

REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
"FINANCING THE BRIDGE TO THE 21ST CENTURY" POLICY WORKSHOP
LA JOLLA, CALIFORNIA
DECEMBER 4, 1997

(Introduction to be made by Paul Boeker, President of the Institute of the Americas)

Thank you, Ambassador Boeker, for that introduction. I also want to thank you -- and Colleen Morton -- for the fine job you've done in making this conference possible. It's going to give its participants the ideas and the practical tools they need to improve their transportation systems.

Just as importantly, it gives me and the other federal officials here feedback on how existing programs are working -- and on how we can tailor new initiatives to meet the unique needs of transportation agencies at all levels.

So tonight, I'd like to spend part of my remarks offering an overview of where innovative financing has been and where we hope it's going. And then I'd like to hear your thoughts so I can bring them back to Washington.

There's no question about the importance of what you're doing at this workshop. In an era of just-in-time production and globalization, our economy and our quality of life are more dependent than ever on an effective transportation system, and we need the resources to make our system work.

That system faces severe challenges: growing travel demand, inadequate capacity, bottlenecks and poor connections between different forms of transportation, and -- above all -- an aging and deteriorating infrastructure.

Over the past five years President Clinton has tried to bridge the gap by increasing federal highway and transit investment to record levels. This year's budget includes nearly \$30 billion for transportation infrastructure -- an increase of almost 30 percent since President Clinton took office.

In spite of these increases, our continuing effort to balance the budget means that federal funding isn't without limits -- and you in state and local government face the same constraints.

We've looked to some new principles to guide us in creating solutions to the infrastructure funding challenges we face.

Vice President Gore's National Performance Review has pushed us to make government more efficient and effective, cutting unnecessary red tape to get the job done faster.

We've also recognized that the traditional 80 percent federal grant -- with its implicit leverage factor of only 1.25 to 1 -- can't keep pace by itself with our transportation investment needs.

It wasn't so long ago that federal assistance -- dating back to the Federal Highway Act of 1916 -- came with about the same degree of flexibility as its counterpart Ford Model T -- any color as long as it's black -- any form of funding as long as it's a grant. That's no longer adequate.

Finally, the marketplace has been telling us that certain types of projects -- especially infrastructure facilities with measurable revenue streams -- are suitable for public-private ventures.

These principles led to innovative financing -- the idea of cutting red tape to move projects ahead faster and attracting private and nontraditional public sector resources to leverage federal funding far more effectively than the grant approach.

Now, these aren't totally new concepts -- in public finance, or even in transportation. Some of you began to experiment with innovative financing years ago.

For instance, when I was with the MTA in New York during the early 1980s we used safe harbor leasing to finance capital improvements and farebox credits to support operations, and other agencies tried similar strategies -- usually with some success.

However, the movement towards change at the federal level began more recently, with ISTEA.

ISTEA introduced concepts such as flexible use of federal funds -- making loans to projects -- and encouraging transit agencies to experiment with cross-border leases -- turnkey developments -- and other means of generating capital.

Although ISTEA was enacted in 1991, it took a while for these ideas to be applied by what traditionally has been a conservative, risk-averse public sector culture.

Under President Clinton, who issued an executive order in 1994 encouraging federal agencies to develop new ways to meet public needs, we stopped studying the issue and actually started making innovative financing a practical tool.

My experience in New York made me comfortable in saying that we should "just do it" -- and so three years ago we announced the President's Partnership for Transportation Investment.

We asked our state and local partners for ideas on how we could work within existing law to promote new financing techniques.

We created the climate -- and the incentives -- under which federal agency staff would take these ideas seriously and find ways to make them work.

This initiative -- known by the bureaucratic name of "Test and Evaluation 045" -- used Title 23's experimental provisions to move forward such strategies as using toll credits for state matching funds and toll revenue-backed bonds.

And it went beyond ISTEA to include new strategies such as dedicated revenue-backed bonds and the federal reimbursement of debt service costs.

As a pilot program, this effort made possible 74 new projects in 31 states with a construction value of more than \$4.5 billion -- including more than a billion dollars in new capital directly attributable to this program. Many of these projects are advancing to construction an average of two years ahead of schedule.

You've heard about some of these success stories in your sessions over the past couple of days -- projects such as the Texas State Highway 190 Turnpike and the Dallas North Tollway -- and there are others.

For example, in Missouri an entrepreneur has installed fiber-optic cable within a highway right-of-way. This cable will be used for private telecommunications services, but also will serve -- at no cost to the state -- as the backbone of a statewide intelligent transportation system.

In Stark County, Ohio, the state supported construction of a \$35.2 million intermodal facility which enables the transfer of freight between trucks and rail cars.

A loan of federal-aid funds to the private developer which built the interchange made possible its construction, and fees paid by facility users will repay the loan.

The National Highway System designation act and the 1996 DOT appropriations bill wisely made permanent some of the experimental innovative financing provisions and also endorsed others we'd pursued under the Partnership for Transportation Investment.

The NHS act also created state infrastructure banks, or SIBs.

As you know, SIBs use federal seed capital to leverage private investment through loans and credit enhancement assistance, and are meant to serve as ongoing, revolving loan funds.

As projects are implemented, loans are repaid to the SIB and the proceeds used for new projects.

The 1997 DOT appropriations bill expanded the state infrastructure bank program beyond the original 10 pilot states -- to a current total of 39 -- and provided \$150 million in new, general-fund, seed capital to help get these banks underway.

Ohio's bank is perhaps the most active to date, having loaned Butler County \$35 million to support a \$120 million bond issue and \$7.8 million for a parking facility at the Great Lakes Science Center.

Other projects to be supported by SIBs in the coming year illustrate the flexibility they afford to states seeking to tailor aid to the needs of specific projects.

Missouri's Springfield Transportation Corporation will use a sequenced, two-loan strategy to significantly speed up a \$33 million road construction project and to reduce interest costs.

The first loan will enable pre-construction work to begin without waiting for the full federal share of funds to be accumulated.

The second loan, with below-market interest rates, will finance the project's construction bonds, saving area residents several million dollars in interest costs.

Missouri also plans to use \$34 million in SIB loans to leverage \$127 million in improvements to Highway 179 and to the Cape Girardeau Bridge.

The SR 80 Interchange in Palm Beach County, Florida, will use an interest-free SIB loan to finance interest costs during construction and the first five years of operation.

This is a period during which anticipated revenues from this toll project would otherwise be insufficient to pay its costs. After this time revenues should be adequate to pay back the construction debt, and the project ultimately will be self-supporting.

Another financing tool included in the NHS designation act was the use of GARVEES -- and no, they're not named after Jane Garvey, our former FHWA deputy administrator who did so much to advance innovative financing. We all like Jane, but not quite *that* much.

Instead, GARVEES stands for Grant Anticipation Revenue Vehicles. In essence, they enable large projects to be amortized over an extended period by backing bonds with expected future federal-aid highway funds.

Several states -- including New Mexico, Ohio, and Massachusetts -- are considering using GARVEES to support major projects using federal-aid highway funds. We're looking forward to working with them to make these projects possible.

Similar deals already have been done in other areas -- for example, New Jersey recently sold grant anticipation notes for to help finance a new light-rail line using an innovative turnkey development and concession arrangement.

In addition to what we've done under ISTEA, we've worked to push the envelope of our general authority in several initiatives receiving special approvals by Congress. For example, we provided standby lines of credit for two new toll roads in Orange County, California and are funding a \$400 million direct loan to the Alameda Corridor in Los Angeles County.

These projects have strong national benefits because of this region's role as a global gateway, but might not have been feasible without the extra boost of federally-provided credit assistance.

By acting as we did in these projects -- providing direct loans and lines of credit -- we can act as a sort of patient co-investor along with the private sector -- especially if we can help fill gaps that private markets can't.

We're looking forward to building on these successes, and we want to use ISTEA's reauthorization as the way to do so.

It's essential that we do this. In the future we're going to depend more and more on private sector capital to help build the roads and bridges and transit systems we need.

That's why this conference's theme of public-private cooperation continues to be so appropriate.

The starting point for our efforts is ISTEA reauthorization. You all probably know that ISTEA expired two months ago, and that Congress couldn't reach agreement on a long-term reauthorization bill.

And so on Monday President Clinton signed a bill which extends ISTEA's programs for six months. This extension continues vital funding, but essentially maintains the status quo in terms of programs.

While we want to maintain the many outstanding programs and policies which have made ISTEA such a public policy success story, we also want to move ahead with new solutions for the new century.

The reauthorization proposal that the President announced last March included two specific proposals for innovative financing.

The first would continue the state infrastructure bank program and maintain the federal commitment both to keeping this program open to all states and to providing a sustained flow of seed money to be leveraged by these banks.

We also want to continue enabling states to capitalize these banks with up to 10 percent of the regular federal-aid highway allocations.

One of the big disappointments, of both the six-month reauthorization bill and of this year's budget, was that Congress didn't provide the SIB seed money included in the 1997 budgets. However, we plan to raise this again next year.

The President's second proposal was something new: a credit enhancement program to help leverage nonfederal resources for projects of national significance, such as interstate trade corridors.

That includes such projects of national importance as bi-state bridges or border ports of entry whose benefits are realized beyond the boundaries of the jurisdictions that have to build them.

Now, neither of these proposals made it into the six-month ISTEA legislation Congress finally passed, but we plan to raise them with the authorizing committees again early next year when Congress reconvenes.

We also want to discuss some of the other ideas which have been generated by the ISTEA reauthorization process -- such as those on credit enhancements which were incorporated into the Senate's bill.

As we do so, we have to recognize some realities -- that ideas such as directed scoring, which would rewrite the existing budgetary rules for federal credit -- are nonstarters.

Similarly, we can expect to run into significant opposition when proposals expand the volume of tax-exempt debt.

No matter how we try to justify such efforts to support needed improvements, if it looks like a duck, and it quacks like a duck, then someone will be sure to gun it down. However, we're optimistic that Congress will support both SIBs and a form of credit enhancement.

Even within the confines of economic and political reality, there's a lot which we can do -- and a lot which has been done -- to give America the transportation system it needs to ensure our prosperity and quality of life in the 21st century.

I'd like to close my remarks, and hear your comments, but before doing so I want to offer three pieces of advice.

First, I encourage you all to learn by doing -- by actually getting out and moving projects ahead.

There are still relatively few rules in innovative financing, and experimentation is something that's definitely encouraged -- either by you or by our federal agency staff.

As in our grant programs, we're committed to giving you as much of the decision-making authority as possible, since you have the best understanding of these projects and their market conditions.

Second, as transportation leaders, your participation has to be hands-on.

You've got to be closely involved in the business decisions which are being made with your projects, and you've got to provide strong management oversight. You don't want to wake up to a problem you can't manage because someone convinced you to enter into a deal you really didn't understand.

Third, a lot of crucial decisions about what's going to be possible in innovative finance will be made during the opening months of next year.

Given that reauthorization probably will crystallize the federal infrastructure program for the next half-dozen years, I hope you'll make your voices heard in the debates over how much flexibility states should be given.

Let me finish by thanking you for your attention. Now, I'd like to hear your thoughts...

#

7.5
Final

**REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
CITY COLLEGE OF NEW YORK INSTITUTE FOR TRANSPORTATION SYSTEMS
DECEMBER 8, 1997
NEW YORK, NEW YORK**

*(Introduction to be made by Dr. Robert E. Paaswell, Director,
Region II University Transportation Research Center)*

Good afternoon. I want to start by thanking you, Buzz -- not only for that introduction, but also for your work in building a university program which benefits not only its students but all of us in the transportation community.

We depend on programs such as this to develop our industry's future work force -- and to help generate the ideas and the programs and the technologies we need for safer and better transportation.

Today I'd like to spend a few minutes talking about some of our current education priorities, and then spend most of our time together listening to your ideas and thoughts.

Let me start by saying that the importance of what the Institute for Transportation Systems and the other UTCs do has long been clear to us in the Department of Transportation.

We've seen the transportation industry undergo remarkable changes in recent decades -- a process of change driven by new technologies, new partnerships, new concepts, and one responsive to new priorities and issues.

All of 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.

Last year, as part of our preparation for ISTEA reauthorization, many of us at the Department traveled the country, meeting with academic leaders, business professionals, and others to talk about what was most needed to stay even with these changes and prepare for the transportation systems of the 21st century.

The answer shouldn't have surprised us, and it probably won't surprise you. It wasn't new technologies, or more money, or any of the other important things you'd expect -- although no one would turn down progress in those areas.

But, in fact, 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, finance, build, operate, and maintain the advanced transportation systems we'll need for economic success and a high quality of life.

And to do that we will need an educational community that is ready to prepare the next generation of transportation professionals.

At DOT, we're ready to do our part in making sure we have the educational resources we need.

Our reauthorization proposal for surface transportation -- the NEXTEA bill you've heard so much about -- continues our strong commitment to this university and the other UTCs.

You all probably know that ISTEA expired two months ago, and that Congress couldn't reach timely agreement on a six-year reauthorization bill.

And so last Monday President Clinton signed a bill which extends ISTEA's programs -- including the UTCs and their funding -- for six months.

That's okay for a stop-gap -- assuring some degree of continuity -- but we want to go back and work with Congress early next year to give you the stable, long-term support you need to plan and carry out your programs.

We also want to build new partnerships that will benefit the UTCs. For instance, we want to draw on the resources of the Transportation Research Board and other institutions to define and coordinate research and education needs that work in today's intermodal transportation world.

In fact, some of you may have participated in our recent conference on those needs.

We want to assist UTCs which have modally-oriented programs to more fully integrate them, the better to develop new ways of training professionals who can work within today's intermodal realities.

We want to help UTCs to take the lead on curriculum development to provide stronger training in new areas, such as environmental quality, technology, transportation finance, and intermodalism.

And we want to expand other DOT efforts, such as the Professional Capacity-Building Program for ITS Deployment, which helps universities and others to develop intelligent transportation systems educational curricula and training initiatives.

While much of our focus has been on universities, we know that the growing body of knowledge and skills required for most transportation professions means that it's never too early to start.

That's why your university, like others, supports education, training, and professional development through outreach to area schools, giving them a jump start in our profession.

And we want to start even earlier, making sure that all students have the academic background they need for the demanding curricula transportation education requires.

That's why Secretary Slater created the Garrett A. Morgan Technology and Transportation Futures Program.

This program has been a top priority of the Secretary's, and President Clinton felt so supportive of it that he announced it himself last April.

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 young 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: 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. Six weeks ago we sponsored a roundtable bringing together business, academic, and government leaders to take us to the next step, and we're preparing a report which summarizes their recommendations.

One thing which the roundtable made clear is that the responsibility of helping these students -- especially the younger ones -- belongs to all of us -- not only to public officials or academics, but also to those who currently are students.

I believe that you, as students in an outstanding university transportation program, are especially well-equipped to help make the Garrett Morgan program a reality.

I know that you're all busy with your own studies and your work, but I hope that you can also find the time to go out to elementary and high schools here in the New York region, and serve -- for an hour a week, or whatever you can spare -- as mentors, as role models, and as teachers.

I think you'll find the rewards of giving to this community well worth your time and effort.

Coordination of the Garrett Morgan program is a responsibility of the Research and Special Programs Administration in Washington, which -- as you know -- is also the home of our University Centers programs and related educational efforts.

I'm sure that Kelley Coyner, our acting RSPA administrator, and her staff can give you more information if you want to get involved.

You, as university students, are the immediate future of America's transportation industry -- but you also can help -- *now* -- to prepare the following generation of professionals. I hope you'll all consider doing what you can to inspire others to follow in your footsteps.

Now, I'd like to thank you for your attention, and listen to your thoughts...

#

**REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
WOMEN'S TRANSPORTATION CENTER ANNUAL AWARDS CEREMONY
WASHINGTON, D.C.
DECEMBER 10, 1997**

(Award to be presented by Jan Balkin, WTS Washington Chapter President)

Thank you, Jan. I'm very proud of my selection as this chapter's 1997 Member of the Year, and I'd like to thank you and the members of the selection committee for this honor.

It means a lot to me because WTS is exactly the kind of professional activity I've long supported -- one that enables those of us in the transportation community to better serve the American people.

Two decades of WTS's producing leaders in government and industry are solid evidence of its importance to our profession, and that's why I look forward to continuing my active involvement in the years to come.

One of the perquisites of being named Member of the Year is that you have to listen to me, at least for a few moments. I'd like to use those few moments to talk to you about an initiative I feel very strongly about, one which is closely linked to WTS's mission of promoting opportunity in transportation.

WTS has done much to advance professional development in the transportation community, enabling thousands of people to pursue successful careers in our industry.

It's important to build on what WTS is doing so well by starting ever earlier to attract young people to transportation and to make sure that they have the academic background they need for the demanding curricula transportation education requires.

As we prepared for ISTEA reauthorization, Secretary Slater and many of us in the Department of Transportation met with public officials, business professionals, and others to talk about what we most need for the transportation systems of the 21st century.

It wasn't new technologies, or more money, or any of the other important things you might expect. Instead, it was *people* -- or, to be more specific, well-educated, well-trained people who can help to design, build, finance, operate, and maintain the advanced transportation systems we'll need.

What we heard helped to inspire Secretary Slater's new education initiative: the Garrett Morgan Technology and Transportation Futures Program, named after the inventor of the automated traffic signal.

This program is a top priority of the Secretary's, and President Clinton felt so supportive of it that he announced it himself last April.

This new initiative will challenge at least one million young 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.

The Garrett Morgan program, in its infancy, has made a good start, already touching the lives of 250,000 children across America.

That's impressive, but it's only a start. The responsibility of helping these students belongs to all of us -- as public officials, as businesspeople, as parents, and as concerned members of our communities. We all need to get involved to help prepare America's young people for the future they'll inherit.

I believe that WTS's members, as professionals in the transportation industry, are especially well-equipped to help make the Garrett Morgan program a reality.

We need you as mentors, as role models, and as teachers.

We need you to help in schools and to provide opportunities in workplaces.

And we need your leadership and your guidance to make the Garrett Morgan program a continuing reality throughout America.

Your involvement can take many forms, but what's important is your commitment: we're depending on business and community leaders and public officials to make this happen in thousands of cities and neighborhoods across America.

So I ask you: let's work together for what really matters -- our children, and their future.

I look forward to having you join Secretary Slater and me to prepare for leadership the next generation of America's transportation professionals.

Now, I'd like to close my remarks by thanking you for your attention, and -- again -- thanking you for honoring me as Member of the Year.

#

REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
OFFICE OF SMALL AND DISADVANTAGED BUSINESS
UTILIZATION ANNUAL MEETING
WASHINGTON, D.C.
DECEMBER 11, 1997

(Introduction to be made by Luz Hopewell, OSDBU Director)

Thank you, Luz. I'd like to start by bringing you greetings from Secretary of Transportation Rodney Slater.

Some of you have met the Secretary, and you know that he wants to make sure we can continue producing the kinds of opportunities which you, as our partners, have made the most of.

This commitment is evident throughout President Clinton's proposal to reauthorize the federal highway and transit programs which expired two months ago.

Congress wasn't able to agree on a long-term reauthorization bill, but instead passed one extending our programs for six months, and the President signed this last week. However, this is only a stop-gap measure, and we're going to have to face the same issues again next year.

That's why it's important that we keep our eye on the ball, and continue working towards a bill that meets the needs of all Americans.

The President's reauthorization proposal, announced last March, has elements of both the House and Senate proposals which were debated this autumn. It's aged well, and we hope it can serve as the basis for compromise on a long-term reauthorization bill.

I'd like to tell you about some of the proposal's key elements. It would invest \$175 billion in surface transportation over the next six years, supporting a million high-wage jobs and strengthening businesses and communities throughout the country.

The result is that, under this initiative, minority- and women-owned businesses could receive a record \$20 billion in contracts to build America's highways and transit systems.

However, that won't happen unless we make sure that the opportunities it offers are shared equally, so we've included provisions to make that possible.

First, we want to reauthorize our DBE program to help women- and minority-owned businesses. No one knows better than you the importance of this initiative to ensuring opportunity and fairness.

Since its inception, this program has successfully increased the percentage of women and minority-owned firms that are building our nation's transportation systems: DBE participation has increased from 1.9 percent in 1978 to 14.8 percent last year.

These businesses are acquiring the experience, the skills, and the reputations they need to be fully competitive, and at the same time are bringing jobs and growth to their communities.

We want to continue this program with regulatory modifications we proposed earlier this year -- many of which resulted from the review of affirmative action President Clinton directed us to make two years ago.

These changes are consistent with the Supreme Court's 1995 decision in *Adarand v. Peña*, which recognized that discrimination continues.

The Court said that the federal government can continue to use affirmative action to combat current discrimination and the "lingering effects of racial discrimination" -- as long as these programs are carefully defined to do exactly that.

That's why President Clinton ordered that we mend -- not end -- affirmative action. The changes we've proposed will target our DBE program, making it more effective.

The changes also streamline the program, making it not only more effective but also less burdensome on the very businesses it's trying to help.

Our bottom line is that we want to sustain our commitment to these businesses. They deserve a chance to compete on an equal basis -- to show what they're capable of -- and we want to make sure that they have that opportunity.

However, proposals in Congress that were discussed this autumn would effectively end the federal DBE program for transportation -- and perhaps for other areas as well.

This would be a tragic mistake, because there's still a clear need for such a program, not only for highway construction projects but for transit projects as well.

In one state which has a DBE program for federally-funded projects but none for state-funded projects, DBE firms received 5.3 percent of federal construction dollars, but only 0.2 percent of state construction dollars.

Another state, which eliminated its DBE program for state-funded projects, saw minority-owned businesses receive no state-funded contracts at all. Ending the federal commitment to DBE would see these disastrous results replicated nationally.

We're committed to supporting the DBE provisions included in current law and to opposing all amendments to end or weaken the program.

That will enable us to keep the doors of opportunity open for minority and women-owned small businesses and the tens of thousands of Americans they employ.

Over the coming weeks and months we're going to be engaged in a great national debate over DBE programs as Congress works to reauthorize federal surface transportation program, and I hope that you'll make your voices heard in this debate.

Our commitment is not just to today's businesses, and to today's transportation, but to the future as well.

That's why we want to continue our commitment to Historically Black Colleges and Universities, Hispanic-Serving Institutions, American Indian Community Colleges, and other minority institutions of higher education.

In fact, we not only want to continue their participation in the grants and cooperative agreements we award -- we want to increase it.

We want to enable the Secretary to establish an assistance program designed to remove barriers to their participation.

This program also would help them gain the experience and expertise they need to become competitive with other educational institutions.

The educational provisions we want have a special significance for high technology, which is going to be the engine of transportation job creation in the new century.

We want to expand our mandate to foster cooperation between state and local governments and the private sector in the deployment of transportation technologies by explicitly adding a reference to involving Historically Black Colleges and Universities and other Minority Institutions of Higher Education in this work.

We hope that's going to broaden opportunities for these schools to participate in the new technology programs which are revolutionizing transportation.

Finally, the activities which the President's reauthorization includes also would support the Garrett A. Morgan Technology and Transportation Futures Program.

Throughout this past year those of us in the Department of Transportation met with transportation officials, business professionals, and others to talk about what we most need for the transportation systems of the 21st century.

It wasn't new technologies, or more money, or any of the other important things you might expect. Instead, it was *people* -- or, to be more specific, well-educated, well-trained people who can help to design, build, and operate the advanced transportation systems we'll need.

What the Secretary heard helped to inspire his new education initiative: the Garrett A. Morgan Technology and Transportation Futures Program.

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

This new initiative will challenge one million students to develop their math, science, and technology skills in preparation for careers in transportation, and foster lifetime learning.

And it challenges us -- as parents, as public officials, as businessmen and -women, as concerned members of our communities -- to get involved to help prepare them for this future.

That involvement can take many forms, but what's important is your commitment: we're depending on business and community leaders and public officials to make this happen in thousands of cities and neighborhoods across America.

We need you as mentors, as role models, and as teachers. We need you to help in schools and to provide opportunities in workplaces.

We've got a good start: in its infancy the Garret Morgan program has already touched the lives of 250,000 children across America. That's impressive, but it's only a start.

So let me say that we need your help and your leadership to make the Garrett Morgan program a continuing reality throughout America. Let's work together for what really matters: our children, and their future.

Secretary Slater and I look forward to having you join us to prepare for leadership the next generation of America's professionals.

Let me close by saying that we should be proud of what we've done to expand opportunity to all Americans.

This country is a fundamentally better and fairer place than it was a generation ago, and we need to keep these doors open for *all* Americans.

In Secretary Slater's view -- and in mine -- that is what our programs are all about.

They're a search for excellence and ability -- a way to give all Americans the chance to show their talents, and to contribute in a positive way. Thank you.

#

TALKING POINTS
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
SWEARING-IN OF GLORIA JEFF AS FHWA DEPUTY ADMINISTRATOR
WASHINGTON, D.C.
DECEMBER 19, 1997

- * Administrator Wykle, thank you. Mr. Secretary -- Ms. Jeff -- ladies and gentlemen, what a pleasure it is for all of us to be here. This is a very happy occasion -- for you, Gloria, for all the members of your family, and for the members of the FHWA family.
- * I'm going to make a few brief remarks and then introduce Secretary Slater -- and then we'll come to the highlight of the event -- Gloria's swearing-in. But I'd like to begin by saying how proud I am to be here, because Gloria Jeff has been a valued colleague for more than four years now.
- * And those of us who have had the chance to work with her share the great pleasure that comes when someone moves into an important position for which she is so well-suited, so well-qualified, and so well-prepared.
- * We've seen Gloria carry out a series of sensitive, difficult tasks as the FHWA's Associate Administrator for Policy -- everything from ISTEA reauthorization -- to the agency's strategic plan -- to the Highway Cost Allocation Study -- to new alliances such as the National Freight Partnership. Some of us have worked with her even longer and know why she came to FHWA so well prepared after being an advocate for transportation improvements in Michigan.

- * Well, she'll use -- and need -- all those experiences at her new post, because now is a time when the FHWA must continue to show leadership and new vision for our transportation future.
- * So we're looking forward to Gloria's playing a leading role in this effort. And, I'm confident that she, as both a thinker *and* a doer, will succeed magnificently in her new job.
- * No one knows better the contributions Gloria has made to FHWA than Secretary Slater, and so now I'd like to invite him to offer his thoughts. Mr. Secretary...?

#