY WE HAVE PROVIDED THE LEADERS AND SPOKESMEN OF THE TRANSPORTATION INDUSTRY A WASHINGTON FORUM WHERE THEY CAN MAKE THEIR NEEDS AND VIEWS KNOWN. AS A CONSEQUENCE, WE HAVE FOR THE FIRST TIME AT THE FEDERAL LEVEL, DIRECTION, PURPOSE, AND MOMENTUM IN OUR TRANSPORTATION EFFORTS.

ONE THING IS CERTAIN ABOUT THE TRANSPORTATION FUTURE. IT IS GOING TO REQUIRE A LARGE NUMBER OF DECISIONS. THESE DECISIONS WILL BE OF TREMENDOUS MAGNITUDE. THEY WILL INVOLVE THE EXPENDITURES OF VAST AMOUNTS OF MONEY AND THEY WILL HAVE LONG-TERM EFFECTS. THEY WILL BE COMING AT US IN RAPID ORDER AND THEY WILL HAVE TO BE DECIDED BY INFORMED AND EXPERT OPINION.

THERE ARE THE DAILY DECISIONS TOO, WHICH MEAN THE DIFFERENCE BETWEEN LIFE AND DEATH: DECISION TO ACT AND APPLY WELL-LEARNED TECHNIQUES - BE IT BY THE AIR TRAFFIC CONTROLLER AT HIS SCOPE OR THE COAST GUARDSMAN IN OPEN BOAT.

THESE THEN ARE THE DECISIONS TO BE MADE AND BEING MADE BY THE OVER 98,000 MEMBERS OF THE DEPARTMENT. YOU ARE REPRESENTATIVE OF THESE PERSONNEL. OUR AWARD RECIPIENTS DEMONSTRATE THE OPTIMUM EFFORT AND PARTICIPATION THESE PERSONNEL CAN DEVOTE TO THEIR CALLING.

I CONGRATULATE THE DEPARTMENT'S MILITARY AND CIVILIAN PERSONNEL BEING HONORED TODAY. FUTURE CEREMONIES WILL FIND OTHER NAMES JOINING THEIRS ON THE AWARDS ROLL. BUT, TODAY'S RECIPIENTS HAVE A SINGULAR DISTINCTION -- THAT OF BEING THE FIRST TO BE SO HONORED.

MY BEST WISHES TO ALL OF YOU WHO JOIN WITH ME IN ESTABLISHING THIS FINE DEPARTMENT OF TRANSPORTATION TRADITION.

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