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U. S. DEPARTMENT OF TRANSPORTATION

SECRETARY OF TRANSPORTATION

BROCK ADAMS

A.P.T.A MEETING

September 27, 1978

Toronto, Canada

(TRANSCRIPT OF A TAPE RECORDING)

METROPOLITAN REPORTING SERVICE, INC.

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P R O C E E D I N G S

: We'll take just a moment to get the people from the hallways into the main room so that we can start the program. The Secretary is on a tight schedule. I'd appreciate it if you would cooperate.

CHAIRMAN (McDONOUGH): Good morning, Ladies and Gentlemen. I hope, like myself, you are enjoying the beautiful city of Toronto and the beautiful weather that they've arranged for us. And, hoepfully, more important, you are enjoying the fine sessions which have been conducted here because of the great work of the people to put together this entire convention.

We have an outstanding morning program with some very interesting speakers, and then we have a very exciting presentation of the bus rodeo champion this morning. So I hope that you will all stay with us through the entire program. I think you'll find it most interesting.

Before introducing the Secretary of Transportation, let me again, thank Bill Stokes and the entire staff of APTA, all the personnel of this fine hotel for the great work that they're doing in making all the detailed arrangements, and making it so successful. Our sincere thanks, Bill, members of the staff, and everybody connected with this fine program.

(Applause.)

I guess it would be fitting to introduce the Secretary of Transportation as Dick Pages' former Congressman

1 from Seattle, which he was.

2 (Laughter.)

3 But, more important, I think, to all of us, Brock
4 Adams is a person who is knowledgeable in transit, who has
5 the interest of this industry in mind, and knows the problems
6 that we have. He served six terms as the Congressman from
7 Seattle. He is now serving as the Secretary of Transporta-
8 tion and doing an outstanding job.

9 And, last night, when I had the opportunity to have
10 dinner with him, and to talk to him, he is aware of the
11 difficulties and the problems that we have, and is working
12 to solve them. And I think it's a most important time,
13 perhaps now, and the next few weeks, the things that will
14 take place that are of the greatest importance to this
15 entire industry, and I think we're very honored to have the
16 Secretary take his valuable time to come here this morning and
17 to talk with you, and to bring you up to date on what's
18 going on from his viewpoint.

19 So would you please welcome in a very enthusiastic
20 way, the Secretary of Transportation, Brock Adams.

21 (Applause.)

22 SECRETARY ADAMS: Thank you, Jim. I've enjoyed the
23 meetings that we were able to participate in yesterday
24 afternoon. I also enjoyed having a chance seeing some of
25 you informally. Both Dick and I are a little unhappy that

1 you didn't treat us better and play a little more customer
2 tennis, and so on, with us. But I guess we'll get over it
3 in time. It'll just cost you all some money that played in
4 that tournament with us.

5 (Laughter.)

6 And I also hope you understand that it is a relief
7 to come up and at least have a little while in the after-
8 noon away from the tension that has been building up in
9 Washington over the past weeks with the very high level
10 negotiations.

11 As you know, the forces have long eyed each other
12 with suspicion, and mistrust, and have attempted now to reach
13 agreement and bring peace where it is so desperately needed,
14 seeking compromise where it appeared there could be no
15 compromise, and at all costs, we hope to prevent useless
16 bloodshed.

17 I am referring, of course, to the talks between
18 the Administration and the House Public Works Committee.

19 (Laughter.)

20 And to those of you that are not familiar with
21 the recent Washington scene, we are working very hard on
22 that bill. One of the reasons that I am here is this is a
23 terribly important time for transportation, particularly in
24 the movement of people, both highway and public transporta-
25 tion through all of its myriad-type activities.

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1 I also was a little concerned, I've had a chance
2 this morning to spend a few minutes with the members of the
3 press, with some coffee and rolls before coming in, and I
4 hoped they were out of town so that they missed the article
5 on the Cabinet meeting minutes. Apparently, the minutes of
6 the Cabinet meeting have all been leaked now to Nation
7 Magazine for about a year, and they were greatly disappointed,
8 and said that these minutes didn't really reveal anything,
9 other than the Cabinet sort of met in a show and tell opera-
10 tion.

11 And to those of you that have not had small
12 children recently, show and tell, you know, is where the
13 child comes to school in the morning and proceeds to show and
14 tell what has happened, either during the last week, or the
15 last month.

16 The comment of Rex Brandon was, "Well, we didn't
17 put any substantive in the minutes because we were afraid
18 they were being leaked." To which a couple of us replied,
19 "Well, that's just like the family with show and tell",
20 because my daughters used to participate in those activities,
21 and we found, from her schoolmates, that the first presenta-
22 tion that she made reporting, generally, on family activities,
23 went something like, "Daddy doesn't like to get up in the
24 morning, Mother doesn't talk to anybody until after she's
25 had her coffee. My brother played with matches last summer,

1 and I don't want to go to camp again."

2 Now, the lack of substantive comment is the kind
3 of thing that I want you to know doesn't reflect generally
4 what occurs in the Cabinet meetings. What you really try
5 to do in recording them is to remind yourself that you did
6 bring up a particular subject during the last week.

7 And, Dick, I'm pleased that you came here and
8 brought up several of the subjects first. It's sort of a
9 John the Baptist operation, and you remember what happened
10 to him.

11 (Laughter.)

12 And so I'm pleased that you have been here beforehand.
13 And, since you are still here with head on shoulders rather
14 than on platter, I feel that I can proceed with the substance
15 of this talk. So I appreciate your being here and I appreciate
16 the time that all of you have spent in working with them.

17 I think it is terribly important that, as Secretary
18 of Transportation, we indicate two or three major themes,
19 because I know there have been a number of people in this
20 room who have been nervous about what is the future of
21 public transportation, has there been some shift in policy,
22 are we still in business, what is the relationship with high-
23 ways, and so on.

24 Let's start out with a flat statement first, that
25 the President and this Administration is committed to public

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1 transportation, and we have been, we are, and we will continue
2 to be. We have followed, very carefully, the progress in
3 particular areas of the United States. We know that this is
4 the coming method of moving people in our urban areas,
5 particularly, and it's shown by the growth rates, it's
6 shown by the new equipment coming online, it's shown by
7 items such as the recent referendum adopted in Houston.

8 We are trying, also, to put our money where our
9 mouth is. And this is harder in the public perception than
10 you might dream it is. And last night we discussed this
11 some. My good friend, Harold Fisher, and I have tried in
12 varying ways to indicate, for example, to the people of New
13 York City that we are really spending an awful lot of money
14 and we hope that they are liking it, because, to just give
15 you an example, we put into New York City system over
16 \$580 million just since this Administration took office.

17 But there's a lot to be done there, and a lot
18 of it is the kind of things that are not immediately apparent.
19 You're fixing switching operations, you're repairing rail,
20 you are doing all kinds of things in stations, and it's a
21 big system. But so you know, Harold, that we still love
22 you and we're still you, and I didn't even have to bring
23 Little Orphan Annie up here today. I'll announce to you
24 today we're going to give you another \$69 million grant for
25 the

jg 1 (Applause.)

2 So everyone -- and I'm not trying to say that
3 we've done everything that we would like to do, but I think
4 it's necessary that, in terms of the statement I have made
5 about policy, to give just a few examples of the demonstrated
6 flow of money that is now occurring. Last week, Chicago
7 got another \$137 million package, which is to do the things
8 that they have planned for years, and promised, to revitalize
9 their city, such things as the O'Hare Airport extension,
10 new bi-level cars, and improvements, basically, to the
11 system.

12 Miami has now been authorized to proceed with its
13 rapid rail project, and we extended it from 16 to 20 miles.
14 And we've raised the current federal funding up to over
15 632 million. Buffalo is now online, and has been given the
16 construction money to start the first new light rail system
17 in the United States, with \$50 million toward our ultimate
18 commitment, which we will make and meet, of over \$350 million.

19 We've authorized the first eight miles in Balti-
20 more for a new rapid rail system, and a \$669 million package
21 of public transportation improvements for Boston.

22 It's been a busy year, and Dick's people have been
23 concentrating on putting our money where our mouth is, on
24 commitments that have been made and extending many of those
25 commitments, because we believe in this kind of project. We

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1 believe in this kind of movement.

2 Now, I want to turn to a second subject, which I
3 have noticed, from reading your program, that you've had a
4 series of meetings on it, and, for that, I am very grateful.
5 We, also, have had a series of public meetings throughout
6 the last year and a half, throughout the country, and that's
7 with regard to performance specifications for TransBus.

8 There had to be a new generation of buses. We
9 had stopped in the country, basically, building new design
10 of buses in 1958. And the question was, how will we go
11 about creating a new bus. What we agreed on was that the
12 government would not go with some Defense Department-type
13 procurement which said this bus and its four corners is the
14 only thing anybody can buy, and we'll buy them just by
15 designating people to get them.

16 Instead of that, we went to all the manufacturers,
17 and for six years this nation had people manufacture buses,
18 prototypes, looked at them. I don't think anybody thought we
19 were really serious about it. But we are serious about it.
20 And one of the first things that we did coming into office
21 was to indicate what type of things were necessary, and those
22 involved very fundamental things in American life.

23 And I say American, not just the United States,
24 but this whole continent, which is such things as low floors,
25 and wider doors and easy access; in other words, a better

product for people to get on and off of that bus.

Now, we have now issued the specifications. And the reason -- and we have talked with manufacturers, and we have talked with operators -- and the reason for issuing the specifications now is that we have to have, coming in to us, bids from the various companies telling us how long to produce it, how much they think it will cost, who will build, and who will come in and be buying.

And I want to right now give my deep appreciation to that first TransBus consortium, Los Angeles, Miami, and Philadelphia, which is going to order 530 buses. And I'm pleased that the other cities are grouping the same way, because what we're saying to the manufacturers, we're talking about the next two decades of bus business.

And there's now going to be a steady market, and there's a good market for you. And we'd like to have you all in it, and we'd like to have you bidding on these bus operations as they come out, and, as you're bidding on them, you'll know what everybody else has to do, and there is no gimmickry in it at all.

Any new piece of hardware is going to be expensive. You have seen just the first of the new design buses that are coming out. You can't, at this point, get away from the inflation that has occurred, and, if you ask for fancier and fancier things -- in other words, the tinted glass and more

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1 chrome, and so on -- you're going to get the same kind of
2 expense item that you will from accessibility and drivability.

3 And, so, I just want you to know that that has
4 been a very difficult and long decision for all of us, this
5 whole industry, everybody in this room, that we're trying
6 to make it move forward in a way that everybody understands,
7 and that the major customers and the major ones supplying
8 customers, and the operators, all know what the rules of the
9 game will be.

10 The faster the manufacturers can produce TransBus,
11 the smaller the effect of inflation on the price. So, to
12 encourage early delivery, the Department has now established
13 incentive payments for those who speed up production. With
14 an assured order of over 500 buses already, we think this
15 program now is rolling. And we want to have your help, your
16 support, your understanding, and the gathering together of
17 a community spirit on this, because we are involved with
18 access to our public facilities by all people, including the
19 elderly and the handicapped.

20 Now, we are now holding hearings throughout the
21 whole United States. And most of you have had an opportunity
22 to testify. We've had hearings, for example, in Chicago,
23 New York City, and Washington earlier this month on the 504
24 regulations. I want to say this to you, that the quarrel,
25 argument -- however you want to define it -- that's going on

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1 is not really with us, it is with the Congressional mandate,
2 and the lead agency regulations that came out of HEW.

3 We do not see that we have a great deal of flexi-
4 bility in that. And, yes, I think there has to be access.
5 We are very concerned about the cost, and we are hopeful
6 that out of the hearings, and out of the process that is
7 going on here today, that we will be able to use our money
8 well.

9 We all know what to do with new design, but I want
10 you to know of our concerns about the already existing
11 systems.

12 Now, a third thing -- and, again, I wanted to
13 bring this to you. I'll be talking later, in October, in
14 the first part of November, with the ASHTO group. But we
15 are in the process of examining, in detail, how we can
16 better serve the clientele, taxpayers, riders, people who
17 come in for grant applications in the Department of Transpor-
18 tation, in both highways and public transportation.

19 Many of us have arrived at the conclusion that it's
20 time to have a partnership in these two modes, that they are
21 not rivals, they are not treated as rivals by the people
22 that use them, by the public officials at the local level
23 who are making the applications, and a natural part of the
24 development of the Department of Transportation is to put
25 together the systems. And it's going to involve, in many

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1 places, bus on freeway in some areas, rail, in other areas
2 it's going to involve the garage at the edge of town tying
3 to the public transportation system. In other areas, it's
4 going to involve what is in this city, and sown so well in
5 this city, the combination of land use planning around the
6 transportation system area, stations, within a metropolitan
7 area.

8 And President Carter's urban initiatives and his
9 instructions to me and to the other Cabinet members on this
10 are very clear: Make transportation part of the living
11 vital part of a city. And we have, in the budget, \$200
12 million to be used in these kinds of projects, tying to-
13 gether as they are here, your public transportation system
14 with your city revitalization.

15 Now, that requires local officials really standing
16 in, because, at that point, they're having to say to developers
17 and others, "We have a land use planning that is tied in
18 around our transportation system, and we can't stand any
19 longer just simply development exploding in all directions,
20 and then having to scramble, later, trying to figure out
21 how we're going to move the people back and forth."

22 And to those of you that are worried that, in the
23 process of all of this, UMTA may be swallowed by the highway
24 administration, and so on, I just want to assure you that
25 there's an awful lot of people in the highway department who

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are very worried about UMTA coming in and running them.

So, it is not an effort. And we will be discussing this with the Congress, but we want to start the discussions here so that nobody is worried about something occurring that they don't know anything about, or never heard of, or feel that, you know, concerned that their input is not involved.

It is simply that transportation pioneering, in the sense of just building highways every place or laying down another rail system because you wanted to do it, even though there might already be an alternative system in place, is really over, and it's changing. We're putting together our systems. We've got to integrate them into one moving operation, so that urban mass transportation is really in an area of tremendous revival.

And highway and transit people in the field and in the states are now living with one another, and understanding how to make this go, and are talking to one another now about how we can do it.

So the driving force is not some great theoretical concept that some of us are trying to dream up. We're trying to respond to state and local governments, manufacturers, riders, taxpayers, so that we have a coordinated system.

It's exciting, it's challenging, it's people now having a whole much larger vista opened for them in terms of

jg 1 how it will work. And if we can utilize better the enormous
2 staffing that we have in division and regional offices
3 throughout the whole country to do both, then we are moving
4 the Department the way we should.

5 I invite the comments of APTA and its membership
6 on this, and it brings me to my final topic, which is --
7 well, before that, let me just mention one other.

8 I am very concerned -- this city does it well,
9 many of our other cities are not doing it as well, it's part
10 of your program, we are watching the results that you bring
11 back with great interest, and that is to get your ticketing
12 better, to move from one system to another without that
13 glitch in the middle.

14 And I have a very personalized feeling about this
15 bill, and Jim, because -- and I was talking with Harold last
16 night. You know, we try to feature public transportation
17 so that people don't think we're just down there fixing the
18 connectors and digging a few tunnels, and not really doing
19 anything.

20 So we had the marvelous opportunity to take the
21 President's wife out to one of the local hospitals to demon-
22 strate the fact that she was committed to the hospital, and
23 it happens to be right on the Metro line. And, so, what
24 better opportunity than for me to go over and get together
25 with Rosalyn and walk over to the subway station, ride the

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1 subway out, have her be able to get off at the hospital,
2 and it would demonstrate to the volunteers throughout the
3 whole city that you can get to the hospital and help by
4 using the subway system.

5 Our problem was that we had to pass through the
6 fare card machines. And this turned out to be a rather diffi-
7 cult thing. And I am a little -- I won't say sensitive
8 about it, but here we are, there's television cameras rolling
9 -- that's, of course, because I'm there, it doesn't have any-
10 thing to do with the fact the President's wife was there --
11 and I'm trying to do all the proper things. And I'd even
12 gone and gotten new dollar bills so that I'm sure it's
13 going to happen. But it happened that day it was raining.
14 And it was raining very hard.

15 And Mrs. Carter is a very intelligent lady. And
16 I usually can chew gum and operate a coke machine at the same
17 time, so I figured we were going to manage this all right.
18 Well, the two of us, equipped with brand new dollar bills,
19 arrive and feed our money into the machine, which promptly
20 proceeded to go plthz and spit it out back out again.

21 (Laughter.)

22 So we go to the next machine in line, and I pop it
23 a little bit, turn the dollar bill over, turn it back over
24 the other way, and put it in, and it goes plthz, out again,
25 all of this with the cameras rolling, and so on.

1 And, finally, we never did get it in. One of the
2 attendants there came up and put it in, and she turned to me
3 and said, "Does this always happen?" And I said, "Well, no,
4 I'm sure it doesn't always happen, but, yes, we are working to
5 simplify the system."

6 And, so, what I'm saying is, again, in your meet-
7 ings, you can do a great deal with this. Flash cards on
8 buses that move from bus to subway, an ability to do and
9 move people through the whole area so they don't stand in
10 line. Let's get it done.

11 The final thing that I wanted to talk about is I
12 know that you are concerned about budgets, the highway legis-
13 lation that is presently pending. Why are we proceeding in
14 the way that we are?

15 We have a great deal of money in for the public
16 transportation system for the next four years. We've got
17 over \$14 billion. But I want to talk with you just a
18 moment, before I close, about why, and what it is, that it's
19 happening, not just in the Department of Transportation, but
20 overall in the United States budget, and its whole affect
21 on inflation, and its effect on how we spend our money, and
22 what we spend our money for.

23 I am concerned, very much, because I was first
24 a budget chairman, and I have served in the Congress, and
25 I'm administering now a department that I care for very much,

and a department that is trying very hard to meet a basic need in this society, which is better movement, and a better life for the people as they are living in their cities.

But we are faced -- and I come from a portion of the political spectrum that has never feared having a deficit to bring the country out of the recession, or to help the country move through a difficult period. But we, as a nation, cannot run a chronic deficit every year, because what happens to all of us, then, that believe in programs, like in the Department of Transportation, is that we then face an opposition that we should not.

In other words, our program isn't argued on the merits, it is argued that you are the cause of the deficit. Now, the same thing happens to every other department. In other words, we take in, in the United States, in revenues each year, just about what we spent the year before. In other words, we're one year out of sync.

And if we could eliminate being one year out of sync, then we could all argue our programs on their merits. And I'll take my chances with the marvelous constituency that the Transportation Department has, that we'll get our share, maybe a little bit of somebody else's, too.

But we can't do this if we don't, for a year or two, at least in the United States, have everybody hold on and get rid of that deficit. Once that is gone, it has a

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1 fantastic psychological and political effect for all of us
2 that -- I hate to even use the word "liberals", I'll just
3 say progressive program people, liberals, whatever you want
4 to call us, those of us that believe in having things go
5 ahead -- is that the blame doesn't all fall on that.

6 I really don't think that the deficit is the
7 primary cause of the inflationary problems that exist in the
8 United States industrial society. But it's blamed by every-
9 body. So if we can get rid of that once, then we can really
10 concentrate on the items that are causing the inflation. A
11 lot of it is just expectation, raising prices on the basis
12 that "I'm going to get mine now rather than later", or prices
13 of basic commodities increasing where you're not focusing
14 on how to reduce the amount of that commodity.

15 So that's what we're trying to accomplish right
16 now. I just wanted you to know that, that it wasn't that a
17 Secretary of Transportation had collapsed in the face of
18 overwhelming odds, and that I just had no idea about the
19 problems. We will have growth next year. But the whole
20 government of the United States needs to make that change,
21 and we can do it at this point in time. And then, we will
22 have the ability to focus on the things we really want to do.

23 And what do we want to do? We want to liberate the
24 modern American city from twice-a-day strangulation. We
25 want to see that the time, money, and effort that all of us

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1 in this room are putting in makes our cities a better place
2 to live, with better air to breath, with parks that surround
3 our transportation facilities, with development that occurs
4 naturally so people can get in and out of those developed
5 areas on public transportation, inexpensively, comfortably,
6 and with a feeling that it's really their's, and they want to
7 protect it because they like it and they care for it.

8 It's a new and exciting day in public transportation,
9 and it involves all of us. And I think, with a little hard-
10 nosed politics, and a little collective wisdom, and the
11 drive and concern that all of you express, we can do it.

12 I'm glad to be here today. Jim, I appreciate
13 being invited. I've enjoyed, very much, being able to have
14 some informal as well as formal time with you, and I wish
15 you very well in the rest of your convention, and the
16 President sends you his greetings. Thank you.

17 (Applause.)

18 : The Secretary has to return to Washington,
19 and I know, to get that transit bill passed. So we thank you.

20 CHAIRMAN McDONOUGH: I hope that all of you will
21 stay with us, because the next event on our program is turning
22 out to bem from past experience, one of the most successful and
23 the most joyful moments we have during the conference, and
24 this is the presentation of the award to the best bus driver
25 in all of North America.

1 Seated out in the audience, right before me, are
2 some 47 drivers, their wives, in some cases, and even members
3 of their family, as I see. And so all of them are excited to
4 find out who is Number One, and who is the overall champion
5 in that competition.

6 I should point out that, obviously, all of them are
7 champions in their own right, since they have come here as
8 the best driver representing each of their transit systems
9 throughout the entire North American area.

10 So, gentlemen, you are already champions. We thank
11 you very much. It's been very exciting competition. I don't
12 even know, myself, who the winner is. We're going to do this
13 just like the contest. And we look forward to it. It has
14 great significance, both here and even nationally.

15 Because of this great significance, we have a
16 special guest today to indicate the prominence with which we
17 hold this award. And today, to join me in presenting the
18 awards, ladies and gentlemen, would you please stand and join
19 me in welcoming the Honorable Pauline McGibbon, the Lieuten-
20 ant Governor of Ontario, who is being escorted into the room
21 by APTA's President, Tom Pryor, and TTC Chairman, Gordon
22 Crawberg.

23 (Applause.)

24 MR. CRAWBERG: It's a great honor, as the chairman
25 of this association, to present to you, the Honorable Pauline

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1 McGibbon, the Lieutenant Governor of Ontario, representing
2 Her Royal Highness, Queen Elizabeth, in the Province of
3 Ontario.

4 Your Honor.

5 (Applause.)

6 HONORABLE MC GIBBONS: Please be seated.

7 Mr. Chairman, Ladies and Gentlemen, as the represent-
8 ative of Her Majesty, the Queen, in the Province of Ontario,
9 I'm delighted to be here this morning to welcome to Ontario,
10 and particularly to say to those who came from the United
11 States, that we hope you're enjoying yourselves, and that you
12 will continue to enjoy yourselves in what we think is a
13 beautiful province, and a beautiful city.

14 I don't know whether you're going to have any time
15 to ride our TTC. I think some of you have been on one of
16 our new streetcars, which is more than the rest of us have.
17 You have that inside way.

18 But be it as it may, enjoy yourselves. Please come
19 back again. And I do hope that your meeting here will be
20 most successful. And I'm looking forward to presenting these
21 awards that we're, I think, just about to do. Thank you.

22 (Applause.)

23 CHAIRMAN MC DONOUGH: Your Honor, we thank you very
24 much for joining us today. We think it is a very exciting
25 competition, and we're all looking forward to finding out who

1 the winners are.

2 So with that, I would like to introduce the transit
3 industry's Bert Parks, who was just recently named the
4 General Manager of the Suntran system in Tuscon, Arizona,
5 and also the Vice Chairman of APTA's marketing committee,
6 Peter Wideman.

7 Pete?

8 (Applause.)

9 MR. WIDEMAN: Thank you, Mr. Chairman, Your Honor.

10 Bert Parks -- well, there are two things that I
11 object to about that, and the second one is --

12 (Laughter.)

13 -- that the competition which 47 contestants and
14 the committee endured yesterday involves, as you will see,
15 considerably more than being just another pretty face.

16 Yesterday we conducted the Third International
17 APTA bus rodeo, or coach rodeo, in better circles. Many of
18 you came out to watch the action. And for the third year
19 in a row, a group of professionals showed us what this
20 transit industry of ours is all about.

21 Last year, in Atlanta, we had 34 participants.
22 This year, we had 47. They range in age from 26 to 57, and
23 length of service, from one year to 31 years, with the
24 average about 7.6 years. For the planners, I'll add that
25 the standard deviation was 6.5 years.

jg 1 (Laughter.)

(2 The questionnaires that were given to them indicated
3 or showed some interesting results; showed that virtually
4 all of them got into transit because they liked dealing
5 with people. People -- over 1,000 people came out to see the
6 rodeo on the shuttles that were provided by TTC. I'm sorry
7 that more of you didn't visit the rodeo site yesterday,
8 because you missed seeing evidence of a fundamental fact,
9 that, after the planning is done, and after the funding is
10 approved, after the paper has been shuffled, memos written,
11 advertising placed, and management decisions made, that the
12 most important people in this business are the men and
13 women who have that daily contact with our customers.

(14 And if we forget that fact, the planning, the
15 marketing, the memos, and the rest matter very little, indeed.

16 I'll take a minute here to remind us all what the
17 APTA road show is; a competition among eligible operators
18 in a transit system, with the winners going on to compete at
19 higher levels, culminating in this international rodeo.
20 Eligibility is obtained by operators keeping good work
21 records, attendance, accident-free performance, other factors.

(22 The rodeo, of course, is a test of the operator's
23 ability to maneuver his vehicle. It involves tight turns,
24 both left and right, simulated passenger stops, backing
25 maneuvers, and a tight squeeze at more than 20 miles per hour

1 with speed checked by radar.

2 The whole course is run against the clock, seconds
3 do count, as does smooth handling. The 47 people here today
4 maintained those good records, and they won their local
5 rodeos. In two cases, New Jersey and Ohio, a state champion-
6 ship followed. I'm not including Rhode Island here, where
7 the operator from Providence is automatically the state
8 champion.

9 (Laughter.)

10 Jim says everyone of these operators is already
11 a champion going in. In a very real sense, there are no
12 losers here this morning, although there is a champion of
13 champions, as you'll hear. That person will be called the
14 champion transit operator around the North American continent.
15 Remember, we're in Canada. Seven Canadian cities were
16 represented.

17 Five of our contestants this year were with us
18 in Atlanta last year; repeat performers, if you will, out of
19 that 47. That means they won a local rodeo twice in two
20 years running.

21 First of all, though, there are a number of other
22 people that deserve recognition for their help in putting on
23 the annual rodeo, as well as coordinating the local efforts
24 on a year-around basis. I'm referring to the rodeo committee.
25 I'm going to ask them to stand. Now, please, they've been

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1 working hard, please hold your applause until we have them
2 all awake and on their feet.

3 (Laughter.)

4 I know I'm going to miss somebody, so I'll apologize
5 first. We'll start with the ubiquitous APRA staff, there as
6 usual, Herb Shore and Al Englecan. From Atlanta, Georgia,
7 last year's host city, Chalmer White. Chalmer? Our host
8 here in Toronto, proving, once again -- you know, when I got
9 to Tuscon I said that I was going to try to make that the
10 finest transit system on the North American continent. Now I
11 know which one I have to beat -- Toronto. Jack Townsend.
12 Where are you, Jack?

13 Ian McDonald -- there he is -- Ian McDonald,
14 Vic Bridgette, and their capable staff, too, of those of you
15 who are with us whose names I don't have. I didn't know who
16 might be here this morning.

17 And the two guys who really run this show, back and
18 forth, Mike Hughes, from the MTC in Minneapolis-St. Paul,
19 Mike (Huppnagle), who is the rodeo committee chairman from ATE
20 management in Cincinnati, and a special gentleman, in addition,
21 who, in the Twin Cities, four years ago, before the national
22 rodeos became (de le guerre) a gentleman who worked with
23 all the parties being the scenes, to the extent that your
24 committee agrees that the rodeo would not have existed
25 without a past APTA marketing committee chairman, and ATE

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1 management executive or senior vice president, Lou Olson.

2 Lou, where are you? There he is.

3 Now.

4 (Applause.)

5 As is our custom, the rodeo judges were from local
6 law enforcement and safety agencies, and they did an out-
7 standing job. They're listed in your programs. They had to
8 go back to their regular jobs today, unfortunately. But all
9 of these people, and more, contributed to the rodeo's
10 success.

11 Well, I would now like you to meet these 47 winning
12 operators from all parts of the continent. Now, again, please
13 hold your applause until they have all been introduced, and
14 have all received their plaques.

15 Chairman McDonough, would you please escort Her
16 Honor to the front of the podium?

17 Each of our entrants will receive an individual
18 plaque, and will also receive patches which will be placed
19 upon the uniform.

20 We're going to present the contestants to you in
21 the order in which they competed yesterday. The first group
22 competed in the 40-foot coach category.

23 From the Southern California Rapid Transit District
24 in Los Angeles, John Downs.

25 (Applause.)

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1 From the Jacksonville Transportation Authority,
2 Jacksonville, Florida, Charles Hamilton. From the Orange
3 County Transit District, Santa Ana, California, Robert
4 Everett. His nickname, by the way -- well, never mind.

5 (Laughter.

6 From the Des Moines Metropolitan Transit Authority
7 in Des Moines, Iowa, Gale Duff, nicknamed "Duffer". From
8 the Indianapolis Public Transportation Corporation, Carl
9 Rice. Carl is the senior driver, if you will, in that his
10 length of service of 31 years with the Indianapolis system
11 is the longest of any of our contestants.

12 From Calvary Transit, Tony (Bruener). From the
13 Southeastern Michigan Transportation Authority, Paul Bowman.
14 Didn't we see you here last year, Paul?

15 MR. BOWMAN: Yes, sir.

16 MR. WIDEMAN: Paul is one of those who repeated.

17 From San Francisco's Municipal Railway, the Muni,
18 Douglas (Norberg). From the Toronto Transit Commission,
19 William Southwick, alias "Bronco Bill".

20 (Laughter.)

21 From the Port Authority of Allegheny County in
22 Pittsburgh, Pennsylvania, James Schwartz, Jr.. From the
23 Metropolitan Transit Commission in St. Paul, Minnesota,
24 (Minnard Poya). You've won a few awards in your lifetime,
25 haven't you?

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1 (Laughter.)

2 From the Metropolitan Suburban Bus Authority in
3 East Meadow, New York, another Bronco Bill, Willy Cox. The
4 Chicago area RTA sent two, one 40-foot coach driver, one
5 35-foot driver. The 40-foot champion was South Suburban
6 Safeway Lines, Harvey, Illinois, Rufus Ryan. From Golden
7 Gate Transit from San Francisco, or San Rafael, California,
8 Raymond Johnson.

9 From the Kansas City Area Transportation Authority,
10 Glenn Johns. From the Metropolitan Atlanta Rapid Transit
11 Authority, Herman Pigg. Herman is another repeat performer,
12 if you will. He was in last year's rodeo, as well, From
13 the Maplewood Equipment, a TNJ subsidiary, Patterson, New
14 Jersey, Frank (Lotten), Sr.

15 I might add that Frank is also the New Jersey state
16 champion, having bested his rivals from the monolith TNJ
17 and other New Jersey companies in a contest there.

18 From Seattle Metro, Charles Davis, nicknamed
19 "Number One". From the Mass Transit Administration in
20 Baltimore, Maryland, Vernon (Bialuz). From the Massachusetts
21 Bay Transportation Authority, in Boston, August Swanson.
22 And Gus was here last year, too, as the patch underneath
23 his "T" will attest. You're going to run out of sleeve.

24 From the Ottawa Carlton Regional Transit Commission
25 in Ottawa, Ontario, Christopher Pervis. From Edmonton Transit

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1 in Edmonton, Alberta, Basil (Prokofiev.)

2 From Oshawa Transit in Oshawa, Ontario, Harold
3 Lawler. From the British Columbia Hydro and Power Authority
4 in Vancouver, British Columbia, Les (Kmet), nicknamed "Shakey".

5 (Laughter.)

6 From the Regional Transportation District, Denver,
7 Colorado, more accurately, Boulder, Colorado, in this case,
8 Howard Oakley Smart. Oak is also a repeat performer, having
9 been in Atlanta last year.

10 From the Transit Authority of the City of Omaha,
11 Charles Wall, Jr., with a nickname characteristic of the city,
12 "T-bone". From Connecticut Transit, headquartered in Hartford
13 -- but this gentleman works out of Stanford, Joseph
14 (Tranquilil).

15 Those were the contestants who drove 40-coaches.
16 The 35-foot contestants begin with, from the Bi-State
17 Development Agency, St. Louis, Missouri, Willy Gardner.
18 Mr. Gardner is, in fact, from East St. Louis, Illinois.

19 (End of tape recording.)
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