

DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
GREAT LAKES CONSULTING GROUP
WASHINGTON, D.C.
APRIL 1, 1992

Good morning. It is a pleasure for me to welcome you to the Department of Transportation for the first meeting of the Great Lakes-St. Lawrence Maritime System Consultative Group. Our new Secretary, Andrew Card, sends his warmest greetings.

As former Secretary Skinner underscored when he met with you last September, the Department of Transportation is very interested in the issues concerning the Great Lakes system and wants to work with you in making sure the system remains an integral part of the transportation system in our country. In fact, three agencies of this Department -- the Maritime Administration, the St. Lawrence Seaway Development Corporation, and the U.S. Coast Guard -- are dedicated to maintaining a strong and healthy, and safe, Great Lakes-St. Lawrence maritime system.

The Declaration of Indiana serves as the charter for this group, and the basis from which today's discussions will be held. It is an important document as we strive to develop resolutions to the tough problems facing the transportation industry today. It is important, too, because it was developed by both U.S. and Canadian interests -- partners working together. You are to be commended for the hard work which went into developing the Declaration.

Concerning working relationships with our good neighbor to the north, the Department has been engaged in furthering cooperation and consultation for many years. The U.S.-Canadian Free Trade Agreement is an example of the positive relationship the United States enjoys with Canada.

The Department has fostered technological and managerial improvement to keep the system competitive, sponsoring R&D studies for improved navigation and port development. To market the system, the Maritime Administration maintains an active, aggressive Great Lakes marketing program under the overall direction of the Deputy Maritime Administrator for Inland Waterways and Great Lakes, Penny Eastman. It

operates out of MARAD's Great Lakes Region office. The St. Lawrence Seaway Development Corporation also has a number of good programs designed to help the system.

Overhauling outdated policies, laws, regulations, and practices throughout the transportation industry is fundamental to President Bush's National Transportation Policy. It is also in keeping with the President's economic recovery program. The legal staffs and the program offices of the Department are continuously reviewing these issues. We have worked and will continue to work directly with many of you on interpretations of these laws and regulations.

We are also committed to cost containment for those who operate within the system. This commitment is really another aspect of keeping the system competitive. It is another aspect of our marketing program, as well. Concerning the reduction or elimination of tolls, fees, or other levies relating to Great Lakes-St. Lawrence maritime commerce, I would like to note that the General Accounting Office has begun a study of maritime industry assessments with the objective of determining how the fees are calculated, collected, and used. This study promises to place marine user fees in their proper perspective, for full consideration of their impact on the industry.

With the exception of a few navigation structures, the Great Lakes-St. Lawrence maritime system is a magnificent natural gift that demands our wise stewardship and challenges our acumen in business, in governance, and in conservation. We can and must make the most of the opportunities it presents for maintaining both the commercial and recreational life of our citizens. Together, we will find a way to maintain the locks, the canals, the navigational services, and the flow of commerce -- all while preserving our environment.

As I understand it, some of the issues outlined in the action agenda of the 1991 Declaration have been addressed. However, we have much more to accomplish. Speaking for the U.S. Department of Transportation, I look forward to working with you toward the goals of the 1992 agenda, confident that our participation will not only serve

U.S. transportation needs, but bolster the economic well being of both Canada and the United States and the Great Lakes region that we share.

Thank you.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
RESEARCH AND SPECIAL PROGRAMS ADMINISTRATION
ANNUAL AWARDS CEREMONY
APRIL 3, 1992
WASHINGTON, D.C.

Good morning. I'm delighted to join you for today's awards ceremony.

I am personally very committed to seeing that our employees here at DOT are recognized for their outstanding contributions. My three years at this Department -- as FAA Administrator, as Acting Secretary and Deputy Secretary -- have brought me into contact with a broad spectrum of DOT's men and women, and I must say, I've been impressed with the quality of our work force. I truly believe this Department is one of the best run and best staffed agencies in the federal government. We all have good cause to be proud of where we work and what we do.

Of course, good organizations get that way because they are well led. Good organizations reflect good management. And that's why I'm here today.

I wanted to recognize two of DOT's finest by making a personal presentation to Mr. Travis Dungan and Mr. Doug Ham, your two leaders here in the Research and Special Programs Administration.

Mr. Dungan, would you please step forward.

Mr. Dungan, your Administrator, has been the lightning rod for change at RSPA since he joined the DOT team in the spring of 1989. Today we are recognizing him for five years of federal service.

Mr. Ham, would you please step forward.

As your Deputy Administrator, Mr. Ham has been Travis's right hand man for almost three years now. Today we are recognizing him for 10 years of service with the federal government.

I am very pleased to have this opportunity to recognize your two top bosses here at the Research and Special Programs Administration. I have

full confidence that under their leadership your organization will keep DOT on the cutting edge in research technology and safety programs.

I would also like to extend my personal congratulations to the rest of the RSPA award winners here today. You are all doing an outstanding job for RSPA and for the Department of Transportation.

Thank you.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
AMERICAN TRUCKING ASSOCIATIONS FOUNDATION
KEY LARGO, FLORIDA
APRIL 4, 1992

Good morning. It's a pleasure to join you for this important meeting. I'm especially delighted to have this opportunity to talk about the new surface transportation act, and initiatives of particular interest to the trucking industry.

We at the Department of Transportation firmly believe that the new transportation legislation will have a significant impact on the nation's economy -- not only in the short term, as we seek to get the economy moving again -- but over the long term, as we get ready for the highly competitive global economy of the 21st century. The fact is, you can't talk about transportation without talking about the economy in the same breath. The two go hand-in-hand. And that's what makes you in the trucking industry key partners in what the Bush Administration is trying to accomplish these days.

I know I don't need to remind any of you that the economy remains the number one topic in the nation's capital. From my vantage point, I can see very clearly that economic recovery -- getting our economy back into the passing lane -- is President Bush's number one priority.

Key to the President's economic recovery plan is getting federal agencies to speed up pro-growth expenditures as quickly as possible. This includes -- in a very significant way -- the Department of Transportation. We've been doing everything we can to encourage states and localities to put their new federal transportation dollars to work as quickly as possible.

So far, our grant programs have obligated over \$9.7 billion since October 1. That includes all modes of transportation. Almost \$7 billion of that money has been invested under the Federal-aid highway program. And those \$7 billion support 420,000 jobs to rebuild our nation's highway infrastructure and to help put Americans back to work. And the Department still has over \$15 billion that states can spend this fiscal year. Putting this money to work -- getting people to

work -- is a crucial part of the President's plan to turn the economy around.

Many signs show that we're now on the road to recovery. In February, personal income made its biggest jump in three years, and the index of leading economic indicators was up point-eight percent. Consumer spending was up point-six percent, and that was on the heels of an even larger point-nine percent jump in January. People are going back to work, and new, good jobs are being created.

Every one of the President's recent pro-growth initiatives could add momentum to this upswing. The creation of a 15 percent investment tax allowance -- providing first time home buyers a \$5,000 tax credit -- cutting the capital gains tax rate -- these are just some of the President's sound, common sense solutions to get the economy moving again. That's if we can get Congress to come on board.

As I mentioned a moment ago, we at the Department of Transportation are among the President's front line troops in his effort to put America back to work -- thanks to our role in implementing the revolutionary Intermodal Surface Transportation Efficiency Act, which we call ISTEA, for short.

One of the prime reasons ISTEA is such a landmark act is that it creates a National Highway System. While this system will comprise only four percent of all highway miles in the United States, it will include those arteries most critical to U.S. commerce. It will carry 40 percent of all vehicle mileage in the country, and 75 percent of intercity truck traffic. ATA and DOT fought hand-in-hand to get this system enacted into law, and I want to thank you for your key role in this victory.

ISTEA does something else we believe is essential. It puts more power in the hands of state and local governments to decide how transportation dollars should be invested. That's because President Bush knows that the best decisions about how public money is spent don't come from Washington, but from the local folks closest to where the action is.

As never before, state and local governments have the "right" to use a large portion of federal funds for transportation projects they see as most necessary. This includes the ability to transfer up to 68 percent of highway dollars to transit projects. A major portion of transit money is also now available for the funding of highway projects -- if state and local decision makers decide that's where the needs are greatest.

As the name of the Act indicates, "intermodalism" is a central feature. This is our emphasis on creating more efficient connections among the different modes of transportation. It promotes a seamless movement of people and goods through our ports and on our highways, over our railroads and transit lines, and better links with our airports.

Another unique aspect of ISTEA is the greater opportunities it provides for the private sector in transportation. The President believes, as I do, that the private sector must play a significant role in our transportation system. Until now, in too many respects, entrepreneurs have been kept at arms length.

Like the President, I'm also a believer in high tech solutions to many of our problems. Our request to boost next year's budget for R & D by 12 percent underscores the Department of Transportation's commitment to advanced technology. ISTEA supports advanced technology by increasing the federal investment in such innovative concepts as the Intelligent Vehicle Highway Systems. We're promoting this system to cut down on the billions of hours Americans waste in traffic congestion every year. And one of the major focal points for the IVHS program is more efficient commercial vehicle operations.

ISTEA gives uncompromising attention to safety -- a top priority of the President and Secretary Card. The President called for -- and got -- increased funding for safety programs on our highways. This includes authority for states to get tougher than ever on drivers who abuse alcohol and drugs. In fact, due in part to the Administration's commitment in this area, the United States now has the lowest highway fatality rate since records were kept.

So the new transportation act without question delivers on one of the President's major initiatives to revitalize the economy. It's a highway bill; it's a transit bill; it's a safety bill; and it's a jobs bill, all rolled up into one.

I'd like to turn now to that portion of ISTEA that is of most interest to you -- Title Four: the Motor Carrier Act. In particular, I'd like to focus on the uniformity provisions and the bingo stamp program.

There's no question that our reauthorized and expanded Motor Carrier Safety Assistance Program will take us further down the road toward better commercial vehicle safety.

The Act also requires the states to join the International Registration Plan and the International Fuel Tax Agreement by September 30, 1996. States which do not participate in the registration or fuel tax agreements after the deadlines will risk the loss of revenues from trucks and buses registered in other states.

Requiring the states to become members of these two compacts will substantially ease the administrative and financial burdens now borne by your industry. In fact, the ATA has estimated that \$750 million a year will be saved by simplifying how truckers pay these registration fees and fuel taxes. As Tom Donohue said, that's money in your pockets.

As we announced on Wednesday, the Federal Highway Administration has established a 20-member working group to help the states become members of the IRP and IFTA compacts. The membership of the group is all-encompassing, ensuring fair consideration of all points of view. It includes representatives of the National Governors' Association, the American Association of Motor Vehicle Administrators, the National Conference of State Legislatures, and the Federation of Tax Administrators. Also included are representatives of both the international and regional fuel tax agreements.

The working group held its first meeting on Thursday and Friday, and by all counts it is off to a good start. The group will recommend procedures to resolve any disputes and will provide technical assistance

to the states. By December of next year, it will have issued a report on its findings and conclusions, together with its recommendations on how to improve the IRP and the IFTA.

Also by December of 1993, the Federal Highway Administration will review state motor vehicle registration systems to determine if they can be used to establish a Commercial Vehicle Information System. This system, financed by user fees, would be a clearinghouse and a storehouse of information related to the safety fitness of motor carriers.

The Federal Highway Administration will provide the money for a pilot project to determine how to link state registration systems, and how to establish sanctions to ensure compliance with safety regulations. In about two-and-a-half years -- by January 1, 1995 -- FHWA will report on the feasibility of moving ahead with a Commercial Vehicle Information System.

Another key uniformity issue is, of course, the bingo stamp program. Finally, thanks to ISTEA, we can bury once-and-for-all this costly and unnecessary system. Starting in 1994, all you'll have to do is register your ICC authority and file proof of insurance with an agency in your own state. That agency will collect one fee from you and, based on how much business you'll be doing in other states, will pro-rate the fee to those states. That means one stop, one check. And no more stamp collecting.

Only the 39 states that currently participate in the bingo stamp program can require motor carriers to provide proof of insurance under the new system. Those states will have to prorate the fees they collect and distribute them to other participating states. Fees under the new system will be based on the number of vehicles a carrier operates in a state and the number of states the carrier operates in. States will not be allowed to charge more than what they charged last November 15. And the fee cannot exceed \$10 per vehicle.

ISTEA also helps the industry by requiring DOT to issue regulations specifying tolerance guidelines that ensure the compatibility of federal

and intrastate trucking safety laws and regulations. This will allow for maximum flexibility while providing a degree of uniformity that won't diminish safety. Our regulations are due out by mid-September.

In our transportation act, we have made significant strides forward to relieve the burdens imposed on industry by the lack of uniformity among the states. But we haven't stopped there.

An Administration initiative not included in ISTEA is trucking deregulation. Now, I know there are differences of opinion within the ATA on this issue. Nevertheless, I must be frank and tell you that the Administration views the vestiges of trucking regulation as a serious impediment to economic growth and U.S. international competitiveness. Our new Secretary of Transportation, Andrew Card, was unequivocal in his support of full deregulation when he testified before Congress on Tuesday.

The Interstate Commerce Commission estimates that deregulation could save our economy at least \$10 billion a year, and perhaps up to \$65 billion a year. We estimate that state regulation alone costs U.S. industry and consumers between \$3 and \$8 billion a year.

The horror stories from the 42 states that continue to regulate trucking are seemingly endless. A few will suffice to make the point that continued regulation has got to go.

Because of the onerous nature of Texas state regulations, Procter & Gamble has one plant in Dallas and another in Alexandria, Louisiana -- each to serve the other state. The Dallas plant does not serve Texas, but supplies Louisiana. And the Louisiana facility supplies Texas. Now, how's that for government interference in the marketplace! Think of all the wasted fuel and useless wear-and-tear on those trucks as they continually pass each other -- some full, some empty -- to say nothing of the added costs to businesses and consumers.

As if that's not enough, Procter & Gamble finds it cheaper to ship Crisco 600 miles from Jackson, Tennessee, to its customers in Tyler, Texas,

than to ship the same product from Dallas, only 80 miles away. Again, imagine the unnecessary waste!

Texas is not the only state hampering its own economy. Foreign steel imported through Seattle is carried to Spokane at a rate of \$14 a ton. But steel originating in Seattle and transported to Spokane costs \$18.40 a ton to carry -- a 31 percent jump which puts local steel at a competitive disadvantage.

The economic regulation of trucking imposed by state and federal law serves no useful purpose. In fact, in some states, entering the trucking industry or expanding a carrier's services can be an adversarial procedure of great length and scope. Each year, motor carriers file more than a million tariffs with the ICC, and countless more tariffs with state regulatory agencies -- all at tremendous cost to the industry. These costs, of course, are ultimately passed on to the consumer, and therefore constitute a "hidden tax." Take for example, Frito-Lay. Since the extra costs imposed on this company by Texas regulations affect all Americans who use their product, these hidden costs really amount to taxation without representation.

The hidden taxes of prolonged trucking regulation threaten America's standing in an increasingly competitive global economy. Canada and Mexico are moving ahead to deregulate their trucking industries. The European Economic Community and the European Free Trade Association plan to deregulate by the end of this year. As these important trading partners break down their regulatory barriers, the cost of imported goods will also fall -- relative to the cost of goods made in the United States. This country simply cannot afford to allow transport costs to fall abroad without corresponding action here at home.

Bold action on trucking deregulation will increase productivity, produce more jobs, and provide a much-needed boost to the economy. The regulatory reforms of the last 15 years, not just in trucking, but also in air cargo in 1977 and in rail in 1980, led to the creation of almost half a million new jobs in the trucking service and warehousing industries.

While some jobs may have come in the normal course of growth, we believe the bulk of them are due to deregulation. Trucking productivity increased by 3.2 percent every year between 1973 and 1979, but jumped to a 3.7 annual rate from 1980 to 1990.

It is important also to underscore that there is no link between economic regulation and safety. In fact, since we partially deregulated in 1980, the rate of fatal trucking accidents has fallen by 40 percent.

I would like at this point to give you a thumbnail sketch of the Administration's bill, called the "Interstate Commerce Commission Sunset Act of 1992." We propose to:

- Completely eliminate what remains of ICC regulation of interstate trucking, intercity bus service, household goods freight forwarders, and freight brokers ...
- To subject collective rate making activity to the same antitrust laws that govern other industries ...
- Solve the shipper undercharge problem by ending tariff filing and declaring it an "unreasonable practice" to retroactively collect a rate higher than the one agreed to in good faith ...
- Prohibit states from regulating the rates, routes, and services of interstate motor carriers ...
- Eliminate all ICC "doing business" rules, such as rules governing leases between owner-operators and carriers.

Our bill will allow truckers to carry whatever commodities they wish, over whatever routes they select, and at whatever rates they agree upon with their customers. Safety continues to be our number one priority, and our bill does not change current safety requirements in any way.

On the safety front, I want to salute the industry for its vigilant efforts in recent years. You have truly been an exemplary partner in several of DOT's major safety initiatives.

The states issued the five millionth Commercial Driver's License on Wednesday, the nationwide deadline for drivers to obtain a CDL. Over five years ago, many said that establishing a national program couldn't be done in such a short time. They were wrong. They underestimated this industry. Your work in pushing the CDL program is an excellent example of what government and private officials can do in partnership when they set their minds to a worthy task. We got together, and made America safer.

Another initiative where our combined efforts promise to bear much fruit is our driver fatigue research. Our fatigue study marks the first time in DOT history where we've locked arms with the private sector to conduct such an aggressive scientific study that holds far-reaching implications for the trucking industry. Our partnership in this effort may well change the way we've administered hours-of-service regulations over the last half century and lead to greater safety and productivity for the industry. We are anxious to get this study off and running.

We're also moving forward on the industry's proposal to prohibit radar detectors. The comment period on our Notice of Proposed Rulemaking will remain open until the end of May. We welcome any further comments the industry may have.

A final safety initiative I would like to mention is our Anti-Drug Information Center, or ADIC, which began operating in March. The nation's transportation industry now has immediate access to DOT's entire information network on drug regulations and testing. The information is available around the clock simply by picking up the telephone or using a computer modem. ADIC will give you a voice summary of drug regulations, send you a document by telefax, allow you to punch up a document on your computer screen or download it into a data base. ADIC will also take questions or comments on its voice mail system.

As you can see, the Department of Transportation is not lacking for initiatives affecting your industry. Whether it's safety, deregulation, or the new transportation act, one thing is for certain -- the trucking

industry is at the center of our efforts to keep America's transportation system the envy of the world. And the President has -- primarily through his leadership on the Intermodal Surface Transportation Efficiency Act -- mapped out a plan that ensures we'll stay on top.

- It's a plan that increases investment in our nation's infrastructure ...
- That gives state and local governments more responsibility for their own transportation needs ...
- That creates opportunities for private sector investment in transportation ...
- And that encourages technological advances to revolutionize surface transportation.

Since "mobility is the lifeblood of the economy," as the President says, then keeping our transportation system at the top is part and parcel of keeping our economy at the top. And we consider you in the trucking industry to be indispensable partners in that effort. We look forward to working with you to improve what is surely the safest, most efficient, transportation system in the world.

Thank you very much.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
AMERICAN PETROLEUM INSTITUTE PIPELINE CONFERENCE
HOUSTON, TEXAS
APRIL 7, 1992

Good morning. It's a pleasure to join you for this important conference.

Whenever I come back to Texas, I know I'm coming back to a state renowned for its entrepreneurial spirit and can-do attitude. Houston exemplifies the Texas spirit as much as any city here. Named after Sam Houston, one of the founding fathers of this great state, Houston now lays claim to our current President, George Bush.

Well, I'm delighted to have this opportunity to talk to you about President Bush's current agenda, and how his Administration is working closely with the pipeline industry.

The President has made it abundantly clear that his number one priority is to get the economy moving again. And that is the one overriding concern driving our activity at the Department of Transportation these days.

Key to the President's economic recovery plan is getting federal agencies to speed up pro-growth expenditures as quickly as possible. The President wants to get federal dollars that have already been appropriated out of Washington and out into the country to help give the economy a jump start and get people back to work.

The good news is that we're beginning to see signs of recovery. In February, personal income made its biggest jump in three years, and the index of leading economic indicators was up point-eight percent. Factory orders rose half a percent for two months in a row. Consumer spending was up point-six percent, and that was on the heels of an even larger point-nine percent jump in January. People are going back to work, and new, good jobs are being created.

Whether it's jump-starting the economy today, or laying the foundation for long term economic growth, one thing is beyond

question: Transportation is absolutely essential to the health of the U.S. economy. And that's why the Department of Transportation is playing such a big role in the President's economic recovery plan. Ever since the President signed the six-year, \$151 billion surface transportation act last December, we at DOT have been doing everything we can to encourage states and localities to put their new federal transportation dollars to work as quickly as possible.

So far, our grant programs have obligated over \$9.7 billion since October 1. That includes all modes of transportation. Almost \$7 billion of that money has been invested under the Federal-aid highway program. And those \$7 billion support 420,000 jobs to rebuild our nation's highway infrastructure and to help put Americans back to work. And the Department still has over \$15 billion that states can spend this fiscal year. Putting this money to work -- getting people to work -- is a crucial part of the President's plan to turn the economy around.

Every one of the President's pro-growth initiatives could add momentum to the current upswing. The creation of a 15 percent investment tax allowance -- providing first time home buyers a \$5,000 tax credit -- cutting the capital gains tax rate -- these are just some of the President's sound, common sense solutions to get the economy moving again. That's if we can get Congress to come on board. We've had no luck yet, however!

The President's economic agenda isn't limited to speeding up federal spending, the wise investment of tax dollars, or steering economic decision making closer to local authorities. He also wants to make sure government isn't hindering economic growth through excessive or unwise regulation. That's why he ordered a 90-day moratorium on new regulations, while we review the ones we have, to ensure that jobs aren't being lost to excessive or unneeded regulation.

I'm proud to say that DOT was the first federal agency to solicit comments from the public on regulations that could be revised or

eliminated. We've already received a stack of comments two feet high that we're now reviewing.

I know that the President's attempt to ease regulation and lighten the burdens placed on American business is as important to the pipeline industry as it is to any industry. For an industry whose petroleum pipelines transport about 25 percent of the nation's intercity freight -- more than 605 billion ton miles -- let me assure you: We are sensitive to the consequences of adding to your existing regulatory burden.

Fortunately for the pipeline industry, and the country, you're keeping the nation's number one energy source flowing with a safety record that is unparalleled. Over the past ten years, your industry has accomplished its tremendous work load averaging less than three fatalities a year. While any fatality is a grievous loss, there is no other industry that transports the same product load as you do with an equivalent safety record. And that's a message worth underscoring.

Nevertheless, as we all know, this industry faces a number of challenges. Among the chief challenges is the continued need to address the public's heightened sensitivity to environmental protection and its growing awareness of our aging pipeline infrastructure. A coalition representing a broad array of environmental concerns is increasingly making its presence known throughout the country -- from high profile national organizations to local community activists.

While addressing many legitimate concerns, the demands of this coalition can be overwhelming. You in the pipeline industry, as in industry across the board, face newly enacted and newly proposed environmental legislation from all levels of government calling for greater assurances and closer monitoring of your activities.

Our job at the Department of Transportation and our Research and Special Programs Administration is not easy. Like you, we have to balance the economic costs of prevention and response against the benefits of addressing environmental risk. The fact is -- contrary to what some may believe -- no industry has unlimited capital to address every

possible mishap. Therefore, it becomes a major challenge for all of us to define real versus perceived need, especially at a time when mere perceptions can become "reality" -- when a single accident can spur a decade of reaction. We must not only define the difference for our own sake, but we must convince others that there is, in fact, a difference between perception and reality.

Somehow, much of the public and many in Congress have gotten the idea that industry as such is an adversary from which we must protect ourselves by a series of new laws and regulations. When it comes to the pipeline industry, I can say unequivocally that we at DOT have a very different opinion.

I believe, however, that there are three things we can do together to address publicly this issue of real versus perceived need -- to get out the good news that the pipeline industry is already a genuinely responsible, environmentally sensitive industry.

First, we need a clearly defined legislative and program agenda. And that agenda should be set by a partnership of industry, the executive branch, and the state governments. The last thing we need is for Congress to begin converting into statutory law regulations that are still in the process of public review. Frankly, Congress is jumping the gun and is, in effect, limiting the options -- which you're entitled to, and the public deserves.

Working well together on a mutual agenda is nothing new to DOT and the pipeline industry. We have conducted an extremely productive partnership to date, and there is every sign that this will continue. You have worked very closely with us to secure a pipeline safety reauthorization that provides the Department with maximum discretion to set and deliver a meaningful safety and environmental agenda. What is even more significant is your leadership in helping set priorities for initiatives to address the greatest safety and environmental risks. I believe this will help us achieve what I am recommending as our first goal: Establishing an effective and reasonable pipeline safety agenda.

As a second goal, the industry must renew its emphasis on voluntary compliance as a top priority. Unfortunately, the Congress has focused increasingly on enforcement as the measure of the industry's performance and our oversight of it. In other words, the criterion of success or failure -- for both you and DOT -- is the number of penalties we assess. This negative approach is not in anyone's best interest, and it really distorts the true picture.

Our third goal should be to articulate an aggressive and creative public information program to get our message out. There is much to be done. The word has yet to get out, to the extent it must, about this industry's outstanding safety record and its vigorous efforts to deploy new technologies for testing pipeline integrity. More work needs to be done to fully disclose information on all pipeline operations. The message has not been fully conveyed about your good work to promote the improvement and enforcement of one-call systems for damage prevention.

The fact is, we must adopt a positive approach. We must find new ways to report good performance based on positive criteria. For this to be effective, we must maintain a strong federal and state pipeline safety program. I believe you do support a strong program. You should. After all, you're paying for it through user fees. And a credible federal program is the best return you can get on your investment.

That's why I support increasing the visibility of the Department's pipeline safety program. You're ultimately paying for it; you're doing an excellent job complying with it; so why shouldn't you be getting the credit you deserve? And I think that increasing the visibility of our program will help you get the credit you deserve.

I know that's one of Travis Dungan's top priorities. As Administrator of our Research and Special Programs Administration, his accomplishments -- and yours -- are reflected in our success at getting steadily increasing resources for our pipeline program. Later today,

Travis's deputy, Doug Ham, will give you his perspective on strategies on how to bolster our mutual agenda.

And we're getting increasing support from the White House and from many on Capitol Hill. That support is reflected in the 23 percent budget increase the pipeline program received in this year's budget. The Administration is proposing an additional 15 percent increase for fiscal 1993. All this support is needed to fulfill our commitments to our state partners. We hope to continue to increase both our financial and technical assistance to the states so that they, in turn, can fully participate in the pipeline safety partnership.

In closing, I'd like to underscore my pitch for your support of a strong federal pipeline safety program. That way, we in government can lock arms together with you as an active partner. We have much to do:

- to promote the safety of your industry ...
- to inform the public about your new technologies to protect the integrity of the pipeline system ...
- to speak out about your leadership in damage prevention programs ...
- and simply to inform the public about the good performance of our national oil pipeline system.

Time and again, we've all seen what can happen when we pull together and work toward a common solution. The oil pipeline system which you own and run is a critical national asset. Let's resolve to build upon our partnership, and hurdle our challenges together, to keep the oil flowing safely to fuel a prosperous, environmentally healthy America.

Thank you.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
OFFICE OF PERSONNEL MANAGEMENT AND
PRESIDENT'S COUNCIL ON MANAGEMENT IMPROVEMENT
CONFERENCE ON EXECUTIVE SUCCESSION PLANNING
APRIL 8, 1992
MCLEAN, VIRGINIA

Thank you. It's good to be here, and it's good to have this opportunity to speak to so many people involved in planning for the future leadership of the government's executive branch.

This conference couldn't be more timely, since we expect that in 1994, the federal government may witness one of its most dramatic work force changes in history. Some are even referring to it as the "Great 1994 Retirement Rush." This situation means that our ability to attract and replace highly qualified executives is becoming increasingly critical if we expect to continue providing the effective services that the American public deserves from its government.

Our need to plan strategically for the future is evident from a number of developments that we project will occur over the next several years. First, we anticipate that many of our best senior executives will retire. This is due in large part, of course, to last year's salary boost for members of the Senior Executive Service -- coupled with the fact that SES annuities are based on length of service and the highest three-year average salary. Secondly, in tandem with the labor market, the government could experience skill shortages at the executive levels. Thirdly, our current staffing systems are not yet adequately addressing our challenges related to cultural diversity.

These developments show that we need to plan better for the future. That is the only way we can ensure that we'll have a well trained and experienced pool of managers to fill our senior executive positions. A recent Department of Transportation survey drives this point firmly home. We found that of all our SES members eligible to retire by the end of 1994, over 50 percent had definite plans to do so, and another 20 percent had tentative plans. We decided we needed a pipeline of well

developed candidates for these potential vacancies, so we turned to our existing SES Candidate Development Program for the answer.

Our Candidate Development Program is a highly competitive program which identifies potential executives at the GS/GM 14/15 level and prepares them to assume leadership positions. After completing certain formalized developmental programs and rotational assignments, candidates are certified by the Office of Personnel Management as eligible to be placed in SES positions.

A major benefit of the CDP program is that high level managers can take up to two years to complete developmental assignments while officially remaining in their jobs. Ideally, the developmental assignments are outside the candidate's organization, and even outside DOT. This provides opportunities to expand collegial "networks."

We are very pleased with our Candidate Development Program. Right now, there are 65 candidates who will be developed and ready for immediate placement in the SES within the next two years.

Here's what it takes, in my opinion, for a successful SES Candidate Development Program to work. There must be top management's personal interest and involvement in the following areas. First, the agency's leadership needs to make it clear that they consider the CDP program to be an excellent or primary source for managers to enter the ranks of the Senior Executive Service. Secondly, management must carefully identify potential SES vacancies.

Strongly and personally encouraging managers to apply for the program would be a third requirement on my list. And finally, leadership has to hold current SES members accountable for taking the time to serve as raters, interviewers, and mentors in order to make the entire process work as it should.

The Candidate Development Program has the preeminent advantage of establishing a personalized career development track. While completing the program does not guarantee automatic promotion to

the SES, graduates can be selected for a senior executive position without further competition.

I know that DOT's senior executives are enthusiastic about our 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.

The Department of Transportation's search for executive potential goes beyond the Candidate Development Program. Another successful initiative to identify future leaders is the DOT Fellows Program, which gives mid-level managers at grade 14 a great opportunity to assess their abilities and focus on their career track.

I am proud to say that DOT is the first federal agency to establish an agreement with the Council for Excellence in Government to conduct an exclusive program patterned after their government-wide Fellows Program. The participants in this program focus on the critical career transition from mid-level manager to the much larger role of the senior executive. The program broadens the horizons of the fellows in several ways. It exposes them to an exciting array of seminars, site visits, and guest speakers, and to a number of public and private sector executives. It also gives them the opportunity to establish new professional relationships.

Each fellow is also paired with a senior executive who serves as a mentor throughout the year. The mentor is to provide insight into the roles that career executives play, the issues with which they deal, and the skills that are required.

In addition to the SES Candidate Development Program and the Fellows Program, DOT has a number of other initiatives underway to ensure that it gets potential executives in the pipeline. We have established a Management Intern Program to recruit and develop a cadre of talented, highly motivated, recent college graduates for future management succession. Our Mentor Program provides executives and

managers with information on how to function as a mentor to others and to assist managers in developing mentoring skills.

We provide career development training to women who are interested in becoming managers under a DOT program we call Career Strategies for Prospective Women Managers. We also provide career counseling, formal classroom training in career development, individual development plans, and rotational assignments for the advancement of employees currently in the work force.

I hope all of you will agree with me that the Department of Transportation is off to a good start in planning for our future leadership. I'm sure a number of you have a head start, and conferences like this one help all of us to move forward with new ideas, success stories, and lessons learned.

Up to this point, I have been speaking about various means of developing managers into senior executives. But the question arises: What makes for a competent executive? My answer to that question is what I'd like to share with you now. After some 40 years in government service, here are the qualities I've come to believe constitute a good senior executive.

First of all, I learned the value of an open mind. I believe that when managers join an organization they should have the philosophical attitude that allows them to accept the organizational structure as they 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.

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

Executives should work from within the organization, slowly, and with a great deal of patience. There are, of course, always better ways

of doing things. As far as I'm concerned, the principle -- "if it ain't broke, don't fix it" -- has got to go.

Senior managers especially must take the time to get to know their employees, to get to know their gifts and skills. And good managers don't move people to new jobs or assignments until they really understand what they can do well. Then they 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, management must work to get their people to buy into their ideas. You want your people to think of an idea as their idea, because then they'll do almost anything to accomplish the objective. I've found that you can't get people to buy into an idea 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, make sure to give them the credit for doing it.

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.

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 your people 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 assignments.

In closing, if we're ever to rebuild and maintain public trust in government, then we must all see to it that we become or remain good managers or executives. I know we can count on those of you here today to do your part in developing succession plans which will meet the government's challenges for future executive leadership.

Thank you again for this opportunity to share some of my thoughts with you. I'd be glad at this time to take any questions you might have.

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(DOT's point of contact for further details is Phyllis Hughes. She heads up the Executive Resources Division in our Personnel Office: 366-5104.)

1.20

DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
NATIONAL AIR TRANSPORTATION ASSOCIATION
APRIL 14, 1992
ORLANDO, FLORIDA

Good afternoon. With Disney World just a few miles away, I thought it would be appropriate to extend greetings from Disneyland Northeast! While Washington's a pretty serious place, there's enough fun 'n games and Mickey Mouse going on that I think it warrants that description.

It's good to be back with old friends from the aviation community. Although I'm now dealing day-in and day-out with all modes of transportation, I want you to know that aviation is as near and dear as it's always been. I suppose most of you know by now that I'll be leaving the Department. One of my big regrets is that I won't have the kind of opportunities to deal with the aviation community as I've had over the last three years both at the FAA and now as Deputy Secretary. I've enjoyed my service at DOT a great deal, and am very thankful to President Bush for these opportunities to contribute to his Administration.

Now, I know that the recent personnel changes at DOT are of great concern to many of you. I understand that. And I want to give you some peace of mind; I want you to rest assured that all is well at FAA and the Office of the Secretary on those matters that concern you most.

I believe the future bodes very well for the FAA and the aviation community. First of all, President Bush is still the President, and his policies are still the policies of the Administration. And how could you find someone more committed to those policies than the President's former Deputy Chief of Staff, Andrew Card -- our new Secretary of Transportation? And, of course, Sam Skinner is now the new Chief of Staff.

And look who the President has nominated to head the FAA. Tom Richards knows aviation, is committed to safety, and is a proven leader. As Secretary Card emphasized when he announced his nomination, General Richards is a four-star general with a distinguished career in the U.S. Air Force. He has over 5,000 flight hours flying propeller, single, and

multi-engine jet aircraft. He has done consulting and strategic planning for a number of major U.S. corporations. And he gained valuable experience in commercial aviation and security issues as a member of the Pan Am 103 Commission. I think he'll make an excellent FAA Administrator.

But I'd like you to take a step back for a moment and look beyond personnel. Remember when President Bush was sworn in, and how he promised a "kinder, gentler" America? I believe -- and I think you'll agree with me -- that we delivered on that promise at the FAA. And that achievement was by no means the work of just a few at the top. What we set out to do, and what we accomplished to a significant degree, was to change the overall culture of the FAA and its employees. We institutionalized the kinder, gentler approach.

Just look at some of the changes we were able to make that should remain in place long after I and my successor at the FAA are gone.

- We updated the sanction guidance table to bring it into line with our voluntary compliance philosophy.
- We trained all of our inspectors on new means for gaining compliance, such as remedial training, internal evaluation programs, and our continuing education programs, like Back to Basics.
- We've instituted new policies and procedures on enforcement records. For the most part, we no longer retain them forever, which should help employability and insurability within the aviation industry.

I think you'll agree with me that, having already instituted these changes, there's less need for concern about personnel changes at the top.

But don't forget, the same management team that I had at the FAA is still in place under Deputy Administrator Barry Harris. And Barry has

been on the team almost as long as I was, and is a great advocate of the same policies I advanced over the last three years.

Finally, it's important to point out that, although the political leadership changes perhaps more often than you'd like, the ranks of dedicated career employees change slowly. They're the ones who continue to man the engine room to keep the props and turbines churning so that the aircraft can keep flying and moving forward. You might get a new captain on the flight deck, but the orders remain the same, and the planes continue on course, straight ahead.

I've talked at length about changes in leadership because I know that's of great interest to you, but also because we're all painfully aware of the turbulent times the aviation industry has been going through these past few years. It's going to take strong leadership to help the industry recover.

The simple fact is that general aviation is too important to ignore. It contributes more than \$38 billion to the U.S. economy and provides more than 530,000 jobs. Virtually all pilots learn to fly in small, single engine airplanes. And we depend on these same planes for a number of essential services -- getting the sick and injured to treatment, protecting our crops, and hauling all kinds of freight -- to name a few. In a word, general aviation is a vital part of our national transportation infrastructure. It's a national asset that the country cannot afford to lose.

The best hope for the general aviation industry -- as for all industries -- is a sustained recovery of the overall U.S. economy, which I believe has finally begun. In February, personal income made its biggest jump in three years, and the index of leading economic indicators was up point-eight percent. Consumer spending was up point-six percent, and that was on the heels of an even larger point-nine percent jump in January. People are going back to work, and new, good jobs are being created. The President's Domestic Policy Counselor is even saying that there's a

"relatively strong recovery underway" and that we're postured for "a healthy recovery over a substantial period of time."

Every one of the President's recent pro-growth initiatives could add momentum to this upswing. The creation of a 15 percent investment tax allowance -- providing first time home buyers a \$5,000 tax credit -- cutting the capital gains tax rate -- these are just some of the President's sound, common sense solutions to get the economy moving again. That's if we can get Congress to come on board.

The President's economic agenda isn't limited to speeding up federal spending, wise investment of tax dollars, or steering economic decision making closer to local authorities. He has also ordered a 90-day moratorium on new federal regulations, and a review of all existing ones. He wants to make sure the government isn't hampering economic growth through excessive or unneeded regulation.

I'm proud to say that DOT was the first federal agency to solicit comments from the public on regulations that could be revised or eliminated. We've already received a stack of comments two feet high that we're now reviewing. Included in the stack are NATA comments on drug testing, performance requirements, Approved Engineering Organizations, weather requirements, security issues, and crew flight time and rest requirements.

Obviously, I can't comment on our deliberations before the review is finished. But let me assure you, we are taking this exercise with the utmost seriousness. We're bound and determined to weed out unnecessary and burdensome rules that impose needless costs on industry. And that includes rules for drug testing. It also holds true for our final rule on the use of alcohol in the transportation industry, which is due out late this year.

No regulatory burden, however, can compare to the damage inflicted by the ever-increasing costs stemming from product liability lawsuits. They have virtually destroyed the light aircraft industry. The Administration continues to push hard for product liability reform. But I

must tell you, the fates of the two reform bills introduced in Congress last year aren't quite as promising as we hoped earlier in the year.

We recently held a summit on the issue with major manufacturers, the insurance underwriters industry, and numerous FAA and DOT officials and congressional staffers. We are now looking at specific ideas raised at that meeting to help us move the general aviation industry forward.

Frankly, there's a powerful lobby in Congress opposed to reform, and I don't think important legislation can be passed without more pressure from the industry and the electorate. The irony here is that general aviation safety has continued to improve over the years. For example, over the past decade, the air taxi accident rate has been cut by more than half. Fatalities have practically been cut in half, as well. I congratulate you on your excellent safety record in this and other areas. Keep up the good work!

We've got to do a better job, however, in getting our message out. I urge all of you to get involved personally in encouraging your employers and associations to keep up the pressure for reform.

Let us hope our efforts on product liability will be as effective as they've been so far on our Aviation Education Partnership. I'm delighted that the NATA has enthusiastically endorsed this initiative, and I'm looking forward to hearing soon that you've signed the partnership proclamation with the new FAA Administrator. I believe this public-private partnership should go a long way toward educating the public about the value of general aviation to the country.

We'll need a close partnership between government and industry on another front -- changing the national airspace system. We are in the process of reclassifying U.S. airspace to conform with international airspace classification standards. The changes will be introduced in three phases, and will be fully in place by September of next year. At that time the familiar designations that you're all used to will be replaced by seven new classes of airspace. It won't be complicated. In

fact, the very reason we're doing it is to simplify matters and make the airspace safer.

We're also moving ahead on a nationwide terminal area route program to help pilots avoid certain types of controlled airspace. We made a commitment to Congress that we'll have these routes developed in three years. The use of these routes will be strictly voluntary, and will in no way relieve pilots of the responsibility to comply with federal regulations. But they will make it easier to avoid the most congested IFR airspace and to navigate through and around busy terminal areas.

Reclassifying the airspace and creating the new terminal area routes will require substantive chart changes. Rest assured, we'll be getting the word out to FAA employees, inspectors, ATC specialists, pilots, and all segments of the aviation industry. We're going to mount an educational campaign that will use just about every conceivable means to get the necessary information into your hands -- press coverage, audio-visual materials, publications, training sessions -- whatever it takes. It'll be our biggest educational campaign in years, so stay tuned.

We're now well underway on another campaign that is the biggest in years -- this one having to do with expanding the nation's airport capacity. The framework for this campaign goes back two years to the release of the National Transportation Policy. That Policy set the guidelines for the innovative and ground breaking aircraft noise and capacity initiative which the President signed into law in 1990. Of vital importance to that initiative were the final rules the Administration published last year on noise restrictions and the new passenger facility charge.

The PFC is at the center of our efforts to expand capacity, promote competition, mitigate noise, and create local jobs. We are trying to approve PFC requests as quickly as feasible. Eight have been approved already, and 34 more are being processed. All these requests, if approved, could provide close to an extra \$10.5 billion to expand the country's aviation capacity.

I know it's been a learning experience for the folks at FAA, and I'm sure it will continue to be that for awhile as they work hard to put the mechanism for this new funding into place. I'm pleased that a number of airports have been working with the airlines to iron out potential problems before they occur. I want to urge you in the NATA to also get involved in these PFC proposals. General aviation can benefit from many of these projects. But you must be aggressive in making your views known.

All told, when the PFC is in place at airports around the country, we expect \$1 billion a year to be collected for airport improvements. These funds have the potential for creating up to 40,000 jobs nationwide. And the resulting improvements will, in turn, further stimulate economic growth and employment.

PFC funds can also be used on projects to improve noise compatibility. The noise issue is part and parcel of the Administration's efforts to expand airport capacity, and that's why we're opposed to additional noise restrictions. We think that voluntary agreements between parties can, and should, be the solution to lingering disputes on noise issues.

The last, but by no means least, initiative that I'd like to touch on is the bill that Secretary Card recently sent to Congress to reauthorize our federal aviation programs. Our proposal provides more than \$15 billion for the FAA's capital investment programs. That includes \$5.7 billion for the Airport Improvement Program; \$8.6 billion for Facilities and Equipment; and about \$800 million for research. All told, that represents a 25 percent increase over the capital funding available over the last three years.

At the heart of the legislation are increased efforts to bolster research and to modernize the air traffic control and navigation system to increase safety, efficiency, and capacity.

The Administration's bill provides for a continued high level of funding for grants-in-aid under the Airport Improvement Program. Also under this program, we propose to expand the number of airports

eligible for the military airport program. We also want to increase funds for this program, which boosts airport capacity quickly where an unused military facility is available. As opposed to eight right now, up to twenty-five current or former military airports could compete for these increased funds.

In summary, the President's aviation reauthorization bill proposes nothing unusual or radical. It simply builds on the solid and important achievements of the past. PFCs and our national noise policy were put in place last time around. This time, we're putting wings on our policies to get them off the ground. As with the President's larger economic agenda, I believe his aviation agenda is poised to take off and fly.

As our economy at large begins to expand, so will our aviation system. And as our aviation system grows, so will the opportunities for commerce to move more people and goods, more efficiently. We'll all benefit.

So whether it's jump-starting the economy today, or laying the foundation for long term economic growth, one thing is beyond question: Transportation is indeed the lifeblood of the U.S. economy, as the President has said. And perhaps nowhere are we more in need of a fresh, new transfusion than in general aviation. We have initiatives in place to help pump new blood into the industry, and I ask you to lock arms with us in a renewed partnership to help us accomplish our mutual aims.

Thank you.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
MANASSAS CONTROL TOWER DEDICATION
APRIL 16, 1992
MANASSAS, VIRGINIA

Good afternoon. It is a great pleasure for me to be here for this occasion. I think the number of distinguished guests here today -- Governor Wilder, Secretary Milliken, Mayor Weber, Director Rowe, and all the others -- is a testament to the importance of the Manassas Municipal Airport to this region and to the Commonwealth of Virginia.

We at the U.S. Department of Transportation also believe that the dedication of this control tower marks an important step forward -- not only for this airport, but for general aviation. This tower -- and all that went into bringing it here -- stands as a symbol of what the aviation community can accomplish when it acts decisively to move aviation forward. There are many lessons from this story that I believe can benefit general aviation across the country.

At first, many said it was impossible. Just the thought of taking down a structure of this size, hauling it 1700 miles, and reconstructing it seemed overwhelming. And that's not to mention all the revamping work that needed to be done, such as accommodating more stringent electrical codes and more sophisticated electronic equipment. And all this was done -- through the cooperation of seemingly countless government agencies at all levels -- in only a year and a half.

Perhaps that's lesson number one: Think big, and be willing to accept difficult challenges.

I remember well discussing a Manassas tower project with Ken Rowe and other aviation officials back in 1990. We simply agreed that if Virginia authorities would build a tower, the FAA would equip it and staff it. Virginia officials took the ball from there and ran with it. The FAA had previously tried to get funding for a Manassas tower, but we knew it would take at least five years with many financial uncertainties along the way. Virginia officials, to their great credit, decided they couldn't wait. They knew that the largest general aviation airport in the

state had to have a control tower if it were to realize its tremendous growth potential. And here we are today.

There's a second lesson for general aviation around the country: Have a vision, know what it takes to fulfill that vision, and act on it.

State and local officials were undaunted by the fact that relocating such a facility as this had never been done before. The state of Virginia, in an unprecedented move, offered to fund 80 percent of the cost to buy and relocate this tower from Colorado. The City of Manassas, buoyed by the same optimism as the state, agreed to foot the bill for the remaining 20 percent.

The lesson here is commitment, and the knowledge that not everything good has to be funded out of Washington. There is much that state and local governments can do to help themselves.

But I'm pleased to say that there was much that we in Washington were able to do to help. The FAA's Eastern Region put together a team comprised of some 30 representatives of the Washington ADO, the Airway Facilities and Air Traffic Divisions, and the Norfolk and Richmond Airway Facilities Sector Field Offices. This was a genuine team effort.

And that's not to mention the countless federal, state, and local governmental offices that had to work out such tedious matters as lease arrangements, site selection work, equipment requirements, airspace procedures, and placement procedures for the air traffic manager and seven controllers who will man this facility. It was a tremendous undertaking that essentially "compressed five years of development into two," as Dave Arnold, your new air traffic manager, has said.

And that brings me to a fourth lesson. Such an undertaking, in such a time frame, is not possible without extraordinary teamwork across all levels of government and the private sector. This project shows what can be done when federal, state, and local officials decide to work together -- in partnership -- for the betterment of all concerned.

And just look at all the ancillary benefits that come when a host of team players work toward a common end. Several government agencies have already made Manassas a site for flight training and other aviation operations. The state intends to make Manassas a base for fixed wing and rotor aircraft.

New hangar space will be provided for more corporate jets and other general aviation aircraft. U.S. Customs will enable corporate jets to use this airport as a base for overseas flights, making this area even more attractive for corporate expansion. Several operators are ready to begin charter, air taxi, and commuter operations from here. And finally, the new light rail system will soon make the airport only 30 minutes from downtown Washington.

All that adds up to economic dynamite. And that's a final lesson I believe the country's general aviation community can learn from your accomplishment here in Manassas. Be willing to think big, exercise vision and commitment, and establish a sound partnership with all necessary players -- put these ingredients together and you've got a package that promises local economic growth.

That's a lesson that officials around the country cannot take for granted. The simple fact is that general aviation is too important to ignore. It contributes more than \$38 billion to the U.S. economy and provides more than 530,000 jobs. Virtually all pilots learn to fly in small, single engine airplanes. And we depend on these same planes for a number of essential services -- getting the sick and injured to treatment, like "Mercy Medical Airlift," home-ported here at Manassas; protecting our crops; and hauling all kinds of freight -- to name a few. In a word, general aviation is a vital part of our national transportation infrastructure. It's a national asset that the country cannot afford to lose.

Because of the good work of so many of you here, the Manassas air traffic control tower will soon be doing its part to revitalize general aviation in Virginia. And in so doing, the tower will not only help the local economy take off and fly, it will stand as a model of what general

aviation in the United States can be, and I believe, will be, in the 21st century.

Thank you.

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
AVIATION WEEK AEROSPACE LAURELS CEREMONY
APRIL 22, 1992
WASHINGTON, D.C.

Good evening. It's a great pleasure for me to join you tonight to honor the aerospace industry's top achievers for 1991. I am particularly pleased to have the privilege of presenting the Laurels Trophy for Commercial Air Transport to the distinguished Chairman and Chief Executive Officer of Delta Airlines -- Ronald W. Allen.

As we all know, Ron recently spearheaded one of the largest carrier expansions in history. Under his leadership over the last few years, Delta Airlines has risen from a regional carrier to one of the nation's top three, with routes that now span much of the globe. A great deal of the extraordinary success story of Delta can be attributed directly to the courage, optimism, and vision of Ron Allen. While Delta has a long history of sound business practices -- when it comes to last year's expansion, there can be no question about it -- Ron made it happen.

And perhaps the most laudable aspect of Ron's achievement is that he conducted his business with a genuine human touch -- again, a long-time Delta tradition. Delta is well known as a company that puts its people first. In many respects, it really is a "family" whose practices foster high morale and productivity from its people. It's no wonder that Delta has been able to weather the economic storms the airline industry has been going through in recent years.

So, I congratulate Ron Allen and his Delta family for their tremendous achievement that we recognize tonight. Here to accept the Laurel Trophy on behalf of Ron and Delta Airlines is Scott Yohe (Yoh-ee), Vice President for Government Affairs. Scott . . .

(Read citation)

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DEPUTY SECRETARY OF TRANSPORTATION JAMES B. BUSEY
"DOT SECRETARY OF 1992" ESSAY CONTEST PROGRAM
APRIL 23, 1992
WASHINGTON, D.C.

It's a pleasure to be here to kick off this fifth annual essay contest program for our secretarial and clerical employees.

Our essay contest and this program is designed to show you just how much we value your work here at the Department of Transportation. Your contributions have been, and continue to be, a key ingredient to our overall success. As Secretary Card has said, "Without [your] tireless support, the gears of business and government might come to a grinding halt."

In fact, that's why Professional Secretaries Week was established in the first place. Forty years ago, the Professional Secretaries Association in conjunction with the Department of Commerce came up with the idea of setting aside a special week in recognition of secretaries. Ever since then, the last full week in April has been your week.

So, this week, and today in particular, we want to salute you for your hard work, your dedication, and your professionalism. You truly are an integral part of the DOT team. And we want you to know that we appreciate your good work and your tremendous contributions toward making DOT the finest department in the federal government.

Thank you.

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