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U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20590

REMARKS PREPARED FOR DELIVERY BY SECRETARY OF TRANSPORTATION
ALAN S. BOYD, BEFORE THE NATIONAL ASSOCIATION OF MOTOR BUS
OWNERS AT THE GOLD COAST ROOM, DRAKE HOTEL, IN CHICAGO, ILLINOIS
ON THURSDAY, SEPTEMBER 12, 1968, 12:30 P.M.

This is the first chance I have had to get together with the members of N.A.M.B.O. I am sure I don't have to tell you, though, that with Charlie Webb and Stan Hamilton covering the Capital, you are seldom out of sight and never out of mind.

In fact, few enterprises are as much involved in our most important programs as are the motor bus owners.

You are deeply involved in our safety efforts - and we appreciate the help you have given us on the highways.

You are involved in our efforts to build more efficient highways and to increase the capacity of streets and cut the congestion in the business districts of America.

You are involved in our efforts to advance the cause of public transportation in and around the nation's big cities.

And I want to thank you now for your past help and for the help we hope to get for the hardest part of all of these jobs - the part that lies ahead.

I think we have put down a good foundation for the future. But we needed one. In less than two decades, if demand for transportation continues to match the economic growth of the country, we must double the capacity of the transportation network it has taken the lifetime of the nation to build.

Part of that foundation can be found in the Federal-Aid Highway Act of 1968 which President Johnson signed last month.

"In many respects," the President said, "this is the most important highway authorization bill since the start of the Interstate Program over a decade ago."

It provides funds - as the President said - for highways that "forge new links to more of our cities, serve America's growing transportation needs, and open up new avenues of convenience to millions of citizens."

At the same time, the Act contains sections that will allow us - and again I quote President Johnson - allow us to deal "more effectively and more humanely than any previous measure with a modern dilemma - the problems created by road construction in or through our cities."

Among other things, this new Act grants authority to the States to acquire new rights of way in advance of actual need so that highways can be better planned and built with less cost and with less disruption to established residents and businesses.

It will ease the hardship often imposed on families - especially the poor - who must move to make way for new construction.

It creates a test program for Federal aid in construction of fringe parking facilities that will tie in with public transportation between the parking and the downtown area.

And it will make funds available - for the first time - to help cities improve the flow of traffic on their streets in cases where that offers an alternative to more expensive new construction.

We have found in tests that relatively inexpensive improvements in downtown streets can increase the capacity of these streets by as much as 25 percent - and speed up the flow of traffic by a similar amount. Some of these improvements include improved traffic signals, adding left-turn lanes to prevent cars from backing up behind a left-turning car, building pedestrian overpasses, creating special turn-out areas where

trucks can load and unload. We have also found that special lanes for city buses to load and unload passengers pay dividends. We are currently working with 29 cities helping local authorities to put these and other improvements to work.

Under the 1968 Highway Act, we will make available to the cities \$200 million a year to help finance such improvements.

We will also provide financial aid to cities to help them build fringe parking areas which are tied in with local public transportation systems. We are convinced this program will also help thin out commuter traffic in the busy downtown area.

But the best promise of reducing urban congestion lies in reviving and renewing our cities' mass transit system. And this is our main thrust. We are out to help our cities improve their transit systems now. We are going to work with them on future expansion and improvements. And we are going to provide them with the results of our long-range research and study projects in the mass transit systems of the future.

This assistance takes many forms. We are helping some systems buy vehicles. In other cities we are training public transportation managers. In some areas, we are conducting service improvement and marketing studies. We are interested in promoting any new method or technique which promises to put more passengers on local bus, subway or rapid transit systems.

I describe these efforts as a beginning - but a significant beginning that will grow. This renewal of urban mass transit has a most urgent priority in our planning. I am convinced we shall be successful.

I dwell on this matter of downtown congestion at some length because it is of direct financial interest to you motor bus owners. But I also want it to serve as an illustration of a theme - a theme that is to me the most important of all.

I have been impressed in my work at the Department of Transportation with several facts. We have several million Americans working in the various transportation industries - yet the number of those who can be properly described as transportation experts is but a handful. We spend every year - as consumers and as local, state, and Federal taxpayers - billions of dollars for transportation. Yet few

of our citizens ever give a second thought to the wisdom or consequences of these expenditures. Transportation difficulties are widespread - there are few of us who do not each day suffer delay, financial loss, or personal irritation from some transportation problem. Yet there is a widespread feeling of futility at our ability to deal with these problems. The difficulties are always caused by somebody else - by "them." And they are so pervasive - like the weather - that there is nothing we can do about them, or so we think. Some people have persuaded themselves that they are as powerless to get rid of traffic jams as they are thunderstorms.

I suggest we can do something about these transportation problems. And I suggest we must. In sum, the time is long over when any of us in the transportation business can confine our thinking and planning to our own particular operation. As businessmen charged with operating a profitable venture, it's good business to look beyond the immediate and the close at hand. Short term profits may mean long term losses. Again, as businessmen administering large corporations with tremendous impact on the public, there is a necessity to be mindful of the responsibility to that public. This, again, could be a matter of self-interest. The minor problem pushed under the rug today will return as the desperate crisis of tomorrow.

If there is a need for us to widen and deepen our transportation vision today, that need will increase tenfold in the future.

I am not as sure in looking at the future as I once was. The past is prologue they say. The trends of the past will show us the future. We learn from history. I wonder ... Given the dynamism of our society - galloping technology joined with a growing enrichment of our people - the past is at best of uncertain value in projecting this future. We can anticipate the general outlines of our transportation future - but the size and volume of this future is a matter of conjecture. I have learned to assume that all transportation projections - no matter how exaggerated they may seem at the moment - will probably fall short.

I am certain that time will show the projections we are now using in the Department of Transportation are on the careful side. But careful or not, our projections are still spectacular. They anticipate that in the 1966-1975 time period, a mere 13 percent increase in population will be accompanied by a 26 percent increase in the number of autos - a 57 percent increase in the number of intercity passenger miles - a 53 percent increase in intercity ton miles.

In this same '66 to '75 time period, we look for inter city bus passenger-miles to go from 24.6 billion to 29 billion - for an increase of 20 percent.

One thing is certain about this 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, finally, be coming at us in rapid order and they will have to be decided by informed and expert opinion.

These are the concerns behind my conviction that there is need now for a broad and penetrating re-examination of our transport system. We must analyze, again, the basic purposes of transportation. We must estimate the demand. We must weigh the various methods by which these purposes can be met - the penalty/benefit ratio of each of the options. Having determined this, it is then necessary that we have the adaptability and courage to put these findings to work. I am, then, asking that we apply a systems approach to our transportation needs and that we use the findings of this analysis as the basic scheme of a balanced transportation system.

I hope nobody will be awed by systems analysis. It comes down to plugging common sense into a computer. It's a matter of continually asking - like somebody has to do in every meeting - "Just what the dickens are we trying to do here?" And having found an answer to that, asking, "Now what's the best way of doing it?" Nor is systems analysis with all its talk of dynamic progression and optimized flow very new. I recall reading that Pope Julius was disturbed by a new painter he had hired. After watching his work for a while, he complained, "I don't know about that Michelangelo... He begins a painting by starting at the end."

But a re-examination must be made. And this re-examination must be made locally - in business offices, the county court houses, city halls, and in the state house - where the transportation decisions must and will be made. We in Washington can advise and suggest but the decision must be made by local officials who best know the local requirements. And I would hope these re-examinations receive wide attention and that the public is well-informed and involved. The resulting new approaches to our transportation problems are going to be difficult and are going to involve sacrifice. They will require broad public understanding and support.

I can underline the need for this re-examination by asking some questions -- the type of questions we must be concerned with in this analysis:

Does an anticipated 30 percent increase in the average use of each auto mean our auto fatality rate increases 30 percent?

Does this increase in average use combined with a 26 percent increase in the number of autos mean our rush hour traffic jams lengthen by a multiple projection?

Does the 39 percent increase in intercity auto passenger miles mean that traffic on our throughways and turnpikes will gradually bunch up with a 39 percent reduction in speed?

Does the projected necessity to double the capacity of our transportation system mean a doubling of delays and congestion and a resulting doubling of the financial penalties incurred by our public carriers?

These questions are biased - but biased only because they assume we might continue in our old way of catch-as-catch-can transportation planning. If so, the answer to these questions can only be yes.

I am convinced, however, we are, all of us, ready for a new approach. We have made some progress at the Federal level. We have made a good beginning at reducing highway accident fatalities. Our Federal engineers are working in the states identifying outstanding hazards on dangerous sections of roadway. We have ordered tighter safety performance standards for new cars. We are providing financial assistance to states to carry out their own safety program. We are also supporting driver education programs and conducting research on the causes of accidents - studies that will help reduce accidents. These measures, and others now being planned, can within ten years reduce traffic deaths and serious injuries by 70 percent.

We have set up Federal design teams to help reduce the destructive impact of freeways in urban neighborhoods and we are at work devising ways to minimize jet aircraft noise.

I think our best contribution, however, is neither so immediate nor so obvious - but its effect will ultimately reach further than any of the others. 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 their views known. As a consequence, we have for the first time at the Federal level direction, purpose, and momentum in our transportation efforts.

And now we are approaching a decision point. Each of us sees that decision we must make in different forms. Some would have us believe the question is between dissension, disagreement and strife as opposed to unity, harmony or euphoria. We can - they say - vote ourselves to happiness. These choices are but shadows. The only question before us is: How do we best resolve the problems that are facing this nation? Some would have us go backwards. Another group offers the prospect of new faces in Washington but carefully refrains from telling us what those new faces will do. I know only this: No matter what happens in November, our difficulties are not going to go away. And their solution is going to involve turbulence. There is no movement - in the physical, mental or social sense - unless there is friction. There is no progress without departure and rupture. But these we can stand if we also have confidence and hope. I have both. I have in the past eight years seen more work begun and finished on improving the betterment of our people than at any time in our history. That improvement is in the pipeline now. Each of you here today has already felt its effects. I want to know that it will continue.

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