The Proof is in the Results

Remarks Delivered By

Mortimer Downey
Deputy Secretary of Transportation

Before the

National Academy of Public Administration Workshop:
"Operationalizing Performance Indicators"
Holiday Inn, 400 New Jersey Ave., NW.
April 6, 1999

- By now we've been at this long enough to recognize that just designing a good plan with good measures isn't enough. Everyone is beginning to look ahead – a little less than a year away – when we will have to report on our performance. Some of us may be getting a little nervous about whether things are really changing in the organization – whether we'll meet their goals, or, even if we do, whether our plans really had any anything to do with the achievement.

- Congress has focused so far on scoring the performance plans – that's been an interesting exercise – but the real litmus test will be the actual outcomes. Ultimately we need to be able to show results that are meaningful and credible. The proof of a performance plan is not how well it is designed, but how well we can put it into action to achieve the desired results.

- Has your plan become a management tool and a tool for change, or is it just a description of what you have been doing all along? Is it visible? Are you changing the incentives and the behaviors in the organization? Are you changing the way the organization operates and the way it collects data?

- We are all grappling with similar issues and problems. We are all looking for tools to help us. I believe – and I think the top leaders in all agencies believe – that performance management offers an especially valuable "tool" for making government work better -- if we are ready to use it.

- Let me give you four key criteria that I think will help bring performance management to life (i.e., "operationalize" it) . . .

Key thoughts about Performance Management:

- **First, remember that it is outcomes that count** – They are the "currency" that senior managers need for public dialog. We need to get beyond outputs and measure things that the public experiences and expects. For DOT, this would include safety, customer service and efficiency in the transportation sector.

  - We need to communicate this in plain English to the public.

  - There are challenges in defining outcomes. For example, they are:

  - Not always easy to measure;

  - Difficult to accomplish without coordination and teamwork; and

  - Difficult to quantify in terms of contributions to the result.

- A good example of this is our goal of reducing the number and severity of transportation fatalities. How do we quantify our contributions to the goal? How much does partnering with the Air Bag And Seat Belt Coalition, for example, contribute to the goal?

- Goals and strategies set the stage for a plan that *can* be put in action (or operationalized) effectively at the senior and at all levels of leadership.

- We have a management strategy that we call ONE DOT – which means we work through issues and problems across operating administrations when it makes sense. It is also a way of engaging management in the kinds of change that the Results Act requires.

■ **Timeliness** – Perfect data that are 3 years old are not very useful. Unfortunately, that is fairly common for Federal programs. We need to recognize that it's OK to be imperfect in order to get today's information for today's decisions. Timeliness makes the "tool" sharp.

- Without timely data, there is little left to work with other than judgment and speculation. It leaves you open to unpleasant surprises. And it robs you of opportunities to redirect your programs throughout the year.

- One thing we are doing at DOT – and which I suggest that you all consider – is a dry run "real-time" performance report. Test your data and your analytical capability in advance – both in terms of delivery and availability and results – to help identify shortcomings while you still have time to correct them. You may also be surprised by the trends in the data, and this can give you an early opportunity to redirect programs to help you achieve your goals.

- **Credibility** – Acknowledge limitations openly, publicly. Present the truth as best you can, not limited to program advocacy. How your "performance system" handles bad news is vital to making it relevant – and trusted – for both programs and senior management.

- Recognize that there is a risk that others will use the limitations that you identify – to challenge the value of what you put on the table in your plan. But without a credible system, managers won't take risks with stretch goals, adverse trends will be hidden from managers' view, and nobody outside the agency will use the information you develop.

- **Continuous visibility** – First get the right measures. Then package them simply and make them continuously visible and available to managers. Data timeliness will lag initially, but make the measures a constant feature in organizational communication, not something that shows up long after the face and outside the management context. Continuous visibility makes the "tool" available. And use leads to more use – it's a positive, reinforcing cycle.

- An important corollary is that continuous visibility also forces programs to improve outcome focus, timeliness, and credibility. Not everyone in a big organization is going to buy into performance measurement, or perhaps even grasp what we're doing. Continuous visibility helps make it more certain, more real, and more understandable.

Conclusion:

- DOT Leadership is actively engaged. We (Secretary and Deputy Secretary) use performance measures to help evaluate and justify the allocation of resources. We use them in regular (monthly) meetings with administrators to guide our programs. We use them to tell the DOT story in public and media events and to communicate to the Congress.

- It's easier to preach revolution than practice it. We in DOT still have work to do in delivering better government through performance measurement. But we think that by making performance measurement useful and understandable, it will be used.

- If we can do this, then all of us can achieve the credible results and measures and, our ultimate goal, improved performance – based on the justified and justifiable resources we need.

See comments.

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April 9, 1999 (4:58pm)

TESTIMONY OF THE HONORABLE MORTIMER L. DOWNEY
DEPUTY SECRETARY
U.S. DEPARTMENT OF TRANSPORTATION
BEFORE A HEARING OF THE

SPECIAL COMMITTEE ON THE YEAR 2000 TECHNOLOGY PROBLEM

APRIL 14, 1999

Thank you Chairman Bennett, Vice-Chairman Dodd, and Committee Members, for this opportunity to report on the Department of Transportation's (DOT, or the Department) efforts to solve the Year 2000 (Y2K) problem. I appear before you today fully confident that all of DOT's vital computer systems will effectively make the transition on January 1, 2000.

Secretary Slater and I remain fully committed to meeting the Y2K challenge. Each of our ten administrators has been charged with leading the effort to fix the problems in their systems, and they are *personally* accountable for their progress. In my monthly meetings with each administrator, the first topic on the agenda is Y2K progress. Secretary Slater and I have been consistent in our stated expectations for this Agency: every mission-critical system at DOT will be repaired, replaced, or retired by the 2000 deadline. *Period.* We also will have back-up systems or alternatives available to handle contingencies and unexpected disruptions so that public safety will be ensured and commerce facilitated.

As of our report to you on March 31, 1999, 85 percent of the Department's 608 mission-critical systems were Y2K compliant, including 100 percent of the systems operated by the Federal Highway Administration, the Federal Railroad Administration, the Federal Transit Administration, the Maritime Administration, the National Highway Traffic Safety Administration, the Office of the Inspector General, the Office of the Secretary, the Research and Special Programs Administration, the St. Lawrence Seaway Development Corporation, the Surface Transportation Board, and the Transportation Administrative Service Center. Since that date we have continued to make progress and currently we are at an 89 percent compliance level department wide.

I am pleased to report that 87 percent of the Federal Aviation Administration's (FAA) mission-critical systems - 370 of 422 - are Y2K compliant. FAA has consistently met or exceeded the deadlines it committed to for ensuring compliance of all components

Since Administrator Garvey created a central management for Y2K response, The

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of the National Airspace System (NAS) by June 30, 1999. While earlier completion would have been desirable, the FAA was faced with a complex challenge requiring extensive and careful testing, and it has been right on target to date.

The FAA has been able to accomplish this monumental task because each of its 33 System Management Offices has about 200 technical personnel dedicated to making all mission-critical systems Y2K compliant. As of this week, these technicians have performed more than 2,200 repairs toward meeting the June 30 deadline, with 1,850 modifications remaining. site-specific

The FAA's plan includes comprehensive end-to-end tests of the ATC system. I am pleased to report that the first end-to-end test, which was conducted on April 10 in Denver, was a solid success. FAA will conduct follow-up testing of selected systems and will conduct a final system integrity test in the October/November time frame to ensure reliability of the NAS.

I am fully confident that FAA will complete its remaining work by June 30, as it has consistently projected. The Bureau of Transportation Statistics will also complete remediation of its systems in this time frame, bringing DOT to 99 percent compliance by the end of June, 1999.

The only systems projected to be completed after June are six systems which belong to the U.S. Coast Guard. The Coast Guard has completed work on 84 percent - 62 of 74 - of its mission-critical systems. Due to complicated logistics and weather conditions in Alaska, the Coast Guard has scheduled completion of its final system, the Valdez Vessel Traffic System, in October 1999. The Coast Guard will do all it can to improve on this schedule, and the Commandant has assured me that the Coast Guard will accomplish ~~this~~ its Y2K mission well before the end of the year. although it now appears that the existing Valdez system will be remediated much sooner.

Considering where the Department was with this complex task one year ago, DOT's achievements to date are a testament to the extraordinary effort being applied to this challenge by many dedicated employees. Despite this progress, I continue to personally monitor the progress of each remaining mission-critical system and will be receiving weekly progress updates until we are finished. As always, our Inspector General will continue ~~its~~ his ongoing oversight work with the agencies, including verification of the accuracy of our quarterly submissions.

Even with the confidence we have that our goals will be reached, we recognize

that we must prepare for system failures that could disrupt vital services, whether or not they are within our control. The Department's operating administrations are currently engaged in the development and testing of Business Continuity and Contingency Plans (BCCP) to ensure that vital services will continue to operate. All of DOT's operating administrations have identified their core business functions, and are in the process of performing risk and impact analysis as part of their BCCP development. These BCCPs will be completed over the course of the spring and summer, with testing of the plans to occur in the summer and fall time frame. Our plans will be updated and modified as necessary according to the results of testing.

The Federal Railroad Administration completed its BCCP in October of last year, and the FAA completed a draft of its BCCP last December. The FAA's comprehensive plan will cover not only the national airspace system, but everything that FAA does. The FAA's planning process has drawn upon input from many industry groups, and the final version is now undergoing a thorough internal review prior to formal publication. The Coast Guard is preparing a comprehensive, service-wide plan, which is scheduled for testing in July. Other operating administrations and the Office of the Secretary are doing the same.

We are presently working on the response to your March 16 request for a report of our continuity of operations and contingency planning activities. We are on schedule to reply by the April 30 due date.

In addition, we are working closely with the President's Council on Year 2000 Conversion and the Federal Emergency Management Agency to establish a coordinated ~~crisis~~ management capability for the days immediately preceding and following key date changes. Last week, DOT hosted a successful trial run of the government wide capability to track and respond to any issues arising as ~~a result of the~~ 99th day of 1999.

With respect to the broader challenges, I am serving as the Chair of the Transportation Sector Working Group under the auspices of the President's Council ~~on Year 2000 Conversion~~. We have aggressively reached out to our transportation partners, both domestic and international. There has been a full exchange of information on many levels, and from this exchange we have been able to determine several common themes regarding sector readiness:

- There is an extensive awareness of the problem and its potential consequences;

- There are aggressive efforts being made to combat the problem, although better progress is reported by large companies and organizations than by small and medium-sized businesses;

- Predicted disruptions are relatively localized in nature but could be exacerbated by a lack of preparedness of small and medium sized organizations, or mitigated by appropriate public and private steps; and,

- There is a larger potential for international failures, adversely affecting our own domestic and cross-border operations.

Regarding international readiness, we continue to meet with foreign representatives in order to cooperate on Y2K issues. Secretary Slater raised the Y2K readiness issue with his European counterparts during meetings in Germany, Belgium and England during the last week of March and earlier in the year with Western Hemisphere and African transportation ministers. Last week, we met with representatives of the Japanese Ministry of Transport, who reported on good progress being made in their country.

Each exchange of information provides us with a clearer picture of international readiness. We will continue to work with our sector partners in each transport mode to refine our information, and we will inform the public of any potential areas of concern, both domestic and international.

At this time, we do not see a need for additional legislation or Congressional action to accelerate the Department's efforts to achieve systems compliance, develop contingency plans, and continue testing in preparation for the Y2K date change. However, we appreciate the interest of Congress, and we will keep you apprised of any significant developments in our Y2K preparedness efforts.

In conclusion, I would like to reiterate that we are committed to ensuring that all DOT systems will operate properly before, during, and after the millennium change. We will keep you advised of our progress in the coming weeks.

Further, we recognize our responsibility to the traveling public and the need to continue our efforts to reach out to the transportation industry and all those responsible for our transportation infrastructure.

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This concludes my testimony. Now, I would be happy to answer any questions you may have.

New Thinking in Transportation for a New Century
Remarks Prepared for Delivery by
Deputy Secretary of Transportation Mortimer Downey
Before the
Ninth ITS America Annual Meeting
Monday April 19, 1999
Marriott Wardman Park Hotel
Washington, DC

Thank you and good morning. It is a pleasure to be here at the annual gathering of ITS professionals. You are the force behind the "New Thinking in Transportation," which is a great theme for this year's meeting.

In its short history of less than a decade, ITS America -- an outstanding example of public/private partnership – has grown to more than 1,200 member organizations. You cover all the bases in ITS -- large and small companies, research institutes and universities, public agencies at all levels, and the best minds in science and engineering in the nation.

The Department is fortunate to work in partnership with such a stellar organization. We look forward to working with all of you to fully deploy Intelligent Transportation Systems in ways that will make our economy stronger, our environment cleaner and our quality of life better.

I am proud to share the podium with John Collins and the many ITS leaders who have supported this valuable public/private partnership. In the six years since I rejoined DOT, it's been a real pleasure to see and to share in your dynamic growth.

Our challenge this week and in the coming years is to look ahead into the new century and consider how we can maximize the use of technology to build safer, more efficient transportation systems.

The "future" is one word that everyone in this room should pay attention to because, in the next 10 years, the number of cars on our roads and highways may increase by 50 percent. Americans now spend 2 billion hours stuck in traffic every year, and the annual cost of congestion has skyrocketed to over $48 billion in lost productivity. The public is saying "***We need to do something about it***!" – and we had better listen to them.

Given these trends, we know we all have to commit ourselves to "New Thinking" if we are going to fulfill the goals John Collins has set of saving time, money and lives.

It will take new thinking because new infrastructure alone is no longer *thee* answer for reducing congestion or

crashes. While new roads and bridges will still be part of the transportation equation, we at DOT believe their design and construction should incorporate technology.

Before I talk more about DOT's plans and priorities, I'd like to offer a simple example of why ITS is so important for people everywhere. Rapid, safe emergency response is a concern that people have in every community. Local officials must not only reach an incident quickly and with the right staff and equipment, but also ensure the safety of other motorists. In 1995, 10,200 police cars, 1,800 fire vehicles, and 2,900 ambulances were themselves involved in motor vehicle crashes.

A traffic preemption system is one of the most effective ways of reducing response times and improving safety in urban areas. The technology allows an emergency or police vehicle to send an optical message to a traffic signal. The traffic signal then alters its red-light pattern to stop traffic along the emergency vehicle's route. This type of technology is enabling emergency vehicles in cities like Olympia, Washington to control traffic signals and minimize traffic disruptions while ensuring a safe and rapid emergency vehicle response.

We could use technologies like this right here in the Nation's Capital -- and not just for the NATO conference this weekend!

How many times in recent years have we seen news reports about crashes involving unsuspecting motorists and police or emergency vehicles as they have attempted to respond to emergency calls. This is just one of many real-world and compelling examples of why Intelligent Transportation Systems are so valuable -- not only will they save time and money, but lives.

Our goals in the Department of Transportation are to squeeze every possible benefit from our existing transportation systems and plan new systems that are as interconnected, productive and safe as they can be.

Infrastructure Deployment

Deploying ITS infrastructure is helping us accomplish our goals and will continue to be a top Department priority. After more than six years of development and a billion-dollar Federal commitment, we have a range of proven technologies.

More than three years ago, former Secretary Peña set a goal of having an integrated ITS infrastructure deployed across the nation in 75 metropolitan areas within a decade. This continues to be the goal that Secretary Slater and I are pursuing, and we are dedicated to making Intelligent Transportation Systems a reality nationwide.

I am happy to report that we are well on our way to achieving that target. Today, 36 metropolitan areas report having a medium or high level of ITS deployment. In the next several years, we will concentrate -- in cooperation with ITS America -- on learning lessons from them and bringing the remaining metropolitan areas up to significant levels of integrated Intelligent Transportation Systems. I want to be able to report that at least 10 more metropolitan areas have a high level of commitment to Intelligent Transportation Systems by the time of next year's meeting.

Measurement is key in identifying the best solutions to relieving congestion and other transportation challenges. We are now entering our second wave of measuring ITS deployment across the country and assessing where we need to direct resources.

As we move from testing to deployment, the Department has emphasized the need for communities to plan for integrated, multi-modal transportation systems.

As many of you know, TEA-21 requires that federally supported ITS projects must be consistent with the National ITS Architecture. Based on work we have done with our stakeholders and input we have received, we have produced interim policy guidance on what it means to be consistent

with the National ITS Architecture. We plan to issue a proposed rule on National Architecture consistency in the Fall.

By working with our surface transportation partners, we think we have struck the right mix between flexibility in local needs and design and the need for national compatibility. In order to lay a common foundation, we are initiating an intensive effort over the next 18 months to get the information and tools needed out to state and local transportation officials.

Our Federal Highway and Federal Transit Administration (FHWA and FTA) field offices will be working closely with our state and local partners to bring all of the tools and resources we have available to help advance ITS deployment in their cities and states.

Investment Payback

After years of ITS research and testing under ISTEA, we are truly seeing results from our investment. I think we are making great progress, and we need to get the message out that ***ITS has arrived and its future is promising***.

We know that Intelligent Transportation Systems improve safety and efficiency. When incorporated into new construction, they can save taxpayers 35 percent of the

infrastructure investment that would have been needed without the ITS component. We also know that ITS will reduce transportation system life-cycle costs by approximately 25 percent, or $30 billion over the next decade.

We are beginning to see environmental benefits of ITS. We are seeing a relief in congestion by coordinating traffic signals and freeway ramp meters. This is yielding a 33 percent reduction in vehicle stops and emissions reductions of 20 to 60 percent. The City of Los Angeles has reported a 13 percent decrease in fuel consumption and a 14 percent decrease in emissions by improving its traffic signal system.

Clearly, ITS is helping to improve the environment and the livability of our communities.

But beyond the numbers, we are also seeing results from our investment in the National ITS Architecture and our Model Deployment Initiative. We made these investments to show people – decision makers, transportation folks, and citizens – what ITS is truly capable of doing.

We proved that with one National ITS Architecture, we are still able to achieve considerable diversity in approaches to meet local conditions most efficiently. The diversity among our four metropolitan ITS model deployment sites bears this out.

San Antonio has consolidated numerous transportation functions into one building; while their counterparts in Seattle have created their virtual transportation center by integrating these functions electronically across several locations.

San Antonio is also a leader in emergency vehicles that can telemeter vital patient information back to hospital centers for faster medical diagnosis; while Phoenix is deploying smart investigation techniques for clearing crashes more quickly.

Phoenix is placing heavy emphasis on integrating traffic signal timing across jurisdictional boundaries; while Seattle is looking to better integrate traffic information at ferry terminals into their traveler information systems.

We are also making progress at the national level. Several weeks ago, Vice President Gore announced that DOT has petitioned the Federal Communications Commission to establish a nationwide, three-digit traveler information telephone number. We believe that this new number will do for travelers and commuters what 911 has done for emergency response -- make it easier and more efficient.

Y2K

Those of you who know me, know that I don't go anywhere these days without mentioning Y2K.

The ITS community – and ITS America in particular – has been a terrific partner to DOT in addressing this situation. With less than 9 months until the year 2000, we all need to make sure that our systems are fully tested, that the public is assured they will work, and that we are all prepared for January 1, 2000.

We are using TEA-21 to help states and localities deal with the Year 2000 problem. While we do not think the public should panic, Y2K is a problem that could disrupt transportation systems and communities across the country.

The technical fix for the Year 2000 problem is straightforward, but it requires a heavy commitment of resources to evaluate computer systems and implement the necessary repairs

Projects to make transportation systems Y2K ready are eligible for federal funding through TEA-21's major highway and transit programs. This gives states and localities access to the resources they need to make repairs so that their ITS systems will function well on January 1, 2000 and beyond.

With this in mind, I would like to announce that the Federal Highway Administration has declared the week of July 12th to be Surface Transportation Y2K Week.

During that week, the FHWA, along with its modal partners, will sponsor workshops, make presentations, and work with our state and local partners to ensure that basic transportation management contingency planning for Y2K is underway across the country.

DOT has discussed the importance of Y2K readiness extensively with the transportation industry. From these exchanges, we know that there is extensive awareness of the problem and that efforts are being made to prepare for the Year 2000 date change.

Intelligent Vehicle Initiative

The other side of our ITS program, intelligent vehicles, complements the ITS infrastructure by focusing on safety and information systems for cars, trucks, buses and specialty vehicles.

The number one goal for the Department of Transportation is safety – and the number one safety problem in transportation is automobile crashes. In 1996, transportation crashes caused about 44.5 thousand deaths – about 42,000, or 95 percent, were caused by motor vehicles.

There are just too many automobile crashes, and DOT, in partnership with industry, is committed to pursuing a course that will significantly reduce that number. We believe that advanced technologies will help us to achieve that goal.

Increasingly, vehicles will be equipped with sensors that do things like help warn drivers that a car in the next lane is approaching too fast or that there are obstacles or pedestrians to avoid. The primary goal of the Intelligent Vehicle Initiative is to get these advanced safety systems into the marketplace as soon as industry can do it.

Thanks to ITS America, along with committed industry partners, we are on our way -- we have a well-defined, comprehensive program for the Intelligent Vehicle Initiative.

After a great deal of work on the part of many in industry and government, we are ready -- and I am delighted -- to make two significant announcements that represent real progress.

First, we have agreed to a framework for joint governance that will make the continuing activities of the Intelligent Vehicle Initiative a true industry-government partnership. I would like to acknowledge ITS America, which facilitated discussions between DOT and vehicle manufacturers, including Ford, General Motors, Honda,

Toyota, Daimler-Chrysler, and Mercedes-Benz of North America.

Second, it gives me the greatest pleasure to announce today a "first" in the Department's Intelligent Vehicle Initiative. The Department of Transportation, General Motors, Delphi-Delco Electronic Systems and other partners have agreed in principle to collaborate on a multimillion dollar, field operational test of an automotive collision avoidance system.

We are close to signing a cooperative agreement with our partners to conduct the first field operational test for a rear-end collision warning system. The test will evaluate the performance, benefits and user acceptance of this safety system on real cars, on real roads, with real drivers. Each year, rear-end collisions account for about 1.7 million crashes resulting in 1,500 fatalities and over 700,000 injuries; it is important that the federal government and our partners in the transportation industry are acting NOW to take this next leap forward on behalf of its citizens. This five-year cooperative effort to enhance vehicle safety will be cost shared with industry.

Highway safety, traditionally, has been about protection. This test moves us into the next dimension of highway safety -- prevention.

We have waited a long time for this, and I wish all the IVI participants good luck and much success.

Conclusion

President Clinton, Secretary Slater and I believe that, together, the public and private sectors can make our transportation systems safer, more efficient, more accessible and more livable. And ITS is one excellent way to achieve our goals.

One optimistic analyst said recently that, if "properly directed, ITS could be the most important enabling technology driver in decades for reform and progress in American transportation."

But, we all know that progress will not happen without hard work and without the "New Thinking" that we are all celebrating this week.

I want to thank you for your new thinking and for the work you are doing, and we look forward to continuing the productive partnership we have with the ITS community.

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HOLD FOR WED. PM

SCRIPT: ITS America Awards Banquet Marriott Ballroom – Wednesday, April 21

6:00 p.m. ITS America Business Meeting

On cue from stage DK runs first VIDEO TAPE segment from control booth: Video on large screens on both sides of the stage has title frame, in color, reading: *ITS America's 9th Annual Meeting*

Voice Over (Paul Anthony): "Ladies and Gentlemen, welcome to ITS America's Ninth Annual Meeting and to the Society's annual business meeting, to be followed by the annual awards program. Now, let us welcome the moderator for today's business meeting, the Chair of the ITS America Board of Directors – Wayne Shackelford."

Go to **LIVE CAMERA** as **Shackelford** comes to the stage podium

Keep live camera shot until cut to Toronto World Congress VIDEO to be presented by Tony Clement. Return to live camera until completion of Business Meeting.

6:30 p.m. Food Service begins

6:30 – 7:30 p.m. Go to VIDEO/AUDIO tape (wallpaper film) with ITS images, background music

Exactly 7:30 p.m. – Go to second Video/Audio tape.

Video: Welcome to ITS America's Annual Awards Banquet

Voice Over: "Ladies and Gentlemen, welcome to ITS America's Annual Awards Banquet. Please welcome our master of ceremonies, United States Deputy Secretary of Transportation, the Honorable Mortimer Downey!"

7:31 p.m. – Switch to **LIVE CAMERA (Downey at podium)**

Downey: "Welcome again to the climactic event of this Ninth Annual ITS America Annual Meeting…I am honored to be your master of ceremonies for what promises to be an exciting evening.

"Tonight, we are honoring the companies and the agencies that are making intelligent transportation systems a reality, systems that demonstrate how I-T-S is saving lives, time and money for our citizens. More importantly, we are honoring people who are the builders of this wonderful technology. This program and these awards will demonstrate that I-T-S is here, it is now, and it is very much in our future.

"Tonight we will show that this is – to borrow a cliché from pre I-T-S days -- where the rubber hits the road.

"The members of ITS America have cast their votes in a secret ballot that identified sixty-four nominees in eighteen categories. No one knows who got the winning votes. A bit later in the program I will have the privilege of unsealing those 18 envelopes and announcing the results.

"First, it is my pleasure to invite to the podium John Collins, President and Chief Executive Officer of ITS America, for a few remarks…John?

7:35 p.m. Live Camera with John Collins at podium

(Collins' Remarks, including acknowledgment of Intel support)

(SEPARATE TEXT PAGES FOR JOHN'S REMARKS)

Collins: "Representing Intel here tonight is the Director of Intel's In-Car Computing Operation. Please welcome to the podium Mister Patrick Johnson"

7:40 p.m. – 7:45 p.m. Remarks from Patrick Johnson

7:45 p.m. Downey returns to podium

Downey: "Thank you Patrick for those remarks and for your most welcome support and sponsorship of this awards program. Now, to make a special presentation, here is the Chairman of the ITS America Board of Directors – Wayne Shackelford."

Shackelford (at podium) "I am indeed honored to present this award – a very special award – on behalf of the ITS America Board of Directors.

The recipient of this award is a man who has worked long and hard in the trenches on behalf of intelligent transportation systems. He had a lead role in passing both the ISTEA and TEA-21 legislation and the I-T-S provisions contained in both of those landmark bills. Even more than that, he has for many years been a champion in the crafting of good transportation policy for this country.

This award is ITS America's way of recognizing the contribution that Senator Frank Lautenberg has made to I-T-S, to transportation in general and to his country. He will be a hard man to replace as he retires from the Senate at the end of next year. We will miss him dearly.

Please welcome to the podium our good friend – the gentleman from New Jersey – Senator Frank Lautenberg."

(Cut from live camera to VIDEO SHOT of Senator at first mention of his name, back to live camera as he or his stand-in reaches the podium)

7:50 Lautenberg or his stand-in accepts award

7:55 Downey returns to podium

Downey: "Our next speaker is another champion for intelligent transportation systems. She has worked tirelessly to advance the development of ITS since she came to the Federal Highway Administration nearly five years ago. Please welcome to the podium the Associate Administrator for Operations and the Director of the ITS Joint Program Office, Doctor Christine Johnson.

7:57 – 8:07 Christine Johnson speaks

8:08 – 8:20 John Collins at the podium

Collins: "The I-T-S America Coordinating Council has a critical role in guiding the work of the Society. It defines and directs the activities of the many technical committees and task forces, subject to approval of the Board of Directors. Each year we recognize the work of several members who have completed their terms on the Council. Will you please come to the stage as your name is called."

Go To VIDEO TAPE --Narrator: "Recognized for their service to I-T-S America's Coordinating Council are:

(Names scroll across screen separately, accompanied by voice-over narration as follows):

Michael Aistrope of the European Commission
Dennis Foderberg of Minnesota Guidestar
Calvin Grayson of the University of Kentucky Transportation Center
Para Jayasinghe of the City of Boston
William McDonald of the Schafer Corporation
Colin Raymond of the Ontario Ministry of Transportation
Paul Toliver of the King County, Washington, Transportation Dept.
And, Chelsea White of the University of Michigan"

(LIVE CAMERA as CC members go to stage)

Collins: "Thanks to all of those Coordinating Council members for their great work. Now, it is time to recognize other individuals who have given extraordinary service to ITS America. This year the terms of four very dedicated members of the Board of Directors will complete their terms. Will you please come to the stage as your name is called."

VIDEO TAPE -- Narrator: "Recognized for their service to the Board of Directors are

(Names *and* head shots scroll across screen as name announced and as each award recipient comes to the stage)

Joyce Johnson of North Carolina A & T State University
Robert MacLennan of Houston Metro
Fred Tucker of Motorola
And, Patricia Waller of the University of Michigan"

GO TO LIVE CAMERA (Collins still at podium)

Collins: "The next award is very special. It recognizes the top elected official, the Chair of our Board of Directors, for individual leadership over the past twelve months.

It was a happy coincidence for me to be confirmed as the new President and Chief Executive Office of I-T-S America at the same time and at the same board meeting which saw Wayne Shackelford assume office as Chair. This took place at our annual meeting in Detroit and I can tell you it has been a real learning experience to work with this hard-charging transportation commissioner from the State of Georgia.

It was a fortunate coincidence for me because Wayne is one of the real champions of I-T-S. He had his Navigator I-T-S Showcase on line during the Summer Olympics in 1997 and since then has built on his system, making Georgia DOT one of the more advanced state agencies in deployment of the new technology. He has willingly shared his knowledge and expertise with his fellow state administrators and for the past year with all of us in the I-T-S family. He has made his voice heard loud and clear – literally and figuratively.

Of behalf of the I-T-S America Board of Directors it is my honor at this time to bring Wayne Shackelford to the stage to accept our Board Award.

8:25 – Continue LIVE CAMERA. Downey returns to podium.

Downey: "A quick reminder that tonight's wonderful door prize will be announced at the conclusion of the awards banquet. The winning business card will be drawn and you must be present to win.

We're getting closer to the moment of truth. Don Marshall of Dembo, Jones, Healy, Pennington and Ahalt of Rockville, Maryland represents the independent auditor for ITS America. He is here to deliver eighteen sealed envelopes. (*Marshall comes to podium with tray containing 18 numbered and titled envelopes*). Each envelope contains the name of the winning entry among sixty-four nominations for tonight's recognition and achievement awards. The eighteen were chosen by vote of the Society membership and were tallied by Don Marshall. They have been under lock and key until tonight.
Thank you, Don, for safe delivery of these sealed envelopes.

Each of the sixty-four nominees submitted a short video tape to describe their entry. We will see each video in each award category and then we will open the envelopes.

Tonight's first awards recognize the work of an ITS America state chapter and of an ITS America technical committee."

GO TO VIDEO, three tapes of 20-30 seconds each run consecutively, along with Paul Anthony's taped voice-over narration.

- **ITS Georgia --- (*William Youngblood*)**

- **ITS Michigan --- *(Richard Beaubien)***

- **ITS Virginia --- *(Ray Pethtel)***

GO TO LIVE CAMERA PODIUM SHOT

Downey: "With us on the stage tonight to present the state chapter award are the recipients of last year's double award – *Jim Wright* of ITS Minnesota, and *Tom Lambert* of Texas.

Now the envelope! (Downey opens envelope #1 and reads the contents)

"The state chapter award goes to _____."

(Downey chooses winning individual's name from list above)

To accept this award please welcome to the stage _____

of ITS _____." (APPLAUSE)

(Recipient crosses stage, accepts award, exits from same side of stage, to be repeated for each of the next 17 recipients)

GO TO VIDEO

(Repeat process, 3 entries are presented via video and voice-over)

Voice Over Narrator: "The Nominees for the Outstanding ITS America Technical Committee are:

- **The Advanced Public Transportation Systems Committee**
  (Paul Toliver)

- **The Advanced Traveler Information Systems Committee**
  (Joel Markowitz)

- **The Commercial Vehicle Operations Policy Subcommittee**
  (John McQuaid)

Go to LIVE CAMERA

Downey: "On stage tonight to present the Outstanding Technical Committee Award is the recipient of last year's award --- *Sheldon Leader*

Now the envelope! (opens #2) This award goes to:

_____

(Downey chooses winning individual's name from list above)

To accept this award please welcome to the stage _____

CONTINUE LIVE CAMERA

(John Collins replaces Downey at podium to announce President's Award)

Collins: "Don't go away! There's much more excitement to come! We have sixteen achievement awards coming up…but first, we want to take time to recognize a very special individual with ITS America's annual President's Award for Life Achievement in Transportation.

The recipient of this award is certainly no stranger to this audience. He is one of our founding fathers. He was there when ITS America was incorporated. He was the first Chair of our Board of Directors and he has served as a Board member for all of the Society's nine years…

It is certainly no stretch to say that without the leadership of *Frank Francois* – the now retired executive director of the American Association of State Highway and Transportation Officials – AASHTO – we could not have had the same measure of success in bringing ITS America and ITS to today's reality.

He is one of our true champions. Please welcome to the stage, ITS America's good friend – Frank Francois.

(APPLAUSE)

(As Frank comes to the stage and as John hands over the award, GO TO ONE-MINUTE VIDEO interview with Frank, talking about the needs and benefits of ITS…Frank and John watch from podium).

Downey returns to the podium – go to LIVE CAMERA

Downey: "It is my pleasure to introduce the next speaker, who in turn will present two very special awards. The Hammer Awards are given to organizations which contribute to the improvement and reinvention of government.

Please welcome to the podium the represenative from Vice President Gore's National Partnership for Reinventing Government – _____.

(NPRG delegate presents awards to *Wayne Shackelford* of ITS America and *Tom Brahms*, executive director of the Institute of Transportation Engineers. Stone will acknowledge presence of two other Hammer Award recipients from the FHWA and FTA. They will be wielding their Hammers)

Downey: "Thank you, Mister _____, and congratulations to both ITS America and the I-T-E for jobs well done."

9:00 P/M.

Downey: "The hour is at hand to announce the sixteen winners of ITS America's Achievement Awards. As we did with the state chapter and technical committee awards, the nominations will be presented on the two screens, followed by the opening of the envelope for each category…

The first set of Achievement Awards are those for Enabling Activities"

Go to VIDEO

(58 nominations in 16 categories follow, with audio/visual clips for each, followed by announcement of both presenters and recipients by Downey as video for each category concludes; this is the same format as with previous state chapter and technical committee awards….)

Narrator: "The Nominees for For Outstanding Achievement in Architecture and Standards are:

- **The ITS Data Bus Demonstration Program** --***(Allan Kirson)***
  (SOCIETY OF AUTOMOTIVE ENGINEERS)

- **The Metropolitan ITS Model Deployment Initiative --**
  (Toni Wilbur)
  (SEATTLE, SAN ANTONE, PHOENIX, N.Y.)

Go to LIVE CAMERA (PODIUM SHOT)

Downey: "With us on stage tonight to present the award for outstanding achievment in architecture and standards is the recipient of last year's award – *Mike Schagrin.*

Now the envelope! (Downey opens envelope #3 and reads the contents)

This award goes to _____

(Downey chooses winning individual's name from the list above)

"To accept this award please welcome to the stage _____

(APPLAUSE)

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Systems Interoperability are:

- **The AZTech Model Deployment Initiative --(*Pierre Pretorius*)**
  (PHOENIX)
- **The I-95 Corridor Coalition Information Exchange Network --**

  (*John Baniak & Bill Stoeckert)*
- **The Smart Trek Model Deployment Initiative Information Backbone**
  (SEATTLE)

  (Daniel Dailey)
- **The TransGuide Model Deployment Initiative --*(Brian G. Fariello)***
  (SAN ANTONIO)

GO TO LIVE CAMERA

Downey: Here tonight to present the award for outstanding achievement in systems interoperability is last year's winner – *Jim Wright.*

(Opens Envelope #4 and reads)

This award goes to _____

(Pick name of winner from above)

"To accept this award please welcome to the stage _____

(APPLAUSE)

GO TO LIVE CAMERA

Narrator: "The Nominees For Outstanding Achievement in Education and Training are:

- **The ITS Florida Customized Delivery of National Professional Capacity Building Program --(*Charles Wallace*)**

- **The ITS Professional Capacity Building Program**
  (NATIONAL)
  (Larry Swartzlander)

- **The National ITS Architecture Team Training Courses**
  (FHWA, LOCKHEED, ODETICS)
  (Cliff Heise & Brian Caine)

- **The Orion-Outsmarts-Traffic CD-ROM**
  (MINN/DOT)
  (Jim Wright & Andrew Brown)

- **The Pioneers in Education Program**
  (ORION/MINN.DOT)
  (Jim Wright & Andrew Brown)

GO TO LIVE CAMERA

Downey: "Here tonight to present the award for outstanding achievement in education and training is last year's winner --- *Tom Humphrey*

(Open and read Envelope #5)

This award goes to_____!

To accept this award please welcome to the stage _____

GO TO VIDEO

Narrator: "The Sole Nominee For Outstanding Achievement in Research, Development and Innovation Is ---

The Quick-Scout Program
(SIEMENS AUTOMOTIVE)

GO TO LIVE CAMERA

Downey: "With us tonight to present the award for outstanding achievement in research, development and innovation is last year's winner -- *Jim Rillings*

(Opens Envelope #6)

Downey: "I know the suspense must be intolerable, so I will quickly read the name ….

The Quick-Scout Program!

To accept this award please welcome to the stage ---*Ronald Knockeart!*

Downey: "Our next category of Achievement Awards will be for ITS Applications

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Regional and Corridor Programs are:

- **The AZTech Model Deployment Initiative** ***(Pierre Pretorius)***
  (PHOENIX)

- **The Metropolitan ITS Model Deployment Initiative –**
  (50 AGENCIES) ***(Toni Wilbur)***

- **The NAFTA Dedicated Short Range Communications Harmonization Task Force** ***--(Mike Onder, Lewis Sabounghi and Luis Nava)***
  (CANADA, MEXICO, U.S.)

- **The Smart Trek Model Deployment Initiative** -- ***(Steve Crosby)***
  (SEATTLE)

- **TRANSCOM** -- ***(Matt Edelman)***
  (N.J., N.Y, CONN.)

GO TO LIVE CAMERA

Downey: "With us on stage tonight to present the award for outstanding achievement in regional and corridor programs is last year's winner – ***(Phil DeCabooter)***

(Opens Envelope #7)

This award goes to _____!

To accept this award, please welcome to the stage _____

GO TO VIDEO

Narrator: "The NomineesFor Outstanding Achievement in Advanced Public Transportation are:

- **The Montgomery County, Maryland, Fleet Management System** ***(Emil Wolanin)***

- **The Smart Trek Model Deployment Initiative Transit Watch** ***(Steve Crosby)***
  (SEATTLE)

- **The Tri-County Metropolitan Transportation District Intelligent Bus Dispatch System** ***(Ken Turner)***
  (PORTLAND, ORE.)

GO TO LIVE CAMERA

Downey: With us on stage tonight to present the award for outstanding achievement in advanced public transportation is *Ray Starsman* of ITS America, who will represent last year's winner.
(Open Envelope #8)

The award goes to _____!

To accept this award please welcome to the stage _____

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Advanced Management Services are:

- **The Lee County, Florida Variable Pricing Project** ***(Chris Swenson)***

- **The Metropolitan ITS Model Deployment Initiative** ***(Toni Wilbur)***
  (50 AGENCIES)

- **The Montgomery County, Maryland, Fleet Management System** ***(Emil Wolanin)***

- **The Orion Adaptive Urban Signal Control and Integration Project** ***(Marilyn Remer)***
  (MINN. DOT)

- **The TransGuide Model Deployment Initiative** ***(Brian Fariello)***
  (SAN ANTONIO)

GO TO LIVE CAMERA

Downey: "With us on stage to present the award for outstanding achievement in advanced traffic management services is the recipient of last year's award --- *Tom Lambert*

(Open Envelope #9)

This award goes to_____

To accept this award please welcome to the stage _____

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Emergency Services are:

- **The Automated Collision Notification Program –** (NHTSA + VERIDIAN CORP.) ***(Arthur Carter)***

- **The Multi-Jurisdictional Mayday Group –** ***(Ginny Crowson)*** (MINN/DOT)

- **The TransGuide Model Deployment Initiative LifeLink Program** (SAN ANTONIO) ***(Patrick Irwin)***

GO TO LIVE CAMERA

Downey: With us on stage to present the award for outstanding achievement in emergency services is the winner of last year's award – ***(Joan Tatge)***

(Open Envelope #10)

This award goes to_____

To accept this award please welcome to the stage_____

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Commercial Vehicle Operations are:

- **The Green Light Mainline Preclearance System Project** (OREGON) ***(Terry Bergan)***

- **The I-95 Corridor Coalition** -- ***(John Baniak and Bill Stoeckert)***

- **The Pennsylvania Department of Transportation** -- ***(Steve Koser)***

- **The Puget Sound International Trade Corridor** - ***(Peter Briglia)***

- **The Virginia Department of Transportation** -- ***(David Gehr)***

GO TO LIVE CAMERA

Downey: "With us on stage to present the award for outstanding achievement in commercial vehicle operations is the winner of last year's award – *Charles Knowles*

(Open Envelope #11)

"This award goes to _____!

"To accept this award please welcome to the stage -- _____

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Traveler Information Systems are:

- **The Advanced Regional Traffic Interactive Management and Information Systems** - ***(Leon Walden)***
  (CINCINNATI + N. KY.)

- **The AZTech Model Deployment Initiative ATIS -*(Pierre Pretorius)*** _
  (PHOENIX)

- **The Integrated Traffic & Navigation Data Conference --**
  (BOSTON) ***(Harry Voccola)***

- **The Minnesota Statewide Plan for ATIS** - ***(Steve Bahler)***
  (MINN. DOT)

- **The Smart Trek Model Deployment Initiative ATIS** –
  (SEATTLE) ***(Steve Crosby)***

GO TO LIVE CAMERA

Downey: "With us on stage to present the award for outstanding achievement in in advanced traveler information systems are the winners of last year's award –*Carol Zimmerman & David Gehr*

(Open Envelope #12)

This award goes to _____!

To accept this award please welcome to the stage _____

GO TO VIDEO

Narrator: "The Nominees For Outstanding Achievement in Advance Rural Transportation Systems are:

- **The Arizona Department of Transportation - *(Mary Peters)***

- **The Branson Travel & Recreation Information Program**
(BRANSON, MO.) ***(Matthew Seiler)***

- **The Minnesota ITS Rural Deployment Initiative –**
(MINN/DOT) ***(Dennis Foderberg)***

- **The Rural California/Oregon Advanced Transportation Systems Program – (*Russ Wenham*)**

- **Travel Aid -- *(Peter Briglia)***
(WASH. STATE DOT)

GO TO LIVE CAMERA

Downey: "With us on stage to present the award for outstanding achievement in advanced rural transportation systems is last year's winner – *Steve Albert*

(Open Envelope #13)

This award goes to _____!

"To accept this award please welcome to the stage _____

GO TO VIDEO

Narrator: "The Nominees for Outstanding Achievement in Intelligent Vehicles are:

- **The Calspan Intersection Violation Detection System –** ***(Ed Starosielec)*** (STARO-SELLICK) (NHTSA@ BUFFALO w/ VRAIDIAN)
- **The ITS Data Bus Demonstration Program –** ***(Allan Kirson)*** (SPONSORED BY THE S.A.E.)

GO TO LIVE CAMERA

Downey: "With us on stage to present the award for the outstanding achievement in intelligent vehicles is the winner of last year's award -- ***(Jim Rillings)***

(Open Envelope #14)

This award goes to _____!

"To accept this award please welcome to the stage _____

Downey: "Our last category of awards is for Awareness"

GO TO VIDEO

Narrator: "The Nominees for the Most Effective Publicity Campaign by a Public Agency are:

- **The AZTech Model Deployment Initiative Public Outreach Campaign** ***(Pierre Pretorius)***
  (PHOENIX)
- **The Lee County, Florida, Variable Pricing Project Marketing Campaign** ***(Margie Byers)***
- **The Minnesota ITS Media Awareness Campaign** ***(Marthand Nookala)***
- **The Smart Travel Marketing Campaign** – ***(David Gehr)***
  (VA/DOT)
- **The TransGuide Model Deployment Initiative Real-Time Traffic Tag Distribution Campaign** – ***(Patrick Irwin)***
  (SAN ANTONIO)

GO TO LIVE CAMERA

Downey: "Here to present the award for the most effective ITS publicity campaign by a public agency is the winner of last year's award --
(Zeborah English)

(Open Envelope #15)

This award goes to _____!

"To accept this award, please welcome to the stage
_____

GO TO VIDEO

Narrator: "The Single Nominee for the best product/service promotion by a private company is:

- **The Integrated Traffic and Navigation Data Conference**
  (NAVTECH + SMART ROUTE SYSTEMS)

GO TO LIVE CAMERA

Downey: "Here to present the award for the best product/service promotion by a private company is the winner of last year's award -- ***(Tom Ohki)***

(Open Envelope #16)

"Another suspense-filled moment! … This award goes to The Integrated Traffic and Navigation Data Conference!

"To accept this award please welcome to the stage -- ***Harry Voccola***

GO TO VIDEO

Narrator: "The Nominees for the most effective ITS promotion by a public-private partnership are:

- **The Automated Collision Notification Program Video –** *(Ed Starosielec)*
  (NHTSA + VERIDIAN CORP.) (STAROSELLECK)

- **The 1-95 Corridor Coalition Multimedia Presentation** *(John Baniak and Bill Stoeckert)*

- **The Smart Trek Metropolitan Model Deployment Initiative Public Awareness Campaign** – *(Steve Crosby)*
  (SEATTLE)

GO TO LIVE CAMERA

Downey: "Here to present the award for the most effective ITS promotion by a public-private partnership is the winner of last year's award – *Roger Boothe*

(Open Envelope #17)

This award goes to _____!

"To accept this award please welcome to the stage _____

GO TO VIDEO

Narrator: "The Nominees for Best News or Feature Coverage of ITS are:

- **Jim Galligan, Light and Medium Truck Magazine -- *(Jim Galligan)***

- **The ITS International Magazine – *(On behalf of Editor Richard Scrase is Jerry Bastarache)***

- **Karen Raffensperger, CBS News – *(Karen Raffensperger)***

- **Mike Romano New York Times – ( )**

GO TO LIVE CAMERA

Downey: "Here to present our final award of the evening – for the best news or feature coverage of ITS is the representative of ITS America – *(Ray Starsman)*

(Open final envelope -- #18)

This award goes to _____!

"To accept this award please welcome to the stage _____

CONTINUE LIVE CAMERA

Downey: "We're at the point where we will now reward someone in this great audience – our door prize. Remember, you have to be in the room to win, so don't go away!

But first, let us have a generous round of applause -- for not only tonight's award *winners* but for *all* of the *nominees!* This program has sent a strong message to the country at large – intelligent transportation systems are here, and they work. Tonight, we have seen the proof.

And…our thanks and a round of applause for our stage hostess –

Andrea Fowler-Pierce

Now for the drawing of the floor prize – tickets for two from

United Airlines for travel to any destination within the continental

United States.

Andrea…will you please draw one business card from this bowl….?

The winner of our door prize is _____

(Winner comes to the stage to receive envelope containing tickets)

Thanks for coming. It has been a great evening and a pleasure for me to be your Master of Ceremonies…. Good night, and I look forward to seeing you all at the awards program in Boston in 2000.

#

25

The Outlook for Transportation in the New Century

Remarks by

Deputy Secretary of Transportation Mortimer Downey

Before the

Council on Transportation/New York Building Congress
Policymaker Breakfast
April 27, 1999
Bobst Library, New York University Campus
The Ben Snow Dining Room
70 Washington Square Park South
New York, NY

Thank you, Lee ~~(Sander, Director/Center for Transportation Policy and Management)~~ and good morning everyone. As always, it is great to be back in the city that never sleeps – although, I think I see a few droopy eyelids at this early hour! Let's hope that what I say will awaken your interest – along with a few shots of caffeine!

(Could say something personal about people in the audience you know)

I am honored to speak to this first ever joint meeting of the Council on Transportation and the New York Building Congress. I know that all of you care not only about the future of transportation but about its impact on the economy and on people, and I look forward to working with you to ensure we continue to create a system for New York and for the nation that can be the envy of the world.

The Transportation Equity Act for the 21st Century (TEA 21) ~~will~~ is going to be an important contributor to virtually every transportation project in the country in the next decade and perhaps beyond. The Act, -TEA 21 as it is know- with guaranteed funding of at least $198 billion over six years and perhaps more, embodies President Clinton's vision of an integrated transportation system and will, if we use it right, ensure America's prosperity and quality of life into the new century.

We worked closely with New York agencies as we formulated our thinking about reauthorization and with your Congressional delegation on its enactment. I hope that the product will be good for you as we move through the implementation period and on to the long haul of execution.

The Federal transportation budget for fiscal year 2000 proposes a record $50.5 billion to make travel safer and easier for all Americans and to enhance our nation's competitiveness. A record $36 billion is planned for infrastructure investment, including $6.1 billion for mass transit. A total of $1.6 billion would be invested in improving the nation's airports and $571 million is slated for capital improvements to Amtrak trains, stations and facilities.

The New York Metropolitan area and the Northeast corridor will benefit from TEA-21 funding in any number of ways. For example, the law designates the "Empire Corridor" from New York City to Albany and onto Buffalo as a high-speed rail corridor, joining the Northeast corridor and linking New York City with its neighbors.

High-Speed Rail = More Livable Communities

By the end of this year -- 1999 -- Amtrak will begin high-speed rail service between New York City and Boston and New York and Washington. The new service will make it possible to travel between New York and Washington, DC or Boston in less than 3 hours.

I am told that passenger comforts on these new trains will be unmatched. Unlike an airplane, you will be able to plug in your laptop, use your cell phone, and stroll the aisles during the trip or sit in comfort without someone virtually in your lap. The new service is expected to increase Amtrak's net earnings by about $180 million per year -- a key to its current business plan for operating self-sufficiently by the year 2002.

For New Yorkers and travelers all along the northeast corridor, high-speed rail will reduce trip times, increase access to midtown Manhattan, and we believe it will be the mode of choice -- the preferred way to travel in the near future.

Upstate New York will also get a boost from high-speed rail. New York State and Amtrak have agreed to jointly fund the Buffalo/Albany/New York City line to high-speed status, increasing top speeds from about 100 mph to 125 mph. The higher speeds will reduce travel time, for example, from New York City to Buffalo by 1 hour.

California, Illinois, Michigan, and Washington state have all expressed an interest in cost sharing plans for high-speed rail in their states. We are excited and hope the new service in the Northeast corridor will spur more interest in and development of high-speed rail throughout the country -- and generate mutual support for the continuing capital reinvestment required here and all across the country.

Transportation has always played a critical role in our communities, and we expect this to continue. Our subways, trains and highways connect people with goods, services, and each other. One project here in New York -- the Farley Post Office Building / Penn Station project -- will improve the interconnection between multiple modes of transportation.

The Farley building will be rejuvenated to make Penn Station more accessible and pleasant for all intercity rail travelers and commuters. This project is a unique partnership between the city, state and federal government and the private sector. New York State, New York City and my Department created the Pennsylvania Station Redevelopment Corporation (PSRC), allowing for the ~~plan~~ planning, financing + development of a new Penn Station in the Farley Building. The Federal government has already committed $88 million with another $40 million to come from the Transportation Equity Act for the Farley - Penn Station project.

~~The Farley~~ This project is another example of how DOT is attempting to make America's transportation system more intermodal or interconnected. People will be able to take transit to the Farley Building and the project will increase their access to midtown. It will bring new businesses and services to the area.

The Farley Plan provides airport access links to the region's airports. The design accommodates passengers using Newark's Monorail and JFK's new AirTrain, both ~~two~~ connected to easy commuter rail ~~seat~~ rides, terminating at Farley.

Farley and ~~similar~~ projects like it around the country will strengthen the link between transit planning and community planning to make communities more livable -- safe, accessible and more economically prosperous -- and work to the benefit of ~~the~~ entire regions.* We expect to encourage such planning thru our new TCSP (Transportation, Community + System Preservation) program, which has generated such a high level of interest — 525 applications for the 1st round of $13M — that we have asked Congress to allocate $50 million next year.

Why the High-Density or "Slot" Rule No Longer Works

Next week marks National Science Technology week, a time to reflect a new

Technology has changed our world dramatically. Could you imagine life without computers, ATM machines, or your VCR? (or your DVD player ~~for the~~ if you're really high tech)

Just as technology is transforming rail transportation, it is doing the same for aviation – and incidentally will continue to so after December 31 when we successfully navigate through the Y2K problem.

had done so much to make

In 1968, before technology made aviation faster and easier, the Federal government created the High Density, or "Slot," Rule to ease congestion at a few of the nation's busiest Metropolitan airports. Since then, the rule has been used by some to limit flights and reduce what they believe is excessive noise in their communities. However, new technology has already reduced noise dramatically. By the end of this year, all aircraft in the U.S. must conform to tougher noise standards, and we are pressing for ever more stringent international standards to be adopted by ICAO. Comment on EU.

Improved

Technology has also meant that air traffic controllers can handle the traffic flow more efficiently. Now, and even more so as new equipment is delivered under our FAA modernization program.

The 1968 Slot rule was only meant to ease and control congestion, and we at DOT believe that it is obsolete in today's high tech world. Consider that airports in Atlanta, Dallas and other growing metropolitan areas have no similar constraints -- and are able to keep pace with demand for international and domestic access to their regions, and do so safely.

Keeping airports like Kennedy and LaGuardia under the Slot Rule results in higher fares for consumers and hinders competition without benefitting anyone. Keeping the current rule ~~will~~ is going to hurt the New York Metropolitan area because new businesses that would rely on Kennedy or LaGuardia will not find the fares and cargo shipping rates at these airports competitive or affordable, thus preventing new markets and economic growth.

It is definitely time for all New Yorkers, as well as government, to reassess the current law in light of new technologies and a new century.

The future of Maritime Transportation

Today, when we discuss the importance of our transportation system to the economy and national security, we use words like "intermodal, seamless, efficient, and safe." The focus is on broadening our vision to include all forms of transportation and their infrastructure -- including both water and landside access to ports and their terminal facilities.

Our marine infrastructure and commercial carriers support our domestic and global trade and markets as well as protect U.S. national security interests. As a further step in this direction, DOT's Maritime Administration and the Coast Guard have undertaken a new initiative called the Marine Transportation System (MTS): looking at waterways, ports and their intermodal connections as they work together to serve commerce in our regions. The goal of this initiative is to assess the adequacy of the nation's marine transportation system to operate in a safe, efficient, secure and environmentally-friendly manner until the year 2020.

So, we are in the process of conducting this wide-ranging assessment, and Secretary Slater will report to as requested, to Congress on our findings by July 1, 1999. To help us with the assessment, we created an MTS Task Force of 46 representatives from industry and 20 leaders representing the government. The Task Force met on March 12 and will meet again on May 21.

And we are reaching out even further as part of the ~~MTS~~ assessment process. Last November, the Department hosted a national conference to discuss how America's marine transportation system would be able to support the growth in commerce expected early in the 21st Century. Several regional listening sessions were also held in the Spring of 1998 in order to hear from stakeholders and the public about the current state and future needs of our waterways.

The conference, attended by 144 public and private stakeholders, was a great success. Two important issues were tackled: 1) A shared national vision for our Maritime Transportation System and public and private coordination of MTS activities. As a result, we have an excellent vision:

> ***The U.S. Marine Transportation System will be the world's most technologically advanced, safe, secure, efficient, effective, accessible, globally competitive, dynamic and environmentally responsible system for moving goods and people.***

Coordination, leadership, and cooperation are essential to the success of the MTS. With effective MTS coordination, the nation's mobility, safety, economic health, natural environment and security can all be enhanced. Raising the visibility of the MTS will encourage cooperation and information sharing among regional, federal and local agencies, as well as the private sector. This kind of coordinated approach can more effectively address the needs of the MTS than piecemeal efforts by individual groups.

Two key recommendations also resulted from the November conference. One was to establish a National Council on Maritime Transportation with responsibilities to support and coordinate the development of a national MTS strategy and policy.

The second recommendation is to create local and regional committees to build grass roots support for the MTS and to address maritime issues and recommend improvements.

Secretary Slater and I support both of these recommendations and are considering ways to establish both a National Council and regional and local committees.

The United States – at more than $6 trillion in trade of goods and services per year – is the world's largest market. Our geography has meant that our nation was built and made strong because of our waterways and ports. We must make sure that our maritime infrastructure and policies are able to meet the documented needs of increasing trade and a wide range of users. This will mean a lot to our nation – and to you in this region, and we look forward to working with you in a coordinated way.

Innovations in Transportation Infrastructure Funding

The landmark Transportation Equity Act for the 21st Century affirms President Clinton's key priorities: improving safety, protecting public health and the environment, and creating opportunity for all Americans. It provides record levels of investment to continue rebuilding America's highways and transit systems.

TEA-21 also creates new ways to help pay for the transportation improvements we all need. Congress adopted its version of one of the President's key innovative finance proposals when it created a new federal credit program.

It was inspired by a $400 million loan for California's Alameda Corridor rail project, which we made at a budgetary cost of just $59 million, a set-aside amount pegged to the risk factor. The $400 million federal loan was the factor that capped a total $2 billion funding package, – one that's now in place, making the entire project viable.

The new federal credit program, called the Transportation Infrastructure Finance and Innovation Act, or TIFIA, offers a way to pay for similar, large projects of national significance. These projects: trade corridors, border crossings, and freight facilities, often cross jurisdictions or traditional modal boundaries, and sometimes have trouble accessing capital markets despite their value. The fact is that many ~~these~~ such projects, ~~such as~~ like toll roads, have revenue sources which could be tapped to underwrite their costs.

TIFIA's purpose is to fill gaps in market funding or to leverage additional nonfederal resources by providing supplemental and subordinate capital. We will be able to do this through three financial products: federal loans, loan guarantees, or standby lines of credit. These techniques can help to advance large, capital-intensive projects that otherwise might be delayed or not built at all because of their size and complexity and the market's uncertainty over the timing of revenues.

To qualify, projects must cost at least $100 million or half of a state's total apportionments, except that a lower limit of $30 million for applies to intelligent transportation system projects. They also must be supported by user charges or other dedicated revenue streams. By addressing the market's concerns about doing large projects which don't have much of a track record, this program would expand their ~~ability to~~ access to private financing in the capital markets.

Although TIFIA will largely fund construction, its value will ~~also~~ be equally great during certain sensitive phases of project development: the preconstruction phase before other sources of capital are available, and the so-called "ramp-up" period of initial operation ~~when~~ after a project is built but when its revenues may not yet be great enough to cover all costs.

In such cases, support through TIFIA could be crucial for success, just as public authorities like the Port Authority of New York and New Jersey and the Triborough Bridge and Tunnel Authority have carried the early years of their follow-on projects with revenues from their original facilities.

TIFIA authorized $530 million of contract authority based on the budgetary cost of the credit support it will provide. Its total project activity will be a function of its specific projects and their efficiency, within a legislated cap of $10.6 billion of credit assistance. The projects that can be funded include everything from roads and bridges to passenger terminals, freight transfer facilities, and MagLev systems.

TEA-21 continues other innovative provisions, and creates some new ones, and I'd like to sketch them quickly.

States can now use design-build contracting as a matter of choice on federal-aid projects, saving time and money where such approaches are warranted.

In many cases, states and localities have been given greater flexibility on matching federal grants. Instead of matching grants project-by-project on a quarterly basis, they can do so program-wide on an annual basis. And the local match can often include things such as other federal funds or the value of land used in a project.

A new pilot program will enable as many as three states to use new tolls to fund the reconstruction of existing Interstate highways. TEA-21 also continues our value pricing program, which supports state and local efforts to apply market-based pricing strategies to highways as an element in transportation ~~management~~ management.

We want to use the most efficient and innovative financing and extend these principles to other modes. we think it is time to

There are ~~other~~ real opportunities for TIFIA and other innovative financing strategies. For example, the project to convert the Farley Post Office into a new Penn Station could use these strategies to pay some of the conversion costs out of ultimate project revenues.

These are just a few of the innovative project finance ideas. We see them as ways to supplement our traditional forms of funding, and to bring private-sector practices to public policy.

At the same time, we will be working with you to get the maximum use of regular grant programs under TEA-21. Total TEA-21 authorizations of $218 billion represent a 40% increase over ISTEA levels. Of this, $198 billion is guaranteed -- $162 billion for highways and $36 billion for transit. And New York, despite early fears, came out with a very respectable share of the action — up 35% in highways and 36½% in transit — reflecting tenacious bargaining by your delegation — saving the principles of ISTEA and still sharing in the windfall of new money.

Even these dollar amounts are — they represent

~~This is~~ not a total panacea, but it is a substantial start for rebuilding existing systems and for making new investments. There are limited dollars for discretionary projects – including transit new starts – and decisions will be made in the next ~~12~~ few months that will substantially commit the balances in TEA-21. It is time for the New York Metropolitan region to ~~contribute at least 1/3 or more of the~~ financing for such projects.

I do need to be clear on one point.

Your plans together – take advantage of your proven ability to dedicate funds to effective transit investment and stake out a fair federal share of

I believe this region can compete well with any other in terms of transit and transportation contributions to development and mobility in an environmentally sensitive way. We won't be thee major partner any more than we are elsewhere – ~~but~~ we certainly would like to be a partner – but it's up to you to make the case.

We intend to proceed with TEA-21 implementation on what we call a ONE DOT basis. Our goal in implementing ~~the~~ every provision – from traditional programs to new ones like TIFIA – is ~~for~~ that the communities using them ~~to~~ can see a seamless and consistent DOT process, with clear and uniform procedures. We also want to provide the efficiency and responsiveness that the markets need to work their best.

Conclusion

To do all that we must do in the next decade well, we need to work closely with the project sponsors and their technical and financial advisors. We at DOT want to know what projects you think are priorities and how we can work together to ensure adequate financing. We are also here to provide support and advice in other areas, such as safety and environmental protection.

Later today, at about 2 pm, I will be participating in the official opening of our One DOT New York City Metropolitan Office in the Alexander Hamilton Customs House.

Incidentally – for trivia fans –

This is the same building in which, 40 years ago, I was sworn in to the U.S. Coast Guard. and I hope you all will be able to attend the event. What we are trying to accomplish with our One DOT management strategy is a change both the DOT culture and the way business is conducted. Instead of planning and operating each of our modes as separate, distinct entities, we are taking an integrated approach to transportation planning. – close-to-the-customer This new management strategy is ~~important~~ critical if we are to serve the needs of the American people in providing intermodal – or interconnected – transportation facilities that will make life better in the new century.

You have shown the way in using over $1 billion in ISTEA funds flexibly, despite some built-in complexity in that process. It's time for us to recognize local reality and operate in the same flexible way you do.

As leaders of the transportation and investment community, you bring to transportation and infrastructure issues project finance and other experience and knowledge that can help us make DOT programs work well from the outset.

I look forward to hearing your thoughts about these and other important transportation matters today and in the coming months and years.

MEMORANDUM FOR DEPUTY SECRETARY OF TRANSPORTATION MORT DOWNEY

FROM: PEGGY ABRAHAMSON PA

DATE: APRIL 30, 1999

SUBJECT: Global Air & Space '99 Remarks

John Kiser of the International Aviation Office within OST said that you may want to take a harder line on the hushkit issue (page 5). If so, you could go with something like the attached paragraph that is double starred.

Please let me know what you would like to say.

May 4, 1999
10 - 11:30 am

"Civil Aviation: Changing International Markets"
A panel discussion during the
Global Air & Space '99 Conference
The Hyatt Regency Crystal City
Crystal City, Virginia

Briefing Paper

Event Contact: Greg Dole, Assistant to Alan Mulally, President of Boeing Airplane Company, at 703-465-3619.

MEDIA: Yes, trade press expected and national press may also attend.

EVENT: 7 minute of remarks, followed by a panel discussion. David North, Editor-in-Chief of Aviation Week & Space Technology, will introduce you and the other panelists for remarks.

Other panelists:
Alan Mulally, Senior Vice President, Boeing
Frederick Reid, Senior VP, Delta Airlines
Thomas Weidemeyer, President, UPS Airlines
Klaus Koplin, Secretary General, Joint Aviation Authority
Carol Carmody, U.S. Representative, International Civil Aviation Organization (ICAO)

AUDIENCE: About 300 senior officers of the aerospace industry.

AUDIENCE ISSUES:

Open skies update and aviation growth in emerging markets.

The U.S. response to the European Union's new environmental and noise standards that apply primarily to U.S.-manufactured aircraft with new engines or aircraft equipped with hush-kit devices.

The globalization of aviation and new policy challenges for governments, including trade, safety and the environment. The U.S. industry thinks that safety and environmental standards should be uniformly applied.

SETUP: Hotel ballroom set up theatre style with a dais and podium in the front.

Prepared by: Peggy Abrahamson, 6-9268.

Our Strategic Goals: Open and Safe Skies

Remarks to be Delivered by

Deputy Secretary of Transportation Mortimer Downey

during the panel on

"Civil Aviation: Changing International Markets"
Global Air & Space '99 Conference
The Hyatt Regency Crystal City
Crystal City, Virginia
May 3, 1999 ??

Thank you and good morning. It is a pleasure to serve on this panel and to speak with you about the changes taking place in this increasingly global civil aviation industry.

and we wondered if the situation would ever change.

Less than a decade ago, traffic growth was either slow or non-existent in many of our international aviation markets. In fact, fewer people traveled in those markets in 1991 than in 1990, and traffic actually decreased in our largest international market -- the transatlantic -- between 1990 and 1992.

That period was marked by concerns over security and a soft economy, but we were also

~~At that time, we were~~ making little if any progress eliminating restrictions on airline operations in our international markets, even after ten years of experience with domestic deregulation. Most of America's aviation relations were governed by restrictive bilateral accords. We were ~~parties to~~ had operated in no open-skies agreements and ~~parties to~~ only a handful of truly liberal aviation markets. The heavy restrictions placed on the free flow of aviation commerce no doubt contributed significantly to the stagnation and red ink that plagued the industry at the time.

As we enter a new decade and century, the civil aviation industry -- both domestic and global -- is stronger than ever and growing. Aviation and aerospace is one of the few industries in which we have a trade surplus -- more than $40 billion last year. ??

~~So~~, This is an industry that is vitally important to our national and global economy. And that is why President Clinton has made investing in our civil aviation industry and ~~in~~ enhancing international aviation competition a high priority.

To increase competition in the aviation industry, the Departments of Transportation, State, Commerce and Federal agencies have worked with other countries to eliminate thousands of restrictions that had been placed on airline operations by our bilateral aviation agreements. Since President Clinton assumed office, the United States has achieved 70 new aviation agreements. Each agreement removes preexisting limitations on airline activity in the markets covered by the agreement. Almost half -- 33 of the agreements -- create completely open skies. We now have fourteen open-skies agreements with countries in Europe alone, providing the aviation industry more market-oriented environments.

More open skies agreements allow U.S. airlines to enter new markets and to improve and expand existing services. Open-skies agreements have provided powerful new incentives for airlines to be creative and provide customers with price and service options. Enhanced competition in our international aviation markets has made air travel affordable and accessible to many millions of new passengers. It has required our industry to be on the cutting edge of technology and to develop new business methods for serving the new world market.

One example is the goal of

A more recent trend in aviation are global partnerships between aviation companies and airlines of different countries. These partnerships range from basic codesharing in a few markets to the most advanced form of airline cooperation -- strategic alliances with antitrust immunity. where there is sufficient competition to warrant such arrangements.

These cooperative arrangements or partnerships are transforming the aviation industry into a truly global air transportation system.

We have granted several domestic-international alliance antitrust immunity in order to override inefficiencies that exist today in our bilateral aviation system. We did so only after we found that even proposed alliances promote free markets and competition.

Our studies of the U.S.-North Atlantic aviation market confirm that the existing airline alliances are competing and that this competition is producing substantial public benefits. For example, improved service and competition that alliances offer have resulted in a decline in average fares in U.S.-Europe markets.

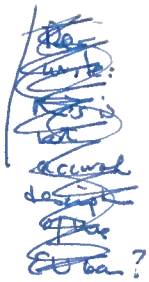
What about increased travel?

Do we have #'s??

the proposed EU regulation under which

The U.S.-EU Hushkit Issue

DOT has been actively involved in the "hushkit" issue -- whether aircraft that fly ~~over~~ into and out of the European Union will be restricted or banned if they are equipped with certain new engines or with "hushkit" devices to reduce noise.



Secretary Slater welcomed last week's decision by the European Union to postpone ~~for one year implementation~~ for a one-year part of their regulation ~~that would ban or restrict aircraft equipped with hush kits.~~ while consultations take place on the future of aircraft noise control.

The Clinton Administration has vigorously opposed this regulation because: 1) Aircraft equipped with hushkits meet International Civil Aviation Organization noise standards, so there is no technical justification for the EU measure; and 2) The economic impact of the rule would primarily ~~e~~affect U.S.-manufactured aircraft, engines and other products. ~~Its~~ Its impact clearly fell on U.S. aircraft and engines.

Industry has estimated that the hushkit rule, if implemented, could cause more than $1 billion in lost business for the U.S, as well as significant ~~reduc~~ devaluation of US airline fleets.

We will now use the time we have to work within the ICAO to develop an improved, multilateral noise standard that will result in the ~~desired~~ noise relief in a more effective and fair way.

Of course, we will continue to consult with the industry and the Congress on these developments.

Y2K

Another issue that we are working to resolve is ensuring that all of the computer systems that operate our transportation systems are Y2K compliant. President Clinton and Vice President Gore have made solving the Y2K problem throughout the Federal system a top priority.

The Department of Transportation has made substantial progress in repairing our own systems. We expect that all 616 of our mission-critical systems will be tested and certified Y2K ready well before the end of the year.

Our concerns, however, aren't limited to how the Year 2000 problem directly affects the federal government. While transportation operations are typically the responsibility of the private sector, ensuring their safe, smooth functioning is a matter of national concern.

In cooperation with the President's Council on Year 2000 Conversion, we're encouraging our partners to evaluate their own systems and to make any needed fixes. Given the nature of our regulatory authority, which typically focuses on results, we can't compel system operators to take particular assessment or repair steps, nor can we perform universal evaluations of their repairs.

However, we can, *and ~~must~~ will*, raise awareness and make it clear that solving this problem is not just a public and a corporate responsibility but is, in fact, good business. We also can promote the sharing of effective strategies to ensure the system's safe performance.

We're now conducting outreach to identify progress in the various transportation sectors, and to determine how best we can support repair efforts. We've found several cross-cutting issues, which I'll summarize.

Many private companies are reluctant to report or share information for fear of liability, making surveys at best incomplete and at worst over-optimistic. Some sectors, such as airports and shipping, have an emerging awareness of the problem, which points to the need for continued and expanded outreach.

This is very old stuff — doesn't reflect current status or activity. Update with Caitlin Hughes et al.

Foreign airlines and shipping companies, especially those in less-developed countries, also appear to have limited awareness and few resources to deal with the problem.

Many large enterprises, including all U.S. airlines, have active repair programs in place. However, like small businesses in other sectors, many transportation suppliers and smaller operators are behind the curve.

Transportation's dependence on other sectors, such as energy and telecommunications, means that we could have transportation failures even if this industry is itself Y2K-compliant. Underscoring our interdependence, such sectors as agriculture and energy in turn rely on efficient transportation to get their products to consumers or their fuels to power plants.

Finally, there is uncertainty over the impact of embedded chips because of their varied uses and a lack of documented manufacturers' information. However, most of the chips in transportation applications seem to be event-oriented, focused on operating cycles rather than dates, so there is a growing consensus that their Y2K effect will be comparatively minimal.

Update

Based on these early discussions, we're taking steps to assist our partners. We've met with industry associations and businesses in every sector, and have held industry-wide forums for aviation, maritime, rail, pipelines, and surface transportation.

We're also reaching out globally, especially through the International Air Transport Association, the International Civil Aviation Organization, and the International Maritime Organization. Secretary Slater has raised the issue at such forums as the European Conference of Ministers of Transport and during bilateral discussions such as those during his recent mission to Africa.

Conclusion

Secretary Slater and I stand ready to work with the aviation industry and with other Federal agencies to see that international markets are open and that unfair rules that hamper competition are eliminated and that our airline share in the growing volume of travel.

We know that we must work together to ensure that our aviation industry has a fair and level playing field to succeed internationally.

(Comments on planned meeting in Chicago this fall?)

ASK X

We also urge you to speak with your partners and counterparts in the international arena regarding the importance of the Y2K problem. While we believe our airline systems will be safe, failure to repair systems here or overseas could affect systems that are Y2K ready and cause air traffic delays.

I look forward to the discussion to follow. Thank you.

9.29

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

DOT: Putting Earth Day Principles into Practice

Earth Day Partnership Event and MOU Signing
with the General Services Administration,
Department of the Interior, Department of Transportation, and the Office of Personnel Management
Rawlins Park, E Street between 18th and 19th, NW
Washington, DC

Good morning. It is great to be here on behalf of the Department of Transportation for this exciting Earth Day event.

And, it is a pleasure to participate in this MOU signing with David Barram and the great people of the General Services Administration and with leaders from the Department of the Interior, the Environmental Protection Agency, the Office of Personnel Management and other officials.

Today, my Department will pledge our participation in and wholehearted support of Planet GSA, which in simple terms means that in our day-to-day operations we will do everything we can to protect our environment, just as we do with our programmatic areas of responsibility.

Before I tell you about what DOT has already accomplished in terms of buying green, driving green and other activities, I want to say a few words about my own environmental commitment.

I have been blessed with two beautiful grandsons and want to leave them and future generations with a clean and healthy environment. I think this is a duty for all of us as parents and grandparents.

And, as a leader at DOT, I don't just motivate others to live and work in ways that will enhance environmental quality. I try to practice what I preach!

For example, I ride the metro to and from work most of the time. It is, frankly, a lot more pleasant than driving and it's a contributor to relieving congestion and reducing auto emissions.

The government car I use to get around town is an alternative fuel vehicle, and for six years I've been recycling paper clips to the point where I will be supplying more of them to DOT than Dave Barram has.

I believe that everything each of us does should be aimed at making a difference in our environment today and in the future.

A GREENER DOT

Today, DOT is participating in making our environment better in partnership with GSA and other agencies.

We are members of the Federal Steering Committee for America Recycles Day. Last November we participated in the Federal Rally to encourage recycling and purchasing recycled products and plan to participate again this Fall.

We helped organize training to encourage government procurement professionals to buy products that are good for the environment, as well as good for the customer.

DOT recycles and buys recycled products whenever possible. Currently, 82 percent of the copier paper we buy from GSA is made of 30 percent recycled content.

As for DOT, of course, we "Drive Green!" We currently have 505 alternative fuel vehicles in its fleet, including two electric vehicles.

DOT partners with the Department of Energy and the Environmental Protection Agency in the Federal Energy Star Buildings program to increase energy efficiency. Even though it is an older building (1960s vintage), our headquarters (the Nassif building) is a showcase for energy efficient technologies. Energy-saving motion-detection lights are installed throughout the and we have installed an energy management control system that makes our air conditioning equipment more efficient.

And as we work with GSA on our new headquarters building, it should be the Federal Government's poster project for environmental and energy efficiency.

There is always room for improvement! Thus, I am pleased to sign this Memorandum of Understanding (MOU) with GSA and to see that DOT continues to push the envelope to improve America's environment.

The Department fully supports and promotes the principle of "Build Green" and has worked with the transportation industry to ensure that projects we participate in employ sustainable design principles.

We support Planet GSA's principles. They are a perfect fit with our mission goals, particularly alternative commuting strategies such as carpooling, bike-to-work and encouraging the use of public transit through the Transit Benefits program that we've pushed fro in our surface transportation legislation and extended to our employees.

I also think it is important for federal agencies to work together -- we can make greater contributions to our environment and our country when we do.

Following the GSA Planet Principles will help make this city and communities near government facilities throughout the country more livable, which is a major Clinton Administration goal.

The Department of Transportation is helping states and local communities save green space, ease traffic congestion and pursue "smart growth" strategies in designing and building transportation systems to serve communities now and into the next century.

GSA can be a partner in that effort as it works toward downtown locations for federal offices.

We are looking forward to participating in the upcoming National Town Meeting for a Sustainable America, which will take place in Detroit, Michigan and in communities throughout the country from May 2-5.

This Meeting will bring together the best practices in sustainable development, whether they be in transportation, housing, agriculture or other sectors. The Meeting will also serve as a Forum for business, state, federal and community leaders to discuss their views on how we can prosper as a nation while improving our environment.

I am proud to sign this agreement today, and I am proud to be part of an Administration that practices what it preaches when it comes to the environment.

Thank you very much.

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