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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
1995 PROCUREMENT PERFORMANCE MEASUREMENT SYMPOSIUM  
WASHINGTON, D.C.  
JUNE 5, 1995**

*(Introduction to be made by Lori Byrd, the  
procurement specialist responsible for this project)*

**Thank you, Lori, for that introduction. I'd also like to thank you for your leadership in this special effort to bring positive change to DOT's procurement systems.**

**I'm happy to join all of you here today because I know the importance of procurement to the Department's success.**

**It's a special pleasure because we're not only recognizing excellence, but we're focusing on the achievements of teams -- and that type of team effort is something we need more of throughout government.**

**Before we present today's awards, I'd like to say a few words about the future of procurement here at DOT.**

**We've entered a period in which all of the federal government's operations are being scrutinized, and that includes procurement.**

**That's part of the National Performance Review's effort to make government work better and cost less -- something to which the Secretary and I are fully committed.**

**But, given the outstanding achievements we're hearing about today, it may seem strange for us to be talking about the need for improvement in procurement. *If we're doing such a good job, then why do we need to be reinvented?***

**That's a fair question, and the answer is that we can -- *and must* -- always do better.**

**Those of you who are here today know that better than anyone, because you know our systems. I doubt there's one of you who doesn't have a dozen ideas about how to do your job better -- and who's frustrated that the system doesn't let you.**

**The procurement system we have today is the product of generations of good intentions that have sometimes gone off the tracks.**

**We have rules and regulations that are meant to eliminate all risk of error -- but that instead tie your hands in your day-to-day work.**

**They're all part of a system that needs to be overhauled, both in terms of legislation and execution.**

**We already have a number of initiatives underway to do this. For example, we've established a Procurement Reinvention Lab to waive red tape and try new approaches to procurement.**

**It empowers employees by recognizing that risk is a part of achievement -- something to be managed, but not something to be avoided at all costs.**

**We're also moving DOT into the 21st century by upgrading and streamlining our automated data collection system and implementing electronic systems throughout the Department.**

**And we're identifying new ways to respond to the needs of our customers and to use such tools as procurement performance measures.**

**In fact, today's symposium marks the completion of a pilot performance measurement program here at DOT. I'm proud to say that we're the first federal agency to implement such a program.**

**I'm also proud of how it's been carried out. While other agencies are making these measurements mandatory, we made participation voluntary. And yet, you responded with tremendous enthusiasm to this opportunity to measure and improve your performance.**

**Over 1,400 employees in 28 DOT procurement offices participated -- and that's clear evidence of your commitment to excellence. Today we're recognizing the offices that were the best or runners-up in 11 separate performance categories.**

**I want to congratulate all of you -- as well as your colleagues who couldn't be with us today. You've set a benchmark for achievement that others can aspire to in the future.**

**That's important, because if we want to create a new vision of what government can be, then this is the way to define that vision and to make it a reality.**

**Let me close by saying again how proud I am of you -- and how I hope we can come together again next year to celebrate even greater progress.**

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**TALKING POINTS**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**CHILD SAFETY CONFERENCE RECEPTION**  
**CRYSTAL CITY, VIRGINIA**  
**MAY 31, 1995**

*(Introduction to be made by Dr. Ricardo Martinez,  
National Highway Traffic Safety Administrator)*

- \* **Thank you for that introduction, Dr. Martinez -- and thank you for your tireless work on behalf of the safety of all Americans.**
- \* **On behalf of Secretary Peña and the Department of Transportation, I'd like to welcome all of you to *Moving Kids Safely*.**
- \* **Over the past two years safety has been the Clinton Administration's highest transportation priority. We're now bringing that resolve to protecting the most vulnerable Americans, and we want this extraordinary national conference to help us safeguard our children's safety.**
- \* **The Secretary convened this conference because he recognizes not only the importance of safety for children in the travel environment -- but also the real opportunities for significant and continuing progress in improving safety.**

- \* That's because most accidents are predictable and easily preventable -- which really makes the word "accident" inappropriate, since it implies something that's beyond our control.**
- \* That's not the case here. Things as simple as using safety belts -- ensuring the proper use of child safety seats -- wearing bike helmets and life jackets -- and not playing near railroad tracks or subway edges can save hundreds of young lives each year.**
- \* We need to get that message out. This conference brings together national, state, and local organizations with the private sector to do that and create a safer transportation environment for America's youth.**
- \* We want you to learn about strategies that protect children and how to foster the partnerships that can make them a reality in your own communities.**
- \* We also want to promote ways to involve children themselves. Once they understand the importance of something, they can become its most tireless advocates -- not only for themselves but for others as well.**
- \* Many Americans have stopped smoking or started recycling because of their children -- and many of them**

can start buckling up or not drinking and driving because of their children.

- \* The conference will provide a coordinated commitment to child transportation safety by building on our existing successes and creating new alliances to ensure that we're "moving kids safely" into the next century. We want your energy and your commitment as we seek to make America's children safer.
- \* I ask this because it's important to *all* of us. It's important to *me*. Although public officials and public employees are often viewed only through the prism of their jobs, we're also people -- husbands, wives, mothers, fathers -- and, as Dr. Martinez noted in *my* case -- grandfathers.
- \* So tonight I want to challenge you to join me in this effort to protect those we love the most. With the help of the millions of Americans who are increasingly concerned about the safety of their families, friends, and neighbors we'll continue to save lives *today* -- *tomorrow* -- and *every* day.

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION MEETING  
NEW YORK, NEW YORK  
JUNE 8, 1995**

*(1995 "Outstanding Leader in Public Affairs" Award to be presented by  
Clifford Kirsch, incoming President, New York Metropolitan Chapter,  
American Society for Public Administration)*

**Thank you, Cliff. I want to express my gratitude to you for the award that the chapter has bestowed on me. Being honored by one's peers has special meaning for someone who is both a career public official and a 30-year veteran of ASPA.**

**I'm privileged to be in such good company, in a long line of award recipients who have helped to make New York a better place. They follow on the path of commitment to service that Luther Gulick laid out when he helped to found the profession of public administration so many years ago.**

**I'm particularly proud to be part of this year's outstanding group of honorees -- my Transit Authority colleague, Alan Kiepper<sup>1</sup> -- my NYU compatriot, Roy Sparrow -- the University Settlement Society and its leader,**

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<sup>1</sup> NYCTA President Alan Kiepper, "Outstanding Public Administrator"; Dr. Roy Sparrow of NYU, "Outstanding Academic"; University Settlement Society of New York, "Outstanding Organization" (Executive Director Dr. Michael Sisser to receive the award); John Neuman of Forest Hills H.S., high school essay contest winner; Jeanine Smartt (of the New School) and Jamal Baksh (of Baruch), "Outstanding Graduate Students."



Dr. Sisser -- but most especially, our student awardees -- John Neuman, Jeanine Smartt, and Jamal Baksh.

I say "especially" because *they* are the future of our profession -- the bright lights who will carry forth our work far into the new century.

The rest of us are being honored for what we've done -- but John and Jeanine and Jamal are being recognized in part for their potential.

Encouraging them to build on that potential isn't simply about doing something nice for three talented young people; it's making a commitment to this nation's future.

All of us in this audience have a connection to government and to public service, and we all have our ideas about government's priority roles.

We each are champions of our own causes -- transportation, social services, the judicial system -- but I hope there is something we can all agree on...

...and that is that government has an obligation to invest in this nation's young people. That obligation is -- first and foremost -- a moral imperative. that we do for future generations no less than was done for us -- and that we do it in a way that builds a strong and equitable future.

**We have a responsibility to preserve the American people's right to make the most of their inherent abilities and to take part in the American Dream.**

**We also have an obligation to our nation: to provide it with the educated, highly-trained, diverse workforce the nation needs to maintain America's prosperity and security in the competitive global economy of the 21st century.**

**Although we're a diverse nation, a tapestry woven of many fabrics, we're joined by the threads of our common goals.**

**None of these goals is stronger than our commitment to a better life for our children and our grandchildren and to a better world for them to inherit.**

**That better world is characterized not merely by material wealth -- although economic security is certainly a part of it -- but by the availability of opportunity.**

**That chance to make the most of one's native ability is something that has distinguished the United States for so many generations.**

**That's something that isn't true today, even in most economically-advanced nations, where educational systems characterized by tracking and stratification close doors more readily than they open them.**

**And, of course, it wasn't even true for many Americans until just a generation ago. Until then, cost, racial and ethnic segregation, and socially-assigned gender roles set severe limits on educational opportunity.**

**Just a half-century ago only about one in 10 Americans, most of them white males of the middle and upper classes, attended college.**

**The benefits of education were available only to a chosen few, and that was wrong. It limited mobility for millions of Americans -- cutting off not only their potential but the nation's, since it couldn't fully benefit from the talents and abilities of two-thirds of its population.**

**That began to change with the opening of access that began after World War II with the G.I. Bill in the 1940s...**

**...with the end of officially-sanctioned segregation in the 1950s...**

**...with federally-supported scholarship and loan programs in the 1960s...**

**...and with diversity and affirmative action programs in the 1970s.**

**These advances and our efforts to sustain them have rekindled the sense of possibility for millions of Americans.**



That sense of possibility is what the American Dream is all about. The dream is that *all* Americans who work hard and play by the rules -- who take responsibility for bettering their own lives -- should have the chance to make the most of their abilities and build a better future for themselves and for those they love.

That's the kind of hopeful, optimistic America that my generation was privileged to grow up in. But -- in spite of all that's been done over the past half-century -- that dream is endangered.

For nearly two decades the earning power of the middle-class has stagnated. Only the highest-income members of our society have *fully* benefitted from economic growth.

Let me give you some startling numbers. Over the last 15 years, household incomes have grown by \$826 billion in constant 1993 dollars. But *98 percent* of that growth has gone to the top fifth of our population -- leaving four-fifths of our people to share the remaining *two percent*.

The problem is not that some Americans are getting rich -- we should all be so lucky -- the problem is that too many Americans are getting *nowhere*.

Although unemployment is down and more than six million jobs have been created in the past two years, too

**many families find their incomes standing still. Working Americans are on a treadmill, and they see their hope for a better future fading.**

**To repeat what I said earlier, I believe that government has a role to play in countering this trend and restoring economic growth and greater opportunity for Americans -- and that we can do it best by investing in our people -- in their knowledge, their skills, their earning power -- much as we've invested in -- and must continue to invest in -- our infrastructure of roads and rails.**

**That investment in knowledge and skills is what economists call "human capital," and what President Clinton calls "*putting people first*."**

**The President has pursued many strategies to overcome Americans' stagnating incomes and insecurity -- for example, by carrying out the most far-reaching education agenda in a generation.**

**That agenda builds on a long tradition of federal support for education dating from 19th century land-grant colleges to today's student loan programs, scholarships, and sponsorship of research and development.**

**That support has been taken to a higher level to meet today's challenges. Head Start has been dramatically expanded. Challenging targets have been set for the nation's**

**elementary and secondary schools under the Goals 2000 program.**

**Young people who don't plan to attend college now have greater possibilities for on-the-job training under the new School-to-Work apprenticeship program.**

**Those who *do* want to continue in formal learning have access to more affordable loans -- with lower fees and lower interest -- managed directly by the federal government -- and, by the way, saving taxpayers *\$4.3 billion* over five years.**

**Students also have the opportunity to repay their college loans through participating in the AmeriCorps national service program that stands as one of our proudest achievements. It lets students who give a year to their community get a hand with their education -- and everyone benefits from their service.**

**And the President has proposed linking tax relief to the tools that working families need to compete in a rapidly-changing economy -- the education and training that are essential to advancement and security.**

**All of these programs and proposals comprise a vision that can lead to renewed prosperity by giving young Americans the keys to their future.**



**That vision sets forth a New Covenant between the American people and their government -- one in which government helps people to obtain the tools they need to improve their lives and, in return, people take responsibility for their lives and their communities.**

**And that commitment is important not only to individuals and their families -- but to our nation as a whole.**

**Education will lay the foundation for sustained growth in the competitive, highly technological economy of the 21st century.**

**And it's critical to providing America with the educated, highly-trained workforce we need as sophisticated information and communications technologies become a part of daily life -- both at work and in the home.**

**In my own field of transportation, we're moving from an age when the raw power of the steam engine defined the limits of transportation's potential to an era in which complex technologies expand those limits beyond our imagination.**

**In a world ever more dependant on these technologies, we won't be able to take advantage of them -- in transportation or in any of a hundred other fields -- unless we have a workforce with the skills and flexibility to manage them and direct them in the public interest.**

**TALKING POINTS**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**FAA REGIONAL INTERNATIONAL BRIEFING SESSION**  
**WASHINGTON, D.C.**  
**JUNE 14, 1995**

- \* Good morning. I'm pleased to welcome you to a special briefing on a project of true international significance: the new Seoul International Airport.**
- \* Joining us are several distinguished guests, and I'd like them to rise as I acknowledge them. First, Minister Oh<sup>1</sup>, Minister of Construction and Transportation in the Republic of Korea, one of the primary sponsors of this project.**
- \* We also have with us Mr. Dong Suk Kang, Chairman of the Korea Airport Construction Authority... and Mr. Sang Choo Lee, Vice-Chairman of the Authority.**
- \* Minister Oh participated in the Asian-Pacific Economic Cooperation forum here in Washington the past few days, together with Secretary Peña and ministers from 16 other Asian and Pacific economies. They've had fruitful discussions about how improved transportation can promote trade and economic growth.**
- \* These discussions have focused on policies to facilitate transportation, such as improved cargo processing and**

**paperless documentation... on how to support the human resources we need, such as trained air traffic controllers and port operations staff... and on building the infrastructure of ports and airports needed to ensure the efficient flow of people and goods.**

- \* One of the most outstanding examples of such new infrastructure investment is Seoul International -- one in a series of new airports, including Kansai in Japan and Denver International in the U.S., that are tying together the Pacific Rim nations.**
- \* These airports are being built where competitive economies understand the link between transportation infrastructure investment and long-term economic growth.**
- \* The worldwide movement to create modern, efficient highways, seaports, and airports presents every economy with a clear choice: improve your transportation systems -- or fall behind.**
- \* Minister Oh has been in the forefront of meeting this challenge and preparing Korea for the competitive global economy of the 21st century -- an economy that offers challenges -- and opportunities -- for all of us.**
- \* In building Seoul International, Korea has demonstrated *its* commitment to progress and to the**



**future. It's one of the largest public works projects now underway in the world.**

- \* We've convened this morning's meeting to allow Minister Oh and the Korea Airport Construction Authority's representatives to brief the American aviation community on the status of Seoul International's construction and the opportunities it offers for the private sector.**
- \* It's an excellent chance for us to exchange information about a project of great international importance, and we appreciate their taking the time to update us on it.**
- \* Now, I'd like to ask Minister Oh to offer his views on Seoul International. Minister Oh...?**

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- 1. The Minister's name is pronounced "oh," as written. The event will include approximately 75 U.S. private sector airport and ATC attendees and about 15 from the FAA, Commerce, and TDA. The airport is well into the design stage, and U.S. firms such as Parsons and ICT are on the management team. Most contracts -- including construction, baggage, lighting, and ATC systems -- are yet to be awarded. Minister Oh will give a brief statement (in Korean, with written translations provided), and Dong Suk Kang will do an extended side show highlighting specific opportunities for U.S. businesses.**

**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
NEW YORK ASSOCIATION OF CONSULTING ENGINEERS  
NEW YORK, NEW YORK  
JUNE 15, 1995**

**It's a pleasure to join you today -- and to be back in New York -- a city which was intermodal before we knew what intermodalism was.**

**That intermodal vision of what transportation could be in an economically-sound America is one that is shared by those of us at DOT.**

**Pursuing that vision is crucial, because without it our system faces a slow-motion disaster.**

**We have a transportation infrastructure deficit that some estimate as being in the hundreds of billions of dollars...**

**...rapidly-growing travel demand that's outstripping capacity...**

**...and increasing needs for efficiency -- for example, by the increasing number of manufacturers who rely on prompt deliveries for "just-in-time" operations.**

When confronted by such challenges in the past, the strategy was to look for public funds -- usually in the form of federal grants -- to build more highways, airports, and transit systems.

*But that era is over.* The need to eliminate the budget deficit and balance our budgets is going to limit future federal funding -- and so we need to develop new strategies to accomplish the improvements we need.

Not only reduced funding but the sheer cost of new construction limits our ability to build very many new roads -- not when they cost \$127 million a mile, as the Century Freeway in Los Angeles did -- or even more, as the Westway might have.

What's the answer? Well, there's no silver bullet -- but there *is* silver buckshot -- a variety of strategies that can work together to meet our transportation needs.

Today, I'd like to talk about three such strategies: Intelligent Transportation Systems, innovative financing, and improving the way that the federal government works with its partners in state and local government and the private sector.

Intelligent Transportation Systems -- or ITS -- is what we used to call IVHS -- Intelligent Vehicle-Highway Systems



-- until we realized that making transportation work for us is not just about vehicles and highways -- but about entire transportation systems.

Many people think of ITS as science fiction. Well, the earliest of these systems are here -- *now*.

Over the past two years we've launched nearly 70 operational tests of ITS that use *today's* technology.

We've also completed the first phase of a national architecture for ITS. This architecture is the equivalent of the genetic system. It's the DNA that will guide the full deployment of ITS.

The process of defining an architecture also has helped us to define a core ITS infrastructure of communications and information links -- something that's essential to even the most basic services and products.

We've also charted an implementation course through the new ITS National Program Plan. Over the next year, many of the plan's elements will come to fruition.

For example, each of the four ITS Priority Corridors have completed planning including the Northeast's I-95 corridor. They're developing integrated ITS programs with

**real-world traffic management and traveler information services.**

**Most significantly, the work we've done over the last few years has allowed us to understand the likely paths that ITS deployment will take.**

**Deployment will begin with a core infrastructure comprised of communications and information systems.**

**That will allow public agencies to manage traffic more effectively, provide real-time information on travel and transit services, and reduce the staff needed to monitor truck safety, perform vehicle registrations, and similar functions.**

**This core infrastructure will enable a number of private products and services to come on to the market, or increase the appeal of some that are already available -- things like Mayday devices and in-vehicle navigation and travel information -- together with transit and emergency vehicle fleet management systems.**

**This core infrastructure is deployable *now* -- and the beginnings of institutions to manage it are in place in a few areas -- notably here in New York -- but they need to be enhanced and connected.**

The next phase of ITS deployment will include sophisticated features to improve driver performance and avoid crashes... intelligent cruise controls... assisted steering... and assisted braking.

Finally, about 20 years from now, we might begin to see the first full automated highways -- perhaps for congested bridges or tunnels here in New York, or on western highways to reduce driver fatigue.

I hope that the federal government will support all of this by serving as a catalyst: a source of seed money and of expertise to foster deployment -- to build the institutions and systems we need for future growth.

We'll also provide leadership in standard setting -- forging consensus on technological standards to reduce entrepreneurial risk and create a stable, common ground for consumers and businesses.

Finally, we'll serve as a facilitator and promotor of technology development -- sponsoring research and building new alliances with American industry.

Our ability to serve in these roles, however, would be limited by the 1995 budget rescissions that Congress has proposed. The rescission bill that the President vetoed last week cut \$40 million of ITS projects, including \$13 million

for advanced traffic management systems on the Southern State Parkway.

Although this bill was vetoed, the danger is hardly past -- for 1995 and for the future. The 1996 budget outline proposed by the House calls for zeroing out ITS. While the Senate proposal isn't explicit, its overall funding levels are so low that it would be practically impossible to fund new initiatives such as ITS.

That would be a terrible loss, because we're on the edge of creating systems that benefit the average person -- and the federal government needs to take a leading role in this critical stage. I hope that Congress recognizes this during the budget process.

The next topic I want to talk about is innovative financing of infrastructure projects.

In January, President Clinton announced the Partnership for Transportation Investment -- which will jumpstart 35 new transportation projects -- in 21 states -- worth nearly \$2 billion.

By reinventing the way that the DOT does business, we're giving states and localities greater flexibility and authority.



States and localities have had great success with innovative approaches to transportation projects. For instance, here in New York the MTA has used a variety of financial tools to fund its operations.

Over the past decade, they did everything from cross-border leasing... to complex escrow restucturings... to the use of \$11 billion in tax-exempt bonds to accelerate renovation of the city's aging transit system.

That entrepreneurial approach has too rarely been seen in federally-sponsored projects. When it has -- as in the Farley Building-Penn Station project, which has brought together federal, state, and local governments in an extraordinary cooperative effort -- it's been more the exception than the rule.

Instead, the federal approach has traditionally been to support transportation projects through matching grants to the states -- but this process has become far too rigid and inflexible.

President Clinton -- who struggled with such outdated federal rules as a Governor -- issued an executive order to promote better project decision-making and different ways of financing infrastructure.

Acting on this directive, DOT assured the states that we'd use maximum flexibility within the law to see that valid projects would be financed and built. *And that's exactly what we've done.*

For example: we're allowing states to use private dollars to match federal funds, and letting states accelerate projects by breaking ground before all federal funds have been accumulated.

The benefits will be impressive.

We'll see reduced congestion, faster freight shipping, and better air quality -- years ahead of our old ways of doing business -- together with thousands of new jobs.

We've asked the states to continue looking for such innovations -- and we'll be announcing more such projects in the future -- and not just for highways, but for airports and transit systems and all the links between them.

The work we're doing to bring creative solutions to transportation funding dilemmas is really just a precursor to our plans to reform the entire federal government so that it not only costs less -- but works better.

This effort began with the Vice President's National Performance Review, in which DOT has been a leader --

cutting our civilian work force by more than seven percent,  
racking up savings of more than \$260 million a year in  
personnel costs alone.

At the same time, we've improved customer service  
through automation and by streamlining procedures and  
regulations.

But we recognize that this still won't be enough to meet  
the challenges we face. The problem starts with DOT's  
organizational structure: 10 separate operating  
administrations.

This antiquated structure hinders our ability to develop  
creative partnerships, to make strategic transportation  
investments, and to fashion innovative financing  
mechanisms.

To solve this problem, we've proposed a complete  
reorganization of DOT by consolidating our 10 agencies into  
just three:

a revamped Federal Aviation Administration;

the Coast Guard;



and a new Intermodal Transportation Administration that would integrate all of our surface transportation and civilian maritime functions.

Our proposal achieves three key results:

It positions DOT to help develop the transportation system of the 21st century -- one that promotes intermodalism and increases system efficiency.

That's essential if we're going to make the most of our existing infrastructure in an era of limited new construction.

The reorganization will help us to better serve our customers by giving them one-stop shopping and eliminating the multiple agencies with overlapping concerns.

And this reorganization helps us to responsibly reduce DOT's size -- saving the taxpayers money while eliminating the duplication and incompatibility that comes from having 10 separate agencies.

This will help us to meet our commitment to reduce our workforce by 12 percent -- and achieve a 50 percent cut in administrative staff -- while protecting those who serve our customers on the front lines.

Over five years, the reorganization will save more than \$2 billion while improving service.

In addition to our reorganization proposal, we submitted to Congress a statement of principles for the reform of transportation funding programs.

Today, we now have more than 30 different programs for transportation infrastructure alone -- each with its own rigid rules, applications, and criteria.

That places an unacceptable burden on state and local governments and private industry -- especially as they struggle to make the most of limited federal funds.

Our principles for reform of this system are simple: consolidation of the more than 30 infrastructure funding programs, simplification of their requirements, and increased flexibility and authority for states and localities to determine which projects should receive federal funding.

Our statement should begin a dialogue with Congress that will lead to funding program reform legislation in the context of a responsibly-balanced budget.

The reorganization legislation and our statement of principles is what we need if we're to be more than just

**budget-cutters and dismantlers -- but rather the makers of a government that better serves the American people.**

**That's more important than ever in a time when we face transportation challenges of unprecedented scale and scope.**

**The budget cuts Congress is considering won't allow us to meet these challenges. They go far beyond the President's budget -- which cuts administrative fat -- to cut muscle.**

**The Senate budget proposal, in fact, cuts \$25 billion more than the President's would over the next five years. What does that mean? Let's look at the facts.**

**Paying for ongoing construction and maintaining -- at reduced levels -- such essential services as airplane safety inspections and Coast Guard rescues would eat up virtually our entire budget -- leaving almost nothing for critical new projects.**

**In New York, such major new projects as the Queens Connection -- which relies on \$152 million in proposed 1996 funds -- would be imperiled.**



**Other capital projects -- Penn Station improvements, high-speed ferry service to Staten Island, Whitehall Ferry Terminal improvements -- also could be cut.**

**Services and projects like these are the backbone of New York's transportation system. Without them, this city doesn't function -- as anyone who has gone through a transit strike or an emergency service shutdown knows.**

**Yes, we need to eliminate the deficit, and yes, we need to reduce the size of the federal government -- but derailing transportation investment in America's cities is the wrong way to do it.**

**Our restructuring proposal and the President's budget are the right way. They will make the federal government more effective and more efficient and let us -- and our partners -- spend more time moving people and less time moving paper -- building bridges, not bureaucracy.**

**Let me conclude today by saying that these strategies -- Intelligent Transportation Systems, innovative financing, and federal reform -- are at the heart of the Clinton Administration's effort to meet the challenges we face in transportation.**

**Their elements -- cutting bureaucracy and red tape, reforming programs, empowering states and localities and**

**businesses, and increasing system efficiency -- will let us continue to move people and goods effectively.**

**We look forward to working with Congress and with our partners in state and local government and private business to make them a reality. Thank you.**

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
NATIONAL STUDENT LEADERSHIP SEMINAR  
WASHINGTON, D.C.  
JUNE 21, 1995**

*(Introduction to be made by Thad Thomas Burkley, Director,  
The Washington Workshops Foundation)*

**Thank you, Tom, for that introduction. It's a pleasure to join you this morning. This program is helping to develop tomorrow's pacesetters in government, and I'm happy to assist in any way I can.**

**Today, I'd like to talk about the Department of Transportation: what it is, what it does, and -- most important -- where it is going.**

**DOT is led by Secretary of Transportation Federico Peña, and has about 100,000 employees, most of them located in 1,700 offices and operating locations around the country. Before I describe their responsibilities, let me talk a bit about our transportation system.**

**From America's earliest days, transportation investment has shaped our nation's progress -- beginning with the post roads that carried the mail in colonial times -- to the canals that opened up the midwest -- to the railroads that connected a continent -- to the Interstate Highways of the present day.**

**As we approach the next century, our transportation system becomes ever more critical to our nation.**

**Most people don't think about it, but so much depends on efficient transportation -- everything from getting to school or work on time to products being shipped to factories or stores.**

**That system has worked so well for so long that we take it for granted. Our aviation system handles more aircraft more efficiently and safely than any other. Our highways form the largest system of roads -- nearly 4,000,000 miles -- in the world.**

**Our seaports and waterways, combined with our highways, airports, and railroads, provide the most extensive transportation network in the world. Other nations regularly seek our advice on how to replicate it.**

**But this transportation system *does* have its problems. Highway and airport congestion is worsening...**

**...air pollution caused by cars and trucks continues to plague cities...**

**...many of our roads and bridges need repair, airports need expansion, and transit and passenger rail services face chronic financial problems and the risk of extinction.**



**We know that if we don't address these problems now, we'll be confronted with worse ones later -- when they'll be more difficult and expensive to solve.**

**We also haven't used new technologies in transportation to their fullest potential. In Europe and Japan we see trains that travel far faster than those on American railroads and higher-quality materials for highways and bridges.**

**In our own laboratories, we see new propulsion systems and information system applications that could make transportation systems more efficient.**

**And Americans remain frustrated by our fragmented transportation system. In many cities, it's difficult just to get from the airport to downtown.**

**Businesses have trouble moving goods smoothly from ships to trains to trucks -- all of which adds to the cost of doing business and to the prices that consumers pay.**

**Finally, our system must be safer. Although the number of people who are killed in automobile accidents has dropped since the 1960s, 40,000 people still die on our highways each year. Hundreds more die in plane crashes, boating accidents, and other mishaps.**

**At the federal level, dealing with these problems is DOT's responsibility. We carry out our mission in four ways:**

**First, we set -- and enforce -- standards for safety.**

**Second, we distribute funds to state and local governments and other transportation-related institutions to build and -- in some cases -- to operate highways, airports, and other parts of our system.**

**Third, we work with other federal agencies to carry out broader federal mandates such as clean air, water quality, equal opportunity, and national security.**

**Fourth, we provide law enforcement and traffic management services for the nation's airspace and waterways.**

**Today, we have 10 separate agencies within DOT, such as the Federal Highway Administration, the Federal Railroad Administration, the National Highway Traffic Safety Administration, and so forth.**

**Each of these is charged with carrying out parts of the Department's mission. Over the past two years, we've been working to do the job better and at less cost.**

**That's inspired by Vice President Gore's National Performance Review, which is reinventing the way that the federal government works.**

**DOT has been a leader in this effort -- cutting our civilian work force by more than seven percent to date, producing savings of more than \$260 million a year in personnel costs alone.**

**At the same time, we've improved customer service through automation and by cutting red tape and streamlining procedures and regulations.**

**We're also planning to reorganize the department to cut down on the costs of having 10 separate agencies -- each of which now has its own personnel office, its own procurement office, and -- this being Washington -- its own office of lawyers.**

**We want to have just three agencies within DOT: the Federal Aviation Administration, the Coast Guard, and what we call the Intermodal Transportation Administration, or ITA.**

**The ITA would include all of the surface and civilian maritime transportation agencies now within DOT -- but would need fewer people to run it, since it would be just one agency instead of a half-dozen.**

**Today's organizational structure also hinders the creation of an efficient, fully-connected transportation system -- one in which travelers and goods could move from -- for example -- highways to mass transit as easily as Windows software lets you move from spreadsheets to word processing.**

**We also want to create a new organization to run the air traffic control service that the Federal Aviation Administration now manages.**

**Today, the computers this system uses are outdated -- many are run by vacuum tubes invented about the same time the Wright Brothers invented flight. They aren't as sophisticated as the PCs that many of you use in school or at home.**

**But the ridiculous rules that government agencies are forced to deal with delays the purchase of the new technologies that we need. These regulations were designed for an age in which technologies changed once a generation instead of almost continuously.**

**That's why we want to create a separate corporation -- run exactly like a business, except owned by the government -- which would be exempt from government red tape and which could buy and install these technologies to keep the system running safely and efficiently.**



**Reorganizing DOT and creating the air traffic control corporation require approval by Congress, and we've sent them legislation asking them to do that.**

**Over the coming year, we'll work with the Congress to try to give us the structure we need to provide these important services at less cost to the taxpayers.**

**Doing that will let us provide future generations with a transportation system that is even safer, more environmentally sound, and more efficient than today's.**

**I'd like to thank you for your attention. And now, I'd like to hear your ideas -- what you think about transportation -- and any questions you may have.**

**#####**

237

**TALKING POINTS**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**ADMINISTRATORS' RECEPTION FOR THE SUMMER**  
**TRANSPORTATION INTERNSHIP PROGRAM FOR DIVERSE GROUPS**  
**WASHINGTON, D.C.**  
**JUNE 22, 1995**

*(Introduction to be made by Jo Blackstone, Chair,  
Summer Transportation Internship Program for Diverse Groups)*

- \* Thank you, Jo, for that introduction, and for your work as this program's chair. I also want to thank Anh Nguyen for her efforts as Intern Liaison, and to acknowledge the contributions of the Organization of Chinese Americans towards this year's program.**
- \* I'd also like to express my special appreciation of the many DOT mentors -- some of whom are with us today -- who have made a personal commitment to this program by offering their time and experience to its participants.**
- \* On behalf of the Secretary and the entire Department, I'd like to welcome this year's interns aboard. Internship programs like this one are a relatively recent innovation -- something that has become common only during the past couple of decades.**
- \* Before then, the best that ambitious students could hope for was a summer job filing or xeroxing. Today's programs go far beyond that to make students a real**

**and valuable part of an agency's day-to-day work.**

- \* It's a happy trade: we give you real-world work experience, and you give us both the benefit of the latest training and a fresh perspective on everything we do.**
- \* This particular program makes a special contribution to the transportation field by expanding the opportunities for students from diverse backgrounds. This industry can't fully prosper without the talents and skills of the two-thirds of our population who aren't white males.**
- \* Finally, I have to say that -- from a purely selfish perspective -- we're happy to bring you here while you're still deciding which career to pursue. Those of us in transportation -- like professionals everywhere -- want to bring the best new talent to our field. From what I've seen, this program consistently manages to do just that, and I hope that some of you will pursue careers in transportation once you graduate.**
- \* This program is important to the Department. It works for us -- and we hope it works for you. I know that you have a number of other speakers this morning, so I'll observe President Franklin Roosevelt's guidelines for public speaking: be sincere; be brief; be seated. Thank you, and -- again -- welcome to DOT.**

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