

REMARKS PREPARED FOR DELIVERY BY  
DEPUTY SECRETARY OF TRANSPORTATION ELAINE L. CHAO  
TRAFFIC SAFETY SUMMIT  
CHICAGO, ILLINOIS  
APRIL 3, 1990

Good morning. Yesterday, I participated in all six workshop sessions. It was obvious from what I heard and observed that this summit is unique in several respects.

First of all, as Secretary Skinner mentioned yesterday, we've calculated that we have about four thousand years of law enforcement experience assembled in this room. Yesterday, that experience brought together state, city, and county officials who shared a variety of perspectives -- operational, geographical, political, urban, rural -- to name a few. Those perspectives offered new insights for all of us.

Second, it was apparent just how invaluable front-line experience really is. You're the ones who have been out on the streets. You're the ones who have had to pick up after the accidents that killed 47,000 Americans last year, and injured three-and-a-half million others. It is obvious that your view of reality is indispensable to policy discussions on traffic safety.

Third, I was pleased to see that participants engaged in an open discussion of ideas. For the most part,

jurisdictional and ideological differences were laid aside, and differing viewpoints were assessed on their own merits. We all know this is the only way we're going to make progress.

Fourth, when we organized this Summit, we outlined a broad topic agenda. We sought to define only those issues of primary concern, since we wanted to take as open-minded an approach as possible. That approach resulted in some very fruitful discussions, and I can see that we're beginning to fill in the gaps.

Finally, the most encouraging thing I observed yesterday was the spirit of cooperation that characterized the groups. I had the definite sense that we were forging a new level of partnership between our various sectors of government, and with the private sector. It is this kind of partnership that our recently released National Transportation Policy seeks to foster. I am very glad to see it taking hold here. It will be key to our success.

Perhaps this public-mindedness -- this willingness to lend a hand, to work with others -- is characteristic of the nation's law enforcement officers. I suppose it's what attracts them to the police force to begin with.



Here in Illinois, when a state police officer takes the official oath of office, part of what he or she pledges is this: "To be honest in thought, word, and deed; to be just, fair, and impartial; to be steadfast against evil and its temptations; and ready always to give my utmost to protect the right, property and lives of our citizens." I witnessed that self-effacing spirit at work in our proceedings yesterday, and believe it is a harbinger of what will become a very fruitful and cooperative partnership in the years to come.

The panel moderators will now report to us during this session, presenting the recommendations of each of their groups. Plenty of time still remains for discussion. I encourage you to make your views known if they differ from what's proposed, or if your view is not voiced.

I fully expect today's sessions to put the stamp of success on what we set out to do at this Summit. I am grateful to be a part of it, and I want you to know how much I respect both your contributions to safety, and your willingness to share your views openly and candidly.

Thank you very much.

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DEPUTY SECRETARY OF TRANSPORTATION ELAINE L. CHAO  
TRAFFIC SAFETY SUMMIT  
INTRODUCTION OF SECRETARY SKINNER  
CHICAGO, ILLINOIS  
APRIL 3, 1990

Thank you General Curry. Before I introduce our keynote speaker, I would like to recognize those who have contributed to the success of this Summit. And that includes all of you -- moderators, panelists, observers, and organizers.

At the head table are the working group moderators and the Department of Transportation observers. You have met them all before, so I won't re-introduce them individually, but they ~~deserve~~



deserve

our appreciation for the tasks they have carried out with great effectiveness.

~~(LEAD APPLAUSE)~~

① The man whose commitment vision and will made this summer conference possible

② bio

③ Since coming to Washington,

Today, I have the great honor of introducing ~~my boss~~, the Secretary of Transportation, Samuel K. Skinner. ~~He is~~ <sup>he has become</sup> one of the best examples in ~~Washington~~ of what a leader with vision can

accomplish in government. Secretary Skinner exemplifies the qualities of leadership in all that he does. ~~I am consistently~~ <sup>We at his Department are consistently</sup>

impressed by the talent, integrity, and expertise that ~~we~~ <sup>he</sup> brings to his task as Secretary. In ~~that sense~~ <sup>Like you</sup>, he has ~~a lot in common~~

with ~~us here today~~ — a commitment to excellence, a strong sense of justice. We at the Department feel proud and fortunate to have the unique opportunity of working with

He is a man of action, here today ~~to public service~~  
Since it is true that when all is said and done, we usually wish  
we had done more and said less, let ~~me~~ <sup>us</sup> now turn the  
proceedings over to the distinguished leader whose vision  
brought this summit about, Secretary Sam Skinner.  
See Skinner. After this Conf in which you've been able to see him, I  
think you will ~~understand~~ <sup>think</sup> we are in welcoming  
Please join me in welcoming

distinguished leader  
brought this

large vision about, see  
Skinner.  
Sam





U.S. Department of  
Transportation

# News:

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## SAMUEL KNOX SKINNER SECRETARY OF TRANSPORTATION

On February 1, 1989, Samuel K. Skinner became the tenth U.S. Secretary of Transportation.

Among Secretary Skinner's early accomplishments; he has strengthened international aviation security and has taken an activist approach toward enhancing all aspects of the nation's aviation system with a strong emphasis on safety. He has made the development of a strategic national transportation policy his top priority.

In September 1989, President Bush appointed Skinner to a newly created position as a member of the Advisory Commission on Conferences on Ocean Shipping. Secretary Skinner also serves as a member of the President's National Space Council, the Advisory Commission on Intergovernmental Relations, and the Advisory Council on Historic Preservation.

*Prior to coming to Washington, Sec Skinner*  
Skinner served as Chairman of the Regional Transportation Authority of Northeastern Illinois from 1984 until his confirmation. He also was a senior partner in the Chicago office of the international law firm of Sidley & Austin, and also served as chairman of the Regional Transp. Authority of NE Illinois.

From 1968 to 1975, Skinner served in the office of the United States Attorney for the Northern District of Illinois. In 1975, he was appointed United States Attorney for the District, the first career prosecutor in its history to hold that position.

During his tenure as U.S. Attorney, Skinner was a member of the Department of Justice White-Collar Crime Committee and the United States Attorney General's Advisory Committee. In 1983, he was appointed to the President's Commission on Organized Crime, where he served as Vice Chairman.

From 1961 to 1968, Skinner was employed by the IBM Corporation, and in 1967, was designated one of the company's three outstanding salesmen in the United States.

*Sec.* Skinner received his undergraduate degree in accounting from the University of Illinois in 1960. He then served as an officer in the United States Army during 1960 and 1961. In 1966, *and* he received his degree from DePaul University College of Law in Chicago, where he was a member of the law review.

He has three grown children, Thomas, Steven and Jane. He and his wife, the former Mary Margaret Jacobs, reside in Arlington, Va.

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REMARKS PREPARED FOR DELIVERY BY  
DEPUTY SECRETARY OF TRANSPORTATION ELAINE L. CHAO  
MICHIGAN ROADBUILDERS ASSOCIATION  
CAPITOL HILL CLUB  
WASHINGTON, D.C.  
APRIL 19, 1990

Thank you for that kind introduction. It is always a pleasure to see Fred Upton, who is one of the finest Congressmen on this Hill, and a credit to the State of Michigan.

It is also a privilege to have this opportunity to talk to the leading roadbuilders in Michigan. I like to think that I know about the problems facing your industry. But before addressing some of those problems, it is always important to remember that this country has the finest highways in the world. We move more goods and people more efficiently than any other country on earth.

Good as it is, however, American transportation has some major problems that, if left unattended, could undermine our leadership and have dire consequences for the economy and the quality of life we enjoy. The point is to deal with problems **now**, before they do permanent damage.

There is no question that we are plagued by congestion and delay. Americans spend nearly two



billion hours a year in traffic jams in our major cities, and those delays cost us over \$16 billion dollars annually. That is productivity wasted. That is money down the drain.

Unfortunately, the delays will get worse. They are increasing at a rate of nine percent a year. Unless we get moving right now, the cost of congestion could reach an astounding \$90 billion a year early in the next century.

As I see it, this fact poses challenges and opportunities for the construction business in the 1990s and beyond.

First, the demand will be unsurpassed. We have an enormous backlog of unmet needs. We could spend billions on bridges that must be replaced, and billions more for highways and other forms of transport. We have not maintained, modernized, and expanded our transportation system to keep up with the need. Our infrastructure is decaying before our very eyes.

Catching up will be a tall order, and the fact is, it won't be accomplished piece-meal. We needed a national policy, a strategy for action. The basic goal is to ensure that we have a strategy that will ensure that the multi-billion dollar decisions we make in the 20th century will pay off in the 21st.

We went to the American people. We undertook one of the most extensive outreach efforts ever conducted by a government agency, with 117 public hearings, forums, workshops, and seminars in 43 cities and towns across the country. You could say we ran a kind of national town meeting.

As a result, the Bush Administration's National Transportation Policy, which was announced last month, will lead to fundamental, far-reaching changes in American transportation. Let me give you a quick preview of its five major themes:

- (1) a stronger partnerships among federal, state and local governments;
- (2) new and creative ways to apply user fees, bringing more money and increased stability to our transportation funding;
- (3) removal of unnecessary government regulations;
- (4) stimulation of greater private investment in transportation; and
- (5) increased support for technological innovation.



Given the scope of the need, we have to move the action closer to the people. We have to shift greater responsibility and authority to the States and localities.

But my basic message to you today is that the Federal government is not pulling back from its role in road building. The fact is, the task of rehabilitating and maintaining bridges and highways is so immense that every sector must be more involved: State, local and private.

From Washington, you can expect a strategic approach and funding that will put long-range transportation planning on a steady and dependable course.

The figures bear this out. Over \$12 billion was provided to states for highway construction in 1990, and we expect to provide a similar amount in 1991. The Michigan share of these monies is over \$300 million in both fiscal years 90 and 91.

In fact, our strategy calls for a new federal emphasis on maintaining infrastructure, investing in R&D, and expanding capacity in areas of national significance. In the Department's 1991 budget request of \$27 billion, two thirds, or \$18 billion, is for infrastructure. That's an increase of 11 percent over last year's budget request. The President is also proposing a 17 percent increase in



our transportation R&D budget, to a total of \$409 million.

Let me repeat: There is no reduction of federal interest and federal concern. It is, rather, making sure that every dollar goes as far as it can, and buys as much as possible.

Another issue that is seriously misunderstood is our position on the trust funds. We are committed to spending transportation trust funds for transportation purposes. Let me bring you up to date.

The Trust Fund currently has a cash balance of over \$10 billion, but there are commitments against that balance in excess of \$40 billion for highway and bridge projects that have already been approved, but not yet completed. As you know, the bills for highway projects actually come in over several years, so the highway account has been leveraged in this way. The result is that we are counting on future revenues to pay for the bills we have already incurred.

Another major development on the horizon is the pending legislation to reauthorize the federal highway program. The bill will demonstrate the shift from **building** the nation's highway system, to **maintaining**,



**preserving and improving** it, with increasing reliance on State and local governments.

It will focus on what is called the "systems of national significance," allow greater use of toll financing, and devote additional resources to research, including intelligent vehicle/highway systems and safe materials and engineering for highways.

The "system of national significance" is a new designation for roads and highways of unique national importance, comprising perhaps 160,000 miles all together.

Roads in this system would receive the highest level of federal investment and innovative technology. Part of our plan here is to encourage the states to develop a highway congestion management plan for this system of national significance. The congestion management plan required for metropolitan areas over 200,000 population would identify goals with measurable objectives for reducing traffic congestion.

We also think a higher federal share of matching funds should go for operational improvement projects that lead to better use of existing facilities, such as ramp metering, computerized signal system, incident management programs, and "smart highways."



One of the "smart highways" proposals is called IVHS: Intelligent Vehicle Highway Systems. I didn't know myself what that means until recently, because the term is so new. IVHS means giving the car and the highway certain almost-human characteristics to lift some of the load off the driver. This array of advanced electronics and communications technology will contribute a great deal toward reducing vehicle delay, increasing highway capacity, and improving highway safety. Should we evolve into full-scale automated highways, the benefit will be a more efficient, productive and competitive America.

The SCANDI system now in use in Michigan is a good example. Within five years, it could give Detroit drivers immediate traffic information over specific navigation units in their cars. It could warn of a major accident, then provide quick, safe alternative routes. This would be displayed on a small computer screen, or even given to the driver audibly.

You and I grew up depending entirely on our five senses to take a car safely down the road. That may be changing as we enter the 21st century.

Before coming to Washington, my career was devoted to bringing businesses and bankers together to promote solutions to problems and finance new enterprises. I am



now an exile in government, but I know that as market-oriented businessmen, you are vitally interested in where you're going to get your next contract and where the money will come from.

Of course, I don't need to tell you the market is intensely competitive, and getting more so every day. One of our primary goals at the Transportation Department is to help you get a fair shake in this tough market.

The bottom line is this: I believe that no matter what the problems or challenges, well-managed construction companies, run by skilled, seasoned executive like those of you here this morning, can meet the competition and thrive.

Thank you, and I would be delighted to answer any questions you may have.