

REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
COMMISSIONING OF THE USCGC *KATHERINE WALKER*
BAYONNE, NEW JERSEY
NOVEMBER 1, 1997

Good morning. I want to bring you all congratulations from President Clinton and Secretary Slater as you commission *Katherine Walker* -- the latest of the *Keeper* class of coastal buoy tenders.

It's a special pleasure for me to be here today, because I served in the Coast Guard Reserve for a dozen years -- with relatively undistinguished service -- and it's always a pleasure to be among distinguished Coast Guard company.

It's also nice to be here because of my long-time ties to the New Jersey-New York region. In fact, one of my Coast Guard reserve tours was on a buoy tender in this very harbor, and it actually took me out to Robbins Reef -- the lighthouse once kept by *Katherine Walker* -- but let me assure you it wasn't during *her* tenure.

Learning more about *Katherine Walker*'s life -- and those of other lighthouse keepers -- helped me to appreciate the role that they have played in making our coastal waterways safe.

Dr. Van Cott -- Mrs. Pezzengrilli -- Mrs. Szoke -- Mrs. Gorzakowski -- you should be proud of Katherine Walker and her years of service to this harbor.¹

The lighthouse keepers' mission is now carried out primarily by the Coast Guard, and that demands the best and latest in maritime technology. However, the Coast Guard hasn't always had the tools it needs.

But now -- after a decade without a new class of Coast Guard vessels -- we have *two* new classes -- the *Keeper* class, and the *Juniper* class of sea-going buoy tenders.

I'm proud that these new classes are being launched on our watch, because it underscores this President's commitment to providing the men and women of the Coast Guard with the tools they need to do their jobs -- even in a time of downsizing and limited budgets.

I noted that *Katherine Walker* and her sisters in the *Keeper* class represent an enormous technological leap forward in revitalizing the Coast Guard's fleet. That's a tribute to their builder, Marinette Marine, and its CEO, Dan Gulling.

¹ Katherine Walker descendants who will be present: Dr. David Van Cott; Mrs. Barbara Pezzengrilli (Pezz-en-grill-I); Mrs. Janis Szoke (Sko-ky); Mrs. Karen Gorzakowski (Gorz-a-kow-ski).

Marinette Marine has made the most of the National Shipbuilding Initiative that President Clinton and Congress have put into place, and they're helping to lead America's shipbuilding renaissance.

We're proud of the craftsmanship they've demonstrated in *Katherine Walker* and the other vessels they're building for us. Cutters such as *Katherine Walker* will ensure that the Coast Guard remains -- in the words of its motto -- *Semper Paratus* -- "always ready."

So today let us pledge to build on the progress exemplified by *Katherine Walker*. Let us ensure that our Coast Guard remains the world's premier maritime service, and that its men and women will always be ready to protect America's mariners. Thank you.

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**REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
TRANSPORTATION RESEARCH BOARD NATIONAL CONFERENCE ON
INTERMODAL TRANSPORTATION EDUCATION AND TRAINING
NOVEMBER 2, 1997
WASHINGTON, D.C.**

*(Introduction to be made by Professor Michael D. Meyer,
conference steering committee chair)*

Good evening. I want to start by thanking you, Mike, for that introduction, and for your work -- and that of your committee -- in bringing this conference about.

I also want to thank TRB for hosting us, and for inviting me to speak. I especially want to thank Joedy Cambridge, the TRB program officer responsible for this conference, for all of her efforts.

And I especially want to congratulate our essay winners, Maalik (*Maa-LEEK*) Russell and Ana Martinez of North Hollywood High School. If they're the kind of prospective professionals our industry can expect to see in the future, then we'll be in good shape for at least another half-century.

For a long time those of us in transportation have been part of the revolutionary changes our industry was undergoing -- changes generated by new technologies, new partnerships, new concepts -- such as intermodalism -- and new priorities, such as environmental quality.

These factors are combining with larger social and economic transformations to change how we make decisions -- how we set priorities -- and how we allocate resources. They're changing how we form partnerships within and outside of our industry, and the nature of those relationships.

Making the most of these changes to ensure that our transportation system continues to provide mobility and opportunity for Americans demands that we have an educational community that is ready to prepare the next generation of transportation professionals.

Last year, as part of our preparation for reauthorization of surface transportation programs, many of us at the Department of Transportation traveled the country, meeting with transportation officials, business professionals, and others to talk about what was most needed for the transportation systems of the 21st century.

The answer shouldn't have surprised us: it wasn't new technologies, or more money, or any of the other important things you'd expect.

Instead, what we heard was that the key need was *people* -- or, to be more specific, well-educated, well-trained people who can help to design, build, operate, and maintain the advanced transportation systems we'll need for economic success.

So many of us have recognized the need for enhanced education and training, and for new and different programs to support these initiatives. That recognition has been especially true in intermodal matters.

For example, three years ago the National Commission on Intermodal Transportation recommended that we “expand the intermodal focus of research, education, and technology development efforts.”

Rob Krebs, who will speak to you tomorrow, chaired that commission and oversaw the preparation of these recommendations. His commission urged that we in the Department of Transportation...

...draw on the resources of TRB and others to define and coordinate intermodal research and education needs...

...conduct outreach to the mode-oriented programs of the nation's universities to develop new ways of training the next generation of transportation professionals...

...encourage the development of intermodal course modules and case studies...

...and use the University Transportation Centers to take the lead on curriculum reform to provide stronger training in intermodal transportation.

As you'll see over the next few days, we've acted on those recommendations, and made significant progress in each of these areas.

For instance, we provided the support for TRB to organize this conference, and we've worked with standing committees of TRB and other transportation organizations to help define intermodal research needs.

This conference, of course, is but one aspect of our outreach efforts, not only to universities, but also to community colleges, high schools, and grade school programs.

You'll see evidence of our efforts during this conference. Among its features are case studies which focus on various aspects of intermodal transportation operations and planning -- including supply chain management, intermodal partnerships, data/information systems, logistics, transit operations, and intelligent transportation system technologies.

There also will be presentations on the status of university and other academic programs, and of private sector and public agency education and training programs.

As you may have seen in the displays just outside this room, which include a number of University Transportation Centers from around the country, curriculum reform and development also is underway to prepare people for transportation careers.

The plenary sessions and breakout discussion groups will give all of you an opportunity to become familiar with and suggest further refinements and improvements to intermodal transportation programs and curricula.

Transportation is an industry which offers tremendous career opportunities for today's young people, *if* they're aware of them and if they can obtain the knowledge and skills demanded by potential employers.

So this conference also will highlight partnerships and innovative programs, which are being developed between educational institutions, business interests, and public agencies to help ensure the transportation industry has the workforce it needs for the future.

And we at the Department of Transportation are also involved.

One of the most visible cross-cutting efforts is the Professional Capacity-Building Program for ITS Deployment.

ITS, or intelligent transportation systems, apply advanced information and communications technologies to transportation. We need trained professionals to develop the technicians to design, work with, and deploy these new technologies which are making travel safer and more efficient.

This program was established to develop educational and training initiatives for colleges and universities -- to give them the resources they need to create curricula for this new world.

We recognize that the intensive training required for many transportation professions means that it's never too early to start, and that's why we're also closely involved with the TransTech and Transportation Careers Academy Programs.

These programs introduce and begin training high school and community college students for careers in transportation, and I'm pleased to be able to share the head table this evening with students and educators from these programs.

They're getting a jump start on our profession, and we're looking forward to seeing the results in coming years.

Finally, we're involved with the Garrett A. Morgan Technology and Transportation Futures Program, which seeks to build partnerships between and within the transportation and education communities.

This program has been a top priority of Secretary Slater's, and President Clinton felt so strongly about it that he announced it himself last May.

It's appropriate that this technology education program, which may make a greater difference in the lives of our children than any of our other initiatives -- is named after the man who was truly the grandfather of transportation technology -- the man who invented the automated traffic signal -- Garrett Morgan.

This new initiative will challenge at least one million students to develop their math, science, and technology skills to prepare for careers in transportation.

It also will foster the lifetime learning that will keep those careers growing as the transportation system changes rapidly.

We've made a good start: as Secretary Slater announced last week, the Garret Morgan program, in its infancy, has already touched the lives of 250,000 children across America.

That's impressive, but it's only a start. Last week we sponsored a roundtable bringing together business, academic, and government leaders to take us to the next step.

And that's also the purpose of this conference.

It challenges us -- as teachers, as researchers, as public officials, as businessmen and -women, as parents and concerned members of our communities -- to determine what we need to do to help prepare our students for the future, and then to provide opportunities in schools and workplaces across America.

Over the next few days we want to identify existing and new opportunities to build partnerships between the transportation, education, business, and labor communities to ensure that we have a workforce that's ready for the 21st century -- and to create opportunity for the next generation of Americans.

We need your help and your ideas and your leadership to make these intermodal education programs a continuing reality throughout America, and to work together for what really matters: our children, and their future.

Thank you, and good luck in your discussions over the next few days.

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REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
ALERT TEAM HAMMER AWARD EVENT
BALTIMORE, MARYLAND
NOVEMBER 3, 1997

(Introduction to be made by Denise Clyburn of NPR's Hammer Award Team)

Thank you, Denise, for that introduction -- and for all of your work on the National Performance Review Hammer Award Team, helping to recognize outstanding efforts to reinvent how government works.

This afternoon I'm proud to join all of you to present a Hammer Award to a very special partnership, one whose work could have a direct impact on the safety and security of everyone in this room.

It's also the kind of partnership which we hope the Access America conferences will promote.

The Advanced Law Enforcement and Response Technology program -- ALERT for short -- is the result of cooperation that cuts across a lot of lines -- multiple federal agencies -- state and local partnerships -- universities-- and more than 30 private businesses -- in order to better serve the American people.

Public service today involves these kinds of complex partnerships, and we need to make them work on a real-time basis.

Serving the public better, of course, is the basis of the National Performance Review, and events like today's are fitting not just because they let us recognize the achievements of outstanding employee teams, but because they remind us of how far we've come in the last five years.

When President Clinton established the NPR and asked Vice President Gore to lead it, he said:

"Our goal is to make the entire federal government both less expensive and more efficient ... we intend to redesign, to reinvent, to reinvigorate the entire national government."

The ALERT team's members accepted that challenge to improve the way all of our activities serve the American people.

They've done this through an integrated, interoperable technology system that will enhance the safety and efficiency of law enforcement officers at all levels of government.

By streamlining data collection and transmission and by improving communications, ALERT will improve officers' safety.

For instance, ALERT automates pursuit vehicle controls -- such as lights, sirens, and video cameras -- freeing officers to focus on the task at hand.

ALERT also will instantly transmit officers' locations to their own departments and to other jurisdictions through links to global positioning satellites, enabling rapid, accurate back-up response.

ALERT will make policemen more efficient by automating data collection at traffic stops and accident scenes, cutting by up to 50 percent the time they need to spend on paperwork and similar tasks. That's more time they'll be able to spend on patrol, protecting the public.

Finally, although ALERT is now focused on traffic law enforcement, subsequent versions ultimately will enable police officers to share information with other "responders," such as fire, hazardous materials, and emergency medical services personnel, giving them timely information to perform their duties.

The result will be greater safety and security for police and other emergency personnel and for the traveling public -- and that means all of us. Making our transportation system safer is Secretary Slater's highest priority, and so today I'm pleased to be able to recognize a team whose work will help us to make real progress in achieving the Secretary's goal.

The team that developed ALERT is led by Bill Baker of the Federal Highway Administration, and includes Department of Transportation and National Institute of Justice staff.

It also brings together transportation and technology specialists from across the public sector:

Texas A&M and the Texas Transportation Institute -- the Texas Department of Public Safety -- the International Association of Chiefs of Police -- and the police departments of Alexandria, Virginia and College Station, Texas, which have tested ALERT.

Although Hammer Awards are given for improving how government serves the public, this new system wouldn't exist without the more than 30 private sector partners who contributed to its development -- representatives of several of which are with us today: Eastman Kodak, Motorola, Symbol technologies, and Federal Signal.

The team's achievements are something to be proud of, and today we're here to celebrate them -- and to challenge ourselves to keep moving forward.

Continued success in reinventing how we serve the public is going to come from the efforts of men and women like the members of the ALERT team -- people at the front lines, close to the daily work of government.

The effort to transform government and improve service may seem slow: the ship of state doesn't turn on a dime. But it *is* happening -- not only here, but throughout government.

We're in the midst of a once-in-a-generation opportunity to improve the way government works. The ALERT team and the partnership it created shows that we can get it done, and that's why we honor them today.

Now, on behalf of Vice President Gore, it's my privilege to present a 1997 Hammer Award to the ALERT team. Denise, would you ask the team members to join us...?

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TALKING POINTS
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
NACO LARGE URBAN COUNTY CAUCUS MEETING
NOVEMBER 6, 1997
WASHINGTON, D.C.

- * **ISTEA:** No passage of a multi-year bill in '97. Although \$12 billion in carryover highway funds mean some construction is continuing, funds are unevenly spread out now and we'll see increasing impacts everywhere as they're drawn down. Safety funds already lapsing almost everywhere. FHWA offices could run out of money in January and shut down, stalling project approvals and grant reimbursements. Need Congress to act ASAP on safety, federal administration.
- * **NEXTEA:** Looking even better with age; most of NEXTEA is in either House or Senate bill. NEXTEA provides basis for compromise: more infrastructure and technology funding while balancing budget -- dedicated bridge program -- new focus on freight -- innovative financing -- more state & local flexibility -- more safety funds (bags, belts, anti-drunk driving) -- CMAQ -- welfare-to-work -- DBE.
- * **'98 approps -- amounts:** Generally pleased with the \$42.7 billion '98 DOT appropriations bill President signed last week. Up 6.4% from last year. Includes \$23.3 billion for highways, up \$1.6 billion from last year; FTA, \$4.8 billion (with \$800 million new starts, \$150 million operating), up \$462 million.
- * **'98 approps -- SIBs:** Disappointed Congress didn't fund SIBs in spite of innovative financing's success at giving state & local officials new infrastructure options. Will continue effort to secure support for SIBs.
- * **Amtrak -- labor:** Landmark BMW settlement gives employees fair wages -- voice in decision-making -- direct stake in Amtrak's financial success. Gives Amtrak the labor partnerships it needs to control costs and help end federal operating subsidies.
- * **Amtrak -- budget:** '98 approps give Amtrak \$543 million, \$45 million less than last year. Includes \$344 million operating, \$199 million capital. Also \$250 million for NEC improvements. Continues Amtrak on glide path to zero operating aid.
- * **Amtrak -- reform:** However, Amtrak still needs reform package Congress is considering. Will release \$2.3 billion in capital, restructure Amtrak to reduce its statutory burdens and enable it to become more entrepreneurial. Concerned about repeal of worker and consumer protections in current House and Senate bills, but look forward to working with Congress to enact meaningful reform.
- * **Aviation:** NCARC has submitted its recommendations on how to finance ATC, airport capacity. We'll work with Congress early next year to establish a reliable financing base so that the FAA can provide the services our aviation system needs.

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**REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION
WASHINGTON, D.C.
NOVEMBER 13, 1997**

Good afternoon. I'm pleased to be here today to speak to this joint meeting of the Standing Panel on Executive Organization and Management and the Standing Panel on Improving Government.

I was asked to focus my remarks on three specific aspects of strategic planning and the Government Performance and Results Act -- or GPRA, as I'll refer to it:

- How do the administrative structures support or carry out GPRA?
- What challenges have we confronted in developing the strategic plan GPRA requires?
- What did we do to overcome the challenges?

To address these questions, it's important to put the GPRA in perspective. If it works, it's not just the latest in management techniques, but a part of restoring people's faith in government.

If we can define what people want -- whether it's safe streets, good schools, or -- in our case -- a safe and effective transportation system, and we can show that we can take appropriate steps to meet those needs efficiently -- then that's a step in the right direction -- in the direction of government which listens and cares about what the public thinks is important.

Implementing GPRA is a complex and complicated task and I'm quick to concede that we've only begun to carry it out. But I think ours has been a good beginning -- building on DOT's fairly long history in strategic planning.

There were four important elements we developed over the past several years which have allowed DOT to get off to a good start.

First, *experience and common understanding*. Back in 1993, when we developed our prior strategic plan, it didn't begin to meet all of the GPRA requirements, but it was a good start in defining our Department's missions and the roles of our agencies in meeting them.

It built on a fairly long tradition of planning and policy studies in DOT, dating back two decades. Based on the '93 strategic plan, we developed individual performance agreements between the Secretary and his senior people based on the goals identified in the plan.

The second element is *accountability*. I meet with each of the heads of our operating agencies each month to review how they're doing in meeting the outcomes which they have identified as critical to the success of their programs and the department's goals.

This was extremely important in developing a sense of accountability and responsibility for achieving the goals.

Third, *credibility and continuity*. Within the Department we saw widespread interest in piloting GPRA, with four pilot plans -- the Coast Guard's Marine Safety program, the Federal Lands Highway Program, the FAA's Airway Facilities program, and the entire National Highway Traffic Safety Administration.

These pilot efforts, led by the Budget office within the Office of the Secretary, signaled that this was a new way of thinking, one which was given credibility by its linkage to the budget process.

In these pilots we spent a lot of time learning how to engage our public -- how to think in outcomes not process -- how and what to measure -- and how to integrate and make it all one.

This outreach was critical when we initiated the strategic planning process late last year. It was critical for three reasons:

We had enough experience to know that it worked;

We had a good cadre of staff who could teach others how to implement;

And we could show that asking customers what they thought produced better results and built credibility about our commitment to listening.

The fourth element which got us off to a good start was a genuine *culture change*.

This may take the longest to accomplish, but we're encouraging a culture which focuses on the end result and on getting the job done -- whatever it may be.

We're also working towards a government which is held accountable and -- most important -- working with others, whether they were other federal agencies, state or local government, private industry, or the American people themselves.

At the same time, we have to persuade our partners -- and ourselves -- that they, too, are going to be held accountable for outcomes. This is sometimes resisted in a culture that has stressed simplification and flexibility.

To the new culture we were trying to build we created a performance evaluation process which requires that personal evaluations be based on appropriate performance outcomes.

We also revised the personnel awards system in the Department and created awards for customer service and team successes.

When Secretary Slater personally embraced the strategic planning process and encouraged wide departmental participation, there was a base of knowledge from which to build.

As a result we mobilized more than 200 career and appointed staff, working together to develop a truly department-wide plan which includes all of our modes, but which puts them into a vision of what the transportation system of the 21st century should be and DOT's role in achieving that vision.

This hasn't been a simple process, and I'd focus on the fact that the Department's strategic plan has been recognized as having shown the most improvement from its first draft several months ago.

Much of the improvement came through inviting all of our employees and interested outside groups -- state or local governments, the transportation industry, and other partners within the federal government -- to help us identify our mission and goals.

I believe that we've been well served by these actions. I believe we've created a document with a set of outcomes for the department which will achieve the Secretary's goal of being visionary and vigilant in protecting the traveling public and in meeting the system's future capacity needs.

We've learned important lessons and we are continuing to make the whole process better. If it's going to make a difference, it can't be about just producing a plan, or in getting a high rating. (*Although it's a lot better to be at the top of the list than not!*)

Our next challenge is to develop the first annual performance plan and budget which support the Strategic Plan. This is a huge challenge and -- frankly -- one which we won't perfect when President Clinton submits his Fiscal Year '99 performance plan and budget in February.

I submit that we'll be on the way, but -- just as we did with figuring out what performance measures were about and why they were important and how to write strategic plans -- we'll need to work through the process to figure out what makes sense and what doesn't.

I suspect that the budgets that we've all grown used to and comfortable with will no longer serve us well. We must be willing to rethink how to best present our programs and budgets to support our goals. However, we'll have to persuade OMB and the Congress if we want to give them up.

To do so, we'll need to understand how more integrated budgets would support shared outcome goals. We'll have to make adjustments to how we've developed our budgets to ensure that this new way of thinking is supported in the budget process.

We need to be extremely careful about the use of data and to not create new bureaucracies.

But this is going to be a continuing process of improvement. We know, again from our pilots, that the existing systems don't always support managing for results.

Managing for results is a whole new paradigm and the existing administrative structures as such weren't designed to support such a concept.

However, having the existing framework provides a launching point to determine how best to make it work. Again, we at DOT were very lucky to have had the four pilots.

The case of the Coast Guard's GPRA pilot -- its Marine Safety, Security and Environmental Protection Program -- illustrated for us the relationship between managing for results or outcomes and the necessary management flexibility which must accompany the program in order to be successful.

Historically, the Coast Guard's safety program was managed through nationwide standards governing the scope and frequency for hundreds of activities such as tank ship inspections, oil transfer monitoring, and harbor patrols.

During the development of its first GPRA performance plan in 1994, the Coast Guard set out to identify performance goals that were specific, short-term, measurable, and usable in sorting program changes and priorities.

Initial performance targets were set fairly intuitively -- based on the best professional judgment of senior managers, because they didn't have trend data at that point.

But the process didn't stop there. After initially publishing the plan, they kept refining it. With better information they began to focus on key safety outcomes -- especially deaths, since the data were more reliable and represented the most important outcome they wished to change.

In fact, through the process, the Coast Guard discovered a safety problem which no one previously realized existed.

Although the fishing industry had a reputation for safety problems, when the Coast Guard compared its fatality rates with those of other industrial occupations they found that the towing industry had an even higher rate.

That, in turn, led the Coast Guard to establish a new goal to reduce the fatality rate in that industry. And, in fact, to form a partnership with the towing industry to achieve that goal.

This approach -- which is in fact now showing results -- presents both the challenges and potential which GPRA offers.

We need to realign our thinking about how to deliver our services. We have to figure out how to best link programs which contribute to specific outcomes together, when for years they haven't thought of these connections.

We have to do a better job of aligning programs to the performance plan and the performance plan and the budget to the achievement of the goals in the strategic plan.

Underlying all of this is the use of information and data. Just as in the Coast Guard example, we have to figure out what are the correct data to measure, and how to resist the temptation to measure everything -- instead of focusing on the results for which we're looking.

But we can't wait to have all the data before we make decisions. We must keep moving, making the best judgments we can with the information available and relying on the professional judgement of our employees.

Let me wrap up with some thoughts about what we've learned at DOT.

- We learned to trust our employees. We melded the career and appointed staffs to develop the plan and then held employee meetings throughout the organization to ask what they thought was invaluable.
- We learned to trust our customers and partners. They provided valuable input and confirmation of what the most important outcomes were. They helped to define what they wanted and how they wanted it delivered.
- We learned to focus on the outcomes we wanted. If a particular activity doesn't contribute to achieving the outcome, we ask ourselves: "*Do we really need to do this?*"
- We learned the importance of focusing on a few important data points to measure our success rather than a hundred interesting -- but inconclusive -- data points.
- We learned that it takes time to experiment, and that we can learn from both our successes and our failures.

The ultimate challenge is still out there. Will this new way of managing to outcomes provide better serve to the public? I hope that the answer is yes, but we won't truly know until we complete the whole process and ask the American people directly. Thank you.

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**REMARKS AS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
WELCOMING REMARKS, MOVING KIDS SAFELY CONFERENCE
TYSON'S CORNER, VIENNA, VIRGINIA
NOVEMBER 17, 1997**

*(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 Slater and the entire Department of Transportation, I'd like to welcome all of you to the third Moving Kids Safely conference.

As the Secretary says, safety has been -- and continues to be -- his and President Clinton's number one transportation priority.

Their efforts have brought a new focus to protecting the most vulnerable Americans, and we want this extraordinary national conference to help us safeguard our children's safety.

Now, I suspect that many, if not most, people outside of this room think that disease is the leading cost of death for children, but of course you and I know it's not: *transportation mishaps are*. More than 3,200 children die each year in these incidents.

And the impact goes well beyond fatalities. More than 413,000 children are injured each year -- 200,000 of them are hospitalized -- and, tragically, more than 30,000 are permanently disabled.

Most -- nearly 2,300 -- died while riding in motor vehicles, but the pattern holds true across all forms of transportation. More than seven hundred children were killed last year when they were struck by cars while walking or playing on streets.

Scores die, and hundreds more are injured, in boating incidents.

More are killed while playing along railroad tracks or transit lines.

And the fatality rate for young bicyclists is *double* that for all other groups.

What makes these deaths and injuries so devastating is that most of them are predictable and easily preventable.

As Dr. Martinez has taught us, that really makes the word "accident" inappropriate, since it implies something that's completely beyond our control.

That's not the case here.

Things as simple as using seat belts -- ensuring the proper use of appropriately-sized child safety seats -- keeping children in the back seat, where they're always the safest -- wearing bike helmets and life jackets -- and not playing near railroad tracks or subway platform edges can save hundreds of young lives each year.

Just to give you one example, more than half of all the children injured in motor vehicle crashes last year weren't buckled into a seat belt or a child safety seat. That's just inexcusable.

We can -- *we need to* -- do better for our kids. We need to get the message out that people *can* protect their children, and show them how.

That's why Secretary Slater convened this year's conference. He recognizes not only the importance of safety for children while they're traveling -- but also the real opportunities for significant and continuing progress in improving safety.

Just last month he launched the National Seat Belt Plan, which seeks to increase seat belt use to 85 percent and cut child motor vehicle deaths by 15 percent over the next three years.

We recognize the importance of this leadership, but the federal government can't do the job alone. We need partnerships that bring together everyone who can help to make a difference.

This conference, like its predecessors over the past two years, brings national, state, and local public organizations together with the private sector to do just that -- to make a difference and create a safer transportation environment for America's youth.

We want you to share strategies that protect children -- to help us develop new approaches to increased safety -- to define the crucial job of educating children and their parents about safe behavior -- and to determine how best to build the partnerships that can strengthen safety in each of your communities.

We have to find the ways to involve children themselves. Once kids 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 -- *we need* -- 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 are often viewed only within the context of their jobs, we're also people -- husbands, wives, mothers, fathers -- some of us lucky enough to be grandfathers. And that doesn't make me any different than any other American who wants to protect his loved ones.

So this morning I want to challenge you to join me in this effort to protect those we love the most. We need your ideas, your energy, and your commitment as we seek to develop the strategies that will be most effective.

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*.

Thank you for your attention, and for your hard work in the business of saving lives. Good luck in your work over the next three days.

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REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
AIR BAG DEACTIVATION SWITCH EVENT
BALTIMORE, MARYLAND
NOVEMBER 19, 1997

(Introduction to be made by Eugene Peterson, NHTSA Region III Administrator)

Thank you, Gene. I'm happy to join you -- Dr. Burgess -- Colonel Graybill -- Deborah Baer -- and Sharon Perry. You've all worked hard to make Maryland's roads among the safest in America.

During this decade the lives of more than 2,600 Americans have been saved by air bags. However, we've also learned that -- on rare occasions -- air bags can *cost* lives. In recent years, more than 80 people -- many of them children -- have been fatally injured by air bags.

It's clear that the force of deploying air bags can be dangerous to children or to certain other people. While air bags save lives, we need to recognize -- and act on -- the fact that they can put a small number of people at risk.

The solution, as Transportation Secretary Rodney Slater recognized, is not to do away with a technology which saves lives, but to take the steps necessary to protect those at risk.

That's why the Secretary directed us to find ways to ensure that air bags save -- and never take -- lives.

As part of a comprehensive initiative to preserve the benefits of air bags while minimizing their risks, we've already taken numerous steps: letters to car owners -- warning labels -- depowering of air bags being installed now -- and research to develop advanced "smart" air bags.

Yesterday, Secretary Slater announced the latest step in this effort: car owners will be able to have switches installed which will deactivate one or both of their vehicle's air bags.

Beginning next month, car owners will be able to submit a simple form to the National Highway Traffic Safety Administration affirming that they fall into one of several "at-risk" categories.

NHTSA will expeditiously review the request, and the car's owner can take the approved form to a dealership or other service outlet to have the deactivation switch installed.

We know that air bags save lives, and that's why we've developed a practical solution that allows people to turn off the air bag to protect someone at risk -- and then turn it back on to preserve the lifesaving benefits for everyone else.

We want to make sure that the general public has the information needed to make an informed decision that is right for themselves and for their families. That's why we're kicking off a nationwide educational campaign.

This effort is going to involve outreach through NHTSA's regional offices -- through the distribution of millions of informational brochures -- and through NHTSA's auto safety hotline and website, which will be available to provide the answers people need.¹

We're also enlisting more than 150 public and private partners in this effort. Triple A will use its resources to educate its members and distribute NHTSA's brochures.

Organizations such as the Air Bag Safety Campaign -- the National Auto Dealers Association -- and the Insurance Institute for Highway Safety will distribute information through their memberships. Today's event begins this process of getting the word out.

Yesterday, Secretary Slater said that determining what to do about air bags had been the most difficult decision he'd faced since taking office.

There were many voices, many interests clamoring to be heard -- but, in the end, the Secretary listened to the one interest he places above all: the public interest. With our safety partners, that's the interest we hope to serve through this education campaign. Thank you.

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¹ Will be posted: (800) 424-9393; <<http://www.nhtsa.dot.gov>>

**TALKING POINTS
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
FIND THE GOOD AND PRAISE IT AWARD
ALBANY, NEW YORK
NOVEMBER 20, 1997**

- * Find the Good and Praise it Award, for "Improving Workplace Environment," is to Doris Eusebio (*ooo-see-bee-oh*), secretary in FHWA's NYC Motor Carriers office.
- * The NYC OMC is temporarily housing employees of the new NYC metropolitan office, including two employees who hadn't previously lived in the city. Ms. Eusebio took it upon herself to provide them with information about NYC in advance of their relocation, responded to their special requests, and aided them in finding housing and in dealing with workplace issues.
- * Ms. Eusebio went well beyond her formal responsibilities in providing this assistance, often working after hours to do so. Her assistance helped the new employees make the transition with minimal disruptions, which also enabled the new metropolitan office to begin operations smoothly.

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REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
NEW YORK PUBLIC TRANSIT ASSOCIATION FALL CONFERENCE
SARATOGA SPRINGS, NEW YORK
NOVEMBER 20, 1997

Good afternoon. Although I'm proud to be in Washington serving under President Clinton, it's *always* a pleasure to return to one's roots. And *my* roots are planted deeply in New York's transit community.

I'm proud of those roots, because transit is renewing itself here as it is around the country. In New York, the MTA is running surpluses -- the Metro fare card is gaining acceptance -- and Queens Connector construction is underway.

Elsewhere, transit is doing well today, and building for the future. The new facilities in Syracuse and Albany will provide vital links to other modes, and Buffalo's Hub Link study will help to shape transit for the coming century.

The new century is coming soon, and that's why much of my time over the past few years has been focused on ISTEA, an issue of enormous importance to you as the nation's number-one transit state.

Many of you tuned in to Washington's newest prime-time drama this fall: the fight to renew ISTEA. Well, the good news is that this drama finally ended last week. The bad news is that it's going to be repeated again next year -- starting early, but perhaps continuing well into 1998.

I'd hoped that today we'd all be celebrating a six-year reauthorization of ISTEA. Instead, we got a six-month extension. I know this is disappointing to the transit community, but it shouldn't be a total disappointment.

Why not? Because we actually made a lot of progress. This wasn't simply a six-month stay of execution.

First, our short-term needs were met. The stopgap bill keeps all of our programs up and running. It keeps the money flowing so you can keep doing what you're doing.

We're all concerned about a "Year 2000" crash of our computer programs, but at least we won't have a "Year 1997" crash of our transit programs.

Second, the multiyear bills that remain alive -- on the Senate floor and in the House committee -- address President Clinton's priorities, which were set out in NEXTEA -- his reauthorization proposal last spring -- including flexibility, local decision-making authority, and innovative financing -- things that I think you all agree are important.

Third, Senator Trent Lott, the Majority Leader, pledged that ISTEA would be at the top of the agenda when Congress reconvenes in January.

So I hope we'll be able to work out a final package in the spring -- although there may be a longer process if the Congress stays focused on issues that can only be solved through compromise, such as formulas.

Finally, and most importantly, there's every indication what will emerge then is a bill that gives every state and city what it wants and needs: more money.

That will build on the progress of the last several years, during which President Clinton made good on his promise to rebuild American infrastructure, increasing transportation investment to record levels.

And, in a year in which we affirmed our commitment to a balanced budget -- and adopted the measures that will get us there -- transportation investment once again was increased.

The FY '98 transportation appropriations totaled \$42.7 billion, including \$4.8 billion for transit -- a \$462 million increase over last year. \$800 million of that will go to meeting our new starts commitments, including more than \$25 million¹ for New York.

¹ East Side Access (\$20M); St. George ferry terminal (\$2.5M); Whitehall ferry terminal (\$2.5M); Nassau Hub Rail Link (\$0.5M for EIS). Amounts are before 0.75% PMO reduction.

The East Side Access project, ferry terminals in New York, and the Nassau Hub Rail Link all will move ahead because of this funding.

Operating assistance was retained, at a very low level, but the President's proposal for flexibility and equity in the definition of capital was accepted.

So, although we haven't yet secured the six-year renewal of ISTEA we'd wanted, we did fairly well. Now we're gearing up to go back to Congress in January and work with them to once again take up reauthorization.

It's important that we keep our eye on the ball. Reauthorization -- whether it goes by the name of ISTEA II or NEXTEA or BESTEA or Celery Tonic -- is going to determine not only how billions of dollars are spent but the role transportation will play in shaping America in the next century.

ISTEA set the standard. It showed how transportation can be a positive influence on everything from economic development to environmental quality to urban revitalization.

President Clinton wants reauthorization to take up where ISTEA leaves off, and then go beyond.

That means more funding for infrastructure and technology, more innovation, more state and local flexibility, and stronger links between transportation and other areas of national significance.

NEXTEA, the President's proposal, would raise transportation investment by 11 percent over ISTEA's record levels, including 17 percent more for transit new starts.

Altogether, the \$18 billion in extra funding we proposed would mean that 49 of the 50 states -- including New York -- would receive more dollars under NEXTEA than under ISTEA.

NEXTEA's expansion of innovative financing, such as state infrastructure banks to leverage nonfederal investment, potentially further raises the total funding available.

Over the next few years, we want to expand innovative financing's transit applications so that it can be as productive for transit as it is for other modes.

That would let us continue working towards a balanced, intermodal transportation system, and it would do so within the context of the balanced budget hammered out between Congress and the President this past summer.

As most of you know, the budget agreement set domestic discretionary spending caps, so transportation must compete with a wide range of other programs for a share of the pie -- everything from education to health care to law enforcement.

The '98 budget shows that we're doing well in justifying our proposals, and we want to continue doing so.

In contrast, we're a contributor to federal revenues. The Highway Trust Fund has growing balances that must be realistically addressed, so that we can both balance the budget and make the necessary investments in our country.

Under this set of constraints, it's critical to continue making transportation a relevant partner in other national initiatives, and that's especially important for transit.

For instance, under CMAQ more than \$1.8 billion dollars thus far has been transferred to transit during the ISTEA era as part of local strategies to help communities clean their air.

The Clean Air Act isn't going away -- in fact, the new air quality standards mean that it will have a greater impact than ever.

That's why we want CMAQ to grow by at least 30 percent -- to be usable in maintenance areas as well as non-attainment areas -- and to ensure its continued flexibility so that it can be used for environmentally-friendly transit -- a redundancy if I've ever heard one.

We want to continue improving safety, both on our roads and on the rails. We need more federal funding for effective programs, and we need more cooperative initiatives, such as the joint APTA-FRA effort to improve commuter rail equipment safety standards.

We want to continue the comprehensive transportation planning process ISTEA originated, so that states and localities can continue to realistically and effectively meet the challenges posed by development.

ISTEA's heart has been its requirement for planning focused on inclusiveness and public involvement -- on realistic financial planning -- on intermodalism -- on bringing in new players, such as MPOs -- and on links across policy concerns, such as air quality.

The ISTEA planning process been a success, and we want to continue it while simplifying the requirements and streamlining the process.

And we want transportation right in the middle of meeting one of the biggest challenges faced by state and local governments: helping those moving from welfare rolls to payrolls. Since that's a key subject of this year's conference, I want to say a bit more about it.

The passage of welfare reform last year was a landmark, but it was only the first step in a process of change. Now, we have to work together to make it a success, and to help people make the move from welfare rolls to payrolls.

If we don't succeed, your governor -- your mayors -- and county commissioners and other local leaders will be faced with some monumental cost implications -- and that's not something we want to see happen.

Accessibility to jobs, training, and support services is one of the biggest barriers welfare recipients face.

As transportation professionals, you know how hard it is for prospective workers to get to job sites: two-thirds of new jobs are in the suburbs, and only one in twenty welfare recipients owns a car to get to those jobs.

So we need innovative strategies to help people overcome these barriers and make the connection to jobs, and transit agencies are central to this effort to develop regional solutions to the problem of job access. They can become "mobility managers," helping people to get where they need to go.

Although we know that you can't just legislate people into the workforce, we need attention to every step of the process, including the all-important "to" in "welfare to work."

Transit can be the link between employers and their prospective employees, and we want to give you the tools to meet that challenge.

That's why the President's reauthorization proposal included an initiative to reduce the barriers faced by those moving from welfare rolls to payrolls.

It incorporated a six-year, \$600 million program of flexible, innovative alternatives to get people to where the jobs are and to provide support services, such as child care at transit stations.

These grants would be used for a wide range of purposes, including operating and capital costs for services -- promotion of employer-provided transportation -- and planning and developing support facilities.

Together with renewed support of transit and initiatives, such as the \$3 billion included in the budget agreement for jobs creation and training, this program will help make transportation a relevant partner in this national commitment. We hope Congress will authorize this program, and give it the funding it needs.

This and the other proposals I've mentioned are important to us. They're issues which define our commitment to making reauthorization go a genuine step beyond ISTEA and linking transportation with other key national priorities.

They continue the many federal programs which are working -- refine those which haven't yet fully realized their promise -- and create new initiatives to meet the challenges of the new century.

We set out our proposal last March, and it wasn't dead on arrival; in fact, it set the standard against which subsequent bills were measured: every major element of the President's proposal was included in either the House or the Senate six-year bill.

And, as we look forward to renewed Congressional action early next year, NEXTEA is looking better with age: we think it can provide the basis for a compromise that both the House and Senate can agree on.

We hope so. The next reauthorization bill will be both the last transportation bill of the 20th century and the first of the new century.

And as we stand at the start this new century, we must think about the future, and about where we're going and where we want to be.

Reauthorization gives us the opportunity to consider the purpose and form of our surface transportation system, and to help set the course for the next generation, if not the next century.

Early next year we're going to be engaged in a great national debate over our programs as Congress works to reauthorize them, and I hope that you'll make your voices heard in this debate. The stakes are high, and the role you play can be pivotal.

Let me end on this. Secretary Slater has said many times that transportation is about more than concrete, asphalt and steel -- it's about people, and about providing them with opportunity.

That's what you, as transit providers, do every day. Thank you for the hard work you do of making our nation's transportation system work, and thank you for your attention today.

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**REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
ELECTRONIC DOCKETS EVENT
WASHINGTON, D.C.
NOVEMBER 21, 1997**

(Introduction to be made by Mr. Downey)

Since taking office 10 months ago, I've often said that transportation is about more than concrete, asphalt, and steel. It's about people, and about providing them with opportunity.

That's what this new electronic dockets system does. It gives people the opportunity to learn about the issues which matter to them and to their families, and to make their voices heard.

A lot of the decision-making on these matters happens through the rules and regulations which the federal government issues -- such as the air bag on-off switch I announced on Tuesday.

The public record on these issues is maintained in the form of dockets, and DOT's dockets include everything from pending regulations to legal documents to letters from interest groups.

Until now, anyone wanting to see this material had to come to Washington to one of nine DOT agency offices, each of which maintained its own docket, and wade through massive paper files.

The initiative we're announcing today consolidates those nine dockets into one centralized, fully-automated facility. And it gives people access to dockets through the Internet -- at no charge -- 24 hours a day, seven days a week, from their home or school or office.

Any American will be able to gain access to government information at the same time as the highest-paid Washington lobbyist.

That's going to empower people to become informed and to participate more fully in their government's decision-making.

Computerizing these dockets also is going to make government more efficient and more cost-effective, reducing the number of staff people and the storage space we need. That will save taxpayers more than a half-million dollars annually at DOT alone.

Next year this new program's features are going to be further expanded, so that people will be able to submit comments to dockets via the Internet, making it even easier for them to voice their views.

This initiative stems from the National Performance Review that President Clinton and Vice President Gore began four years ago, and it shows how that effort is genuinely improving both government operations and service to the American people.

I'm proud that the Vice President thought so and awarded the electronic dockets system creative team a Hammer Award -- and I'm proud of the staff here who made it possible.

I want to congratulate Nancy and the team from her office -- especially Charlotte Boeck, the team leader -- the Transportation Administrative Services Center -- and the chief counsels of the various DOT agencies.

We also had help from some people outside of government. Although we're announcing the dockets management system today, it's actually been online since July, going through what software developers call "beta testing" -- testing by some of the people who will actually be using it.

These users provided much valuable feedback that helped to improve our final product.

One of them was my distinguished predecessor as Secretary of Transportation, Jim Burnley. Mr. Secretary, I'd like to thank you for the advice you gave us on this system, and invite you to say a few words...

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