

TALKING POINTS PREPARED FOR
SECRETARY ELIZABETH HANFORD DOLE
HOWARD DUGOFF RECEPTION
JUNE 18, 1985

* I'M DELIGHTED TO HAVE THIS OPPORTUNITY TO JOIN HOWARD'S FRIENDS IN WISHING HIM WELL IN HIS EXCITING NEW CAREER AS CONSULTANT WITH ICF, INC., ONE OF THE WELL KNOWN AND HIGHLY RESPECTED ORGANIZATIONS OF ITS KIND IN WASHINGTON, D. C.

* HOWARD, AS MOST OF YOU KNOW, HAS BEEN "MR. RESEARCH" AT THE DEPARTMENT FOR YEARS.

-- JOINED THE DEPARTMENT WITH THE NATIONAL HIGHWAY TRANSPORTATION SAFETY ADMINISTRATION IN 1974.

-- HELD VARIOUS POSITIONS WITH NHTSA, INCLUDING ASSOCIATE ADMINISTRATOR FOR RESEARCH AND DEVELOPMENT AND THEN DEPUTY ADMINISTRATOR FROM 1977 TO 1979.

-- WAS ADMINISTRATOR OF THE RESEARCH AND SPECIAL PROGRAMS ADMINISTRATION FROM 1979 TO 1984.

* SHORTLY AFTER I CAME TO DOT I REALIZED I NEEDED SOMEONE WITH HOWARD'S SKILL AND EXPERTISE TO BACK AWAY FROM THE NITTY GRITTY OF DAY-TO-DAY DETAILS OF A MODAL ADMINISTRATOR AND TAKE A BROADER LOOK AT THE DEPARTMENT'S RESEARCH EFFORT. I ALSO NEEDED SOMEONE TO ADVISE ME ON ALL SORTS OF HIGHLY TECHNICAL AND EXTREMELY IMPORTANT SCIENCE AND TECHNOLOGY ISSUES.

* HOWARD HAS BEEN THAT PERSON SINCE 1984. HE HAS BEEN MY ADVISOR ON SCIENCE AND TECHNOLOGY. HE HAS PROVIDED VALUABLE INPUT IN MANY ISSUES AND DECISIONS. IT IS THAT JOB HE LEAVES FOR A UNIQUELY CHALLENGING OPPORTUNITY IN THE PRIVATE SECTOR.

-- I WANT YOU ALL TO KNOW I VALUE HIS COUNSEL AND I CONSIDER HIM AN OUTSTANDING PROFESSIONAL OF THE HIGHEST CALIBER.

-- WE WILL MISS HIM BUT WE WISH HIM WELL.

* I AM TOLD THAT THE ICF CONSULTING GROUP IS FOCUSING SPECIAL ATTENTION ON URBAN DEVELOPMENT AND URBAN PROBLEMS. HOWARD WILL HAVE A GREAT DEAL OF FREEDOM IN DEVELOPING BOTH IDEAS AND CLIENTELE IN URBAN DEVELOPMENT. HE BUILT AND STRENGTHENED THE ORGANIZATION CALLED RSPA. NOW HE IS MOVING TO THE PRIVATE SECTOR TO DO MUCH THE SAME THING FOR ICF.

* WE WISH YOU ALL THE VERY BEST.