

CONTINGENCY REMARKS

ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
THE NATIONAL GOVERNORS ASSOCIATION
WASHINGTON, D.C.
FEBRUARY 3, 1991

Thank you, Governor Thompson, I appreciate the opportunity to pinch hit for a few moments, until the Chief of Staff arrives.

As the President outlined in his State of the Union Address, improving our economy, both now and in the long term, is the top priority of his Administration. I know that jobs is the top priority for most of you in your states as well.

With his signing of the new surface transportation act last December, that process is well underway. As the President himself said, the new surface act creates jobs building bridges, jobs building highways, and jobs building railways -- rebuilding America's transportation infrastructure.

But the President did more than just sign the surface act into law last December, and highlight it's benefits in his State of the Union Address. He has also directed us at DOT to accelerate the releasing of funds to the states to put this new money authorized by the act into the pipeline right away.

I was very pleased to hear from Dr. Larson, who is with me today, that many of your states have already begun to put those dollars to work. Illinois, Wyoming, Arkansas, North Carolina and Oklahoma are just a few examples that come to mind, where contracts are being let at a record pace.

And in the President's budget request, which we unveiled last Wednesday, we proposed a 6 percent increase in DOT's budget for fiscal year 1993. DOT's budget has increased 41 percent since the President took office, and most of those funds have been invested in the kind of infrastructure maintenance and construction projects that mean jobs.

Aside from creating jobs, and exciting part of the new surface act for you is the unprecedented level of flexibility granted to states and localities on how transportation dollars are invested to meet your needs, and address local problems.

Another important national priority this new act helps us satisfy is enhancing America's ability to compete in the world marketplace. The National Highway System, investments in new technology, and a new emphasis on intermodalism will all help ensure that our transportation system is the envy of the world.

I would be remiss not to mention the environmental benefits of this new act. Congestion mitigation is a key element of the new act that will go a long way towards helping communities and states attain the goals of the Clean Air Act.

Governor Thompson, thank you for allowing me to get a few words in before the Chief of Staff's arrival. I see he's here now, so I'll stop and turn it back over to you.

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1.46
ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
BLACK HISTORY MONTH OPENING CEREMONY
FEBRUARY 4, 1992
WASHINGTON, D.C.

Event: DOT Black History Kick-off. Opening 3-5 minute remarks.

Welcome to the kick-off of this year's Black History Month -- a time when we celebrate many of the contributions that have been made to this country by Black Americans.

Unfortunately, our nation has not always sung the praises of its black citizens. And for generations, black history was lost, forgotten or neglected. Today we are taking an important step to change this history by celebrating the heroic struggle of black men and women for economic opportunity and political freedoms.

The theme of Black History Month this year -- "African Roots Explore New Worlds: Pre-Columbus to the Space Age" -- reminds us that Black Americans have always been an integral part of the American experience and will continue to be so. Throughout the month a number of special events are planned to highlight these achievements including speeches by Major General Matthew Zimmerman, Chief of Chaplains, United States Army and Colonel Frederick Gregory, an astronaut in NASA's Space Shuttle Program.

I am proud to say that DOT has taken a leadership position in creating a work environment which is inclusive. The Department has made special efforts to recruit, train, and advance blacks at all levels throughout the various operating administrations -- and it is a process which will continue regardless of which individual occupies the Secretary's office.

The President of the United States has made it quite clear that in his administration, diversity is an important objective since government -- if it is to be truly representative -- must reflect the cultural and racial makeup of this nation as a whole.

At DOT we will continue our internal and external outreach efforts. We are working closely with historically black colleges and universities to get the best applicants for our jobs. We are expanding our career development programs from entry to senior executive level to ensure that all employees have the opportunity to contribute fully to the Department's mission.

Let us join together, and celebrate the unique contributions made by our fellow Black Americans. And let me now turn over the program to our next speaker.

Thank you.

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ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
DEDICATION OF THE LLOYD E. FLETCHER ROOM
FEBRUARY 5, 1992
WASHINGTON, D.C.

Event: Room Dedication, Opening Remarks 3 Minutes.

As Acting Secretary of Transportation, I am pleased to welcome our distinguished former Secretaries, special assistants and members of the Lloyd Fletcher family to DOT. Let me offer a special welcome to Former Secretary William T. Coleman.

Lloyd Fletcher -- known as "Buddy" to his friends -- did not work for me. But I knew him as someone who quite literally loved the Department of Transportation. He was chauffeur to eight Secretaries in the past 18 years and enjoyed every minute of it.

Lloyd was always there at any hour of the day or night when he was needed to get the Secretary to his or her destination. Whether it was driving Drew Lewis to a PATCO strike meeting, or keeping Elizabeth Dole on her schedule in selling off a railroad, or rushing Sam Skinner to the airport to get off to the next disaster, Lloyd Fletcher could be depended on.

How fitting it is then, that we dedicate this meeting and conference room in his honor. It is here that we have felt the anxiety of hammering out a budget. It is

here that we build consensus with our constituent groups. And it is here where we conduct educational sessions with our employees.

Lloyd truly was a part of the DOT family and we honor his memory today with this ceremony.

Now, I am happy to welcome one of those who knew Lloyd Fletcher best, the President's Chief of Staff -- Sam Skinner -- who will now make remarks and unveil the plaque.

(After unveiling the plaque, Mr. Skinner will present a replica to Mrs. Fletcher. The replica is under the podium.)

Thank you very much. We will have the plaque mounted on the door permanently designating this facility as the "Lloyd E. Fletcher" room. I invite all of you now to join us for a reception.

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ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
FHWA REGIONAL ADMINISTRATORS MEETING
FEBRUARY 7, 1992
WASHINGTON, D.C.

It's a pleasure to be with you today. I know that you've got your hands full these days as you figure out how best to implement ISTEA. As we all know, this landmark legislation presents tremendous opportunities for surface transportation in this country.

While I realize that ISTEA is topic number one at today's meeting, I wanted to drop by to talk to you about another top concern of this Administration. I'm referring to our commitment to promote and implement work force diversity initiatives.

For the past three years, enhancing work force diversity has been a key objective of Secretary Skinner, and I can assure you that it will remain a high priority throughout the Department of Transportation. I know -- and you know -- that Tom Larson is committed to this objective at the Federal Highway Administration, as well. He expects everyone to be sensitive and responsive to diversity needs.

The long term strategy that Tom has developed should ensure that diversity remains a priority at FHWA for years to come. I'm very pleased to see that he has even established a work force diversity performance standard to hold managers and supervisors accountable.

According to your track record to date, you're doing an admirable job adhering to your organization's principles. I've got in front of me a lengthy list of accomplishments that shows the extent of your commitment and success.

For example, I was delighted to see that the hiring and promotion of women and minorities in key managerial positions at FHWA jumped from five percent in 1990 to 35 percent in 1991.

You've been very successful in recruiting a diverse group of new employees for two important FHWA training programs. Of the new hires for the Highway Engineering Training Program last year, 24 percent were non-minority women, 20 percent were minority men, and five percent were minority women. Dave Gendell, who heads Region Three, hired either a woman or a minority for 9 out of 12 positions in this program.

Of the new hires for the Motor Carriers Training Program, the figures are also impressive: 26 percent were non-minority women, 13 percent were minority men, and 10 percent were minority women. Wes Mendenhall of Region Six hired six of 10 women and minorities for this program in 1991.

All of you have participated in one of the two nationwide Diversity Awareness seminars conducted by

FHWA, and then you went back home to conduct regional seminars for your own people.

Last year, 57 percent of those selected to be GS 14 Assistant Division Administrators were minority males. Jack Bestgen's Region One promoted three minorities to these positions. Of those picked for GS 13 Financial Manager positions, 25 percent were women.

Prince George's county -- here in the Washington metropolitan area -- was so impressed with FHWA hiring practices that its Committee on Employment of People with Disabilities presented you with a special award.

Federal Highways has agreed to develop and carry through a pilot program with AASHTO to attract students -- including minorities and women -- to transportation careers.

The title of the open listening session you conducted, speaks for itself: "Valuing Diversity in the FHWA Work Force." You started a task force to enhance program and employment opportunities for historically Black colleges and universities. The task force included a diverse group of employees from throughout your organization.

The FHWA 2000 effort is a prime example of diversity at work. It involved workers from all grades,

occupations, and divisions as it hammered out the initiative's vision and values.

As I said, this impressive list of accomplishments would not have been possible had it not been for the hard work of the dedicated managers in this room. You should all take great pride in what you have achieved.

Federal Highways has come a long way in a short time. You've established your agency as a leader in championing diversity within the Department of Transportation. Secretary-designate Andrew Card and I will be counting on you to continue to build upon what you've already accomplished.

I've enjoyed spending these few minutes with you today, and look forward to the next opportunity. Keep up the good work.

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ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
SAFE KIDS BUCKLE UP NEWS CONFERENCE
FEBRUARY 11, 1992
WASHINGTON, D.C.

EVENT: Kids buckle up campaign. 3-5 minute remarks.

We're launching today's campaign -- as Dr. Koop put it so well -- to combat the tragedy of needless childhood deaths on our nation's highways.

We think about the 250 families who still grieve over the loss of their young children last year. These children would be with us today -- happy and bursting with energy -- were it not for the fact that someone hadn't strapped them into safety seats. We don't ever want to repeat this tragedy -- not in 1992, nor in any future year.

The good news is that over 200 children are saved every year because of safety seats. That's happening in large part because a growing army of believers is getting out the message about safety seats. They are renewing that message with special urgency during this Child Passenger Safety Awareness Week. Among the leaders in this army is the National Safe Kids Campaign.

Safe Kids has assembled an extremely talented and knowledgeable coalition to get the message out. At the top, of course, is Dr. C. Everett Koop, the chairman of Safe Kids -- whose candor and persuasiveness make him a valued ally of the Department of Transportation and the National Highway Traffic Safety Administration.

And then there's Herta Feely [HAIR-tuh FEE-lee] -- the executive director of Safe Kids, who guides, counsels, and steers this critical national program.

I'm pleased to note that the corporate community, as represented by Mr. Larry Walker and Mr. Frank Barker whom you'll meet in a moment, is on the same track. This makes our campaign a true private-public venture, as it should be.

And lending their special flair to the Safe Kids effort are the Teenage Mutant Ninja Turtles. They will assist police at safety seat check points in the Washington area today.

We're all pleased to see the many creative ways various people are helping us get out the good word this year.

For example, in Pennsylvania, state and local police officers will distribute 40,000 teddy bears to children who are riding the way they're supposed to -- properly buckled into safety seats. Kids get the prize, but parents get a double reward: recognition that they've done the right thing, and reaffirmation that their children are better protected while in the car.

But that's not all. Two hundred Pennsylvania hospitals will be giving tiny T-shirts with a buckle-up

message to babies born during Child Passenger Safety Awareness Week.

And thousands of miles to the west, in Idaho, volunteers and officials are taking a different tack. Every mayor, every hospital, every school, every police administrator has been outfitted with a child passenger safety campaign kit -- ready for use -- this week. There's no doubt about it -- the people of Idaho are definitely going to get the word out about child safety seats.

All this fits in very nicely with what we call the National "70 percent by '92" seat belt campaign. That's the initiative that President Bush launched last spring with such enormous success to get 70 percent of the American people to buckle up by the year's end. In fact, national safety belt use rates over the course of this past summer jumped to 60 percent as a result of this campaign.

This year, we intend to close the rest of that loop and reach 70 percent by year's end. And this year's Child Passenger Safety Week celebration will help ensure that the "70 by '92" effort reaches Americans of all ages -- from one to one hundred and one.

So, parents, buckle up -- not only yourselves, but for your children, as well. Thank you very much.

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1.42
ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
NATIONAL TECHNOLOGY INITIATIVE
FEBRUARY 12, 1992
CAMBRIDGE, MASSACHUSETTS

Transportation technology is critical to our productivity and our economic well being: one dollar out of five spent annually in the U.S. goes to the transportation of goods and services -- amounting to about \$800 billion a year. As the President pointed out on the day he signed the Surface Transportation Act, "mobility is the lifeblood of the modern economy."

As never before, new technologies are needed to promote congestion relief, highway safety, and environmental quality. In particular, they are necessary if we are to move on two critical issues raised by the President during his State of the Union address -- U.S. competitiveness and job creation.

At DOT we have had scientific research and development -- in partnership with the private sector -- as one of our cornerstones since the creation of our agency almost 25 years ago. With the passage of the new transportation Act, which reemphasizes research in transportation technologies, DOT will be even more involved with the private sector in commercializing technology.

The transfer of transportation technology to the private sector and its commercialization, is facilitated by many programs.

Right here at MIT, for example, the university -- along with state and local governments and industry partners -- is working with the Volpe Center on the development and testing of intelligent vehicle/highway systems: a concept which will truly revolutionize our motorways in the next century. Already two firms have indicated their willingness to participate and up to twenty others may be involved.

Another vehicle for technology transfer and commercialization is the Small Business Innovation Research Program (SBIR) -- where the entire DOT, through the Volpe Center, actively assists small entrepreneurial technology-based firms in developing specifically needed transportation related products.

Another way we facilitate the link between our laboratories and the private sector to commercialize technology -- like so many other agencies -- is through a series of Cooperative R&D Agreements or CRDA's. At the FAA's Tech Center, for example, 10 agreements are already signed. One such agreement -- with Vivid Technologies Inc. of Waltham, Massachusetts -- involves

the development of an explosive detection system for use in airports.

Of course, there are plenty of other examples I could discuss. But by now I'm sure you've got the picture. We at the DOT will continue to take the collective efforts of the DOT R&D community and develop them into economic opportunities.

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1.40

TALKING POINTS FOR
ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
THE MODAL ADMINISTRATORS ON THE DEPARTMENT OF TRANSPORTATION'S
25TH ANNIVERSARY CELEBRATION
FEBRUARY 18, 1992
WASHINGTON, DC

- The week of May 10-16 is National Transportation Week. During that week, we are planning several activities to celebrate the Department's 25th Anniversary.
- We have chosen a theme: "The Future Starts Here."
- We are planning a Senior Executive Dinner with the new Secretary Andrew H. Card, Jr.
- On May 12, 13, or 14, 1992, dependent on availability of White House guests, we are scheduling a celebration event on the Mall from 11:00 - 2:00 p.m.
- **Special Guests:** Congressmen, The Secretary, The Deputy Secretary, Former Secretaries and The Deputy Secretaries, Senior Citizen Group, Hine Junior High School, and a transportation celebrity(ies).
- **Exhibits:** Each operating administration will have a program display at the Mall during the Public Employees Recognition Event which is the previous week May 7-9. We may be able to use those displays at the anniversary celebration.

We are trying to arrange some industry exhibits. The Trans-Expo video wall will be displayed at the American Art Museum and historical transportation related kiosks will be on display at National, Dulles and BWI airports and Union Station.

- We need to be sure the events we plan are activities which the general public can enjoy as well as DOT employees. We are looking for each Administrator's input. Examples of some plan activities are: Seat belt demo, safe driving demo, boating safety demo, Coast Guard rescue, hot air balloon, recruitment job fair, alternative fuel vehicles, essay contests, and celebrities to share transportation experiences.
- **Employee Participation:** The Coast Guard Jazz Combo will play following the ceremony and during other activities. The annual Spring Fling activities including ethnic food vendors and the Senior Citizens bake sale will be available to provide food for employees during the event. In addition, the FAA Chorale will sing Happy Birthday as the Secretary presents the Birthday Cake.

- **Summary:** This is going to be a major Departmental event, requiring everyone's cooperation and participation. The activities will be coordinated in OST and we need you to identify a senior official as a representative to work with the OST coordinator as needed.
- As more details develop, we will be providing you with additional information, either directly or through your representative.

1-41
ACTING SECRETARY OF TRANSPORTATION JAMES B. BUSEY
ANNUAL VALENTINE'S DAY SENIOR CITIZENS' PARTY
FEBRUARY 14, 1992
WASHINGTON, D.C.

Event: 200 senior citizens/volunteers. 3 minute remarks.

Thank you very much, Margaret Powell, for that kind introduction. I am certainly pleased to be here as Acting Secretary of Transportation.

Since our volunteer program was established at Hine Junior High in 1984, and with the Senior Citizens a year later, each Secretary has strongly supported DOT's community service activities. The work we've done together is a clear example of what President Bush meant when he mentioned a thousand "Points of Light" -- it basically means people helping people. And I can assure you of this: through our friendship with the seniors, we have learned the truth of President Bush's belief that "the light shines in both directions."

Nothing we have done for you matches what you have done for us. You have honored the Department of Transportation and given us awards. We have been inspired by your tremendous energy and love of life. And because of you, we have felt closer to the Southwest Community in which we work.

Now, we have a beautiful new setting for our annual St. Valentine's Day Party and for the many other activities we share with you during the year.

Congratulations on opening the Greenleaf Center. It's a great addition to our Southwest neighborhood.

I am delighted to add our touch to the new center so that we too can feel a part of the celebration of life that goes on here. Will Alice Bullock, coordinator, now come forward and receive our gift of 10 specially designed tablecloths for the Greenleaf Center.

Thank you very much. Let's get on with the party.

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1-59

OPENING STATEMENT OF THE HONORABLE JAMES B. BUSEY
ACTING SECRETARY OF TRANSPORTATION"BEFORE THE HOUSE APPROPRIATIONS
SUBCOMMITTEE ON TRANSPORTATION"WASHINGTON, D.C.
FEBRUARY 18, 1992

Mr. Chairman and members of the Subcommittee, I am pleased to appear before you as Acting Secretary during this transition period to discuss the Department's budget request for Fiscal Year 1993. This Subcommittee has provided strong support for transportation programs. I hope that as we go forward, we can build on the strong working relationship and maintain the spirit of communication and consultation which has existed since the beginning of this Administration.

The President's FY 1993 budget for the Department of Transportation asks this Subcommittee to approve \$36.3 billion in appropriations and obligation limitations. This request is 6.4 percent above the FY 1992 enacted level.

The Department's FY 1993 budget proposes resources to continue current policies and to address priority program increases. These priorities include implementing new statutory responsibilities -- especially in surface transportation -- reauthorizing aviation programs, addressing critical operating and capital requirements of the Coast Guard, continuing support for safety programs and investing in research and development.

This budget request will help create jobs and stimulate the economy. In particular, capital investment in infrastructure, which accounts for almost three-quarters of the budget, supports job creation both directly and indirectly and facilitates the productivity of American business by supporting more efficient transportation.

This focus on the viability of our transportation systems and their linkage to U.S. productivity was the centerpiece of the National Transportation Policy (NTP), which continues to guide the Department's investment decisions and policy direction. The principles of the NTP are reflected departmentwide in our FY 1993 budget request.

- **To Maintain and Expand the Nation's Transportation System:** Nearly \$27 billion, or 72 percent of the Department's budget is for programs directly supporting capital investments in highway, transit, rail and aviation infrastructure. This investment helps to improve current physical conditions and to expand the capacity of the nation's infrastructure. This spending also promotes economic growth through job creation, both direct and indirect, and by facilitating the movement of goods to market and people to jobs.

- **To Foster a Sound Financial Base for Transportation:** 82 percent of the budget would be financed from user fees in FY 1993 versus 73 percent in FY 1992 and 71 percent in FY 1991. This shift is due largely to our proposals for increased investment in surface transportation infrastructure and for increasing the share of the FAA budget to be financed by user fees.
- **To Ensure that the Transportation System Supports Public Safety :** The budget includes \$1.9 billion for programs that are directly safety-related, 8.4 percent over the FY 1992 enacted level. Of particular note, the budget proposed 19.7 percent growth in highway and motor carrier safety programs to continue the successful reduction in the traffic fatality rate which in 1991 stood at an estimated all-time low of 1.9 fatalities per hundred million vehicle miles traveled.
- **To Protect the Environment and the Quality of Life:** The budget includes \$464 million for environmental activities, a six percent increase over the FY 1992 enacted level.
- **To Advance U.S. Transportation Technology and Expertise:** The budget includes \$498 million for research and development, a 12 percent increase over the FY 1992 enacted level. Let me summarize our budget highlights.



In the surface area our request for the three agencies newly reauthorized by ISTEA -- the Federal Highway Administration (FHWA), the National Highway Traffic Safety Administration (NHTSA), and the Federal Transit Administration (FTA) -- totals \$22.3 billion. Implementing the new law, including its many new programs, and facilitating infrastructure investment is a top priority for the Department.

Our request for the FHWA, totals \$19 billion, 16 percent growth over the FY 1992 enacted level. The obligation limitation for Federal-aid Highways is proposed at \$18.9 billion. We propose that the FY 1993 appropriations bill place the minimum allocation program and highway demonstration projects under the obligation limitation. This approach responds to the Appropriations Committees' concern regarding the growth outlays associated with spending from programs exempt from limitation.

Resources for NHTSA would increase by 17 percent for a total of \$306 million. State highway safety grant programs will increase 25 percent from \$138 million to \$173 million, including \$35 million for new programs to encourage states to enact safety belt and motorcycle helmet use laws and measures to counter drunk and drugged driving. The budget proposes \$133 million for the Operations and Research account. Recognizing the

Subcommittee's interest in biomechanics research, \$5 million is requested for this activity. Also included is \$9.45 million toward the construction of the National Advanced Driving Simulator to be located at the University of Iowa.

For FTA, we propose a \$3 billion program, directed primarily at infrastructure, although operating assistance would be available to areas under 500,000 population. The urban capital portion of Formula Grants is proposed at \$1.26 billion, a \$242 million (24 percent) increase over the FY 1992 enacted level. An estimated \$10 billion in Federal-aid highways funds could also be available for transit capital projects in FY 1993 under the transferrability provisions of ISTEA, depending on state and local decisions. To continue our efforts to strengthen FTA's grant management capability and to deal with increased workload from new statutory and regulatory requirements, the budget proposes an increase of 23 Full Time Equivalents (FTE) for a total of 483 FTE, which would continue the staffing growth requested by the Administration and supported by this Committee. The budget also includes \$182 million for the Washington Metro, which supports WMATA's request, toward completion of the last 13.5 miles of the system.



I would also point out that, as part of the Administration's tax proposals, the Administration seeks to encourage commuting by public transit, by increasing the amount of employer-provided transit fare reimbursement which taxpayers could exclude from the gross income for \$21 per month to \$60 per month.

For Federal Railroad Administration programs, the budget requests \$429 million, which includes an 11 percent increase for safety and research and development programs, including additional staff to add to the third class of inspector trainees to strengthen the rail safety inspection program and to implement new regulations mandated by the Sanitary Food Transportation Act of 1990 and the Omnibus Transportation Employee Testing Act of 1991.

With respect to Maglev and high speed rail transportation, the budget proposes \$15 million to conduct safety assessments and to support technical, economic and environmental assessments related to the viability of these systems. Completion of these studies is necessary before the Government can determine whether to proceed with the development of a maglev prototype. We believe that both the Administration and the Appropriations Committees need to consider the results of these studies before taking action that could lead to a several hundred million dollar

expenditure. For this reason, the budget proposes that no obligations should be incurred pursuant to the National Magnetic Levitation Prototype Development and High Speed Ground Transportation programs authorized by ISTEA.

The request for Amtrak is \$343 million. The Administration supports Amtrak. However, we also support Amtrak's goal of eliminating Federal operating subsidies. Amtrak, Congress and the Administration must pursue every opportunity to control operating expenses in order to achieve this goal.

For the Federal Aviation Administration, we propose a budget of \$9.4 billion; six percent growth over the FY 1992 enacted level. Aviation programs must be reauthorized for FY 1993 and we will transmit shortly our proposed reauthorization legislation. The capital component of the budget request totals \$4.83 billion, a seven percent increase over the FY 1992 enacted level, and includes \$2.7 billion for Facilities and Equipment (F&E), \$230 million for Research, Engineering and Development (RE&D) and \$1.9 billion for Airport Grants.

FAA Operations is proposed to increase six percent to \$4.6 billion. Air traffic controller employment levels will total 17,871 controllers, an increase of 150 controllers over the expected FY 1992 end-of-year employment

level. These levels are below the 17,945 controller workforce requested and supported by the Congress for FY 1992. We believe that the proposed staffing levels are sufficient, given the decline in aviation activity in 1991 from 1990 and the revised projections for the future. Strengthening the FAA's security programs continues to be a priority. The budget proposes to increase the employment level for the Civil Aviation Security workforce from 875 at the end of FY 1992 to 900 by the end of FY 1993. This will result in a 76 percent increase in security staffing since the FY 1989 levels of 511.

We are proposing that 85 percent of the FAA budget be financed by the Airport and Airway Trust Fund, consistent with civil aviation's share of the use of the aviation system. With the FY 1993 budget request of \$9.4 billion, this proposal would reduce the surplus in the Airport and Airway Trust Fund from \$7.5 billion estimated at the end of FY 1992 to \$6.2 billion at the end of FY 1993.

The budget request for the United States Coast Guard totals \$3.7 billion, a five percent increase over the FY 1992 enacted levels. For Operating Expenses, the budget proposes \$2.6 billion including \$142 million to be appropriated in the Defense budget for transfer to Coast Guard. The request provides five percent growth

(\$126 million) and includes funds to operate new facilities coming on stream such as HH-60 helicopters, to provide critical vessel, boat and shore facility maintenance, to provide new initiatives to improve financial management and to support the Coast Guard workforce.

For Coast Guard's capital program, \$414 million is requested -- an increase of six percent with \$18 million funded by Defense. Nearly \$371 million of the request is to continue the replacement and modernization of major components of the Coast Guard's extensive vessel and boat fleets.

The budget requests \$12.1 million for the Saint Lawrence Seaway Development Corporation, a 14.5 percent increase over the FY 1992 level. Funds are included to dredge the Wiley-Dondero Canal which is needed to reduce the risk of accidents and facilitate vessel transits through the locks.

For the Office of the Inspector General, the budget request totals \$42.2 million, a 13.5 percent increase over the FY 1992 level. In particular, the budget requests an increase of \$4.2 million to finance audits of financial statements required by the Chief Financial Officers.

For the Research and Special Programs Administration (RSPA), the budget requests \$43 million

in appropriations, an increase of 20 percent over the FY 1992 level. This significant growth will help RSPA carry out its safety and research activities which promote public safety and environmental protection, particularly in the areas of hazardous material regulation and inspection, transportation research and technology transfer and maintaining a sound airline statistics data base.

The budget also includes \$1 million to fund the first year of operations of the Presidential Task Force on the Trans-Alaska Pipeline which was authorized by the Oil Pollution Act of 1990 to conduct an audit of the pipeline system.

Featured for the first time, the budget includes \$6 million in FY 1993, transferred from the Federal-aid highway accounts, to finance the new Bureau of Transportation Statistics, which was directed by the Appropriations Committees and authorized by ISTEA. The purpose of the Bureau is to compile and publish transportation statistics, establish a data collection on the performance of the national transportation system, and identify needed information not currently collected.

For the Office of the Secretary, the budget requests \$267 million. Rental payments to the General Services

Administration are consolidated in this budget at the Appropriations Committee's direction. Funds are requested to continue the Essential Air Service program (\$38.6 million) and the Transportation, Planning and Research program (\$3.1 million) at FY 1992 levels.

For Salaries and Expenses, the budget requests \$72.4 million including funds to strengthen management oversight in the areas of information technology, acquisition and grants management and financial management and to continue office automation and development of financial management systems. OST will assume the responsibilities, in close conjunction with the operating administrations of the Office of Intermodalism, authorized by the ISTEA.

The safety and soundness of the transportation infrastructure is vital to the nation's economy. The FY 1993 President's Budget for the Department of Transportation continues the priority this Administration has placed on investment -- in infrastructure, in research and development and in safety -- which is key to America's future.

DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
LAS VEGAS AIRPORT PFC ANNOUNCEMENT
FEBRUARY 25, 1992
LAS VEGAS, NEVADA

Event: CEREMONY ANNOUNCING PFC. 10 MINUTE REMARKS.

Thank you very much. This is my second recent visit to McCarran International. I was here last year when Bob Broadbent (Director, Clark County Department of Aviation) gave me a tour of this modern facility. I am especially impressed by McCarran's state-of-the-art aviation security system.

Las Vegas may be synonymous with gambling, but you in this city certainly are not taking any chances with your economic future. The announcement I am making today assures economic growth in Las Vegas, well into the 21st century.

McCarran International Airport is third in the nation to receive Federal Aviation Administration authority to expand its capacity, promote competition, mitigate noise impacts and create local jobs by using funds generated by a Passenger Facility Charge. With this PFC authority, the Clark County Department of Aviation will raise over \$425 million to cover 31 expansion and environmental improvement projects. Thousands of good paying jobs will be created in Las Vegas over the life of your development plan. And this PFC authority

puts Las Vegas right in step with what the President is doing on a national level.

The President's growth agenda, which he announced at the end of January, will benefit individuals and U.S. companies that provide transportation goods and services. The proposals will create jobs, strengthen the economy and improve our nation's ability to compete in the world marketplace. The President's plan is expected to stimulate one-half of one percent more real growth annually -- that's about \$25 billion -- which will generate additional business for carriers, for vehicle and equipment manufacturers, and for the travel and tourism industry.

Look at it this way: more than ten million people boarded aircraft at McCarran Airport in 1991. As our economy expands -- and it will expand -- those numbers will increase. McCarran will be ready. McCarran will be the gateway to millions of people from all over the world who come here to vacation at your resort hotels and casinos. They come here not only for the excitement and aura of this city but because Las Vegas is -- and will continue to be -- very accessible by air transportation. And make no mistake about it: McCarran is and always will be the lifeline of your tourism and convention industry.

So in a sense, air travelers are the real beneficiaries of the PFC authority. Providing more capacity and passenger gates will help spur airline competition and therefore get the best deal for passengers. Travelers will receive better service in less crowded airports here and around the country.

You in Las Vegas were with us very early in developing the PFC. You did your homework, coming up with this master plan for improvements. The plan is excellent. You filed your application early. And you deserve the credit for leading the nation in this pro-growth initiative.

And I can assure you of this: the PFC initiative is just one of many the President has undertaken to strengthen our economy.

President Bush has made abundantly clear, no stone is being left unturned, no good idea is being ignored that can help get America back to work. Like you in Las Vegas, we in Washington know very well that transportation is a vital element in moving this economy forward. As the President said "mobility is the lifeblood of the modern economy."

The PFC means an investment in America's economic future. For an efficient transportation system is absolutely essential for a productive economy. Clearly,

the economy is the President's number one priority. There is no problem that he is more dedicated to solving than returning America's economy to robust health.

He wants you to know we are doing absolutely everything we can to get America's economy moving and to get state and local governments -- local authorities like the Clark County Department of Aviation -- into a position where they can accomplish many of the things that they've set out to do.

The President has directed cabinet departments and federal agencies to speed up pro-growth expenditures as quickly as possible. This does not mean we are going to spend more money. We are just speeding up what we intended to spend anyway, giving the economy a jump start at job creation. As the President said, this speed-up should "put an extra \$10 billion dollars into the economy in the next six months."

As I said at the outset, the Las Vegas airport is among the very first to be awarded PFC authority to finance improvements. Two hundred airports, and possibly more, are expected to follow in your footsteps. When the PFC is in place around the country \$1 billion a year could be collected for airport improvements. These funds have the potential for creating up to 40,000 jobs

nationwide. The resulting improvements can, in turn, further stimulate economic growth and employment.

The Department of Transportation will provide local authorities more flexibility to move ahead on projects that will create jobs and ensure our economic future.

That's the beauty of the new PFC. It is simple. PFCs allow local airports to build to relieve capacity problems and to preserve safety and security -- which is, and always will be the number one priority of all of us here today. PFC funds can also be used on projects to improve noise compatibility.

So in conferring this PFC authority, I am proud to have a small part in your rich heritage of transportation. Las Vegas didn't really begin to grow until the arrival of the railroads in 1905. Gambling was legalized in 1931, but your community didn't really take off like a rocket until aviation made your majestic vacation playland accessible to the world.

Congratulations on this new step. DOT is prepared to make the journey with you. Now, let's get on with the work of reinvigorating our economy -- locally and nationally.

Thank you very much.

(invite Jay Bingham, Chairman of Board, Clark County Commissioners, and Bob Broadbent to join you at the podium for the presentation. Make the presentation to Bingham).

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
SES DEVELOPMENT PROGRAM
FEBRUARY 26, 1992
WASHINGTON, D.C.

Event: Orientation luncheon. 100 Candidates/Supervisors. 15-20 minute speech. 10 minute Q&A.

Thank you. It's good to be here, and it's good to have this opportunity to talk with the future leaders of DOT.

I'm especially pleased that this is the first SES development program in some years, to include both FAA and DOT candidates. From here on out, its one development program. And that's the way it should be -- after all, we're all part of the DOT family.

I want to start by offering you my congratulations for a job well done. You have a right to be proud of yourselves.

You've gone through a demanding selection process. We wanted to find the most competent people available. We wanted to find people with the potential for developing into top executives. You've shown us that you have that potential, and that's why you're here today.

So, again, congratulations.

First of all, I want you to know that we're all on your side -- because when you succeed in this program, DOT will be the winner.

Our senior executives are enthusiastic about the program, because they believe it offers a great way to find and train the executives of the future. In fact, some of them said they wished that they had had the same opportunity earlier in their careers.

I also want to acknowledge the strong support of your immediate supervisors and of the senior executives who will be serving as your senior program advisors.

I'm sure that you senior advisors understand that we're not asking you to replicate yourselves. We're not asking you to turn out "xerox" copies. As you heard this morning, our job is to do whatever it takes to prepare the high caliber executives needed to manage DOT in the decades ahead.

Now I want to direct the rest of my remarks today to the SES candidates.

I hope you realize how fortunate you are to be in this place at this time. It's a time of unprecedented challenge for DOT-- especially with the recent passage of ISTEA, which will revolutionize our surface transportation system.

We must make the world's best national transportation system even better. We must increase the system's capacity. We must raise the level of safety and efficiency. We must adopt high technology to meet the needs of travel on air, land, and sea. In short, we must give America a transportation system ready for the 21st century.

Nothing less will do.

That's our challenge. And it's your challenge too. The DOT is going to need superb leadership in the years ahead, and we're looking to people like all of you to provide that leadership.

The door is open. You've proven that you have the technical capability to do your jobs. Now you have the opportunity to develop the managerial skills that will qualify you to move up.

But let me warn you. Don't give in to the temptation to sit back and rest on your oars now -- just because you've been selected for this program.

Qualifying for the program is a major step, but it's only the first step in a continuing and demanding two year developmental process. You're not on an escalator. You're on a ladder -- and you've got to climb it yourselves.

You wouldn't be here if we didn't believe that you have the potential to succeed. Now we're going to challenge you to fulfill that potential. Whether you do or not is up to you.

Of course, we're going to help you all we can. Your programs are individually tailored to give each of you the tools and experience that you need to be ready to assume greater responsibility and move higher.

We want you to become the most effective and successful managers that you can be. So we're giving you real work assignments. Make no mistake -- this is not a make-work program.

You can learn a lot from books and formal education. But you can learn a lot more by doing. In the final analysis, your management style will be shaped primarily by hands-on, trial-and-error experience on the job.

The DOT needs competent executives. But what is a competent executive? What are the qualities of such a person?

I've got some ideas about that, and I'd like to share a few of them with you today. I hope they'll be as useful to you as they are to me.

For one thing, I learned the value of an open mind. I believe that when you join an organization as a manager you should have the philosophical attitude that lets you accept the structure as you find it. While some new managers are inclined to go into an organization and "clean house," I'm a firm believer in playing the cards you're dealt.

You don't prejudge the organization or the people. You don't come in with a negative view. You don't come in with a pre-set agenda or a lot of flashy ideas about how you're going to change things. Changes, if necessary, come only later, after you've had a chance to study the organization and its people.

The idea is to work from within the organization, slowly, with a great deal of patience. You accept the organization as you find it.

There are, of course, always better ways of doing things. As far as I'm concerned, the concept of "if it ain't broke don't fix it" has to go. I fully endorse the total quality management concept which has to do with continuously striving as a team to find better ways of doing the job. The key is to get a total commitment from your employees. But remember, without employee involvement, there is no commitment.

You must especially take the time to get to know your employees, to get to know their gifts and skills. And you don't move them to new jobs or assignments until you really understand what they can do well. Then you can move them, if that's what's needed to utilize their skills better, to make them and the organization more productive.

At the same time, you work to get your people to buy into your ideas. You want them to think of an idea as their idea, because then they'll do almost anything to accomplish the objective.

You can't get them to buy in if you dogmatically insist that your view must be adopted blindly, without thought or discussion. Rather, you lead people by a process of reasoning to the point where they adopt the idea as their own, where they accept it with enthusiasm.

When that happens, there's almost nothing that can keep them from reaching the goal. And when they do reach it, you make sure to give them the credit for doing it.

As far as I'm concerned, this is the real challenge of leadership: To get people to buy into an idea, to think of it as their own, and then, when the goal is reached, to give them full credit.

Only a good manager can do all of that well. It takes patience. It takes skill. And it takes a willingness to let other people get the credit.

And that brings me to another principle of good management: Once you've set the goal, and your people have taken ownership of the idea, then you must give them the authority and the responsibility to do the job. You must get out of the way and let them do it.

You don't tell them how to do it. You tell them what to do. And then you let them do it. It works. Believe me, it works.

I saw it many times in Vietnam. You can't expect a wingman in combat to protect you from some threat that's coming from six o'clock if he doesn't feel like he's a full, participating, voting member of the team.

Now if you want people to feel like they're on your team, you must show your trust in them, you must show them that you respect their ability and that you want them to use their skills in the best way they can. That means you must preserve their initiative, their freedom of action.

I saw a number of instances in Vietnam where senior officers expected their people to become virtual

automatons, acting with little freedom and no thought. They'd tell the wingman, "you just stay locked on me, don't think, don't do anything else, and when you see the bombs come off my airplane, you get yours off too."

Well, that didn't work. You've got to bring people in, make them full participating members of the team, get them to buy into the whole idea -- and then give them FREEDOM OF ACTION. That 's why Operation Desert Storm proved so successful. Our civilian leaders specifically let the military commanders know what it is they wanted them to do, and then let them loose in the field to execute the plan that they had been trained for.

So, what's my recipe for good management? In a nutshell, it is based on these five simple principles:

- Knowing your people's strengths...
- Putting them in the right jobs...
- Getting them to buy into the goal...
- Giving them the authority and responsibility they need to do the job right...
- And giving them the credit when they accomplish their assignment.

As you can see, there's no great secret as to what makes a good manager. You don't have to pick up such

books as The Art of Japanese Management or Theory Z to discover what to do -- you simply have to use common sense.

And good, old plain common sense is also what you'll need if you're going to first succeed in this program.

Overall, I want this to be a tough, demanding program because I believe DOT must have winners at the top. Our senior people must be those who want to work hard and succeed.

The challenges we face are just too tough, too complex, too difficult for people who would be satisfied with anything less than 100 percent success.

So I am asking you to commit yourselves to a level of effort above anything you've done so far. I ask you for that commitment because without it you won't become the kind of executive we need. It's just that simple.

I'm going to be watching with great interest as each of you meet the challenges that lay ahead as executives of one of the most dynamic agencies in the federal government -- the Department of Transportation!

So with that, I'll say congratulations again. You're on the right path. We're glad you're with us. And good luck.

Thank you for the invitation to talk to you this afternoon.

Now, I'll be glad to hear any questions you have on what I've just talked about, or any other DOT issues that you'd like to discuss.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
PRESENTATION OF \$10 MILLION CHECK FOR DOG RIVER BRIDGE
FEBRUARY 28, 1992
MOBILE, ALABAMA

Event: Press Conference and Presentation of \$10 million for Dog River Bridge, 10 minutes.

Thank you very much. It's a pleasure to be in Mobile with Congressman Sonny Callahan.

Here we are today -- just a few miles from Bellingrath Gardens, within sight of Mobile Bay and very near the Naval Station Mobile and Theodore Industrial Park -- all of which will benefit directly from a new bridge across the Dog River.

Transportation has been the lifeblood of the Mobile economy since this fine old port city was founded at the start of the 18th century. And the announcement I have today helps assure Mobile's economic growth into the 21st century.

The Dauphin Island Parkway crosses the Dog River on a two-lane bridge built during the 1930's. When the bridge is raised for waterborne commerce, auto and truck productivity comes to a standstill -- hours are lost to traffic delays. If you in Mobile are to achieve full potential as a tourism and vacationland, as well as a hub of commerce, you must have a bridge that spans the

river so that waterborne and auto traffic can move freely.

What's happening here at the Dog River is a microcosm of the nation. For example, in 1988, congestion caused over eight billion hours in delays on the Interstate System and principal arterials. This fact led the President to introduce and lead through Congress, a surface transportation bill that restructures our federal surface transportation programs to meet today's challenges of safety and efficiency.

And let me add that this bill -- known today as the Intermodal Surface Transportation Reauthorization Act -- which the President signed in December, allocates over \$2 billion for Alabama in the next six years. In fact, Alabama's 1992 apportionment is about \$276 million which will support over 15,000 good paying jobs.

What we are doing here at the Dog River Bridge, is exactly what the President had in mind when he announced his growth agenda at the end of January.

The President's proposals will benefit individuals and U.S. companies that provide transportation goods and services. The proposals will create jobs, strengthen the economy and improve our nation's ability to compete in the world marketplace. The President's plan is expected to stimulate one-half of one percent more real growth

annually -- that's about \$25 billion -- which will generate additional business for carriers, for vehicles and equipment manufacturers, and for the travel and tourism industry.

President Bush has made abundantly clear, no stone is being left unturned, no good idea is being ignored that can help get America back to work.

Like you in Alabama, we in Washington know very well that transportation is a vital element in moving this economy forward. As the President said, "mobility is the lifeblood of the modern economy." Clearly, the economy is the President's number one priority. There is no problem that he is more dedicated to solving than returning America's economy to robust health.

He wants you to know we are doing absolutely everything we can to get America's economy moving and to get state and local governments -- state and local officials such as we have here today -- into a position where they can accomplish many of the things that they've set out to do.

The President has directed cabinet departments and federal agencies to speed up pro-growth expenditures as quickly as possible. This does not mean we are going to spend more money. We are just speeding up what we intended to spend anyway, giving the economy a

jump start at job creation. As the President said, this speed-up should put an extra \$10 billion into the economy in the next six months."

Ten million of those dollars is being left in Mobile today.

I am here to deliver a \$10 million check for the Dog River Bridge. These are discretionary funds. You did your homework. All your pre-construction activities, including right-of-way acquisition, are completed. You got your plans in early and you were ready to move -- so you deserve the credit for a job well done. And you will be one of the first participants in the rebirth of our economy.

(Ask Congressman Callahan to come forward and present the check to him with other officials at the side.)

Thank you very much. Now, let's get on with the business of reinvigorating our local and national economies.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
INITIAL ENTRY ROTARY WING COURSE GRADUATION
FEBRUARY 28, 1992
FORT RUCKER, ALABAMA

Thank you Colonel. It's great to be here today.

I want to start by offering my congratulations to each and every one of you new Army aviators. You have truly earned the right to be proud of yourselves today.

I am told that this helicopter flight school is the toughest training program in the United States Army. That's not just an Army boast. Others agree. When the U.S. Air Force needs more helicopter pilots, it sends people here. And so do some of our allies from abroad.

You have to be good to get here. And you have to be good to stay. And, most of all, you have to be totally committed to becoming an Army pilot. No half-way efforts will do.

In less than a year, you have become skilled professionals who can handle some of the most complex flight equipment in the world.

You've learned to fly -- day or night, in good weather and bad. You've acquired basic and advanced combat skills. And, while doing all of that, you've added to your professional development as career military people as well -- a major accomplishment.

By doing all of that well, each of you has shown the Army -- and yourselves -- that you have what it takes to meet a real challenge. And that ability, that determination, will serve you -- and the Army -- well in the years ahead.

Now you're ready for the advanced training that will put a further polish on your flying and combat skills and that will prepare you to take your place along side your colleagues who did such a superb job in Desert Storm last year.

So you have a right to be proud today. And so do your families, your parents, and your wives. In fact, I'll bet that they are more proud of you than you are of yourselves.

Before going on, I want to say a word to the wives of you new Army pilots. Your husbands have shown that they have what it takes. And so have all of you.

It's not easy to come to a new base, as a stranger, and find that you've lost your husband to the rigors of a flight training program. There must have been times when you were lonely. But you have come through with flying colors -- and I know that your husbands are as proud of you as you are of them.

You new pilots have all taken a giant step ahead in your military careers. You have just completed the best training the Army can give you. You are now well-prepared to serve your country.

I want to tell you that the opportunity is there. But it's up to you to take advantage of it.

For you warrant officers, the challenge will be to do most of the flying for the Army -- and to maintain a high degree of technical expertise. You will be busy, no doubt.

For you commissioned officers, the challenge will be the challenge of leadership. You will help keep Army Aviation strong and on the right course in the years ahead -- a big and important job, because Army Aviation is so important a part of America's front line defense.

Now I know that some of you may be concerned about the effects of declining defense budgets in the years ahead. You may be wondering if you've chosen the right career.

But I would advise you to keep things in perspective. We may be reducing the size of our armed forces, but that doesn't mean we're reducing the ability to defend our country. We are not disarming.

The world is still a very dangerous place, and America must remain strong. We have no choice.

As we learned from Desert Storm, the end of the Cold War does not mean the end of war. There will be other threats to America in the future. And we will meet those threats with whatever force is required. You can be sure of that.

We have learned a bitter lesson in the 20th century. We learned it with World War I, and we learned it again in World War II. The lesson is that disarmament does not lead to peace.

So for nearly a half a century we have maintained the strength to defend our interests anywhere in the world. And that is a major reason why Desert Storm was one of the shortest wars in modern history.

The world marveled at the skill and bravery of our military men and women and at the incredible impact of our military technology -- technology like the great Apache helicopter, which did everything the Army said it would do -- and more.

Desert Storm proved that the military helicopter has come into its own. Army aviators were right in the middle of the first strikes across the desert. They showed the world that the helicopter is now a superb

attack weapon. It can get there quickly. It can put an enormous amount of firepower on the ground. And once it's there it's not restricted to the immediate area.

If we have to pick up and move 300 kilometers, as we did in Desert Storm, we can do that. The mobility is exceptional. Moreover, the helicopter provides 24-hours-a-day, all-weather capability and mobility.

Now there's a good chance that the wars of the future will be brush fire wars -- wars that require a fast and mobile response -- wars that require tremendous firepower used with great intensity and accuracy. In other words, conflicts that are made to order for fast-moving, hard-hitting helicopters.

Looking ahead, it seems to me that the helicopter is destined to play an even more important military role, especially as the technology continues to improve.

The use of night vision goggles in helicopter operations is a good example of what I mean. This is leading-edge military technology. And there will be other examples in the future.

Rotary wing technology will continue to develop. Speed, lift capability, maneuverability, flexibility, firepower -- all will be improved in the years ahead.

If the history of aviation proves one thing, it proves that the future cannot be predicted. You can only say that things will change in unbelievable ways.

When I was a boy, the airlines navigated at night by following beacon lights across country. Today we're using satellites. Who knows what we'll be using tomorrow?

So we can't predict the future in any detail. We can be sure of only one thing: aviation will continue to evolve. We saw what helicopters can do in Desert Storm. In a few years, these capabilities will be even more awesome.

It's inconceivable that any kind of ground military action could be fought today without a strong helicopter force involved. That means that Army Aviation will continue to be a major element in the nation's defense.

For all of these reasons, I believe that the skills you new pilots have learned in the past year, and those you will get in your advanced training, will be in strong demand for many years.

And if you choose to return to civilian life after your Army duty is over, you may find many new opportunities there too. The flying skills you've

developed in the Army are certainly transferable to civilian aviation.

On the civilian side, the rotary wing segment is growing fast. The FAA predicts that the number of civil rotorcraft will increase by almost 50 percent between now and the year 2003. And the number of flying hours will go up about 76 percent in the same period.

That rapid growth will surely mean increased demand for well-trained helicopter pilots.

But those FAA forecast may actually be too conservative. They can not predict the increase in demand that may come from improved rotary wing technology. The technology will continue to advance. And, as that happens, helicopters may become even more important in civil aviation.

We're really just now beginning to get a good idea of the capabilities of rotary wing aircraft. I think we're going to see many new applications.

Now I could go on talking about the future, but I've said enough to make my point -- which is that you helicopter pilots have a great future ahead of you, whether you stay in the Army or return to civilian life.

It's been almost 38 years since the day when I got my Navy wings. I had no idea what lay ahead of me. I

wasn't really planning on a military career. But all kinds of unexpected opportunities appeared, one after the other. And I ended up spending 37 years in the Navy. I've never regretted a day of it.

And I learned many lessons. The most important was that opportunities knock only once. You've got to be ready to grab them. If you don't they'll pass you by. You won't get a second chance.

So my advice is, be ready for anything. Prepare yourselves for the unexpected chance. And grab it when it comes.

I couldn't predict my future on the day I got my wings. And you can't predict your future today. The only thing you can do is to prepare yourselves for the unknown that lies ahead. You may be surprised by the doors that open and the chances that appear.

Be ready, be flexible, and move fast when the opportunity comes. Make the most of it.

And most of all, remember who you are. You are part of the front line of defense, part of the capability of the greatest Army, the greatest nation, the world has ever known. A nation, unlike any other, that was founded on the idea of freedom. I think it is a great privilege to be in the service of such a nation.

Just a few months from now, on the sixth of June, you will be celebrating the 50th Anniversary of Army Aviation. A great record has been written. A great tradition of service has been created.

Looking at the men of this class, I have no doubt that that tradition is in good hands.

Again my congratulations to all of you for your achievements here at Fort Rucker. I wish you all the very best of luck.

Thank you.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
PRESENTATION OF \$10 MILLION CHECK FOR DOG RIVER BRIDGE
FEBRUARY 28, 1992
MOBILE, ALABAMA

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