

**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION  
MORTIMER L. DOWNEY  
MARYLAND MASS TRANSIT GRANT ANNOUNCEMENT  
BALTIMORE, MARYLAND  
NOVEMBER 1, 1994**

- \* I'm happy to join Senator Sarbanes today as we announce a federal commitment to fund three extensions of Baltimore's very successful light rail system, as well as improvements to Maryland's commuter rail system.**
- \* Maryland has shown the commitment necessary to successful urban renewal -- a renaissance that we see symbolized by the MTA's light rail line and by MARC's thriving commuter rail service.**
- \* That's why I'm especially pleased today to carry out one of the most pleasant duties of my office: taking part in the award of funds for a new transportation link.**
- \* The development of complex projects such as the light rail line and the commuter rail system requires continuing and extraordinary efforts by a deeply-committed group of public officials. For the record, I'd like to acknowledge the efforts of those who are with us today.**
- \* Tom Osborne and Secretary Jim Lighthizer have worked hard to upgrade Maryland's mass transit systems -- leading the effort to provide the hundreds of millions of dollars in state money which developed the original Central Light Rail Line.**
- \* John Agro has been an effective Mass Transit Administrator, and it has been under his leadership that the MARC commuter rail system has been greatly upgraded and expanded.**
- \* I especially want to acknowledge the contributions of Senator Sarbanes. He led the fight to secure backing for these projects in**

**Washington – and that's only the latest of his contributions to mass transportation.**

- \* Senator Sarbanes also was instrumental in helping to pass the 1991 Intermodal Surface Transportation Efficiency Act – which authorized the money for today's grants and for *all* federal transit spending.**
- \* Indeed, he helped to break a last-minute deadlock by riding a MARC train down to Washington one Sunday night and solving some problems which could have – pardon the expression – derailed the bill.**
- \* Paul Sarbanes was an effective leader in the House of Representatives when I first joined the House Budget Committee staff, and he entered the Senate the same year I first came to DOT as an Assistant Secretary of Transportation.**
- \* Since then, he has added to his reputation for public service not only here in Maryland but across the nation. I'm glad to be working with him again – and hope to continue our partnership in the years to come.**
- \* The Central Light Rail Line expansion and MARC's improved commuter rail service will stand as monuments to his leadership -- and will make mass transit a more vital component of this region's transportation system by providing real alternatives to the automobile.**
- \* The benefits will be felt daily in reduced traffic congestion and improved air quality. These are efficient and environmentally-sensitive ways to provide the mobility urban American needs.**
- \* Indeed, light rail and commuter rail offer American cities from Buffalo to Denver and St. Louis to Los Angeles cutting-edge solutions to the traffic congestion and smog that choke them. Baltimore's systems are truly leaders in this field, and will be inspirations for the next generation of mass transit programs from coast to coast.**

- \* Maryland's projects stand as working examples of one of Secretary Peña's top transportation priorities – creating a seamless intermodal transportation system.**
- \* These projects will do that by connecting light rail and commuter rail with private cars, taxis, local and Greyhound buses, Washington Metro, AMTRAK trains, and BWI airport.**
- \* These systems are designed with people in mind, and will put people first in our transportation system.**
- \* They are the future of transportation in America, and they are a concept that Secretary Peña and the Department fully support.**
- \* We in the federal government will do our share to help.**
- \* Today, we are committing over \$84 million to expand the Central Light Rail Line, and providing more than \$37 million to improve MARC commuter rail service. *We are proud to be your partner in these projects.***
- \* If you ask me, funding commitments like these are powerful evidence of the Clinton Administration's belief that, when it comes to transportation, Maryland is on the right track.**
- \* In closing, I want to again congratulate the MTA on its outstanding achievements in serving as America's model transportation system for the 21st century, and thank Senator Sarbanes for his work in making this system a reality.**

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**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION  
MORTIMER L. DOWNEY  
NATIONAL SCIENCE AND TECHNOLOGY COMMITTEE  
AERONAUTICS PARTNERSHIP WORKSHOP  
WASHINGTON, D.C.  
NOVEMBER 2, 1994**

- \* I want to welcome all of you to today's workshop, and thank the National Research Council's Aeronautics and Space Engineering Board for serving as our host.**
- \* We in the Department of Transportation believe that, by fostering technological innovation and by building alliances between government, industry, and academia, we can spur America's economy, strengthen our ability to compete in tough global markets, and create good jobs here at home.**
- \* The end of the Cold War gives us a unique chance to turn advanced technologies developed for the military to civilian use -- and at the same time honor our debt to the men and women of the defense industries whose work helped to win the Cold War.**
- \* Transportation offers *the* single best arena to harness high-technology to real human needs -- for faster and more efficient travel, safety, convenience, and a cleaner environment.**
- \* The technologies we are developing are the seeds that will grow into new American industries, producing not only for domestic markets but also for export. *And we will do everything we can to promote sales of these new American technologies throughout the world.***
- \* We in DOT also know the tremendous returns that transportation research can produce. The U.S. spends more than \$1 trillion a year on transportation services -- nearly 17 percent of our Gross Domestic Product.**

- \* So, just a *one percent* gain in the efficiency of our transportation systems can save the American economy \$100 billion over a decade -- and the new technologies we are developing will earn us *a lot* more than one percent.
- \* But there is more at stake than economic growth -- because these new technologies can also help us to overcome the traffic congestion and air pollution that threaten to erode the quality of Americans' lives.
- \* These are problems that cannot be solved with the conventional responses of adding more highway lanes or airport runways. We *can't* just build our way to swifter traffic flows or cleaner air.
- \* But America can -- and *will* -- lead the world in new technologies that maximize the use of existing infrastructure, make our roads and bridges more durable, and make our vehicles safer, quieter, and less polluting.
- \* To make these visions real we need to forge a partnership between America's government, private industry, and our public and private research laboratories. And that's exactly what we are doing at DOT.
- \* We have positioned DOT to take the lead in fostering new American transportation technologies -- all the way from conception and research to operational testing, deployment, and commercialization.
- \* We are ready to move far beyond our traditional role as a grant-making and regulatory agency, and provide the leadership to foster new transportation technology.
- \* We have raised DOT's total budget for research by nearly 25 percent, to \$688 million -- at a time when we were cutting or freezing other programs.
- \* We have made key changes within DOT to coordinate our technology efforts -- appointing Noah Rifkin as our first Director of Technology Deployment to organize our research efforts, and hiring Christine Johnson to lead our Intelligent Transportation Systems programs.

- \* We have reached out to other federal agencies to develop outstanding partnerships. That's why Secretary Peña responded so eagerly a year ago when John Gibbons asked him to take the lead in establishing an Interagency Coordinating Committee on Transportation Research and Development.
- \* And that's why the Secretary insisted that DOT play a lead role in ARPA's Technology Reinvestment Project, to develop new "dual-use" technologies applicable to both defense and civilian purposes.
- \* Indeed, about half of the 1993 ARPA grant awards were for transportation-related projects – raising government investment in transportation research by roughly \$400 million, and adding another \$400 million in private sector matching funds.
- \* Another step we've taken to foster new technology is to forge new partnerships with American industry.
- \* The most dramatic example of this – and a model for other industries – is the Partnership for a New Generation Vehicle, which links Detroit's Big Three automakers and a host of smaller firms with the federal government.
- \* Its goal – developing a commercial automobile that is *three times* more fuel efficient than today's cars and virtually emission free – is almost as ambitious a target as the Apollo space program, and it will have far more sweeping benefits here on earth.
- \* As dramatic as it is, the PNGV is just *one* of the partnerships we are forging – directing or playing a lead role in *dozens* of such joint technology efforts – *and we'll be doing more.*
- \* This Administration is determined that new technologies developed in America should be commercialized in America – and not be forced to go abroad for lack of support.



- \* We want American inventors and entrepreneurs to produce their ideas *here* – and we are ready to be partners as they seek success for new technologies.
- \* We see two roles for government in partnership with private industry. The first is as a catalyst – a source of seed money and of expertise from the great federal laboratories that won the Cold War.
- \* A second key role – and one that the DOT *must* play – is that of standard setter – forging consensus on national, and even international, standards.
- \* These standards will create a "common ground" that will encourage new entrants and competition, while the "open architectures" we support allow the new technologies to adapt, stay flexible, and accommodate further progress.
- \* Establishing such standards is especially important for the information technologies, such as Global Positioning Satellite systems and Intelligent Transportation Systems.
- \* The federal government has played an indispensable role in developing these families of technologies – and we are now acting as a partner with private industry to deploy them.
- \* For example, the agreement last December between the Departments of Defense and Transportation to make GPS available to all users is a textbook case of government investment in defense technology generating a new civilian industry.
- \* We are just beginning to see the shape of the changes that GPS and ITS technologies will bring to transportation. Their applications in managing truck fleets, rail car fleets, transit systems, ship traffic in harbors, precision approaches to airports, and better routing of airliners will save *billions* of dollars.
- \* Intelligent Transportation Systems – an industry still in its infancy -- will let trucks cross borders without stopping, cut traffic congestion

**and improve safety, provide collision avoidance systems, and – eventually – fully-automated highways.**

- \* The DOT has been government's partner with dozens of America firms engaged in pioneering ITS technologies all through the research and testing stages.**
- \* We recognize that their success in the years to come will depend mainly on the play of private, free-market forces – with DOT leadership in setting the standards for "open architectures" that form a cohesive national system and create a true mass market so that America's ITS industry can grow – and secure world leadership.**
- \* We have been supporting – and now leading – the way to a new generation of American transportation technology. *And this commitment will only deepen.***
- \* We will apply advanced technologies to prevent death and injuries-- and to move travellers and freight more efficiently.**
- \* We will increase the market for low and zero-emission vehicles by encouraging the public agencies we fund to buy them – and use DOT's own purchasing power to foster innovative technologies.**
- \* We will push the deployment of high-strength, long-lasting materials for infrastructure construction and repair by encouraging the state DOTs we fund to use them.**
- \* We will vigorously promote these new American technologies in markets all over the world.**
- \* And we will integrate all of these new technologies into our work on an intermodal National Transportation System to tie America together.**
- \* We will redouble our efforts – building partnerships with high-tech firms – increasing DOT's outreach to entrepreneurs and inventors -- building partnerships with federal agencies, laboratories and private**



**industry -- and fighting for more funding for transportation research and development.**

- \* And -- most importantly -- we will demand *real* results -- technologies that really do improve Americans' lives. We look forward to working with you in this critical effort. Thank you.**

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**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION  
MORTIMER L. DOWNEY  
EMPLOYEE RECOGNITION DAY RECEPTION FOR S-1/S-2/S-3 STAFF  
WASHINGTON, D.C.  
NOVEMBER 3, 1994**

- \* Some of you attended this afternoon's annual awards ceremony, where the Secretary recognized special instances of service by DOT employees. We heard stories of heroism, of outstanding achievement on the job, of unique contributions by our fellow workers to their communities.
- \* This Department has a number of remarkable people -- including our own Tim Beltz, who received the Silver Medal for his outstanding leadership in implementing the President's National and Community Service Initiative during his time as the Secretary's Military Assistant. *(Let's all congratulate Tim.)*
- \* As I read through the award citations, I thought about you -- the staff in the immediate Office of the Secretary.
- \* I don't think it demeans the achievements of today's award recipients if I tell you that I'm increasingly impressed by the exceptional professionalism, the supportive manner, and the high caliber of the staff here today.
- \* It's fair to say that no other office in this building faces the consistent, daily pressures that this one does. By virtue of your work for the Secretary, the public expects more of you than they do of other government workers -- and I suppose that the Secretary and I do, too.
- \* You've responded by carrying out your jobs with distinction, and with a dedication to customer service that provides an example to the entire Department as we reinvent government to serve our customers better.

- \* I believe that your cooperation and your commitment to excellence are second to none -- not only in this Department, but in the entire government. The Secretary and I are pleased -- and proud -- to work with you.**
- \* And so, on behalf of the Secretary, I'd like to thank each and every one of you for your efforts -- and wish you well as you work to continue the record of accomplishment we've built over the past two years.**

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION  
MORTIMER L. DOWNEY  
TECHNOLOGY 2004 CONFERENCE  
WASHINGTON, D.C.  
NOVEMBER 8, 1994**

***FROM BLACK HOLES TO POT HOLES:  
GOVERNMENT-INDUSTRY TECHNOLOGY PARTNERSHIP  
OPPORTUNITIES IN TRANSPORTATION***

**I want to welcome all of you to today's meeting, and thank NASA, *NASA Tech Briefs*, and the Technology Utilization Foundation for serving as our hosts.**

**I also want to extend Secretary Peña's regrets -- he had wanted to join you today, but had an unavoidable conflict. He asked me to send you his best wishes for a successful and productive conference.**

**Many of you may be curious about why we in the Department of Transportation sought this opportunity to address the NASA research and development community.**

**To put it simply, we need *your* help to solve our nation's transportation problems.**

**And so, this morning I would like to talk to you about how we see the role of technology in our industry -- and I hope that you'll see us as a promising new market for your technological capabilities.**



**Although we're not looking forward to early deployment of personal jet packs for getting over the 14th Street Bridge, we're still pretty optimistic about the potential impact on people's daily lives of the high technology which you have been advancing for the last generation.**

**The Clinton Administration believes that, by fostering technological innovation and by building strategic alliances between government, industry, and academia, we can spur America's economy, strengthen our ability to compete in tough global markets, and create good jobs here at home.**

**The end of the Cold War gives us a unique chance to turn advanced technologies developed for the military to civilian use, and maintain the productivity and innovation of the men and women of the defense industries.**

**We believe that transportation offers a unique opportunity to harness high-technology to real, daily, well-understood human needs -- for faster and more efficient travel, safety, convenience, and a cleaner environment.**

**Science can apply the technologies used to explore the cosmos to problems right here on earth -- moving from black holes to pot holes.**

**And if that sounds a bit prosaic, it shouldn't -- after all, we've always applied scientific advances to daily life.**

**The technologies you are developing are the seeds that can grow into new American industries, producing not only for domestic markets but also for export.**

***And we are not just spectators. We are committed to doing everything we can to promote sales of these new American technologies throughout the world.***

**We in DOT also know the tremendous returns that transportation research can produce. The U.S. spends more than \$1 *trillion* a year on transportation services -- nearly 17 percent of our Gross Domestic Product.**

**It's a number that's hard to grasp until you think about how much effort we all expend on moving ourselves, our products, and our information where we want them to go.**

**So, just a *one percent* gain in the efficiency of our transportation systems can save the American economy \$100 billion over a decade -- and the new technologies we are developing will earn us *a lot* more than one percent.**

**But there is more at stake than economic growth -- because these new technologies can also help us to overcome some fundamental issues of the traffic congestion and air pollution that threaten to erode the quality of Americans' lives.**



**These are problems that can no longer be solved with the conventional responses of adding more highway lanes or airport runways.**

**In most cases we understand that course of action would just create capacity that will attract more vehicles. So, we're not looking to build our way to swifter traffic flows or cleaner air.**

**Instead, we must continue to do what America has always done -- develop better ways to manage our resources more efficiently. We can use technology to move beyond the false choices between environmental quality and economic growth.**

**America can -- and *should* -- lead the world in new technologies that can maximize the use of existing infrastructure capacity, make our roads and bridges more durable, and make our vehicles safer, quieter, and less polluting.**

**To make these visions real we need to forge a partnership between America's government, private industry, and our public and private research laboratories. And that's exactly what we are doing at DOT.**

**Secretary Peña has repositioned DOT to foster new American transportation technologies -- all the way from conception and research to operational testing, deployment, and commercialization.**

**We are ready to move *far* beyond our traditional role as simply a grant-making and regulatory agency, and provide the leadership to foster new transportation technology.**

**We have raised DOT's total budget for research over the past two years by nearly 25 percent, to \$688 million -- at a time when we were cutting or freezing many other programs.**

**We realize that adequate funding of research and development is critical -- technology isn't a place to stint on investment. *No bucks, no Buck Rogers.***

**We have made key changes within DOT to coordinate our technology efforts -- appointing Noah Rifkin -- someone from the NASA community -- as our first Director of Technology Deployment to organize our research efforts.**

**And we hired Dr. Christine Johnson to lead our Intelligent Transportation Systems programs, and brought George Donahue into the FAA to reshape its research, development, and deployment efforts.**

**Getting the right people in place -- knowledgeable people with the vision to make things happen -- is half the battle.**



**Now they are defining the transportation sector's needs for research, so that we can ensure our transportation system's efficiency into the next century.**

**We also have reached out to other federal agencies to develop outstanding partnerships.**

**Secretary Peña responded enthusiastically a year ago when John Gibbons, the President's science advisor, asked him to take the lead in establishing an Interagency Coordinating Committee on Transportation Research and Development.**

**NASA's own Dr. Wesley Harris has served as the Vice Chair of this committee, and has provided invaluable leadership.**

**And that's why Secretary Peña sought a lead role for DOT in ARPA's Technology Reinvestment Project, to develop new "dual-use" technologies applicable to both defense and civilian purposes.**

**Indeed, about half of the 1993 ARPA grant awards were for transportation-related projects -- raising government investment in transportation research by roughly \$400 million, and adding another \$400 million in private sector matching funds.**

**Another step we've taken to foster new technology is to forge new partnerships with American industry.**

**The most dramatic example of this -- and a model for other industries -- is the Partnership for a New Generation Vehicle, which links Detroit's Big Three automakers and a host of smaller firms with the federal government -- including both DOT and NASA.**

**This program's goal is the development of a commercial automobile -- one that American consumers would buy and enjoy, but one that would be *three times* more fuel efficient than today's cars and virtually emission free.**

**It's almost as ambitious a target as the Apollo space program, and it will have far more tangible benefits here on earth -- helping to mitigate the environmental effects of our growing population's need to travel.**

**As exciting as it is, the PNGV is just *one* of the partnerships we are forging.**

**The Clinton Administration is determined that new technologies developed in America should be commercialized in America -- and not be forced to go abroad for lack of support -- or to rot in that valley between basic and applied research.**

**We want American inventors and entrepreneurs to produce their ideas *here* -- and we are ready to be partners as they seek success for new technologies.**

**We see two roles for government in partnership with private industry. The first is as a catalyst -- a source of seed money and of expertise from the great federal laboratories that won the Cold War.**

**A second key role -- and one that the DOT *must* play -- is that of standard setter -- forging consensus on national, and even international, standards.**

**These standards will create a "common ground" that will encourage new entrants and competition, while the "open architectures" we support allow the new technologies to adapt, stay flexible, and accommodate further progress.**

**Establishing such standards is especially important for the information technologies, such as Global Positioning Satellite systems and Intelligent Transportation Systems.**

**The federal government has played an indispensable role in developing these families of new technologies -- and we are now acting as a partner with private industry to deploy them.**

**For example, the agreement last December between the Departments of Defense and Transportation to make GPS available to all users is a textbook case of government investment in defense technology generating a new civilian industry.**



**We are just beginning to see the shape of the changes that GPS and Intelligent Transportation Systems technologies will bring to transportation.**

**Their applications in managing truck fleets, rail car fleets, transit systems, ship traffic in harbors, precision approaches to airports, or better routing of airliners will save *billions* of dollars.**

**They will even drive a smart bulldozer that can grade for new highways without the need for survey stakes.**

**ITS -- an industry still in its infancy -- will let trucks cross borders without stopping, cut traffic congestion and improve safety, provide collision avoidance systems, and -- perhaps eventually -- fully-automated highways.**

**The DOT has been government's partner with dozens of America firms engaged in pioneering ITS technologies all through the research and testing stages.**

**These ITS technologies are an area in which NASA's technical community has already made a substantial contribution through its work on sensors, information processing, and human factors studies.**

**Indeed, the fusion of information and physical infrastructures with improved human interfaces is the future of transportation technology.**



**We recognize that the success of ITS in the years to come will depend mainly on the play of private, free-market forces -- with DOT leadership in setting the standards for "open architectures" that form a cohesive national system and create a true mass market so that America's ITS industry can grow -- and secure world leadership.**

**We have been supporting -- and now leading -- the way to a new generation of American transportation technology. *And this commitment will only deepen as the need for advanced transportation technologies grows.***

**In the future, we will apply advanced technologies to prevent death and injuries-- and to move travellers and freight more efficiently.**

**We will increase the market for low and zero-emission vehicles by encouraging the public agencies we fund to buy them -- and use DOT's own purchasing power to foster innovative technologies.**

**We will push the deployment of high-strength, long-lasting materials for infrastructure construction and repair by encouraging the state agencies we fund to use them.**

**We seek new ways to monitor our transportation system's health, so we can prevent problems before they become serious.**

**We will vigorously promote these new American technologies in markets all over the world.**

**And we will integrate all of these new technologies into our work on an intermodal National Transportation System to tie America together.**

**We will redouble our efforts -- building partnerships with high-tech firms -- increasing DOT's outreach to entrepreneurs and inventors -- building partnerships with federal agencies, laboratories and private industry -- and fighting for more funding for transportation research and development.**

**And -- most importantly -- we will demand *real* results -- technologies that really do improve Americans' lives -- advances that will have as great -- and as positive -- an impact as the steamboat, the automobile, and the airplane did in generations past.**

**We hope that these broad partnerships with NASA and its research community will flourish in the years to come -- and look forward to working with you in this critical effort -- to develop -- and deploy -- the technologies that will transform America.**

**Thank you.**

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**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION  
MORTIMER L. DOWNEY  
USDOT TELECOMMUTING OPEN HOUSE  
WASHINGTON, D.C.  
NOVEMBER 9, 1994**

- \* I would like to welcome you to today's telecommuting open house -- the latest in a series of efforts that the Department of Transportation and the General Services Administration are making to increase telecommuting by federal employees.**
- \* Telecommuting -- working at home or at a nearby telecommuting center one or more days a week -- offers a solution to a number of challenges we face in the workplace and in society. It's a solution that is sure to grow more and more common -- and desirable -- all the time.**
- \* DOT is interested in telecommuting for three reasons. First, telecommuting can help to solve a number of problems caused by our growing need for work-related travel.**
- \* It offers an opportunity to reduce traffic congestion, air pollution, and conserve energy -- while reducing the need to build expensive new roads.**
- \* Telecommuting also is a key strategy of President Clinton's Climate Change Action Plan, which seeks to**



prevent global warming by reducing greenhouse gas emissions.

- \* **Second, telecommuting can create a family-friendly workplace which makes it easier for employees to balance work and family needs.**
- \* **President Clinton's executive order for a family-friendly workplace sees the reduced commutes telecommuting makes possible as a way of letting employees spend more time with their families.**
- \* **Finally, telecommuting can help improve productivity in the workplace -- which is why it is part of Vice President Gore's National Performance Review.**
- \* **We're concerned about the toll commuting has on our workers. Long commutes in heavy traffic drain our employees both physically and emotionally. They aren't as productive as they could be, and that affects their ability to serve the public.**
- \* **Federal employees will benefit from the reduced stress and fatigue telecommuting offers, and be better able to do their jobs. In addition, some federal offices may save money through reduced need for office space and parking -- yet another benefit.**
- \* **The Vice President assigned DOT a leading role in the federal government's telecommuting efforts, and that makes sense, because telecommuting is really another**



form of transportation -- using the information highway instead of an asphalt one. *This* road is one that leads straight to the future.

- \* In the past, telecommuting was limited to the few who didn't need to be in daily contact with their offices. Today's improved communications and information technologies -- computers, modems, and fax machines -- mean that many more workers can do their jobs without being in their main office.
- \* And videoconferencing and other new technologies on display here today are going to make telecommuting more practical for more people as they are more widely adopted.
- \* We've also asked managers to redefine management -- shifting to the idea that *what* an employee accomplishes -- rather than *where* an employee sits -- is what counts most. That fits in with Vice President Gore's commitment to reinventing government to get results.
- \* Telecommuting still won't be for everyone. Some jobs are still going to require coming to the office every day, and some people may prefer working in a conventional office.
- \* But the Clinton Administration is fully committed to making telecommuting a real option for as many federal workers as we can.

- \* We intend to make DOT the model for telecommuting within the federal government, and are establishing programs throughout the department as we work to meet our goal of having two percent of our employees telecommute. *You* may be able to be among them.**
- \* Today's open house will familiarize you with how telecommuting works. You can talk to people who already telecommute and to their supervisors. You can see the technologies now available to make telecommuting practical. And you can find out how telecommuting can work for you -- and how it can help us to better serve the public.**
- \* I encourage you to look at today's exhibits and to think seriously about how telecommuting can become a real alternative to mornings and evenings stuck in traffic.**
- \* And when telecommuting becomes an option in your department, I urge you to participate -- and let telecommuting work for *all* of us.**
- \* And now I'd like to introduce Faith Wohl, Director of the GSA's Office of Workplace Initiatives. She's an expert in the field, and is working to integrate telecommuting into the Clinton Administration's Family-Friendly Workplace Program. (*Let's welcome her.*)**

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REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY  
OF TRANSPORTATION  
MORTIMER L. DOWNEY

## *Transportation Trends*



AMERICAN ASSOCIATION OF STATE HIGHWAY  
AND TRANSPORTATION OFFICIALS ANNUAL MEETING

ALBUQUERQUE, NEW MEXICO  
NOVEMBER 14, 1994

### *THE ROAD TO THE FUTURE: NTS, ITS, AND NEXTEA*

#### *Opening*

I'm pleased to join you today to talk about "The Road to the Future: NTS, ITS, and NEXTEA." The *scary* thing is that most of you probably know what those acronyms mean.

When I first suggested these topics for my talk today, everyone from the *Washington Post* to my own staff thought I'd need a course in English as a Second Language so that people from outside the Beltway would be able to understand me.

But I think I'm safe in this audience. After all, you and I know what *AASHTO* stands for.

#### *Introduction*

Your efforts over the past decade are a major reason why we in the United States have the finest transportation system in the world. It's a system which we can be proud of, one which has served us well for generations.

But it is also a system which is feeling increasing pressure from the rapidly-growing demand for travel.

As you all well know, limited capacity, poor connections, and the travel growth that comes with a strengthening economy are decreasing our transportation system's reliability and increasing its costs.

Clearly, we need to act *now* to build the foundation for a prosperous future. A sound economy that produces *real* growth in jobs -- as we have seen over the last 22 months -- is an economy that will need more transportation services -- *and need them soon*.

#### *The Clinton Administration's Approach to Funding*

President Clinton understands the strategic importance of investment in infrastructure. That's why he's worked with Secretary Peña and the Department to provide as much infrastructure funding as possible within very tight budget constraints.

(more)



transportation program funding -- including the trust fund concept?

We think it is timely to look closely at proposals for further increasing the opportunities for private sector investment, and at ways to secure additional financing, such as an infrastructure bank.

And, in the future, as we seek to increase system efficiency as much as -- or more than -- system capacity, we want to examine how best our federal transportation programs can assist state and local agencies in an era when managing and operating our system is of equal importance to building infrastructure.

#### *Planning and the Environment*

Second, ISTEA made significant changes to the transportation planning process -- changes which have been accelerated by implementation of the Clean Air Act, and which could be further affected by our need for strategies to reduce greenhouse gas emissions.

Although planning is a long-term process, it is clear to us that the public insists on better, more cost-effective solutions to our problems and that we need to design our projects in ways that may meet multiple objectives. That is an essential of a truly objective planning process.

#### *Safety*

Safety is another area, perhaps the first area, in which NEXTEA should play a role. It is this Administration's highest transportation priority, and we have initiatives on it throughout the Department.

Issues such as heavy truck safety, hazardous materials transport, improved facility design and construction, human factor and vehicle issues, and a variety of intermodal safety issues -- such as the interaction of rail, barges, and highways -- are the types of things we have to consider -- and which the public *demands* we do as well.

We also have to look towards renewed efforts at prevention -- the most effective way to protect Americans and reduce crash-related health care costs.

#### *Research and Development*

A fourth area is research and development. We should examine the structure and financing of our research programs, and consider ways to target funds to high priority areas that will translate quickly into better service and reduced costs for our customers.

#### *Organizational Structures*

Finally, ISTEA made major changes to the relationships among levels of government -- especially by strengthening the role of metropolitan planning organizations and by providing

(more)

dollars. They are diverse: most are highway projects -- but a number are intermodal.

### *Innovative Financing's Benefits*

Given the short time-frame, the response was remarkable. We have already seen benefits from this program -- *and expect to see more soon*. The results should be dramatic.

First, large amounts of money will be invested in our highway system *now*.

We'll see the gains from this investment *immediately* -- thousands of jobs and economic stimulation now, and reduced congestion, faster freight shipping, and improved air quality in the years to come.

The principle of leverage to improve and accelerate returns on investment *works* -- *and it's time we applied it more fully*.

Second, we will gain real insight into new project ideas and models that states across the country may adopt, and get a good basis of knowledge to shape ISTEA into an even more flexible investment tool.

### *The National Highway System*

Simply spending more money on infrastructure won't be enough, of course. We also need to invest our money more wisely.

The National Highway System and the National Transportation System that we have begun to define will be keys to our investment planning.

Last December, we submitted to Congress our proposal for the National Highway System -- 159,000 miles of the most strategically and economically important roads.

But, as you all know -- despite our early start -- Congress failed to pass a bill this past session.

Suffice it to say that they discovered just too many critically important projects, and the bill seemingly died of its own weight.

Again, as we all know, the stakes are even higher now. *An NHS bill must be enacted if we are to continue our work of rebuilding America's roads.*

### *The National Transportation System*

When Secretary Peña unveiled the NHS, he also proposed what we believe is the next logical step: the definition of a comprehensive National Transportation System.

The NTS we envision will embrace *all* forms of transport -- the intermodal system promised by ISTEA's title, the intermodal system that is already being established throughout America.

We have already established very real intermodal partnerships at the

(more)



our Assistant Secretary for Transportation Policy -- will be leading these discussions, and I hope you'll be a part of them.

Our efforts to promote intermodalism are not limited to the development of the NTS.

For example, the FHWA and the FRA are sponsoring a nationwide series of symposiums on intermodal partnerships with railroads -- including a meeting in Atlanta next week.

These, too, offer opportunities to build the type of institutional relationships we need to make intermodalism work.

#### *DOT and the Technology Revolution*

The third key part of our transportation investment strategy -- funding, planning, and technology -- is the use of American inventiveness to increase efficiency and safety through the application of technology.

Just last month, we sponsored the TransFuture Technology Fair in Washington. Those of you who attended saw a wide range of advanced technologies -- developments which will change our lives as much as the introduction of the automobile changed those of our grandparents.

Many of our programs involve defense conversion and dual-use technology -- made possible by a new era of cooperation initiated by the

Clinton Administration among the Departments of Transportation, Commerce, Defense, and Energy.

We want to make smart cars instead of smart bombs, and use the technology that won the Cold War and the race to the Moon for civilian purposes.

Such applications will help to turn the rhetoric of intermodalism into reality through advances such as space-based Global Positioning Systems and the real-time tracking of vehicles and goods they make possible.

#### *Intelligent Transportation Systems*

Intelligent transportation systems, of course, are the shining example of advanced technology.

ISTEA authorized over \$600 million for ITS work in order to speed the development of technologies that could help the nation reduce congestion and air pollution while increasing safety and mobility.

I don't want to suggest that ITS is the "silver bullet" that will single-handedly solve these problems -- as I've said before, the broad range of ITS projects makes it more like "silver buckshot" -- but there is no question that ITS has shown great promise even in these early days.

(more)



### *Automated Highway Systems*

And the reality of ITS is not far off. This is AASHTO's 80th annual meeting. Let me predict that real results will be in the field growing out of our investment in an Automated Highway System when you hold your 100th annual meeting.

At the TransFuture Technology Fair we announced the formation of a partnership with National AHS Consortium, led by General Motors, to carry out a \$200 million project to begin developing automated highway systems.

These systems will allow cars to travel literally bumper-to-bumper at highway speeds without the need for driver control -- *and* with greater safety, since most accidents today occur because of human behavior.

We're going to prove that the concept of automated highways *works* by having driverless cars operate over a test track within just three years.

I think, though, that it will be a lot more years before I'll be ready to get on the Jersey Turnpike with a driverless vehicle!

### *The Federal Role in Ensuring ITS Compatibility*

Although most of the investment in ITS will be made by the private sector and by state and local governments, federal involvement and

leadership is critical to a successful and timely introduction.

We have learned that we *cannot* let ITS become a series of separate technologies that neither link up with each other nor serve larger social and economic purposes.

Let me be clear. *We cannot dictate technology development or private investment.*

We can learn, for example, from the Japanese Fifth Generation Computer failure, in which government bureaucrats -- and not market demands -- influenced the design of an advanced computer that no one wanted to buy.

We believe that competition and the free market -- not decisions by government -- will, *and should*, determine the winners and losers in the ITS industry.

But there also is a clear role for the federal government in seeking coherent, national ITS systems architectures.

Such national system architectures -- perhaps even continental or global ones -- will ensure that we do not waste precious *public* resources developing rigid, incompatible systems that will be the dead-ends -- the Betamax or the 8-track tape -- of the transportation future.

(more)

**TALKING POINTS**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**1994 AXO HONORARY AWARDS PROGRAM**  
**WASHINGTON, D.C.**  
**NOVEMBER 16, 1994**

- \* On behalf of Secretary Peña, I would like to extend congratulations to today's award winners. I know that today is a proud moment for you. I hope you know that this is a proud moment for me, and for the Secretary, too. This is a day when we recognize outstanding examples of teamwork in pursuit of excellence.
- \* The teams which will receive awards today for their exceptional cooperation and superior performance include 150 FAA employees from a field of 1,400 who were nominated. *You are a special group.*
- \* Although we have singled them out for special recognition, the winners are only a small part of the more than 40,000 AXO staff who, each and every day, carry out the work of managing the world's finest air traffic system.
- \* The work that you do in Air Traffic... in Aviation Standards... in Airway Facilities... in System Capacity and Requirements... and in Regulation and Certification is the backbone of our nation's air traffic system.
- \* Indeed, it is the dedicated people who work in that system who keep it running in the face of antiquated equipment and burdensome, bureaucratic red tape.
- \* The Clinton-Gore Administration's National Performance Review recognized this when it recommended that we reform the air traffic control system in order to better serve our customers – the people who fly on our nation's planes.
- \* The NPR understood that the problem was the system – *and not the people in it.*



- \* We're going to press ahead with improvements to that system so we can give you the tools you need to ensure its continued excellent performance.**
- \* And as we do so over the coming months, we will remember the examples of loyalty and of commitment to our mission that we see here today – and that will redouble our devotion to system reform.**
- \* In closing, let me again congratulate you – and, on behalf of all who travel the nation's skies, extend my thanks for jobs well done, and for continued dedication to the safety and efficiency of our air traffic system.**

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**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
DYNAMICS OF TRANSFORMATION PILOT COURSE OPENING  
WASHINGTON, D.C.  
NOVEMBER 17, 1994**

- \* **Good morning. I'd like to thank you all for taking the time to participate in this course. (*We'll be taking the names of those who didn't.*) I know that there's often a certain skepticism about the value of management courses -- and that's one reason why we're introducing this one in front of the toughest audience we know.**
- \* **The other reason for having the Department's senior management take this course is because we really do think that it will be a useful tool in carrying out the change that the National Performance Review demands -- and we thought it important for you to understand -- *and use* -- its principles.**
- \* **Before we begin, I'd like us to view a brief message from President Clinton. (*Showing of film.*)**
- \* **As the President made clear, the process of change *will* happen. The way that the federal government operates is going to change no matter who is in the White House. The American public made their desire for continued change clear in last week's elections.**
- \* **The challenge for us is to manage that change and carry it out in ways that help us to achieve the goals that brought the Clinton Administration to Washington. And while there certainly are many areas in which we share goals with the other fellows -- there are many others in which we do not. It's those differences which define us, and they are the reason the stakes are so high.**
- \* **Because I don't think that the public has moved away from the beliefs it held when it elected Bill Clinton. I don't think the American people -- or at least, most of them -- have said they don't want the Brady bill, or childhood immunizations, or national service, or health care and welfare reform.**

- \* **I *do* think that they don't trust the federal government to meet those goals in ways which are efficient or reasonable. As the President himself said, many people think that "government would mess up a one-car parade." That sounds like a pretty accurate view of people's feelings when polls show that nine out of ten Americans have little or no confidence in the federal government's ability to solve the nation's problems.**
- \* **It's not going to do any good to pretend that these feelings don't exist, or are irrelevant, or reflect uninformed opinion. Instead, we've *got* to demonstrate that government *can* work, and work well.**
- \* ***I believe this strongly.* I've spent my entire career in government, including two tours here at DOT. I've seen the good that we can do in the transportation sector – providing lifeline transport services to isolated rural people... paratransit services for the elderly and disabled... new roads and transit lines to shorten people's commutes so that they can spend more time with their families... great improvements in safety... rapid, effective responses to human needs in the emigrations from Haiti and Cuba and in the natural disasters in California, the Midwest, and the Southeast – and so much more.**
- \* **A lot of that progress will be jeopardized unless we can convince the public not only of the legitimacy of our goals – but that we can achieve them effectively.**
- \* **That's what reinventing government is all about. Making government – and our political system – more responsive to all Americans. The basic NPR principles – putting customers first, cutting red tape, empowering employees to get results, and cutting back to basics – are the strategies to do this.**
- \* **We need a fundamental rethinking – and a radical redesign -- of our processes and practices if we are to achieve the dramatic improvements in cost, quality, and service that we need.**
- \* **The operative words are *fundamental* and *radical*.**



- \* This is *not* about superficial modifications, or things like "enhancement" or "refinement." *They're not enough.* What we need is a *transformation* – a completely new start; one which abandons what doesn't work.
- \* There's no question that this will be hard – the thousands of American businesses which have streamlined or redefined their corporate missions over the past decade have found this out. But those that have changed are the ones which have made this once again the most competitive nation in the world.
- \* We want to bring that same spirit to government operations – and it certainly won't be any easier here. Doing that is up to you, and to the Department's other managers – both appointed and career. As the Vice President recently said the "new vision of a reformed national government...will lie fallow without the federal executive also seeing it as his or her vision. Executives are the key."
- \* That's why the ideas and principles we'll be covering over the next two days are so important – because they are to provide the basis of our effort to carry out the NPR's recommendations, and to go beyond them where it's necessary to continue the process of change. I hope that you'll find them useful – and that you give me feedback about your reactions after completing it.
- \* As we begin this course, let me leave you with a thought from Stephen Covey – a leading Total Quality Management expert. He said that "we must become the change that we seek in the world." Making that happen pretty much sums up the purpose of this course.
- \* And now, I'd like to introduce Roger Blackwell. Dr. Blackwell currently is a professor at Ohio State, and also the president of his own consulting firm. He's considered to be one of the founding fathers of consumer behavior – which makes him an ideal person to help us better respond to our customers – the American people.

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**TALKING POINTS  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
DYNAMICS OF TRANSFORMATION PILOT COURSE CLOSING  
WASHINGTON, D.C.  
NOVEMBER 18, 1994**

- \* Before we finish today, I want to thank all of you -- and especially the panel members -- for your participation and contributions. I hope that this was a worthwhile experience, and that you'll take some useful tools and ideas with you.
- \* I also would like to thank the DOT staff who worked so hard to make this course possible -- Glenda Tate, Terri Dudas, and Randy Bergquist.
- \* I want to thank the McManus Company, which played such an instrumental role in designing the course.
- \* And I want to thank our presenters -- Roger Blackwell, David Crocker, Lynn Garvey, and Carolyn Lukensmeyer -- for contributing to our understanding of the challenges facing us.
- \* After two days of discussion about "the dynamics of transformation," I doubt that you want to hear much more from me on this subject -- but I want to reiterate the importance of this entire process.
- \* Reinventing government is about making government work -- and *not* about tearing it down. That's the difference between us and our critics. We believe that government *can* meet critical national needs -- and that vision was why the American people gave President Clinton a mandate for change two years ago.
- \* But the only way we're going to renew that mandate is to prove that we *can* carry it out effectively. Reinventing government -- while important in itself because it will let us serve our customers better -- is also an essential prerequisite for any new government efforts to deal with national problems.

\* **That's why our effort to transform this Department is so important -- so that we can better serve the public, and so that we can build confidence in our ability to carry out new ideas. *Nothing we do during the next two years will be as important as this.***

\* **And so I ask each of you to go back to your people with a renewed commitment to establishing a clear vision of our goals... to setting priorities for achieving them... and to providing this training to our people so they can hear what we heard the past two days. Let's work -- *together* -- to make a renewed federal government a reality. Thank you.**

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
*FIRST WORLD CONGRESS ON APPLICATIONS OF TRANSPORT  
TELEMATICS AND INTELLIGENT VEHICLE-HIGHWAY SYSTEMS*  
PARIS, FRANCE  
NOVEMBER 30, 1994**

***OPENING***

**On behalf of President Clinton and Secretary of Transportation Peña, I would like to bring you greetings from the United States.**

**We welcome the opportunity to participate in this conference because we see advanced technology as a solution to many of the world's transportation problems.**

**Our interest in high technology is driven by America's own transportation challenges.**

**The United States transportation system has supported our nation's economy for decades, but it has come under increasing pressure from limited capacity, poor connections between different forms of transportation, and the rapid travel growth that comes with a strengthening economy.**

**In the 1950s, we solved the traffic congestion created by the post-war boom by constructing the Interstate Highway System -- the largest public works project ever, and one which linked the United States from coast to coast.**



**But that solution carried the seeds of its own downfall, with long-term traffic increases beyond our capabilities to serve.**

**Although we are still building new highways and expanding existing ones, we no longer can afford to build *all* the roads we might need -- and even if we could afford it financially, we could not afford the other impacts of such an expansion.**

**So we are working to manage demand more effectively through strategies which include advanced technology applications -- such as intelligent transportation systems.**

### ***THE INTELLIGENT TRANSPORTATION SYSTEMS SOLUTION***

**You will note that I said "intelligent *transportation* systems" -- and not "intelligent *vehicle-highway* systems." At the U.S. Department of Transportation, we see ITS as much more than a way of improving cars and the flow of motor traffic. It's a way to create an integrated transportation system which includes *all* forms of travel and goods movement.**

**ITS has the potential to change our lives as dramatically as the introduction of the automobile changed those of our grandparents.**

**ITS will increase mobility, improve safety, increase consumer convenience, and give travelers more alternatives and the information with which to make good choices.**

**ITS is not a "silver bullet" that will single-handedly solve all of the problems we face -- the broad range of ITS projects makes it more like "silver buckshot." That is, the collective pieces that comprise ITS will collectively help to meet the challenge.**

**Many of these early programs are built upon defense conversion and dual-use technology -- made possible by a new era of cooperation among the Department of Defense and other government agencies initiated by the Clinton Administration.**

**Under our program, which has the strong support of the President, we will make smart cars and smart transit systems instead of smart bombs, and use the technology that won the Cold War and the race to the Moon to meet civilian needs.**

### ***WHAT ITS MEANS TO US***

**As we see it, these national needs can be met by three broad categories of civilian applications.**

**First, travel information and management systems. These include existing traveler information programs, such as SmarTraveler in Boston, which provides real-time information on travel conditions.**

And they include "smart" traffic signals, which automatically give drivers a green light at intersections where there are no oncoming vehicles.

The second category includes tracking and transaction systems, such as commercial vehicle tracking through sensors and Global Positioning Systems, so that shippers know where their goods are at all times.

It also includes electronic collection of road tolls and the automatic clearance of trucks at state borders.

Finally, there are enhanced vehicles. These include cars with collision avoidance systems and other safety features, advanced steering and braking systems, and -- a generation from now -- possibly all-automated highway systems.

### ***ITS WORKS***

Our current efforts were spurred on by the Intermodal Surface Transportation Efficiency Act of 1991, which authorized national highway and transit spending programs in the U.S., also included more than \$1.3 billion for ITS.

In the three years since then, we have made tremendous progress -- and found that well-designed ITS projects *work*.



**Incident management systems clears the traffic backups caused by crashes and breakdowns at a phenomenal cost-benefit ratio of 17 to 1.**

**Local traffic management centers throughout the U.S. are providing real-time information to system operators and to travelers.**

**Emergency vehicles throughout the country are equipped with automatic locators to speed dispatching to crashes.**

**Businesses are able to track shipments from origin to destination, integrating transportation into "just-in-time" production lines.**

**And highway toll systems are being designed -- or retrofitted -- with electronic collection options to speed traffic flows.**

### ***THE NEED FOR DEPLOYMENT NOW***

**We are confident that American businesses are on the right track, and we intend to support them as they work with public agencies to expand their deployment of these new technologies.**

**I understand that many of you are now at a critical crossroads in *your* ITS decision-making -- deciding whether to do further studies or to begin deployment.**

**Well, we in the U.S. are firmly on the side of deployment -- *now* -- and we in the federal government will support American businesses that aggressively act to get some early winners out on the road.**

**We want to build on successful early systems which can help us to develop the information infrastructures -- or data bases -- and the communications networks we need to support more advanced ITS projects.**

**Yes, we need to -- *and we will* -- continue research on advanced systems -- the so-called "second-stage" technologies -- but it's important to deploy the first-stage technologies *today*.**

**These systems, notably those for travel information, can benefit people *now*, and build the public support, generate the private sector interest, and create the institutional relationships we need for the next stages.**

**And we need to do this because the reality of widespread ITS deployment is not far off.**

### ***AUTOMATED HIGHWAY SYSTEMS***

**Last month we announced the formation of a partnership with the National AHS Consortium, led by General Motors, to carry out a \$200 million project to begin developing automated highway systems.**

**These systems will allow cars to travel literally bumper-to-bumper at highway speeds without the need for driver control -- *and* with greater safety, since most accidents today occur because of human behavior.**

**We are going to prove that the concept of automated highways *works* by having driverless cars operate over a test track within just three years.**

**And while full deployment of automated systems is many years away, many of the technologies which will have to be developed will have an impact sooner as they are spun off into other products -- such as assisted braking and steering and "heads-up" windshield displays of approaching street signs.**

**We see the National AHS Consortium as a model for the type of business-government collaboration which will continue our early successes -- and build upon them.**

**The Consortium includes many of the world's largest automotive, vehicle electronics, aerospace, and transportation infrastructure firms -- in addition to GM, names such as Bechtel, Delco, Hughes Aircraft, Martin Marietta, and Parsons Brinckerhoff -- all highly-respected leaders in their fields.**

**In addition to providing credibility to the entire effort, we see the federal role as managing the overall program to ensure that it meets its milestones. We also will both contribute resources and help manage them.**



**As we do so, we will ensure that the program is developed in a balanced manner which meets broad national objectives, and that the public interest is fully represented in all decisions.**

### ***THE NEED FOR FEDERAL INVOLVEMENT***

**Although, as with that Consortium, most of the American investment in ITS will be made by the private sector and by state and local governments, the involvement and leadership of the United States is critical to a successful and timely introduction of these technologies, both at home and around the world.**

**We know that we *cannot* let ITS become a series of separate technologies that neither link up with each other nor serve larger social and economic purposes.**

**Let me be clear. *We cannot dictate the form of technology development or the rate of private investment.***

**We believe that competition and the free market -- not decisions by government -- will, *and should*, determine the winners and losers in the ITS industry.**

### ***THE FEDERAL ROLE IN ITS ARCHITECTURES***

**But there is also a clear role for the U.S. government in seeking coherent national -- and even international -- ITS architectures. These architectures will establish standards and protocols, and foster compatibility.**

**They will promote rapid deployment of ITS by reducing risk for customer and vendor alike -- and will allow products from different vendors to work together, ensuring a consistent national market both in the U.S. and abroad.**

**Such national or global system architectures will guarantee that we do not waste precious *public* resources developing rigid, incompatible systems that will be the dead-ends -- the Betamax videocassette or the 8-track audio tape -- of the transportation future.**

**Our goal is to establish this architecture by 1996 -- and while we want this architecture to be open, and responsive to new developments, I want to be clear that we are moving ahead with a systems approach.**

**As we do so, we invite other nations to participate in the ITS vision by cooperating in the development of such standards, or using such a systems approach to meet their own needs.**

### ***THE LINK TO THE NATIONAL INFORMATION INFRASTRUCTURE***

**In addition to promoting an architecture, the U.S. Department of Transportation can ensure that a sufficient market exists to encourage product creation at increasingly lower costs.**

**We can do that by ensuring that the basic communications and information infrastructure is deployed in our major metropolitan areas.**

**That infrastructure will enable both the public and private sectors to deploy the particular services needed in an area -- and those services for which a private market exists.**

**This effort is already underway, as the federal government, in partnership with private business, works to carry out Vice President Gore's vision of a National Information Infrastructure.**

**Indeed, many of the same fiber optic cable channels which will carry interactive television, cellular telephone calls, and personal communications device signals also can carry information about our transportation system.**

**These data will give both "real time" transportation data and more static information about such system attributes as capacity, safety, and condition -- all of which will benefit the planners, manager, operators, and users of our transportation system.**

### ***FEDERAL FUNDING AND PROMOTION OF ITS***

**We also will provide seed funding and promote collaboration on ITS projects among consortiums and disparate jurisdictions with common interests -- states, cities, regional authorities, and others.**



**That can help us to move beyond the "chicken-and-egg" problem we so often face with new technologies -- in which private sector companies are reluctant, or unable, to take the risk for such new efforts.**

**In such cases, public sector incentives and partnerships could make the difference if there were agreed-upon strategies.**

**All of this is in support of U.S. industries and government agencies as they enter into a global market which is going to be of profound national interest in coming years.**

**We see ITS and its allied technologies as being critically important to our nation's future economic security -- and will act accordingly so that interest is served.**

### ***CLOSING***

**And so, in the future, we are fully committed to researching new technologies, developing them for specific transportation applications, and deploying them -- in partnership with the private sector and other levels of government.**

**We see ITS as one of the key solutions to pressing public problems, and one which will have broad ancillary benefits.**

**We see ITS as an opportunity to form partnerships with other nations, and to build mutually-beneficial markets for trade.**

**In the end, we want to capture the imagination of our people with a vision of how transportation technology can improve their lives. We have started to define that vision, and to make it a reality.**

**As with so much that the Clinton Administration is doing, this is about the effort to master our future by serving as the architects of change.**

**So, I would like to close with a quotation by President John F. Kennedy, who said, "Change is the law of life, and those who look only to the past or the present are certain to miss the future."**

**We look forward to working with you to change our world's transportation future.**

**Thank you.**

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